

CONTRACT MANAGEMENT

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Topics to be covered

1. Basics of Tender

2. Tendering Stages of a contract

3. Executing Stage:

- What to do before a contract starts?
- How to start a contract?
- What Records are to be kept?
- How to write Measurement Book?
- How to write Work Completion Certificate?

4. Points to be note from Vigilance angle.

Basics of Tender

1. Basic Terms and Definitions

1. GeM
2. IREPS
3. Letter of Acceptance (LoA)
4. Work Order (WO)
5. Purchase Order (PO)
6. GeM Contract (GEMC)
7. Agreement
8. Estimate
9. Last Accepted Rate (LAR)
10. Budgetary Quotation (BQ)

Basic Terms and Definitions

1. Nodal Supervisor/Executing Official
2. Nodal Officer
3. Accepting Authority
4. Gate Pass
5. Work Register
6. Measurement Book
7. Material Challan
8. IRSK Wage Report
9. Inspection Certificate
10. GCC, MSOP, GTC, GFR, IREC, IRFC

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Types of Contracts

- **Stores Contract:** Involves supply (& installation) of materials used for POH & non-POH related works.

Cost of materials component \geq 70% of the total estimated cost.

- **Works Contract:** Involves mechanical & electrical works such as modification, fabrication and manufacturing as well as civil works such as construction, maintenance, or repair work of physical infrastructure such as buildings, bridges, or railway tracks.

Cost of materials component $<$ 70% of the total estimated cost.

- **Service Contract:** Involves mechanical & electrical works such as operation & maintenance, AMC, Repair & Overhauling services, Testing & Certification, Manpower hiring, Vehicle hiring, housekeeping, facility management, consultancy, etc.

Cost of materials component $<$ 70% of the total estimated cost.

Works Contract Vs Service Contract

SL	Works Contract	Service Contract
1	Governed by the General Conditions of Contract (GCC) for Works , where the focus is on execution of tasks related to civil or mechanical work .	Governed by the General Conditions of Contract for Services (introduced in 2018) , emphasizing service delivery and outcome .
2	Tendering can be done through IREPS	Tendering can be done through both GeM & IREPS
3	Eligibility Criteria (i.e. Work Experience & Turnover) is mandatory for tenders above 50 Lakhs .	Eligibility Criteria (i.e. Work Experience, Turnover & Liquidity) is mandatory for tenders of any value .
4	Performance Guarantee (PG) @5% of Tender Value (Estimated Cost) to be returned to the bidder after satisfactory completion of work.	Performance Guarantee (PG) @10% of Tender Value (Estimated Cost) to be returned to the bidder after satisfactory completion of work & completion of guarantee/warranty period.
5	Security Deposit (SD) @5% of Tender Value (Estimated Cost) to be returned to the bidder after completion of guarantee/warranty period.	No provision of Security Deposit (SD)
6	Requires detailed technical specifications and quality of materials	Focuses on performance outcomes and service standards , such as performance ratings/scores
7	Payment terms are usually based on completion of stages in the work or the entire project .	Payments are based on service delivery over time , often with regular intervals like monthly payments .
8	Penalties are often related to delays in work completion or failure to meet quality standards .	Non-performance or violation of service standards can lead to disqualification from future contracts.

Calling Tender on Quotation basis

Important Points:

1. To be used for works that are **urgent in nature**
2. Must be invited from **at-least 3 reputed firms along with OEM/OEM Authorized Service Provider**
3. The contractor who had **previously worked in a similar contract must be invited for submission of quotation**
4. Budgetary Quotations must not be taken from same firms repeatedly
5. Monetary Limit:
 - One Quotation upto 5 Lakhs can be called & accepted at JAG Level (Annual Ceiling Limit 60 Lakhs)
 - Quotations above 5 Lakhs & upto 10 Lakhs can be called & accepted at SAG Level (Annual Ceiling Limit 1.2 Cr)

Types of Service Contracts

- **Manpower-based Contract:** The payment schedule is divided into 2 parts:
 - payment on the basis of manpower supplied and payment on the basis of material supplied.

