APIIC

ANDHRA PRADESH INDUSTRIAL INFRASTRUCTURE CORPORATION LIMITED

(Govt. of Andhra Pradesh Undertaking)
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LOCAL AUTHORITY CELL

REVISED GUIDELINES FOR THE FUNCTIONING OF INDUSTRIAL AREA LOCAL AUTHORITIES (IALAs) AND SERVICE SOCIETIES (with Amendments)

APIIC-LAC- Revised guidelines on the functioning of IALAs and Service Societies issued and communicated to all ZMs/Commissioners/Eos in the state vide Circular No.APIIC/IALA/HO/Guidelines/2013-200, dt.10.10.2013.

I.Preamble:

The local body functions within an Industrial Park/ Industrial Estate/ Special Economic Zones established by APIIC are being performed by IALAs. The IALAs are exercising the functions of a Municipal Corporation / Municipality/ Grampanchayat with a condition that 35% or 50% of the property tax collected is remitted to the parent local body.

To promote the practice of self-governance, the concept of service societies has been introduced by involving the industrial units located in the Industrial Parks in various management aspects. In view of the practical experience of the last many years, it is necessary to modify some of the guidelines.

II.Role of APIIC:

Andhra Pradesh Industrial Infrastructure Corporation Ltd (APIIC) is organised in the form of Zonal Offices which are headed by Zonal Managers. The activities of all the Zonal Offices are coordinated from the APIIC Head Office which is headed by the Managing Director. APIIC Head Office plays the following role with regard to IALAs and Service Societies.

- 1. Appointment of Commissioner/ Executive Officer for each IALA with the powers to transfer based on administrative necessity
- 2. To take disciplinary action against any Commissioner/ E.O. for any irregularity or breach of law.
- 3. To overrule any decision taken by IALA / Service Society if it is found to be against existing law/ rules or if it violates any established procedure.
- 4. To provide directions/ guidance to IALAs/ Service Societies for taking up any new initiative meant for industrial development.

5. To provide funding support to the IALAs/ Service Societies for taking up any priority work as per mutual agreement.

III.Role of Nodal Officer:

APIIC has appointed Senior Officers of Head Office as Nodal Officers @ one for each zone. The Nodal Officers should review the functioning of each IALA during their inspection visits to the zone and offer their remarks with a copy to the Zonal Manager, Commissioner/ EO and Chairman of the Service Society so that immediate remedial action, if any, can be taken.

IV.Role of Zonal Manager:

 Zonal Manger shall supervise, review, guide and advise overall functioning of the IALA and Service Society.

 Zonal Manager is responsible for proper reconciliation and accounting of the revenues generated by IALA and the expenditure incurred.

3. Zonal Manager will monitor the transfer of the due share of IALA revenue to the respective local body.

4. Zonal Manager shall nominate Election Officer for conducting elections to the Service Societies and supervise the conduct of elections.

5. Zonal Manager will recommend the proposals for nomination as well as withdrawal of the Service Societies\

6. Zonal Manager will maintain an Enforcement Cell which will provide assistance to IALAs/ Service Societies for protection of assets, removal of encroachments etc.

 Zonal Manager will conduct review meeting of all IALAs and service societies in his jurisdiction once every quarter on a fixed date.

8. Tenders shall be called on yearly basis for maintenance works such as garbage lifting / sweeping / streetlights.

V.Role of Commissioner/ Executive Officer:

 Commissioner/ Executive Officer is responsible for proper maintenance of all civic services in IALA area.

 Commissioner/ EO is the competent authority for approval of building plans, assessment, levy and collection of property taxes as per the existing Government Orders.

 Commissioner/ EO is responsible for maintenance of all records for the IALAs and service societies as prescribed by APIIC.

- 4. Commissioner/ EO is responsible for furnishing periodical reports to Zonal Office/ Head Office as prescribed.
- 5. Commissioner/ EO will be the convenor for all meetings of the service societies namely EC meeting, general body meeting and sub-committee meetings. It is his responsibility to ensure that the minutes of these meetings are correctly recorded and circulated to all the members.

Certain amendment / modification issued against the Clause No. (V) of (5) on the role of Commissioners / Executive Officers vide circular, APIIC/ IALA/ HO/Guidelines/ 2013-206, dt.10.5.2014, regarding conducting service societies meetings and the communication of the minutes to the concerned, since the Commissioner has no role as per the bye laws of the Service Society registered with the Registrar of Societies as follows.

