

# **DRAFT ANDAMAN AND NICOBAR ISLANDS LOGISTICS POLICY 2023**



सत्यमेव जयते

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## **A & N Islands LOGISTICS POLICY 2023 (Draft)**

### **1. Background**

- 1.1. Logistics sector is considered as the backbone of economic growth. Growth of other sectors, amongst other factors, depends heavily on the efficiency of the logistics network. Due to its topography and poor infrastructure, the cost of logistics in Andaman and Nicobar Islands continues to remain high in comparison to other states / UTs of the country.
- 1.2. The Andaman and Nicobar Islands are strategically located amidst Bay of Bengal and in close proximity to the Southeast Asian Countries. The distance between the ports in Andaman and Nicobar Islands and ports of South East Asian Countries is between 40 Km to 600 Kms compared to ports at Mainland India, which is about 1200 Km. The geographical proximity of A & N Islands with South East Asian Countries gives edge to build trade relations with these countries for improving the economy of the Islands. Augmentation of quality logistics & infrastructure will put the UT in comparatively in an advantageous position in various economic activities.
- 1.3. In order to be economically competitive with other states/UT of the country, A & N Administration has developed A & N Islands Logistics Policy, 2023 (hereafter "policy").
- 1.4. This policy endeavors to create and strengthen the network of logistics facilities by creating new infrastructure and effective regulatory and support system, encourage private players to adopt new technologies and up skill professionals in logistics

### **2. Existing Logistics Facility available in the UT/ Existing Infra Logistics Facility / connectivity**

#### **2.1. Road Connectivity / Network**

- 2.1.1. The UT of A & N Islands is a Union Territory without legislature. There is a road connectivity from Port Blair to Diglipur through NH4 (renamed NH 226). The improvement and widening of the road transport networks in the UTs is in progress. This policy aimed at providing better road transport network and transport logistics in the Union Territory. The total length of various categories of road network in Andaman & Nicobar Islands are as below :-

#### **National Highways**

NH-4 (NH 226) (Port Blair (Chidiyatapu) – Diglipur (Aerial Bay))  
-333 kms

### **State Highways and other roads**

State Highways (SH): 269.19 Kms

Major District Road (MDR): 61.22Kms

Other District Road (ODR): 198.7Kms

Village Road (VR): 1301.365Kms

Total length of Roads Network: (NH + Others Roads) 2163.48Kms

## **2.2. Air Connectivity / Network**

- 2.2.1. Veer Savarkar International (VSI) Airport in Port Blair is the only International Airport in A & N Islands. It handles Air Cargo of 26,863 MT capacity of Non-perishable and perishable Goods. There is a requirement of adequate cargo handling facility for transportation of perishable low volume, high value goods. The terminal building of VSI Airport is being upgraded to meet the International standard for passenger and cargo handling facilities.
- 2.2.2. The construction of passenger terminal at Shibpur Airport, Diglipur has been completed on 28.12.2018 to operationalize domestic traffic under Regional Connect Scheme (RCS-UDAN) flights are yet to commence.
- 2.2.3. For promoting International air traffic, the MoD has waived off the landing charges to all International flights and VAT with effect from 03.02.2021 and Excise Department A & N Administration has waived off VAT on international flights w.e.f. 01.04.2019.

## **2.3. Mainland & Inland Waterways**

- 2.3.1. The Major transport of Goods from Mainland India to A & N Islands is done through Ships/ water ways. The details of Major ports of A & N Islands and its passenger and cargo handling capacity are given below:

Sl. No	Name of the Port	Passenger Handling Capacity	Cargo Handling Capacity	Draft	Size	Types of cargo handled
1.	Port Blair					
	a) Haddo	-	2.96	9	690x30	POL, Building materials, Food grains, Machinery & General

	b) Chatham	-	-	9	220x25	Dirty Cargo
	c) Hope Town	-	-	9	200x30	Dangerous cargo
2	Diglipur	-	0.01	4.5	110x20	POL, Building materials, Food grains, Machinery & General
3)	Mayabunder	-	0.25	8.5	200x20	POL, Building materials, Food grains, Machinery & General
4)	Rangat	-	0.01	4.5	110x20	POL, Building materials, Food grains, Machinery & General
5)	Swaraj Dweep	-	0.10	5	184x20	POL, Building materials, Food grains, Machinery & General
6)	Shaheed Dweep	-	0.03	4.5	40x10	POL, Building materials, Food grains, Machinery & General
7)	Hutbay	-	0.25	8	225x35	POL, Building materials, Food grains, Machinery & General
8)	Mus Car Nicobar (MUS)	-	0.1	5	90x20	POL, Building materials, Food grains, Machinery & General
9)	Malacca-C/N		0.1	Anchorage		
10)	Nancowry (Kamorta)		0.1	8	180x50	POL, Building materials, Food grains, Machinery & General

