

# Capability Statement

Regulatory and Policy Consulting

April 2010



**ABPS Infrastructure Advisory**

[www.abpsinfra.com](http://www.abpsinfra.com)



## Disclaimer:

---

This Capability Statement is prepared by ABPS Infrastructure Advisory. The contents of this document may not be copied, reproduced, republished, posted, broadcast or transmitted in any way.

---

# Capability Statement

---

## Regulatory and Policy Consulting

### 1 Overview of ABPS Infra

'ABPS Infrastructure Advisory Private Limited' (ABPS Infra) is a management consultancy organization providing services in commercial, financial, and regulatory spheres of the infrastructure sector. ABPS Infra focuses on various infrastructure sectors such as Power, Renewable Energy, Oil & Gas, Water, Transportation, Urban Infrastructure, etc.

In a short span of around two and a half years since inception, ABPS Infra has completed more than 80 consultancy assignments in the infrastructure sector. ABPS Infra has advised/assisted a wide spectrum of entities in the infrastructure sector such as Corporates, Project Developers, Equity Investors, Regulatory Authorities, Utilities, Industry Associations, Governments/Government Organisations and Multi-lateral Agencies.

## 2 Practice Areas

ABPS Infra offers its services in five practice areas:

### Financial Advisory

- Counter Party Risk Assessment
- Financial Modelling
- Risk Assessment and Mitigation Measures
- Due Diligence
- Public Private Partnership
- Contract Structuring
- Business Strategy

### Renewable Energy

- Renewable Energy Resource Assessment
- Renewable Purchase Specifications
- 'Feed-in' Tariff Determination
- Grid Integration of Renewable Sources
- Market Study and Investment Strategy
- Project Development Support
- Project Structuring

### Regulatory and Policy Consulting

- Diagnostic Studies
- Licensing & Regulations
- Pricing Issues in Regulated Markets
- Market Development
- Monitoring and Compliance
- Rural Electrification
- Capacity Building

### Energy Efficiency and Demand Side Management

- Demand Side Management Planning
- Energy Audit
- End Use Efficiency Improvement Programmes
- Monitoring & Verification (M&V)
- Life Cycle Assessment
- Training and Capacity Building

### Climate Change

- Climate Change Policy Analysis
- Carbon Foot-Print
- Carbon Neutrality
- CDM Project Development Support
- Emission Trading Advise

### 3 Scope of Services –Regulatory and Policy Consulting

ABPS Infra is eminently placed to advise its clients on various regulatory and policy related issues, which are of paramount importance to them. The areas of expertise of ABPS Infra in this Practice Area are:

- a) Diagnostic Studies
- b) Licensing & Regulations
- c) Pricing Issues in Regulated Markets
- d) Market Development
- e) Monitoring and Compliance
- f) Rural Electrification
- g) Capacity Building

#### 3.1 Diagnostic Studies

Diagnostic studies are undertaken in order to understand the various issues, options, and merits and demerits of adopting any of the identified options. Such studies facilitate decision-making, as they provide in-depth analysis of the issue under consideration. These studies act as a tool for policy makers and provide assistance in identifying the most suitable option to be adopted under the given circumstances. ABPS Infra has developed the necessary expertise to assist the policymakers in carrying out such analysis, and in preparation of Discussion Papers for eliciting the opinions of the stakeholders on the issues involved and various Options under consideration.

#### 3.2 Licensing and Regulations

Regulatory Institutions are mandated to operate under the framework of Regulations, which have to be notified. These Regulations have to be formulated in accordance with the provisions of the Act under which these Regulatory Institutions have been constituted. In the electricity sector, the businesses of transmission, distribution and trading are licensed businesses, and the Regulatory Commissions have to issue licenses to the Applicants who are desirous of obtaining the licence for undertaking any of these activities. ABPS Infra has the necessary capability to develop these Regulations and assist Regulators in assessing whether the Applicant meets the qualification criteria for issuing of the licence.

#### 3.3 Pricing Issues in Regulated Markets

The Regulator is mandated to ensure economy, efficiency, etc., and in effect, to set tariffs in such a manner that it would simulate competition and market prices. ABPS Infra has specialised in development of complex models for utility rate making requirements. These models take into account various factors like consumer mix, fuel mix, cross-subsidy and

subsidies committed by the Government. ABPS Infra has used these models to assist the Regulators as well as Utilities in several assignments till date.