Labour Payment = Daily Labour Rate * Actual Number of days worked

Material Payment = Unit Rate * Actual Quantity of Material supplied

Total Payment = Labour Payment + Material Payment

- **Outcome-based Contract:** The payment schedule is made in such a way that the payment is made on the basis of actual amount of observable work done.

Total Payment = Unit Rate * Actual Quantity of work done

**Quantity of work done is measured in Mtrs, Sq Mtrs, MT, km, Days, Hours, Nos etc.*

Example for calculation of Floor Cleaning Contracts

Suppose Daily Area to be cleaned = 1000M^2

Labour Required per day = 3

Minimum Labour Wage = Rs. 735 per day

Daily Labour Cost = $\text{Rs. } 735 * 3 = \text{Rs. } 2205$ (excluding GST)

Soap Required = 1 Liter / M^2

Daily Soap Required = $1 * 1000$ Liters

Soap Rate = Rs. 5/ Liter

Daily Soap Cost = $\text{Rs. } 5 * 1000 = \text{Rs. } 5000$ (excluding GST)

Total Daily Cost = $\text{Rs. } 2295 + 5000 = \text{Rs. } 7205$ (excluding GST)

Daily Contractual Rate = $\text{Rs. } 7205 / 1000\text{Sq m} = \text{Rs. } 7.205 / \text{M}^2$ (excluding GST)

Estimated Cost for 1 year $\text{Rs. } 7205 * 365 \text{ days} = \text{Rs. } 26,29,825$ (excluding GST)

Rate schedule

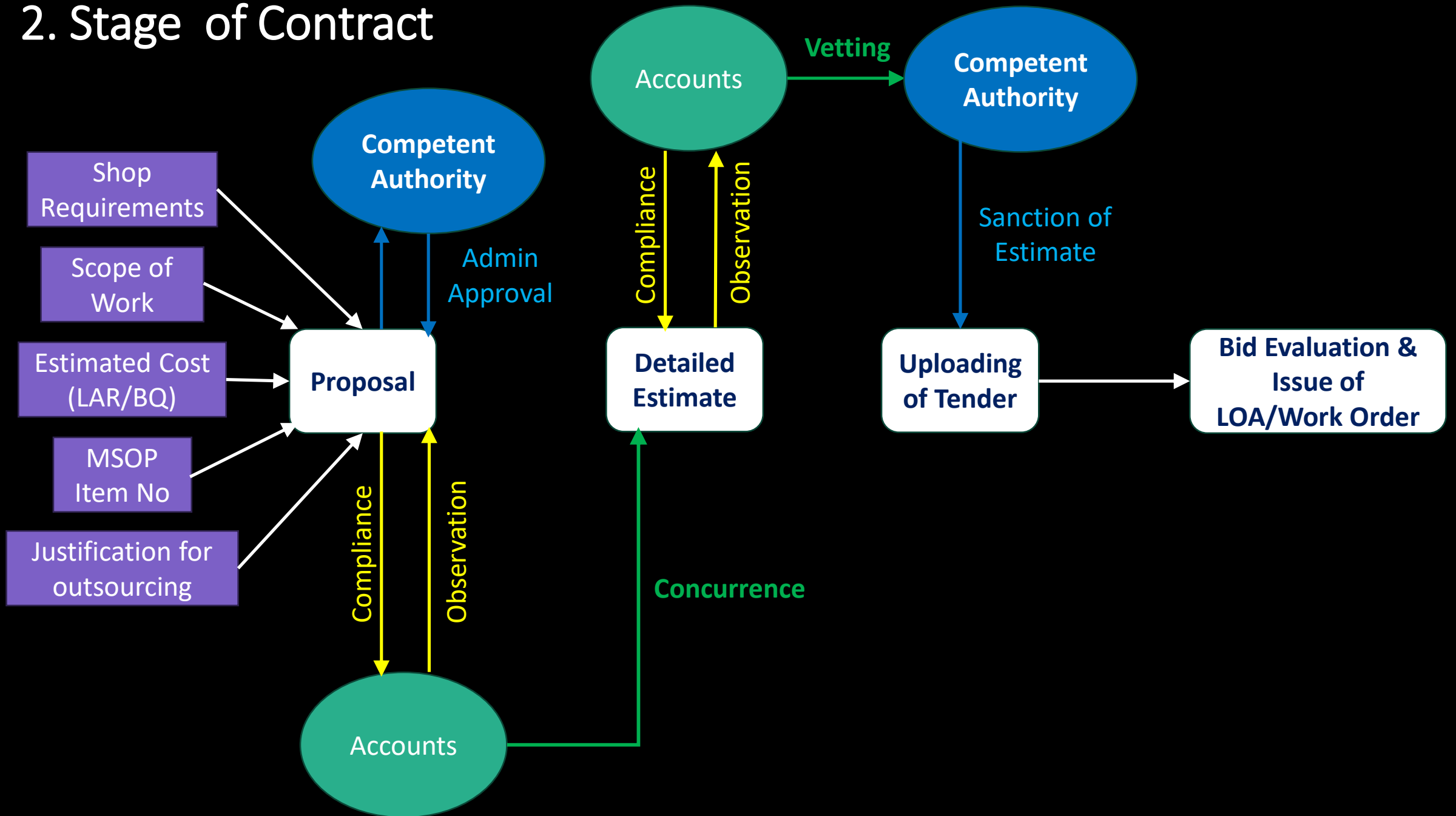
Description	Manpower based Rate schedule						No. of Days	Total Cost (In Rs.)
	Labour Rate (Rs. Per labour)	No. Of labour per day	Labour Cost per day (Rs.)	Material Rate (Rs.Per Ltr.)	Qty of material per day (In ltr)	Material Cost per day (In Rs.)		
	A	B	L= A*B	C	D	M=C*D	E	(L+M)*E
Daily Floor Cleaning for a period of 1 year (365 days)	735	3	2205	5	1000	5000	365	26,29,825.00
GST @ 18%								4,73,368.50
Total								31,03,193.50

