

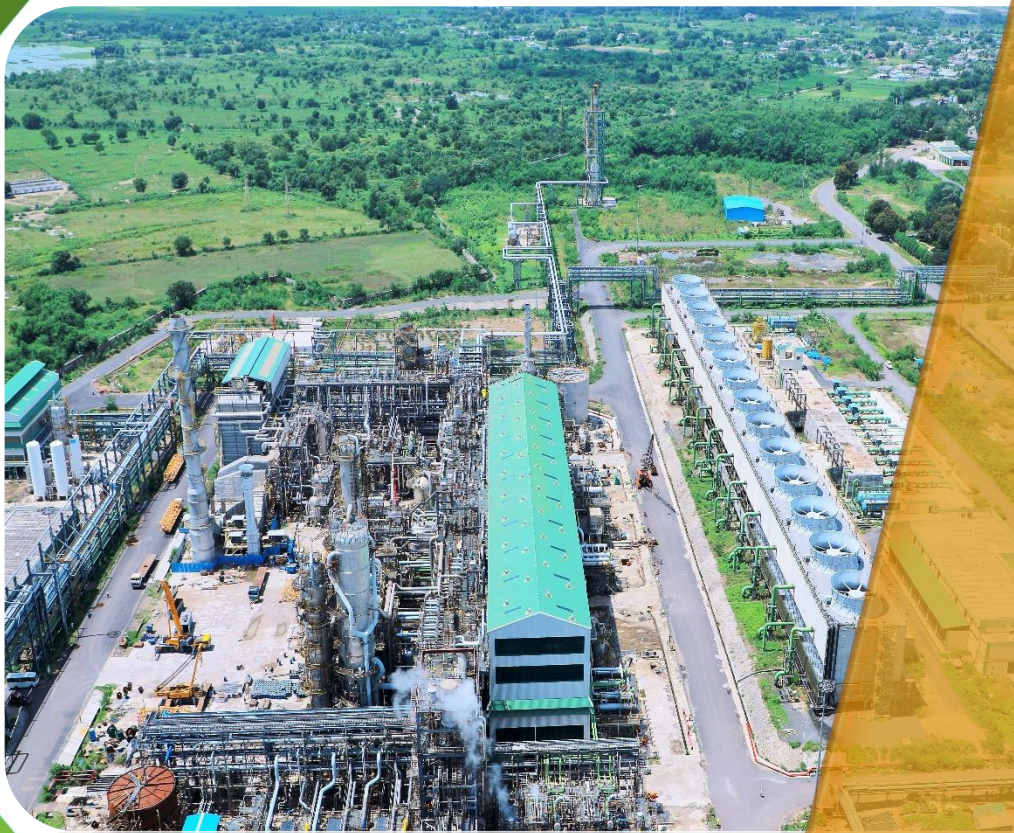


रामागुण्डम फर्टिलाइजर्स एण्ड केमिकल्स लिमिटेड  
Ramagundam Fertilizers and Chemicals Limited

# LAKSHYA

Annual Bulletin of Vigilance Department

## Vigilance Awareness Week - 2022



**Ramagundam Fertilizers and Chemicals Limited**  
(A Joint Venture Company of NFL, EIL and FCIL)

**Vigilance  
Department**



**The negligence of a few could  
easily send a ship to the  
bottom, but it required the  
whole-hearted co-operation of  
all on board; it could be safely  
brought to the port.**

**-**

**- Sardar Vallabhbhai Patel**



## Message from Hon'ble President



राष्ट्रपति  
भारत गणतंत्र  
PRESIDENT  
REPUBLIC OF INDIA

### MESSAGE

I am pleased to know that the Central Vigilance Commission is observing Vigilance Awareness Week, 2022 from 31<sup>st</sup> October to 6<sup>th</sup> November, 2022 on the theme:

"भ्रष्टाचार मुक्त भारत - विकसित भारत"  
"Corruption free India for a developed Nation"

The fight against corruption is the collective duty and responsibility of all the citizens of this great nation. The ideals of transparency and integrity are an integral part of our tradition and culture. A corruption free India is the vision shared by all of us as we progress towards a new and developed India. We need to reiterate the ideals of integrity and accountability and strive towards embracing the values that have guided us in our journey so far.

On this occasion, I commend the Central Vigilance Commission for its efforts in combating corruption and convey my best wishes for the success of Vigilance Awareness Week 2022.



(Droupadi Murmu)

New Delhi  
October 11, 2022

## Message from Hon'ble Vice President



### भारत के उपराष्ट्रपति VICE-PRESIDENT OF INDIA

#### MESSAGE

I am pleased to know that the Central Vigilance Commission is observing Vigilance Awareness Week, 2022 from 31<sup>st</sup> October to 6<sup>th</sup> November, 2022 with the following Theme:

**"भ्रष्टाचार मुक्त भारत - विकसित भारत"**  
**"Corruption free India for a developed Nation"**

Transparency, fairness and accountability are essential values for the efficient functioning of the public administration. It is the responsibility of the all the citizens of the country to come together in the efforts to ensure integrity in governance. This year, the Central Vigilance Commission have also undertaken a three-month campaign on preventive vigilance measures. I hope to see all citizens and stake holders collectively participate in large numbers in the fight against corruption.

On this occasion, I commend the Central Vigilance Commission for their efforts in combating corruption and convey my best wishes for the success of Vigilance Awareness Week 2022.

  
Jagdeep Dhankhar

New Delhi  
6<sup>th</sup> October, 2022



## Message from Hon'ble Prime Minister



सत्यमेव जयते

प्रधान मंत्री  
Prime Minister

संदेश

केंद्रीय सतर्कता आयोग द्वारा 31 अक्टूबर से 06 नवंबर, 2022 के बीच सतर्कता जागरूकता सप्ताह के आयोजन के बारे में जानकारी प्रसन्नता हुई है। इस वर्ष सतर्कता जागरूकता सप्ताह के लिए 'भ्रष्टाचार मुक्त भारत- विकसित भारत' विषय का चयन सराहनीय है।

भ्रष्टाचार न केवल सामान्य नागरिक को उसके अधिकारों से वंचित करता है बल्कि देश की प्रगति में अवरोध भी उत्पन्न करता है, और एक राष्ट्र के रूप में हमारी सामूहिकता की शक्ति को प्रभावित करता है। बीते आठ वर्षों में हम भ्रष्टाचार के खिलाफ ज़ीरो टॉलरेंस की नीति को अपनाकर आगे बढ़ रहे हैं, जहां यह संदेश स्पष्ट है कि भ्रष्टाचार करने वाले किसी भी व्यक्ति या संस्थान को बख्शा नहीं जाएगा। इस तरह देश में विश्वास का एक वातावरण उत्पन्न हुआ है, जिसमें हर ईमानदार व्यक्ति आज खुद पर गर्व महसूस करता है।

भ्रष्टाचार को मूल से उखाड़ फेकने के लिए पूरी प्रक्रिया, पूरी व्यवस्था को पारदर्शी बनाया जा रहा है। तकनीक और रिफॉर्म के जरिए व्यवस्था को मजबूती प्रदान की जा रही है ताकि न केवल आज, बल्कि भविष्य में भी किसी भी स्तर पर भ्रष्टाचार की गुंजाइश न रहे और नागरिकों का हित सुरक्षित रहे।

यह जानकारी प्रसन्नता हुई है कि इस वर्ष आयोग द्वारा निवारक सतर्कता उपायों पर तीन महीने का एक अभियान भी चलाया जा रहा है। कहा गया है- 'प्रक्षालनाद्धि पंकस्थ दूरात् स्पर्शनम् वरम्।' अर्थात्, गंदगी लग जाए फिर उसे साफ करो, इससे अच्छा है कि गंदगी लगने ही न दो। जिन परिस्थितियों की वजह से भ्रष्टाचार पनपता है, हमारे लिए उन पर प्रहार करना आवश्यक है।

आजादी के अगले 25 वर्षों की यात्रा एक भव्य और विकसित भारत के निर्माण में हम सभी का कर्तव्य काल है। यह अवसर एक सशक्त और आत्मनिर्भर भारत के निर्माण में अपने प्रयासों में तेजी लाने का है। मुझे विश्वास है कि सतर्कता जागरूकता सप्ताह का आयोजन जीवन में ईमानदारी, सत्यनिष्ठा और पारदर्शिता को बढ़ावा देकर राष्ट्र निर्माण के लिए हमारे संकल्पों को मजबूती प्रदान करेगा।

केंद्रीय सतर्कता आयोग को आयोजन की सफलता और भविष्य के प्रयासों के लिए हार्दिक शुभकामनाएं।



(नरेन्द्र मोदी)

नई दिल्ली  
कार्तिक 05, शक संवत् 1944  
27 अक्टूबर, 2022

## Message from Central Vigilance Commissioner



सत्यमेव जयते

### केन्द्रीय सतर्कता आयोग CENTRAL VIGILANCE COMMISSION



सतर्कता भवन, जी.पी.ओ. कॉम्प्लेक्स,  
ब्लॉक-ए, आई.एन.ए., नई दिल्ली-110023  
Satarkta Bhawan, G.P.O. Complex,  
Block A, INA, New Delhi-110023  
022/VGL/029(Pt.II)  
सं./No. 19.10.2022  
दिनांक / Dated.

#### MESSAGE

Central Vigilance Commission observes Vigilance Awareness Week every year in the week in which the birth anniversary of Sardar Vallabhbhai Patel falls. It is our pleasure to announce that Vigilance Awareness Week, 2022 is being observed from 31<sup>st</sup> October to 6<sup>th</sup> November, 2022 with the following theme:

**“भ्रष्टाचार मुक्त भारत - विकसित भारत”  
“Corruption free India for a developed Nation”**

As we progress in the journey towards growth and development, there is an ever-growing need for transparency and integrity in public administration. It is the collective duty and responsibility of all citizens to fight corruption and build a strong and ethical India. As a precursor to Vigilance Awareness Week 2022, Central Vigilance Commission has undertaken a three-month campaign (16<sup>th</sup> August to 15<sup>th</sup> November) in which six different preventive vigilance measures were taken up as focus areas by different organizations.

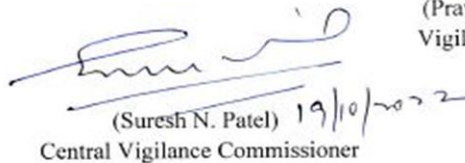
Children are the future of the country, and they would play a key role in building our nation. Keeping this in mind, we have also held an essay competition on this year's theme wherein there was enthusiastic participation of students. More than 7.6 lakh students of Class X, XI and XII studying in over ten thousand CBSE schools across the country have taken part and expressed their views on the subject.

The Commission appeals to all citizens to come together to reaffirm our commitment to bring about integrity in all aspects of life for the Nation's development.

  
(Arvinda Kumar)

Vigilance Commissioner

  
(Praveen K. Srivastava)  
Vigilance Commissioner

  
(Suresh N. Patel) 19/10/2022  
Central Vigilance Commissioner



## Message from Chairman's Desk



Vigilance Awareness Week is observed every year during the week in which the birthday of Sardar Vallabhbhai Patel (31st October) falls in as a tribute to the Iron Man of India. This year Vigilance Awareness Week 2022 is being observed from 31st Oct. to 06th Nov. 2022. This year is also important as India has reached a significant milestone by completing 75 years of Independence and resolved to become a Developed Nation by 2047. To match with aspirations of the Nation, theme for Vigilance Awareness Week 2022 is "Corruption Free India for a Developed Nation".

