



6.3.5 - Institutions Performance Appraisal System for teaching and non- teaching staff

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Sample Institution Performance Appraisal System for Teaching Staff

IIP/ IIMR/ IIP

SELF APPRAISAL FORM (FACULTY)

(Fill in Block Letters, Information to be filled for the year of appraisal)
Academic Year 2023-24

Date: 25/07/2024

Name of the Institute: Indore Institute of Management and Research

PART A: GENERAL INFORMATION

1. Name: Dr. Anuradha Patnaik

Name of the Department: Management

Designation: Associate Professor, Date of Joining: 12/07/2018

E-mail: anuradha.patnaik@indoreinstitute.com

2. Place of present residence: Indore

3. Whether acquired any degrees or academic qualifications during the period:

Sr. No.	Exam	Name of Degree/ Subject/ Specialization	University / Board	Name of the Institute	Passing Status	Pass %	Rank/ Division	Regular/ Course/ Part Time
				NA				

4. Total Teaching Experience in Years: 18 Years

5. Total Industries experience if any: —





PART B: ACADEMIC PERFORMANCE INDICATOR

CATEGORY I: Teaching, Learning & Evaluation related Activities

(i) Teaching load per week (Give details semester wise for year 2023-24)

[40 Marks]

Sl. No.	Subject Name (T/P)	Subject Code	Year / Semester	Lecture per week allotted	Remark	Verify by HoD	Score (40)
Theory							
(i)	Exp. Imp. Prod & Dev.	BBA II D	03				6
(ii)	Marketing Res.	BBA II	03				6
(iii)	Microeconomics	BBA IA	03				6
(iv)	Microeconomics	BBA IB	03				6
Practical							
(v)	Pkg. Dist & Mkt Handl	BBA PT II	03				6
(vi)	Export Imp. Mgmt	BBA/Bcom II	02				4
(vii)							
(viii)							
Score - Sum (Max 40)							34

Theory and Practical's classes taken should be based on verifiable records.

For Theory Subjects

If a teacher having Theory load equal to 8 lecture per week then 10 marks

Load between 06 and less than 08 classes, score will be 08 marks

Load between 04 and less than 06 classes, score will be 06 marks

Load less than 03 classes, score will be 04 marks

For Practical's Subjects

If a teacher having Theory load equal to 8 lecture per week then 10 marks

Load between 06 and less than 08 classes, score will be 08 marks

Load between 04 and less than 06 classes, score will be 06 marks

Load less than 03 classes, score will be 04 marks

Max Score: 40

Note: 1. Don't Include Project Work and Internship Work

(ii) Additional/ Extra load (Give details semester wise for year 2023-24) [10 Marks]

Sl. No.	Subject Name (T/P)	Subject Code	Year / Semester	Lecture per week allotted	Justification from HoD why additional load assigned	Remark	Score (10)
(i)							
(ii)							
Score - Sum (Max 10)							

Note: 5 marks for extra load of 4 lecture per week





(iii) Theory (T) and Practical's(P) (Give details semester wise for year 2023-24)

[80 Marks]

SL No.	Subject Name (T/P)	Subject Code	Year / Semester	No. of classes conducted as per attendance register	Average Attendance of Students as per attendance register	Verify by HoD	Score (80)
Old Semester						Yearly	
(iii)	Exp. Imp. Proc. & Documentation	BBA FF II		58	72 %		20
(iv)	Marketing Res.	BBA II		64	76 %		20
(v)	Microeconomics	BBA 1A		67	85 %		20
(vi)	Microeconomics	BBA 1B		60	78 %		20
(vii)	Pkg. Dist & Mkt. Handlly	BBA FF III		40	80 %		20
(viii)	Exp. Imp. Mgmt	BBA/Bcom		19	20 %		08
Even Semester							
(ix)							
(x)							
(xi)							
(xii)							
(xiii)							
(xiv)							
Score - Sum (Max 80)						80	

Theory and Practical's classes taken should be based on verifiable records.