11)	Katchal	-	0.05	5	120x16	POL, Building materials, Food grains, Machinery & General
12)	Campbell Bay	-	0.25	5.5	106x20	POL, Building materials, Food grains, Machinery & General
	Breakwater jetty	-		7.5	150x20	
13)	Port Meadow	Anchorage				-

2.3.2. Inter-island water transportation through cargo and cargo-cum-passenger ships are augmented for catering to the large volumes of transportation of goods from Port Blair to other island and raw materials and agro products like coconut, areca nut from interisland to Port Blair for transportation of the same to mainland. The augmentation of water transport from mainland/islands and between islands and the neighbouring countries will boost the competitiveness in the trade and commerce in the region. In addition to the fleets, there is a requirement for the jetties, shipway, godown and warehouses at different islands.

#### **2.4. Border trade Facilities**

2.4.1. The geographical proximity of Andaman and Nicobar Islands with South East Asian Countries gives edge to build trade relations with these countries for improving the economy of the Islands. The Port at Port Blair, Kamorta and Port Meadow have already been declared as Customs and Plant Quarantine Ports by the concerned Ministry in Government of India

2.4.2. This policy aimed at developing Integrated Logistics Parks at the vicinity of these major trade points.

#### **2.5. Supply chain mechanism for Untapped export potentials**

2.5.1. A & N Islands with abundant marine resources of approx 64,500 tonnes, against which the current exploitation is approx. 3,000 tonnes per annum, thus there is a tremendous potential for promotion of value added fishery products for its direct exports to South East Asian Countries. Further, Coconut which is grown in an area of 18095.98 Ha with annual production is approx. 125.37 MT is one of the major cash-crop of the Islands. There is a huge potential for promotion of export oriented higher value added Coconut products (Desiccated powder, Virgin Coco Oil, Coir Products etc).

2.5.2. Cold Chain Facility/ Ice Plants/ Cold Storage have been established in the Islands as given below:-

#### ICE PLANT

Location	Capacity (tones/day)	Ownership	Year of construction
<b>Departmental</b>			
i) Rangat	10	Department of Fisheries	2005-06
ii) Hutbay#	10	Department of Fisheries	2006-07
iii) Campbell Bay#	10	Department of Fisheries	2015-16
iv) Mayabunder	10	Department of Fisheries	2019-20
<b>Total</b>	<b>40</b>		
<b>Private</b>			
i) Dhanikhari	11	Monsoon Fisheries	2015
ii) Sippighat	30	M/s Rubin Sea Foods	2010
iii) Sippighat	30	M/s Rubin Sea Foods	2010
iv) Dandaspoint	08	D.S.N Ice Plant	2005
v) Garacharma	15	M/S Andaman Ice Plant	2010
vi) Dolly Gunj	10	M/S Aplomb Marketing	2010
vii) Mayabunder	15	M/S Balaji Ice Factory	2011
viii) Prothrapur	20	M/S TSG Ice Plant	2012
ix) Prothrapur	15	M/s TSG Ice Plant	2017
x) Dandaspoint	18	D.S.N Ice Plant	2020
<b>Total</b>	<b>172</b>		
<b>Undertaking</b>			
i) Swaraj Dweep (Havelock)	05	M/s ANIIDCO	
ii) Durgapur(Diglipur)	05	M/s ANIIDCO	
<b>Total</b>	<b>10</b>		
<b>A &amp; N Islands</b>	<b>222</b>		

#Reconstructed

#### COLD STORAGE

Location	Capacity (Tones/day)	Ownership	Year of construction
<b>Government</b>			
i) Port Blair	15	Department of Fisheries	2003-04
ii) Rangat	15	Department of Fisheries	2005-06
iii) Hut bay	15	Department of Fisheries	2006-07
iv) Car Nicobar	10	Department of Fisheries	2014-15
v) Campbell Bay#	15	Department of Fisheries	2015-16
<b>Total</b>	<b>70</b>		
<b>Private</b>			
i) Lambaline	25	M/s Andabar Cold Storage*	2014
ii) Lambaline	60	M/s Andabar Cold	2014

