

**Government of India
Ministry of Finance
Department of Economic Affairs**

Public Private Partnership Appraisal Committee

42nd meeting on April 19, 2011

Record Note of Discussion

The 42nd meeting of the Public Private Partnership Appraisal Committee (PPPAC), chaired by the Secretary, Economic Affairs was held on April 19, 2011. The list of participants is annexed.

2. The Chairman welcomed the participants and noted that the PPPAC would consider two proposals from the Ministry of Home Affairs and eight proposals from the Ministry of Road Transport & Highways for grant of final approval.

Agenda Item I: Proposals from Ministry of Home Affairs (MHA) for final approval:

- i. For development of Housing Complex for Delhi Police Personnel at Dheerpur, Delhi at a Total Project Cost (TPC) of ₹ 790.58 crore.
- ii. For development of modernised Police Headquarter Building at Parliament Street, Delhi at a TPC of ₹ 202.0 crore.

3. Joint Secretary, MHA presented the proposal. It was indicated that the Housing Complex for Delhi Police personnel at Dheerpur consists of 5,202 residential units at an estimated cost of ₹ 790.58 crore. Apart from the residential units, the other facilities proposed, as part of the scope of work of the project include schools, shopping complexes, community facilities, a dispensary, a sewerage treatment plant, etc. The concession period for the project is proposed to be 25 years (including construction period of 3 years) including O&M of the entire project facility. The annuity payment period would be only 12 years; however the Concessionaire would undertake O&M of the project facilities for the full 25 years concession period. The payment structure includes two milestone based lump sum payments in equal instalments till Commercial Operation Date (COD). The bid parameter would be annuity sought by the Concessionaire.

4. Joint Secretary, MHA informed that the proposal for development of the Police Headquarters at Parliament Street entails construction of the PHQ building and common infrastructure facilities, with a total built up area of 66,489.84 square meters. The proposed concession period is 15 years (including construction period of 2 years). The payment structure includes two milestone based lump sum payments in equal instalments till Commercial Operation Date (COD). The bid parameter would be annuity sought by the

Concessionaire. On completion of the construction, the Concessionaire shall hand over the complex to the Delhi Police and shall remain responsible for the maintenance of the project facilities. The oversight for the technical aspects shall be provided by the Independent Engineer (IE) who would be appointed by the Delhi Police within 90 days from the appointed date. The initial period of appointment would be 3 years. The Delhi Police will bear remuneration of the IE and half of such remuneration shall be reimbursed by the Concessionaire within 15 days.

5. The PPPAC noted that after the grant of 'in principle' approval to the projects by the PPPAC, MHA had completed the pre-qualification of bidders. Seven responses had been received in respect of the Request for Qualification (RfQ) for development of the Dheerpur Housing Complex, of which 5 applicants have been short-listed. For the Police Headquarters project, 6 applicants have been short-listed out of the 17 responses received at the RfQ stage. The Request for Proposal (RfP) and Draft Concession Agreements for the two projects have been prepared in line with the observations and suggestions of the Planning Commission and DEA.

6. Joint Secretary, Department of Expenditure (DoE) indicated that the need for the Project was well recognised; however, the Department had concerns with regard to the availability of the budgetary resources for payment of annuity and lump sum payments. The Committee chaired by Shri B.K. Chaturvedi has recommended ceilings for payment of annuities for all Ministries/Departments of the Government based on their Plan outlays. Since the Plan outlay of MHA is not very large, it had been decided that the combined Plan and Non Plan outlays of MHA may be considered to determine a ceiling in respect of annuity commitments of the Ministry. The projects for the BoT (Annuity) projects for housing for Central Paramilitary Forces (CPMF) were expected to account for majority of the annuity payouts available to MHA. Accordingly, the Deputy Chairman, Planning Commission had suggested that MHA may consider developing the projects on Engineering Procurement and Construction (EPC) basis. Pursuant to the suggestion, the Plan outlay for MHA had been substantially increased to provide for the EPC related expenditure.

