

OBITUARIES-GAJENDRA HALDEA

FRIENDS

Dear Prithviji, Recently I was reading an article on the essential Qualities if a person wants to become a great Man and every quality and detail was reminding/recalling of the Glorious & meritorious life of Great Shri Gajendraji. The qualities mentioned there were: 1.Be Empathetic 2.Be Intuitive 3.Be Creative 4.Be Passionate 5.Be long- life learner 6.Be a Good Listener 7.Be Persuasive 8.Be Responsible & kind 9.Be a Leader 10.Be Honest & Have Integrity 11.Be Courageous 12.Be Self-Aware 13.Be Wholehearted 14.Be Thinker & Visionary 15.Be Loyal. His life was a big Inspiration for a person like me. I have learnt a lot from him and I shall try to learn more his story and thoughts, idea, ideology, his views on national & international issues, his values etc. he used to share with me. My Salute to Great Gajendraji. **Rakesh Arora**

Sorry to hear Gajendra's demise. We pray to almighty to grant peace to the departed soul and strength to the family to bear this great loss. **OP Beniwal**

Very sad news of Gajendra. I pray almighty to give peace to his soul. **Sudhanshu Kasliwal**

Extremely saddened to know that Gajendra is no more. My association with him was from our University days from the 60s. My sincere condolences. **Sudhir Kasliwal**

Prithvibhai. Extremely sad news. I cannot forget the day only last year he came to my house and sang a beautiful number of Mukesh while I had other friends over too. He thoroughly enjoyed and we had an amazing evening. May God give you strength to bear this huge loss. **Huma Khalil**

Bhai Saheb Prithvi ji. A great shocking news. We have lost a great visionary. He always, before coming, used to call for his special tea to be kept ready. Great Loss. **Jagdish Khandelwal, Jagdish Stores**

God has been really cruel. I used to have lot of interactions with him. It's indeed a personal loss, since I became too involved in monitoring his progress. He was an outstanding person. I remember him with great reverence and thank him for my intense bonding to Rohini and others of your distinguished family. **Dr. Shakuntala Lavasa**

Dear Prithvi. Passing away of Gajendra has left a void for me. We were almost intertwined into one another ever since we met in college. After that there was no looking back. But

news of his sudden of his departure caught me off guard. We had last exchanged messages in September 20. But after that silence, which would continue to haunt me. I miss Gajendra my 360-degree friend. I will write about our memories one day and share them with you. Strength to the family to bear the loss of a golden senior. **Subhash Mathur**

I feel extremely sad to hear about the demise of Haldea Saheb. I always fondly called him that. He was one of the most gentle souls I have met in my life. A man of great knowledge and principles. I had a special liking for him and He will be missed. Please accept my deepest and heartfelt condolences. **Tauseef Mirza**

Dear Haldea Ji, I am shocked and saddened to learn about the passing away of Shri Gajendra Ji Haldea. He was thoughtful and generous, and his devotion to family and work was admirable. A legend in public life, he served the nation with the spirit of a sage. He has been a guide to us and has supported us since our association with him. Our deepest sympathy and prayers to the entire family, Shri Gajendra Ji Haldea will deeply be missed. **Sanjeev Palawat**

Deeply saddened. **Lata Prasad**

I don't have words to express this colossal loss of a friend of our family who stood like a rock in trying times. His congenial smile, mild manners and helpful attitude made him a centre of all the festivities that we attended in Kaka Nagar. A gift Dadu to Niyol he proved again and again his abundance of love for our Niyol. I don't think I ever will get such an intelligent and compassionate friend who had become an integral part of our family. **S.Hassan Rizvi**

Oh God! What a genuine person! May his soul rest in heaven in peace! **Dr. Shiv Sarin**

Really sad to hear of his passing away. Please accept our heartfelt condolences. May God give strength to the family to bear this huge loss. **Aruna Shekhawat**

Dear Prithviji. Please accept my sincere condolences on the sad demise of Gajendraji. I had known him for quite some time and he was a thorough gentleman. May his soul rest in peace. **Ranjan Singhi**

Gajendra and I go back decades. He was a rare person, intelligent, committed, with entire life's orientation towards public good. We would meet often, and have a great session. **Justice G. S. Singhvi**

Please accept our heartfelt condolences. May God give you strength to bear this irreplaceable loss. **Arun Sogani**

POLITICIANS

I am sorry to hear about the sudden demise of Gajendra ji. May his soul rest in peace and God gives you courage to face these sad times. Regards **Dr. C. P. Joshi, Speaker, Rajasthan Legislative Assembly**

Extremely saddened to hear the demise of Shri Gajendra Haldea, a celebrated IAS officer and former Member DDC. His contributions to infra development in India are immense. I will fondly remember his advice to us on various projects in Delhi government. May God bless the departed soul. **Arvind Kejriwal, Chief Minister, Delhi**