As a country, we have a long- and well-established tradition of integrity and ethics. We need to reaffirm our integrity and be vigilant and combat corruption in every sphere of life. Inevitably, a country like India with the values, skills, & heritage has the potential of accomplishing this goal.

For being a Developed Nation, Atmanirbhar Bharat is primary and very significant step. RFCL was brought into existence to bring Atmanirbhar Bharat in manufacturing of fertilizers. RFCL since inception has adopted simplified and transparent business practices. After start of manufacturing of fertilizers, RFCL taken up project to use information technology as a tool to achieve a new level of transparency and robustness in business practices/ processes to become Vigilant and Vibrant company. Let's join the hands to follow tradition of strong principles of transparency, truthfulness and trust to enable RFCL become a most admirable company.

In this regard, RFCL Vigilance department is celebrating this participative vigilance tool Vigilance Awareness Week 2022 for creating awareness about the perils of corruption.

Thanks, and regards.

**(Hiranand)**  
**Chairman, RFCL**

## Message from CVO's Desk



Vigilance Awareness Week 2022 is being celebrated from 31<sup>st</sup> Oct. to 06<sup>th</sup> Nov. 2022. This year India has embarked on the momentous journey of being a Developed Nation by 2047. Rightly, the theme for Vigilance Awareness Week 2022 is "Corruption Free India for a Developed Nation".

Evidently, the theme asserts that 'Developed Nation' and 'Corruption Free' are two systems to work in tandem which will help our great country to accomplish this vision. By becoming the World's Fifth largest economy, India is well poised on its course on attaining this envisioned feat. One single action that will hugely impact the journey of India in reaching this coveted destination is cleansing of Corruption from our system. Without inculcating values such as Integrity, Transparency etc., into our system, we cannot even think of contributing to building a Developed nation.

RFCL, by being the flagship project of India in the Fertilizers industry, is envisaged to bridge the supply demand gap in the country predominantly in southern India. It is pertinent to mention that for being a developed Nation, we need to be self-reliant and corruption free country. In Fertilizers industry, RFCL has the potential of spearheading the role of the fertilizers industry in taking our nation towards achieving a Corruption-Free and thus a Developed Nation. This means that, it is the sacred duty of RFCL Managers and Staff to frame efficient systems that are conducive in contributing to the progress of this glorious country.

RFCL Vigilance department has attempted to celebrate Vigilance Awareness Week 2022 as a small but firm step in this direction. This bulletin is envisioned to be light source in this effort.

Your valuable feedback and suggestion are most welcome.

Thanks, and regards.

**(Lalit Mohan Pandey)**  
**Chief Vigilance Officer, RFCL**



## Integrity Pledge for Organizations



We believe that corruption has been one of the major obstacles to the economic, political and social progress of our country. We believe that all stakeholders such as Government, citizens and the private sector need to work together to eradicate corruption.

We acknowledge our responsibility to lead by example and the need to put in place safeguards, integrity frameworks and code of ethics to ensure that we are not part of any corrupt practice and we tackle instances of corruption with utmost strictness.

We realize that as an Organisation, we need to lead from the front in eradicating corruption and in maintaining the highest standards of integrity, transparency and good governance in all aspects of our operations.

We, therefore, pledge that:

- I shall promote ethical business practices and foster a culture of honesty and integrity;
- I shall not offer or accept bribes;
- I commit to good corporate governance based on transparency, accountability and fairness;
- I shall adhere to relevant laws, rules and compliance mechanisms in the conduct of business;
- I shall adopt a code of ethics for all our employees;
- I shall sensitise our employees of laws, regulations, etc. relevant to their work for honest discharge of their duties;
- I shall provide grievance redressal and Whistle Blower mechanism for reporting grievances and fraudulent activities;
- I shall protect the rights and interests of stakeholders and the society at large.

## **TOWARDS A VIGILANT ORGANISATION**

### **Background**

There are three broad areas of working for the Vigilance department:

1. Preventive Vigilance
2. Punitive Vigilance and
3. Participative Vigilance



It goes without saying that the most preferable and fruitful area is that of Preventive Vigilance. This is based on the common adage that “Prevention is better than Cure”. Proper attention to Preventive Vigilance activities ensures that there is less work to be done in Punitive Vigilance which is a more painful process.

Preventive vigilance activities carried out in an organization also ensure that the vulnerabilities and loopholes of the process are highlighted and can be addressed. It also makes the stakeholders aware of the common mistakes and pitfalls which they can then try to consciously avoid in their working.

### **Approach**

It has been the consistent endeavor of the RFCL Vigilance department to make Preventive Vigilance as the cornerstone of its working. For this, a three-pronged approach is being followed.

1. Identification of vulnerable areas where lapses are occurring. This is done by scrutiny of Files and investigation of complaints. This leads to suggestions for System Improvement to address the vulnerabilities and loopholes. If required, amendments to the existing Manuals and Procedures are recommended.
2. Spreading awareness among the stakeholders about the vulnerable areas and the prescribed good practices.
3. Monitoring the implementation of the recommendations and assessing their impact in subsequent scrutinies.

### **Identified Vulnerabilities and Recommendations**

As a result of this approach, the RFCL vigilance department has been able to identify and address a few crucial areas of working and influence changes in the process in many of them.

#### **1. Execution of Works**

Care needs to be taken in supervising and recording the execution of works,

especially by the front-line officials. The test checks prescribed in the Works Manual for various levels of officials have to be carried out diligently and records for the same



have to be kept meticulously. Such records should be specific and not general in nature of details.

Moreover, any excess execution of individual items needs to be justified and recorded. Approval of the competent authority should be taken at all the stages of the execution as per norms laid out in the Works Manual.

Various lapses in this crucial area were observed in Vigilance scrutinies. Consistent efforts are being made to sensitize the officials through talks and seminars to be meticulous in this area.

## **2. Blacklisting and delisting**

Blacklisting and delisting of non-performing vendors is a crucial and sensitive area that is prone to complaints from competitors. The procedure existing earlier was vulnerable to inconsistencies and non-uniformities in dealing with different vendors. This led to many complaints of bias and favoritism. Based on the observations made during scrutinies and investigations, few amendments to the procedures were suggested and implemented. These needs to be followed in letter and spirit. The guiding principles in this area have to be consistency, fairness and transparency. At the same time, the communication needs to be clear and unambiguous.

## **3. Negotiations**

The CVC guidelines are very clear that negotiations should be done only with L-1 and that too, only as an exception. The same philosophy has been clearly laid out in the Works Manual of NFL (Applicable to RFCL as manuals are under preparation). However, it was seen that Negotiations were carried out more as a routine activity than as an exception. A random sample of works and purchase tenders revealed that negotiations were being done in almost 80% of the cases.

Even though this was being done with the financial benefit of NFL in mind, it avoidably opened avenues for malpractices. It also brought in an element of non-compliance to the CVC and NFL (Applicable to RFCL as manuals are under preparation) Manual provisions. This was especially true for the senior management who were routinely approving the proposals for negotiations. While each Tender Committee may see that particular case as worthy of negotiations to get better rates, the overall picture needs to be kept in mind by the approving authorities. A macro view of the situation would easily reveal

whether negotiations, which are supposed to be done in 'exceptional' situations, have become a routine activity or not.

It is also to be clearly understood that negotiations cannot be used as a mechanism for Price Discovery.

It has been observed that 'realistic estimation' is a key link in the whole issue. Wrong or erroneous estimation leads to a wide gap between the estimates and prices quoted by the bidders. This leads to the Tender Committees recommending negotiations to reduce the gap. It often leads to unsuccessful negotiations where there is no reduction in prices quoted by the bidder.

In fact, it is observed in many cases that Tender Committees recommend negotiations to somehow justify the rates which are unreasonably beyond the estimate. Resorting to negotiations is seen as an instrument to assert that the tender committee was not convinced of the high quoted rates and wanted the bidder to bring down the rates. Predictably, this effort does not bear the desired results and the rates are either reduced nominally or not reduced at all.

In this way, it is felt that the tender committee bears the brunt of bad estimation and it is left to them to somehow justify the rates obtained in the tender.

This issue has been highlighted at all levels through seminars and talks. It has been recommended that Tender Committees should avoid recommending for negotiations as a routine matter. At the same time, the approving authorities need to be vigilant and avoid routine approvals. Special attention is required while preparing estimates for the work or purchase. Estimation has to be realistic and done after due diligence.

#### **4. Competency**

Competency is a critical issue for an organization such as RFCL which has elaborate procedures laid out for running the day-to-day affairs and also for taking key decisions. Competency to take a particular decision is defined in the Delegation of Powers and the various Manuals.

However, it is also seen that in many cases, competency to take a particular decision gets decided by precedence. Such precedence also varies from place to place and is at total variance to the provisions of the manuals or the Delegation of Powers. Very often, it is also seen that cases get decided at the whims and fancies of a particular officer who tends to 'usurp' the powers of

his/her seniors and also juniors. These are irregularities which are both systemic and individual in nature.

It needs to be emphasized here that competency is a serious issue and exercising the powers of one's juniors and assuming the powers of seniors has strong vigilance angle.

In the various seminars organized by Vigilance Department, it is stressed that all the officials need to be aware of the provisions of the Manuals and the Delegation of Powers and should exercise their powers as laid down in these two documents. Special



seminars have been organized focusing on the issue of competency to discuss the provisions of Manuals and Delegation of Powers.

## **5. Integrity of Tender Committee**

Tender Committees are an empowered group of officials who delve into the details of tenders and recommend further action. These recommendations and the actions taken thereon have huge financial implications for the organization. In this context, it is to be understood that composition and integrity of the Tender Committees is crucial.

It is undesirable to have a situation where the membership of the committee is fluid and uncertain and members attend the meetings of the tender committee as per their availability and without due approvals.

It is seen in many cases that even though the Tender Committee was formed with the due approval of the competent authority, its subsequent meetings were attended by different officials due to various reasons, most common reason being the unavailability of the nominated member due to leave/sickness. This is highly undesirable and compromises the integrity of the Tender Committee.

Based on the observations during Vigilance scrutinies, it has been recommended to streamline and strictly enforce the procedure for composition and functioning of the tender committees. The membership of the tender committees has to be approved by the competent authority. Any change in the composition required due to leave/sickness of a member or any other reason has to be approved by the same competent authority. This should also be recorded in the Minutes of the Meeting by the Chairperson.

Here it is also worth reiterating that only relevant officials should be nominated as members of Tender Committees as per laid down norms. It is not advisable to have large committees with too many members.

## **6. Contract Labour Issues**

Hiring of contract labour for carrying out various activities is a necessity in the present times. However, this is a serious issue which lays many responsibilities on the shoulders of the employer. There are many statutory obligations which have to be fulfilled by the labour contractor regarding the wages and entitlements of the contract labour. At the same time, as the Principal Employer, it is also the responsibility of the hiring organization to ensure that the statutory obligations are complied with.