"The Secretary of the Service Society concerned will be the Convener to all the meetings of the Service Society viz., EC Meetings, General Body Meeting and sub-committee meetings. It is the responsibility of the Commissioner/Executive officer to ensure that the minutes of the meeting duly countersigned are communicated to Head office, members of the Service Society and the members of the respective Committees, for further necessary action"

- 6. Commissioner/ EO will be the PIO under the provisions of RTI Act and Rules for the IALA area.
- 7. The Commissioner/ EO will be responsible for implementing the citizens charter as prescribed.
- 8. The Commissioner / EO should furnish building plan approval details to the Managing Committee.
- 9. Commissioner should ensure that trade licence is issued to each industry.
- 9.10. The commissioner should enter into MOU with Local Body concerned regarding (i) providing trunk infrastructure i.e. lifting of garbage collection, sharing of central / state government grants.

VI.Structure of the Service Society

The Service Society will comprise of all the industrial units which have been formally allotted plot by APIIC within the limits of the Industrial Park/ Industrial Estate/ SEZ. The service society will elect Managing Committee having 5 office bearers namely.

- 1. Chairman
- 2. Vice Chairman
- 3. Secretary
- 4. Joint Secretary
- 5. Treasurer
- 6. Members not exceeding 10% of the number of units in that IALA.

The term of the Managing Committee will be for three years from the date of approval of the election results by the Zonal Manager concerned.

VII.Role of the Service Society

The Service Society's main role is to promote the concept of self-governance, i.e. they should participate in all decisions with concern them, in order to coordinate the functioning of the IALA, to involve the constituent industrial units in different development activities within the IALA area and also to bring transparency in the working of the IALAs.

The service society will form the following Sub Committees. One of the office bearers from the Management Committee will be the Head of the Sub Committee. The Management Committee may nominate other members also on the Sub Committee. In case there is more interest in joining a particular Sub Committee, the procedure of elections can also be followed. Commissioner/ EO of the IALA will be the Convenor in each of the Sub Committee.

1. Works Committee

The function of the Works Committee is as follows:

- i) The Committee will identify important developmental works to be taken up on a priority basis in the IALA. The Committee will participate in examining the estimates prepared by the technical staff. The Works Committee will select those works for which budget is available for execution.
- to those works which have been recommended by the Works Committee and approved in the Management Committee. The total process of preparation of estimates, its approvals in managing committee, calling of tenders by competent authority i.e. Zonal Manager / Chief Engineer and commencement of work, should be completed within a period 60 days.

- iii) The Committee will supervise quality of works taken up by the Contractors and recommend corrective action in the quality of work, if not found satisfactory. The Managing Committee is authorised to engage a 3rd party inspection depending upon the nature of works., A provision should be made for this purpose while preparing the estimate.
- iv) The Committee will monitor payments made for the works done.
- v) The estimate of execution of works on nomination basis without following tender process is dispensed with. Each and every work whatever be its value will have to be taken up through tender process. The powers of technical sanction upto Rs.25 lakhs is delegated at the Zonal office level.
- vi) The system of e-procurement will be followed in all the Zonal Offices for calling for tenders. Under exceptional circumstances when there is a dire necessity to deviate from any of these procedures, namely taking up works on nomination or inability to call tenders through e-procurement, express prior permission from the Head Office will have to be obtained.
 - vii) In case of paucity of funds for up-gradation of IALAS, the followings norms are required for sanction of funds from APIIC.

 Age of IALA.
 Funds availability
 Shelf of works pending.
 Percentage of P. Tax collection.

2. Resource Committee

The functions of the resource committee are as follows:

- Support and advise Commissioner/ EO in the collection of property tax from all the assessees.
- ii) To identify unassessed / under assessed units and bring to the notice of the Commissioner/ EO and the Managing Committee.
- iii) To place the list of property tax defaulters in the Management Committee meetings

iv) To support and advise Commissioner/ EO in taking up penal methods like disconnection of services, attachment of property, issue of distraint warrant etc., from wilful defaulters.

v) The resource committee will formulate annual budget for

proper upkeep and maintenance of the IALA area.

vi) The resource committee will be responsible for maintenance of layout open spaces and CFC area. They should bring awareness among the units for proper use and maintenance of common facilities for common benefit.