Sorry to learn about the passing away of my friend Gajendra Haldea who always worked on forward looking ideas to put policy framework in place for growth of #infrastructure He had illustrious career as #IAS shouldering key responsibilities. Condolences to his family. **Suresh Prabhu, Former Union Minister**

Extremely distressed to learn about the passing away of Gajendra. He was a valued colleague of mine in the Finance Ministry and his contribution is unforgettable. **Yashwant Sinha, Former Union Finance Minister**

Sad to learn that Shri Gajendra Haldea, guru for a generation of infra administrators, passed away. As India's leading infrastructure expert, he gave us invaluable advice on Trivandrum's Vizhinjan port project. **Shashi Tharoor, Member of Parliament**

OFFICIAL

I am shocked to learn that Shri Gajendra Haldea is no more. Amongst many things, he was a man of wisdom, author of Indian Electricity Act 2003 & Ex- Principal Advisor (Infra) at Planning Commission. I was very fortunate to have worked under him. RIP Sir! **Abhisek**

This is really shocking. Had met him often, and was always impressed by his insights and commitment. **Yogesh Agarwal, Former Chairman, IDBI**

Really sad to see him go. Very happy, in retrospect, to have worked with him. **Sanjiv Aggarwal**

Dear Shri Prithvi Haldea, I have just heard of Gajendra passing away. I am greatly saddened to hear this. Please accept my sincere condolences. As you know, we worked closely together and I learnt a great deal from him. He was both a very knowledgeable

person and very principled. A truly exceptional individual. And totally dedicated professionally, an attitude that did not always evoke the appreciation it should have from his colleagues. Please convey my condolences to all your family. I join you all in prayer for the departed soul. Gajendra Haldea worked with me in the Finance Ministry on PPPs and their many problems. He handled the counter guarantee on the Enron project and his work greatly helped to protect the governments interest. Later, when we were directed by the Cabinet to draft suitable counter guarantees for seven fast-track projects, he did excellent work preparing counter guarantees that protected the public interest in ways which the power Ministry did not seem to understand. I have written about this in my book Backstage. It was this background that led me to invite him to come to the planning commission and set up the infrastructure division reporting directly to me. Direct reporting to me and not to any member of the commission or even the Secretary was the condition on which he was willing to come. It created some resentment. I can say that he brought a measure of professionalism to the task which is rare. He was able to combine the skills of an economist, trained lawyer, and experienced administrator. The model concession agreements he drafted were widely appreciated in the multilateral institutions and he was invited by the World Bank to advise on PPPs in some countries. Gajendra was often criticized by Ministries for being too rigid but on all occasions that I went into the complaints I found he was right. The question of over ruling him in the Planning Commission did not arise. He was always part of a committee chaired by the Secretary of the Ministry concerned. On some occasions I had said to the Secretaries that if they felt he was being unreasonable they should record his view and take it up for approval at the next level which would be the Cabinet or CCEA and I said I would accept the majority view and they would have planning commission approval at a higher level. They wanted me to overrule him and instruct him to not dissent this is the opposite of transparency. At one point in deciding the details of the concession agreement for railway locomotives when Gajendra could not agree with the Railways and they were unwilling to overrule him in Committee I suggested to the PM that he ask Chidambaram to take a meeting with me and Railway Minister as o these issues could be resolved. Chidambaram did and I told Gajendra that I was going to try to get some of his points in, but concede on others. He was fine with that. And we did resolve it. All this is very interesting as a look into how bureaucracy works. He was a karma yogi who never deviated from the strict and narrow path of what he believed was correct and his instinct was almost always right. He was one of the few people whose junior staff members genuinely believed that they learnt a great deal from him professionally. It is no secret that he also generated antipathy from the system. Goodbye Gajendra. It was great knowing you and learning from you. RIP.

Montek Singh Ahluwalia, Former Dy. Chairman, Planning Commission

We are deeply shocked to know about the passing away of Shri Haldea. I have known him not only as service colleague, but also closely interacted on power sector reforms from the time he drafted a path breaking Draft Electricity Bill. His painstaking and pioneering work will be his unprecedented contribution to the crucial economic sector. In his untimely demise, the country has lost a highly committed civil servant, who like a true karmayogi, worked relentlessly in the public service. Our heartfelt condolences to the

entire family in this moment of immense grief. We pray to God for giving strength to the family to bear this irreparable loss. May his soul RIP!! **Mrs. and V. S. Ailawadi, IAS (Retd.)**

I am deeply saddened. I know the difficulties my predecessors had with counter-guarantees, but when I was the Power Minister, he worked very closely with me. He kept involving me after I had remitted Office. He was a great colleague to depend upon. The policies we developed described in a recent book, for the changes in legislation, depended deeply on him. I join Montek in expressing deep sorrow. **Yoginder Alagh, Former Union Minister**