In many vigilance scrutinies of execution of works contracts, it is observed that compliance of the statutory obligations leaves a lot to be desired. There are many shortcomings especially in the area of timely payments and upkeep of records. As the principal employer, it is our responsibility to ensure timely and correct payment of wages to the contract labour. The performance of the contractor and his bill payments

are linked to such timely payments with strict penal provisions for non-compliance. However, despite these provisions being in the contract documents, these do not always get enforced. There is also slackness in record management

It has been recommended that the concerned officials, especially the frontline officials who deal with contract labour management need to be trained and need to exercise sensitivity and diligence in dealing with contract labour issues.

The issues discussed above are crucial to making RFCL a Vigilant organization. These issues have been regularly highlighted in the seminars and training sessions organized by Vigilance department. There is an urgent need for better awareness on these crucial issues among all levels in the organization.

**(Lalit Mohan Pandey)**  
**Chief Vigilance Officer, RFCL**

## Glimpse of Vigilance Awareness Week - 2022



*Integrity pledge ceremony administered by Shri. A.K.Jain, CEO at RFCL Corporate Office*





*Integrity pledge ceremony administered by Shr. S.K.Jha, GM Project-I/c at RFCL Project site, Ramagundam*

## Vigilance Awareness Gram Sabha organized on 18.10.2022



Villagers attending Vigilance Awareness Grama Sabha organized at Namburu Guntur District, Andhra Pradesh

Welcoming Chief Guest Ms Sandhya Rani, Agriculture Officer to Vigilance Awareness Grama Sabha Programme



Chief Guest Ms Sandhya Rani, Agriculture Officer addressing the audience





RFCL Vigilance department has successfully organized Gramasabha program at Namburu, Guntur, Andhra Pradesh on account of Vigilance Awareness Week-2022. The program is aimed to create awareness on the VAW-2022 theme "Corruption Free India for a developed nation". The event further focused on areas such as procedure for filing PIDPI complaints, preventive vigilance tools, eradication of corruption, adoption of Technological Initiatives etc. Participants from various departments such as ASHA workers, Anganwadi workers, SHGs, Village Secretariat administration members, Farmers, and general public etc., have taken part in the Gramasabha program





Vigilance Awareness Week 2022 is being celebrated from 31<sup>st</sup> Oct. to 06<sup>th</sup> Nov. 2022. On the occasion of celebrating 75 years of Independence, India is headed towards becoming a developed nation. The theme for Vigilance Awareness Week 2022 is "Corruption free India for a Developed Nation" precisely articulates the importance of eliminating corruption from our lives for meeting the developed nation goal.

One of the few things that help in eradicating corruption is carrying out the India values such as Integrity, Transparency, Honesty etc. by following these values in our day-to-day activities in both our professional and personal lives, the reality of removing this cancerous corruption can be accomplished in the near future. Finance department has taken numerous initiatives in instilling such values in the organisation as listed below:

Finance Department of RFCL has framed an Internal Financial Control Policy keeping in view the following objectives:

1. Implementation of SAP Finance Module is one of the prominent steps in mitigating risks and provide reasonable assurance that operations are efficient and effective.
2. Stringent Internal Controls at the transaction level of accounting and its comprehensive reporting to top management at specified times.
3. The processes of disclosure and transparency are followed in the ethical manner so as to provide regulatory authorities, shareholders as well as the general public with precise and accurate information about the financial, operational and other aspects of the company.
4. Segregating important decision-making functions and regularly rotating people in sensitive posts.
5. Regular internal and external audits.

Based on the aforesaid objectives and all relevant Acts, Laws & Vigilance Guidelines the activities of entire Finance Department are being controlled through Activity Control Master. Maker, Checker and Authoriser concept is in place for all the transactions. The two-tier checks are kept in place for a review and check before release of any payment.

From time to time, formal & informal meetings are conducted with the officials of the Department conveying the importance of integrity in the office set up together with awareness of vigilance guidelines updated from time to time. Job rotation/transfers in a structured manner has been started and further improvements will be made at once to the required strength of officials in the Finance Department are engaged against regular posts.

**(Inder Chawla)**  
**Chief Finance Officer, RFCL**

## Article by Executive Director (HR)



I am happy to learn that the Vigilance Department of Ramagundam Fertilizers and Chemicals Limited is bringing out its 3rd edition of Vigilance Bulletin on the occasion of Vigilance Awareness week-2022.

This year, we are observing the theme “Corruption Free India for a developed Nation” in the organization to endeavour rectitude at workplace to foster an environment that instils a sense of integrity amongst our employees.

It is indeed my pleasure to share details of HR department initiatives, moving each employee to use conscience, righteousness and transparency at workplace.

- Since inception, RFCL has been recruiting workforce by releasing all India-level press advertisement through competitive and fair recruitment process.
- As RFCL is at nascent stage in terms of framing Policies, HR dept. has been developing policies and proactively circulating the approved policies vide e-mails to its employees.
- The Online Vigilance Clearance (OVC) module is in place for granting Vigilance Clearance for promotion and for issuing of NOC to the employees etc.
- This will further be bolstered with the introduction of ERP-HR module wherein each employee will have access to relevant records, which will bring transparency in the system.

HR department, RFCL is ensuring that initiatives like these will help in devising a transparent system. I convey my good wishes to RFCL Vigilance Department for taking such a purposeful initiative to publish the initiatives of peer departments and to empower RFCL to move towards an organization characterized by virtue, honesty and transparency. I hope the bulletin will create interest and evoke discussion amongst the employees.

**(Jaya Dixit)**  
**Executive Director (HR), RFCL**



### Transparency at Workplace

It makes me very happy to know that Vigilance deptt. of RFCL is observing the Vigilance Awareness Week where the underlying theme of the week is “Corruption free India for a developed nation” to promote integrity, transparency and accountability in our system.

Anti-corruption efforts cannot be successful in any organisation without active participation of employees at large. Vigilance deptt. has been observing vigilance awareness week every year to sensitize the people about the evil consequences of corruption and to educate them about the system improvement and other preventive measures to check the corruption.

I hope that observing Vigilance awareness week will strengthen our belief in corruption free India and will help us incorporate this divine value in our everyday life.

It's tough for a mid-level manager to promote transparency in a non-transparent office culture. If you're in this position, the best thing to do is to model transparency in your own management activities and hope it catches on. Since transparency is a bit of a business buzzword, let's define transparency at work places for the sake of this article.

**Workplace transparency** is open communication between leadership and employees at work. Leadership commits to openly sharing expectations, mistakes, setbacks, feedback, revenue, and other metrics. In return, employees commit to asking questions and sharing feedback, challenges, and ideas. Transparent leadership means leading with transparency, openness and honesty. These leaders keep their team in the loop and share information freely. Transparency starting at work requires an open company culture. It will surely increase productivity and trust in the organization. Transparency ensures that information is available that can be used to measure the authorities' performance and to guard against any possible misuse of powers. In that sense, transparency serves to achieve accountability, which means that authorities can be held responsible for their actions. Without transparency and accountability, trust will be lacking between an organisational management and those whom it governs.

Here are some of the ways a mid-level project manager **can promote transparency** with colleagues in a closed office environment:

- a) **Start by being transparent with your project teams.** The essence of promoting transparency is walking your talk. Be transparent with all your associates, clear, honest,



trustworthy and put all out efforts to grow together wherever needed. When you're transparent with the people on your team, you not only model transparency but demonstrate its benefits too. For example, be honest and admit when you don't know an answer; don't fake one. Acknowledge when you're wrong; it's better than failing because you can't admit an error. These practices are good work communication habits, and shall always be encouraged by everyone in the upper management. Sometimes you have to eat your own words, chew your ego, swallow your pride and accept that you are wrong.

- b) **Explain your decisions.** Invite and listen to feedback—it will make your co-workers feel more involved. Be honest and direct, even when solutions aren't clear. Team members have different insights and opinions that can improve future decisions—and this is the core benefit of being transparent. Be positive, think positive and act positive with self-confidence after studying and analysing well the consequences, impacts, reputation, image risks etc. to avoid any mental disturbances, sleepless nights, health issues etc.
- c) **Develop a transparent work processes.** No matter how educated, talented, rich, cool etc. you are, ultimately how you treat people matters to gain respect. Using a collaborative task and project management tool is transparent by nature. When you have a shared project location that lets everyone access and distribute work, this communicates the same information to all team members. Forgive and forget if you want to be happy. Practice erasing negative thoughts, criticism, belittling etc.
- d) **Find like minds.** You're probably not the only practitioner of transparency in your organization. Look for others who communicate honestly and are known for their openness while being valued by upper management. Reach out and get to know them. If they've been around the organization longer than you have, their experience and advice will be valuable. Respect all in talking, speech etc. But more importantly respect people whom you known very well are too busy engaged in fruitful assignments etc. but finds time inspite of their busy schedules.
- e) **Make yourself available.** Lovely relationships of lovely people stay in the heart. It's hard to promote transparency from behind a closed office door. Instead, manage by walking around. Go to team members to discuss shared projects; don't force them to seek you out. Lead from the back and let others believe they're in front, and create leaders with your knowledge, contacts and business development capabilities.
- f) **Know when to keep information to yourself.** If your boss or boss's boss has given you sensitive information, go ahead and ask if you can share any part of it with your team. If the answer is "no," sharing the info could cost you your job. Instead, figure out what you'll tell your team if the topic is broached. Lead with something like, "I'd like to address that issue, but management thinks it isn't the time yet to do so."

- g) **Ask employees what information they need, then get it for them.** Be ready to create systems so that your team can access the information, resources or contacts they need or want—including any relevant financial information for your project. Using a cloud-based project planning software will help with this, too. Always adopt rightful means so that self-confidence and peace prevails.
- h) **Respond positively to honesty.** When people tell truths, even ones you don't welcome, thank them. If appropriate, give them credit in your workgroup so their honesty is viewed as a benefit for the whole team. If a team member is having a problem with his job, work with that person to find a solution. Your positive thinking, approach and actions combined with hard work, discipline and communication skills results in success and happiness. Cast aside your judgements and preconceived notions. Think with appositve attitude to give people the benefit of doubt.
- i) **Socialize with co-workers.** Team events as simple as going to lunch together can help break down barriers. If you're trying to build a community, taking the time to learn about a co-worker's family, work history and personal passions can build trust that's needed for more transparent interactions. Plus, it will probably be fun for everyone.

These above steps might not be easy but your habits to inculcate slowly and steadily in your daily routine will shape you and determine your future. A change in habit leads to changes in life.

**(Anil Kumar Maheswari)**  
**Chief General Manager (Projects), RFCL**

## Article by General Manager (Projects)-I/c



There is a famous saying –

**“The biggest disease is corruption; The vaccine is transparency”**

Like every year, the Vigilance Awareness Week would be observed from 31.10.2022 to 06.11.2022 with focus on “Corruption free India for a developed Nation.”

The Vigilance Awareness Week is celebrated every year in the birthday week of Sardar Vallabhbhai Patel's, often referred to as the 'Bismark of India'. Patel was born on October 31st and is hailed as a man of high integrity and honesty.