Rate schedule

Description	Outcome based Rate schedule		No. of Days	Total Cost (In Rs.)
	Area per day (Sq M)	Rate per unit Area per day (Rs. Per Sq m per Day)		
	A	R	D	A*R*D
Daily Floor Cleaning for a period of 1 year (365 days)	1000	7.2053	365	26,29,825.00
GST @ 18%				4,73,368.50
Total				31,03,193.50

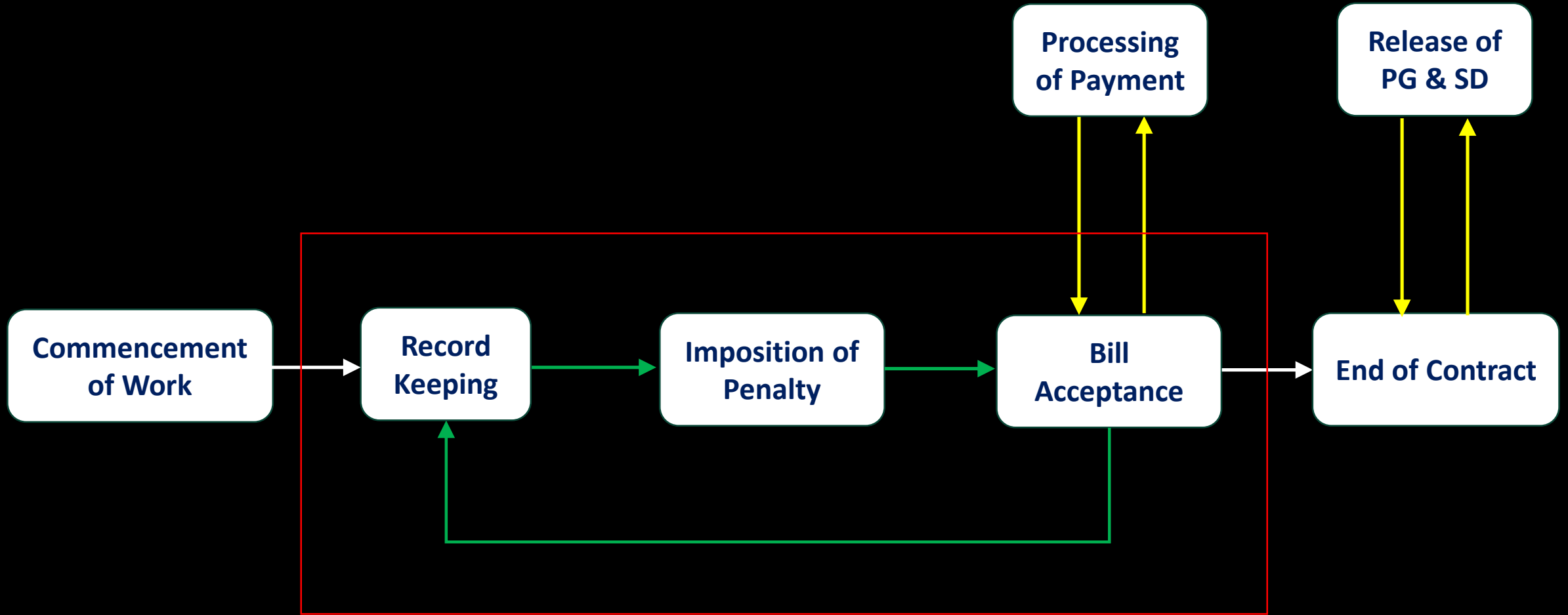
Tendering Stages of Contract

2. Stage of Contract



Execution Stage

(Roles of a nodal supervisor in executing a contract)



1. What to know after finalization of Contract and before commencement of work?

Documents that will be forwarded to Nodal Supervisor after finalization of contract and before start of contract:

1. Contract Documents:

- LOA/GeM Contract
- Scope of Work
- Terms & Conditions of the Contract
- Performance evaluation
- Accepted Rate Schedule
- Payment & Penalty Clause

2. Gate Pass: for all contractual labours

3. Formats of Execution Registers (if uploaded in Tender)

Performance Evaluation: *(This clause is mainly applicable for Housekeeping and Operation & Maintenance type of contracts)*

Focus Areas in Contract Documents

SL	Contract Documents	Points to be noted
1	LOA/GeM Contract	Name of the work, Contract/LOA No, Contractual Period (Start & End dates), Details of the firm
2	Scope of Work	Detailed Break up of the work (description, unit of measurement & quantity) to be performed by the contractor, Sequence, Frequency & Completion time of each work, Clearly demarcate the Machines & Materials to be provided by the contractor and Railway. Also check whether the materials to be provided by Railway free of cost or on chargeable basis. Where the work will be executed – inside Workshop or outside.