		Storage*	
iii) Dhanikhari	200	Monsoon Fisheries**	2015
iv) Sippighat	40	M/s Rubin Sea Foods	2010
v) Dollygunj	50	M/s Era Fishery Product Pvt. Ltd.	2012
vi) Dunduspoint	20	M/s D.S.N Ice Plant	2014
vii)Dollygunj	160	M/S Agarwal Cold Chain	2021
<b>Total</b>	<b>555</b>		
<b>Undertaking</b>			
Durgapur(Diglipur)	10	M/s ANIIDCO	
<b>Total A &amp; N Islands</b>	<b>635</b>		
#Reconstructed*fishery product not stored**Reconstructed & upgraded			

### FISH PROCESSING UNITS (PRIVATE)

Sl	Name of Processing Unit	Capacity (Tonnes/day)	Year of construction
1	M/s Era Fishery Product Private Ltd., Dollygunj	05	2012
2	M/s Rubin Sea Food, Shippighat	06	2010
3	Monsoon Fisheries, Dhanikhari	08	2015
4.	M/S BRR Sea Foods, Dollygunj	100	2021

2.5.3. However, direct export from Port Blair to nearby South East Asian country does not take place due to under developed supply chain mechanism and export logistics

2.5.4. This policy is aimed at creating supply chain logistics for various Marine and Agriculture and horticulture produces.

2.5.5. Supply chain mechanism will be strengthened and established in open or controlled medium with regulatory and facilitatory mechanism

## 2.6. Logistics for manufacturing and other potential sectors

2.6.1. The scope for setting up of big Industrial units in manufacturing sector is limited due to various bottlenecks, the primary and foremost being the non-availability of sufficient land for development. Andaman and Nicobar Islands consisting of 836 Islands, Islets and rocky outcrops are geographically separated with deep waters of Bay of Bengal. The total area is 8249 Sq. Kms out of which an area of 7170.69 Sq. Km (86.92%) is under Reserved and Protected Forest. Out of remaining land area 1078.31 Sq. Km, an area of 38736.055 Ha (387.36 Sq. Km) is under Agriculture use, which is only 4% of the total land available and an area of only 520 Sq.Km (6.30%) is available as revenue land for development purposes. Further, as per the report submitted by Prof. Shekhar Singh commission constituted at the instance of Hon'ble Supreme Court, has made many restrictions in the diversion of forest land and its usage, thus restricting expansion of land area for commercial

use.

- 2.6.2. **To have better interdepartmental coordination for faster and timely implementation of the Logistics projects undertaken by different agencies, the digital solutions for logistics such as PM GATI Shakti NMP, PARVESH Portal, ROW portal of DOT etc. for online approvals of Forest, CRZ, ICRZ clearances as per CRZ and SEZ Acts, Rules and various other Policies of Government of India will be used while planning, implementing and monitoring all such projects costing above Rs 4.00 Cr.**
- 2.6.3. **Considering the importance of infrastructure requirement to capitalize on the location of Islands and its EXIM policy, special consideration will be given to ICD, CFC and SEZ policy of Govt. of India where minimum land requirement for logistics infrastructure projects are indicated by relaxing such requirement and allowing multistoried constructions.**
- 2.6.4. Further, growth of Industries in these territory has been in a slow pace due to various limitation such as availability of land, power, transportation, raw material, market for the finished/manufacture products etc. It is pertinent to mention that there are no large scale industry, while about 78% of the total registered MSME's are in the service sector.
- 2.6.5. The A & N Administration has therefore proposes to promote enterprises such as IT & ITeS sectors including Electronic assembling sectors, Marine / Fishery Products and Tourism and Tourism support industries.
- 2.6.6. This policy aims at linking raw-material supply locations with manufacturing / assembling centers by proper transport and other logistics. Industrial Estates / Parks will be developed with modern logistics network. This will enhance the growth of manufacturing sectors by attracting more investment and thereby creating more jobs

### 3. Policy period

- 3.1. This policy shall come into force with effect from the date of its notification and shall remain valid for a period of 5 (five) years or till the declaration of a new or revised policy, whichever is earlier.