Vigilance and awareness are the hallmarks of a democracy, a system of governance 'by the people for, the people' which derives legitimacy through transparency and a system of checks and balances.

With reference to the theme and in implementing the mechanism of preventive vigilance, RFCL is bound to set a strategy in implementation and execution of the preventive measure in the operations/ administrative process.

This year CVC has also launched a three months campaign “Vigilance Measures and Housekeeping Activities” And RFCL Site is actively participating by carrying-out following activities during the campaign period.

1. Identifying encroachments and drawing the action plans for rectifying all encroachments.
2. Conducting housekeeping activities in plant as well as township during campaign period.
3. Taking various technological initiatives to bring transparency in the system.
4. Updating the existing guidelines, circulars, and manuals.
5. Updating and setting up guidelines for proper Management of Assets.
6. Upkeep of record and development of proper record management system.

RFCL is in process of adopting E-Office System and ERP System which will bring further transparency into the system. This year our emphasis will be on increased transparencies, fair play, equality in decision making process, leveraging of technology, encouraging local innovation and raising public awareness against corruption by all concern.

I am confident that an adequate control mechanism and systematic improvement undertaken by us shall improve the quality of governance in our company.

I compliment the Vigilance Department for bringing out the issue of Vigilance Awareness Week Bulletin for RFCL on the occasion of Vigilance awareness week-2022. The guidelines brought out in this bulletin will be useful and helpful to RFCL employees in their day-to-day life.

**(S.K.Jha)**  
**General Manager (Projects)-I/c, RFCL**



## Glimpse of Vigilance activities 2022



*Session on Preventive Vigilance by Shri. Lalit Mohan Pandey, CVO/ RFCL & Shri. Kumar Gautam, Manager (Vigilance-NFL) conducted on 13.07.2022 at IGH Conference Hall RFCL, Ramagundam*



*Employees participated in the Preventive Vigilance seminar at IGH Conference Hall RFCL, Ramagundam Project site*



## Vigilance Inspections



*Dumped urea spilled DAP bags at Bagging building RFCL Project site, Ramagundam*

## Vigilance Case Studies

### **Disclaimer**

*The case studies mentioned below are prepared by Vigilance department, National Fertilizers Limited. RFCL being a joint venture company of NFL and also operating in the same line of business, the case studies are relevant to the employees of RFCL. Similarly, the policies of RFCL related to procurement, contracts, and other rules & regulation are also in line to NFL. IN this regard, the case studies are being provided for the consumption of RFCL stakeholders*

### **Case Study -1**

#### **Issue: Fundamental Tendering Procedures: A case study of supply of Meal Vouchers at NFL Panipat**

##### **1. Introduction:**

*A complaint was received by NFL Vigilance Department from CVC regarding award of contract to M/s Accor Radha Krishna Corporate Services Pvt. (M/s Accor) for supply of Meal Vouchers at NFL, Panipat Unit.*

*The complaint alleged that the bidding document lacked clarity with regard to criteria/methodology for evaluation of bids and the query of the vendor to clarify the basis for evaluation before the bidding date was not responded to or clarified. It was alleged that the ambiguity in the evaluation process was apparently favoring one vendor.*

##### **2. Facts of the case:**

*2.1 The case pertained to an NIT issued by Panipat Unit on Limited Tender Enquiry (LTE) basis to 02 bidders for supply of Meal Vouchers at Panipat Unit. One of the vendors repeatedly approached NFL to modify the clauses of NIT as per the new Act by Govt. of India named the Payment and Settlement Act 2007 regarding service charges leviable from affiliates etc.*

*The queries of the vendor were not replied to. However, both the vendors submitted their bids which were opened in the presence of representative of both the vendors. The L-1 offer M/s Sodexo was found ambiguous and conditional and therefore, both the vendors were called for discussions/clarifications. M/s Sodexo did not attend the discussions.*

*The Tender committee recommended to reject the offer of M/s Sodexo (being conditional) and also to award the contract to L-2 bidder M/s Accor Radha Krishna*



*Corporate Services Pvt. (M/s Accor). The tender committee recommendation was also not complete in respect of evaluation of the bid of M/s Sodexo and detailed reasons for rejection of its bids.*

*2.2 The service charge quoted by L-2 bidder M/s Accor Radha Krishna Corporate Services Pvt. (M/s Accor) was 2.5 % from NFL Canteen as against 1% quoted by the L-1 bidder M/s Sodexo. After negotiation with tender committee; L-2 bidder reduced the service charges from 2.5% to 1 %.*

*2.3 In the meanwhile, Corporate Office (CO) directed to the Panipat Unit to scrap the current tendering process and as a stop gap arrangement till the new contract is lined up, move a proposal for extension of the existing contract. CO also advised that a new*

*NIT would be drafted at corporate office which shall be uniformly adopted by all Units and CO/CMO.*

*This was done on the grounds that NIT was issued to 02 parties only on LTE basis instead of Open Tendering and also that NIT was not in line with the statutory stipulation due to following reason:*

- a. In the NIT, parties were asked to quote the rate of Service Charges to be collected by them from their affiliates/franchise shops, periodicity of payment to the affiliates after submission of Meal Vouchers, and complimentary coupons/Gift Coupons. This was not considered to be appropriate.*
- b. In addition to this, NIT did not define the criteria for evaluation of Price Bids. NIT should have been prepared, considering the best commercial interest of the Company with well-defined evaluation criteria and in a transparent manner.*
- c. Collecting complementary coupons is not a healthy practice. NIT terms should not contain the provision for any discounts or complementary meal vouchers with due consideration to Income Tax rules.*
- d. Earlier, while examining similar proposal from Nangal unit, corporate office had advised to amend the NIT, inviting parties to quote the following:*
  - Service Charges, if any, for Coupons*
  - Stationery charges, if any, for coupons*
  - Transportation/Delivery/Postage charges, if any, for Coupons.*
  - Extended Credit*
  - Undertaking from the parties for complying all the statutory requirements.*
  - Meal vouchers being non-transferrable and usable only at eating joints/outlets.*

*2.4 Panipat Unit, did not scrap the tender as recommended by CO, and offered to extend the existing contract, with changed conditions. M/s Sodexo (the existing contractor) was informed about extension of existing contract without any service charges,*

2.5 delivery charges etc., M/s Sodexo did not agree to the modified conditions but agreed for extension of contract on existing terms & conditions, as per the current agreement.

Panipat Unit proposed to call both the bidder for discussion/clarifications on the framework of NIT terms and on offers submitted by both the parties to sort out the issue. This proposal was accepted by corporate office.

2.6 Both the bidders attended the meeting called by tender committee. Conditional offer of M/s Sodexo was rejected and contract was awarded to L-2 bidder i.e. M/s Accor Radha Krishna Corporate Services Pvt. (M/s Accor).

### **3. Observations:**

3.1 As per Clause 6.04 of then Purchase manual of NFL, monetary Limit for issue of Tender Inquiry above Rs. 25 Lakhs had been prescribed to be through Open Tender only. However, in this case, despite the contract value being Rs. 3.36 Crores, NIT was issued on LTE Basis to 02 vendors only.

3.2 Evaluation criteria of the NIT were not clearly defined. Not defining the evaluation criteria in explicit terms at the time of inviting NIT is against the CVC Guidelines vide OM No. 33/7/03 dated 09.07.2003 and OM No. 44/9/0 Dated 04.09.2003. The CVC Guidelines, as contained in OM dated 09.07.2003 provide that whatever pre-qualification/evaluation/exclusion criteria etc. which the organization want to adopt, should be made explicit at the time of inviting tenders. The CVC OM dated 04.09.2003 provides that it should be ensured that pre-qualification criteria/performance criteria and evaluation criteria are incorporated in the bid document in clear and unambiguous terms. Corporate Office also proposed to devise a uniform model NIT format for use by all Units/Offices.

3.3 Service charges quoted by L-2 bidder was initially 2.5 % from NFL Canteen against 1 % quoted by L-1. The service charge from NFL, canteen was later negotiated with L-2 bidder and got reduced from 2.5% to 1 %, to make it at par with the service charges quoted by L-1.

Negotiating with L-2 bidder after opening of price bids is against CVC Guidelines which stipulate that "Negotiations shall be an exception and shall be held with L-1 only."

3.4 Existing contract was extended with changed conditions to which the contractor did not agree. Changing the terms & conditions arbitrarily by management is not advisable.

3.5 Despite the advice of the CO that evaluation criteria were not transparent and to scrap the tender, Panipat Unit did not scrap the tender.

3.6 The Tender committee was reconstituted in the midst of the tendering process. Change in Tender Committee without proper justification in the course of a tendering process is not correct.



#### **4. Conclusion:**

*The NIT suffered from serious shortcomings in that the evaluation criteria were not clearly laid out in objective and measurable terms. It also did not meet the statutory guidelines. The clarifications sought by a bidder were not responded to.*

*Moreover, despite advice of CO, the tender was not scrapped. Instead, the existing contract was proposed to be extended with modified terms & conditions. This was a fundamentally flawed decision which was not agreed to by the existing contractor.*

*The Tender committee was reconstituted in the course of the tender and the tender committee entered into negotiations with L-2, which is also a serious lapse.*

*On the basis of above lapses, Disciplinary action was initiated against the concerned officials.*

*This is a case where the fundamental Principles of tendering were neglected and many arbitrary decisions were taken despite clear advice of CO and Guidelines of CVC and Purchase Manual*

## **Case Study - 2**

### **Issue: Vehicle Contracts**

#### **Overview:**

*The Transportation NEED of NFL across its units, field offices to corporate office are MET through Vehicle contracts. Such contracts are finalised at corporate office as well as at individual units and zonal offices.*

*While the vehicle contracts at corporate office are mainly for the transportation needs of Senior officers, the contracts at Units cater to their specific requirements such as:*

- *Transportation of officers*
- *Transport needs of CISF (including QRT)*
- *Emergency Vehicles for local use*
- *Buses for school*
- *Vehicle for Local & outstation duties.*

*Similarly, the vehicle contracts at Zonal office cater to their requirements for movement of officers and field officials for local or out station duties.*

*Generally, the vehicle contracts are lined up through Open Tendering or Limited Tendering.*

*The terms and conditions of the vehicle contract are also different depending on the specific needs of the contract. There are some contracts for supply of vehicles with driver for a fixed monthly rental irrespective of running mileage, along with reimbursement of cost of Diesel at average mileage rates and driver salary as per prescribed by Minimum Wage Act.*

*On the other hand, there are vehicle contracts for payment on trip basis, in cases where the routes are more or less fixed. (Such as School Buses)*

*There are also contracts for vehicle on need basis which have different rates depending on type of vehicle, nature of duty (Local or outstation) and duration of requirement.*

#### **Observations:**

*While most of the vehicle contracts across NFL are running without any major issues, there are regular complaints about maintenance of Log Books, excess claims and misuse. There are also certain complaints about old vehicles being used for contracts. One interesting case highlighted during surprise check of Vigilance Department was related to irregularity and tampering of speedometers at Vijaipur Unit.*

*The Vigilance Team during surprise check of the contract vehicles at Vijaipur observed that an extra unauthorized Switch (On/Off) in a Bolero Jeep and some loose wires arrangement in a*