For Theory Subjects

If a teacher has taken more than 40 (T) classes, score will be 20 marks

35 and less than 40 (T) classes, score will be 18 marks

30 and less than 35 (T) classes, score will be 16 marks

20 and less than 30 (T) classes, score will be 10 marks

Less than 20 (T) classes, score will be 08 marks

For Practical's Subjects

If a teacher has taken more than or equal to 20 (P) Classes, score will be 20 marks

Between 14 and less than 20 (P) classes, score will be 18 marks

Between 10 and less than 14 (P) classes, score will be 16 marks

Between 4 and less than 10 (P) class, score will be 10 marks

Less than 4 (P) classes, score will be 08 marks

Max Score: 80

Note: 1. Don't include Project Work and Internship Work





Other results of 2024 are awaited.

(iv) Result Analysis (Give details previous two semester results) [80 Marks]

Declaration	Name of Subject & Code	Year Sem	Passed Percentage	No of Students Appeared	No. of Students						Verify by HoD	Score (80)
					A+	A	B+	B	Other	F		
new May 2024	Phy & Bio Chem	III	100%	31	2	5	7	13	4	-	1	20
old 2023	Explor. Prog.	BBAPF	96%	33	7	11	7	7	-	-	-	18
old 2023	Adv. Sales Prom.	BBAPF	100%	30	0	3	1	7	13	15	-	18
old 2023	Expl. Inv. Finst.	BBAPF	108%	28	-	-	-	-	13	15	-	20
new 2023	M.R.	BBAPF	100%	44	-	13	18	13	-	-	-	20
2024	Explor. Mat.	BBAP	100%	44	0	7	19	16	2	-	-	20
2024	BBAP	100%	Average Score	21	0	3	13	5	-	-	-	20

Result Analysis should be based on verifiable records.

If Passed Percentage more than 85% and

- (i) More than 50 % Students score grade A+/A/B+/B, score will be 20 Marks
- (ii) 40% and Less than 50 % Students score grade A+/A+B+/B, score will be 18 Marks.
- (iii) 30% and Less than 40 % Students score grade A-/A+B+/B, score will be 16 Marks.
- (iv) Less than 30 % Students score grade A-/A+B-/B, score will be 14 Marks.

Max Score:
80

If Passed Percentage 70 % and less than 85% and

- (i) More than 50 % Students score grade A+/A/B+/B, score will be 12 Marks
- (ii) 30% and Less than 50 % Students score grade A+/A+B+/B, score will be 10 Marks.
- (iii) 20% and Less than 10 % Students score grade A-/A+B+/B, score will be 8 Marks.
- (iv) Less than 20 % Students score grade A-/A+B-/B, score will be 7 Marks.

If Passed Percentage less than 70 %, score will be 6 Marks

Note: 1. Don't include Practice Subjects in above Table

80

(v) Updating of Subject Content including course file, lecture notes/ PPT etc. [40 Marks]

SL No.	Category	Status	Verified by HoDs	Score (10 Marks for each Point)
(i)	Submission of course file along with attendance register of previous two semesters	Yes		10
(ii)	ERP Attendance Submission for previous semester	Yes		10
(iii)	Lecture Notes and PPT provided to students through ERP or Classroom	Yes		10
(iv)	Use of Innovative Teaching methodologies in detail	Yes		10
Total Score: (Max: 40)				

Data should be based on verifiable records

If Submitted / Yes, Score 10 Marks

Max Score: 40

If Not Submitted / No, Score 0 Marks

40





CATEGORY II (A): Research, Publication & Academic Contribution related Activities

(i) Published Papers in Journals

[50 Marks]

April 2024

Dec 2023

May 2024
Vol 16 (2)

Sl. No.	Title with Page nos.	Name of Journal with Vol., Page No., Year etc.	ISSN/ ISBN No.	Peer Reviewed /Impact factor, if any	Whether you are main author	SCI/Scopus/ Extended SCI / UGC CARE	Verified by HoDs	Score (50)
1.	Impact of founders' Monitoring in Ethical Product	Int. J. Bus. Res. 23(4) 2013	2349 - 5138	Peer Review	2	UGC approved		6X
2.	Syn. Fun & OP. Strategy Synergy... Shailesh Patelka	Rabindra Journal 0937 - 0037	Peer reviewed	2	UGC Care			6
3.	Abs. Comp. Study to find Relationship D. Dev. Raja	Journal 2229 - 7561	Peer reviewed	3	-			4X

Papers Enclosed.