### 3.4 Market Development

Prior to the reforms, the electricity consumers were primarily served by vertically integrated State Electricity Boards (SEBs). The reform model adopted by a number of States resulted in restructuring of the SEBs, has led to separation of generation, transmission and distribution businesses. With reforms taking centre stage, it has become imperative to identify competitive segments of the value chain and separate them from naturally monopolistic elements of the value chain. For e.g. while generally the distribution business is considered as monopolistic, separation of supply and wires functions could potentially make supply function very competitive. However, the appropriate structural framework has to be put in place to facilitate non-discriminatory open access, which includes design and implementation of the intra-State balancing market or Intra-State ABT as it is commonly known, providing solutions to short-term and medium term problems such as demand-supply gap resulting in load shedding, etc. Since such solutions are not run-of-the-mill, it is usually considered appropriate to prepare Discussion Papers and to elicit comments and suggestions from stakeholders on the various issues and options available. ABPS Infra is well placed to assist stakeholders in developing the market in line with the path envisaged under the various Acts.

### 3.5 Monitoring and Compliance

The Regulators issue several directives through the various Orders. Also, the utilities are required to undertake certain activities on a periodic basis, as mandated under the various Regulations. The compliance with these directives and Regulations has to be monitored on a regular basis, to ensure strict compliance and in some cases, modification of the directive in view of the practical problems faced in implementation. ABPS Infra has developed the necessary expertise to assist the Regulators in monitoring the compliance of such directives and Regulations by the Utilities.

### 3.6 Rural Electrification

After the enactment of the Electricity Act, 2003 (EA 2003), though the generation activity has been de-licensed, the distribution activity is still a licensed business, and interested parties have to obtain a licence from the appropriate Regulatory Commission in case they desire to distribute electricity in any area. At the same time, the rural areas in the country are not completely electrified in the true sense, and large parts of the country are still in darkness. With this aspect in mind, the EA 2003 provides that no licence will be required for supply in rural areas, notified by the respective State Government. The Rural Electrification Policy also encourages supply from off-grid generation sources in order to reduce the cost of transmission

networks required to transmit electricity to remote rural areas. Hence, private and co-operative utilities can be empowered to quickly and efficiently supply power to rural areas. ABPS Infra is well placed to assist stakeholders for availing such opportunities.

### **3.7 Capacity Building**

Capacity Building refers to training of the employees to meet the new challenges faced under the changed market scenario brought about by the enactment of EA 2003. The training is imparted through various means such as conferences, seminars, training workshops, etc., and the training modules are designed on the basis of 'training needs analysis', which would differ from one organisation to another. Further, it is also required to implement processes and systems for new functions created as a result of restructuring. ABPS Infra has the necessary expertise to carry out information systems analysis, development of user specifications, procurement of systems, training needs analysis, conducting training workshops, etc.

## 4 Key Assignments in Regulatory and Policy Consulting

A brief description of some of the key assignments undertaken by ABPS Infra in Regulatory and Policy Consulting area is given below:

### 4.1 Diagnostic Studies

#### Preparation of Discussion Paper on Cross-subsidy Surcharge and Additional Surcharge applicable for Open Access Consumers

*Client: Maharashtra Electricity Regulatory Commission*

In order to make Open Access provisions operational in the State, it was essential to specify the following charges to be paid by the OA consumers, viz., Transmission Charges, Wheeling Charges, Cross-subsidy Surcharge, and Additional surcharge. Since the transmission charges and wheeling charges had already been determined through separate Orders, MERC appointed ABPS Infra to prepare a Discussion Paper on the applicability of cross-subsidy surcharge and additional surcharge for open access transactions in line with the National Electricity Policy and Tariff Policy notified by the Government of India. Based on the comments received on the Discussion Paper prepared by ABPS Infra, the Commission finalised the method of computation of cross-subsidy surcharge and additional surcharge.