*Suzuki Dzire car were fixed near the accelerator pedals in both the vehicles. It was noticed that on switching on this switch the Meter reading was continuously increasing even without*

*starting the vehicles. It was further observed that the speedometer should designed speed of the vehicles (i.e., 160 KM in Bolero Jeep and 200 KM in Car), without even starting the vehicle. The Meter reading was progressing automatically just by switching the Ignition on along with unauthorized switch, without moving the vehicle.*

**Recommendations:**

- It is suggested that fool proof monitoring mechanisms are put in place while executing vehicle contracts. The system of logging of mileage needs to be monitored on daily basis while comparing it with the actual running of the vehicle. Bogus Mileage bookings should be looked at strictly with tough penal consequences for the defaulting contractor.*
- To ensure the quality of vehicle and deployment of new vehicles in good fettle, the estimation for such vehicle contracts may be looked at freshly and innovatively It may be analysed whether it would be prudent to finalize the contract on the basis of Basic Lease Rental plus running cost per month when the Bank Loan Rental is calculated based on age of the vehicle being offered.*

**Overall Picture of Vehicles Contract at NFL Bathinda Unit:**

*Let us start first to see brief overview of the vehicle contracts in execution in NFL BATHINDA:*

**Identifying Requirement:**

*As per 'Memorandum of Understanding' executed between National Fertilizers Limited, Bathinda Unit and 'Central Industrial Security Force, Bathinda Unit', there are several requirements of vehicles for CISF. Apart from CISF, there are several requirements for the employees and their ward as Industrial Welfare measure.*

**(A) Contract No.: NFB/HR/Ad/28/72/2019-21 dated 13-11-2019 for CISF duties & Quick Reacting Team (QRT), etc.**

*For the requirement of vehicle for 'on round the clock basis for CISF duties & Quick Reacting Team (QRT), etc. along with two drivers', NFL Bathinda has done the contract with M/s Darshan Singh Maan Engineers & Contractors, Bathinda on L-I basis by open Stender, for providing Brand New Imperio (Double Cabin)/Bolero Camper (Double Cabin)-AC Model 2020 of Mahindra & Mahindra with drivers having LMV License, and maintenance with monthly rent of Rs. 56000/- per month which will be remain firm during the tenure of the contract (inclusive of all taxes and duties except GST. GST if applicable to the trade shall be reimbursed on submission of documentary evidence of deposit of same), irrespective of running km*



mileage per month. However, the average monthly running of vehicle is approx. 3000 km, but there will be no guarantee for running of 3000 km. during the month. Apart from the monthly rent, the cost of diesel shall be reimbursed to the contractor at the prevailing rates in Bathinda City as fixed by the Government from time to time at an average mileage of 10 Kms. Per litre HSD for actual running of vehicle during the month. Apart from the above, the increase in

minimum wages Skilled/Clerical category equivalent to Car Driver as notified by the Appropriate Authority i.e., Central Government/ State Government, as applicable from time to time, under the Minimum Wages Act, 1948 over and above the minimum wages as specified by Govt. i.e., Rs. 14326/- on 01-07-2019 (on the date of opening of techno-commercial bids) will be reimbursed on monthly basis for two drivers (without any implication of overtime). The total contract value (approx.) is Rs. 27,41,112/- inclusive of reimbursement of fuel charges, except GST, which will be reimbursed if applicable to the trade. The duration of the contract would be three years, i.e., w.e.f. 21.10.2019, 0000 hrs. to 20.10.2022, 2400 hrs.

**(B) Contract for hiring of emergency vehicle on round the clock basis for local duties (Contract No.: NFB/HR/28/15/2021)**

For the requirement of vehicle for 'round the clock basis for official local use', NFL Bathinda has done the contract with M/s Varinder Kumar Bansal Contractor, Bathinda on L-I basis by open tender, for providing Bolero (6+1 seater) or TUV-300 (6+1 seater) or equivalent vehicle of 2018 or above model with drivers having valid driving license, maintenance, insurance, mobile charges, taxes and all other allied expenses relating to vehicle including Govt. statutory obligations with monthly rent of Rs. 41000/- per month which will be remain firm during the tenure of the contract plus GST, irrespective of running km mileage per month. However, the average monthly running of vehicle is approx. 2500 km, but there will be no guarantee for running of 2500 km. during the month which can increase or decrease. Apart from the monthly rent, the cost of diesel shall be reimbursed to the contractor at the prevailing rates in Bathinda City as fixed by the Government from time to time at an average mileage of 12 Kms. Per litre HSD for actual running of vehicle during the month. Apart from the above, the increase in minimum wage rate (beyond 5%) of Category equivalent to Car Driver as notified by the Appropriate Authority i.e., Central Government/ State Government, as applicable from time to time, under the Minimum Wages Act, 1948 over and above the minimum wages as specified by Govt. on the date of technical bid opening date will be reimbursed on monthly basis (without any implication of overtime). The total contract value (approx.) is Rs. 1476000/- plus GST plus reimbursement of Diesel Charges. The duration of the contract would be three years, i.e., w.e.f. 01.08.2021, 0000 hrs. to 31.07.2024, 2400 hrs.

**(C) Contract for hiring school buses (Contract No.: NFB/HR/Ad/28/15D/2020 dated 14-01-2020)**

Contract for supply of 2 nos. of 32-seater school buses of Model 2014 or later model with driver and attendant and all other expanses/ compliances, etc., for following requirements has been

placed by NFL Bathinda unit in favour of M/s Bathinda Bus Company, Bathinda on L-I basis by issuing limited tendering for a period of two years w.e.f. 09.01.2020 to 08.01.2022:

(a) Pick and drop of school children, (b) Transportation of staff during shut down (morning, lunch & evening) (c) Pick up & drop of CISF personnel for Republic Day/ Independence Day rehearsal, shooting programme in Army Cantt Area, etc. and (d) Other miscellaneous duties on need basis.

The tender for bus has been lined up on rent of Rs. 3300/- per trip plus GST, as applicable basis considering average running of each trip of school as 35 km and pick & drop from plant to township and vice versa two times as 20 kms and pick & drop from CISF colony to NFL Township as 15 kms. Rs. 3300/- per trip plus GST, as applicable plus any increase/ decrease in the cost of diesel beyond the rate of diesel on the date of opening of technical bid i.e., Rs. 65.23 shall be paid/ recovered @ 6 km per litre mileage. Accordingly, total value of contract shall be Rs. 36,30,000/- plus GST as applicable.

**(D) Rate contract for hiring of Taxi on need basis during 2020-22 (Contract no. NFB/HR/AD/Taxi/2020-22 dated 02.07.2020)**

Rate contract for 'hiring of taxies for local/ outstation duties on need basis was placed by NFL Bathinda unit in favour of M/s Amit Travels, Bathinda for the total value of the contract of Rs. 6,44,442/- plus applicable GST, on L-I basis for the period of two years w.e.f. 12-06-2020 to 11-06-2022.

The contracts for hiring of taxi shall be placed for following requirements:

(A) For Local Duties (within Bathinda district):

(i) Rent for 4+1-seater vehicle: Rs. 900/Rs. 1200/Rs. 1800 for 4Hrs or 50 kms/ 8Hrs. or 100 Kms/ 12 Hours or 150 Kms respectively. In such case, rate for extra running or extra Hours beyond 12 Hours is Rs. 8.8 per Km or Rs. 45 per hour.

(ii) Rent for 6+1-seater vehicle: Rs. 1250/Rs. 1800/Rs. 2600 for 4Hrs or 50 kms/ 8Hrs. or 100 Kms/ 12 Hours or 150 Kms respectively. In such case, rate for extra running or extra Hours beyond 12 Hours is Rs. 12 per Km or Rs. 50 per hour.

(B) Outstation Duties (beyond Bathinda district):

(i) Rent for 4+1-seater vehicle: Rs. 8.50 per km

(ii) Rent for 6+1-seater vehicle: Rs. 11.40 per km

(iii) Rent for 14+1-seater vehicle: Rs. 20 per km

In addition to above Night Halt charges shall be Rs. 300/- per night

*Any increase/ decrease in the cost of fuel beyond the rate of fuel on the date of opening of techno-commercial bid i.e. Rs. 63.33 on 20.05.2020 shall be paid/ recovered as per mileage of vehicle specified.*

*In case, the booked vehicle is cancelled for any reason, then the cancellation charges shall be Rs. 750/- per trip.*

*Minimum mileage of 250 kms. Per day shall be guaranteed for outstation journey and in case the vehicle does not perform journey for the cumulative distance @ 250 Kms per day during the outstation journey, payment will be made for the distance as above. However, the reimbursement of increase of fuel charges for unused KMs shall be reduced. There will be no guarantee for fixed/ minimum/ maximum requirement and taxi shall be hired on depending upon the actual need of vehicle, as per requirement*

**Suggestion for improvement:**

- (1) The basis of estimate is rate of previous contracts/budgetary quotation without taking into consideration of the cost of new vehicle. Before doing contract of vehicle, it is prudent to place comparison of cost of NFL owned vehicle vs. contract vehicle.*
- (2) The contracts are being placed on monthly rent basis / trip rent basis. It is prudent that the contracts shall be finalized on Basic Lease Rental per month plus Executory Cost per month basis, in which the basic lease rental shall be arrived on the bid of vendor of 'PTPM- per thousand per month' of capitalized amount of new vehicle purchased by the contractor. Hence, the lease rental quoted by the bidders invariably consider the cost of new vehicle.*



### **Case Study - 3**

#### ***Issue: Irregularity in Speedometers of Hired Vehicles at NFL Vijaipur unit***

##### ***Brief of the Case:***

*The subject case was registered as an outcome of the surprise check by Vigilance team at Vijaipur unit of NFL, of two hired/ under contract vehicles, in which two vehicles were checked, one Bolero Jeep for CISF and Tours/ Dezire car for DC, CISF.*

*The Vigilance team on surprise check of above two vehicles observed that a Chor Switch (On/Off) in Bolero Jeep and some loose wires jugad in Suzuki Dzire car were found fixed near the accelerator pedals in both the vehicles which is generally neither required nor seen in such vehicles. On switches on this button, it was noticed that Meter reading was continuously increasing even without starting the vehicles. It is further observed that full designed speed of the vehicles was attained i.e., 160 in Bolero jeep and 200 in Tours car without starting the vehicle and meter reading was progressing automatically just by switching the Ignition on.*

##### ***Outcomes:***

*The contractor of above vehicles was awarded four contracts as under;*

- (1) Hiring of 2 No. Mahindra Bolero*
- (2) Hiring of 01 No. Tata Winger high roof AC Ambulance*
- (3) Hiring of 01 No. 52 seater Bus*
- (4) Hiring of 02 NO. Maruti Suzuki Dezire (Tour)*

##### ***Recommendations:***

*By taking cognizance of the observation of surprise check, contractor was served a Show Cause Notice which was replied by the contractor. However, the reply given by the said contractor was not sustainable. Hence, the contractor has been black listed for a period of 4 years along with termination of all above four contracts.*

## Glimpse of Vigilance Awareness Week - 2021



*Releasing of Vigilance Compendium and Vigilance Bulletin at Corporate Office by Shri. A.K.Jain, CEO, Shri.L.M. Pandey, CVO, & Shri. Inder Chawla, CFO*





*Integrity Pledge Ceremony administered by Shri. S.K.Jha, GM (Project) at RFCL Project site Ramagundam*







*Employees participated in Vigilance Walkathon and Organized valedictory session and distributed prizes to the winners at RFCL CO/Project site*



## Activities at RFCL Township School



*slogan/Poem writing, Essay writing, & Cartoon drawing activities organized at RFCL Township school Ramagundam and closing ceremony chaired by Shri. S.K.Jha, GM (Project) at RFCL Township School followed by Prize distribution*



## VAW 2022 Winners of Poster Drawing



Name: Marapaka Srikanth,  
Dispatch Clerk / HR Department,  
RFCL Site, Ramagundam,  
Mysore Cantonment



**Srikanth Marapaka**  
Dispatch Clerk  
HR Department

"To see a country free from corruption is a vision of everyone's, but it only be possible by joining the hands with a unity to pull out the corruption which enables towards development".