Data should be based on verifiable records

Author Position	Journal Name	Marks
1 st Position	SCI / ABDC (A* Rating)	30
2 nd Position	SCI / ABDC (A* Rating)	25
3 rd Position	SCI / ABDC (A* Rating)	20
4 th Position	SCI / ABDC (A* rating)	15

Author Position	Journal Name	Marks
1 st Position	Scopus / ESCI / ABDC (A/B)	15
2 nd Position	Scopus / ESCI / ABDC (A/B)	12
3 rd Position	Scopus / ESCI / ABDC (A/B)	10
4 th Position	Scopus / ESCI / ABDC (A/B)	08

Author Position	Journal Name	Marks
1 st Position	UGC CARE/ Scopus (Q4) / ABDC (C)	08
2 nd Position		06
3 rd Position		04
4 th Position		02

If anyone paper published in SCI / Scopus / Extended SCI in year 2023-24 (1st July 23 to 30 June 24), Score 50 marks.

Note: Proof must be enclosed along with web link with recommended by R & D Cell or HoD

(ii) Published Full Papers/Presented in Conference Proceedings

[20 Marks]

Sl. No.	Title	Details of Conference Publications	National / International	Organizing body and Place	Whether you are main author	Verified by HoDs	Score (20)



06/07/2024

HG

HOAC

2024

2024



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Data should be based on verifiable records

If anyone paper published in International and National Conference in year 2023-24 (1st July 23 to 30 June 24), Score 20 marks

Author Position	Conference Category	Marks
1 st Position	International Conference	20
2 nd Position		15
3 rd Position		10
4 th Position		05

**Max
Score: 20**

Author Position	Conference Category	Marks
1 st Position	National Conference	10
2 nd Position		07
3 rd Position		05
4 th Position		03

Note: Proof must be enclosed along with web link with recommended by R & D Cell or HoD

(iii) Book(s)/Article(s)/Chapter(s) published [10 Marks]

SL No.	Title with Page nos.	Book Title, Editor and Publisher	ISSN/ ISBN No.	Whether peer reviewed	Whether you are main author	Verified by HoDs	Score (10)
				NA			

Data should be based on verifiable records

If Published any one article / Book Chapter / Book in year 2023-24, Score 10 marks

Max Score: 10

(iv) Book(s) published as single author [10 Marks]

SL No.	Title	Type of Book and Authorship	ISSN/ ISBN No.	Whether peer reviewed	Whether you are main author	Verified by HoDs	Score (10)
				NA			

Data should be based on verifiable records

If Published any one Book in year 2023-24, Score 10 marks

Max Score: 10





(v) Research Guide (PhD Scholars)

[10 Marks]

Sl. No.	Name	University	Project Title	Date of Enrollment	Remarks	Verified by HoDs	Score (10)
	Registered as Guide in March 2024	DAVV					

Data should be based on verifiable records

Per Students 2 marks

Note: Consider only passing not completed

Max Score: 10

(vi) Ongoing and Completed Research Projects in academic year 2023-24

[50 Marks]

Sl. No.	Your role PI / CO PI	Project Title	Agency / Funded by	Period	Grant/Amount Mobilized (Rs. In Lakh)	Score
		NB				

Data should be based on verifiable records

If anyone Ongoing and Completed Research Project in association with Government or non-government bodies, Score 20 marks per projects

Max Score: 50

Note: Document need to submit as proof and consider only paid projects

(vii) Ongoing and Completed Research Consultancies in academic year 2023-24

[50 Marks]

Sl. No.	Title	Agency	Period	Grant/Amount Mobilized (Rs. In Lakh)	Score
	NP				

Data should be based on verifiable records

If anyone Ongoing and Completed Research consultancies in association with Government or non-government bodies, Score will be as

Amount	Score
5 Lakhs and Above	50 Marks
3 to 5 Lakhs	40 Marks
2 to 3 Lakhs	30 Marks

Max Score: 50





CATEGORY II (B): Contribution by Participations

- (i) Participation in Training Courses, Teaching-Learning Evaluation Programme, Seminars, workshops, STTP, Orientation course, Refresher course and faculty development programs (consider 5 days or more only). [10 Marks]

Sl. No.	Programme	Duration	Organized by	Category	Verified by HoDs
1.	Case Writing Workshop	5 Days	IIMR		
2.	FDP	5 Days	IIMR		10

Data should be based on verifiable records

05 marks for each programme

Max Score: 10

Note: Consider only event organized by other institute

10

- (ii) Participation in NPTEL / Swayam certification (FDP Only) [10 Marks]