(ii) The resource committee will make use of the Enforcement Cell available at the zonal office for protection of open spaces and

preventing encroachments etc.

viii) The committee will monitor unauthorised construction and deviations against approved building plans and support and advise Commissioner/ EO in taking penal action.

ix) ZM shall disburse the share amounts to the concerned IALAs/Local Bodies Grandalaya samasta etc within 30 days after receipt of monthly account statement from the Commissioner/EO.

x) The committee shall monitor the issue/collection of trade licence to each industry in improving the revenue to the IALAs

3. Human Resource Committee

The functions of the human resources committee are as follows:

- To conduct recruitment through a transparent and objective process of the IALA staff as per the prescribed staffing strength, whenever any vacancy has arisen.
- ii) To supervise and monitor the performance of IALA staff.
- iii) To recommend to Commissioner/ EO and Management Committee to initiate action against non-performing IALA staff.
- iv) The enforcement cell is to be constituted by the Zonal Manager with the members, of Service Society, Commissioner, Security person engaged on outsourcing basis having experience in security, local MRO, and police department.
- The enforcement cell should attend the following.
 To avoid unauthorized construction without permission from APIIC.

To protect open land, left over plots of APIIC-IALA.

To remove unauthorized encroachments like tea stalls, liquor shops and illegal activities etc.

Stoppage of hazardous wastage on roads, nalas and open places.

Avoid illegal parking of vehicles such as autos, lorries etc., at road sides of Industrial parks.

4. Environment Sub Committee

The functions of the environment sub committee are as follows:

- i) To plan and implement various environment improvement initiatives like
 - a) Retro-fitting of existing buildings as green buildings
 - b) Taking up recycling and reuse activities.
 - c) Tree plantation in open spaces and within the premises of all industrial units
 - d) Construction of water harvesting structure
 - e)Safe disposal of electronic waste
 - f) Energy efficiency programmes in each industrial unit as well as energy efficiency in street lights etc.
 - g) Special programmes like cycle to work, health and sanitation programmes etc.
- ii) Environment sub committee will be responsible for monitoring the day-to-day sanitation work in the IALA.
- iii) The sub committee will advise the Commissioner/ EO in finalising the sanitation arrangements through a transparent and objective process.
- iv) The sub committee will supervise the function of the sanitation agency and recommend for remedial action if the performance is not satisfactory.

VIII. Meetings of the Service Society

- Managing Committee will meet once in every month. As far as possible this will be on a fixed day/ date (for example first Monday of every month or 5th of every month etc).
- 2. Each of the sub committees should also hold their meeting once in every month, preferably on the same day as the Managing Committee meeting. The sub committee meetings should proceed the management committee meeting. The management committee can discuss the points raised by the sub committees.
- 3. Once the system of meeting on fixed day/ date of every month gets streamlined, there will be no requirement to give 7 days prior notice to the members.
- 4. The General Body should be conducted once in every 6 months duly giving 14 days notice to all the members

- 5. In case of urgency, the General Body or Managing Committee or Sub Committee Meeting may be conveyed at short notices also with the approval of Chairman.
- 6. Once every Quarter a common meeting of all IALAs and Service Societies will be conducted by the Zonal Manager at the Zonal level.
- 7. A fixed calendar of dates will be prescribed every year for these meetings also.
- 8. Once every year there will be a State level convention of IALAs and Service Societies which will be organised by APIIC.

IX. Elections of Service Society

The Service Society shall conduct Annual General Body Meeting to finalize the date of elections to the Service Societies before expiry of term (i.e.3years). Each member of the Managing Committee can hold the given post for a maximum period of two terms and after that a gap of one term should be maintained for becoming eligible to contest the same post again. Tax defaulters are not eligible to contest in the Service Society elections. If the Service Society fails to conduct the elections within the expiry of the term, APIIC shall initiate action to de-notify the Service Society.

The following procedure is to be followed while conducting elections to the Service Societies.