## "Fight for Corruption Free India"



Tolerating Corruption is as good as supporting it!!!  
Don't be a spectator to Corruption



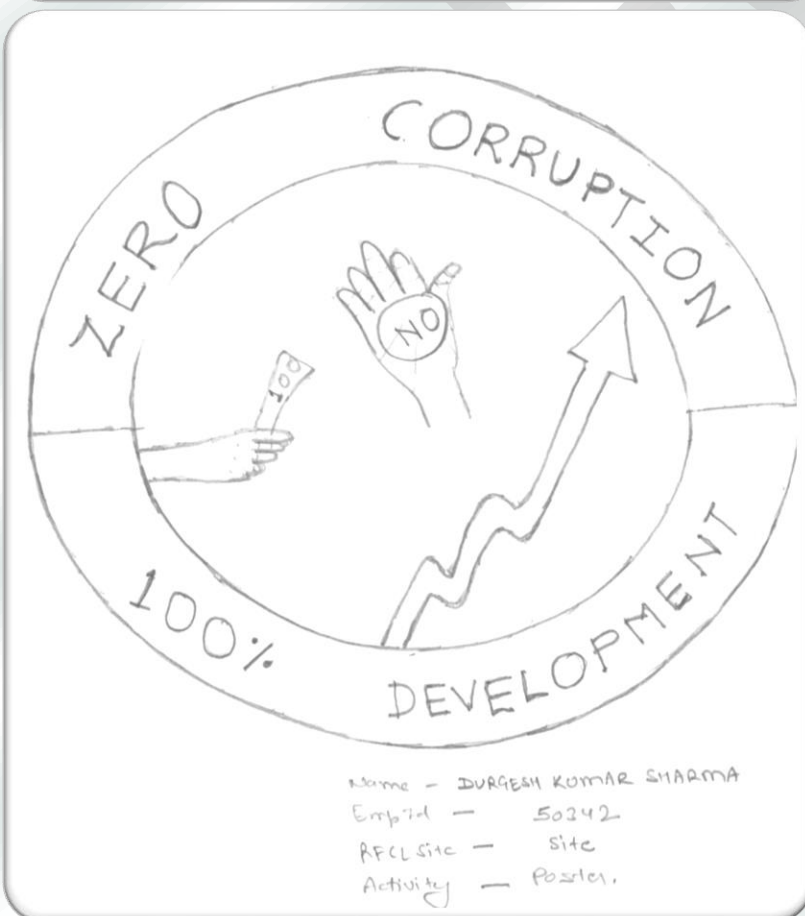
**Prudhviraaj Kanaparti**  
Assistant Manager  
Legal Department

"One should not tolerate corruption by being a spectator to it which was reflected by drawing three diagrams of closing ears, mouth and eyes and also wanted to convey that tolerating Corruption is as good as supporting it. I have drawn Indian Map with Ashoka Chakra with a heading that fight for corruption free India, indicating that it is the responsibility of not only the victims of corruption but also everyone who witnesses it through his ears, eyes and mouth to fight corruption then only there can be corruption free India"



**Heramb Gupta**  
S/o. Sandeep Kumar Gupta  
Dy. Manager  
F&A Department

भ्रष्टाचार क्या है? भ्रष्टाचार को व्यक्तिगत लाभ के लिए किसी पद या अधिकार के साथ सौंपे गए व्यक्ति द्वारा उपयोग किए जाने वाले बेईमान या अनैतिक तरीके के रूप में परिभाषित किया गया है। दूसरे शब्दों में, भ्रष्टाचार तब होता है जब कोई व्यक्ति किसी कार्य के लिए जिम्मेदार होता है, और अपने लाभ के लिए उस स्थिति का दुरुपयोग करता है। भ्रष्टाचार में रिश्वतखोरी और गबन शामिल है। भारतीय अर्थव्यवस्था पर भ्रष्टाचार का अधिक प्रभाव पड़ता है और भ्रष्टाचार भी राष्ट्र के अविकसित होने का एक मुख्य कारण है। भ्रष्टाचार की शुरुआत सत्ता में बैठे लोगों और राजनेताओं द्वारा की जाती है। एक भ्रष्ट व्यक्ति लोगों से बहुत अधिक रिश्वत लेता है, और बदले में अवैध काम करता है। भ्रष्टाचार इसलिए होता है क्योंकि सरकारी तंत्र में ऐसे लोग घुस जाते हैं जिनमें नैतिकता नहीं होती और जो सिर्फ अवैध पैसा कमाने के लिए सत्ता में आते हैं। आज हर कोई पैसा कमाने के लिए इतना तड़प रहा है कि मौका मिलते ही उसका फायदा उठा लेते हैं। भ्रष्टाचार ने भारतीय अर्थव्यवस्था को बहुत बुरी तरह प्रभावित किया है। भ्रष्टाचार से मुक्ति पाने के लिए भारतीय न्याय व्यवस्था और प्रत्येक व्यक्ति को प्रयास करना चाहिए। भ्रष्टाचार की इस सामाजिक बुराई के खिलाफ सरकार को एक जोरदार अभियान शुरू करना चाहिए। तो आइये हाथ मिलाएं और भारत को भ्रष्टाचार मुक्त देश बनाएं।



**Durgesh Kumar Sharma**  
Assistant Manager  
Materials

Corruption is the enemy of development, and of good governance. It must be got rid of. Both the government and the people at large must come together to achieve this national objective. Corruption is a moral cancer. Don't let your sanity perish because of doing corrupt activities. Think for the development of your nation and refrain from corruption. The culprit of hunger, misery and deprivation is the much-hated corruption. Save the world from the trap of corruption. Don't proceed towards your own destruction and get rid of corruption. Integrity & Transparency can reduce corruption. Corruption is an absolute bane, fight it if you are sane. Anti-corruption is start from you.

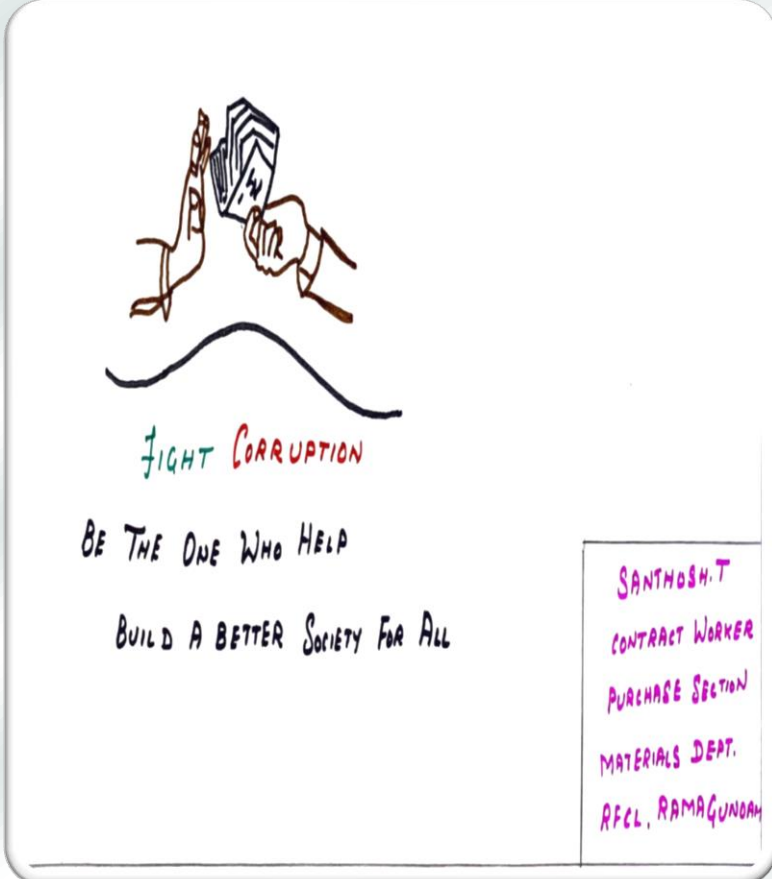




**Rampukar Yadav**  
Stores Department

Corruption also gives a bad image of the country in other countries. Rich countries often give aid in the form of money and goods to the poor countries. If they get a whiff that corruption is being done in the handling of the funds, they decide to withdraw their investment.

Corruption has a lot of disadvantages for the country. It discourages trade, investment, and friendly relations between countries. It is imperative that the developing nations should install strict measures that protect against corruption.



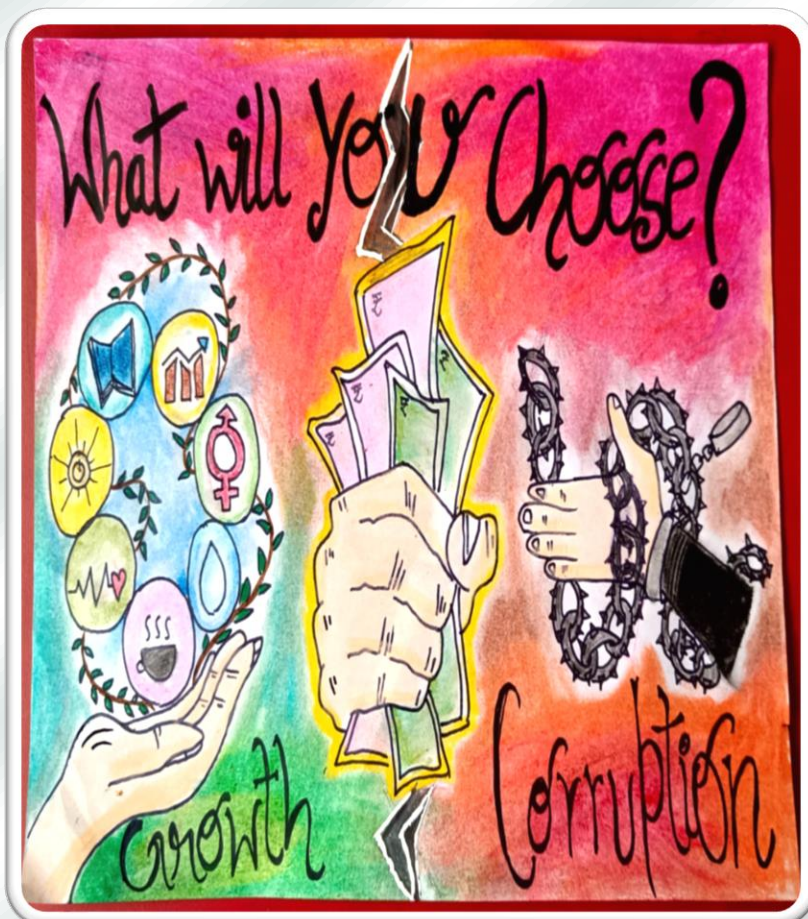
**Thundla Santhosh**  
Purchase Clerk  
Materials Department

→అభివృద్ధికి, సుపరిపాలనకు అవినీతి శత్రువు. దాన్ని వదిలించుకోవాలి. ఈ జాతీయ లక్ష్యాన్ని సాధించడానికి ప్రభుత్వం మరియు ప్రజలు రెండూ కలిసి రావాలి. అవినీతి ఒక క్యాన్సర్ లాంటిది.

