

[2009-10]

CIRC Annual Report



[CUTS Institute for

Regulation and Competition]

CIRC Governing Council

PRESIDENT

C. Rangarajan Chairman, Economic Advisory Council to the Prime Minister of India

MEMBERS

S. No.	Names	Designation & Affiliation
1.	Shankar Acharya	Honorary Professor, Indian Council for Research on International Economic Relations, New Delhi
2.	Isher Ahluwalia	Chairperson, Indian Council for Research on International Economic Relations, New Delhi
3.	Nitin Desai	Chairman, CIRC Managing Committee Former Under Secretary-General of the United Nations
4.	Frederic Jenny	Judge, French Supreme Court, Paris, France
5.	Vijay Kelkar	Chairman, Thirteenth Finance Commission of India
6.	D. R. Mehta	Former Chairman, Securities and Exchange Board of India, Jaipur
7.	Vikram S. Mehta	Chairman, Shell Group of Companies in India, Mumbai, India
8.	Nripendra Misra	Former Chairman, Telecom Regulatory Authority of India
9.	Kirit Parikh	Former Member, Planning Commission, New Delhi, India
10.	Rajendra S. Pawar	Chairman, NIIT Ltd., New Delhi, India
11.	S. L. Rao	Former Chairman, Central Electricity Regulatory Commission, India
12.	Rubens Ricupero	Former Secretary General of United Nations Conference on Trade and Development (UNCTAD), Geneva
13.	S. Sundar	Distinguished Fellow, The Energy and Resources Institute (TERI), New Delhi, India
14.	Vijay S. Vyas	Member, Economic Advisory Council to the Prime Minister of India
15.	B. K. Zutshi	Former Indian Ambassador to the General Agreement on Tariffs and Trade (GATT), Jaipur, India
16.	Pradeep S. Mehta	Secretary General, CUTS International, Jaipur, India
17.	Ritu Anand	Principal Advisor and Chief Economist at the Infrastructure Development and Finance Company Ltd., Mumbai, India
18.	Amit Kapur	Partner J. Sagar Associates, New Delhi
17.	Dipak Chatterjee	Director General, CIRC and Ex-Officio Secretary, Governing Council (From January 2009 to July 2009)
18.	Mukesh Kacker	Director General, CIRC and Ex-Officio Secretary, Governing Council (From August 2010)

Dr C Rangarajan
Chairman, Prime Minister's Economic Advisory Council



President's Message

The Indian economy has witnessed significant economic growth during the last two decades. Policy makers in India often agree on two aspects: *first*, to unleash India's full potential, improvements in the infrastructure facilities and market conducts are much needed, and *second*, supportive regulation is the key to ensure infrastructure development. Also, it is recognized that failing to improve the country's infrastructure will slow down India's growth process. In view of the criticality of good regulation, the Government of India attaches high priority to improving regulatory environment in India. Consequently, independent regulators in sectors such as petroleum and natural gas, airports, telecom, pension funds, securities, etc have been set up. Competition Commission of India (CCI) is now fully operational. These regulators are mandated to deal with structural as well as conducts of market players.

It is important to recognize that good policies, accompanied by good regulatory governance, are known to achieve the larger goals of economic and social development. Good regulatory governance is achieved through transparent and accountable institutions and strong professional competence. When one considers the issues relating to professional competence to improve regulatory governance the interface of law and economics naturally occupies central space. But unlike other jurisdictions, the interface between law and economics is relatively undeveloped in India and other developing countries. Therefore, institutions dealing with this interface are highly needed in current context.

Given the changes in the regulatory space, staff from regulatory bodies, government departments, and private sectors require capacity building in specialized matters relating to regulation and competition. CIRC has been established with a view to fill the capacity building void in these areas.

It is heartening to note that the Institute has made significant progress in short span of time. It has worked with both government and non-government agencies in its focus areas. In due course, CIRC will launch capacity building courses of different durations for variety of stakeholders through appropriate modes. I hope they will be received well by the stakeholders.

With a dedicated team of in-house and external professionals, I am confident that CIRC will continue to identify niche areas and offer innovatively solutions.

