

F. No. AB-14017/41/2013-Estt.RR
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
Estt. RR Section

North Block, New Delhi
Dated the 23rd October 2020

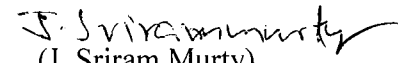
OFFICE MEMORANDUM

Subject: - Review of Modified Flexible Complementing Scheme (MFCS) – reg.

The undersigned is directed to refer to this Department OM of even number dated 16.4.2020 (copy enclosed) followed by reminder dated 06.07.2020 on the above-mentioned subject conveying therein the following recommendations made by Committee of Secretaries (CoS), in its meeting held on 20th February 2020, while considering the proposal of review of Modified Flexible Complementing Scheme (MFCS):

- (i) Ministries / Departments may carefully rework the Output Indicators so as to simplify and streamline them. Qualitative dimensions may also be captured so that excellence of a Scientist is brought out and only the deserving Scientists get promoted.
- (ii) Ministries / Departments may ensure that all promotions under MFCS are held timely so that the issue of granting retrospective promotion does not arise.
- (iii) Number of posts required at HAG / HAG+ level may be worked out individually at the Ministry/ Department level looking at the organizational structure and their specific requirements. Cadre review exercise may accordingly be undertaken.

2. A response in this regard is still awaited. It is, therefore, requested that Action Taken Report on the recommendations made by CoS, may kindly be provided to this Department at the earliest.


(J. Sriram Murty)

Under Secretary to the Government of India
sm.jayanti@gov.in
Tel: 23094254

To,
All Scientific Ministries/Departments

F. No. AB-14017/41/2013-Estt.RR
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
Estt. RR Section

North Block, New Delhi
dated 6.07.2020

OFFICE MEMORANDUM

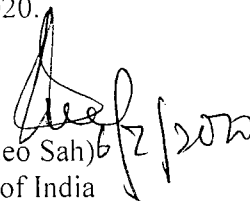
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- (iii) Number of posts required at HAG / HAG+ level may be worked out individually at the Ministry/ Department level looking at the organizational structure and their specific requirements. Cadre review exercise may accordingly be undertaken.

2. All Scientific Ministries/Departments were accordingly requested to take necessary action as per the above recommendations of the CoS and furnish an Action Taken Report to this Department by 31.05.2020.

3. However, Action Taken Report has not been received in this Department from any of the Scientific Ministry/Department. It is, therefore, requested that Action Taken Report on the recommendations made by CoS, may kindly be provided to this Department latest by 10.7.2020.


(Shukdeo Sah)
Under Secretary to the Government of India
Tel: 23092564

To,
All Scientific Ministries/Departments

F. No. AB-14017/41/2013-Estt.RR
Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Personnel and Training
Estt. RR Section

North Block, New Delhi
dated 16.04.2020

OFFICE MEMORANDUM

Subject: - Review of Modified Flexible Complementing Scheme (MFCS) – reg.

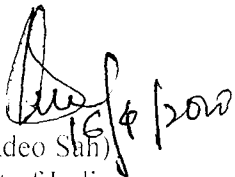
As the Scientific Ministries/Departments are aware, a Committee under former Secretary, Department of Bio-Technology, Prof. K. Vijay Raghavan, was constituted to review the Modified Flexible Complimentary Scheme (MFCS). A proposal based on the recommendations of this Committee was considered by the Committee of Secretaries (CoS), constituted to frame comprehensive and uniform guidelines relating to promotion of scientists in Scientific Miniserries and Departments, in its meeting held on 20th February 2020.

2. The MFCS scheme issued, with the approval of ACC, by DoPT vide OM No. AB-14017/37/2008-Estt. RR dated 10.9.2010, *inter-alia* provides following educational qualifications to be possessed by Scientist/Engineers holding a scientific post in a scientific Ministry/Department for being considered for promotion under the scheme:

“Masters’ degree in Natural/Agricultural Sciences or Bachelors’ degree in Engineering Technology/Medicine”

3. The CoS has *inter-alia* recommended that it may not be desirable to enlist/specify educational qualifications in the scheme itself. Instead the educational qualifications and the specific subjects for the different scientific posts may be decided by the respective Miniserries/Departments.