My deepest condolence. **S. Alam, RAS (Retd.)**

It has been a shocking news His two seminal books on PP partnership have become an authoritative reference material May his soul rest in peace. **Sunil Arora, Chief Election Commissioner**

Shocked and horrified. There was no one like Gajendra. There has been no bureaucrat with his intellectual integrity and clarity of purpose. May his soul rest in peace and God give family the strength to bear the loss. Deepest condolences. **Pradip Baijal, IAS (Retd.)**

Very few people know about Shri Gajendra Haldea, the man who authored numerous policies on infrastructure. Heard his name 10 years back working as a power sector analyst with PwC and read policies authored by him. RIP. **Ambrish Bajaj**

Dear Rukmini, Our deepest condolences on this great loss. May God bless him and give you the strength to bear the loss. **Bhaskar and Shobhana Balakrishnan**

A warm tribute to Gajendra Haldea. **Sanjaya Baru, Former Media Advisor to Mr. Manmohan Singh, Prime Minister**

For the grieving family and friends of the departed soul. We shall all miss a wonderful and extremely intelligent person. My condolences may be accepted. We pray to God to rest in peace the departed soul. and strength to all family members to face the big loss. **Alka and Vijay Behal**

We are extremely sad at the demise of Shri Gajendra Haldea. May his noble soul rest in peace & God give strength to his family to bear the irreparable loss! **B. Bhambhani, Secretary General, India Energy Forum**

Deepest sympathy. His pious soul may rest in lotus feet of Almighty God. **Raj Bhargava**

Prithvi...Please accept condolences. We pray that Gajendra's soul rest in eternal peace. **Sumit Bose, IAS (Retd.)**

Gajendra's completely unexpected demise has made me very sad. He has long been a friend, confidant and adviser in so many different things. **K. M. Chandrasekhar, Former Union Cabinet Secretary**

Just saw the news in TOI. Our heartfelt condolences to you and family on the unfortunate passing away of Shri Haldeaji. Prayers. **Raji Chandru, Vice President Patient Services, Apollo Hospitals, Delhi**

For all those of us who track Indian infrastructure - Gajendra was a towering figure who straddled PPP development with his huge knowledge bank and intellect. Converted PPP theory to practice. Shall greatly miss his presence. **Vinayak Chatterjee, Chairman, Feedback Infra**

I am deeply hurt and regret about death of my dear handsome Boss Shri Gajendra Haldea (I had worked under him in Social Welfare Department Government of Rajasthan (1980-82). I was eagerly trying to see him for the last few months but unfortunately could not make it. I hope my love and respects (*shradhanjali*) reaches to him in heaven. My condolences to Madam Rukmini Haldea ji. **Mithlesh Chandra Chaturvedi, (Retd.) Director, Manpower & Gazetteers**

It was with profound shock and sorrow that me and my family received the news that a good friend and colleague, Gajendra, had passed on. Shock because one always thought of him as a healthy, fit and highly disciplined person; so, it was difficult to accept that he had left us so soon. And sorrow because he was not just a fine officer but, more importantly, an extraordinary human being. God had gifted him with a razor- sharp mind and, as if that was not enough, with also a warm and kind heart. Many found him difficult to deal with but I would say that he went out of the way to stand up for the right people and the right issues, whatever be the price that he might have to pay. I was not just a batchmate but I counted him, from my side, among my friends and adviser. He willingly helped my son and daughter, both corporate lawyers, in matters which helped them in their student hood and early career. They also remember him fondly. I needed to connect with him about 2 months ago and sent him a message. I was baffled that there was no response of any kind. I thought that perhaps he is travelling or might have changed his cell number. Looking back, I can understand that perhaps he was very unwell. Intensely private as he was, he never shared with his batch what he was going through in terms of his health setbacks. I can go on. But that does not help now. My family and I pray that he is at peace in the lap of the Almighty! We also pray that God gives the Haldea family the strength to bear this untimely loss! **Ashok Chawla, IAS (Retd.)**

My condolences. I had worked with Gajendra while he was in the Planning Commission. **Shyama Chona, Former Principal, Delhi Public School**

Sorry to hear about the sudden passing of Gajendra Haldea, who made a mark in respect of his contributions to the development of policies for private sector infrastructure development. Condolences to Rukmini and the family. Our prayers for his eternal peace. Unbelievable that he has left for good. **Chitra and Pawan Chopra, IAS (Retd.)**