C. Rangarajan
President, Governing Council

Nitin Desai
Former Under Secretary General, United Nations



Foreword

The most notable features of infrastructure reforms in developing countries, including India, over the last two decades or so have been the establishment of: new regulatory laws, institutions, contract regimes, and processes. These regulatory responses have a three-pronged approach (a) address issues relating to natural monopolies and market failures particularly in infrastructure sectors (b) encourage efficient, low-cost, and reliable service provision, and (c) ensure financial viability and new investment.

These regulatory responses require robust professional support to achieve the intended outcomes. Professional support in terms of high-quality research and training is the need of the hour. India and several other southern countries are undergoing a similar change in this area of regulation and competition. For example new regulatory and competition agencies are coming into existence in a number of countries in Asia, Africa and Latin America. The human capacity of these agencies needs to be built up. CIRC is an important initiative in this direction.

During 2009-10, CIRC has undertaken several projects supported by government agencies as well as international donors. CIRC successfully conducted several training programmes, notably, on trade remedial measures, and competition, regulation and consumer issues in electricity sectors with the support of CERC and Ministry of Commerce and Industry respectively. It organized several policy events on issues of contemporary significance. This annual report provides an account of these developments.

CUTS International, the promoter of CIRC, has worked on regulatory and competition issues in over thirty five developing countries across the globe during the last twenty five years or so. This has resulted in a large body of research and capacity building experience with CUTS International, which CIRC draws heavily from. The experience of CUTS International has also yielded strong local partnerships in these countries and has made cross-country experience sharing possible. In years to come CIRC will design and offer country-specific capacity building solutions in other developing countries and use the network created by CUTS to deliver them.

The Institute has already developed good modules on competition law and policy, which it hopes to launch soon for India and other developing countries in Asia and Africa. Similarly, more courses on regulatory issues suiting needs of different stakeholders are on the anvil.

I am quite confident that CIRC, with its dedicated professional team and other staff, will continue to scale new heights in the coming years.

Nitin Desai
Chairman, Managing Committee

Index

Summary	Page 8
Recruiting skilled personnel and developing administrative procedures	Page 9
Institutional and core funding	Page 10
CIRC events and participation	Page 10
Development of a work agenda	Page 13
Outreach	Page 15
Financial statements	Page 17

Summary

CIRC was incorporated as a society under the Societies Registration Act, 1860 on 18th January 2008 and became operational in January 2009. Although the acronym CUTS was included in the name of the Institute, it must be pointed out that CIRC is a totally separate legal and financial entity. This progress report summarizes the new initiatives and other developments at CIRC from April 2009 to March 2010. Information on various activities and progress made during this period has been presented in the following sections:

- i) ***Recruiting skilled personnel and developing administrative procedures***
- ii) ***Institutional and core funding***
- iii) ***CIRC events and participation***
 - a. Training programmes and courses
 - b. Policy events
 - c. Participation of CIRC staff in various events
- iv) ***Development of a work agenda***
- v) ***Outreach***