#### Preparation of Discussion Paper on Renewable Purchase Specification (RPS)

*Client: Maharashtra Electricity Regulatory Commission*

Section 86 (1) (e) of the EA 2003 mandates that the Regulatory Commission should specify the minimum percentage of procurement from renewable energy (RE) sources, in order to encourage renewables. ABPS Infra assisted MERC in preparing the Discussion Paper on the issues involved, options available, merits and demerits, as well as the options for extending the applicability of the tariffs determined by the Commission for various RE technologies. The aspects covered in the Discussion Paper were:

- Analysis of Central and State Government Policies related to RE.
- Study of the eligibility of various RE sources while analysing the existing and future potential of RE generation in the State
- Study of premise for specifying Renewable Purchase Specification (RPS) Percentage.
- Study of the existing structure and framework of power purchase from RE Sources in other States of the country.
- Devising mechanism for determining Renewable Purchase Specification and methodology for its application in the State.
- Devising mechanism for treatment of Open Access and Captive consumers under the RPS regime.

## Preparation of Approach Paper and Policy Advice to State Government on Distributed Generation based Distribution Franchisee (DGBDF)

*Client: Maharashtra Electricity Regulatory Commission*

Most consumer categories in the State of Maharashtra (except the Mumbai licence area) have been subjected to significant extent of load shedding, ranging from 3 hours to 12 hours daily, over the past three to four years. Considering that significant capacity addition will take time, it is expected that the demand-supply gap is likely to continue for some time to come. Against this background, the MERC desired to explore the option of Distributed Generation based Distribution Franchisee (DGBDF) as a medium-term solution to the problem, which would enable addition of generation capacity at the load centre and also help improve the distribution efficiency. MERC appointed ABPS Infra to prepare an Approach Paper on DGBDF. The Approach Paper prepared by ABPS Infra discussed the concept of distributed generation based franchisee for electricity distribution as one of the possible solutions to mitigate the problem of power shortage and gradual widening of gap between demand and supply, through effective private-public participation, and discussed the following aspects:

- Regulatory framework
- Distributed Generation
- Franchisee concept
- Role of distribution franchisee
- Role of distribution licensee
- Tariff mechanism
- Franchisee Agreement
- Selection of Franchisee based on various technical & financial parameters.

## **4.2 Licensing and Regulations**

### Preparation of Approach Paper, Conduct of Business Regulations, and Bulk Water Tariff Regulations

*Client: Maharashtra Water Resources Regulatory Authority*

Maharashtra is the first State in India to constitute a Regulator for the water sector, viz., Maharashtra Water Resources Regulatory Authority (MWRRA). MWRRA has appointed ABPS Infra for assistance in developing the Bulk Water Tariff Regulations and Conduct of Business Regulations. The engagement involves development of:

- Terms and Conditions for Bulk Water Tariff Regulations which shall be adopted by MWRRA for determining bulk water tariffs. These bulk water tariffs shall be applicable to all the Water Users Entities (Bulk consumers) in irrigation sector (viz irrigation

farmers, Water User Associations), drinking water sector (viz., Municipal Corporations, Zilla Parishads) and Industrial sectors.

- Draft Model Tariff Proposal based on Bulk Water Tariff Regulations.
- Conduct of Business Regulations, which specifies the process to be adopted by MWRA while disposing tariff related matters before the Authority.

### Preparation of Discussion Paper, Multi-Year Tariff (MYT) Regulations and Assistance in tariff determination

#### *Client: Rajasthan Electricity Regulatory Commission*

RERC appointed ABPS Infra for assistance in developing the Multi-Year Tariff Regulations for the first Control Period of five years and assistance in determination of ARR and Tariff of the Utilities in Rajasthan. The engagement involves:

- Consider presently effective RERC (Terms and Conditions for Tariff Determination) Regulations 2004 and amendments thereafter, to assess the need for further amendment, in order to make it applicable for multi-year tariff.
- Prepare summary of comments received from public, analyse the same and facilitate RERC in arriving at its views.
- Revise and finalise the MYT Regulations for notification by RERC.
- Thorough review of ARR and Tariff Petition and identification of additional data requirement before validation
- Assistance during Technical Validation session
- Analysis of all the components of ARR including Sales Projections, Distribution Losses, Power Purchase Expenses, O&M Expenses, Interest and Finance Charges, Depreciation, Return on Equity and Non Tariff Income
- Preparation of the Objection Report after analysing responses and objections received
- Preparation of the Financial Model for Determination of ARR
- Finalisation of Tariff Order after incorporation of modifications suggested by the Commission

