



## South Asia Regional Initiative for Energy Integration

Quarterly Update - April to June 2016

## **ACCOMPLISHMENTS FOR THE QUARTER**

#### HARMONIZATION OF THE GRID CODE: SARI/EI VISIT TO BANGLADESH

A SARI/El delegation comprised of Mr. Rajiv Ratna Panda, Head-Technical, IRADe, along with Dr. K. Balaraman, Chief General Manager, and Mr. Chandra Shekhar Reddy Atla, Manager of Peoples Resource Development Centre (PRDC) visited Bangladesh on April 19, 2016 and had detailed discussions with critical stakeholders, including the Bangladesh National Load Dispatch Centre (NLDC) and the Power Grid Corporation of Bangladesh (PGCB). The delegation presented the Task Force-2 study of the harmonization of grid codes covering the scope of the study, its methodology and approach, and its importance, context, and draft framework guidelines. Various suggestions and inputs were made by the NLDC team. The group also examined the detailed questionnaire covering system operation, scheduling & dispatch, and connection with the NLDC, and revisions were made as needed.



#### TASK FORCE-2 AND TASK FORCE-3 MEETINGS: DHAKA, BANGLADESH

The combined meeting of Task Forces 2 and 3 was held April 20, 2016 in Dhaka, Bangladesh. It was inaugurated by Mr. Masum-Al-Beruni, the Managing Director of the Power Grid Company of Bangladesh (PGCB). The inaugural session was presided over by Mr. Sher Khan, Senior Energy Advisor of USAID/Bangladesh; Dr. Jyoti Parikh, Executive Director and Mr.V. K. Kharbanda, Project Director from IRADe; and Mr. Farooq Sobhan, President of the Bangladesh Enterprise Institute (member PSC). Members of Task Forces 2 and 3 from Bangladesh, Bhutan, Nepal, India, Sri Lanka, and the South Asian Association for Regional Cooperation (SAARC) Energy Centre of Islamabad participated in the meeting, in addition to the SARI/El team members and consultants.

The SARI/EI Project Secretariat presented the objective and key deliverables of the proposed "Pilot Market - Mock Exercise for South Asian Regional Power Exchange (SARPEX) and Formation of Market Advisory Committee." The SARI/EI Project Secretariat also discussed the Terms of Reference for the proposed "Model Framework Guidelines for Non-Discriminatory Open Access Regime in Transmission and on Trading License Regime and Guidelines for Grant of Trading License in South Asian Countries" (except India) for member deliberations.



Members expressed an appreciation for the efforts being made by SARI/EI in concluding various studies initiated under SARI/EI to promote cross-border energy trade (CBET), which was also presented.



## WORKSHOP ON POWER MARKETS DEVELOPMENT IN INDIA KEY LESSONS LEARNED: DHAKA, BANGLADESH

At the behest of the Ministry of Power, Energy and Mineral Resources (MPEMR) Power Division, IRADe organized a workshop on April 21, 2016 in Dhaka, Bangladesh to share the lessons learned during the evolution of the Indian power sector. The workshop highlighted key laws, policies, and regulations, as well as the role of transmission agencies and power exchanges in the development of the Indian power market. Mr. Nasrul Hamid, MP and Honourable State Minister of the Government of Bangladesh, served as the chief guest. In his inaugural speech, Mr. Hamid acknowledged the timely relevance of the workshop, given the country's interest in developing a local power market and the significant energy opportunities afforded regional markets.

Eminent dignitaries who addressed the delegates included Dr. Karl Wurster, Deputy Director of the Economic Growth Office in USAID/Bangladesh; Mr. Monowar Islam, Secretary of MEMPR's Power Division in Bangladesh; Mr. Md. Abul Kalam Azad, Principal Secretary to the Honourable Prime Minister, Government of Bangladesh; Mr. Mohammad Hossain, Director General of Power Cell; and Dr. Jyoti Parikh, IRADe. The vote of thanks was delivered by Mr. V. K. Kharbanda, IRADe. The workshop concluded with a high-level panel discussion that brought forward the views on power market development, the importance of policies and regulations, and the role of government. It was deliberated by eminent panellists including Mr.A. R. Khan, Chairman of the Bangladesh



Energy Regulatory Commission (BERC); Mr. Salim Mehmud, Member of BERC; Mr. S.K Soonee, CEO of the Power System Operation Corporation (POSOCO) of India; Mr. Sher Khan, USAID/Bangladesh; and Mr. V. K. Kharbanda, IRADe. The panel unanimously recommended the benefits of a competitive power market for Bangladesh to strengthen the power sector and its entities.