3	General Instructions	The days & time of the day within which the work is to be carried out, requirement of gate pass of labours & materials, use of PPEs, Requirements of Shramik Kalyan portal, Which Acts, Rules & Laws are applicable, applicability of GCC.

Focus Areas in Contract Documents (Contd.)

SL	Contract Documents	Points to be noted
4	Performance Evaluation	<i>(This clause is mainly applicable for Housekeeping and Operation & Maintenance type of contracts)</i> Grading system for measuring performance, What data to be recorded for grading
5	Accepted Rate Schedule	Basis of payment i.e. Whether manpower based contract OR outcome based contract
6	Penalty	All the cases where the Contractor will be penalized. Special focus must be there to identify, record & report if any such cases arise during the entire contractual period.
7	Payment	Frequency of billing, documents that are required to be present with the Nodal supervisor for acceptance of bills

Gate Pass

- The contractor shall submit Gate Pass request for manpower and returnable gate pass for the machines, tools, PPEs & equipment to be used as per contract after issue of LOA/GeM Contract & before commencement of work.
- 01 copy of Gate Pass will be forwarded to the Nodal Supervisor, immediately after issue of Gate Pass.
- Nodal Supervisor must check the start date (Gate Pass issue date is start date) & end date mentioned in the gate pass.
- Nodal Supervisor must not allow the contractor to commence the contractual work, without a valid gate pass.