- a) The membership is open and compulsory for all the units located in the Notified Industrial Areas under the purview of the Service Societies. However, for the purpose of elections, at least 60% of membership/renewal shall be required where cent percent of the membership is not possible due to one reason or the other.
- b) All the Managing Committee members including the office bearers of the Service Society should be elected directly by the eligible voters.
- c) In respect of Proprietary concerns, Proprietor himself has to cast his vote in the election and he is not entitled to authorize another person on his behalf to cast his vote.
- d) In case of partnership firms, the Managing Partner or any other partner authorized by the partnership firm has to cast vote on behalf of the firm and no other person is entitled to cast vote.
- e) In respect of Public limited Companies/Govt Undertakings, the Managing Director or any other Director authorized by the Board of the Company/Head of the Organization(Govt Undertakings) has to

cast vote on behalf of the Company. They cannot delegate the power to any employee of the Company.

- f) Under no circumstances, proxy voting shall be allowed except through postal ballot by the authorized voters as aforesaid.
- g) The tax payers those who are not defaulters in payment of property tax are eligible to contest for the post of Managing Committee including office bearers in the elections to the Managing Committee of Society.
- h) The elections shall be conducted through election notification and specified election procedure only and the elections in the General Body meeting will not be accepted.
- i) The Service Society should conduct the elections before expiry of the present term. If, they fail to conduct the elections within 3 months time, the ZM concerned may submit proposals to Head Office to denotify the Service Society. All the Service Societies should conduct elections during June once in 3 years.
- j) Any Managing Committee Office bearer or Member who is unable to attend 3 consecutive meetings of the Society will have to relinquish his position from the body. A new member can be taken in his place by majority opinion of the remaining members.
- k) No Managing Committee Office bearer or member is allowed to contest again if he has tax arrears of more than half year at any point of time.
- I) No Managing Committee Office bearer or member is allowed to contest if he is absent for more than 7 meetings or 35% of the meetings, during the 3 year period of the body, whichever is higher.

X. GRADING OF IALAS:

The IALAs will be graded into Grade I, II and III categories based on the following parameters.

- a) Area
- b) Number of Tax payers
- c) Demand & Collection of property tax

a. Area-1000Acres and above above above above b. Number of Tax payers-1000 Nos. or c. Demand of Property tax above Rs.5.00 crores Grade-II Grade-II Grade-II a. Area-500-999 a. Area below 500Acre b. Number of b. Number of below 500 Nos. or c. Demand of Property below Rs.2.00 crores.
Property tax Rs.2.00 to Rs.5.00 crores

For Grade I IALAs, exclusive Commissioner will be posted to exercise the powers and functions of the Local Bodies as far as possible, depending on manpower availability in APIIC.

XI. STAFFING PATTERN OF IALAS:

Each IALA shall take permission of APIIC for their staff, which will be examined by APIIC as per norms.

XII. J	XII. JOB CHART OF STAFF:		
	Name and	Work allocation	ł
	designation of the	İ	
	employees		
	engaged on		
	outsourcing	(FO :	\dashv
1.	Office Manager	He should assist the Commissioner/EO in all IALA matters and also custodian of all the	! !
		following records i.e.	
		1. Receipt books	į
		2. Bank remittance slips	
		3. Cash books and bank statements	-1
		4. DCB register	ľ
		5. Tax assessment register	l
		6. Building plan approval register	
		7. Mutation register	ļ
1	•	8. Trade license register	
		Administrative sanction register	ı
Ì		10. Technical sanction register	
		11. Maintenance of circular files	ĺ
		12. Furnishing of RTI Act information	1
		Any other work entrusted by the	
İ		Commissioner/EO	Ļ
		10	Ĺ

2.	Accountant	a) Entering day to day receipt in the Computer
	_	b) Maintenance of Cash Book
		c) Reconciliation of Accounts with Charted
,		Accountant every month
		d) Transfer of due share amount to Local Bodies
		e) Crediting of cheques/Cash into Bank
i	İ	f) Preparation of DCB statement every
	·	month
	i ·	g) Any other work entrusted by the
		Commissioner/EO
3.	Bill Collector	a) Collection of Property tax
5.	Bill Collecto.	b) Inspection of Industrial park every day
		and identify of un-authorized
		constructions and encroachments and
		intimate the same to the
		Commissioner/EO and Service Society
	1	members
		c) Maintenance of Receipt Book
1		d) Any other work entrusted by the
		Commissioner/EO
	Attondor	
4.	Attender	a) Basing on the exigency
		b) Any work entrusted by the
		Commissioner/EO

The out sourcing IALA Staff shall avail 12 public holidays in every calender year.