The TF-1 report, "Suggested Changes/Amendments in Electricity Laws, Regulations, and Policies of South Asian Countries for Promoting Cross-Border Electricity Trade in the South Asian Region," was launched during the workshop.

# WORKSHOP ON REGIONAL POWER TRADE WITH SPECIAL FOCUS ON NEPAL – INDIA: KATHMANDU, NEPAL

SARI/El conducted a workshop on "Regional Power Trade" with special focus on Nepal – India" on April 28, 2016 in Kathmandu, where the results of the Nepal-India modelling study were presented to stakeholders. Participants from Nepal included Mr. Suman Prasad Sharma, Secretary of the Ministry of Energy, Government of Nepal; Professor Dr. Govind Nepal, former Member of the National Planning Commission, Nepal; Mr. Shankar Khagi, Environment and Energy Specialist of USAID/Nepal; Mr. Jeebache Mandal, Joint Secretary of the Water and Energy Commission Secretariat, Ministry of Energy, Nepal; Mr. Sher Sigh Bhat, Deputy Managing Director of the Nepal Electricity Authority (NEA); Dr. Biswo Poudel, Assistant Professor at Kathmandu University; Dr. Bishnu Dev Pant, Executive Director of Institute for Integrated Development Studies (IIDS), Nepal; Mr. Surendra Raj Bhandari, Deputy Managing Director of NEA, Nepal; and Mr. Devendra Adhikari, Energy Economist, Nepal.



Representatives from organizations including NEA, Water and Energy Commission Secretariat (WECS), Ministry of Energy, Nepal Planning Commission, Nepal Rashtriya Bank, Investment Bank of Nepal, IIDS, Asian Development Bank, and World Bank attended the workshop. Stakeholders heard presentations on the results of the Nepal TIMES-MARKAL model and the macroeconomic model, demonstrating the positive economic impact of electricity trade on Nepal's economy.

#### CAPACITY BUILDING IN HYDROPOWER PROJECT APPRAISAL

On May 30 - June 3 and June 20 - 24, 2016, USEA conducted the first two of three modules of the "Techno-Economic Hydro Power Project Appraisal Training" – a SARI/EI assistance program to support regional power trade. The training was organized by the U.S. Energy Association conducted jointly by PTC India Financial Services Ltd. (PFS) and the National Power Training Institute (NPTI).

The purpose of the training provided capacity building in the areas of techno-economic appraisal and financial analysis in the power sector, targeted at the Nepal power sector, but also assisting the other SARI/EI countries. The training laid major stress on development of skills and knowledge in the functional areas of power finance.

Dr. Ashok Haldia, the Managing Director and CEO of PFS, provided the opening remarks to the training, emphasizing hydro power's importance to South Asia's energy sector and the hurdles it faces in the region. He spoke alongside senior representatives from USAID, USEA, and NPTI. Mr. J.S.S. Rao of NPTI welcomed the participants to their offices, expressing their gratitude for the opportunity to host the training to officially address the region's energy cooperation efforts, and Dr. Pawan Singh highlighted the progress PFS has made in its role as the financial partner to India's energy infrastructure.

The shape of the five day program was determined by a number of themes relevant to the region's expanding use of hydropower. The growth of the Indian and Nepalese power sectors was addressed, including the role and impact of electricity regulators and the drivers and bottlenecks for expansion of the hydropower sector. The numerous considerations for construction of hydropower plants were expanded upon, including identifying the best sites to suit geological and engineering considerations, as well as different schemes of hydropower plants. The group reviewed various aspects of project appraisal and technical appraisal, such as cost assessment, state and government clearances, and permits and approvals. The final day was devoted to hydropower transmission and distribution: demand analysis, signing of Power Purchase Agreements (PPAs), India's distribution system, the transmission interconnection between Nepal and India, and financing of hydroprojects from a lender's perspective.



Photo Credit: USEA

#### Presentations were provided by the following faculties:

Mr. Hitesh Sachdeva, Partner, KPMG

Mr. S.K. Shukla, Executive Director, Tehri Hydro Development Corporation India Ltd.