→అవినీతి కార్యకలాపాలు చేయడం వల్ల మనకు మరియు మన దేశానికి హానికరం. జాతీయ అభివృద్ధి కోసం అలోచించండి మరియు అవినీతికి దూరంగా ఉండండి. ఆకలి, దుఃఖం మరియు లేమికి ఒక కారణం అవినీతి.

→అవినీతి ఉమ్మడి ప్రపంచాన్ని రక్షించండి. మీ స్వంత విధ్వంసం వైపు వెళ్లకండి మరియు అవినీతిని వదిలించుకోండి. సమగ్రత & పౌరదర్యకత అవినీతిని తగ్గించగలదు.



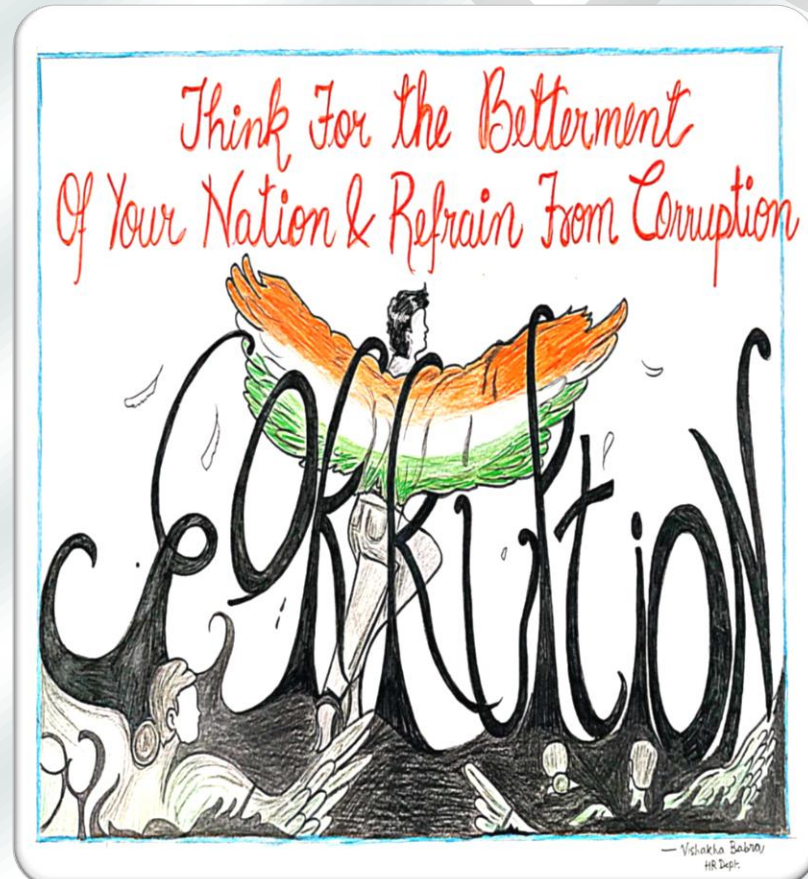


**Arsh Agarwal**  
S/o.Pratiba Agarwal  
Company Secretary

Corruption is a threat to both social and economic development of the Nation. It takes away the resources that can be used towards the growth of the society, putting them into private treasures.

It is not only detrimental to the society as a whole but to individuals as well, underscoring their freedom of human rights.

Therefore, despite the numerous measures taken by the government, there still remains the need for us to be vigilant because at the end, the "choice" remains in our hands.



**Vishakha Babra**  
HR Department

The poster represents that corruption has shackled the system, resulting in the stagnant growth, trapping the majority and drowning them in this deep pit of immorality. It shows how from this deep pit too, a man has managed to come out of this nasty marsh, fighting the adverse, developing the wings of hope, inspiring others to do the same and set in motion a revolution that speaks for itself.

We all shall strive to move forward as one in the united struggle towards the betterment of the nation and refrain from corruption



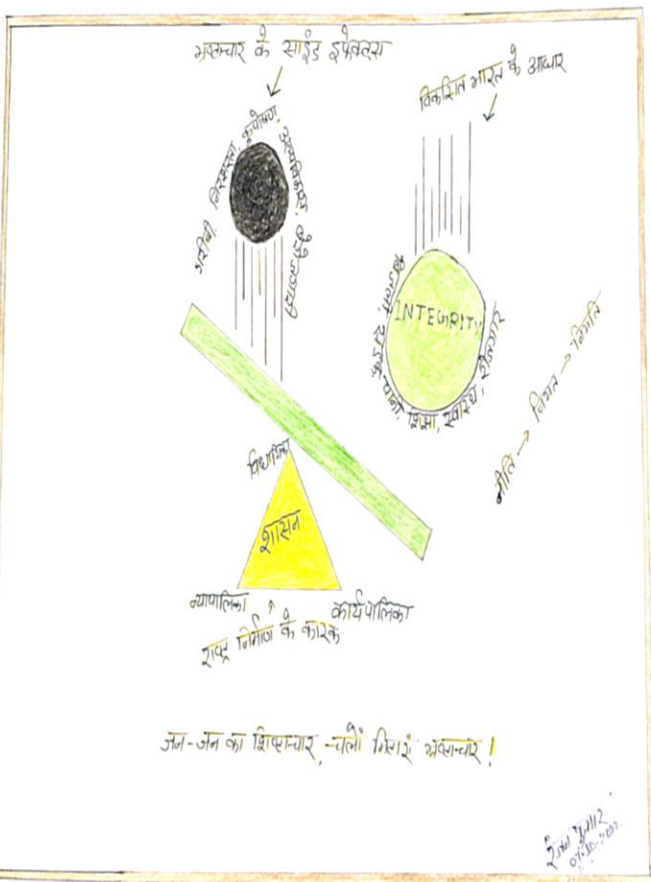
STOP CORRUPTION

DEEPAK SRIVASTAVA  
(11)



**Deepak Srivastava**  
Sr. Engineer  
IT Department

Every action must have an equal and opposite reaction say 'NO' bravely and report corruption. Nothing to fear if you know your right put a brave face and see the perpetrators fright. Fighting corruption is a four-step action- close your eyes, think, muster courage and give it a stern reaction.



**Ranjan Kumar**  
Secretary to CFO

**भ्रष्टाचार का प्रभाव :-** गरीबी, निराश्रयता, कुपोषण, अल्पविकास, और बेरोजगारी बढ़ जाती है।

**विकसित भारत का आधार :-** बिजली, सड़क, पानी, शिक्षा, स्वास्थ्य, रोजगार की सुविधा बढ़ जाती है।



## VAW 2022 Winners of Poem Writing

### भ्रष्टाचार पर कविता-ये चिंता नहीं चिताएँ हैं

ये चिंता नहीं चिताएँ हैं  
 देश में अनेक समस्याएँ हैं.  
 जिसका मुँह काला और कैरेक्टर है ढीला -ढाला,  
 हर तरफ है उस करप्शन का बोल-बाला.  
 जिसने देश का निकाला दिवाला,  
 सिस्टम को हिला डाला,  
 छीना जिसने मुँह से निवाला,  
 ईमान की नींव हिला डाला,  
 हर तरफ है उस करप्शन का बोल-बाला.  
 बर्थ या डेथ सर्टिफिकेट हो बनाना,  
 चलता नहीं कोई बहाना,  
 पड़ता है ज़्यादा कीमत चुकाना,  
 अस्पताल हो या शमशान हर जगह लगती है कमीशन.  
 बैंको से चाहिए लोन या लगाना हो टेलीफोन,  
 बच सका है इससे कीन ?  
 खेलों में फिक्सिंग या रेलों में टिकटिंग,  
 हर जगह है सेटिंग.  
 एग्जामिनेशन हो या इलेक्शन,  
 हर तरफ है करप्शन.  
 डाला है इसने मजबूरी का फंदा,  
 जिससे परेशान है हर बन्दा,  
 जिसने जीवन में ज़हर घोल डाला,  
 ईसान की फिरत ही बदल डाला,  
 हर तरफ है उस करप्शन का बोल-बाला .  
 जिसने समाज का बेड़ा गर्क कर डाला  
 हमीने उसे पला,  
 हर तरफ है उस करप्शन का बोल - बाला.

कर्मचारी का नाम-दुर्गेश कुमार शर्मा  
कर्मचारी संख्या-50342 (Site)

### Poem Writing (Corruption free India for a Developed Nation): (English)

1. "Let's create a new India where peace prevails;  
 Let's make our country prosperous;  
 Let's work with zeal and honesty;  
 Let hearts be filled with sensibility and sensitivity".
2. "I dream a corruption free India,  
 A country without poverty, illiteracy and child labour,  
 Where peace and prosperity prevails in nook and corner,  
 People clothed with integrity and breath with honesty,  
 Patriotism stays in their heart, love and affection towards humanity,  
 Where Loyalty to country and organization comes first,  
 Rather than to self-interest,  
 A corruption free India, I pray for it."



Hari Tulugu  
 HR Department, RFCL Site



कविता शीपक 06.10.2022

सतर्क भारत समृद्ध भारत

"सतर्क और जागरूक रहने की बारी है।"



"भ्रष्टाचार की फैली मदाकारी है,  
सतर्क और जागरूक रहने की बारी है॥"

"हर एक की रिश्त तने या देने की बीमारी है,  
रिश्तारवारी में लिप्त दुनिया लारी है,  
सतर्क और जागरूक रहने की बारी है॥"

"समय आ गया है, जब सब हो जायें एकजुट,  
अब होगा भारत भ्रष्टाचार से मुक्त,  
अब ही ऐसे भारत का निर्माण होगा,  
जिसमें ~~भ्रष्टाचार~~ भ्रष्टाचार का न नामोनिशान होगा  
बस सतर्क और जागरूक रहने की बारी है॥"



सुनील सौरभ  
उप प्रबंधक (मांस)  
50063

#### From Corruption to Purity

A land begotten by the seers and sages,  
Envisioned by the gods of the heavens.  
Known, it is, to the ends of the worlds,  
For eons it survived; Bharat among the nations.

Blessed it is with fauna and flowers,  
With fields yielding roots and creepers.  
Where oils and minerals find abundance,  
And richness find way with cultural elegance.

