



भारत कोकिंग कोल लिमिटेड
Bharat Coking Coal Limited
(A Mini Ratna Company)
(A Subsidiary of Coal India Ltd.)
(www.bcclweb.in)

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बोर्ड सचिवालय / Board Secretariat

Ref. No. BCCL:CS:F-Dop: 44: 225

Dated: 28.10.2021

Office Order

Sub: Modified Delegation of Powers of GM / HODs (HQ).

In supersession of earlier order(s) on DoP, revised Delegation of Powers is enclosed herewith for immediate implementation.

The salient features are as under:

1. Financial powers can be exercised by officials as stipulated in the DOP and cannot be sub-delegated.
2. CMD of CIL/Subsidiaries can sub-delegate administrative powers to the FDs/CVOs/EDs/GMs/HODs/Area GMs of CIL/Subsidiaries as per requirement within their powers.
3. Irrespective of Grade, executives can exercise higher powers as per their job-profile, if they are acting as such.

We are enclosing the Revised DOP and accompanying Annexures as under -

1. Annexure-II : DOP of ESC, CFDs, CMD & Other Executives of Subsidiaries on Procurement of Goods and Award of Works & Services
2. Annexure-III : DOP of CMD & Other Executives of CIL & Subsidiaries on Estimate Approval
3. Annexure-IV : Guidelines for Appointment of Consultant Organisations
4. Notes to Revised DOP.
5. General Guidelines on Revised DOP.

This issues with the approval of the competent authority.


(B.K. Parui)
Company Secretary

Distribution:

1. CMD/ FDs
2. CVO, BCCL
3. GM(Finance)I/c.
4. All HODs of HQ.
5. TS to D(T)OP/D(T)P&P/D(F)/D(P)/CMD.
6. GM(System), BCCL: To upload the modified DoP in the website of BCCL.

DOP of ESC, CFDs, CMD & Other Executives of Subsidiaries on Procurement of Goods and Award of Works & Services

Annexure-II

(Amount in ₹ Crores - rounded off)

Item of Procurement	Empowered Committee of Directors including IDs headed by Chairman	Committee of Functional Directors headed by Chairman	CMD, Subsidiaries	Functional Directors (FDs)	General Manager /HODs	Chief Manager /Sr. Manager
	@five times powers of CMD, Subsidiaries	@ twice powers of CMD, Subsidiaries		@ 50% of CMD, Subsidiaries	@ 25% of CMD, Subsidiaries	@10% of CMD, Subsidiaries
1. Open tender						
a. Lowest tender ¹						
i. Capital exp for goods	187.50	75.00	37.50	18.75	9.50	3.75
ii. Capital exp for works & services	75.00	30.00	15.00	7.50	3.75	1.50
iii. Revenue exp for goods	-	Full Powers	18.75	9.50	4.75	2.00
iv. Revenue exp for works & services	-		15.00	7.50	3.75	1.50
b. Resultant Single Tender ²	-		25% of DoP			
2. Purchase on single tender basis						
a. For Proprietary Items ³						
i. Capital exp for goods	75.00	30.00	15.00	7.50	3.75	1.50
ii. Capital exp for works & services	18.75	7.50	3.75	2.00	1.00	0.50
iii. Revenue exp for goods	18.75	7.50	3.75	2.00	1.00	0.50
iv. Revenue exp for works & services	18.75	7.50	3.75	2.00	1.00	0.50
a. For Non-Proprietary Items						
i. Capital exp for goods	18.75	7.50	3.75	2.00	1.00	0.50
ii. Capital exp for works & services	18.75	7.50	3.75	2.00	1.00	0.50
iii. Revenue exp for goods	18.75	7.50	3.75	2.00	1.00	0.50
iv. Revenue exp for works & services	18.75	7.50	3.75	2.00	1.00	0.50
3. Through negotiation/nomination basis						
i. Capital exp for goods	18.75	7.50	3.75	2.00	1.00	0.50
ii. Capital exp for works & services	18.75	7.50	3.75	2.00	1.00	0.50
iii. Revenue exp for goods	18.75	7.50	3.75	2.00	1.00	0.50
iv. Revenue exp for works & services	18.75	7.50	3.75	2.00	1.00	0.50
(Subject to overall limit per Financial Year)	93.75	37.50	18.75	10.00	5.00	2.00
4. Limited tender ⁴						
i. Capital exp for goods	93.75	37.50	18.75	9.50	4.75	2.00
ii. Capital exp for works & services	37.50	15.00	7.50	3.75	2.00	0.75
iii. Revenue exp for goods	47.50	19.00	9.50	4.75	2.50	1.00
iv. Revenue exp for works & services	37.50	15.00	7.50	3.75	2.00	0.75
Resultant Single Tender ²	25% of DOP					

*** For areas having annual production in excess of 20 MT, Area GMs are authorised to exercise their delegated powers for procurement of goods and award of work and services for both capital and revenue items upto 1.25 times their delegated powers.**

**** For projects having annual production in excess of 10 MT, Project Officers are authorised to exercise their delegated powers for procurement of goods and award of work and services for both capital and revenue items upto 1.25 times their delegated powers.**

1. In case of Revenue expenditure bundled with Capital expenditure, the Delegation of Power relevant to Capital expenditure would apply. Example:- Sourcing of spares under AMC/CMC along with Capital equipment whether delivery is immediate or not.