7. Home Secretary emphasised that the two projects were critical to augment the efficiency of the Delhi Police Force and to address the acute shortage of housing stock for Delhi Police, especially the lower ranks. It was indicated that the suggestion of the Deputy Chairman, Planning Commission was in respect of the new projects which had not been granted 'in principle' approval by the PPPAC. It was not applicable in respect of the first two lots of projects for CPMF housing (already approved by PPPAC) and the instant two projects of Delhi Police where the RfQ process had been completed. It was emphasised that substantial work has been undertaken for implementation of these projects on the PPP mode. Re-commencing the development of the projects on EPC mode would lead to a loss of time and financial resources already expended on the projects and further delay the projects. It was informed that for the balance three lots of projects for CPMF housing were being developed to be implemented on the EPC mode. Joint Secretary, MHA informed that

Planning Commission has already allocated funds for the two projects of Delhi Police and confirmed that funds are available for payment of annuity and upfront payments.

8. Member Secretary, Planning Commission indicated that Planning Commission had not sent the appraisal note since the project documents were being examined by the legal firm engaged by Planning Commission. Joint Secretary, MHA reiterated that the DCAs for the two projects were based on the clauses approved by the PPPAC for the housing projects for CPMF. Member Secretary, Planning Commission advised that the provisions pertaining to termination payments may also be examined and modified, if required, in line with the changes in schedule of milestone relating to upfront payments. The definition of lump sum payment may also be reviewed and made precise. This was agreed to.

9. Director, DEA indicated that the PPP Cell, in their appraisal had emphasised two outstanding issues in respect of the projects, viz., availability of budgetary resources for implementing the projects in the proposed modality and optimal structuring of the project, particularly with reference to the determination of the milestones for release of lump sum payments. Further, the lump sum payment may be released after the Concessionaire has expended 100 per cent of the equity, and not 50 per cent as indicated in the project proposal. Such an approach would improve the project financials and decrease the annuity payments. Joint Secretary, MHA informed that MHA had agreed to the observations of DEA and the project documents would be modified accordingly.

10. Joint Adviser, Planning Commission suggested that since the annuity were proposed to be paid for a period of 12 years after COD, the concession period for the Dheerpur complex should be 15 years; and the Concessionaire may be permitted to commercially develop the non-residential component of the complex for 25 years. Joint Secretary, MHA and Director, DEA did not support the suggestion. It was emphasised that the Concession period of 25 years ensured maintenance of the entire complex for the period, while keeping the annuity payments for 12 years. This framework was more cost effective for comprehensive development and maintenance of the complex for a longer period. Planning Commission accepted the clarification.

11. Other members of PPPAC were in concurrence with the Project.

12. Additional Secretary & Director General (currency), DEA drew the attention of Member Secretary, Planning Commission to the delays in sending of appraisal notes by Planning Commission. The Chairman, PPPAC observed that the Cabinet Secretariat had communicated the decision of the Prime Minister that all projects posed to the PPPAC may be considered within a period of one month. Member Secretary, Planning Commission concurred with the imperatives to ensure adherence to the timeline prescribed by the Cabinet Secretariat and suggested that the PPPAC Secretariat may consider sending a

communication to all members that the appraisal may be sent within the prescribed period, failing which the views may be expressed during the meeting of the PPPAC.

(Action: DEA)

13. The PPPAC granted final approval to the two project proposals subject to incorporation of the decisions of the PPPAC. MHA was requested to circulate the revised project documents to the members of the PPPAC.

(Action: MHA)

Agenda Item II: Proposals from Ministry of Road and Transport (MoRTH) for final approval of NHDP Phase IV projects:

- i. **Four-laning of Jabalpur- Kanti- Rewa Section of NH-7 from km 242.30 to km 465.50 in the State of Madhya Pradesh under NHDP Phase IV on BOT (Toll): TPC ₹ 1906.83 crore.**
- ii. **Four-laning with paved shoulder from km 316.100 to km 423.400 of Bhopal –Biaora Section of NH-12 in the State of Madhya Pradesh under NHDP IV B on DBFOT basis: TPC ₹ 704.26 crore.**
- iii. **Four-laning of Obedellgunj- Betul Section of NH 69 from km 2.800 to 8.300 and from 20.700 to 137.00 in the State of MP under NHDP IV on BOT Toll basis: TPC ₹ 1152.00 crore.**
- iv. **Four-laning of Rewa-MP/UP Border section of nh-7 IN THE State of Madhya Pradesh under NHDP Phase IV B on DBFOT (Toll) basis: TPC ₹ 670.82 crore.**
- v. **Four -laning of Orrisa border to Aurang section of NH-6 from km 88.0 to km 239.0 in the Stgate of Chattisgarh under Phase IV B on DBFOT (Toll) basis: TPC ₹ 1234.0 crore.**
- vi. **Four-laning of Meerut –Bulandshahar section of NH-235 from km 7.469 to km 73.156 in the State of Uttar Pradesh under NHDP Phase IV B on DBFOT (Toll) basis: TPC ₹ 505.0 crore.**