## **4.3 Pricing Issues in Regulated Markets**

### Assistance in analysing ARR and Tariff Petitions filed by Utilities

#### *Client: Uttarakhand Electricity Regulatory Commission*

UERC appointed ABPS Infra for assistance in analysing the ARR and tariff Petitions filed by the Utilities in the State of Uttarakhand, viz., UPCL, PTCUL and UJVNL, which are the distribution licensee, transmission licensee, and generation company, respectively. ABPS Infra assisted UERC in the following activities:

- Identification of additional data requirement to be fulfilled before admission of the Petitions
- Technical Validation process
- Comparison of tariff prevalent in the State with that prevailing in neighbouring States.
- Summary of all the objections received, both written and oral.
- Analysis of the objections received.
- Facilitating the Commission in arriving at its views on the various issues raised by the stakeholders.
- Development of a financial model for determination of Annual Revenue Requirement and Tariffs.
- Preparation of Draft Tariff Order for UERC's approval and incorporation of comments on the same.

### Assistance in Development of Transmission Pricing Framework

#### *Client: Maharashtra Electricity Regulatory Commission*

ABPS Infra is mainly responsible for development of conceptual framework for Transmission Pricing within Maharashtra. ABPS Infra's assistance to MERC under this engagement covered the following:

- Evaluation of various options for Transmission Pricing and advising the Commission on the merits/demerits of various options taking into consideration the Maharashtra power system.
- Review of transmission pricing philosophy adopted by CERC and other SERCs, and to propose transmission pricing philosophy in line with the Regulations and Orders notified by the Commission.
- Preparation of 'Draft Proposal' for Transmission Pricing in the State of Maharashtra with discussion on methodology and basis of Transmission pricing, annual revenue requirement, treatment of loss, congestion management, etc.
- Assistance during hearing on the 'Draft Proposal' with stakeholders.
- Preparation of draft Order and incorporation of MERC's comments on the same to finalise the Order.

### Assistance in Analysing the MYT Petitions and APR Petitions of Utilities in the business of Generation, Transmission & Distribution

#### *Client: Maharashtra Electricity Regulatory Commission*

ABPS Infra assisted MERC in analysing and preparing the draft Orders on the MYT Petitions filed by the successor Companies of erstwhile MSEB, and TPC's three businesses, viz., generation, transmission and distribution, for the first Control Period from FY 2007-08 to FY

2009-10. ABPS Infra also assisted MERC in analysing and preparing the draft Orders on the and Annual Performance Review (APR) Petitions filed by all the Utilities in the State of Maharashtra, viz., four distribution licensees, three transmission licensees, three generation companies, as well as the SLDC budget and Transmission Tariff for the State as a whole. ABPS Infra's assistance to MERC under this engagement covered the following:

- Identification of additional data requirement to be fulfilled before admission of the Petitions
- Technical Validation process
- Summary of all the objections received, both written and oral.
- Analysis of the objections received.
- Facilitating the Commission in arriving at its views on the various issues raised by the stakeholders.
- Analysis and formulation of the trajectory for performance parameters for the Utilities.
- Development of a financial model for determination of Aggregate Revenue Requirement and Tariffs.
- Preparation of Draft Tariff Order for MERC's approval and incorporation of comments on the same.

## 4.4 Market Development

### Assistance in Development of Availability Based Tariff (ABT) Mechanism at State Level

#### *Client: Maharashtra Electricity Regulatory Commission*

ABPS Infra assisted MERC in developing a suitable mechanism for introduction of Intra-State ABT in Maharashtra. ABPS Infra assisted MERC in:

- Reviewing report submitted by Committee of various licensees for introduction of intra-State ABT
- Evaluation of various options for introduction of intra-State ABT and advice MERC about merits and demerits of various options
- Recommend suitable mechanism and formulate intra-State Balancing Settlement System (BSS) in Maharashtra, to achieve the objective of intra-State ABT, while keeping the industry structure of the State in mind
- Assistance in conducting workshops and meetings with key stakeholders for explaining the working of the BSS
- Assistance in actual implementation of the Interim BSS on a monthly basis, through regular interactions with the Utilities and SLDC

## Assistance in Conceptualisation and Finalisation of CII-Pune Model for alleviating Load Shedding

### *Client: Maharashtra Electricity Regulatory Commission*

Confederation of Indian Industry (CII) in consultation with Maharashtra Electricity Distribution Company Limited (MSEDCL) submitted its proposal on the use of surplus Captive Power to mitigate load-shedding in Pune Urban Circles of MSEDCL. ABPS Infra assisted MERC in analysing the issues related to implementation of the proposal after following the due public process. ABPS Infra assisted MERC in:

- Identification of issues related to implementation of the proposal
- Financial implication of utilising captive power from DG sets to mitigate load shedding in Pune Urban Circles
- Co-ordination with CII and MSEDCL for obtaining the data for implementation of the proposed scheme
- Assessment of load profile of Pune Urban Circles and requirement during peak hours to mitigate load shedding
- Assessment of load in Pune Urban Circles and energy Available from captive units in and around Pune
- Analysis of cost details of variable/incremental costs that would be incurred by CPPs when they run their gensets for captive consumption
- Assessment of category-wise consumption pattern in Pune Urban Circle
- Assessment of Additional costs to be recovered from consumers for mitigating load shedding
- Determination and structuring of Reliability Charge to be levied to consumers for recovering additional costs
- Preparation of Order

## Assistance in finalising DGBDF Schemes for different regions in the State

### *Client: Maharashtra Electricity Regulatory Commission*

As a consequence of the MERC's Policy Advice to the State Government and certain other Orders in this regard, MSEDCL submitted proposals for appointment of DGBDF and approval of Reliability Charges in different regions in the State, viz., Bhiwandi, Pune, Thane-Bhandup-Mulund, and Navi Mumbai. ABPS Infra assisted MERC in validating the computation of reliability Charges and other issues involved, after following the due public process. ABPS Infra assisted MERC in:

- Identification of issues related to implementation of the proposal

- Financial implication of utilising captive power from DG sets, in addition to procurement of power from traders and other sources, to mitigate load shedding in Pune Urban Circles
- Co-ordination with CII and MSEDCL for obtaining the data for implementation of the proposed scheme
- Assessment of load in the different regions, energy available from different sources, and the proposed rate for power procurement
- Assessment of sales in the regions concerned
- Assessment of Additional costs to be recovered from consumers for mitigating load shedding
- Determination and structuring of Reliability Charge to be levied to consumers for recovering additional costs
- Preparation of Order

## 4.5 Compliance Monitoring

### Assistance in Compliance Monitoring

#### *Client: Maharashtra Electricity Regulatory Commission*

MERC had issued several directives through its various Orders. Also, the utilities are required to undertake certain activities on a periodic basis, as mandated under the various Regulations. The compliance with these directives and Regulations has to be monitored on a regular basis, to ensure strict compliance and in some cases, modification of the directive in view of the practical problems faced in implementation. MERC appointed ABPS Infra for assistance in monitoring the compliance of such directives and Regulations by the Utilities in the State of Maharashtra. ABPS Infra assisted MERC in:

- Identification of periodic activities to be undertaken by the entities regulated by the MERC, in accordance with the Commission's Regulations
- Identification of various directives given by the Commission to different Utilities through its various Orders, the time-lines for the same, and the periodicity of the same
- Analysis of compliance of the above requirements by the Utilities, as placed on record by the Utilities
- Seeking explanation from the Utilities for non-compliance and/or delay in compliance by the Utilities
- Regular follow-up with the Utilities to ensure strict compliance with the Commission's directions and regulatory requirements.

## 4.6 Capacity Building

### Institutional Strengthening and Restructuring related support

#### *Client: Transmission Corporation of Andhra Pradesh Limited*

ABPS Infra was responsible for critical components of this prestigious assignment and had involvement in all aspects of the project from project management to execution of every single component of the project. Key tasks performed by ABPS Infra were:

- Separation of trading function in accordance with the Electricity Act, 2003
- Development and implementation of a Multi Buyer Market
- Capital structuring to remove the distortions in the Balance Sheet of AP Transco, alignment of current assets and current liabilities, reflection of true and realizable assets, debt level to reflect the debt servicing capability and minimize the cash burden on Govt. of Andhra Pradesh
- Development and implementation of Balancing and Settlement System based on Balancing Pool Mechanism to meet the complex energy accounting and commercial requirements of a Multi Buyer Market Model.
- Infrastructure improvement for market operations – support was provided to the Energy Billing Centre (EBC) within APTransco.
- Institutional strengthening of AP Transco to facilitate it becoming a fully functioning autonomous system operator as well as transmission licensee;
- Corporate development which includes development of business plans and strategy for wires and system operator functions, organization and governance review and capacity building.