2. In case of Resultant Single Tender, the following points must be ensured:-

- a. No splitting of the contract will be allowed
- b. The reasons for the same are to be recorded in writing
- c. The NIT was satisfactorily advertised and sufficient time was given for submission of bids.
- d. The qualification criteria were not unduly restrictive , and
- e. Prices are reasonable in comparison to market value.

3. In case of purchase from OEM at the time of purchase, efforts should be made to obtain upfront a list of original parts manufacturer/proven source as recommended by OEM. In case of existing equipment, a similar declaration/authorization may be obtained.

4. In case of Limited Tender for Procurement of goods and award of work & services, the following points must be ensured:-

- a. The number of supplier firms in Limited Tender Enquiry should be more than three. Efforts should be made to identify more number of approved suppliers to obtain more responsive bids on competitive basis.
- b. Copies of the bidding document should be sent directly by speed post / registered post / courier / email / e-portal / GeM to firms which are borne on the list of registered suppliers. Proof of delivery of the bidding document must be obtained.
- c. Sufficient reasons to go for such limited tender must be recorded in writing by the competent authority.
- d. Empanellement of suppliers and Limited Tender Enquiry from such empanelled suppliers must be encouraged.

5. For Single Tender / On Nomination Basis (Without Proprietary Article Certificate), Limited Tender Approval of Director Concerned of CIL/Subsidiary should be obtained.

DOP of CMD & Other Executives of CIL & Subsidiaries on Estimate Approval

(Amount in ₹ Crores - rounded off)

Item of Estimate / Indent Approval	CMD Subsidiaries & D(T),CIL	Functional Directors (FDs) of Subsidiaries	Area General Managers of Subsidiaries *	Project Officers of Subsidiaries	GM / HOD of CIL HQ/ Subsidiaries HQs
Revenue Items					
<i>a. Goods</i>	Full Powers	Full powers *	1.00	0.25	0.25
<i>b. Works & Services</i>		15.00	1.00	0.25	0.25
Capital Items					
<i>a. Goods</i>	Full Powers	Full powers *	0.20	0.10	0.10
<i>b. Works & Services</i>		15.00	0.20	0.10	0.10

* D(T), CIL/Subsidiaries are competent to approve indent for new requirement of Capital Items as per sanctioned project reports / feasibility reports, schemes etc. and also for capital items required for office premises and other establishments like conference/training halls, guest house, official residences and bungalows etc and for day to day official works. General Managers of the Areas are authorised to approve indents to the extent they have been delegated with specific powers by the Subsidiary Companies (Clause 7.4.1.4 of Purchase Manual)

Notes :-

1. This DOP for approval of Estimates for Capital & Revenue Works & Services includes the power of **administrative approval** also.

2. The **Tender approving/accepting authority** for award shall be as per Annexure-I & II and Sl. No. 3 & 4 of the below mentioned notes irrespective of the estimate approving authority.

3. Procurement of Goods :-

a) Approval of indent/requirement for Capital as well as Revenue for Centralised Items/Goods is to be obtained from Director (Technical), CIL/Subsidiaries as the case may be. However, for decentralised Capital & Revenue items/Goods to be procured at Area level, approval of indent/requirement is to be obtained from Area GM / Project Officers as per the above- mentioned DOP.

b) DoP for approving the procurement for both capital and revenue items/goods would not be operated below the level of GM(MM)/ HOD (MM) at CIL/Subsidiaries or administrative HOD of Materials Management function at Areas/ Central/Regional Stores, Workshops / Hospitals etc

4. Procurement of Works & Services :-

a) Sanction for Capital as well as Revenue Works/Services is to be obtained from Project Officer (or Sub Area Manager) / Area General Manager / GM (Civil) /HOD (Civil) / Concerned FD / CMD of CIL / Subsidiaries as the case may be. In case the item exists in projected Capital / Revenue Budget, no further sanction to undertake the job is required.

b) DoP for approving the award of Capital as well as Revenue work /services would not be operated below the level of HOD of respective departments or administrative HOD at CIL or Subsidiary HQ/Areas/Project/ Central/Regional Stores, Workshops / Hospitals etc.