Highlights	
Projects and Events	Knowledge Products
<ul style="list-style-type: none"> ❖ Training programmes on “Regulation, Competition and Consumer Issues in the Electricity Sector in India” with the support from the Forum of Regulators, Central Electricity Regulatory Commission. ❖ Two training programmes on “Trade Remedial Measures” with the support of the Ministry of Commerce, Government of India. ❖ Policy seminar on “Achieving Inclusive Growth through Better Infrastructure Regulation” ❖ “Interface between Competition Policy & Law and Business Strategy” a CIRC International 	<ul style="list-style-type: none"> ❖ Four training modules for consumer advisors (As part of GTZ – MoCA supported project) covering: <ul style="list-style-type: none"> ✓ Basic concepts of law ✓ Law of torts ✓ Law of contract [Indian Contract Act, 1872] ✓ Law of sale of goods and services [Sale of Goods Act, 1930; Hire-Purchase Act, 1972] and rules therein ✓ Consumer Protection Act 1986 and rules therein ✓ Consumer issues related to financial services ❖ A compilation of Frequently Occurring Problems (FoPs) across 24 goods and services sectors. ❖ Course Material on Competition Policy and Law <ul style="list-style-type: none"> ✓ Module 1: Introduction to competition policy and law ✓ Module 2: Organizational structure of Competition Commission of India ✓ Module 3: Economics for competition analysis ✓ Module 4: Dealing with abuse of dominance in Indian markets ✓ Module 5: Substantive provisions relating to abuse of dominance across jurisdictions ✓ Module 6: Dealing with anti-competitive horizontal agreements and cartels in India ✓ Module 7: Dealing with anti-competitive vertical agreements in India ✓ Module 8: Substantive provisions relating to anti-competitive agreements across jurisdictions ✓ Module 9: Regulation of combinations in India ✓ Module 10: Substantive provisions relating to regulation of combinations across jurisdictions ✓ Module 11: Remedies under Competition Act 2002 ✓ Module 12: Interplay between intellectual property resources (IPRs) and competition law

Highlights	
Projects and Events	Knowledge Products
Conference in association with NERA Economic Consulting.	<ul style="list-style-type: none"> ✓ Module 13: Cross-border competition issues and future of competition law ✓ Module 14: Interface between competition law and business strategy

Section – I: Recruiting Skilled Personnel and Developing Administrative Procedures

- a) ***Recruitment:*** CIRC became operational in January 2009 and commenced its functioning with a very small complement of staff. CIRC's current staff comprises the Director General, one Director, one Fellow, one Junior Fellow, two Research Assistants, one Marketing Manager, one Administration Manager and two support personnel to support administration and accounts. Efforts are being made to bring more knowledge staff on board.

CIRC needs to have senior professionals to act as 'responsibility centres' in individual areas of its focus. Resource persons with specific domain knowledge are required to establish a firm knowledge base to offer advisory and capacity building services in the core areas of the Institute. To be precise, CIRC needs experienced resource persons in the areas of highways, railways, civil aviation, ports, electricity, telecom, urban development and consumer affairs. However, the absence of institutional funding and a solid financial resource base are preventing CIRC from recruiting experienced resource persons.

- b) ***Internship:*** CIRC has launched an internship programme to recruit interns from diverse academic backgrounds such as law, economics, business management etc. Until June 2010, eight interns have worked on various projects relating to infrastructure regulation and competition law & policy. Interns from premier institutions like IITs, Delhi School of Economics, national law universities etc have been recruited under the CIRC Internship Programme (CIP).
- c) ***Library:*** A small and functional library has been established at CIRC. The Institute subscribes to select magazines and journals such as 'The Economist', 'Economic & Political Weekly', 'Consumer Voice' etc. Full access to Manupatra - a highly informative legal portal - has also been subscribed to by CIRC. Electronic access to several useful journals in the areas of interest has also been established.
- d) ***Administrative Procedures:*** CIRC Service Rules 2009 and other rules relating to accounting and administrative procedures have been put in place for transacting the business of CIRC efficiently. A detailed work distribution plan has also been made operational to streamline work and responsibility within the institution.

Section – II: Institutional and Core Funding

- a) **Funding Raised So Far.** The fundraising efforts for CIRC were initiated in 2008 and an initial startup support of Rs. fifteen lacs, Rs. Seven and a half lacs were provided by IDFC and ILFS respectively. Similarly, Rs ten lacs each was provided by HDFC and ICICI Bank. The fundraising effort received a boost when Mr. Nandan Nilekani committed to contribute up to Rs. one crore, subject to CIRC raising a matching amount of Rs. one crore. In order to achieve this target, CIRC published a policy souvenir wherein advertisements were sought from a large number of companies and organizations. A collection of articles/essays on various themes of infrastructure regulation both from Indian and global perspective were presented in the souvenir. The fund raising drive through advertisements culminated in meeting the challenge of Mr. Nilekani, who in turn paid a matching donation of Rs. 1 crore in April 2009. CIRC thus raised an approximate amount of Rs two crores by January 2010.