Formats of Execution Registers

1. Contracts that are finalized after April month of the year have the predefined formats of registers uploaded with the tenders. These formats shall be supplied to the Nodal Supervisor. The nodal supervisor must study the formats very carefully and note down which format is to be used for which work. If any discrepancy or shortfall is found, the nodal Supervisor must immediately contact tender Cell for necessary revision in these formats.
2. Registers needs to be maintained from 1st day of the contractual work, so finalization of the format of registers is of utmost priority before the contract starts.
3. If the format of registers are not available with the contract documents then the Nodal Supervisor in consultation with Tender Cell shall prepare formats which shall containing adequate data for reflecting the entire work done, work not done, delays caused and other discrepancies caused

Types of Registers

1. *Attendance Register* for labours & supervisors of firm
2. *Materials Register* for recording the receipt, usage & balance stock for materials supplied by the firm
3. *Machine Maintenance Register* for recording preventive & breakdown maintenance of the machines supplied by the firm
4. *Work Register & Score Sheets* clearly depicting the actual quantum of work done & daily performance

2. What to do on the day of
commencement of contractual
work?

Nodal Supervisor's Checklist for allowing the contractor to commence the work on the first day

- 1. Receipt of Contract Documents*
- 2. Receipt of Gate Pass for Labours & its validity starts from that day*
- 3. Readiness of Registers*
- 4. Receipt of Machines as per contract (with Returnable Gate Pass)*
- 5. Receipt of Materials as per contract (with Material Challan duly registered by RPF)*
- 6. The names entered in Attendance Register must match with that mentioned in Gate Pass.*
- 7. Firm must be intimated to submit renewed Gate pass well before the expiry of present gate pass.*

3. What records are to be kept?

Following records must be kept by Nodal Supervisor during the entire contractual period

Copy of Contract Documents:

Registers

- 1. **Attendance Register** for labours & supervisors of firm*
- 2. **Materials Register** for recording the receipt, usage & balance stock for materials supplied by the firm*
- 3. **Machine Maintenance Register** for recording preventive & breakdown maintenance of the machines supplied by the firm*
- 4. **Work Register(s)** clearly depicting the actual quantum of work done & performance score based on proper criteria.*

*Challan for Materials Received registered by RPF (**Challan should be in the letter head of the same firm executing the contract**)*

Gate Pass for Machines going out of Workshop for maintenance registered by RPF

How penalties are to be
implemented?

Penalty clauses that are normally included

- If the Contractor **fails to commence the contractual work within the stipulated date** as mentioned in LoA/ Contract Order, then X% will be the penal amount for a week or part thereof.
- If the Contractor **fails to supply the consumables within stipulated day(s)** then X% will be the penal amount per day for non-supply.
- If the Contractor **fails to supply the machines within stipulated day(s)** then X% will be the penal amount per day for non-supply.
- **Adverse remarks of inspecting Railway official for unsatisfactory performance**, then lump sum penalty @ Rs. X per case will be imposed.
- **Failure of the firm to comply with the terms and conditions of contract**, then lump sum penalty @ Rs. X per case will be imposed.
- **In the event of any loss / damage to Railway property**, cost of such damage or loss per case will be recovered as penalty
- **If any discrepancy noticed in Shramik Kalyan portal against the labour(s)** those actually worked in respect to the attendance register as well as Gate Pass issued from the Railway Authority, then lump sum penalty @ Rs. X per case will be imposed.
- **If the concerned Nodal supervisor, is unsatisfied with any work, that shall reflect in the Score Card** and the payment will be deducted as per performance evaluation criteria.

Sample Performance Evaluation Criteria of Housekeeping Contracts

Parameters for the activities as per SI 1, 2, 3, 4 & 5 of Rate Schedule							
SL	Area attended	Area is free from any kind of dust, stains, dirt & bad odour		All the consumables have been used as per requirement	All the machineries (as per demand) are available and operational	Activities are happening in scheduled frequency	Score in percentage (%)
		Visible areas	Non-visible areas				
1	YES	YES	YES	YES	YES	YES	100%
2	YES	YES	YES	YES	NO	YES	97%
3	YES	YES	YES	NO	YES	YES	
4	YES	YES	YES	NO	NO	YES	95%
5	YES	YES	YES	YES	YES	NO	90%
6	YES	YES	YES	NO	YES	NO	85%
7	YES	YES	YES	YES	NO	NO	
8	YES	YES	YES	NO	NO	NO	80%
9	YES	YES	NO	YES	YES	NO	75%
10	YES	NO	NO	NO	NO	NO	50%
11	NO	Need not to be checked					0%

CHI will calculate the Average Daily Score in percentage (%) from the Daily Score of individual shops/offices as recorded in Performance Register, consolidating which, Nodal supervisor will further calculate the average performance rating for the quarter, against which penalty will be imposed as mentioned below.