Guidelines for Appointment of Consultant Organisations

1. These Guidelines shall include the appointment of entities as :

- i. Technical Experts
- ii. Auditors (except Statutory Auditors who are appointed by C&AG)
- iii. Stock Verification Consultants
- iv. Lawyers
- v. Consultant for Company Secretarial matters
- vi. Management Consultants
- vii. Tax Consultants
- viii. Company law consultants
- ix. Any other consultants as may be decided by the competent authority.

2. These guidelines shall not apply to full time/part time advisors for which appropriate guidelines have already been framed by the Company.

3. Efforts should be taken to design the eligibility criteria in such a manner that Indian consultancy firms are given priority over foreign counterparts.

4. International experience should be given preference in cases only when the Indian firm/Company is a subsidiary/associate/JV of the concerned foreign body. Care should be taken for such cases where Indian companies having similar names as of the foreign body having no or very less experience may take advantage.

5. The remuneration structure of the consultants must be framed before the appointment process is floated and the same must not be based on L1 criteria. It is important for the company to appoint good quality consultants and payment of reasonable remuneration will result in the appointment of quality consultants.

6. At least 33-50% points should be given for the presentation to be made by the consultants to be appointed before the appropriate Committee in respect of :

- i. Infrastructure of Office
- ii. Software / Hardware usage
- iii. Approach towards the concerned job
- iv. Proposed strategy and its implementation
- v. Detailed scope and understanding of the assignment.

7. While appointing, it must be made clear to the appointees that they are to remain accountable for their Report and Advice in all cases and shall give appropriate affidavit / declaration to the Company before taking the assignment.

8. The appointed Consultant while accepting the assignment must specify the team members and must ensure in writing that at least 10% man-hours required for the assignment shall be devoted by the senior consultant/partner of the firm in letter and spirit. It is also important to ensure that such senior consultant/partner authenticate the report and is present during the time of presentation of final report.

9. The appointment procedure shall generally be by way of open tender (Fee and selection criteria is to be pre-determined) except in cases of urgency when limited tender may be floated. Even in cases of such urgency, it shall be mandatory to publish the requirement adequately in advance in the CIL e-tender website/ eprocure.gov.in/GEM portal.

10. The requirement of open tender shall not apply to Institutions of National repute like IITs, IIMs, ISM, ICAI, ICSI, ICMAI and similar bodies established under an Act of Parliament / Institutes of national or international repute and likewise as recorded in writing by the appointing authority.

11. While appointing consultants, no preference of location or proximity to be given except in special cases where the same is justified and that too after proper justification and approval by the competent authority.

12. The appointment of Consultants must adhere to the following limits :

- i. **Board of Directors** : Without any limit
- ii. **Committee of Functional Directors headed by CMD** : upto Rs.100 lakhs
- iii. **Chairman / CMD** : upto Rs.50 lakhs
- iv. **Functional Directors for respective functions** : upto Rs.25 lakhs
- v. **Executive Directors for respective functions** : upto Rs.10 lakhs
- vi. **GM for respective functions** : upto Rs.5 lakhs
- vii. **Committee of GMs headed by functional Director** : upto Rs.30 lakhs
- viii. **Deputy GM/CM** : upto Rs.1 lakh

Second engagement of the same person/entity will be subject to the approval of next higher level, in case appointment is made within a period of 12 months.

The above limits are same for both CIL and its Subsidiaries.

13. While determining terms of appointment for specific assignments / jobs an expert committee can be constituted by the next hierarchy level together with equal number of external experts in the respective field so that the eligibility criteria, scope of assignment, reporting requirement, working papers and documentation and fees and remuneration may be decided.

14. The competent authority may appoint a consultant without inviting any bid based on expertise/reputation of specific person /entity which may be brought on record. **The delegated power in this regard for appointment on nomination basis is limited to 50% of delegated power as above.**

The reason for appointment on nomination basis will be recorded in writing.