Lo! But where has occurred this orifice,  
That drains my nation of all effulgence.  
And leeches of vice invaded with chaos,  
Having self-centricity as their cardinal ethos.

Paupers have now emerged, striving for a loaf,  
Conflicts are common as experts are mere oaf.  
Principles are suppressed for unwavering pretence,  
Crime has numbed the hearts of all sense.

Dysfunction has spread across sectors of work,  
Justice cannot cut through this evasive murk.  
The protectors of society breached their duties,  
The protected did not strive against their cruelties.

Rigged are the positions of crucial responsibilities,  
And nature is pushed to unwelcome possibilities.  
Instability has triggered the body, mind and soul,  
Corruption, it is, that devours humanity as a whole.

Ignite, oh countrymen, the glowing vigil of truth,  
See for yourself the scattered evidences acute!  
With wisdom, cork this aperture of diabolism,  
And put an end to your own property's vandalism.

Reminisce the chant of the Upanishad Isha,  
"See that your limits do not exceed".  
Recall the words of the famous Mahatma,  
"The earth provides not for your greed".

When wisdom shines within each intellect,  
The demons are forever then displaced,  
With vigour all people stand for each one,  
And divisiveness does not enter any one.

This "I" becomes "We", and "We" the "World",  
The flag of unity and development is unfurled,  
Here cooperation is cherished over everything,  
And equality surrounds every bell that ring.

Satisfaction has doomed greed and grief,  
And selfless work has halted being brief,  
Transparency does not need any highlight,  
And philanthropy takes away humans' plight.

Now bridges are high and richness everywhere,  
Knowledge and wisdom are in each layer,  
Shines Bharat as much as its sages wished,  
And paves way for the world to all it missed.

- Arpit Das, MT (HR).  
EC: 50429



WHY? | WHY? | WHY?

We Say Corruption gags,  
Then why?

We Indians breathe It?....

We say Corruption Kills  
Then Why?

We devise it....

Corruption helps

To set the culprit free

We blind the law

And all of us shamelessly see...

Is this the only way to live?

Filling our pockets of money

And drowning in deceit.



Vishakha  
(HR Dept)

विकसित राष्ट्र के लिए भ्रष्टाचार मुक्त भारत

शुद्ध करें अपना आचार और विचार, आओ दूर करें भ्रष्टाचार।

ले ऐसा संकल्प कि न बचे कोई विकल्प।।

हर नागरिक का हो यह एकमात्र सपना, विकसित और सुंदर हो भारत अपना।

इस सपने को पुरा करने में है बहुत अवरोध, भ्रष्टाचार को दूर करने में न हो कोई विरोध।

स्वास्थ्य हो या शिक्षा न मांगे कोई भ्रिक्सा,

शुद्ध करें अपना आचार और विचार, आओ दूर करें भ्रष्टाचार।।

यह धरती है ऋषि-मुनियों की, तपस्वी और गुणियों की।।

चलो चले सोने की चिड़िया बनाते हैं एक बार शिष्ट आचरण अपनाते हैं।।

शुद्ध करें अपना आचार और विचार, आओ दूर करें भ्रष्टाचार।

खेती हो या हो उद्योग एक बार करते हैं वह प्रयोग, जहां सुंदर-पारदर्शी हो व्यवस्था और खुशहाल हो अवस्था।।

रक्षा हो या हो सेवा, न हो कोई लेने वाला मेवा।।

भ्रष्टाचार ही वो जड़ है सभी समस्याओं की गड़ है।।

आओ करें इसे दूर, न हो कोई मजबूर।।

शुद्ध करें अपना आचार और विचार, आओ दूर करें भ्रष्टाचार।



द्वारा- राजेश कुमार (5038) आर एफ सी एल

06 अक्टूबर 22



### An ode to freedom

It needs an idea of Independence

To nurture the seed of Freedom

With the warmth of Truth

Through the droplets of Values

Air of Morality articulates

A Soul of India!

A prick rests for seconds,  
but pain for hours.

One act of immorality,  
and the destruction of system

Unveiling the pollution of Corruption

Clearing the way

To breathe

Every particle of Peace

To reap the fruits of freedom

Every citizen of the country

Must sing the melody of Integrity

To attain the liberation from adversity

Let us spread the wings of hope

To fly, to sail through.

Years of observation,

Seconds to realisation

A great nation

is free from corruption!

Composed by  
Upasna Gusain  
Office Assistant  
RFCL, CO



## ‘भ्रष्टाचार मुक्त’ ‘भारत=विकसित’ ‘भारत’



हर भारतीय ने देखा था जो सपना, भ्रष्टाचार मुक्त विकसित भारत हो अपना, स्वप्न अब हमारा साकार होगा जब भ्रष्टाचार मुक्त भारत का नव निर्माण होगा।

देश की पूरी व्यवस्था नैतिकता, उच्च मूल्यों, शाश्वत सत्य पर होगी टिकी, समर्पण, त्याग, सच्चाई और ईमानदारी की चमक अब नहीं पड़ेगी फीकी।

देश की बागडोर संभालने वालों की शैक्षिक पात्रता नहीं होगी अब अधूरी, हर इंसान सतर्क प्रहरी बन, करेगा देश के विकास में अपनी जिम्मेदारी पूरी।

दूसरे की रोटी अब कोई नहीं छीनेगा, पैसे के आगे अब ईमान नहीं बिकेगा, रिश्तत लेना-देना हो जाएगी कल की बातें, कोई भी अब गलत भुगतान नहीं करेगा।

हर घर नारी का होगा सम्मान, हर बालक के चेहरे पर होगी अपनत्व की मुस्कान, लहलहाती फसलों को देख जंगल में मोर-सा नाच उठेगा विकसित भारत का किसान।

देश का युवा वर्ग अपनी जिम्मेदारी को समझ देश के विकास में मुख्य भूमिका निभाएगा, अशिक्षा, असंतोष, भ्रष्ट, भ्रष्ट प्रतिस्पर्धा को विकसित भारत में दूर जब वह अपने से पाएगा।

डिजिटल इंडिया, मेक-इन-इंडिया के भाव को जाया है जन-जन में जो आत्मविश्वास, प्रौद्योगिकी के विकास के हर एक कदम से अब लोगों के मन में जागेगी एक नई आस।

विकसित भारत में जब हर गली, गाँव, कस्बे, प्रदेश को नई तकनीक से जोड़ा जाएगा, तब देश का पिछड़ापन होगा दूर और गाँव-शहर का अंतर कोई भी न कर पाएगा।

गरीबी उन्मूलन, धर्मांधता, सफेदपोशी की आड़ में अब कोई जनता को मूर्ख न बना पाएगा, ‘पुलिस हमारी मित्र’ जब यह सकारात्मक विचार मानव के अंतर्स में स्वयं हिलोरें लगाएगा।


जब उत्तर से दक्षिण, पूर्व से पश्चिम चारों दिशाओं तक विकास का परचम लहराएगा, तब भ्रष्टाचार मुक्त भारत में सोने की चिड़िया का स्वर लौटकर भारत को गुँजाएगा।

भ्रष्टाचार के रावण के दहन से घर का भेदी लंका ढाने की सोच भी न पाएगा, इस देश का हर सैनिक मुस्कुराता हुआ अपने घर-गाँव वापस लौट कर आएगा।

प्रतिभा अग्रवाल  
कंपनी सचिव  
रामागुंडम फर्टिलाइजर्स एंड केमिकल्स लिमिटेड

## VAW 2022 Winners of Slogan Writing

**भ्रष्टाचार पर नारे/स्लोगन**



1. देश की जनता पर रही पुष्टा,  
बंद करो ये भ्रष्टाचार।
2. जहाँ-जहाँ होगा भ्रष्टाचार,  
तेजस्व पर होगा पूरा प्रहार।
3. भ्रष्टाचार है एक बीमारी,  
दण्डित हो हर भ्रष्टाचारी।
4. भ्रष्टाचार जड़ से मिटाना है,  
इमें से अभियान चलाना है।
5. देश के विकास के लिए सबसे बड़ा डोना,  
भ्रष्टाचार से श्रेष्ठा के लिए मिटाना होगा।
6. बंद करो ये भ्रष्टाचार,  
अब और नहीं रहेगा भ्रष्टाचार।
7. भ्रष्टाचार से मिटाना है,  
देश में नरपरी जाना है।
8. अब भी वार जाने दाना है,  
भ्रष्टाचार से मिटाना है।
9. देश के विकास की राह पर आगे बढ़ाओ,  
भ्रष्टाचार से जड़ से मिटाओ।
10. भ्रष्टाचार पर संकल्प लगाओ,  
भारत में एक सच्चा राष्ट्र बनाना है।

नाम - रंजन कुमार  
क.सं. - 50385

**भ्रष्टाचार मुक्त भारत-विकसित भारत**

भ्रष्ट आचार जैसा कोई भी अचार  
अब न भ्रष्टाचारियों के भोजन का स्वाद बढ़ाएगा।

वसंत की फूली-महकी सरसों की खुशबू-सा  
विकसित भारत का नया इतिहास रचा जाएगा।




प्रतिभा अग्रवाल  
कंपनी सचिव  
रामगुडम फर्टिलाइजर्स एंड केमिकल्स लिमिटेड

The slogan on the theme of corruption free india by myself is as follow:-



**"शुद्ध करें आचार-विचार, आओं दूर करें भ्रष्टाचार"**

thanks & regards

### Vigilance Awareness Week-2022

#### Slogan Writing

जन जन की है, यही पुकार।  
ना रिश्वत, ना भ्रष्टाचार ॥



Signature :-

Name :- S K Chauhan

Designation :- DGM(HR)

Employee No. :- 9375

रात के अंधारों को रोशनी से मिटाना है  
भ्रष्टाचार को मिटा कर विकसित राष्ट्र बना है  
संकल्प 2047



Prashanth Chowdary  
Manager HR, CO



**SAY NO TO CORRUPTION FOR  
EVERY NO COUNTS YOUR VOICE  
RAISE AGAINST CORRUPTION.**

From  
Vamshi Krishna Konda  
Welfare Officer  
HR Deptt



**Join hand together and plan to end  
this corruption  
Be the hero and fight corruption  
Be the initiator of anti-corruption.**



From  
Putta Vivekananda,  
Pharmacist

**भ्रष्टाचार को मिटाना है ,  
देश में तरक्की लाना है ।**

Rampukar Yadav  
Stores Department



**“Undemocratic ability is always accompanied by Corruption of  
Morality”.**



NAME: MARAPAKA SRIKANTH,  
Dispatch Clerk / HR Department,  
Contract Worker,  
RFCL Site, Ramagundam.  
Slogan Writing

*THE Only Cure to Corruption is  
COMPLETE TRANSPARENCY in all  
processes .*



VIKAS DIXIT  
E. No - 50331  
Manager (Materials)  
RFCL, Site .



**Corporate Office:** 4<sup>th</sup> Floor, Wing-A, Kribhco Bhawan, Sector-1,  
Noida, Uttar Pradesh – 201 301.

**Plant Office:** Fertilizer's city, Ramagundam, Peddapalli (Dist.),  
Telangana-505210.

**To register your complaints:**

**Email: [cvo@rfcl.co.in](mailto:cvo@rfcl.co.in)**