### Training of MSPGCL and MSEDCL Personnel

Yashada Pune regularly conducts training workshops for senior level employees of Maharashtra State Power Generation Company Limited (MSPGCL) and Maharashtra State Electricity Distribution Company Limited (MSEDCL). ABPS Infra's senior employees have been regularly imparting training to these employees on various aspects related to Regulation, as visiting faculty at Yashada. These training modules have been well received by the participants. Some of the aspects on which training has been imparted are:

- Regulatory process followed by the SERC at the time of ARR and tariff determination
- Roles and expectations from the Utilities' representatives during the tariff determination process
- Interpretation of MERC's Tariff Regulations and Orders

- The method of determination of ARR and study of operational norms specified by the Commission under the Regulations and Orders
- Elaboration of approach to sales projections, energy balance, power purchase projections, etc.
- Issues related to determination of tariff
- Regulatory strategy

## 5 Clientele of ABPS Infra

<p><b>Corporate Entities / Investors</b></p>	<p>CLP Power India Private Limited Erudite Engineers Private Ltd. Essar Power Ltd Garware Polyester Limited Gupta Coalfield and Washeries Limited Kalyani Steel Limited Lanco Infratech Limited Nagreeka Export Limited Navayuga Power Corporation Limited Neelkamal Realtors Suburban Private Limited Pioneer Distilleries Limited Senergy Global Private Limited Spectrum Power Generation Ltd. Usha Martin Limited Veolia Environment Services Asia Pvt. Ltd. Wartsila India Limited</p>
<p><b>International Clients</b></p>	<p>Emerging Markets Ltd., UK European Investor active in Renewable Energy Genting Group Malaysia Ranhill Corporation Bhd., Malaysia RE Partners, LLP</p>
<p><b>Government and Regulatory Commissions</b></p>	<p>Bureau of Energy Efficiency Chhattisgarh Electricity Regulatory Commission Forum of Regulators Gujarat Electricity Regulatory Commission Maharashtra Electricity Regulatory Commission Ministry of New and Renewable Energy Punjab State Electricity Regulatory Commission Rajasthan Electricity Regulatory Commission Special Officers to Appellate Tribunal Uttarakhand Electricity Regulatory Commission</p>
<p><b>Industry Associations &amp; Institutions</b></p>	<p>Himachal Small Hydro Power Association Independent Power Producers Association of India Indian Wind Energy Association World Institute of Sustainable Energy</p>
<p><b>Utilities</b></p>	<p>BSES Rajdhani Power Limited BSES Yamuna Power Limited Bhilai Steel Plant (Steel Authority of India Ltd) Chhattisgarh State Electricity Board Maharashtra State Electricity Distribution Company Ltd Maharashtra State Electricity Transmission Company Ltd</p>

Maharashtra State Power Generation Company Ltd  
South East Central Railway  
The Tata Power Company Limited  
The Mula Pravara Electric Co-operative Society Ltd.  
Transmission Corporation of Andhra Pradesh Ltd  
WESCO, NESCO and SOUTHCO

## 6 Contacts

For any clarification/queries on this document or on ABPS Infra, please contact any of the following:

<b>Balawant Joshi</b>	+91 98214 21630 (balawant.joshi@abpsinfra.com)
<b>Suresh Gehani</b>	+91 99870 62935 (suresh.gehani@abpsinfra.com)
<b>Palaniappan M</b>	+91 98922 46174 (palaniappan.m@abpsinfra.com)
<b>Ajit Pandit</b>	+91 99870 62936 (ajit.pandit@abpsinfra.com)

### Office Contact

#### **Mumbai Office:**

ABPS Infrastructure Advisory Pvt. Ltd.  
A-309, Kohinoor City,  
Kiroil Road, Off LBS Marg,  
Kurla (West),  
Mumbai - 400 070,  
Maharashtra, India  
Tel: + 91 22 6124 0444  
Fax: +91 22 6124 0499

#### **Delhi Office:**

ABPS Infrastructure Advisory Pvt. Ltd.  
B 421/422, 4<sup>th</sup> Floor, Somdatt Chamber - I,  
Building No.5, Bhikaji Cama Place,  
New Delhi - 110066  
Tel: +91 - 11 - 26185378  
Fax: +91 - 11 - 26185377