श्रद्धांजलि. श्रीमती लक्ष्मी जी. आपके प्रिय पुत्र श्री गजेंद्र जी हल्दिया (रिटायर्ड आई. ए. एस.) के आकस्मिक पर हमारी ओर से हार्दिक संवेदना स्वीकार करें। राजस्थान चैम्बर ऑफ कॉमर्स एंड इंडस्ट्री के पदाधिकारी व सदस्यगण परमपिता प्रभु से दिवंगत आत्मा को चिरशांति व परिजनों को इस गहन दुःख को सहन करने की शक्ति प्रदान करने की प्रार्थना करते हैं. श्री गजेंद्र जी विनम्र, संवेदनशील, मृदुभाषी, मिलनसार और व्यवहार कुशल व्यक्तित्व के धनी थे। उन्होंने अपने आचरण में हमेशा मूल्यों को वरीयता दी। उनकी कर्तव्य निष्ठा सर्वत्र प्रशंसनीय रही। दीन दुखियों के प्रति उनके मन में सदैव दया भाव रहते थे और उनकी सहायता को वे हमेशा तत्पर रहते थे। प्रशासनिक सेवा में रहते हुए उनके द्वारा किये गए कार्य सर्वत्र प्रशंसित रहे। ऐसे विलक्षण प्रतिभा के धनी श्री गजेंद्र जी हल्दिया को राजस्थान चैम्बर ऑफ कॉमर्स एंड इंडस्ट्री की ओर से भावभीनी श्रद्धांजलि, दिवंगत आत्मा को चिरशांति की कामना करते हुए, **डॉ. महेंद्र सिंह डागा(अध्यक्ष), डॉ. के. एल. जैन(मानद महासचिव), राजस्थान चैम्बर ऑफ कॉमर्स एंड इंडस्ट्री**

Prithvi. I was shocked beyond belief when I heard the news. I thought it can't be true, and hence called you. I was very fond of the person he was, and very respectful of his intellect and forthrightness. God give you all the strength to bear this irreparable loss. I join you in prayer for the eternal peace of the departed Soul. In grief. **M. Damodaran, Former Chairman, SEBI**

I have lost a dear friend. Came to know him closely when he was collector Bharatpur and I was Ex En PWD at Dholpur. **Prabhat Dayal**

My deepest condolences to the family of Mr. Haldea I had the opportunity to work with Sir as a young professional in Planning Commission and I continue to be deeply influenced by his strong ideals and integrity. He was my guru and I spoke to him in June last year, after being in touch often. Destinies are somehow linked as I lost my father on the 8th of this month due to stomach cancer and within a week, Sir. I pray both souls get higher abode. **Payal Dey**

Prithvi. Very sorry to hear the sad news about Gajendra My deepest condolences. **Vinod Dhall, IAS (Retd.)**

Dear Rukmani. Extremely sorry to learn of Mr. Haldea's sad demise. My heartfelt condolences. I had the occasion to interact with him during my service and we will cherish his contribution. This would be a difficult time for all of you. Our prayers are with you and the family. May his soul rest in peace. **Sadhana Dikshit**

Extremely shocked to learn that Shri Gajendra Haldea is no more. He was a man of firm convictions and steely resolve to see his viewpoint, mostly right, accepted and implemented even when there was massive opposition from the higher ups. He was very active till his last breath, writing profusely in the newspapers and taking up issues of public interest with governments. You were a restless soul in the cause of public service but rest in peace now. My prayers and deepest condolences. **Subhash Garg, IAS (Retd.)**

Sad to hear about Gajendra Ji, a very dear friend, we have been working together on the Golf Club Issue. Kindly accept our heartfelt condolences. May his soul be always at peace. **Aruneshwar Gupta, Senior Advocate, Supreme Court**

Rukmaniji, Sad to know about the untimely demise of Gajendra, my colleague and friend from the days of Rajasthan College, Jaipur. **H. N. Gupta, Planning Commission**

Dear Prithvi. So hard to believe. He was the most vibrant the most cultured the most congenial. कहाँ से लाएँ ऐसे इंसान को? My दिली अफ़सोस. His smiling face has risen several times today अल्लाह आप सब को सब्र अदा करे. **Syeda Hameed, Former Member, Planning Commission**

Gajendra was a man of character. He formed an opinion after deep reflection and was willing to defend it till the end. He was always graceful and pleasant. I was not aware of his illness and his demise has come as a great shock. May his soul rest in peace. **Anwarul Hoda, IAS (Retd.)**

Went too early. Obstinate he was but for the right reasons. RIP Gajendra Haldea. **Gulrez Hoda, IAS (Retd.)**

His sticking to a position was resented by people who thought it was being obstructive but he often told me he was not being obstructive. He was perfectly willing to be overruled but he did want his disagreement recorded. The trouble is the system wanted consensus. Committees did not have the confidence that comes from the majority having one view because in retrospect if a decision was questioned, they didn't want a dissenting view on record. People felt that after a full discussion if a majority was on one side that position should go as the committee view. Gajendra thought otherwise. In a world that values full transparency Gajendra would have been right. I can vouch for the fact that on all occasions that I was made aware of differences Gajendra was right. At times it wasn't vested interests. Just stupidity. For example, Gajendra insisted that in addition to having penalties for late delivery, we should have incentives for earlier delivery. The ministry officials objected to any out payments. They never recognized that such an incentive system might get a better bid to begin with. Penalties were accepted because they were incoming payments. Incentives were not because they were outgoing. They also had the concern that no CAG would question penalties. They might question incentive payments.

