

STRATEGIC PLAN

MINISTRY OF COAL

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I N D E X

Section	Subject	Page
1	Core Purpose, Aspiration	1
2	Assess the Situation	2
3	Strategies	6
4	Implementation Plan	13
5	Linkage between Strategic Plan and RFD	30
6	Inter Departmental and Cross-functional Issues	31
7	Monitoring and Reviewing arrangements	34
8	Potential Challenges likely to be Addressed in the 12th Plan	35

Section 1

Core Purpose

To enable the Coal Sector in the sustainable, efficient and economical exploitation of its coal resources including reliable assessment, coordinated development of the coalfields and efficient project management, through the participation of PSU's & the private sector, with the aim of providing the primary energy source in the country's overall energy matrix while taking a pro-active role in facilitating the development of clean coal technology and maintaining the coal sector's competitive advantage in the country's energy mix.

Aspiration

1. To enhance coal production through government PSUs by taking up new projects/ expanding existing projects as well as through the captive mining route.
2. To aim at supply of adequate quantity of quality coal to meet the demand of all sectors at reasonable prices.
3. To adopt state-of-the-art technology and clean coal technology in coal mining with a view to improving productivity, safety, quality and the ecology.
4. To expedite bringing all the available coal resources in the country into the proved category through detailed drilling.
5. To mechanise, modernise and develop necessary infrastructure of rail network, ports and roads for efficient and speedy evacuation of all the coal produced.
6. To acquire and develop coal assets abroad in keeping with the energy security needs of the country.

Section 2

Assess the Situation

1. Understand and assess external factors that will impact us

- (i) Demand of coal from various sectors.
- (ii) Policy of Ministry of Environment & Forest in respect of Environment and Forestry clearance for the implementation of coal production projects.
- (iii) Policy and cooperation of coal producing state Governments in respect of land acquisition and resettlement & rehabilitation of project affected families.
- (iv) Law & order situation in the coal bearing states.
- (v) Policies and targets of the Ministry of Power, Ministry of Steel, Department of Industrial Policy & Promotion etc. in respect of use of coal.
- (vi) Policies and expansion programmes of the Ministries providing logistic support for transportation of coal i.e. Ministry of Railways, Ministry of Shipping and Ministry of Surface Transport.
- (vii) Availability of coal and its prices in the international market.
- (viii) Availability of coal mining machinery, equipments, spares, explosives etc.
- (ix) Adoption of clean coal technology by Indian coal mining companies and policies relating thereto.

2. Identify key stake holders, their core agenda and basis of working together with them

Sl.	Key Stake Holders	Core Agenda
1.	Consumers of coal i.e. power sector, steel industry, cement industry, sponge iron and other small and medium enterprises consuming coal.	To get supply of required quantity and quality of coal as per their schedule at reasonable price.
2.	Logistic providers i.e. Ministry of Railways, Ministry of Shipping and Ministry of Surface Transport, Ministry of Defence, Ministry of Power.	Optimum utilization of infrastructure provided by them.
3.	Coal producing state Governments	Mining of coal to provide employment and revenues to the State in the form of sales tax and royalties.
4.	Captive coal block allocattees	Facilitating them in acquiring land and for obtaining various statutory clearances and approvals for implementation of the coal mining projects and linked end use plants.
5.	Manufacturers and suppliers of	Supply of mining machinery of latest technology

	coal mining machinery and equipments, explosives etc.	available worldwide customised to suit the Indian mining geological conditions.
6.	Association of core consumers viz. FICCI, CII, ASSOCHAM etc.	Meeting the energy requirement of the industries in a cost effective manner. Protection of interests of members and conducive environment for development of industries.
7.	Employee Unions and staff associations in coal companies	Welfare of staff, their career development, protection of their rights and grievance redressal.
8.	Contract workers engaged by private companies and transporters	Conducive working environment, safety and reasonable wages.
9.	People living near mining area	To safeguard their livelihood, health and avenues for their social and economic development.
10.	Ministry of Environment and Forest	To protect green cover and ensure minimal impact on the environment.

3. Key components for working with the stake holders :

- (i) Encouraging and facilitating coal companies to formulate an “action plan” for short term, medium term and long term supply of coal to the various sectors.
- (ii) A detailed “import plan” to be formulated incorporating, inter alia, the identified source(s), quantity, distribution pattern, shipping and unloading and logistics, pricing etc.
- (iii) To encourage and facilitate the coal companies in formulating policy for “other consumers”, (other than steel, sponge, and cement) and to put in place an efficient institutional mechanism for implementation of the same.
- (iv) I.T. based solution and platform for on line implementation and monitoring of distribution of coal with an objective to minimize human interface.
- (v) To encourage and facilitate coal companies in developing and operating a fair and transparent consumer grievance reversal system to minimize consumers’ disputes and litigations and improve consumers’ satisfaction.
- (vi) To encourage and facilitate coal companies in developing robust departmental transport system including mechanisation, modernisation and development of necessary infrastructure of rail network, ports and roads for efficient and speedy evacuation of all the coal produced.
- (vii) To encourage and support coal companies in setting up “washeries” so as to supply only washed coal to all non-pit head consumers washed coal.
- (viii) To have sufficient infrastructural facilities and mining technology for ensuring supply of only crushed coal to all consumers who desire crushed coal and specially to power sector consumers.
- (ix) To fast track identification and exploitation of specially “coking coal” and “low ash thermal coal” from some of the abandoned/closed/unexploited mines with a view to augment supplies in the least possible time.
- (x) To pro actively pursue acquisition of coal source/assets abroad for securing long term coal supplies to the country in order to augment domestic availability.
- (xi) Confidence building with employees/workforce.
- (xii) To develop technology for maximum exploitation of coal reserves with minimum environmental impact.

- (xiii) Effective implementation of R&R policy as applicable to all coal companies and implementation of corporate social responsibility schemes to build confidence among the project affected persons and local people.
- (xiv) To create conducive and safe working conditions for employees and contract workers and take measures for their welfare.
- (xv) Facilitating environment and forestry clearances, land acquisition for the coal block allocatees.
- (xvi) To have continuous interaction with all stock holders seeking their suggestions and considering them while framing policies/making decisions.

4. SWOT Analysis :

Strengths:

- (i) Adequate reserves – coal reserves upto the depth of 1200 meters have been estimated at 277 billion tonnes as on 1.4.2010 and lignite reserves have been estimated at 39.07 billion tonnes as on 31.3.2009.
Proved – 110 billion tonnes, Indicated – 130.65 billion tonnes, Inferred – 35.6 billion tonnes
- (ii) Huge workforce comprising of expert and highly skilled man power is available with the coal companies (CIL and NLC).
- (iii) Proven expertise of CIL and NLC in production of coal and lignite and power generation respectively.
- (iv) Adequate and rising domestic demand for coal.
- (v) A large number of coal based power plants needing coal on sustained basis.
- (vi) Sound financial condition of the coal companies having adequate fund and cash reserves. All the coal producing companies are profit making.
- (vii) Nav Ratna and Mini Ratna status of the coal companies – autonomy for taking decisions.
- (viii) Coal reserves are available at relatively shallow depth which can be easily extracted by cost effective open cast mining methods.