Sl. No.	Programme	Duration	Organized by	Category	Verified by HoDs
		NIL			

Data should be based on verifiable records

10 marks for each Certification

Max Score: 10

- (iii) Contribution in Admissions [10 Marks]

Sr. No.	Activity	Yes/No	Nos.	Verified by HODs	Score
1.	Schools Visited				
2.	Presentation given in the schools	NA			
	Total				

Data should be based on verifiable records

If Presentation, score 05 marks per school

If Schools visited, score 03 marks per school

Max Score: 10

- (iv) Contribution in Placements / MoU's [20 Marks (05 Marks per Point)]

Sr. No.	Name of Activity	Number	Outcome	Verified by HoDs	Score
1.	Placement Coordinator (Y/ N)				
2.	Placement drives finalized				
3.	New MoU Signed during 2023-24 by	NA			





CATEGORY III: Other Contribution related Activities

(v) Any SIG's Conducted as resource person

Sl. No.	SIG's Name	Event Title	Duration and no. of Hours	Verified by HoDs	[20 Marks] Score
		N/A			

Data should be based on verifiable records
 10 marks for each programme for 40 hours
 08 marks for each programme for 30 hours
 06 marks for each programme for 20 hours
 04 marks for each programme for 10 hours
 02 marks for each programme for one day

Max Score: 20

Note: Enclose event report as mandatory document

(vi) Students Award or recognition apart from HST HP IIMR and you as part of register
 Mentor [10 Marks]

Sl. No.	Event Title	Organized by	Duration and Date	Your Role as	Verified by HoDs
1.	Sports (Grappling)				

Data should be based on verifiable records
 10 marks for each award

Max Score: 10

(vii) Faculty Award or recognition apart from HST HP IIMR

[10 Marks]

Sl. No.	Event Title	Organized by	Duration and Date	Your Role as	Verified by HoDs
		N/A			

Data should be based on verifiable records
 10 marks for each award

Max Score: 10

(viii) Students Feedback filled by HoD

[20 Marks]

Sl. No.	Name of Subject & Code	Sem	Average Feedback Percentage	Mention Point (Score Lowest Marks)	Score (20)
(i)					
(ii)					
(iii)					





(iv)				
(v)				
(vi)				
(vii)				Average Score

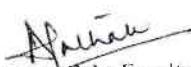
Data should be based on verifiable records If Average Feedback Percentage is in between 90-100%, score 20 marks If Average Feedback Percentage is in between 80-90%, score 15 marks If Average Feedback Percentage is in between 70-80%, score 10 marks If Average Feedback Percentage is in between 60-70%, score 05 marks If Average Feedback Percentage is in between 50-60%, score 03 marks If Average Feedback Percentage is in between 40-30%, score 02 marks If Average Feedback Percentage is below 30 %, score 01 marks	Max Score: 20
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Nodal Officer / Institute Coordinator / Exam Section / Represent Institute outside must be verified
by HoD [20 Marks]

IQAC Coordinator MOD-BBA FT
A&AR compilation, Coordinated Various Events
Bazzle Coordinator IIMR etc.
Active role in Admissions, Timetable Coordinator

Data should be based on verifiable records Nodal Officer / Institute Coordinator / Represent Institute outside, score 10 marks per activities	Max Score: 20
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- currently
- Nodal UG & PG Admissions
 - IQAC
 - HOD-BBA FT
 - Edyutics, Cally & Coordination


Signature of the Faculty
Date: 25/4/2024





Indore Institute of Management & Research

Affiliated to - DAVV(Indore) & Approved by - AICTE(New Delhi)

HoD Feedback for the faculty

[20 Marks]

Principal Feedback for the HOD

[20 Marks]

Principal Feedback for the Department performance

[50 Marks]





To be filled by Dean/HOD:

HoD Rating* (rate on a scale of 1-10) 9-10 Excellent, 7-8 V Good, 6 Good and less than 6 Average

