

Chapter 5 – Conclusion

Network Projects were conceived as part of Tenth Five Year Plan programme of CSIR to be taken up and completed during Tenth Plan period (2002-07). CSIR issued guidelines for network projects more than two years after beginning of the Tenth Plan. As such, applicability of the guidelines to project formulation and preparation of project proposals became redundant in most of the projects. There were delays of 12 to 34 months in commencement of the projects which impacted the completion of activities of the network projects. Audit also observed shortfall of 45 *per cent* in meetings of the TF and 56 *per cent* in meetings of the MC, which adversely affected monitoring of the projects.

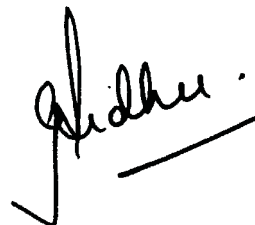
Equipment costing ₹48.73 crore from 15 projects were received/installed/commissioned either after completion of the project or at the fag end of the project duration and could not be utilised for the projects.

Project guidelines as well as the guidelines of Ministry of Finance for implementing high value projects emphasised the need for including measurable parameters in the project proposal. Measurable parameters were not defined in more than 60 *per cent* of the projects examined in audit. In the absence of defined criteria for project performance, extent of success of these projects could not be measured. In the few cases in which targets were set, actual achievement there against, except for a few noteworthy achievements in development of technologies and publication of research papers, was poor.

Outcome analysis of 27 projects implemented at cost of ₹621.80 crore revealed that projects could not generate commercialisable results in terms of development, transfer and return from sale of technologies. Out of 399 technologies developed, 51 technologies were transferred and 38 technologies were commercialised during the last 10 years. The total revenue earned through transfer/commercialisation of technologies was only ₹3.83 crore, which was less than one *per cent* of total expenditure incurred on implementation of the projects.

A fundamental element of network projects was effective networking by the scientists of CSIR laboratories in filing joint patents and publishing multi-laboratory and multi-author research papers. Out of 264 patents, only 41 patents constituting 16 *per cent* were filed jointly. Similarly out of 2008 research papers published, only 104 publications were brought out jointly.

No mechanism for impact assessment of network projects either by CSIR or by external agencies was established, even though it was a new initiative, expected to provide a learning experience to CSIR.



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