### 4. Vision, Mission and Objectives



#### **4.1. Vision**

- 4.1.1. "To develop Infrastructure and facilitate logistics ecosystem in A & N Islands, to create competitiveness, operational efficiency and sustainability in various economic activities through innovation, skilled manpower, with latest & quality state of art technologies; thereby strengthening A&N Islands as a preferred destination for investment, trade and commerce.

#### **4.2. Mission and Objectives**

Following mission statements have been identified for the policy:

- 4.2.1. To create an efficient and competitive logistics ecosystem to support growth through regulatory reforms and streamlined processes
- 4.2.2. To promote and develop integrated logistics facilities in the state. Continuously explore the possibilities of improving land, air and inter islands connectivity across the UT. To prioritize the decision making and build a robust logistics infrastructure on modern lines like chain of logistics parks, transport yards, warehouses, controlled atmosphere, stores etc.
- 4.2.3. To reduce logistics cost and enhance efficiency by enabling multi modal transportation
- 4.2.4. To ensure adequate supply of skilled manpower through continuous learning/ upskilling to meet the long term needs of the sector.
- 4.2.5. To promote use of technology and innovation for driving operational and cost efficiencies.
- 4.2.6. To make suitable interventions for improving logistics performance of the UT on key parameters, viz. Quality Logistics infrastructure, Quality of Logistics service providers, Efficiency of regulatory processes, Operating Environment favorability, Ease of arranging logistics at competitive rates, Timeliness of cargo delivery, safety/security of cargo movement and Ease of track and trace
- 4.2.7. To identify key issues and bottlenecks impacting logistics efficiency in the UT and take action to resolve the same in time bound manner.

#### **4.3. Approach and Strategy**

- 4.3.1. A policy to identify clear and targeted strategy and approach for the UT along with their implementation strategies. These are mentioned below:

#### 4.3.2. **UT logistics development road map**

The UT Administration will draw up logistics development road map taking into account short, medium and long term need of the sector in phase manner. Focus for each phase will be designed as below

**4.3.1.1 Phase-I:** Focus will be on development of strong foundation for the UT logistic system, focusing in particular on local connectivity of various Industrial Parks/ Estates. Priority will be given for regulatory framework, human resource capacity development through standardization and accreditation, and improvement of infrastructure, with particular focus on key economic centres

**4.3.1.2 Phase II:** The focus will be on integration with national logistics networks, with the special aim of developing integrated logistics information system. National and international certification system will also plan for logistics service providers

**4.3.1.3 Phase III:** Further integration of the network will be designed to support intermodal transport, and the UT logistics system will be connected to the global logistics network in the border trade points

#### 4.4 **Mapping and development of infrastructure facilities**

**4.4.1** This policy aims to map Industrial Estates/ Parks / economic zones and potential growth zones across the UT and develop logistics infrastructure and connectivity of these zones/ clusters.

**4.4.2** Mapping of these zones will take into account the capacity & operational bottlenecks of existing logistics facilities, services and the proposed development of road and waterways network, taking into cognizance of the future need of logistics infrastructure.

**4.4.3** Logistics facilities and infrastructure will be developed across the UT in a systematic manner as per the UT wide mapping document. Such logistics infrastructure development will include:

**4.4.3.1** Development of storage and handling facilities at strategic nodes

**4.4.3.2** Development of facilities such as Marine Fishery consolidation & de-consolidation centers, primary processing centers, cold/ambient storage, distribution centers close to fish landing center, silos, tank storages for liquid cargo, etc.

**4.4.3.3** Development/Creation jetties, shipway, godown /ware house in the vicinity of International, National and Inter islands trade routes

**4.4.3.4** Upgradation/ Development/Creation of air cargo terminals and air freight stations facilities for air cargo and to create space for cargo

storage

**4.4.3.5** Development of truck terminals with repair & maintenance, driver rest areas and parking spaces at strategic locations. This will ease out congestion and provide proper waiting areas for the trucks during city timing restrictions

**4.4.3.6** Development plan to construct Green field airports at Port Blair and Great Nicobar

**4.4.3.7** Proposed to declare the remaining major ports viz Diglipur, Mayabunder, Rangat, Little Andaman, Car Nicobar and Campbell Bay) in A & N Islands as Customs & Plant Quarantine Ports.