Though this amount was not adequate to launch the activities of CIRC on a scale that was originally envisioned, it was still decided to start the operations at a minimal level and to expand the activities as and when more funds were received.

Section – III: CIRC Events and Participation

During 2009-10, CIRC organized several capacity building and policy events. Also, CIRC staff participated in various events.

- 1) Training programmes:
- a) **Training Programme on Consumer Protection:** Independent regulation is a relatively new development in developing countries like India. The basic premise of independent regulation is that specialised agencies that are independent of influence from the Government can make decisions for maximising social welfare. Regulatory decisions try to strike a balance among the conflicting interests of various stakeholder groups. Therefore, quality of representation from stakeholder groups, their capacity, and that of regulators and their staff become crucial for regulatory effectiveness. Keeping this perspective in view, a four-day Training Programme entitled “**Training Programme on Consumer Protection**” was organized by the Institute with support from the Forum of Regulators, Central Electricity Regulatory Commission at New Delhi, from 16th to 20th February 2009.
- b) It was followed by another programme entitled “**Regulation, Competition and Consumer Issues in the Electricity Sector in India**” organized from 18th to 21st May 2009 at Bhagsunag, Dharamshala in Himachal Pradesh. The objectives were to impart knowledge to SERC officials on theories of economic regulation and their application in the electricity sector, and build better understanding and appreciation of SERC officials on issues relating to regulation, competition and consumer protection in the Indian electricity

sector. This programme was also supported by the Forum of Regulators, Central Electricity Regulatory Commission.

- c) CIRC, with the support of the Ministry of Commerce, Government of India conducted two programmes on **“Trade Remedial Measures”** focused on anti-dumping, anti-subsidy and safeguards measures. The first 3 days’ programme was organized at Delhi from 23rd to 25th April 2009. The second 3 days’ programme was held at Mumbai from 8th to 10th October, 2009. The programme content included: WTO basic principles and overview of GATT and specific trade remedy measures; Indian anti-dumping and countervailing duty law and practice; concept and issues in dumping margin calculations; overview of requirements for filing applications before Designated Authority; strategies and approach to anti-dumping, anti-subsidies and safeguard measures against Indian exports to major partners.
- d) German Technical Cooperation (GTZ) and Department of Consumer Affairs, Government of India, have partnered to set up consumer advice centers in five states, namely Gujarat, Madhya Pradesh, Orissa, Tamil Nadu and West Bengal. GTZ commissioned CIRC to conduct two training programmes for consumer advice staff at Bhubaneshwar and Bhopal. CIRC organized these two programmes entitled **“Training of Consumer Advisors”** at Bhubaneshwar from 26th April to 1st May 2010 and at Bhopal from 3rd May to 8th May 2010. The objectives of the programme were (i) to create a cadre of professionals who can advise consumers in regard to problems facing them, and (ii) to impart knowledge to develop interpersonal skills. As part of the project, CIRC developed four training modules on: (i) Basics of Law (ii) Law of Torts (iii) Sale of Goods and Services and (iv) Consumer Protection Act 1986. Along with the modules, CIRC also extensively documented frequent occurring problems (FoPs) to the consumers across twenty four goods and services sectors.

2) Policy Events

- a) CIRC organized a roundtable on **“Developing Infrastructure through an Ideal Regulatory Framework”** in New Delhi on 16th January 2009. Dr. C. Rangarajan, Member of Parliament and President of the Governing Council of CIRC, presided over the roundtable. While speaking on the occasion, he emphasized the growing importance of competition law and its enforcement in the light of the transformation of the Indian economy from a highly regulated one in the 1970s to one where productivity and performance are of prime importance. Dr Rangarajan also pointed out that both over-regulation and under-regulation lead to serious adverse consequences. Three major objectives of infrastructure regulations - investment generation, consumer protection, and efficient production of services - were highlighted by Dr. Rangarajan. A panel discussion in the event had distinguished speakers, namely Mr. N.K.Singh, Member of Parliament, Mr. Nandan Nilekani, Co-Chairperson of Infosys Technologies, Mr. Nripendra Misra, Chairman, Telecom Regulatory Authority, Mr. Vikram S Mehta, Chairman of Shell Group of Companies in India, Mr. Arvind Mayaram, Additional Secretary, Govt, of India, Mr. Pramod Deo, Chairman, CERC. The Roundtable

concluded with recommendations for improving the regulatory system in India.