4. Accordingly, all scientific Miniserries/Departments are advised to assess the adequacy of the above educational qualifications prescribed in MFCS, keeping in view the mandate and functional requirement of the Ministry/Departments and organizations working under them. If there is a requirement of inclusion of a subject, other than those provided in the MFCS scheme issued vide the aforesaid OM dated 10.9.2010, the concerned scientific Ministry/Department may submit a proposal for consideration/approval, as per the laid down procedure.


(Shukdeo Sah)
Under Secretary to the Government of India
Tel: 23092564

To,

All Scientific Ministries/Departments

No. AB-14017/37/2008-Estt(RR)
Government of India
Ministry of Personnel, Public Grievances & Pension
Department of Personnel & Training

New Delhi, the 10th September, 2010

OFFICE MEMORANDUM

Subject: Modified Flexible Complementing Scheme for Scientists based on the recommendations of the 6th Central Pay Commission

...

A Flexible Complementing Scheme (FCS) for scientists is in position in some of the scientific Ministries/Departments of the Government of India and the same is presently governed by the guidelines issued by this Department under O.M. No.2/41/97-PIC dated the 9th November, 1998. There is also in position a separate, merit based promotion scheme in the DRDO and the Departments of Atomic Energy and Space. The Sixth Central Pay Commission (6th CPC) has examined these schemes in detail and observed that various time-bound promotion schemes may be necessary for scientific organizations as the morale of the scientists has to be kept high in order to keep them motivated and to stop the flight of talent from Government organizations involved in research and scientific activities. In this context, the 6th CPC has recommended that the existing scheme of FCS with necessary modifications has to be continued for R&D professionals in all S&T organizations, and the merit based promotion scheme in the Departments of Atomic Energy, Space and DRDO would also need to be persisted with. The Commission has, however, recommended certain features to be incorporated in the existing schemes of FCS and merit based promotion scheme so as to make them more relevant to the context.

2. The recommendations of the Commission have been examined in detail in the context of FCS and a revised comprehensive scheme is enclosed for immediate necessary action by all concerned Ministries and Departments. All the Ministries / departments shall initiate action for review of the provisions of the Flexible Complementing Scheme and amend the provisions of relevant recruitment rules so that the scheme is brought in conformity with the decision / guidelines being conveyed vide this Office Memorandum. Assessment of Scientists from 01.01.2011 shall be done accordingly.

3. The Ministries/Departments may bring the Scheme to the notice of concerned autonomous Organizations under their control for being placed before their respective Governing Bodies.

4. Hindi version will follow.


(Smita Kumar)
Director
23092479

To

- (i) Ministry of Science and Technology
- (ii) Department of Biotechnology
- (iii) Ministry of Communications and Information Technology (DIT)
- (iv) Ministry of Environment, Forests & Wild Life
- (v) Ministry of Non-Conventional Energy Sources
- (vi) Ministry of Earth Sciences,
- (vii) Ministry of Home Affairs
- (viii) Ministry of Water Resources
- (ix) Ministry of Health and Family Welfare
- (x) Department of Consumer Affairs
- (xi) All other Ministries/Departments of the Govt. of India

Copy to:

- 1. The President's Secretariat, New Delhi.
- 2. The Vice-President's Secretariat, New Delhi
- 3. The Prime Minister's Office, New Delhi.
- 4. The Cabinet Secretariat, New Delhi.
- 5. The Rajya Sabha Secretariat, New Delhi.
- 6. The Lok Sabha Secretariat, New Delhi.
- 7. The Comptroller and Auditor General of India, New Delhi.
- 8. The Union Public Service Commission, New Delhi.
- 9. All Attached Offices under the Ministry of Personnel, Public Grievances and Pensions.
- 10. Establishment Officer and Secretary, ACC (10 copies).
- 11. All Officers and Sections in the Department of Personnel & Training
- 12. Establishment (RR Division) (200 copies)
- 13. Estt.(D) (20 copies)
- 13. NIC, DOPT for uploading it in the Website of this Department


(Smita Kumar)
Director
23092479

Flexible Complementing Scheme

- i. The Flexible Complementing Scheme in position in certain scientific Ministries/ Departments/ Organizations of the Government shall continue, and promotions under the FCS shall be limited to posts carrying a grade pay of Rs.10,000 or lower. The merit based promotion scheme in the Departments of Space, Atomic Energy and DRDO shall also continue and promotions under the scheme shall be limited to posts carrying a grade pay of Rs.12,000 or lower.
- ii. All the posts covered under FCS shall carry the following uniform pay bands/ grade pay, designation and the minimum residency period linked to performance.