14. The PPPAC at the outset considered the generic issues with respect to the six projects. Director, DEA indicated that the Department had sought confirmation from MoRTH that the instant proposals had been approved as stretches under NHDP Phase IV. Confirmation had also been sought that MoRTH had obtained the approval of the Competent Authority for four-laning the stretches under the special dispensation provided by the Empowered Group of Minister (EGoM) for implementation of Highways in respect of 2,000 km of NHDP Phase IV projects.

15. Secretary, MoRTH clarified that NHDP-IV was initially approved for improvement of 20,000 km, out of which 5,000 km was formally approved under NHDP Phase-IV A. Meanwhile, approval for four-laning of 2,000 km under NHDP-IV was accorded by the EGoM, for which a list of 1,986 km has also been approved by the Minister, RT&H. The list of projects approved is at **Annexure-I**. Accordingly, a Cabinet Note for the whole 20,000 km

under NHDP-IV incorporating revised cost of NHDP-IV is being moved separately. Four project stretches, viz., Jabalpur- Rewa, Obedellgunj-Betul, Orrisa-Aurang and Meerut-Bulandshahar, had been approved by Minister, RT&H for four-laning under the dispensation accorded by the EGoM for 2,000 km.. The other two projects, viz., Bhopal-Biaora Section and Rewa- MP/UP Border section, were being proposed to be developed through budgetary resources of MoRTH with viability gap funding support under the Scheme for Support to PPPs in Infrastructure.

16. Member Secretary, Planning Commission observed that Planning Commission, in their Appraisal Notes, had made observations with respect to the project DCAs. Secretary, RT&H informed that the observations suggested undertaking amendment to the MCA, as approved by the CCI. Hence, these changes could not be effected without a policy decision on these aspects. The PPPAC was not the appropriate forum to review the changes in the MCA. The observations of Planning Commission and DEA with respect to the Schedules of the DCAs of the projects were being complied with.

17. Additional Secretary and Director General, DEA queried about the status of land acquisition and environment and forest clearance in respect of the proposals. Secretary, RT&H informed that the process of land acquisition and forest and environment clearance was underway. It was suggested that the projects may be considered for grant of final approval subject to the clearances being obtained before commencement of work on the projects.

18. The PPPAC decided to consider the grant of final approval to the projects subject to the following conditions:

- i. MoRTH would obtain the approval of the competent authority in respect of inclusion of the stretches under NHDP IV before commencing with the bid process.
- ii. Land acquisition in respect of the projects would be completed in accordance with the provisions of the Model Concession Agreement (MCA) for National Highways.
- iii. MoRTH would obtain environment and forest clearance before commencing work on the project sites.
- iv. The observations of Planning Commission and DEA with respect to corrections in the Schedules of the project DCAs would be incorporated by NHAI. MoRTH would circulate the revised documents to the members of the PPPAC.

II (i) Four-laning of Jabalpur- Kanti- Rewa Section of NH-7 in Madhya Pradesh

19. Joint Secretary, MoRTH presented the proposal. The project stretch is a component of the corridor from Maharashtra to West Bengal. It witnesses heavy traffic on account of dense industrial activity in the region. Director, DEA indicated that the project entailed development of 16 bypasses for a length of 65 km. MORTH was asked to confirm the need for their immediate development. Further, the project envisages up-gradation of Patni Bypass in September 2018. However, the cost of the proposed up gradation has been included in the Total Project Cost of the project. MoRTH was requested to clarify the rationale behind such an approach. Member (Projects), NHAI indicated that 16 bypasses were small stretches, and were needed to improve the alignment in accordance with the Manual of Standards and Specifications (MSS). Further, the Patni Bypass was currently under a separate Concession till September 2018. Thereafter, i.e. after 2017, it is proposed that the Concessionaire for the instant Project shall upgrade this Bypass to four-lane as a part of the project requirements. It was agreed that the project cost for the proposed upgradation in 2017 would not be included in the TPC for the purposes of bidding in the instant Project.