It was these subtleties that Gajendra infused into the thinking of his division which is why everyone who worked under him felt he taught them a lot. I don't recall any junior official having anything but praise. It was always his contemporaries and seniors who complained. They never accused him of impropriety or pursuit of personal interest. Nor even of technical incorrectness. Just unreasonableness and rigidity cans not recognizing that the best can be the enemy of the good. But that criticism was unfair because as I have said he was always willing to be overruled transparently. Just unwilling to go along with the majority view. One Cabinet secretary complained that he had caused loss of billions of dollars in investment not realizing that the projects were so ill conceived that they would have caused other problems. I spent a great deal of time explaining all this to Prime Minister Manmohan Singh who would often hear complaints that the planning commission was delaying things. One of Gajendra's juniors should write up some of the individual issues they had to resolve. It would be a great educational piece for Mussoorie.
Siraj Hussain, IAS (Retd.)

We condole the demise of Shri Gajendra Haldea, who pioneered introduction of Public-Private Participation in infrastructure project and played major role in formulation of Electricity Act, 2003. A prolific writer and columnist on infra projects. **IAS Association**

Identify this former IAS officer who was considered the force behind infrastructure PPPs and Central Electricity Act 2003. He also saved large amounts of government money in projects like Enron. He passed away recently. **India Business Quiz**

Deeply pained today to learn about the sudden and untimely demise of Shri Gajendra Haldea ji. We pray to almighty God that his soul may rest in peace. **B.L. Jaiman, IAS (Retd.)**

Please accept our deepest condolences. Gajendra and I have been close friends since we met in 1972 at Rau's Study Circle. In this past year we were in constant touch over the Delhi Golf club affairs. I am devastated! All of you are in our thoughts. May he rest in peace. **Ameena Najeeb Jung**

Pl accept my deepest condolences and pass on the Rukmani and the children. He was a brother to me. **Najeeb Jung, IAS (Retd.)**

A great man, a dear friend. Always guided me on many matters. Shared many happy evenings together. Will always miss him. May God bless his soul. **M. D. Kaurani, IAS (Retd.)**

Dear Prithvi. Kindly accept our condolences. May you all be bestowed with enough courage and fortitude to bear the irreparable loss. RIP Gajendra ji! **Mohd Haleem Khan, IAS (Retd.)**

Dear Prithvi, So so sorry to hear about Gajendra. My deepest condolences to Aunty who must be inconsolable and all of you in the family and loved ones. We go back a long way and I am distraught at the news. RIP to the dear departed soul and strength to all of you to bear with this loss. **Dipali Khanna**

Gajendra was a rare human being and I had the privilege of engaging deeply with him at several levels. He shaped my thoughts in multiple ways. It's a great personal loss. I have lost a close friend. Please accept my heartfelt condolences. **Paras Kuhad, Former Additional Solicitor General of India**

Deeply shocked to read sudden demise of Gajendra. Couldn't believe. Conveying deep condolences! May God grant salvation to the departed soul! In deep grief- **Dhanendra Kumar, IAS (Retd.)**

Prithviiji. Very sorry to read about Gajendraji. He was an icon for civil service. May the Almighty give eternal peace to the departed soul and fortitude and courage to all of you to bear this irreparable loss. **Manoj Kumar, IAS**

Prithvi...Shocking most shocking indeed. Remember seeing him at the last physically organized Jashn-e-Rekhta. Had no idea whatsoever that he was going through this. His imprint is so visible in NITI Aayog where he spent considerable time. I pray to God to give you all the strength to bear this immense loss which can never be repaired. May his noble soul rest in eternal peace **Dr. Rajiv Kumar, Vice Chairman, Niti Aayog**

Extremely pained to know the demise of Shri Gajendra Haldea Ji. I had the opportunity to work with him closely in drafting Model RFP & Contract templates for PPP Projects. You will be missed sir. **Ram Nivas Kumar, Managing Director, Pushkar Infrastructure**

To all members of the Haldea family, My wife Malashri, nee Mukerji, and I offer our sincere condolences to the family on this sad occasion. Malashri is from Jaipur and knew Mr. Haldea very well in college and Mrs. Haldea as well. I got to know him while he was at the Planning Commission and worked with him on an aviation committee, and exchanged emails after his retirement, esp. with reference to the erudite articles he wrote. Kindly accept our thoughts today. We were both shocked to read of his passing away, and pray for his soul to Rest in Peace. For the family, we pray for the strength to bear this irreplaceable loss. With you in grief. **Robey Lal**