Notes to Revised DOP

Sl. No:	Notes
1	DOP is to be exercised under the broad framework of all Rules, Manuals, Policies & Guidelines. In case of incongruity, the latter shall prevail over this DOP.
2	<p>This DOP is for CIL and its Subsidiaries. CMDs of Subsidiaries can exercise the same powers of CMD, CIL on administrative matters and 75% of the powers on procurement of Goods and Award of Works & Services. Financial powers can be exercised by officials as stipulated in the DOP and can not be sub-delegated.</p> <p>CMD of CIL/Subsidiaries can sub-delegate administrative powers to the FDs/CVOs/EDs/GMs/HODs/Area GMs of CIL/Subsidiaries as per requirement within their powers.</p> <p>For Sl. No.21 - "Land Matters", the powers to be exercised by Competent Authority of Subsidiary Companies.</p>
3	In between the Board Meetings , CMD, CIL/Subsidiaries along with two Functional Directors, preferably one of whom is the Director (Finance), may within the ambit of operational necessity and efficiency, assume full powers of the Board provided that a Report is made to the Board soon after the ex-post-facto approval obtained wherever necessary.
4	<p>Empowered Sub-Committee of CIL can approve new projects upto Rs.250 crores. In case of projects above Rs.250 crores, the Project Report would be submitted to the Board with the recommendation of ESC. The Empowered Sub-Committee will consist of following members and they work within the above Delegation of Power. (1) Chairman, CIL (2) Director (Finance) (3) Director (Technical) (4) JS&FA (5) 4 Independent Directors 1 having Financial background (6) CMD, CMPDI as Permanent Invitee and (7) CMDs of concerned subsidiaries whose project would be invited as Special Invitees.</p> <p>Approved Project Reports act as an administrative approval. Approval of the competent authority is to be obtained for procurements made beyond the approved Project Reports.</p>
5.(i)	<p>Financial Powers to be exercised on procurement of Goods and Award of Works & Services as under :-</p> <p><i>For CIL :-</i></p> <ol style="list-style-type: none"> ESC of CIL headed by CMD, CIL - 5 times powers of CMD, CIL CFDs of CIL headed by CMD, CIL - 2 times powers of CMD, CIL FDs of CIL - 75% of CMD, CIL EDs of CIL - 35% of CMD, CIL GMs/HODs of CIL - 25% of CMD, CIL CMs/SMs of CIL - 10% of CMD, CIL

Sl. No:	Notes
(ii)	<p><i>For Subsidiaries :-</i></p> <p>a. ESC of Subsidiaries headed by CMD of Subsidiary - 5 times powers of CMD of Subsidiary</p> <p>b. CFDs of Subsidiaries headed by CMD of Subsidiary - 2 times powers of CMD of Subsidiary</p> <p>c. FDs of Subsidiaries - 50% of CMD of Subsidiary</p> <p>d. GMs/HODs of Subsidiaries - 25% of CMD of Subsidiary</p> <p>e. CMs/SMs of Subsidiaries - 10% of CMD of Subsidiary</p>
6	Any proposal beyond the powers of CMD CIL/Subsidiary be referred to the next higher authority
7	Irrespective of Grade, executives can exercise higher powers as per their job-profile, if they are acting as such.
8	<p>Policy Matters :-</p> <p>All policies are to be reviewed once in five (5) years. Till the existing Policies are reviewed, the same may be continued.</p>
9	For according approval to CSR projects , DoP as per CSR policy of CIL shall be applicable.
10	DOP of CIAL Board & CMD, CIAL as amended by the competent authority from time to time shall continue
11	Existing DoP for R&D Board and Apex Committee as amended by the competent authority from time to time shall continue.
12	<p>Constitution of Empowered Committee of Directors exercising five times powers of CMD Subsidiaries on procurement of goods and award of works and services-</p> <p>The Empowered Committee of Directors headed by CMD. Subsidiary should be constituted at the Subsidiary level. However, GOVT. Nominee and Independent Directors should be a part of the Committee.</p>

General Guidelines on Revised DOP

SI No:	General Guidelines
1	Delegation of Powers is an effective instrument for expeditious decision making and efficient management.
2	The delegation is made keeping in view the objectives of the company and its accountability to the Government. The Board of Directors of the Company shall be entitled to exercise all such powers and to do all such acts and things as the company is authorised to exercise and do. Hence any proposal which are beyond the delegated powers be placed to the Board for its consideration.
3	Certain guidelines are issued by the Government from time to time and they are applicable to all public sector undertaking and have the same force as if incorporated in the Articles of Association. All delegated powers are circumscribed by these guidelines. In particular, the guidelines issued by the Government are binding in matters like wage and salary structure, perquisites, gratuity, dearness allowance, ex-gratia payments, encashment of leave, etc, which have major financial implications. Any departure from these guidelines or introduction of new schemes have necessarily to be got approved by the Government as they might have repercussions in other companies.
4	It is an accepted principle in the administration of public funds that in all decisions involving financial implications or which entail departure from an agreed norm, the prior concurrence of the Finance shall be obtained. Financial concurrence can be at different levels, at the colliery, in the area, in the company or at the apex, as the case may be.
5	The delegated powers shall be exercised in line with the established procedures.
6	CIL as the holding company is responsible for policies, planning and co-ordination while the subsidiary companies are responsible for all operations. Hence, the decision of the Boards of the subsidiary companies in exercise of their powers shall be final. If in exceptional cases, the CMD, CIL for good and sufficient reasons, considers that a review is necessary for uniformity in all subsidiary companies or otherwise he may place any decisions of the subsidiary companies' Boards for review by CIL Board and the decision of the CIL Board shall be final.
7	The powers in regard to amendment of Articles of Associations, change in share capital, floating of shares and debentures and other company matters are reserved for Government.