Mr. Rao Musharraf Khan, Senior Manager (Civil), National Hydroelectric Power Corporation

Mr. Shailendra Singh Bariha, Manager-Geology, National Hydroelectric Power Corporation

Mr. A. Bajpayee, Manager-Environment, National Hydroelectric Power Corporation

Mr. A. K. Jha, Head, Fortum India

Mr. Manish Gupta, Senior Manager (Electrical), National Hydroelectric Power Corporation

Mr. V.S. Bisht, Executive Vice President, Prabhat Financial Services Ltd.

Mr. Mukesh Aggawal, Vice President, SBI Capital Market Services Ltd.

Mr. Rakesh Kalsi, Assistant Vice President, Prabhat Financial Services Ltd.

Mr. N.C. Adak, Deputy General Manager, Power Grid Corporation of India Ltd.

Mr. Haziq Beg, Chief Operating Officer, IL&FS Energy Development Company Ltd.

#### **Participants included:**

#### **Afghanistan**

Engineer Ahmad Abdullah Nasrati, Engineer (Hydro Power Dams), Energy Programming Department, Ministry of Energy and Water

#### **Bangladesh**

Mr. Mahmud Hasan, Executive Engineer, Kaptai Hydro Power Station, Chittagong

#### **Bhutan**

Mr. Sonam Gyeltshen, Engineer, Department of Hydro Power & Power Systems, Ministry of Economic Affairs

Ms. Tashi Lhamo, Deputy Executive Engineer, Druk Green Power Corporation

Mr. Jamyang Namgyel, Engineer, Department of Hydro Power & Power Systems, Ministry of Economic Affairs

Mr. Tshering Tashi, Engineer, Department of Hydro Power & Power Systems, Ministry of Economic Affairs

#### Nepal

Mr. Dilip Baral, Senior Relationship Manager, Machhapuchchhre Bank Ltd.

Mr. Guarav Basnyat, Project Manager, Investment Board of Nepal

Mr. Bidur Raj Gautam, Transmission Engineer, Investment Board of Nepal

Mr. Ashis Kalyan Gyawali, Financial Analyst, Investment Board of Nepal

Mr. Ram Krishna Khatiwada, Financial Analyst, Hydroelectricity Investment and Development Company Ltd.

Dr. Hari Prasad Neopane, Associate Professor & Head of Department of Mechanical Engineering, Kathmandu University

Mr. Mukti Bodh Neupane, Deputy General Manager (Finance), Hydroelectricity Investment and Development Company Ltd.

Mr. Aalok Raj Pandey, Financial Analytics Team, Investment Board of Nepal

Mr. Kumar Pandey, Vice President (Business Development), Hydro Solutions (and member of Independent Power Producers Association in Nepal)



- Mr. Prashant Raj Pandey, Project Manager, Investment Board of Nepal
- Mr. Gokarna Raj Pantha, Senior Divisional Engineer, Ministry of Energy
- Mr. Rajesh Sapkota, Assistant Manager (Civil)/Engineer, Nepal Electricity Authority
- Mr. Ram Kaji Thapa, Senior Divisional Engineer, Ministry of Energy

#### **Pakistan**

Mr. Sami Ullah, Project Manager (Hydel), Private Power & Infrastructure Board, Ministry of Power & Water



Participants at the first module of the "Techno-Economic Hydro Power Project Appraisal Training" at NPTI

#### **CAPACITY BUILDING IN POWER TRADING**

Energy executives representing SARI/EI countries participated in the second round, and the first of three modules, on the design, management and operation of a power trading entity – a SARI/EI assistance program to support regional power trade. The training was organized by the U.S. Energy Association, and conducted again jointly by PTC India Ltd. (India's largest power trader) and the National Power Training Institute (NPTI). After the successful completion of the first round of all the three modules, on specific request from the participants' countries, USEA and PTC conducted this training program for another group of participants.

As in the first round, the activities were designed to be conducted in three modules of five days each. The training program was tailored for the Nepalese, to provide them with the institutional and human capacity to establish a power trading entity in Nepal. Topics covered a range of subjects from the regulatory and policy environment and evolution to the specific topics related to power trading activities in India, while providing the participants with first-hand exposure of the power exchange.