We are deeply saddened by this news of your loss. May god give him eternal rest and give you strength to bear this loss. Our most sincere condolences to you and your family. **Mrs. Varsha and Dr. B. Lal**

This is indeed quite unbelievable Prithvi. Please accept my deepest condolences. I will pray for strength to the family he leaves behind. He will be missed. **Dr. Rajiv Lall, MD & CEO, IDFC Institute**

Our deepest condolences and prayers with the family. **Kiran Madhukar**

Shri Gajendra Haldea was a diligent, fearless, professional and distinguished civil servant. Have heard a lot about his work and his dogged, perseverant style from close friends in civil service. A role model for young civil servants. Prayers for his *sadagati*. **Prashant Mahapatra**

Shocking....Mr Haldea was truly an intellectual giant...still committed to improving governance of infrastructure projects...heartfelt condolences...rest in peace Sir. **Yadi Mathur**

Dear Prithvi. With profound sorrow I came to know of the passing on of Shri Gajendra Haldea. A man of immense integrity and intellectual capability, he has left an indelible imprint on infrastructure development in India. He will be deeply missed. May he be one with *Brahmana* and may the family have the strength and resilience to bear the loss. **Arvind Mayaram, IAS (Retd.)**

Dear Haldea Family. We are very sad to read about Mr. Haldea's passing away. He was a very good person. Please accept our heartfelt condolences. **Kamal and Anita Meattle**

Dear Prithvi, Sorry to learn about demise of your brother. May his soul rest in peace. **Pradeep Mehra**

He was a great colleague in the Planning Commission. I attended his course on PPP in infrastructure at IIMA in 2008. Still have the volumes that Subhamoy speaks about. Many of you will remember his articles, which he would share on this group. A great loss. **Santosh Mehrotra, Planning Commission**

Dear friends. Let me pay my tribute to a valiant reformer who we lost to cancer coupled with Covid. I had a love hate relationship with him but we did much work together on infra policy reforms, which he led at the erstwhile Planning Commission under the leadership of Montek and Dr MMS. Due to his peculiar nature he received bouquets and brickbats in equal measure. One of his splendid achievements was the Electricity Act, 2003. He has now passed onto the next journey which God may have designed for him. I am sure, he will continue to be a dedicated change maker. However, his memory will remain steadfast in our minds and hearts. **Pradeep S. Mehta, Secretary General of Consumer Unity & Trust Society**

Very sorry to hear about Gajendra passing away. He was a good friend besides being a batch mate. Hadn't met him for many months. Our deepest condolences to you all. **Satyananda Mishra, IAS (Retd.)**

I am very saddened to learn about the passing away of Gajendra Haldia. He was a brilliant officer and a very fine human being. His contribution in developing model agreement for

PPP's can never be forgotten. He was an expert on infrastructure issues and greatly respected for his contribution in the Planning Commission. I recall gratefully his help in appointing me to an international committee to evaluate the work of UNDP when he was JS in DEA. He was widely admired for the expression of his independent views. It is indeed a great loss to the Rajasthan cadre. **R. L. Misra**

It is truly unbelievable. Can't comprehend his not being amongst us any longer. His face keeps coming up again and again since getting this most tragic news. Will very dearly miss him. Please accept and convey our heartfelt condolences to the whole family and May his soul rest in peace. **Sudhir Mital, IAS (Retd.)**

To Smt Rukmani Haldea. I worked with Mr. Haldea in 1989-90 as an Under Secretary in the Department of Economic Affairs. A demanding boss, he was always personally kind, dropping me off after late sittings. We stayed in touch thereafter, with common interests in the electricity sector and infrastructure. Just a couple of days ago, I read his prescient piece on power reforms in Orissa and was struck by the clarity of thought. His death came as a shock. My sincere condolences to the family. With his demise, Indian policymaking and of course, the IAS will be that much poorer. **Sanjay Mitra, IAS**

Shocked and saddened by the news this morning. Cannot believe that our friend is no more. Can't look forward to unending absorbing discussions and arguments. The nation has lost a dedicated rare ethical public servant. He was one of a kind and we will miss him deeply. Our deepest heartfelt condolences to you and the whole family. **Rakesh Mohan, Former Dy. Governor, RBI**

It is an irreparable loss. His contributions to the governance and policy with regard to infrastructure development especially by the private sector are immense. He was one of the very few cerebral civil servants who fearlessly and with much analytical insight could, much before it happened, point to risks in PPPs for the government, and to users. His inputs significantly contributed to making Indian PPPs less rent generating than what it would otherwise have been. Since his retirement/morphing of Planning Commission into the Niti Aayog, there is much danger that rent generating PPPs would find their way through. Above all he brought his sharp intellect to bear on problems. Governments must him. We academics have lost a person whom we all admired. **Prof. Sebastián Morris, IIM Ahmedabad**