20. Other members of PPPAC were in concurrence with the Project.

21. The PPPAC granted final approval to the project proposal subject to fulfilment of the conditions indicated in para 18 above.

(Action: MoRTH/NHAI)

II (ii) Four-laning (with paved shoulders) of Bhopal –Biaora Section of NH-12 in Madhya Pradesh

22. The PPPAC noted that Minister, RTH had not approved the project for four laning under NHDP-IV. Secretary, RTH informed that this project was being proposed to be developed by the Ministry from its budgetary resources, with VGF support under the Scheme for Support to PPPs in Infrastructure. Accordingly, the project had been posed for consideration of the Empowered Institution (EI) for viability gap funding. It was informed that the Implementing Agency for the Project would be MPRDC.

23. The PPPAC decided that the EI may first consider the proposal for VGF support; the PPPAC would, thereafter, consider the project, based on the recommendations of the EI. It was, accordingly, decided to defer the consideration of the proposal.

(Action: DEA & MoRTH/NHAI)

II (iii) Four-laning of Obedellgunj- Betul Section of NH 69 in Madhya Pradesh

24. The PPPAC noted that completion of the process of land acquisition was a major concern for the 121 km long highway. About 430 hectare (63per cent) of the land was yet to be acquired, including 100 hectare of forest land. Since the project traversed forest and wild

life areas, forest clearance was also likely to take time. Director, DEA indicated that the Project documents have provisions wherein the project details had been left blank. It was further indicated that the requirement of four-laning the stretch did not emerge from the traffic projections.

25. Secretary, RTH informed that the process of land acquisition has commenced. The process under clause (a) of section 3 of the National Highways Act has been completed and section 3(A) had commenced. Application for Forest and Environment clearances has been submitted. It was confirmed that the project documents would be corrected to remove blanks and other anomalies.

26. Joint Secretary, MoRTH indicated that the traffic survey was undertaken in 2010 and the total traffic on the stretch is 13,555 PCUs. During construction stage, it is likely to reach 15,000 PCUs and by the year 2015 it is likely to exceed 17,000 PCUs. Hence, four-laning of the project may be approved.

27. The Chairman noted that the traffic figures as presented during the deliberations of the meeting were at variance with the figures shared while posing the proposal to PPPAC. It was suggested that the revised figures may first be examined by the PPPAC Secretariat to establish whether four laning is justified. All members of the PPPAC were in agreement with the suggested approach.

28. The PPPAC authorised the Chairman to take the final decision on the proposal after the review of the revised traffic estimates by the PPPAC Secretariat.

(Action: MoRTH/NHAI & DEA)

II (iv) Four-laning of Rewa-MP/UP Border section in Madhya Pradesh

29. The PPPAC noted that Minister, RTH had not approved the project for four laning under NHDP-IV. Secretary, RTH informed that this project was being proposed to be developed by the Ministry from its budgetary resources, with VGF support under the Scheme for Support to PPPs in Infrastructure. Accordingly, the project had been posed for consideration of the Empowered Institution (EI) for viability gap funding..

30. The PPPAC decided that the EI may first consider the proposal for VGF support; the PPPAC would, thereafter consider the project, based on the recommendations of the EI. It was, accordingly, decided to defer the consideration of the proposal.

(Action: DEA & MoRTH/NHAI)

II (v) Four -laning of Orrisa border to Aurang section of NH-6 in Chattisgarh

31. Joint Secretary, MoRTH presented the proposal. It was indicated that the project has been estimated to be financially viable with VGF up to 31.5 per cent of TPC. The projected total traffic is 18,500 PCUs and around 57 per cent of the total required land is available with the Sponsoring Authority. The process of obtaining environment clearance is underway and RfQ for the project has been issued.

32. Director, DEA pointed out the project had initially included provisioning of two helipads in the scope of work. MoRTH, in their response, had indicated that the construction of helipads had been removed from the scope of work. MoRTH was requested to confirmed that a corresponding decrease had been effected in the TPC of the project.