- b) CIRC organized a policy seminar on “***Achieving Inclusive Growth through Better Infrastructure Regulation***”, at New Delhi, Friday, 17 July, 2009. Mr. Salman Khurshid, Hon’ble Minister of State for Corporate Affairs was the Chief Guest. He released the policy souvenir “*Developing Infrastructure through an Ideal Regulatory Framework*”, published by CIRC. The souvenir - a compilation of articles advocating regulatory reforms in the infrastructure sector – was published as part of the fund-raising drive by CIRC.
- c) CIRC in association with CUTS and NERA Economic Consulting organized an International Conference on the “**Interface between Competition Policy & Law and Business Strategy**” at New Delhi on 25-26 November 2009. The participants were distinguished personalities from the competition enforcement authorities, legal community, corporate houses and academia. On this occasion, Mr. Salman Khurshid, Minister for Corporate Affairs, released a Tool Kit on the Competition Law in India, published jointly by CUTS and CIRC.

3) Participation of CIRC Staff in Conferences/ Events

- a) CIRC encourages its knowledge staff to attend conferences, summits and trainings to enrich and develop their skills and capabilities. The following are some such participations by CIRC staff:
 - ❖ Dr Pallavi Kishore, Fellow, CIRC, attended a national conference on ‘State of Competition in Indian Economy’ organized by Competition Commission of India (CCI) in New Delhi on June 11-12, 2009. It covered a wide range of issues such as implementation, competition assessment framework, market studies of specific sectors such as Civil Aviation, Ports, Railways, Pharmaceuticals Energy, Steel, Petroleum refining.
 - ❖ Mr. Arpan De Sarkar, Jr. Fellow, CIRC, attended the 6th Water Summit organized by Confederation of Indian Industry (CII) in New Delhi from June 11-12, 2009. It laid emphasis on Public-Private Community Participation (PPCP) to contribute towards water resource management.
 - ❖ Dr Pallavi Kishore, Fellow, CIRC, attended a training of trainers’ workshop under International Finance Corporation, Bangladesh Investment Climate Fund (IFC-BICF) Project of CUTS in competition policy and law in Bangladesh, Dhaka on July 9-11, 2009
 - ❖ Dr Navneet Sharma. Fellow, CIRC, participated in the 10th Regulatory and Policy Retreat during July 23rd -27th, 2009 at Goa. This annual event is a high level forum to discuss contemporary issues related to infrastructure regulation and competition.

- ❖ Mr. Arpan De Sarkar, Jr. Fellow, CIRC, attended the National Conference on Regulation and Electricity Services to the poor, organized by Prayas Energy Group, Pune at New Delhi on August 07-08, 2009.
- ❖ Mr. Mukesh Kacker, Director General, CIRC, participated in a high level conference on “Building Infrastructure: Challenges & Opportunities” at New Delhi on 23rd March 2010 organised by the Planning Commission.