Sl.	Grade	AVERAGE PERFORMANCE RATING FOR A QUARTER (R)	PENALTY
1	A	More than 90%	No Penalty will be imposed.
2	B	80% to 90%	Penal amount will be 1.0% of the accepted contract Cost will be imposed from each quarter bill.
3	C	70% to 79%	Penal amount will be 2.0% of the accepted contract cost will be imposed from each quarter bill.
4	D	Less than 70%	Penal amount will be 3.0% of the accepted contract Cost will be imposed from each quarter bill.

Sample Performance Evaluation Criteria of Housekeeping Contracts

Shop/Office	Daily Score by Shop/Office Supv.	Maximum Score
X	97	100
Y	90	100
Z	75	100
Total Score	262	300
Score in percentage (%) for 1 day (X ₁)	$\frac{262}{300} \times 100 = 87.33\%$	

Accordingly, the Score in percentage (%) for all working days of a quarter will be calculated as X₁, X₂, X₃,, X_N.

Where N = number of working days in the quarter

The Average Performance Rating for the quarter will be calculated as

$$R = \frac{X_1 + X_2 + X_3 + \dots + X_N}{N}$$

If criteria for scoring is not mentioned in the tender documents then Nodal Supervisor must consult with Tender Cell & prepare a Joint Note for finalization of criteria with signature by SSE/Tender & Firm's Representative and this should be got approved by the Tender Accepting Authority, before the date of commencement of work.

Adverse Remarks for Inspecting Railway Official

Joint Note to be prepared against each such penalties

JOINT NOTE

Object of Inspection: Repairing and maintenance of various welding accessories of Loco shop no -3A (welding)
LOA no.: ER / EL WORKSHOP-KPA MECHANICAL / MG / AC / 90 WELD-MC, REP 21-22 /01999420039271, Dt. 30-07-2021
Agreement no.: ERWK/MG/AC-90/WELD/21-22/PE/1-1078, Dt. 11.10.2021

Work contract for repairing and maintenance of various welding machines and its accessories of Loco shop no -3A (welding) is under AMC of M/s creative Engineering services, 108 Bangur Avenue, Block-C, Kolkata -700055. During 11th quarter service period, some welding accessories those required specialized machinery or instruments for repair were taken out by firm for necessary repairing work vide Pre Inspection certificate no. 3A/WLD/Pre Insp/Rep/2023-24/18 dated 29/02/2024. However, the firm was unable to complete the necessary repairs within this quarter's time period.

An intimation letter ERWK/ME-03/14A/2024-467 was issued to firm by this end about delay in completion of repairing of various welding accessories under AMC on dated 22.05.2024. Firm has not taken any action yet. Hence it is consider as non-execution of work.

[Signature]
CREATIVE ENGINEERING SERVICES
108, Bangur Avenue, Block-C,
Kolkata-700055
Representative of the firm

[Signature]
SSE/3A WLD/KPA

[Signature]
AWM (M)
Loco/KPA

[Signature]
Dy.CME(M)
Loco/KPA

Penalty amt of Rs 4000 to be imposed for 11th quarter as per penalty clause no.2 considering four cases.

[Signature]
11/04/2024
Dy Chief Mechanical Engineer
Eastern Railway, Kanchi

Same type of joint note may be prepared for other penalties combined at the end of each billing period.

Reporting of Discrepancies due to which penalty to be imposed on the Contractor

Whenever there is any violation of terms & conditions of the contract or any other discrepancies are noticed, then the nodal supervisor must COMMUNICATE IN WRITING to the nodal officer immediately.

For ascertaining the discrepancies, scope of work must be followed in conjunction with the penalty clauses.

It must be ensured that the discrepancy regarding any work must not be outside the scope of work.