Weaknesses:

- (i) Poor quality of thermal coal available in India - mostly E and F grade coal.
- (ii) Inadequate extractable reserves of coking coal.
- (iii) Low productivity in coal mines operated by CIL.
- (iv) Coal sector is yet not truly open up for commercial mining.
- (v) Lack of adequate infrastructure for speedy evacuation of coal produced.
- (vi) Coal reserves are available mostly in the eastern part of India whereas the demand of coal is through-out India. This leads to high transportation cost of coal or higher transmission losses of power generated at pit-head power plants.
- (vii) Long time taken in getting the environment and forest clearance for new coal projects.
- (viii) Problems in land acquisition and rehabilitation & re-settlement.
- (ix) Law and order problem in Eastern coal producing states.
- (x) Constraints in exploration of coal - Out of 277 billion tonnes geological reserves, only 110 billion tonnes reserves are in “proved category”.
- (xi) Problems and constraints in under ground mining – use of old technology labour intensive processes for mining and safety issues.

Opportunities :

- (i) A fast growing economy offers a huge domestic market (with relatively inelastic demand) for coal.
- (ii) Bulk of power generation is coal based and likely to remain so in the foreseeable future.
- (iii) As other energy sectors viz. oil and gas, power etc. have been opened up, opening up of coal sector for private investment will give a big boost to the sector.
- (iv) Wide gap between the price of domestic coal and that in the international market should give comfort to domestic industry and encourage higher investment in the sector.

Threats :

- (i) Delays in obtaining statutory clearances (environment and forest) and land acquisition cause delays in the commissioning of new coal project.
- (ii) Law and order problem in some of the Eastern States can adversely impact coal production and movement.
- (iii) Delay in the development of coal blocks allotted to new players (both public and private sector) would place intense pressure on public sector companies.
- (iv) Opposition from various quarters to the opening up of coal sector to private sector investment for commercial mining will impede speedier growth of the sector.

5. Define the core learning agenda :

- (i) Adoption of latest international practices and bench marks in coal mining techniques and management by the coal companies and policy makers.
- (ii) Adoption of state-of-the-art technologies in coal mining, particularly covering the areas of underground mining like longwall technology, continuous miner technology, etc, safety and exploration and speedy evacuation of coal.
- (iii) Adoption of clean coal technologies i.e. Underground Coal Gasification, Coal Bed Methane, Coal Mine Methane and Coal to Liquid technologies.
- (iv) Latest underground mining technology for extraction of coal from deep seated and steep seams.
- (v) Creating facilities for cost effective coal beneficiation.
- (vi) Modernising and expanding existing infrastructure and creating new world class infrastructure for human resource development.

6. Methodology for core learning agenda

The core learning process can be achieved by participation of concerned officials of coal companies in the international and national workshops and seminars relating to state -of -the -art technology, safety, exploration and clean coal technology. This can also be further augmented through participation in various bilateral and multilateral fora with the foreign countries. Institutions engaged in above core learning activities will also be promoted to interact with their counterparts in the developed countries utilizing the technology.

Section 3

Strategies

Aspiration 1: Enhancing Coal Production by taking up new projects/ expanding existing projects as well as through the Captive Mining Route

Strategy	Strategic Plan	Priority	Sequence	Influence
1.Faster Land Acquisition and statutory clearances	a. To take initiative for constitution of an Inter-Ministerial Committee with representation of key Ministries and State Governments for expediting Land Acquisition, Environment & Forest clearances.	High	Medium	Medium
	b. Formation of a Coordination cum Monitoring Committee at the State level having representatives from State Government (all concerned departments), Coal Companies and Ministry of Coal.	High	Short	Low
	c. To ensure adequate R&R measures in conformity with the National R&R Policy and State Government R&R Policies.	High	Medium	Medium
	d. To ensure acquisition of land to the extent required and its optimal utilisation.	High	Medium	High
	e. To Ensure adequate compensation by suitable amendment to CBA (A&D) Act 1957.	High	Long	Low
2.Enabling & sustaining high growth in coal sector	a. To encourage and support adoption of state of the art technologies for both open cast and U/G Mines and formulate a comprehensive action plan including bench marking and productivity of equipment.	High	Medium	High
	b. Promoting and incentivising U/G coal mining through policy initiatives.	High	Medium	Medium
	c. Promoting development of coking coal deposits	High	Medium	Medium

	d. Close Monitoring to ensure faster development of captive coal blocks through active involvement of State Governments.	High	Medium	Medium
	e. Promoting exploitation of coal from abandoned mines through appropriate technologies with strategic partners.	High	Long	Medium
	f. Identification of new coal blocks for allotment to CIL and captive consumers.	High	Medium	High
	g. Formulation of Policy for regulating construction over coal bearing areas.	Medium	Medium	Medium
	h. Supporting and encouraging coal companies to augment coal production by using outsourcing mode where the departmental capacity is inadequate.	High	Short	High
	i. Constitution of an inter-ministerial expert group for reviewing and identification of provisions of Coal Mining Statutes needing amendments.	Medium	Short	Medium
	j. To facilitate removal of entry barriers in coal mining for opening up the coal sector.	High	Long	Low
3. Enhancing Power Generation / Lignite Production by taking up new projects	a. Supporting NLC to venture into new Lignite / Coal based Power Projects through JV / PPP mode.	High	Medium	High
	b. Encouraging NLC to diversify into the field of Renewable energy.	Medium	Medium	High

Aspiration 2: Supply of Adequate quantity of quality coal to meet the demand of all sectors at reasonable price

Strategy	Strategic Plan	Priority	Sequence	Influence
1. Effective compliance of Fuel Supply Agreement (FSA) regime	a. To ensure that the coal companies bring all linked consumers under FSA regime.	High	Medium	High
	b. Promoting dispute resolution through FSA implementation committee.	High	Short	High
	c. Introduction of IT enabled Sales Management System to reduce human interface.	Medium	Medium	Medium
2. Meeting normative requirement through indigenous production and if required, through import	a. To facilitate, promote and encourage timely production.	High	Short	Medium
	b. Formulation of a comprehensive "Import Plan" of CIL based on demand supply assessment.	High	Medium	Medium
3. Improvement in coal quality through improved mining processes & coal preparation mechanism	a. Ensuring Supply of washed/crushed and sized coal to consumers as per their requirement.	High	Medium	Medium
	b. Supporting and encouraging use of appropriate mining practices like surface miners, selective mining, picking/shoveling from hard platform, separating OB and coal faces etc	High	Medium	High
4. Appropriate measures for reduction in ash content to improve quality and reduce transportation cost.	Formulation of a comprehensive coal beneficiation policy based on optimal level of washing and statutory compliances.	High	Short	High
5. Institutional mechanism for consumer satisfaction and quality assurances	a. Fast tracking the process of setting up of Coal Regulator.	High	Medium	Low
	b. Developing IT based grievance redressal system.	High	Medium	High
	c. To consider rationalization of existing sources of coal supply with a view to reducing transportation cost for the existing	High	Medium	High

	consumers.			
6. Prevention of coal pilferage	Constitution of a Task Force involving concerned State Governments.	High	Medium	Medium
7. Creation of Savottam Compliant System	To create a Savottam Compliance System (a) To implement, monitor and review Citizen Charter (b) Redress and monitor public grievances.	High	Short	High