Category	Max Marks	Marks Score	HoD Rating*	HoD Remark
CATEGORY I (250)				
Teaching load per week	40	34	—	
Additional/ Extra load	10	—	—	
Teaching, Learning & Evaluation related Activities	80	80	—	
Result Analysis	80	80	—	
Updating of Subject Content including course file, lecture notes/ PPT etc.	40	40	—	
CATEGORY II (A) (250)				
Published Papers in Journals	50	14	—	
Published Full Papers/Presented in Conference Proceedings	20	—	—	
Book(s)/Article(s)/Chapter(s) published	10	—	—	
Book(s) published as single author	10	—	—	
Research Guide (PhD Scholars)	10	—	—	
Ongoing and Completed Research Projects	50	—	—	
Ongoing and Completed Research Consultancies	50	—	—	
Patents and Copyright Details	10	—	—	
Published Papers of students and you as guide in Journals	20	—	—	
Published Full Papers/Presented in Conference Proceedings by students and you as guide mention in the paper	20	—	—	
CATEGORY II (B) (50)				
Participation in Training Courses, Refresher course and faculty development programs etc.	10	—	—	
Participation in MOOC Course	10	—	—	
Contribution in Admissions	10	—	—	
Contribution in Placements / MoU's	20	—	—	
CATEGORY III (100)				
Any SIG's Conducted as resource person	20	—	—	
Students Award or recognition and you as part of register Mentor	10	—	—	
Faculty Award or recognition apart from IIST HP IIMR	10	—	—	
Students Feedback	20	20	—	
Nodal Officer / Institute Coordinator / Represent Institute outside	20	26	—	

Note: Margin scope of published papers in journals





HoD Feedback for the faculty Not Applicable for HoD	20			
Principal Feedback for the HOD	20	20		
Principal Feedback for the Department performance (Consider only for HoD)	-50	35		

Category	Max Marks	Marks Score	Remarks
Category I	250	234	
Category II (A)	250	1406	
Category II (B)	100	—	
Category III	100	40.93	
Principal Feedback for Department Applicable only for HoD	-50		
Total (A + B)	700		

(Name & Signature of HOD)

Principal's Recommendation (Do you agree with HOD's comments, if not please give your remarks)

*Principals sincere and committed faculty. And
as usual department complete work on time
with due dates.*

(Signature of Principal)

Approval of Advisor to Sparsh & SEWS Group

(Signature of Advisor to Sparsh & SEWS Group)





Sample Institution Performance Appraisal System for Non-Teaching Staff

HST/ HMR/ IIP

Staff Appraisal Form

(Technical and Non-Teaching staff) Year 2023-24

Name of the Institute: HMR, Name of the Department: HMR

Name: Wasim Khan

Designation: Lab Technician Date of Joining: 01 Nov 2018

Date of Birth: 07 / 03 / 1992 (DD/MM/YYYY) Age: 32 Yrs.

Place of present residence: Indore

Educational Qualification (from Matriculation onwards):

Sr. No.	Exam, Passed	Name of Degree/ Subject/ Specialization	University/ Board	Name of the Institute	Year of Passing	Pass %	Rank/ Division	Regular/ Course/ Part Time/ Distant Learning
1.	X	All Subject	MP Board	Swatantrata Senani H.S School	2010	67	First	Regular
2.	XII	Commerce	MP Board	Swatantrata Senani H.S School	2012	57.6	Second	Regular
3.	Diploma	ADIT	NSCSB	NSCSB	2012	B+	Second	Part Time
4.	Graduation	B. Com	Dr. C.V. Raman University	Dr. C.V. Raman University	2015	71.5	First	Distance Education
5.	Post Graduation	PGDCA	Maharishi Mahesh Yogi Vedic Vishwavidyalaya MP	Maharishi Mahesh Yogi Vedic Vishwavidyalaya MP	2018	74.23	First	Distance Education
6.	M. Phil							
7.	Ph.D.							
8.	Any Other Degree/ Diploma/ Certificate course	Installation Technician Computing & Peripherals	Electronic sector skills council of India	Society for human advancement & Progressive education	2017			Part Time

If required attach additional sheet

Skill Upgradation:

1. Certifications:
2. Training(s) attended:





IIST/ IIMR/ IP

MAJOR RESPONSIBILITIES (Key Result Areas):

List your major responsibilities on this position in approximate Order of importance.

