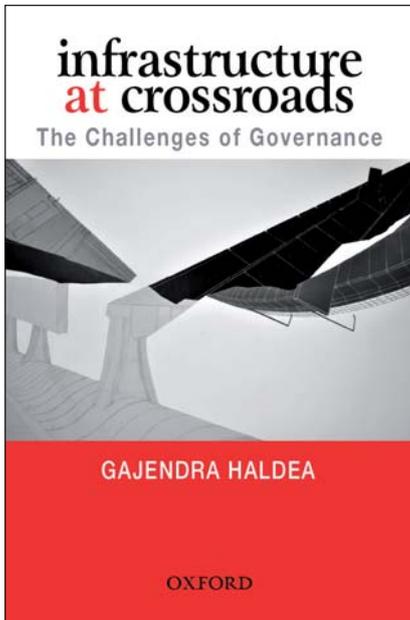


# Infrastructure at Crossroads

## The Challenges of Governance

GAJENDRA HALDEA



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There are few persons about whose ability and integrity I have greater respect than I have for Shri Haldea.

— DR MANMOHAN SINGH, Speech at Conference on Power Reforms in Chandigarh (2004)

Rangarajan Kumaramangalam, the minister for power in our government, was very keen to implement the pending projects. We had innumerable meetings in the finance ministry to work out the details. Gajendra Haldea, the joint secretary dealing with this matter in my ministry, was an extremely efficient officer with a flair for detail. He was also a hard nut to crack. Ranga often complained to me about Haldea's tough and uncompromising attitude.

— YASHWANT SINHA, Confessions of a Swadeshi Reformer: My Years as Finance Minister (2008)

Gajendra Haldea, an unusual economist-lawyer of integrity and conviction, drew up these model contracts at the Planning Commission. As a result, he is the most hated man in Delhi's infrastructure ministries. He has demolished opportunities for corruption.

— GURCHARAN DAS, Times of India, 28 January 2007

For over a decade and a half, he has been leaving his distinctive imprint in sector after sector ... In doing all this path-breaking work, Gajendra Haldea has been considered insufferable by many ... as the nation's conscience-keeper for infrastructure projects ... It is often said that you should count the impact a person has made on society by the number of detractors he has. Gajendra Haldea's detractors are legion.

— VINAYAK CHATTERJEE, Business Standard, 15 September 2008

### About the Book

This book is a rare insider view of infrastructure sector reforms—where India is, where it should be, and what is stopping it from getting there. It offers a nuanced portrayal of the processes involved at different stages, from conception to implementation, of diverse infrastructure projects—roads, railways, ports, airports, telecom, and power. From policy cobwebs to manoeuvring and rent-seeking, it tells all. It also brings out the half-full glass that offers lessons for the future.

The author recounts his experience of structuring and negotiating recent mega infrastructure projects and of drafting laws, documents, and policies that laid the foundation for private participation in infrastructure. In the process, he critiques the corruption, vested interests, and crony capitalism in the infrastructure sector, and argues that current bottlenecks can only be removed through good governance and reforms in the sector.

Weaving together the political, institutional, and economic, this volume illustrates the complexities involved in the provision of infrastructure and outlines strategies for future development.

### Readership

Candid and incisive, this first-hand account of infrastructure reforms will not just interest students and scholars of the Indian economy, development economics, public policy, and management, but also policymakers, journalists, development agencies, investors, and general readers.

### About the Author

Gajendra Haldea is currently serving as Adviser to Deputy Chairman, Planning Commission, Government of India. He has a long standing in public policy, especially infrastructure. On the request of the Power Ministry, he authored the Electricity Bill that was enacted by the Parliament in 2003. He is currently writing the Regulatory Reform Bill and the Public Procurement Bill. He has also authored twelve model concession agreements for public-private partnerships in different sectors, which have been published for use by different authorities. These initiatives have facilitated much of the private investment in India's infrastructure.



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