Aspiration 3: To adopt state-of-the-art technology and clean coal technology in coal mining with a view to improving productivity, safety, quality and the ecology

Strategy	Strategic Plan	Priority	Sequence	Influence
1. Encouraging development of large mines with higher capacity equipment & adopting international best practices	a. Adopting global best mining practices & benchmarking.	High	Medium	Medium
	b. Exploring feasibility for Fast track clearances for mega mines (more than 5.0 MTY).	High	Medium	Medium
	c. Promoting introduction and adoption of GPS based Fleet Management System in high capacity open cast mines.	High	Medium	High
2. Time bound roll out of IT enabled MIS system for CIL	Expediting ERP implementation in coal companies.	High	Medium	Medium
3. Promoting & supporting training/skill upgradation to bridge skill gap	a. Encouraging coal companies to set up new training institutes and for ensuring compulsory training for own and outsourced employees for upgradation of skills with regard to contemporary technologies and processes.	High	Short	Medium
	b. Promoting the setting up of specialised technical/ vocational training institutes by coal companies including enhancing the intake capacity to meet requirement of skilled manpower.	High	Medium	Medium
	c. Encouraging use of simulators for training in coal companies.	High	Medium	Medium
4. Advance technology and practices for	Formulation of expert group to study & identify for introduction of advanced integrated safety	High	Medium	High

minimising accidents in coal mines	monitoring system using remote control & appropriate technology.			
5. Control of fire and subsidence in Jharia and Raniganj	Implementation of master plan dealing with fire, subsidence, rehabilitation and diversion of surface infrastructure in Jharia and Raniganj coalfields.	High	Long	Medium
6. Promoting capture and commercial exploitation of Coal Mine Methane/Vent Air Methane	Formation of an Expert Group for promoting capture and commercial exploitation of Coal Mine Methane/Vent Air Methane	Medium	Medium	High
7. Development of Underground Coal Gasification	Proactive measures to encourage, facilitate and create enabling environment for commercial exploitation of UCG in India.	Medium	Medium	Medium
8. Promoting clean coal technology in coal mining	A road map for gradual switchover to clean coal technology will be prepared by constituting a task force.	Medium	Medium	High
9. Preservation of ecology	Setting up of an inter ministerial task force for detailed study of impact of mining operation on ecology and study of effectiveness of mine closure plan.	Medium	Medium	Medium
10. R&D	Promote applied research in coal sector for improving production, productivity, quality and safety.	High	Medium	High
11. To imbibe and implement new technologies in the field of Lignite Production/ Power Generation	a. Introduction of super critical boilers / other new technologies in the New power plants for improving operational efficiency.	Medium	Medium	Medium
	b. Exploring the possibilities of alternate mining technology to exploit deep seated lignite resources such as Coal Bed Methane, Under Ground Coal Gasification etc.,	Medium	Long	Medium

Aspiration 4: To expedite bringing all the available resources in the country into the proved category through detailed drilling

Strategy	Strategic Plan	Priority	Sequence	Influence
1.Fast tracking & modernising coal resource assessment for sustaining higher growth in coal production	a. To prepare a detailed action plan for increasing exploration capacity of CMPDIL & other agencies and to take up a feasibility study for using modern tools of exploration like surface geo physical method and applying principles of the new science of geo statistics and to study the proving of deep seated coal resources in the country.	High	Short	High
	b. To pursue request for amendment in guidelines issued by MOEF of 15-20 boreholes per 10 sq. k.m. to 15-20 boreholes per sq.km.	High	Medium	Low
	c. To explore the feasibility for exemption of CMPDIL from requirement of notification of exploration block, like MECL,GSI,AMD etc under sec 4 of MMDR act	High	Short	Low
	d. To explore the possibility of setting up a Speedy & smooth funding mechanism for taking up detailed exploration in non-CIL coal blocks as well as for promotional exploration to be taken up by GSI, MECL & CMPDIL.	High	Medium	Medium
	e. Constitution of a dedicated cell in CMPDIL to facilitate the captive coal block allottees for detailed exploration.	Medium	Medium	Medium

Aspiration 5: To mechanise, modernise and develop necessary infrastructure of rail network, ports and roads for efficient and speedy evacuation of all the coal produced.

Strategy	Strategic Plan	Priority	Sequence	Influence
1.Promoting Integrated development of coal mines and evacuation infrastructure	a. To promote and encourage development of feeder railway line/ MGR/ Conveyer Belt for linking coal projects with the proposed Dedicated Freight	Medium	Long	Medium

	Corridor (DFC).			
	b. Emphasising the need for strengthening existing MGR systems for pit head power stations.	High	Medium	Medium
	c. To coordinate efforts with railways for increasing supply of rakes at sidings in need and to pursue with railways for introduction of high capacity rakes for coal transportation.	High	Medium	Medium
	d. Promoting & strengthening of evacuation system in coal companies for seamless transfer of coal from pit head to siding & its loading and to encourage & support improvement of roads, culverts, bridges in existing mining areas	High	Medium	Medium
	e. To pursue with concerned ministry for development of port capacity/facility to handle import of coal planned by Coal India Limited.	High	Medium	Low
2. Speedy execution of Railway Projects already in pipeline for evacuation of Coal	To hold regular meetings of Inter-Ministerial Coordination Committee set up for monitoring speedy execution of Railway projects.	High	Short	Medium

Aspiration 6: Acquire and develop coal assets abroad for the energy security needs of the country

Strategy	Strategic Plan	Priority	Sequence	Influence
1. To facilitate and co-ordinate acquisition of coal assets abroad by govt. coal companies	a. Preparation of a detailed roadmap for acquisition of coal assets/resources abroad.	High	Short	High
	b. Leveraging bilateral and multilateral relations for coal assets acquisition.	High	Medium	Medium

Section 4

Implementation Plan

Aspiration 1: Enhancing Coal Production by taking up new projects/ expanding existing projects as well as through the Captive Mining Route

Strategic Plan	Build a detailed implementation plan	Resource requirement for the chosen strategy	Tracking and measurement
Strategy 1. Faster Land Acquisition and statutory clearances			
a. To take initiative for constitution of an inter-Ministerial Committee with representation of key Ministries and State Governments for expediting Land Acquisition, Environment & Forest clearances.	MOC to take up with concerned State Governments and key Ministries for formation of Inter Ministerial Committee under the Chairmanship of AS (Coal) by 30.06.2011. Committee to be formed by 30.09.2011.	No financial resources are required for this purpose.	Once a Committee is formed, meeting will be convened once in four months.
b. Formation of a Coordination cum Monitoring Committee at the State level having representatives from State Government (all concerned departments), Coal Companies and Ministry of Coal.	MOC to take up with State Governments concerned for formation of State level Coordination cum Monitoring Committee by 30.06.2011 State Governments to form the Committee by 31.12.2011	No financial resources are required for this purpose.	JS (LA) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
c. To ensure adequate R&R measures in conformity with the National R&R Policy and State Government R&R Policies.	CIL R&R Policy 2008 was amended in accordance with the provisions of National R&R Policy. However further amendment in the CIL R&R Policy is in process of making the R&R policy more liberal by taking into account the R&R Policy of State Governments. The revised R&R policy of CIL would be finalised and published by 31.12.2011.	This activity will be funded by the coal companies.	Quarterly feedback/status would be obtained from the CIL. Director (PRIW-I) in the Ministry of Coal will be the nodal officer in this regard.
d. To ensure acquisition of land to the extent required and its optimal utilisation.	CIL has already been asked to issue guidelines to its subsidiaries to estimate the requirement of land to the minimum extent possible and to ensure its optimal utilisation while preparing the feasibility report for the coal projects. CIL to issue the guidelines by 30.12.2011.	No financial resources are required for this purpose.	Quarterly feedback/status would be obtained from the CIL. Director (PRIW-I) in the Ministry of Coal will be the nodal officer in this regard.