33. Member, NHAI confirmed that the helipads have been removed from the scope of work of the project and there is a corresponding decrease in the TPC. Further based on the observations of Planning Commission, NHAI have modified the six-lane configuration to four- lanes in respect of the two major bridges on River Mahanadi. However, the savings on account of this modification is only ₹ 34.0 crore. Since upgradation of major bridges would not be possible, construction of a new bridge would be required in future, which would require large additional resources. Hence, it would be in the interest of the project to make the major river bridges as six-laned structures. Joint Advisor, Planning Commission explained that the modification in change of configuration was suggested as the current traffic did not warrant six-lanes structures.

34. The Chair noted that, as indicated by NHAI, the incremental cost for development of the six-lanes was low, i.e., only about 2.75 per cent of the TPC; while a new construction at a later date would be at a substantially high cost. Thus, the two major bridges over the River Mahanadi may be allowed to be constructed as six-laned bridges. All the members of PPPAC were in agreement with the view.

35. The PPPAC granted approval to the project with the revised scope of work providing for six-laning of the two major bridges on River Mahanadi subject to fulfilment of the conditions indicated in para 18 above.

(Action: MoRTH/NHAI)

II (vi) Four -laning of Meerut –Bulandshahar section in Uttar Pradesh

36. Director, DEA indicated that around 72.5 per cent (i.e. 265 hectare) of the total required land is yet to be acquired. Joint Secretary, MoRTH indicated that the notification for land acquisition under Section 3(a) of NH Act is under preparation for all the three districts i.e. Meerut, Bulandshahar and Ghaziabad.

37. Secretary, RTH indicated that the concession period for the Meerut-Bulandsahar project is 17 years with the construction period of 2 years. The construction period of 2 years

appeared to be less than the standard construction period, i.e 2.5 years, being followed in case of other National Highways projects. It was informed that there would be a marginal increase in project cost if the construction period is increased from 2 years to 2.5 years. Thus, it was requested that the NHAI may be allowed to retain the construction as 2.5 years and correspondingly increase the concession period from 17 years to 17.5 years, which is likely to enhance the viability of the project. This was agreed to.

38. The PPPAC granted final approval to the project subject to fulfilment of the conditions indicated in para 18 above.

(Action: MoRTH/NHAI)

Agenda Item III: Proposals from Ministry of Road and Transport (MoRTH) for final approval: Six-laning of Icchapuram- Srikakulam-Anandpuram section of NH-5 from km 470.415 to km 682.980 in the State of Andhra Pradesh on DBFOT under NHDP Phase V on BOT (Toll) basis: TPC ₹ 1764.0 crore

39. Joint Secretary, MoRTH informed that the proposal of Icchapuram-Srikakulam-Anandpuram project is of 6-laning on NH-5 under NHDP-V. The project is on the eastern coast and connects many important regions. The projected average traffic on the project stretch (14, 699 PCUs) does not warrant immediate six-laning; however, considering the fact that the project connects through some industrial places in the coastal zone, six-laning of the stretch may be considered. Further, Planning Commission has been encouraging the expeditious development of NHDP-V projects. It was noted that the appraisal note of Planning Commission in respect of the project has not been received. Joint Adviser, Planning Commission clarified that Planning Commission has not suggested for six-laning of stretches on traffic considerations.

40. The PPPAC noted that the present and projected traffic does not justify six-laning of project highway. It was decided to return the proposal to NHAI/MoRTH.

(Action: MoRTH/NHAI)

Additional Agenda Item: Four -Laning of Walayar-Vedakkancherry Section in Kerala-Package NS-2/BOT/K1-2- on DBFOT (Toll) basis under NHDP Phase-II.

41. Secretary, RTH informed that this project has been approved in the 10th meeting of the PPPAC on May 11, 2007 with a TPC of ₹ 596.96 crore (at 2004-05 prices) for a concession period of 15 years. NHAI inflation adjusted the TPC by 20 per cent (at 5per cent per year) to ₹ 717 crore and invited bids. However, no bids were received. The project was discussed by the NHAI Board on May 8, 2009. The Board resolved to move the project for BoT (Annuity). Proposal for change of mode of implementation of the project to BoT