Sixteen delegates participated in this round of training, beginning with module one conducted June 6-10,2016 at the NPTI campus in Faridabad, India. The overall objective of this module of training was to provide the participants with the rules and regulations governing the Indian Power Sector, so as to enable them to get a better foundation for understanding the topics to be covered in the subsequent modules.





The inauguration of the module was done by the Acting Director, Clean Energy and Environment Office, (CLEEO), USAID/India, Mr. Mark Newton. Mr. Newton highlighted the need and impact of such programs on regional energy cooperation amongst the SARI/El countries. He commended USAID, USEA, PTC, and NPTI for coming together to provide a learning platform to the participants, to support the objectives of realizing a vibrant power market in the South Asian region.

In his inaugural address, Mr. Deepak Amitabh, Chairman and Managing Director, PTC India Ltd., expressed his pleasure that the first round of training was deemed so beneficial as to generate a demand for a second round by the SARI/EI countries. He underlined the various transactions being undertaken by PTC India with its neighboring countries of Bhutan, Nepal and Bangladesh for the past many years, and reiterated PTC's commitment to helping other countries evolve their own structures for intra-country and inter-country energy transactions.

Over the course of five days, Indian power sector experts provided detailed presentations on the roles and powers of the various energy sector players, functions and operations of load dispatch centers, the Electricity Act 2003 and national electricity and tariff policies, determination of tariffs, Availability Based Tariff (ABT), unscheduled interchange (UI), the Indian grid code, roles and functions of the power traders, evolution of the power market, open access, regulations, deviation settlement mechanism, congestion management, and real-time system operation.



Mr. Mark Newton (second from right), Acting Director, CLEEO, USAID/India highlighted the need and impact of capacity building programs on regional energy cooperation amongst the SARI/EI countries

Presentations were provided by the following faculties:

- Ms. Alka, Asst. Prof., National Power Training Institute
- Mr. Manish Chaudhari, Asst. Chief Finance, Central Electricity Regulatory Commission
- Mr. R. K. Verma, Chief Engineer, Central Electricity Authority
- Mr. B. P. Bhandary, Director, National Productivity Council
- Mr. Goutam Chakraborty, Dy. General Manager, National Load Despatch Center, Power System Operation Corporation Ltd.
- Mr. S. C. Shrivastava, Chief- Engineer, Central Electricity Regulatory Commission
- Ms. Indu Maheshwari, Asst. Prof., National Power Training Institute
- Ms. Shilpa Agarwal, Dy. Chief Engineer, Central Electricity Regulatory Commission
- Mr. S. S. Barpanda, Additional General Manager, National Load Despatch Center, Power System Operation Corporation Ltd.
- Ms. Shilpi Dewan, Sr. Executive, Indian Energy Exchange
- Mr. Anil Kumar Meena, Chief Design, Engineer, Powergrid Corporation of India Ltd.
- Mr. Pankaj Ekbote, Additional General Manager, National Thermal Power Corporation Ltd.
- Mr. Pawan Kumar, Sr. Engineer, National Load Despatch Center, Power System Operation Corporation Ltd.
- Mr.T. N. Thakur, ex-CMD, PTC India Ltd.

#### **Participants included:**

#### **Bangladesh**

Mr. Mir Mothaher Hossain, Chief Staff Officer to Managing Director, Power Grid Company of Bangladesh

#### Bhutan

Mr. Sonam, Engineer, Department of Hydropower & Power Systems, Ministry of Economic Affairs

#### Nepal

Mr. Raju Maharjan, Senior Divisional Engineer, Ministry of Energy

Mr. Shribhadra Gautam, Finance Officer, Ministry of Energy

Ms. Pratibha Manandhar, Senior Divisional Engineer, Ministry of Energy

Mr. Bibhu Bikram Shah, Manager Hydro Projects, Office of the Investment Board

Mr. Satish Narayan Joshi, Principal Manager, Office of the Investment Board

Mr. Jaya Raj Bhandari, Joint Director, Nepal Electricity Authority

Mr. Lunar Shrestha, Deputy Manager, Nepal Electricity Authority

Mr. Tirtha Raj Neupane, Charter Accountant, Nepal Electricity Authority

Mr. Narendra Bir Shrestha, Assistant Manager, Nepal Electricity Authority

Mr. Ananta Upreti, Assistant Manager, Nepal Electricity Authority

Mr. Ramesh Paudel, Assistant Manager, Nepal Electricity Authority

Ms. Mandira Adhikari, Engineer, Nepal Electricity Authority

Mr. Om Prakash Mandal, Engineer, Nepal Electricity Authority

#### Sri Lanka

Mr. K. L. R. Chandana Wijayasinghe, Director, Power & Energy, Ministry of Power & Renewable Energy