<p>e. To Ensure adequate compensation by suitable amendment to CBA (A&D) Act 1957.</p>	<p>For amendment to the Land Acquisition Act 1894, Rehabilitation & Resettlement Bill 2010 and the Land Acquisition (Amendment) Bill 2010 drafted by the Ministry of Rural Development are under consideration of the Government. After passage of the above Bills, action would be taken by the Ministry of Coal for suitable amendment in the CBA (A&D) Act 1957.</p>	<p>No financial resources are required for this purpose.</p>	<p>Periodical feedback/status would be obtained from the Ministry of Rural Development. Director (PRIW-I) in the Ministry of Coal will be the nodal officer in this regard.</p>
<p>2. Enabling & sustaining high growth in coal sector</p>			
<p>a. To encourage and support adoption of state of the art technologies for both open cast and U/G Mines and formulate a comprehensive action plan including bench marking and productivity of equipment.</p>	<p>This is a continuous process. Already new mines are being planned with state of the art technologies in the subsidiary companies of CIL, SCCL and NLC. Coal companies will be directed to prepare a comprehensive action plan in this regard by 30.06.2011 and to submit the same by 31.12.2011. Once the action plan is prepared implementation will be completed by 31.03.2016. It is proposed to form an Expert Committee by 30.06.2011 to look into the issue and come out with recommendations by 31.12.2011 for consideration of Government. The recommendations will be examined and policy will be finalised by 31.12.2012.</p>	<p>This activity will be funded by the coal companies.</p>	<p>Adviser (Projects) will be the nodal officer in this regard. Quarterly project/ performance review meetings under Secretary (Coal) would also cover the aspects of technological upgradation in coal sector.</p>
<p>b. Promoting and incentivizing U/G coal mining through policy initiatives.</p>	<p>It is proposed to form an expert Committee to look into the issue and come out with recommendations. Formation of expert Committee to be completed by 30.06.2011 and the Committee to make available their recommendations by 31.12.2011 for consideration of Government. The recommendations will be examined and policy will be finalised by 31.12.2012.</p>	<p>No additional resource requirement is needed in this regard.</p>	<p>Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.</p>

c. Promoting development of coking coal deposits	It is proposed to form an expert Committee to look into the issue and come out with recommendations. Formation of expert Committee to be completed by 30.06.2011 and the Committee to make available their recommendations by 31.12.2011 for consideration of Government. The recommendations will be examined and policy will be finalised by 31.12.2012.	No additional resource requirement is needed in this regard.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
d. Close Monitoring to ensure faster development of captive coal blocks through active involvement of State Governments.	<p>(i) Ministry of Coal has set up a Review Committee under the Chairmanship of Additional Secretary (Coal) to review the progress of development of coal/lignite blocks and the associated end use plants. Two meetings will be held in a year.</p> <p>(ii) To pursue States to constitute a State level Committee under the Chairmanship of Chief Secretary of the State concerned to review the progress of allocated coal/lignite blocks in the states.</p> <ul style="list-style-type: none"> • Letter to Chief Secretaries by 30.04.2011. • Constitution of the committees by States by 31.10.2011. • One meeting in the 1st year (by 31.03.2012) and at least two meeting every year. 	<p>Coal Controller Organisation mandated to do close monitoring of development of coal blocks. For this, CCO would be strengthened.</p> <p>No additional requirement of resources.</p>	<p>Coal Controller's Organisation collects the information and submits the same to the Ministry. Based on which a comprehensive status report is prepared.</p> <p>Review Meetings are periodically held and appropriate actions against the non-performers are taken.</p> <p>States to forward the minutes of the meetings to the Ministry for taking further action.</p> <p>Ministry's representative to attend all such meetings.</p> <p>A time schedule for various steps to be taken has also been prepared as a benchmark against which the progress of the captive coal blocks would be assessed.</p>
e. Promoting exploitation of coal from abandoned mines through appropriate technologies with strategic partners.	Action already initiated by CIL. Tendering process to be expedited by them. It is proposed to complete the tendering process by 31.12.2012.	This activity will be funded by the coal companies.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

<p>f. Identification of new coal blocks for allotment to CIL and captive consumers.</p>	<p>The process of identification of coal blocks is a continuous process which is done from time to time in consultation with CMPDIL and CIL.</p> <ul style="list-style-type: none"> • Blocking of regionally explored areas on a continuous basis. • Keeping blocks for CIL and balance for allocation. • End use-wise and dispensation-wise earmarking of identified block for allocation based on grade and reserves. 	<p>No additional resource required.</p>	<p>Identified blocks to be placed/offered for allocation. Identified blocks for allocation would be allocated within two years of identification. For monitoring of procedure of identification and earmarking of blocks for allocation, a committee under the chairmanship of Secretary (Coal) with all concerned would be set up.</p>
<p>g. Formulation of Policy for regulating construction over coal bearing areas.</p>	<p>It is proposed to form an Expert Committee by 30.06.2011 to look into the issue and come out with recommendations by 31.12.2011 for consideration of Government.</p>	<p>No additional resource requirement is needed in this regard.</p>	<p>JS (C) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.</p>
<p>h. Supporting and encouraging coal companies to augment coal production by using outsourcing mode where the departmental capacity is inadequate.</p>	<p>This is a continuous process. Outsourcing mode is already in practice in the coal companies mainly on the considerations of productivity, efficiency and economics. However, a balance needs to be maintained between departmental and outsourced operations.</p>	<p>This activity will be funded by the coal companies.</p>	<p>Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.</p>
<p>i. Constitution of an inter-ministerial expert group for reviewing and identification of provisions of Coal Mining Statutes needing amendments.</p>	<p>MOC to identify concerned ministries/ experts and take up with them for formation of the Inter-Ministerial Expert Group by 30.06.2011. Amendments required on priority, would be finalised by the concerned sections and the group by 31.03.2012.</p>	<p>This activity will be funded by the coal companies.</p>	<p>Quarterly meetings will be convened after formation of the said group. JS (Coal) will be the nodal officer in this regard.</p>
<p>j. To facilitate removal of entry barriers in coal mining for opening up the coal sector.</p>	<p>To pursue the clearance of Coal Mines (Nationalisation) Amendment Bill, 2000 in Parliament.</p>	<p>No resource required at Ministry.</p>	<p>Quarterly review at the level of JS (Coal).</p>