Acceptance of Bills

Checking of Bills & Material Challan

Nodal supervisor must check

1. The quantity of work mentioned in the bill and ensure that it matches with the actual quantity of work done by referring to the Work Registers.
2. The rates mentioned in the bill is same as mentioned in accepted rate schedule.
3. The quantity of materials mentioned in material challan must match with quantity as mentioned in contract. The challans should have endorsement of RPF for entry.

If the quantity & rates mentioned in the bill does not match with the contract documents, then the bill must be returned to Tender Cell citing all the discrepancies. In such cases bills will be accepted after rectification is done by the contractor.

Filling up of Measurement Book (MB)

Measurement Book: The Book in Railway's standard format No. EM-10 in which following records are to be maintained by the concerned supervisor:

SL	Details	To be signed by
1	Details of actual work executed & material supplied	Nodal Supervisor & Contractor
2	Accepted Rate Schedule	Nodal Supervisor & Contractor
3	Performance certificate	Nodal Supervisor & Nodal Officer
4	Deduction	Tender Supervisor & Nodal Officer
5	Payment Order	Tender Supervisor & Nodal Officer
6	Summary of bill	Tender Supervisor & Nodal Officer

Preparation of Work Completion Certificate

Work Completion cum Performance Certificate is the basis on which payment of a bill is made. So this must clearly contain the following points:

- 1. Actual Quantum of Work done during the billing period**
- 2. Performance Score / Average Rating, if applicable in the contract**
- 3. Summary of Discrepancies (Insufficient consumable materials supplied, delay in completion of works, adverse comment of officials etc.) from which the penalty will be calculated**
- 4. Mention of “no claim due from the contractor”**

Checking of Wage Report of (IRSK) Shramik Kalyan Portal

Nodal supervisor must check

1. Whether the names of the labours mentioned in the attendance register matches with the names mentioned in IRSK portal wage report.
2. The number of working days in IRSK wage report must match with present days in attendance register.
3. It must be ensured that labours appearing in IRSK wage report had valid gate pass for the days actually worked in premises.

If any discrepancies are found as above, then the bill must be returned to Tender Cell citing all the discrepancies.

Nodal Supervisor's Checklist for Documents are to be checked and sent back to Tender Cell after Bill Acceptance

The Nodal Supervisor shall submit the following documents back to the Tender Official **within 05 working days** of receiving the bill:

1. *Bill in triplicate duly signed & stamped mentioning "Work has been completed and the bill is accepted" or otherwise.*
2. *Work Completion cum Performance certificate- in duplicate. Duly counter signed by nodal officer.*
3. *Inspection Certificate is also mandatory for Maintenance Contracts.*
4. *Material challan in duplicate duly stating that "Material received" or otherwise, with sign & stamp.*
5. *IRSK Wage Report- in duplicate duly mentioning "Checked & Verified" with sign and stamp of executing official.*
6. *Measurement Book- duly filled in all respect and also stamped and signed by both executing official & Contractor respectively. Also counter signed by nodal officer in Performance Certificate.*

If other shops are involved, joint signature of SSEs should be there. For penalty, registers & Joint Notes should have signature of Contractor.

Termination of Contract

Termination of Contract

1. If the contractor repeatedly fails to comply with the terms & conditions of the contract OR the performance is highly unsatisfactory, which causing loss and harassment of Railway, then Nodal Supervisor must communicate in writing citing all discrepancies to Nodal Officer.
2. Based on the merit of the case, Nodal Officer may issue **7 days Notice**.
3. After 7 days, Nodal Supervisor will communicate in writing whether Performance have improved or not.
4. Again, based on the merit of the case, Nodal Officer may issue **48 Hours Notice**.
5. After 48 Hours, Nodal Supervisor will communicate in writing whether Performance have improved or not.
6. Again, based on the merit of the case, Nodal Officer will recommend Termination to Tender Accepting Authority and **Termination Notice** will be issued to the Contractor leading to Termination of the contract.

Vigilance Case Studies

Irregularities in Shop Floor Cleaning Contract

1. Daily work registers not prepared and updated

The Registers should be filled exactly on the day of work completion and should not be tampered at a later time.