**4.4.3.8** Development of South Bay in Campbell Bay, Great Nicobar Group of Islands as International Container Transshipment Terminal (ICTT).

#### **4.5 Institutional and regulatory framework**

**4.5.1** This policy also adopts "Ease of Doing Business" as one of its key objectives. Simplification of procedures such as business registration, single source to check business eligibility for availing incentives/ subsidies, availability of desired information on current processes and procedures, elimination of multiple touch points in the approval process and reduction in turnaround time of the approval processes are some of the identified strategies to enable ease of doing business and eliminate duplication of efforts

**4.5.2** The UT Administration will put in place regulatory framework in line with the requirement of Ease of Doing Business. Single Window Portal will be made use of for streamlining registration and monitoring process

**4.5.3** The Logistic and Warehousing Facilitation Cell will be set up to facilitate logistics services and will act as a single point of reference for all logistics related matters in the UT.

### **5 Policy Framework**

#### **5.1. Logistic and Warehousing Facilitation Cell**

**5.1.1** The A & N Administration proposed set up a dedicated Logistic and Warehousing Facilitation Cell which will act as a converging body to monitor the progress of logistics and warehousing in the UT. The cell shall collaborate with various agencies for enabling ease of doing business and attracting private investments into the UT by managing time bound clearances, sanctioning special packages for logistic projects and approving any policy initiatives for activities such as container depot,

freight forwarding and warehousing. The cell proposed to be manned by expert officials drawn from various stake holder Departments

**5.1.2** The summary of major functions of the cell shall include

5.1.2.1 Attract investors, framing and executing broad strategies for developing warehousing and logistics facilities in the UT

5.1.2.2 Project monitoring and review of existing projects within UT/State and attract new investments in the logistics and warehousing sector

5.1.2.3 To expedite the approvals process for investors as per the citizen charter

**5.2 Special task force on logistic and warehousing**

**5.2.1** A special taskforce will also be constituted for ensuring an overall orderly development of logistics in the UT. The taskforce shall be responsible for creation and implementation of Logistics Master Plan for the UT with a dedicated roadmap for development of National Highway, State Highway, Waterways and other logistics infrastructure

**5.3 Norms for setting up of Warehouse, Logistics Parks and Integrated Logistics Parks**

The A & N Administration shall formulate norms for setting up of Warehouses in collaboration with private enterprises and Government directly or in Public Private Partnership(PPP) mode. The norms inter alia include the following

**5.3.1 Warehouse**

- a) Warehouses near major ports shall be developed in an area of not less than 5000 Sqm. The minimum width/Right of Way of approach road will be 20 m.
- b) Warehouses near minor ports shall be developed in an area of not less than 2000 Sqm. The minimum width/Right of Way of approach road will be 15 m.
- c) Other Godown/Warehouses to be developed in a minimum of 1500 Sqm. The minimum width/Right of Way of approach road will be 10 m.

**5.3.2 Logistics Park**

- a) A logistics park is proposed to be developed at various places by taking into account the availability of land and other

infrastructure and services

### 5.3.3 **Integrated Logistics Park**

- a) Few integrated Logistics Park are proposed to be developed with a minimum of 20 acres of land which may include container depots/ custom bonded areas etc. The minimum width/Right of Way of approach road will be 30 m.

## 5.4 **Green Logistics and Warehousing**

5.3.4 The UT propose to promote and incentivize the adoption of Green Rating for Integrated Habitat Assessment (GRIHA) III norms and Green Norms Incentives (Leadership in Energy and Environmental Design (LEEDS) ratings). This would encourage the provisions of the following features in the development :-

- Extensive horticulture and plantation along with adequate sewage treatment.
- Recycling of water for landscaping and horticulture
- Use of natural materials like dry stone cladding for exteriors
- Use of bio-methanation for treatment of bio waste and for generation of cooking gas
- Rainwater harvesting.
- Installation of roof top solar panels.
- Provision of single/ double glazed windows with matched U-Factor for increased energy efficiency
- Provision of adequate ventilation and natural day light

## 5.5 **Industry status to Logistics and Warehousing**

- Industry status shall be accorded to logistic and warehousing related units to be set up within the UT. With grant of industry status, all logistics and warehousing units in the UT shall be eligible for all the incentives as applicable under the A & N Islands Industrial Policy notified from time to time