Commendable contribution Gajendra Haldea. RIP. **Gopal Krishna Nayak**

Dear Prithvi. I was very saddened to hear today that Gajendra passed away yesterday. My deep condolences to you and the family. Gajendra and I overlapped in DEA, and even then, his was a formidable intellect on infrastructure finance, a capability that was to subsequently mature in the Planning Commission. I also remember him from committee meetings as amongst my most intellectually upright colleagues, though there was very

little cross-linkage in our work given the verticalization that is common in government
Sincere condolences once again, and best regards. **Dr. P.J. Nayak, IAS (Retd.)**

Dear Madam Rukmani ji, Namaskar. We are shocked and saddened to know about the loss of Our dear Gajendra ji Haldea Sahib. Kindly accept our heartfelt condolences on the loss. We pray to God for granting peace to the departed noble soul. With grief and sorrow. *Shradhanjali.* **Anita and Lalit K. Panwar, IAS (Retd.)**

Oh my god. He was a true mentor for me. Heartfelt tributes to Gajendra Haldea. Truly a Guru. Pioneering ideation and long-lasting actions on Indian Infrastructure. Always candid. Met him first in NCAER in 2001, after reading his book <http://gajendralhaldea.in/pdf/Flier-for-book-Indian-Highways.pdf>.. delighted when he agreed to join board of our Infra Dev Corp. **Shailesh Pathak, CEO, L&T Infrastructure Development Projects Ltd.**

Easily in the top league of thinking bureaucrats that India has ever had. I had the good fortune of working with him from 2011-13 and would remember him as my best teacher. RIP sir. **Kumar V Pratap, Joint Secretary (Union Territories)**

He was generous and large-hearted to a fault, and extremely self-confident. Remembering him today, I recalled how he came to meet us (the 3 probationers of the '70 batch) in the OTS Jaipur hostel, saying he was preparing for the IAS. That was our first meeting. Then I recalled running into him at the mausoleum of Tipu Sultan of all places; he was travelling to meet his children in some school in Ooty, and Rekha and I for a getaway, post a one-week refresher course at Bangalore - didn't seem like 30 years ago, though this was 1991; we were both JSs and had perhaps attended the course together. In the last 14 years since my retirement, we met only once in a blue moon, but I cannot forget the cheerful smile and 'आदाब अर्ज है' greeting...which he seemed to specially produce for me. Surely, it feels like losing a close friend, in addition to the cadre losing a stalwart. **Priyadarshi**

Extremely sad and shocked to know about Gajendra. We pray with you in your hour of grief. **S. Y. Quraishi, Former Chief Election Commissioner**

I came to know of the sad news about untimely demise of Gajendra Haldea sir, I have worked with him in Planning Commission, besides that being a Georgian, I have been in regular touch with him, wanted to express condolences. **Vinod Rajoudaa-Parliament**

Dear Rukmani, Sad to learn that Gajendra is no more. A tall intellectual, he stood apart in our cadre. Memories of my contacts with him in Yojana Bhawan over a sandwich and coffee enriching our futile attempts to put our infrastructure on rails flood me. Please accept my heartfelt condolences. Be in touch. God Bless. **R. Ramakrishna**

To all Family Members, I'm stunned by this news. What a great loss to the world. He will be missed by so many. PPP Division in PWD Rajasthan in Year 2014 came into existence and efforts of Haldea Saheb. in operationalizing the structure is still unforgettable. He designed very meticulously the various committees to carry out many tasks of intricate nature of procurement for highway projects in the government setup. I got an opportunity to work under him being an Executive Engineer in PPP Division. It was very inspiring to see his drafting of notes and clarity of thoughts and subject knowledge. Certainly, I am short of words to express my feeling. He was a true officer, too much dedicated to work, great planner, team builder and so on. My heart is heavy today. What a great person, who will be deeply missed. Even as I'm shedding tears for this loss, I'm honored to remember one of the best people I ever met. May God give strength to all family members to bear this loss. **Somesh Rathi, Project Director (PPP), PWD, Sikar**

Dear Rukmani ji, So sad to know about the untimely death of Gajendra ji. My heartfelt condolences. He was my Training Collector in Bharatpur during 1979-80. He was so impressed by my work that he recommended my name to his batch mate Anand Prasad as SDO Bali. Otherwise I was being posted as SDO Nagaur. Later we were next door neighbours in Bani Park during 1982-84 before I vacated after being posted as Collector Jhalawar. We were in touch regularly and I met him in the Planning Commission during my official tour of Delhi. I also attended Rohini's marriage in Delhi. Unfortunately, that was perhaps my last meeting with him though I used to meet you in Jaipur on Golf Course and Secretariat. May God provide strength to bear this unbearable loss to the bereaved Haldea family. **Umrao Salodia and Dr. Vijay Salodia, IAS (Retd.)**