	Pay band & grade pay	Designation	Minimum Residency Period linked to Performance
1	PB-3 (Rs.15600-39100) Grade Pay Rs.5400/	Scientist B	3 years.
2	PB-3 (Rs.15600-39100) Grade Pay Rs. 6600/	Scientist C	4 years.
3	PB-3(Rs.15600-39100) Grade Pay Rs. 7600/	Scientist D	4 years
4	PB-4 (Rs.37400-67000) Grade Pay Rs. 8700	Scientist E	5 years
5	PB-4 (Rs.37400-67000) Grade Pay Rs. 8900	Scientist F	5 years
6	PB-4(Rs. 37400-67000) Grade Pay Rs. 10000/	Scientist G	----

- iii. There shall be two level of assessment for FCS. The first one would be at internal level for screening purpose and next level assessment should have majority of external members.
- iv. The assessment board for judging should have majority of external members possessing expertise in the field. Greater

emphasis to be placed on achievement as evaluated by an independent peer group rather than seniority. The revised assessment procedure as prescribed in Annexure I shall henceforth be followed by all scientific Ministries/ Departments for considering advancement under FCS.

- v. Henceforth, the benefits of FCS shall be extended only in such Departments as are involved in creating new scientific knowledge or innovative engineering, technological or medical techniques or which are predominantly involved in professional research and development and / or application of scientific knowledge. The modified criteria for identifying departments as scientific and technical and parameters for determining scientific activities and services, scientists and engineers and scientific posts will be as in the Annexure II to this scheme.

- vi. In order to extend the benefit of the Flexible Complementing Scheme to other scientific departments, the criteria for identifying an organisation as scientific would be decided and notified by the Department of Science and Technology, keeping in view the definition given in this regard. One such definition given by Department of Science and Technology is at Annexure III. The organisations that are demanding the extension of FCS in their case, the administrative Ministry of such organisations shall satisfy itself that such institutions are scientific and technical institutions and the officers are scientists holding scientific posts and are involved in scientific and technical activities as defined in the Annexure II to the FCS scheme and make its recommendations to the Department of Science and Technology. On receipt of such a request the Department of Science & Technology shall set up a Committee, which shall include eminent scientists relevant to the discipline, for examining the proposal referred by the administrative Ministry concerned. Since it is not necessary that all the pay scales under the Flexible Complementing Scheme should be applicable in all the scientific organizations, as the size of the organization may not justify introduction of the entire group of scales, the Committee, while making its recommendation , would take a specific view as to the number of scales that should be operated in the organization as well as the appropriate residency period for ensuring an even pace of promotion. However, the progression under Flexible Complementing Scheme will only be as per scales indicated in

para (ii) of the scheme. The recommendations of the committee shall be processed by the administrative ministry concerned and shall be considered in consultation with DoPT and Department of Expenditure.

- vii If FCS is adopted by Autonomous Bodies, its implementation should not require ACC approval, as promotion/up gradation within autonomous Bodies does not come under the purview of ACC.
- Viii The modified ACP as approved for Central government civilian employees would also be applicable to scientists covered under FCS. This is expected to provide an alternate channel for development for scientists and is expected to maintain the rigors of assessment required for assessment under FCS. Some illustrations are given below for clarity:
- A scientist 'B' is considered but does not get upgradation under the FCS. He would be entitled to grade of Scientist 'C', 'D' and 'E' on completion of 10/20/30 years of service subject to provisions of MACP notified vide OM No. 35034/3/2008-Estt. (D) dated 19th May, 2009.
 - A Scientist 'B' gets upgradation to Scientist C under FCS in second chance after 4 years. After prescribed residency, he does not qualify under FCS for three successive years for upgradation to Sc. D. After completion of ten years in the grade pay of Scientist 'C' i.e. after 14 years of service he is upgraded to Scientist 'D' under MACPS, subject to provisions of MACP notified vide OM No. 35034/3/2008-Estt. (D) dated 19th May, 2009. After prescribed residency of 4 years in Scientist D, he would again be considered for upgradation to Scientist 'E' under FCS. In case he does not qualify for three successive years, he would be upgraded to Scientist 'E' after completion of 10 years in the grade pay of Scientist 'D' i.e. after 24 years of service. Further upgradation to Scientist F and Scientist 'G' would only be under FCS as the Scientist would have got three upgradations and no further upgradation under MACPS would be permissible.
 - If a scientist gets three up-gradations under the FCS scheme, there would be no claim for any further up-gradation under MACPS as the MACP scheme only allows

three financial up-gradation in the hierarchy of Pay bands and grade pay on completion of 10, 20 and 30 years of service respectively.