Section – IV: Development of a Work Agenda

- a) In addition to trying to secure core and institutional funding, CIRC has been making efforts to explore various possibilities to raise activity/project-based funds through offering advisory services and capacity building programmes in related fields. The present focus is on the following areas:
- ❖ Execute term-bound assignments (research, survey, capacity building etc.);
 - ❖ Get long-term project support;
 - ❖ Build in-house capacity for offering competition law/policy related courses;
 - ❖ Develop institutional partnerships to jointly organise various activities and
 - ❖ Develop other research and capacity building verticals on:
 - ✓ Consumer studies
 - ✓ Regulatory impact assessment,
 - ✓ Competition advisory and due diligence,
 - ✓ Infrastructure regulation,
 - ✓ Competition and regulation in government procurement
- b) Under “term-bound assignments” the following projects/ proposals have been submitted by CIRC to different funding agencies:
- ❖ A concept note on “Capacity Building Programme on Competition Law for Indian Small and Medium Enterprises Sector” was submitted to the Department of Micro, Small & Medium Enterprises, Government of India in the month of February, 2010. After the Ministry showed interest in the subject and after a meeting with Secretary, department of MSME, a more detailed proposal was submitted.
 - ❖ Three expressions of interest (EoIs) have been submitted to the Department of Planning and Development, Government of Jharkhand - 1. capacity building for decentralized district planning (training needs assessment, designing of training modules, training to government officials and community leaders); 2. action research study on existing planning process in the state, and, 3. action research study on public private community partnership models.
 - ❖ Regulatory Impact Assessment in the Electricity Sector in Madhya Pradesh – this proposal has been submitted to the Ministry of

Statistics and Programme Implementation (MoSPI), Government of India, after meetings with the Secretary, Department of Statistics & Programme Implementation and DG, Statistics.

- ❖ It is planned that one more proposal on indicator framework on government procurement in India will be submitted to MoSPI in August 2010.
 - ❖ Competition Issues in Disinvestment – a concept note is being prepared. It will be submitted to the Department of Disinvestment, Ministry of Finance, Government of India.
 - ❖ The Institute has prepared a concept paper to conduct research on competition issues in the Indian oil and natural gas sector. It will be submitted to the Petroleum and Natural Gas Regulatory Board.
 - ❖ A concept note on competition issues in the Indian civil aviation sector is under preparation. It will be submitted to the Airport Economic Regulatory Authority (AERA).
 - ❖ As follow up of the two initial programmes supported by Forum of Regulators/CERC, the Institute has approached various state level electricity regulatory commissions and distribution utilities for future programmes.
- c) The Institute is making the following efforts to get long-term (project duration of more than a year) project support:
- ❖ The Institute has established contact with the Indian Council for Social Science Research (ICSSR) to get funds for institutional support. ICSSR usually first develops a comfort level with the Institute by providing regular project support (projects of one-year duration) for two/three years and then considers recognizing an institution. CIRC has submitted two proposals to the ICSSR: (i) Regulatory and competition issues adversely affecting the public procurement system in India. (ii) Proposal for organizing a two-day orientation workshop on competition & regulatory issues in infrastructure sector in India.
 - ❖ The Institute intends to approach the Ministry of Consumer Affairs, Government of India to get long-term project support under the Consumer Welfare Fund. This support will be requested for establishing a dedicated centre within the Institute to work on consumer impact assessment of regulatory reforms in India.
 - ❖ The Institute will be approaching Sir Ratan Tata Trust and Asia Foundation to get support for research and capacity building activities on competition policy and law and infrastructure regulations in India. A concept paper is being prepared.
 - ❖ CIRC is also working with the Rajasthan Urban Infrastructure Finance and Development Corporation on a comprehensive proposal for developing the capacity of ULB (urban local bodies) officials in the state of Rajasthan.
- d) CIRC has plans to launch a post-graduate level professional course in the area of competition policy and law. After extensive in-house preparations and consultations with external experts, CIRC has been able to produce fourteen modules on:
- ✓ Module 1: Introduction to competition policy and law

- ✓ Module 2: Organizational structure of Competition Commission of India
- ✓ Module 3: Economics for competition analysis
- ✓ Module 4: Dealing with abuse of dominance in Indian markets
- ✓ Module 5: Substantive provisions relating to abuse of dominance across jurisdictions
- ✓ Module 6: Dealing with anti-competitive horizontal agreements and cartels in India
- ✓ Module 7: Dealing with anti-competitive vertical agreements in India
- ✓ Module 8: Substantive provisions relating to anti-competitive agreements across jurisdictions
- ✓ Module 9: Regulation of combinations in India
- ✓ Module 10: Substantive provisions relating to regulation of combinations across jurisdictions
- ✓ Module 11: Remedies under Competition Act 2002
- ✓ Module 12: Interplay between intellectual property resources (IPRs) and competition law
- ✓ Module 13: Cross-border competition issues and future of competition law
- ✓ Module 14: Interface between competition law and business strategy

The Institute has approached the National Law University of Delhi (NLUD) to accredit this programme. Both the organisations are discussing the launch of the programme on a large scale.