3. Enhancing Power Generation / Lignite Production by taking up new projects			
a. Supporting NLC to venture into new Lignite / Coal based Power Projects through JV / PPP mode.	JV with MCL and Hindalco already formed. (Coal block already allotted, to obtain necessary clearances by 31.12.2011) To form a JV with Uttar Pradesh Rajya Vidyut Utpadan Nigam Limited (UPRVUNL). (To finalise MOU with Government of UP by 30 th June 2011)	No resource requirement at Ministry. The funds will be met by NLC for these new projects.	JS (C) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
b. Encouraging NLC to diversify into the field of Renewable energy.	To set up a 50 MW Wind Farm Project (to place order by 30 th June 2011, Project to go on stream by 31 st March, 2012) and To set up a 25 MW Solar Photo Voltaic Power Project (to prepare feasibility report and seek approval by 30 th June 2011, to place order by 31 st December, 2011 and to commission the project by 31 st December, 2012)	As far as MOC is concerned, no separate resource requirement exist.	JS (C) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

Aspiration 2: Supply of Adequate quantity of quality coal to meet the demand of all sectors at reasonable price

Strategic Plan	Build a detailed implementation plan	Resource requirement for the chosen strategy	Tracking and measurement
1. Effective compliance of Fuel Supply Agreement (FSA) regime			
a. To ensure that the coal companies bring all linked consumers under FSA regime.	Out of 1653 valid linked consumers, Fuel Supply Agreements with 1587 consumers have already been concluded by the concerned coal companies. It is proposed that by 31.12.2011, all FSAs would be concluded by the coal companies.	There is no requirement of resources.	JS (LA) will hold quarterly meetings with coal companies to review the status of conclusion of FSAs. DS (CPD) will be the Nodal Officer.
b. Promoting dispute resolution through FSA implementation committee.	FSA Monitoring Implementation Committee for power sector already constituted. Coal companies are in the process of setting up mechanism to redress the grievances of FSA consumers of cement sector, which will be done by 30.06.2011. Coal companies will be asked to set up similar Grievance Redressal Mechanism for the consumers of other sectors.	There is no requirement of resources.	FSA Monitoring Implementation Committee under the Chairmanship of Additional Secretary, Ministry of Coal will hold quarterly meetings to monitor the implementation of FSAs with power sector. Coal companies will be directed to hold quarterly meetings to monitor the implementation of FSAs and for resolution of their disputes, if any. DS (CPD) will be the Nodal Officer.
c. Introduction of IT enabled Sales Management System to reduce human interface.	CIL will set up a computerized system in all coal companies and CIL Headquarters by 31.03.2013 (This would be a part of ERP).	This activity will be funded by the coal companies.	JS (LA) will hold meetings once in every four months to monitor the progress, till the time a system is put in place. DS (CPD) will be the Nodal Officer.
2. Meeting normative requirement through indigenous production and if required, through import			
a. To facilitate, promote and encourage timely production.	CIL will prepare an Action Plan for improving production by 30.09.2011. Implementation of the Action Plan by CIL by 30.09.2013.	This activity will be funded by the coal companies.	AS (Coal) will hold meetings once in every four months to monitor the implementation of the Action Plan. DS (CPD) will be the Nodal Officer.
b. Formulation of a comprehensive "Import Plan" of CIL based on demand supply assessment.	CIL will be directed to prepare the comprehensive Import Plan which will be finalized by 30.09.2011.	No funds required.	Additional Secretary (Coal) would hold meetings to review the position once in four months. DS (CPD) will be the Nodal Officer.

3. Improvement in coal quality through improved mining processes & coal preparation mechanism			
a. Ensuring Supply of washed/crushed and sized coal to consumers as per their requirement.	This is a continuous process. Coal companies are responsible in ensuring supply of crushed coal of desired quality as per the requirements of the consumers including the washed coal. CIL is setting up 20 new washeries for an ultimate capacity of 111 mtpa. The additional capacity would be achieved by 31.03.2016.	Funding will be met by the coal companies for implementing the measures required for sizing, crushing and improving quality including washing of coal. The washeries will be set up under Built, Operate & Maintain (BOM) model in which the entire capital expenditure will be borne by CIL.	Adviser (Projects) will be the nodal officer in this regard. Progress will be closely monitored and reviewed quarterly at MOC.
b. Supporting and encouraging use of appropriate mining practices like surface miners, selective mining, picking/shoveling from hard platform, separating OB and coal faces etc	This is a continuous process. The objective is to ensure 100% crushed and sized coal supply to all consumers as per their requirement including power by 31.12.2014.	This activity will be funded by the coal companies.	JS (LA) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
4. Appropriate measures for reduction in ash content to improve quality and reduce transportation cost.			
Formulation of a comprehensive coal beneficiation policy based on optimal level of washing and statutory compliances.	MoC will take steps to set up an expert Committee on the need for evolving a comprehensive policy for coal washing. Formation of Committee will be done by 30.06.2011 and the Committee is expected to submit its recommendations by 31.12.2011. Examination of recommendations and finalization of policy by 31.12.2012.	No additional resources are required.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

5. Institutional mechanism for consumer satisfaction and quality assurances			
a. Fast tracking the process of setting up of Coal Regulator.	Draft Cabinet Note and Draft Bill to be discussed with the Ministry of Law by 28.02.2011. Final Draft Note and Bill to be put up for MOS's approval by 25-03-2011. Final Cabinet note with the Draft Bill to be sent to the Cabinet Sectt. by 30.04.2011.	No additional resource is required in this regard.	The progress will be monitored every week at Dir. level and every month at JS (C) level.
b. Developing IT based grievance redressal system.	MOC to write by 30.06.2011 to CIL, Coal Controller to establish mechanism. CIL/Coal companies to prepare and implement IT based grievance redressal system by 31.03.2012.	This activity will be funded by the coal companies.	A Committee under JS (LA) will review the progress on quarterly basis. Director (PRIW-II) will be the nodal officer.
c. To consider rationalization of existing sources of coal supply with a view to reducing transportation cost for the existing consumers.	Constitution of a task force to suggest the possibilities for rationalisation of existing resources. Report of Task Force by 30.09.2011. Implementation of the recommendations, wherever feasible by 31.12.2011.	No additional resource is required in this regard.	Quarterly review meeting at the level of JS (LA). DS (CPD) will be the nodal officer.
6. Prevention of coal pilferage			
Constitution of a Task Force involving concerned State Governments.	MOC to write to concerned State Governments to constitute high level Task Force headed by Chief Secretary/senior officer of State Government comprising the District officials, officials of concerned coal companies and a representative from Ministry of Coal by 30.06.2011. Steps would be taken to form the same by 31.12.2011.	No separate resources are required for the same.	JS (C) to review the progress on quarterly basis. Director (Vigilance) will be the nodal officer.
7. Creation of Sevottam Compliant System			
To create a Sevottam Compliance System (a) To implement, monitor and review Citizen Charter (b) Redress and monitor public grievances.	To create system of redress and monitoring grievances by 30.6.2011.	This activity will be funded by the coal companies.	Once the system is created, a Committee under JS (LA) will review its functioning on quarterly basis. Director (PRIW-II) will be the nodal officer.