- ix Scientists/ Technical experts doing management/ administrative work in the Ministries should not be considered for up gradation under FCS, they should only be given benefit of up gradation under MACP.

**CRITERIA FOR CONSIDERING PROMOTIONS UNDER
FLEXIBLE COMPLEMENTING SCHEME**

1. An annual work report format to capture scientific content of work performed has been designed in consultation with Department of Science & Technology (enclosed at Annexure IV). The annual work report format (part A) would be filled up by the officer along with the ACR and would get reported upon by the reporting officer. The nature of S&T work output indicators is also indicated. The internal peer assessment would be in part C at the time of consideration under FCS.

The new format on “annual work report” will not replace the regular system of recording ACR. The proposed format will be filled by the officer under consideration for the purpose of assessment and screening.

2. All scientists eligible as per the scheme for the FCS shall be considered for up-gradation under FCS. Exceptionally meritorious candidates with all outstanding grading may be granted relaxation in the residency period, the relaxation being not more than one year on any single occasion, limited to a maximum of two occasions in their entire career. However the assessment under FCS for next grade would only be three times and thereafter the scientist would be covered under modified ACP scheme according to provisions of that scheme. The scientist who has been granted any grade under MACP can be considered for next grade under FCS according to the eligibility and other provisions of FCS.

i. Level 1 Screening (Internal)

An internal screening committee shall be constituted by the concerned Department for evaluation of annual work reports vis-a-vis the criteria for up-gradation under FCS. An external member, from Departments of Atomic Energy, Space or DRDO who have developed over the years a fine tuned system of screening meritorious Scientists on the basis of ACRs, may be co-opted in the selection process. All scientists eligible according to the provisions of FCS and who meet the benchmark of ‘Good’

for Scientist C and 'V. Good' for Sc. D and above would be screened in. The internal screening committee would report on the scientific content of work done by the Scientist in part C of the reporting format and same would be made available to the external assessment committee.

ii. **Level 2 Screening (External)**

The assessment boards shall be constituted in each scientific Department/ Ministry. The assessment board would have majority of the external members and possess expertise in the field. In case required, suitable amendment to the provisions for assessment boards in recruitment rules etc. may be considered to bring the composition of assessment boards in tune with these instructions. The assessment board would have characteristic of independent peer group for the assessment of the scientific content of the work. The assessment board shall document specifically through one page summary, the specific content of the work done justifying the merit for consideration under FCS. The Departmental peer review committees shall undertake level 2 screening for assessment of scientists for their suitability for Scientist 'F'/ scientist 'G'. The assessment boards/DPRC functioning as Special Peer Review Committee (SPRC) should specifically certify that the Scientists recommended met with all the criteria for in situ up gradation under FCS.

3. Field experience in research and development and/or experience in implementation of such scientific projects is compulsory for promotion of scientists recruited to the posts in the Secretariat of the Scientific Ministries/Departments to higher grades under FCS. Field experience of at least 2 years and 5 years respectively will be essential for promotion to Scientist F and Scientist G grades respectively. The criteria for field experience for different scientific activities have been elaborated under Scientific Activities and Services in Annexure II. To meet this requirement, existing scientists at Headquarters can be considered for appointment on deputation basis to the

scientific laboratories/ institutes or other relevant scientific activities under the respective scientific Ministries/ Departments. In the case of small scientific Ministries/ Departments the feasibility of inter-departmental deputation can be explored. In future, initial appointment to the scientific posts in the scientific Ministries/

departments in the R&D management function should preferably be in the level of scientist 'D' and above.

4. Scientists/ Technical experts doing management/ administrative work in the Ministries should not be considered for up gradation under FCS, they should only be given benefit of up gradation under MACP.