Section – V: Outreach

- a) During the year 2009-10, CIRC published four newsletters: “CIRCulars” with a cover story on topics having relevance to contemporary issues relating to competition reforms. These are summarized as under:
- | | |
|-----------------------|--|
| ❖ Jan to March 2009 | Better regulations – a catalyst to growth. |
| ❖ April to June 2009 | Capacity building of electricity regulators. |
| ❖ July to Sept 2009 | Infrastructure- an essential ingredient for Industrial Growth. |
| ❖ Oct to Dec 2009 | Building a better competition regime in India |
| ❖ January – June 2010 | A double issue is in the process of preparation is likely to be released in August 2010. |
- b) CIRC in Media: Mr. Mukesh Kacker, Director General, CIRC has been contributing by writing articles in the leading economic news papers from

time to time. Recently his article entitled “Petroleum price fixation” appeared on 30th April 2010 in the Economic Times. Another recent article entitled “One sector, three regulators” appeared on 19th May 2010 in the Financial Express/ Indian Express.

- c) The website – www.circ.in is updated from time to time.
- d) Marketing: The marketing approach of CIRC for events and programmes includes advertisement through news papers, website, e-mail/internet to clientele as per data base, write-ups and discussion forums, press/news release and personal contacts through telephone.

CUTS INSTITUTE FOR REGULATION AND COMPETITION
Reg. Office : 145, Tribhuvan Complex, Ishwar Nagar, Mathura Road, New Delhi - 110065

**INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDING ON 31ST MARCH
2010**

PARTICULARS	AMOUNT (RS.)	PARTICULARS	AMOUNT (RS.)
To Recruitment Expenses	77,337.00	By Donations & Receipts	17,119,520.00
To AGM Expenses	3,501.00	By Amount trf from Special Funds	4,599,010.00
To Bank Charges	10,764.00		
To Books & Periodicals	57,781.00		
To Computer Repair, Maint. & S/W Exp.	420.00		
To Consultancy Fees	639,677.00		
To Commission	37,500.00		
To Electricity & Water Charges	66,239.00		
To General Meeting Expenses	9,237.00		
To Interest	1,124.00		
To Seminar, Workshop & Training Exp.	2,861,538.00		
To Salary & Honorarium	5,657,672.00		
To Office Insurance Exp.	-		
To Legal & Professional Charges	48,102.00		
To Membership & Fees	15,000.00		
To Medical Reimbursement	60,121.00		
To Newspaper & Periodicals	5,368.00		
To Accounting Charges	30,885.00		
To Security Expenses	8,300.00		
To Office Repair & Maint. Exp.	192,649.00		
To Postage & Courier	25,259.00		
To Printing & Stationery	64,395.00		
To Irrecoverable Security Deposit	23,333.00		
To Rent - AC	30,000.00		
To Rent - Computer	126,506.00		

To Rent - Office	1,070,167.00		
To Rent - Printer & Fax Machine	46,464.00		
To Staff Welfare Exp.	11,363.00		
To Telephone, fax & Internet Charges	60,641.00		
To Travel & Conveyance Exp.	119,409.00		
To MC Meeting Expenses	6,715.00		
To Short & Excess	121.00		
To Depreciation	77,189.00		
To Amount trf to Corpus Fund	2,567,928.00		
To Amount trf to Special Fund	7,695,219.00		
To Excess of Income over Expenditure	10,606.00		
	21,718,530.00		21,718,530.00
		-	

AS PER OUR REPORT OF EVEN
DATE
FOR MAYUR & COMPANY
CHARTERED ACCOUNTANTS

FOR CUTS INSTITUTE FOR REGULATION & COMPETITION

CA. MAYUR
(Prop.)
Date : 25.08.2010
Place : Delhi

DIRECTOR GENERAL TREASURER