XIII.FINANCIAL POWERS:

Sl.No	Description of powers of execution of work	Particulars of expenditure to be incurred	Remarks
1	Maintenance of civic amenities in the Industrial	Execution of works will be taken up by APIIC only as deposit work after receipt of amount to APIIC along	completion of work Zonal
	Parks Civic amenities means providing	with administrative Sanction proceedings. The amount should be kept in fixed deposit till the	should render

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additional infrastructure facilities such as providing Roads, storm water Drains, culverts, Providing street lights, providing water supply. Expenditure	amount is spent. 2. Admn. Sanction shall be accorded by Commissioner/Executive Officer with approval of Managing Committee/Works Committee. 3. Technical sanction for the	way of Completion Report/Statement of expenditure.
under this head is of capital nature.	works up to Rs.25 Lakhs shall be accorded by Zonal Manager and by CE/ENC for the works above Rs. 25 Lakhs. 4. For awarding the work,	amount available should be remitted to IALA and close the
2 Annual	procedure of APIIC shall be followed duly involving the Works Committee. 1. Execution of works will be	work wise.
Annual Maintenance Following works are covered under this head and these are Revenue expenditure of IALA. 1) R& M Roads 2) Garbage clearing 3) R&M Street lights 4) Water supply	taken up by APIIC only as deposit work, after receipt of estimate amount to APIIC along with administrative sanction proceedings from the Commissioner. 2. Adm. Sanction shall be accorded by Commissioner/Executive Officer with approval of Managing Committee/Works Committee. 3. Technical sanction for the	completion of work Zonal Manager should render A/c by way of CI / Statemen of expenditure Balance amount available should b remitted
system.	estimate amount up to Rs. 25 Lakhs shall be accorded by Zonal Manager and above Rs.25 Lakhs by CE/ENC	IALA an close the laccount

- 4. The Admn. & Tech. sanction will be valid up to 31st March of the financial year for which the Annual maintenance works related for eq. Technical sanction & Administrative sanction of the Annual maintenance works for 2013-14 will be valid up to 31.03.2014.
- 5. For awarding the work, Tender procedure of APIIC will be followed.
- 6. The works like sweeping of collection roads, and disposal of garbage/ scavenging, drainage clearing etc., may be got done through Agency/ Selfhelp DWACRA groups/ contract basis. These items may be awarded to Contractors/ Self-help DWACRA groups, duly following the Tender procedure per as recommendations **Environment Committee**

Amendment issued vide Circular No IALA/HO/guidelines/2013-202, Dt:04-03-2014, on Delegation of Powers to Commissioners / EOs for execution of certain Maintenance/Annual Maintenance works in IALAs such as sweeping of roads, door to door collection of Garbage lifting, Street light maintenance and clearing of drains under the control of Commissioners/EOs, APIIC – IALA.

SI.No.	Name of works	Action to be initiated by IALA
1	roads / Door to	These works to be taken up basing on the following parameters. 1. Identification of work & value of work

	of Garbage	 Identification of DWACRA / SHG groups Fixation of salaries to these groups as per the procedure being followed by GHMC. Formation of Committee by constituting the ZM/DZM, Commissioner one of the member or works committee member as members. Agreement Procedure for execution of work.
		Where, no DWACRA/SHG(Self Help Group) are coming forth, the above committee is permitted to call for the Expression Of Interest (EOI) from the agencies having experience in solid waste management duly following the norms as fixed, by entering into Annual Maintenance Agreement (AMA). These works are to be monitored by the Commissioners / EOs at IALA level.
2	Street lights	A Committee is to be formed with the Commissioner/EO, IALA, Works Committee, & DZM (Elec) to finalise the Annual Maintenance Contract. The committee should follow the peoples estimates as far as possible (in case of variation with SSR rates). The model being followed in Hard Ware Park, Shamshabad Zone is enclosed for ready reference.
3	Minor Repairs to Roads, drains	The Commissioners/EOs are permitted to take up emergency/petty works such as damage to drains, removal of silt in drains, repairs to pot holes on the roads on a particular stretch/minor removal of debris, vegetation removal etc.,
		To incur expenditure on the above works preparing peoples estimate involving the works committee of the society to be prepared and with due Administrative sanction by the Commissioner/EO, IALA. The expenditure for the works should not exceed Rs.20,000/- on any single requirement and should not exceed Rs.2,00,000/- p.a. these works however are to

be taken up subject to availability of funds in IALAs. All the records of these works shall be audited annually by APIIC Internal Audit.