2. Same work measurement shown on all days in MB

The work registers & MB must be filled up with the actual quantum of work performed in a day. Hence it is expected that the daily recorded work will vary a little or more in each day. Writing same data for all days may bring unnecessary attention by Vigilance Department and there is a chance that the data are fake and written without actual measurements.

3. All Material Challans were not endorsed by RPF

All the Material Challan must contain RPF Gate Entry stamp with sign & date. It is a proof of actual entry of the materials.

All outgoing materials must contain RPF Gate Entry stamp with sign & date on Gate Pass. It is a proof of actual exit of the materials.

4. The scope of work was for mechanized cleaning but machines found in breakdown condition at site

It must be ensured that relevant machines as per contract documents are used for designated works. Otherwise penalty must be imposed. If the work is supposed to be done by machines entirely and the work is actually done manually, then it must be communicated to the Nodal Officer in writing, to ensure contract termination OR other administrative actions by Accepting Authority.

Irregularities in Toilet Cleaning Contract

1. Daily work registers not prepared and updated

The Registers should be filled exactly on the day of work completion and should not be tampered at a later time.

If criteria for scoring is not mentioned in the tender documents then Nodal Supervisor must consult with Tender Cell & prepare a Joint Note for finalization of criteria with signature by SSE/Tender & Firm's Representative and this should be got approved by the Tender Accepting Authority, before the date of commencement of work.

2. All Material Challans were not endorsed by RPF

All the Material Challan must contain RPF Gate Entry stamp with sign & date. It is a proof of actual entry of the materials.

All outgoing materials must contain RPF Gate Entry stamp with sign & date on Gate Pass. It is a proof of actual exit of the materials.

3. The record of accountal of consumable chemicals not found

A record accountal of material received & material in-hand must be updated meticulously everyday and must be verified with the physical stock.

A record accountal of released materials are to updated whenever applicable and must be verified with physical stock.

Irregularities in Coach PU Painting Contract

1. Quantity of paints & other items to be used was clearly mentioned in tender but less quantity was supplied by the contractor

The Nodal supervisor monitored the work meticulously and ensured timely outturn by making contractor work within allowed time, but did not check the quantity of materials mentioned in the challan.

The quantity mentioned in the challan must not be less than the quantity mentioned in the tender. If work was done with less quantity of materials, then it must be mentioned clearly in performance certificate as well as MB. Suitable penalty to be imposed as per penalty clause. If penalty clause is not available against less supply of materials, it is to be regarded as non-compliance of work and payment should be withheld for those coaches. Nodal supervisor must write to Bill Paying Authority.

2. Paints were not supplied from approved sources

Due to extreme pressure of outturn, paints procured from non approved sources was used by contractor.

It must be ensured that the paints are procured from approved sources (details to be obtained from Material Cell) and Inspection (Third party or consignee) is done as per standard. If these conditions are not satisfied payment should be withheld and additional penalties to be imposed. Nodal supervisor must write to Bill Paying Authority.

Irregularities in Cab Modification Contract

1. The scope of work consists of 11 Nos activities, whereas due to design changes, only 8 to 9 Nos activities are done

The nodal supervisor must certify only completion of those activities which are actually done. It should be clearly mentioned in Inspection Certificate & MB. Nodal Supervisor can not fill up the MB for release of complete payment.

2. The price break up is not included for 11 Nos activities

Nodal supervisor should write a letter to Tender Accepting Authority for inclusion of price breakup or otherwise MB can not be filled up for release of complete payment.

Payment can not be done for work which is not done under any circumstances.

Other points in general

1. Bills once received for acceptance must not be kept in the custody of shop for more than 5 days. Otherwise this may account for malicious intention. If any problem exists in the bill, it must be communicated to Tender Cell & Nodal officer immediately.
2. It must be ensured that the same work is not assigned to both the Railway employees and Contractual labours working under a contract.
3. Always ensure that scope of work is strictly followed and contractors are not asked to do any work beyond their scope of work. **If work done is less than the scope of work, then only payment should be done for the part of work actually done, with additional penalties (if it was attributable to the contractor).**

Thank You