## 5.6 **Multi-dimensional Planning and Strategies**

**5.6.1 A & N Administration shall under take periodic analysis of the following:**

- Identify existing cargo centers and trade flows;
- Assess existing logistics infrastructure - institutional, regulatory, skill level, etc
- Identify future trade potential and key economy drivers on the basis of current economic and industrial scenario
- Identify potential focus sectors and commodities
- Estimate future cargo projections

- Assess future logistics requirements and estimate hard infrastructure needs- connecting roads, terminal and facility location, type and phasing
- Identify future workforce skill needs and interventions
- Ensure effective plan implementation by identifying suitable PPP model for infra projects
- Facilitate the construction of road and train links to the proposed Warehouses/Logistics Parks
- Undertake market sounding exercises to gauge private sector views
- Overseeing transaction and bidding process in the logistics industry; and
- Undertake periodic policy review of efficacy and proposed modifications with an eye on ensuring systems ability to meet logistics requirements not only of trade, commerce and industry but during the testing times of natural disasters and security challenges thrown upon the State

**5.6.2** A&N Administration proposed to encourage both Government Departments and Non-Governmental agencies to develop, publish and put in public domain the directories of key locations and players in logistics industry across the UT along with the type and quality of logistics services they offer. These online directories can be of:-

- (a) Registered Transport Companies across the UT with their complete profile, cargo capacity, address and contact details etc.
- (b) Private Warehouses including controlled atmosphere stores across the UT with details of storage capacity and charges etc
- (c) Packaging Service providers across the UT with complete profile and work experience
- (d) Registered Security Services and skilled manpower providers across the UT

**5.6.3** The A & N Administration propose to put in place an effective mechanism to ensure that quality, standards and norms of various logistics services are defined, monitored and periodically reviewed to upgrade them to the best in the market.

## **5.7 Incentives**

**5.7.1** The units set up in logistics sector under this policy qualify for all the incentives as are provided to the Industrial units from time to time under the State Industrial Policy. The Administration may formulate separate incentives based on the requirement from the assessment carried out periodically as per the need of the sector.

## **6 Amendments to the policy**

6.1 Logistic and Warehousing Facilitation Cell, in consultation with relevant Departments of the Administration would review the provisions of this policy from time to time and include/ amend/ delete provisions as it may deem fit for the growth of this sector

## **7 Implementation of A & N Islands Logistics Policy:**

7.1 The Policy will be implemented through a Comprehensive Logistics Action Plan (CLAP). The interventions under the CLAP are divided into specific key action areas, including (i) Integrated Digital Logistics Systems, (ii) Standardization of physical assets & benchmarking service quality standards, (iii) Logistics Human Resources Development and Capacity Building, (iv) UT Engagement, (v) EXIM (Export-Import) Logistics, (vi) Service Improvement framework, (vii) Sectoral Plan for Efficient Logistics and (viii) Facilitation of Development of Logistics Parks.

7.2 Effective implementation of interventions would be achieved by framing and vetting of the planned interventions by concerned line Departments and stakeholders

## **8 Monitoring and Coordination**

**8.1** Institutional framework under PM GATI Shakti NMP has been put in place. Accordingly, the apex body – an Empowered Group of Secretaries (EGoS) has been setup and mandated inter alia, to review and monitor implementation of the State Master Plan

**8.2** The Network Planning Group (NPG) with heads of line Departments for unified planning and integration of the proposals has been constituted, which will be supported by a Technical Support Unit (TSU).

**8.3** The Empowered Group of Secretaries (EGoS) created under the PM GatiShakti National Master Plan will also monitor implementation of the Logistics Policy and action plan.

**8.4** The Network Planning Group (NPG) will also monitor improvements pertaining to processes, regulatory and digital improvements in logistics sector.

## **9 Conclusion**

The Andaman and Nicobar Islands Logistics and Logistics Policy, 2023 is one of its kind policies which envisages integrated and holistic development of the logistics sector in the UT. The policy adopts some unique features such as improving utilization of existing infrastructure, single nodal agency for approvals

and grievances, incentives for technology implementation and skilling, sustainability in logistics etc. to ensure comprehensive growth of the sector. The policy is expected to earn a respectable position in the LEADS Index and effectively contribute in improving the competitiveness of industry and trade in A & N Islands.

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