ANNEXURE-II

CRITERIA FOR IDENTIFYING INSTITUTIONS/ ORGANISATIONS AS SCIENTIFIC AND TECHNICAL

- The institutions referred to as S&T would be characterized by pursuit of excellence;
- They should be involved in creating new scientific knowledge or innovative engineering, technological or medical techniques or which are predominantly involved in professional research and development work.
- The scientific culture is characterized by a few salient aspects, namely the persons involved are highly qualified and skilled technical personnel, involved in creative and innovative activity, they are willing to be judged based on the basis of merit and competence rather than on the basis of seniority and a hierarchical structure;
- The criteria could cover the aims and objectives of the institution/organization, qualifications of the personnel, qualitative requirements for performance of various types of activities etc.

Scientific Activities and Services

(a) Fundamental/basic research: Original investigation to gain new scientific knowledge, not necessarily directed towards any specific practical aim or application; Working in scientific laboratories/ institutes, period spent on doctoral / post doctoral degrees in basic research after joining an organisation, etc. would constitute field experience for the purpose of FCS.

(b) Applied Research: Original investigation to gain new scientific or technical knowledge directed towards a specific practical aim or objective; Working in scientific laboratories/ institutes, period spent on doctoral / post doctoral degrees in applied research after joining an organisation etc. would constitute field experience for the purpose of FCS.

(c) Experimental Development: Application of scientific knowledge directed towards producing new or substantially improved materials, devices, products, processes, systems or services; 'field experience' would depend on the work profile of the Department . The defining factor would be that the work is not of routine use of scientific knowledge but involves application of scientific knowledge for creation of new / innovative systems, practices, models. .

(d) S&T activities which are directly linked to R&D in terms of promoting the scientific activities and services. Working in R & D laboratories and institutions, scientific projects being operated in mission mode, working on international collaboration R & D projects etc. would constitute the field experience under FCS.

Scientific Post

Is the one, the incumbent of which is a 'Scientist or Engineer' defined as below in a scientific institution/organization declared as 'Scientific Department' as defined above and is engaged in creating new scientific knowledge or innovative engineering, technological or medical techniques or which is involved predominantly in professional research work and development.

Scientists and Engineers

Persons,

- a. Who possess academic qualification of at least Master's degree in Natural/Agricultural Sciences or Bachelor's degree in Engineering/Technology/Medicine; and
- b. hold scientific posts as defined above.

It is reiterated that only such scientists would be eligible for promotion under the scheme, who not only possess the requisite qualifications, and are engaged in Scientific and innovative activities as distinct from the mere application of technical knowledge; and further, the function discharged by them are relatable/ identifiable to their academic specialization.

ANNEXURE. III

CRITERIA FOR IDENTIFYING S&T AGENCIES/ ORGANISATIONS FOR IMPLEMENTATION OF FLEXIBLE COMPLEMENTING SCHEME (FCS) IN GOVERNMENT OF INDIA

Type of S&T Output Product	S&T Output indicators	10X Outputs/Scientist
<u>Knowledge Product Link</u>	Publication on SCI Journals Publication in referred journals Publications in proceedings Books and Monographs Patents/Copyrights/Designs Invited Scientific Lectures Scientific Study Reports	
Technology Product Link	Process Know-how Product know-how Design know-how Technology status reports Technology intelligence reports Technology foresight reports Technology assessment reports	
Economic Product Link	Contract Research Income Consultancy Service Income Royalty Income Competitive research grants gained Technology licensing fees earned R&D Service income realized Scientific Publications Sold	
S&T Management Product Link	Extra & Intra mural R&D projects managed S& T management reports for external use IPR Documentation Monitoring and closure reports S&T Output-Input correlations S&T data base reports Strategy planning Documents S&T mission implementation Cabinet Note, EFC/SFC Notes prepared for S&T schemes	

Type of S&T Output Product	S&T Output indicators	10X Outputs/Scientist
S&T Services Product Link	Testing services Laboratory Accreditation Good Laboratory Practice Inspection S&T Survey R&D Service: Energy/Environmental Audit R&D Service: Environmental impact appraisals Natural wealth and Hazard Assessment S&T information services- Analysis Bibliometric and Scientometric Analysis Preparation of Technical Manuals Derivation of Scientific/ Technical Codes S&T outputs from Workshops/Seminars	
S&T Human Resource Product Link	Master's level education Doctoral level training Post doctoral training S&T management courses Specialized man power for R&D sector Science education/knowledge dissemination Training on advanced technical and Analytical methodologies	
Societal Outreach of S&T Outputs	Technology field demonstrations Design of outreach materials Dissemination of R&D outputs Artisanal training/Skill Development Initiates Grass root S&T related actions Technology adaptation for local needs Convergent technology solutions delivered	