#### SARI/EI OUTREACH AND CONSENSUS BUILDING

Mr. Rajiv Ratna Panda, the Head-Technical of SARI/EI/IRADe, participated as a point-of-reference at the SAARC dissemination workshop on the "Study for the Development of Potential Regional Hydro Power Plants in South Asia." It was held May 9 – 10, 2016 in Kathmandu, Nepal. IRADe provided a detailed presentation entitled "Regional Energy Cooperation: Regional Regulatory Guidelines for Promoting Cross Border ElectricityTrade & Hydro Power Development in South Asia." It provided a brief overview of SARI/EI, the key drivers for CBET, the regional exploitation of energy resources, the current status of CBET, and the future scenario of CBET in South Asia. The presenter also discussed key issues related to CBET hydro power projects, its main challenges, the risk associated with CBET projects, and the regulatory framework of Regional Regulatory Guidelines (RRGs).

Mr. Rajiv Ratna Panda, Head-Technical of SARI/EI/IRADe, participated in the "High Level Panel Discussion: Policy & Regulatory Aspects and Reforms" of the POWER-GEN India & Central Asia Conference held May 18 - 20 2016 in New Delhi, India. Mr. Panda provided a brief presentation entitled "South Asian Power Sector and Cross Border Electricity Trade," providing an overview of the South Asian power sector and the potential of regional energy resources, including hydropower. The current status of CBET and future cross-border trading scenarios were also discussed, in addition to regional transmission capacity by 2033-34 and 2040. Mr. Panda also addressed regional hydropower's role in renewable integration and grid balancing.

Mr. Rajiv Ratna Panda, Head-Technical of SARI/EI/IRADe, participated in the Nepal Power Investment Summit held May 31 – June 3, 2016 in Kathmandu, Nepal. Honorable Prime Minister KP Oli inaugurated a four-day summit entitled "Nepal Power Investment Summit 2016." It was organized by the Energy Development Council (the umbrella organization of the entire energy sector of Nepal) and the Neoventure Corporation, along with the government partnership Ministry of Energy and Investment Board of Nepal. Mr. Rajiv participated in the session entitled "Power Transmission & Distribution in Nepal," giving a detailed presentation on "Accelerating the Development of South Asian Power Sector through Cross Border ElectricityTrade."



#### STATUS OF TASK FORCE STUDIES

#### **Task Force 1 Studies:**

- The TF-1 study on the review and analysis of policies, regulations, and laws prevailing in the SAARC countries was completed. As a result, two reports have been published. The first covers regional regulatory guidelines. The second is "Suggested Changes/Amendments in Electricity Laws, Regulations and Policies of South Asian Countries for Promoting Cross Border Electricity Trade in the South Asian Region."
- The draft interim report of the TF-1 study entitled "Regional Investment Framework and Policy Guidelines for Promoting Investment in South Asian Power Sector" has been submitted by the consultant and is under review.
- A draft of the "Building Consensus & Developing a White Paper on South Asian Forum of Electricity Regulators (SAFER)" has been prepared. It is expected to be finalized by the end of the next quarter after country-wide stakeholder consultation.

#### **Task Force 2 Studies:**

- The draft final report of Task Force 2's initial study entitled "Assessment of the Electricity Trading Potential of South Asian Countries" has been completed and is under review and finalization.
- The final "Harmonization of Grid Codes, Operating Procedures and Standards to Facilitate/Promote Cross Border Electricity Trade in South Asia Region" report has been submitted and is being circulated to members for review.