42th PPPAC: April 19, 2011

Record of Discussion

(Annuity) was considered by the IMG, chaired by Secretary, RTH on January 1, 2010. The IMG suggested that the project may be tested again on BoT (Toll) basis. The NHAI restructured the project by reducing the structures and the width of the shoulders. The restructured TPC was ₹ 682 crore. The concession period was increased to 20 years, based on traffic estimates and to enhance the viability of the project. The bids were again invited. Two bids were received. The VGF quoted by the lowest bidder is 38.9 per cent of TPC. Since the indexed cost is less than the PPPAC approved TPC, NHAI proposed to award the project. However, MoRTH decided that since the concession period had increased from 15 years to 20 years, the project may be taken to the PPPAC for their approval. The project was also considered in the PPPAC 41st meeting held on January 25, 2011, wherein it was discussed that award of PPP project is not the mandate of the PPPAC and appraisal and approval of the project after completion of the bid process was in breach of the Guidelines for formulation, appraisal and approval of PPP projects. The PPPAC noted that some changes had been made in the concession period and the DCA subsequent to the approval granted by the PPPAC. The PPPAC would, however, not comment on the bid process observed or the quotes received by NHAI. MoRTH was advised to obtain fresh CCI approval on the revised concession period and DCA before award of the project.

42. Secretary, RTH informed that the proposal was posed for approval by the CCI. However, Prime Minister's Office (PMO) has sought recommendations of the PPPAC on the proposal.

43. The Chairman suggested that the project may be considered by the PPPAC after the completion of the examination of the proposal by the members of the PPPAC in the light of the directions from the PMO. It was decided to consider the proposal in the next meeting of the PPPAC after appraisal by DEA as per guidelines.

(Action: All Members of PPPAC)

44. The meeting ended with a vote of thanks to the Chair.

List of stretches proposed for four-laning under NHDP-IV

S.No.	State	Section	NH No.	Length (km)
1	Madhya Pradesh	Betul-Nagpur	69	174
2	Madhya Pradesh	Gwalior-Shivpuri	3	125
3	Madhya Pradesh	Shivpuri-Dewas	3	320
4	Madhya Pradesh	Jabalpur-Lakhanadon	7	81
5	Rajasthan	Gomati-Udaipur	8	85
6	Rajasthan	Chittorgarh-Neemach	79	38
7	Rajasthan	Jodhpur-Pali	65	73
8	Uttar Pradesh	Lucknow-Sultanpur	56	124
9	Uttar Pradesh	Luchnow-Raibareilly	24B	82
10	Chhattisgarh	Chhattisgarh/Orissa Border- Aurang	6	150
11	Karnataka	Hospet-Bellary-KNT/AP Border	63	95
12	Madhya Pradesh	Obedullaganj-Betul	69	121
13	Madhya Pradesh	Satna-Bela	75	48
14	Punjab	Zirakpur-Patiala	64	51
15	Madhya Pradesh	Jabalpur-Katni-Rewa	7	226
16	Uttar Pradesh	Meerut-Bulandshahr	235	66
17	Chhattisgarh	Raipur-Bilaspur	200	127
			Total	1986

Ministry of Finance
Department of Economic Affairs

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Public Private Partnership Appraisal Committee (PPPAC)
42nd Meeting on April 19, 2011

List of Participants

- I. Department of Economic Affairs**
- i. Shri R. Gopalan, Secretary (Economic Affairs) (In Chair)
 - ii. Shri Bimal Julka, AS & DG(Currency)
 - iii. Shri Rajesh Khullar, Joint Secretary
 - iv. Smt. Aparna Bhatia, Director
 - v. Shri P. K Mishra, Director
 - vi. Shri Abhijit Phukon, Deputy Director
- II. Department of Expenditure**
- vii. Ms. Meena Agarwal, Joint Secretary
 - viii. Ms. Parma Sen, Director (PF)
- III. Planning Commission**
- ix. Ms. Sudha Pillai, Secretary
 - x. Shri K.R. Reddy, Joint Adviser
- IV. Department of Legal Affairs**
- xi. Shri Y.K. Singh, ALA
- V. Ministry of Home Affairs**
- xii. Shri Gopal K. Pillai, Secretary
 - xiii. Vishwapati Trivedi, Special Secretary & FA (Home)
 - xiv. Shri Gopal Reddy, JS (UT)
- VI. Ministry of Road Transport and Highways**
- xv. Shri R.S. Gujral, Secretary
 - xvi. Shri Atul Kumar, SE
 - xvii. Shri V.K. Joshi, EE
- VII. National Highways Authority of India**
- xviii. Dr. J.N. Singh, Member (F)
 - xix. Shri B.N. Singh, Member (Projects)