Aspiration 3: To adopt state-of-the-art technology and clean coal technology in coal mining with a view to improving productivity, safety, quality and the ecology

Strategic Plan	Build a detailed implementation plan	Resource requirement for the chosen strategy	Tracking and measurement
1. Encouraging development of large mines with higher capacity equipment & adopting international best practices			
a. Adopting global best mining practices & benchmarking.	This is a continuous process. Already new mines are being planned with state of the art technologies in the subsidiary companies of CIL, SCCL and NLC.	This activity will be funded by the coal companies.	Adviser(Projects) will be the nodal officer in this regard. Quarterly project/ performance review meetings under Secretary(Coal) would also cover the aspects of adopting global best mining practices and benchmarking in coal sector.
b. Exploring feasibility for Fast Track clearances for mega mines (more than 5.0 MTY).	Coal companies have already been empowered for taking investment decisions. In regard to statutory clearances for the projects a set procedure is already in place and coal companies have to strengthen their project divisions in obtaining the necessary clearances timely. All the coal companies to set up full fledged project division for sanctions and monitoring of projects by 31.12.2011.	This activity will be funded by the coal companies.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
c. Promoting introduction and adoption of GPS based Fleet Management System in high capacity open cast mines.	This is also in practice however in a limited manner. This aspect can be replicated in the selected mines of subsidiaries of CIL. All OC projects having 5.0 Mty. coal production and above to be covered in this regard in Phase-I by 31.12.2013 and the rest of the OC mines in Phase-II by 31.12.2016.	This activity will be funded by the coal companies.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

2.Time bound roll out of IT enabled MIS system for CIL			
Expediting ERP implementation in coal companies.	This is also in practice in a limited manner in some of the coal companies. However, CIL needs to take up the issue on priority basis. SAP ERP will be implemented in CIL and all the subsidiary companies by June, 2014.	This activity will be funded by the coal companies.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
3.Promoting & supporting training/skill upgradation to bridge skill gap			
a. Encouraging coal companies to set up new training institutes and for ensuring compulsory training for own and outsourced employees for upgradation of skills with regard to contemporary technologies and processes.	MOC would take up with all the coal companies to make plan by 31.12.2011 for compulsory training as per vocational training Rules. Training program plan once finalised will be implemented by the coal companies from 01.04.2012 onwards.	This activity will be funded by the coal companies.	A Committee under JS (LA) will review the progress on quarterly basis. Director (PRIW-II) will be the nodal officer.
b. Promoting the setting up of specialised technical/ vocational training institutes by coal companies including enhancing the intake capacity to meet requirement of skilled manpower.	MOC to write to coal companies by 30.06.2011 to promote setting up new institutes. A blue print for the same to be prepared before 31.12.2011 by the coal companies. Thereafter action will be taken by the coal companies to set up institutions before 30.03.2016.	This activity will be funded by the coal companies.	A Committee under JS (LA) will review the progress on quarterly basis. Director (PRIW-II) will be the nodal officer.
c. Encouraging use of simulators for training in coal companies.	MOC to write to coal companies to identify the places where the simulators can be installed and prepare a plan for training of employees using simulators by 31.12.2011. The simulators will be purchased and installed by 31.12.2012 and training will commence from 01.04.2013 onwards.	This activity will be funded by the coal companies.	A Committee under Adviser(P) will review the progress on quarterly basis. Director (Tech) will be the nodal officer.
4. Advance technology and practices for minimising accidents in coal mines			
Formulation of expert group to study & identify for introduction of advanced integrated safety monitoring system using remote control & appropriate technology.	It is proposed to set up an expert Group by 30.06.2011 and recommendations will be made available by 31.12.2011. Examination of the recommendations and implementation to be completed by 31.12.2015.	This activity will be funded by the coal companies.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

5. Control of fire and subsidence in Jharia and Raniganj			
Implementation of master plan dealing with fire, subsidence, rehabilitation and diversion of surface infrastructure in Jharia and Raniganj coalfields.	Government has already approved a Master Plan covering Jharia and Raniganj coalfields for addressing the issues of fire, subsidence and rehabilitation of affected persons in August, 2009 for implementation in 10-12 years period of time with an outlay of about Rs.9777 crore.	The estimated outlay is Rs.9777 crore and the outlay will be financed partially from the internal resources of CIL and from the accruals of stowing excise duty under CCDA.	A high-powered Committee under Secretary (Coal) with the representatives of the concerned State Governments and coal companies is in existence for monitoring the implementation of the Master Plan. Meetings of the Committee are being held periodically.
6. Promoting capture and commercial exploitation of Coal Mine Methane/Vent Air Methane			
Formation of an Expert Group for promoting capture and commercial exploitation of Coal Mine Methane/Vent Air Methane	It is proposed to set up the expert Group by 30.06.2011 and recommendations will be made available by 31.12.2011. Examination of the recommendations and finalization of Policy by 31.12.2013.	This activity will be funded by the coal companies.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
7. Development of Underground Coal Gasification			
Proactive measures to encourage, facilitate and create enabling environment for commercial exploitation of UCG in India.	Action has already been initiated in this regard. MOC has issued guidelines for conducting UCG operations in the country and 5 lignite and 2 coal blocks have been delineated for offer to potential entrepreneurs. The process of offering the blocks is to be initiated by 31.12.2011.	No additional resources are required in this regard.	JS(Coal) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
8. Promoting clean coal technology in coal mining			
A road map for gradual switchover to clean coal technology will be prepared by constituting a task force.	A Task Force will be constituted by 30.09.2011 and the recommendations will be made available by 30.06.2012. Examination and implementation by 31.12.2013.	No additional resources are required in this regard.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
9. Preservation of ecology			
Setting up of an inter- ministerial task force for detailed study of impact of mining operation on ecology and study of effectiveness of mine closure plan.	A Task Force will be constituted by 30.06.2011 and the recommendations will be made available by 30.06.2012. Examination of recommendations and implementation by 31.12.2012.	No additional resources are required in this regard.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

10. R&D			
Promote applied research in coal sector for improving production, productivity, quality and safety.	This is a continuous process and the Standing Scientific Research Committee (SSRC) under the Chairmanship of Secretary(Coal) already in existence to approve the research proposals in the coal sector.	Adequate resources are available both under the Plan head of R&D of MOC and with the coal companies for taking up proposals relevant to the coal sector.	CMPDIL is the nodal agency and Adviser(Projects) is the nodal officer. Half-yearly meetings of SSRC are being held to review the progress under the chairmanship of Secretary(Coal).
11. To imbibe and implement new technologies in the field of Lignite Production/ Power Generation			
a. Introduction of super critical boilers / other new technologies in the New power plants for improving operational efficiency.	It is proposed to form an expert group to go into details and draw an action plan in this regard by 30.09.2011 and recommendations will be made available by 31.03.2012. Examination of recommendations and implementation by 31.03.2013.	This activity will be funded by NLC.	Adviser (P) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
b. Exploring the possibilities of alternate mining technology to exploit deep seated lignite resources such as Coal Bed Methane, Under Ground Coal Gasification etc.	It is proposed to form an expert group to go into details and draw an action plan in this regard by 30.09.2011 and recommendations will be made available by 31.03.2012. Examination of recommendations and implementation by 31.03.2013.	This activity will be funded by NLC.	Adviser (P) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

Aspiration 4: To expedite bringing all the available resources in the country into the proved category through detailed drilling