Type of S&T Output Product	S&T Output indicators	10X Outputs/Scientist
S&T Policy Product Links	Drafting of Technical standards R&D investment policy framework National policy frame work for innovation systems Design of policies for stimulation of R&D National policy frame work for technology systems Design and development of regulatory frame works Evidence gathering for policy building Global bench marks for technology systems	
S&T Cooperation Products	PPP Products for S&T sector National competitiveness assessment for bilateral cooperation Technology Assessment for diplomacy Technology Assessment for international synergies Technology Assessment for acquisition Academy-research partnership built Technical Work Programmes drafted for S&T Cooperation	

Criteria Recommended:-

- Agencies/ Organizations seeking qualification as S&T Organisation/agency for implementing FCS must:
 - Generate at least 3 out of 9 knowledge products
 - Select about 20 S&T output indicators from the list provided

- In case any other S&T output indicators need to be included as a criterion, a Standing Advisory Committee involving Secretary, DST may be constituted

- It is recommended that S&T Institutions/Organizations seeking implementation of FCS are able to quantify collective outputs from the selected list of S&T output indicators for a group of 10 S&T professional/Officer for their own internal assessment.

Annual Work Report**Part A****SELF ASSESSMENT BY THE OFFICER REPORTED UPON**

1. Name:
2. Designation:
3. Area of S&T Function
4. Brief Description of S&T work function:

5. S&T output indicators for assessment and measurement of work function (as appropriate to the officer)

6. Enumeration of major outputs from S&T Function

7. Innovation content of work done (about 100 words)

8. Major impact reported during the financial year (if any) for work done during previous three years.
9. Scientific and technological methodologies used in the work function

10. Suggestions (if any) for work functions based on new or emerging scientific principles

11. New technologies if any introduced by the officer in work plan/ functions

12. Any other highlight of special S&T content in the work

13. One page summary of the scientific and technical elements in the work done during the financial year

14. Quantified S&T outputs as per the selected indicators (as annexed)

Signature of the officer reported upon

Part-B
ASSESSMENT BY THE REPORTING AUTHORITY

1. Accuracy of the S&T work report
 - a. Generally accurate
 - b. Modifications needed (please specify)

2. Scientific merit of the work done
1-10% 10-33% 33-50% 50-75% Bottom 25%

3. Short summary of the innovative content of the work done

4. General assessment of the scientific work report (in brief)

5. Final grading
1-10% 10-33% 33-50% 50-75% Bottom 25%

Signature of the Reporting Officer

Part-C
INTERNAL PEER GROUP REVIEW REPORT

1. Grading of the S&T content of work reported

2. Specific Innovation elements recognized

- a)
- b)
- c)

3. Relative Assessment of the work reported vis-vis Peers in the area

Top 10% 10-33% 33-50% 50-75% Bottom 25%

4. Assessment of the work done during the residency period

5. Specific highlights of the S&T content of the work done

6. Overall grading of the S&T work report for the residency period

Top 10% 10-33% 33-50% 50-75% Bottom 25%

Signatures of the Members of the Peer Group

1. Lectures delivered in universities/seminars/ industry meets
 - a. Enrolled
 - b. Invited
2. Books edited or written
3. Research publications
4. State- of –the Art Reports prepared on the subject handled or otherwise
5. Annual reports prepared
6. Internal reports generated
7. New S&T areas/ gaps identified for enlarging the scope of the existing schemes
8. New S&T identified and nurtured and S&T inputs added to ongoing schemes
9. Data bases prepared for scientific handling of the projects

10. Scientific and evidence-based initiatives taken to enlarge the infrastructure base of research and development across the country

11. Identification of New Areas for demonstration of technologies and follow-up

12. Project Monitoring Parameters evolved and deployed

13. Technology intelligence/ assessment report prepared for S&T

14. S&T inputs provided to inter-Ministerial discussions in various committees

15. Number of projects scientifically evaluated for closure during the year

16. Networked Programmes initiated (please give numbers and salient features of your contribution)

- a. Between lab to lab
- b. Lab and industry
- c. Bilateral
- d. Multilateral

17. Policies/ Bills prepared during the year

18. Awards/ Membership of Institutions/ Academies

19. Others (please specify)