For the Non Engg works like security personnel, sweeping of roads, Door to Door collection of garbage etc., the respective Commissioners of IALAs are permitted to take up the works without technical sanction.

The above guidelines came in to force with effect from 01.04.2014 onwards.

The other remaining works such as repairs and maintenance of roads, construction of drains, construction of compound walls to open spaces, providing water supply, Avenue plantation, providing street lights etc., the Zonal Manager is competent to execute the works duly following the new guidelines issued on 10.10.2013.

Amendment orders issued vide IOM No.IALA/HO/guidelines/2013-202, Dated:28-03-2014 on Delegation of Powers to Commissioners/Eos for execution of certain Maintenance /AM works in IALAs.

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roads /Door	parameters. 1. Identification of work & value of work 2. Identification of DWACRA / SHG groups 3. Fixation of salaries to these groups as per the procedure being followed	Rs.50.00 Lakhs per Annum depending upon the availability of funds
	4. Formation of Committee by constituting the ZM/DZM, Commissioner one of the member or works committee member as members. 5. Agreement Procedure for	the availability of funds Grade-III: UP to Rs.15.00 Lakhs per Annum depending upon the availability of funds

		execution of work.	
		Where, no DWACRA/SHG (Self Help Group) are coming forth, the above committee is permitted to call for the Expression of interest (EOI) from the agencies having experience in solid waste management duly following the norms as fixed, by entering into Annual Maintenance Agreement (AMA).	
		These works are to be monitored by the Commissioner/EOs at IALA level.	
2	Maintenance of Street lights	A Committee is to be formed with the Commissioner/EO, IALA, works committee, & DZM(Elec) to finalize the Annual	Rs.50.00 Lakhs per Annum depending upon the availability of funds Grade-II: Below Rs.25.00 Lakhs per Annum depending upon the availability of funds Grade-III: Below Rs.15.00 Lakhs per Annum depending upon the availability of funds
3	Admn. Expenditure	 Printing and Stationery Postage & Telephone Bills Furniture Maintenance of computers 	The total expenditure on the head should not exceed to 20% of Total revenue
	<u> </u>	5. Electricity charges	generated i.e. on

6. Auditor fee 7. Legal expenses (with the approval of Legal wing) 8. Expenditure for public	whichever is
functions viz. Flag hosting on August 15 th and January 26th.	
 Meeting expenses of Managing Committee/ Advisor Committee. 	
 Drinking water for office purpose. 12Misc. items. 	

As regards to the Imprest amount, permission is accorded to all the Commissioners/EOs vide circular APIIC/IALA/HO/Guidelines/2013-201, dt.22 .12.2013, on Spending of IALA amount for meeting the entertainment expenses, to meet the following expenditure from the Imprest Account. The details on drawl of imprest are given below after the imprest amount exhausts, amount to be drawn afresh towards imprest, duly submitting necessary bills/vouchers towards the expenditure incurred from the imprest amount.

- 1. Repairs & Maintenance charges to Computers
- 2. Xerox charges
- 3. Conveyance charges
- 4. Refreshment charges for Management Committee meeting
- 5. Expenses for Celebration of Republic/Independence Day

6. Purchase of Stationery/Postal Charges etc,.

S.No.	Grade of IALA	Imprest amount permitted
1	Grade -I IALAs	Rs.10,000-00 (Rupees Ten thousand only)
2	Grade-II IALAs	Rs.8,000-00(Rupees Eight thousand only)
3	Grade-III IALAs	Rs.5,000-00(Rupees Five thousand only)

XIV. AWARDS AND INCENTIVES:

IALA Service Societies will constitute suitable rewards for the staff working in IALA whose performance exceeds the prescribed target. APIIC

will also give awards to different IALAs and Service Societies based on their performance.

XV. SCOPE OF GUIDELINES:

All instructions contained in these guidelines will superced all earlier instructions on the concerned subjects. However, if the present guidelines do not cover any particular subject, the instructions already existing on that subject will continue to remain valid.

Sd/-**™VICE CHAIRMAN & MANAGING DIRECTOR**

//Attested//

Executive Director(N)