Strategic Plan	Build a detailed implementation plan	Resource requirement for the chosen strategy	Tracking and measurement
1. Fast tracking & modernising coal resource assessment for sustaining higher growth in coal production			
a. To prepare a detailed action plan for increasing exploration capacity of CMPDIL & other agencies and to take up a feasibility study for using modern tools of exploration like surface geo physical method and applying principles of the new science of geo statistics and to study the proving of deep seated coal resources in the country.	It is proposed to form an expert group to go into details and draw an action plan in this regard by 30.06.2011 and recommendations will be made available by 31.12.2011. Examination of recommendations and implementation by 31.12.2013.	This activity will be funded by CMPDIL/CIL.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
b. To pursue request for amendment in guidelines issued by MOEF of 15-20 boreholes per 10 sq. k.m. to 15-20 boreholes per sq.km.	Action has already been initiated and experimental drilling in 3 fields has already commenced. Based on the outcome of this MOEF will be requested to relax the existing stipulations by 31.12.2011	This activity will be funded by CMPDIL/CIL.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
c. To explore the feasibility for exemption of CMPDIL & SCCL from requirement of notification of exploration block, like MECL,GSI, AMD etc. under sec 4 of MMDR act	MOC has taken up the matter with Ministry of Mines(MOM) for the needful by 31.12.2011.	No additional resources are required.	JS (C) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
d. To explore the possibility of setting up a Speedy & smooth funding mechanism for taking up detailed exploration in non-CIL coal blocks as well as for promotional exploration to be taken up by GSI, MECL & CMPDIL.	Already 2 Plan schemes of MOC are in operation in this regard viz. Regional/Promotional exploration and Detailed Drilling in Non-CIL blocks being funded through budgetary support.	Adequate resources are available through budget support.	Adviser(Projects) will be the nodal officer in this regard. Quarterly project/ performance review meetings under Secretary(Coal) would also cover the aspects of progress of exploration schemes in coal sector.

<p>e. Constitution of a dedicated Cell in CMPDIL to facilitate the captive coal block allocattees for detailed exploration..</p>	<p>MOC to write by 30.04.2011 to CMPDIL to constitute a Cell for this purpose. The Cell will be constituted by CMPDIL by 31.07.2011 which will be intimated to the coal block allocattees.</p>	<p>No additional resources required. This is only to re-organise the staff of CMPDIL/CIL and a cell to be constituted.</p>	<p>A Committee under Chairmanship of JS (Coal) will monitor the progress by obtaining feedback from CMPDIL and the allocattees. Meetings will be held once in six months.</p>
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Aspiration 5: To mechanise, modernise and develop necessary infrastructure of rail network, ports and roads for efficient and speedy evacuation of all the coal produced.

Strategic Plan	Build a detailed implementation plan	Resource requirement for the chosen strategy	Tracking and measurement
1.Promoting Integrated development of coal mines and evacuation infrastructure			
a. To promote and encourage development of feeder railway line/ MGR/ Conveyer Belt for linking coal projects with the proposed Dedicated Freight Corridor (DFC).	It is proposed to form an expert group by 30.09.2011 to go into details and draw an action plan in this regard and submit recommendations by 30.06.2012. Examination of the recommendations and implementation by 30.06.2015.	Additional resources will not be a constraint for coal companies to create new evacuation facilities.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
b. Emphasising the need for strengthening existing MGR systems for pit head power stations.	It is proposed to form an expert group by 30.09.2011 to go into details and draw an action plan in this regard and submit recommendations by 31.03.2012. Examination of the recommendations and implementation by 31.03.2014.	Additional resources will not be a constraint for coal consumers to create new evacuation facilities. Funds for MGR systems to be invested by the project developers.	Adviser (Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
c. To coordinate efforts with railways for increasing supply of rakes at sidings in need and to pursue with railways for introduction of high capacity rakes for coal transportation.	This is a continuous process. At present, the inter-Ministerial Sub group headed by JS, Ministry of Coal reviews the position of availability of rakes at sidings, which will be continued. The Rail-Coal interface meeting would be continued to have interaction between CIL and Railways to plan and monitor supply of rakes for evacuation of coal. In respect of high capacity rakes, the matter would be taken up with Railways and the time line for implementation of this plan will be decided in consultation with the Ministry of Railways by 31.12.2011.	There is no requirement of resources for implementation of this plan. The funds required by Railways for procurement of high capacity rakes will be invested by them.	The Sub group meetings at the level of JS (LA) which are held normally every week and regular meetings at the level of Secretary (Coordination), Cabinet Secretariat, which inter alia, review the supply of railway wagons at sidings, will continue. During the Rail-coal interface meeting held at least once in a year, implementation of this action plan will also be discussed. JS (LA) will hold meetings once

			in four months with CIL and Railways to monitor the progress. DS (CPD) will be the Nodal Officer
d. Promoting & strengthening of evacuation system in coal companies for seamless transfer of coal from pit head to siding & its loading and to encourage & support improvement of roads, culverts, bridges in existing mining areas.	It is proposed to form an expert group to go into details and draw an action plan in this regard by 31.12.2011 and recommendations will be made available by 30.06.2012. Examination of the recommendations and implementation by 31.03.2014.	Additional resources will not be a constraint for coal companies to create new evacuation facilities. Funds will be invested by the project developers.	Adviser(Projects) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
e. To pursue with concerned ministry for development of port capacity/facility to handle import of coal planned by coal companies.	(a) Ministry of Coal will hold consultation with Ministry of Power, Ministry of Steel, Department of Industrial Promotion & Planning, CIL and Coal Controller Office and other stake holders to assess the projected demand of imported coal in the next 10 years. (b) The Ministry of Coal to take up the matter by 30.09.2011 with the Ministry of Shipping for development of additional port facility to cater to the increasing demand for imported coal in view of gap in demand and supply of domestic coal. (c) The Ministry of Coal to take up the matter with the Ministry of Railways and Ministry of Surface Transport by 30.09.2011 to create necessary infrastructure for inland transportation of coal from the ports to the consumers.	Concerned Ministries will be requested to assess the resource requirement for projecting the budgetary demand.	Periodical feedback/status would be obtained from the concerned Ministries. Follow up with the concerned Ministries by holding quarterly meeting. Economic Advisor, Ministry of Coal will be nodal officer in this regard.
2. Speedy execution of Railway Projects already in pipeline for evacuation of Coal			
To hold regular meetings of Inter-Ministerial Coordination Committee set up for monitoring speedy execution of Railway projects.	An Inter Ministerial High-powered Committee under the Chairmanship of Secretary(Coal) already in existence.	No financial resources are required for this purpose.	Adviser(Projects) will be the nodal officer. Meetings of the High-powered Committee will be convened once in four months.

Aspiration 6: Acquire and develop coal assets abroad for the energy security needs of the country

1. To facilitate and co-ordinate acquisition of coal assets abroad by govt. coal companies			
a. Preparation of a detailed roadmap for acquisition of coal assets/resources abroad.	It is proposed to form an expert group with representatives of CIL, Ministry of External Affairs and Department of Economic Affairs to go into details and draw an action plan in this regard by 31.10.2011 and recommendations will be made available by 31.03.2012. Examination of the recommendations and implementation by 31.03.2013.	Additional resources will not be a constraint for coal companies to acquire coal assets abroad.	JS (Coal) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.
b. Leveraging bilateral and multilateral relations for coal assets acquisition.	It is proposed to form an expert group with representative of CIL, Ministry of External Affairs and Department of Economic Affairs to go into details and draw an action plan in this regard by 31.12.2011 and recommendations will be made available by 30.06.2012. Examination of the recommendations and implementation by 31.03.2013.	Additional resources will not be a constraint for coal companies to acquire coal assets abroad.	JS (C) will be the nodal officer in this regard. Progress will be monitored and reviewed quarterly at MOC.