#### Task Force 3 Studies:

- The final report on "Assessment of Commercial Terms and Conditions for CBET and Suggested Model of Power Exchange in South Asian Region" has been completed and is under review and finalization.
- The scope of work for the pilot market/mock exercise of SARPEX (South Asian Regional Power Exchange) was finalized in consultation with task force members. The pilot market request for proposals has been issued and bids are under evaluation.
- The TIMES Model and Macroeconomic Model for Nepal was revised, taking into consideration the comments shared by stakeholders in the Nepal workshop.
- India TIMES Model outcomes and scenarios were fine-tuned and the finalization process has beeninitiated through focus group discussions with key stakeholders, such as the Central Electricity Authority and Power System Operation Corporation of India.
- Electricity Authority and Power System Operation Corporation of India.

#### **UPCOMING ACTIVITIES (JULY- SEPTEMBER 2016)**

- SARI/EI will chair the session and speak on CBET in the USAID Low Emissions Asian Development (LEAD) program at Hanoi, Vietnam, schedule for June 30 July 1,2016.
- Stakeholder consultation meeting with Central Electricity Authority (CEA) of India on July 8, 2016 to demonstrate the India TIMES Model results.
- Stakeholder consultation meeting with Bhutan on July 13, 2016 to discuss the SAFER white paper.



- The final module of the "Techno-Economic Hydro Power Project Appraisal Training" is scheduled for July 25 – 29, 2016 and will include visits to the Chamera Hydroelectric Power Plant and the Northern Regional Load Despatch Center (NRLDC) in India.
- Modules 2 and 3 of the "Capacity Building Program for Designing, Managing and Operating a Power Trading Entity" will take place in New Delhi on August 1 5 and September 5 9, 2016, respectively.
- SARI/EI participation in the Myanmar Green Energy Summit 2016, scheduled for August 15 16, 2016.
- Stakeholder consultation meeting regarding the SAFER white paper, as well as a "Think Tank Forum" in Nepal, tentatively scheduled for August 31, 2016.

#### **ABOUT SARI/EI**

The SARI/EI program, funded by the United States Agency for International Development (USAID), promotes integration of energy systems and enhances cross-border energy trade among the South Asian countries by focusing on the following three development outcomes for overall socio-economic development of the region:

#### Harmonize Policy, Legal and Regulatory Issues

The key result of the Harmonization of Policy, Legal and Regulatory Issues component is to create the enabling systemic conditions for a sustainable market for investment and implementation of cross-border energy trade.

#### **AdvanceTransmission System Interconnections**

The key result of the Advancement of Transmission System Interconnections component is to create the enabling, systemic conditions for a sustainable market for investment and implementation of subregional bilateral transmission interconnections beginning with the Eastern Subregion of South Asia.

#### **Establishment of South Asian Regional Electricity Markets**

The key result of this component on Establishment of South Asian Regional Energy Market is to create the enabling and systemic conditions for a sustainable market for energy trading and exchange among the South Asian countries.

The overarching objective of the SARI/El program is to develop a common template for technical and commercial aspects of power exchange among the South Asian countries. It intends to create the right enabling environment to support the establishment of a South Asian electricity market, gain consensus and support from the key decision makers and stakeholders in the South Asian region.

## **SARI/EI WEB PAGE**

For current information on SARI/EI, please visit the web page: www.sari-energy.org



#### **BACKGROUND**

Over the last two decades, South Asia has been one of the fastest growing regions in the world, with an average annual growth rate of 6% as measured by GDP per capita. Yet despite this impressive macroeconomic growth, the energy sector in the region has not been able to keep pace, and continues to experience chronic problems of supply shortage and poor quality of service. South Asia's energy security dilemma is one of the single energy development challenges of the 21<sup>st</sup> century critical to the economic future of almost 1.5 billion people. Given this dilemma, the only long-term solution is the sustained increase in regional energy cooperation among the South Asian countries.

USAID's South Asia Regional Initiative for Energy's (SARI/E) role over the past decade in advocating energy cooperation in South Asia has transitioned to the next phase of advancing regional energy integration and cross-border energy trade (CBET) in eight South Asian countries (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka).

This new phase titled South Asia Regional Initiative for Energy Integration (SARI/EI) is designed to

build upon USAID SARI/Energy's successful implementation in the past decade to move South Asian countries towards increased regional energy security. The program will address policy, legal, and regulatory issues related to energy in the region; promote transmission interconnections; and work towards establishing a regional market exchange for electricity.









# South Asia Regional Initiative for Energy Integration

Quarterly Update - April to June 2016

## **CONTACT INFORMATION**

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