Sr. No.	Particular	Review of Reporting officer
01	Comprehensive IT Support: Provide full IT support for the IIMR department, ensuring seamless operation of all technological resources.	Yes
02	Computer Lab Management: Oversee and maintain three computer labs, ensuring all systems are functional and up-to-date with the latest software and security measures.	Yes
03	Classroom Support: Manage IT infrastructure for 16 classrooms, including the setup and maintenance of computer systems, projectors, and other technological	Yes
04	Faculty and Staff Assistance: Provide ongoing technical support to faculty and staff, addressing and resolving any issues with their computer systems and related devices.	Yes
05	Projector and Printer Maintenance: Ensure all projectors and printers are operational and troubleshoot any issues promptly.	Yes
06	Network Support: Oversee the overall network support for the IIMR building, ensuring stable and secure internet connectivity for all users.	Yes
07	CCTV Management: Monitor, maintain, and troubleshoot the CCTV systems to ensure continuous security surveillance across the IIMR premises.	Yes
08	Technical Troubleshooting: Address and resolve any technical issues promptly to minimize downtime and ensure a smooth operational environment.	Yes
09	System Upgrades and Updates: Regularly update and upgrade systems to maintain optimal performance and security.	Yes
10	Event and Seminar Photography: Manage and maintain the IIMR media gallery by capturing photographs of all events, seminars, and expert lectures with geo-tagging for accurate documentation.	Yes

ADDITIONAL RESPONSIBILITIES:

Sr. No.	Particular	Review of Reporting
01	Document Management for Admissions: Collect and resize documents for UG and PG course admissions, upload them to the server to ensure the registration team receives complete documents for processing registrations.	Yes
02	Air Conditioner Maintenance Coordination: Report any issues related to air conditioners and coordinate with the maintenance team or higher authorities to resolve them.	Yes
03	Miscellaneous Tasks: Perform additional tasks as assigned by higher authorities to support the smooth functioning of the institution.	Yes

Any other institute responsibility/duty where you can contribute Marketing activity for institute at online (Facebook, Instagram, LinkedIn, WhatsApp) also on offline different cities.





IIST/ IIMR/ IP

TOTAL EXPERIENCE:

Sr. No.	Name of the Organization	Designation	Date of Joining	Date of Relieving	Total Experience	Reason For Leaving
01	Ideal Computer Services	Computer HW – Networking Engineer	01, Sep 2009	04, Sep 2012	3 Year	
02	Indore Institute of Management & Research	Lab Assistance	01, Oct 2012	15, June 2016	3 Year 8 Month	
03	Society for human advancement and progressive education (SHAPE)	IT Support Engineer	16, June 2016	30, Oct 2018	2 Year 4 Month	
04	Indore Institute of Management & Research	Lab Technician	01 Nov 2018		Currently Working	
				Total Experience	15 Year	

Am 14 years 08 months

Any other Achievements (Attach Separate Sheet if Reqd.)

Achievements:

1. Certified Exam Lab Invigilator (ELI) for TCS iQN
2. Certified in System and Usable Security from NPTEL
3. Certified in System Administrator and IT Infrastructure Services from Coursera
4. Certified in Network Security Associate, Levels NSE 1, NSE 2, NSE 3 from Fortinet Training Institute
5. Certified in PMKVY Training of Trainer (TOT) as a Field Technician Computing & Peripherals Trainer from Electronic Sector Skill Council of India (ESSCI)
6. Represented Electronic Sector Skill Council India in Rojgar Mela 2018 at Brilliant Convention Center, Vijay Nagar, Indore
7. Provided Technical Support in the Media Room at Holkar Stadium, Indore, during the India vs. South Africa match on October 14, 2015

Laxmi
Signature of Staff Member





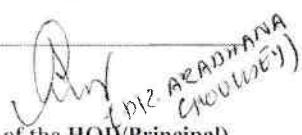
IIST/ IIMR/ IIP

To be filled by HOD/Reporting Authority:

Points	Excellent	V.Good	Good	Average
	9-10	7-8	6	Less than 6
Subject knowledge (as per task assigned)		8		
Ability to engage, motivate, supervise, and effectively work with colleagues	10			
Carry through the assigned tasks in a responsible manner	10			
Punctual on workplace	10			
Take leave only with prior permission of HOD?	10			
Is He/she suggesting to the responsible authorities for Improvement in work practices?		8		
Does He/she respond to any instruction, guidance, correction and discipline by superiors	10			
Does he/she complete all works always on time and focus on the work		8		

Any Other Remarks of HOD

Recommendation of the Principal Sincere, professional and dedicated


(Signature of the HOD/Principal)

Approval of the Director General

(Signature of the Director General)