Section 5

Linkage between Strategic Plan and RFD

The strategic plan is for a period of five years starting from the financial year 2011-12. RFD would be a yearly exercise emanating from the five year strategic plan. For example, RFD for 2011-12 will basically emerge from the first year of the timeframe given in Section 4 above, and would, thus, have an intrinsic linkage with the overall strategy. The two would essentially complement each other although the yearly RFD exercise would involve greater detailing and micro issues would also get addressed in a manner, which can provide the framework for performance monitoring.

Section - 6

Inter-Departmental and Cross-functional Issues

A. Inter-Departmental issues

1. Ministry of Environment and Forests

- (i) Increase in the number of exploratory boreholes in forest land to undertake proper resource assessment for preparation of feasibility reports.
- (ii) Expediting Forestry and Environmental clearances for coal project by the Ministry of Environmental and Forests and coal producing states.
- (iii) Drawing up of standard Terms of Reference (ToR) for opencast and underground mines to reduce time for Environment Management Plan (EMP) preparation.

2. Ministry of Power

- (i) The import by power sector consumer to be as planned in terms of quantity and schedule fixed by Central Electricity Authority.
- (ii) Unloading constraints at thermal power stations end to be removed by the Ministry of Power/concerned Utilities.

3. Ministry of Railways

- (i) To expedite the construction of new railway tracks in the coalfields.
- (ii) To ensure availability of the requisite number and type of wagons for dispatch of coal to various consumers.

4. State Governments

- (i) Land acquisition is one of the major problems for expansion of the coal projects or starting of new coal projects and development of coal blocks. The problems arises for land acquisition are basically R&R issues which have the following associated difficulties such as delay in authentication of claims of the tenants, non-availability of valid title document, disputes amongst the land losers and related court cases, resistance in shifting to rehabilitation site even after receiving full amount of compensation of land and houses, demand for higher amount of land compensation than that prescribed in the relevant Act of land acquisition, etc. State Governments should play more active role in this regard.
- (ii) Law and order situation in many States specially Jharkhand, Chhattisgarh, Orissa and West Bengal have adversely affected coal mining operations and also increase in illegal mining operations and have stopped creation of much needed infrastructural facilities like roads, railways, etc. in areas

like Karanpura Coalfields. More active involvement of State Government authorities can only prevent and eradicate these problems to facilitate continuance of mining operations smoothly.

- (iii) Considerable delay is taking place to accord approval for prospecting lease, mining lease, land acquisition, etc. These procedures are under the control of the States. Greater awareness and appreciation from the State Government machineries are required from hastening the approval processes for development of new mines and expansion of the existing mines.

5. Ministry of Labour

Issues related to Mine safety and contract labour are to be coordinated with the Ministry of Labour.

6. Ministry of Steel

Ministry of Steel has requested to give more stress on exploitation of coking coal reserves, so that the import of coking coal is reduced. More facilities for washing of coking coal may be set up, so that the lower grade coking coal extracted from the bottom seams can be used by the steel plants.

7. Ministry of Shipping

- (i) Coordination between Ministry of Shipping and Ministry of railways to reduce the detention of railway weagons inside the port.
- (ii) Exchange yards between ports and railways to be dispensed with.

B. Inter-Departmental Consultations

1. In so far as the Central Government Ministries/ Departments are concerned, there are mainly three sets of them with whom Ministry of Coal has to coordinate closely in order to optimally realize the objectives of this strategy plan. These could be classified as follows:
 - (i) Coal consumers- Ministries of Power, Steel and Department of Industrial Policy and Promotion, State Governments.
 - (ii) Regulatory - Ministries of Environment and Forests, and Labour.
 - (iii) Logistical support- Ministries of Railways, Surface Transport and Shipping, State Governments.
2. For addressing the issues related to the coal consuming Ministries/ Departments, there is already an institutionalized mechanism in terms of a Cabinet Committee headed by the Secretary (Coordination) in the Cabinet Secretariat.
3. Coordination with the Ministries providing logistics support is of critical importance, as the production is going to be scaled up considerably in the coming years, with a large number of coal blocks given to new players coming into production. In order that the transportation infrastructure does not become a bottleneck, investment of high order would be called for in

this area. A well designed and coordinated approach would be necessary for securing optimal results. There is already an Inter-Ministerial High Powered Committee under the Chairmanship of Secretary (Coal) for monitoring speedy execution of Railway Projects.

4. There is already a Committee headed by the Minister for Coal that deals with safety matters relating to the Ministry of Labour. It would be ensured that the Committee meets twice in a year.
5. The matters relating to the Ministry of Environment and Forests have attained great sensitivity lately. Delays in the grant of statutory clearances by the Ministry could have a severe impact on the production plans for coal. This, in turn, could have serious implications for the energy security of the country. Therefore, intervention at the level of Cabinet Secretariat would be sought.

C. Intra-Departmental

Ministry of Coal is a relatively small Ministry, with a sub-ordinate office of the Coal Controller. There are only four Divisions in the Ministry. Therefore, coordination within the Ministry is not a major issue. There is already an institutionalized mechanism of periodic meeting at the level of Secretary.

D. Appropriate Structures and Systems

Since coal is a nationalized sector, the regulatory functions need to be kept at an arm's length from the Ministry. Therefore, it is proposed to set up an Independent Regulator for the coal sector. A draft Cabinet Note alongwith the Draft Bill on setting up of a Coal Regulatory Authority was circulated to various Ministries/ Department for their comments. The comments and suggestions received from the concerned Ministries/Departments are being examined for their suitability for incorporation into draft Bill. Thereafter the matter shall be put up to the competent authority for approval.

Section 7

Monitoring and Reviewing arrangements

1. Committees under Chairmanship of AS/ JS rank officers in the Ministry of Coal are proposed to be constituted to monitor and review the implementation of each of the strategies as also for coordinating with the internal and external agencies for the implementation. The concerned section of the Ministry would assist the Nodal Officer in this regard.
2. The Chairman of the Committee/Nodal Officer will monitor and review the progress of implementation by holding quarterly meeting.
3. At Coal Companies level, the progress of implementation would be reviewed by CMD of coal companies on a monthly basis and by Chairman, CIL on quarterly basis.
4. The progress of the implementation of the Strategic Plan will be reviewed by the Secretary (Coal)/Additional Secretary (Coal) by holding half yearly meetings with concerned officers.

Section 8

Potential Challenges likely to be Addressed in the 12th Plan

1. Enhancing capacity for growth – Aspiration No. 1
2. Enhancing skills and faster generation of employment – Aspiration No. 3
3. Managing the environment – Aspiration No. 3
4. Market for efficiency and inclusion – Aspiration No. 2
5. The centralization, empowerment and information – Aspiration No. 3
6. Technology and renovation – Aspiration No. 3
7. Securing the energy future for India – Aspiration No. 6
8. Accelerated development of transport infrastructure – Aspiration No. 5
9. Improved access to quality education – Aspiration No. 3
10. Better preventive and health care – Coal PSUs have established health care system which caters to both preventive and curative health care needs of the employees.