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GOVERNMENT OF INDIA**

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**REPORT OF THE KELKAR COMMITTEE ON REVISITING & REVITALIZING  
THE PPP MODEL OF INFRASTRUCTURE DEVELOPMENT SUBMITTED TO  
THE FINANCE MINISTER**

**New Delhi, November 19, 2015**  
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Report of the Kelkar Committee on Revisiting & Revitalizing the PPP model of Infrastructure Development submitted to the Finance Minister today in New Delhi .

In the Union Budget 2015-16, Finance Minister announced that the PPP mode of infrastructure development has to be revisited, and revitalized. In pursuance of this announcement, a Committee was constituted with the following members:

1	Dr. Vijay Kelkar, Chairman, National Institute of Public Finance & Policy, New Delhi	Chairman
2	Shri C.S. Rajan, Chief Secretary, Government of Rajasthan	Member
3	Shri S.B. Nayar, CMD, IIFCL, New Delhi	Member
4	Dr. Shekar Shah, Director General, NCAER	Member
5	Shri Pradeep Kumar, MD, CBG, State Bank of India	Member
6	Representative of Ministry of Road Transport & Highways – not below the rank of Joint Secretary	Member
7	Shri Vikram Limaye, MD, IDFC	Member
8	Shri Sudipto Sarkar, Barrister-at-law, Kolkata	Member
9	Ms. P.S. Behuria, IRS (Retd.)	Member
10	Ms. Sharmila Chavaly, Joint Secretary, Department of Economic Affairs, Ministry of Finance, New Delhi	Member-Secretary

The Terms of Reference of the Committee are as follows:

- (i) Review of the experience of PPP Policy, including the variations in contents of contracts and difficulties experienced with particular variations/conditions, if any,

- (ii) Analysis of risks involved in PPP projects in different sectors and existing framework of sharing of such risks between the project developer and the Government, thereby suggesting optimal risk sharing mechanism,
- (iii) Propose design modifications to the contractual arrangements of the PPP based on the above, and international best practices and our institutional context, and
- (iv) Measure to improve capacity building in Government for effective implementation of the PPP projects.

The Committee had extensive consultations with various stake holders across the PPP spectrum, invited suggestions and views of experts, reviewed projects and sectors and researched best practices in India and abroad while firming up its recommendations.

The Committee presented its Report to the Finance Minister on 19<sup>th</sup> November 2015. The Government will examine the Report and take appropriate action.

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