It is so characteristic for him to have his life celebrated—and he leaves behind a wonderful legacy. I will miss him. **Harish Salve, Former Solicitor General of India**

Pained. A Real Real promoter of PPP in true sense. Worked with him closely on few projects, found him so open to initiative if worth it against the apprehensions many people thought Gajendra Haldea A guru for a generation of infra project administrators. **Ajay Saxena, IAS (Retd.)**

I was shocked to hear of the sad demise of Gajendra Ji. My heartfelt condolences to you and your family. I pray to the Almighty Lord to give you courage, strength and support. **Dr Shishir Seth, Apollo Hospital, Delhi**

Deep condolences. We played golf together before Covid. Surprised and shocked. I have seen few service officers with his intellectual status. He wrote extensively and always called me on the morning of publication. India is poor without him. **Manmohan Sethi**

Shocked and saddened to hear about the demise of Shri Gajendra Haldea ji, one of most accomplished civil servants in India. I had the privilege of working with him for a year, when he was a Member of DDC Delhi and made imp contributions to many of our

policies. May his soul RIP. **Jasmine Shah, Member, Dialogue & Development Commission, Government of Delhi**

Gajendra was a batchmate. We saw his evolution into a larger than life figure in the national policy space. Always immaculately turned out, he did not appear to age at all. And now he is no more! His intellect was sharp and his energy and ability to personally work very hard was extraordinary. He could write and argue so well that had he taken to law in which he had his degree, one wonders where he would have reached. As his stature grew he became more confident in believing he was right and, then, always right! (I experienced this professionally while dealing with the Electricity Act 2003, In the Ministry of Power where I dealt with the subject from conception of the law till its enactment and the issue of all the Rules and Policies under it). He had a missionary zeal in pushing policy in the PPP space in which he spent many years at his peak. He was a forceful proponent of his ideas. And a formidable opponent. I think he enjoyed a 'good fight'. While to many in the system he became a good example of 'How not to win friends and influence people', in the outside world he was seen as a visionary crusader for PPPs. He became sui generis. Our prayers for you, Gajendra. **Ajay Shankar, IAS (Retd.)**

Rest In Peace. Gajendra Haldea ji - A man who made a big impact on infra development in the country. **Shravan**

Please accept my heartfelt condolences. **Shardul Shroff**

Such a loss. Gajendra Haldea was the final word on Infra and PPP Projects. Learnt so much from him. Sir, you will be missed. **Abhishek Singh, IAS**

Dear Rukmani, Our heartfelt condolences on your husband's untimely death. May his soul rest in peace. **Balsharn Singh**

Dear Rukmani. Was profoundly to learn of the very sad and untimely demise of Gajendra. As you know, he was close to me ever since he came as JS in Finance. Lively intelligent domain knowledge and amazing rectitude. It is a personal loss to me as well. But what do or say. Strange times can neither go nor can go. God Bless the noble soul. **N.K. Singh, IAS (Retd.)**

Prithvi. Our heartfelt condolences. I had several occasions to meet and interact with him during my professional career. Was always impressed with his knowledge and intellect. He will be remembered for contributions during his Ministry of Finance and Planning Commission stints. We pray for his soul to rest in peace. **U. K. Sinha, Former Chairman, SEBI**

Gajendra Haldea! Father of India's infra-PPP. **Suraj Singh**

I had close association with Sir. Our heartfelt condolences to the entire Haldea family. May God bless his soul and give courage to bear the irreparable loss to the family members. May his soul rest in eternal peace. **Ashok Singhvi**

Dear Madam. Please accept my deepest condolences on the sad demise of Late Shri Gajendra Haldea ji. My memories of serving with Shri Gajendra Haldea ji in 1993 had over the past 3 decades matured into deep and abiding friendship. I am deeply shocked by his loss. I pray to the almighty to give you and the children - Rohini and Rohan the strength to cope with this enormous tragedy. best regards, In Sorrow. **V. Srinivas, IAS, Additional Secretary to Government of India**

Respected Smt Rukmani ji. Kindly accept our sincere condolences on the untimely passing away of Shri Gajendra Haldea. I had opportunity to interact extensively with him during the preparation of the PPP concession agreement for the port sector. We benefitted greatly from his advice and attention to the minutest detail. We pray that God may give courage to the bereaved family to bear this loss. May his soul rest in eternal peace. **Rakesh Srivastava**

Dearest Haldeas. We extend our deepest sympathies to your family. May his soul rest in peace. **Ashok Tambi**

With profound grief I learnt today about the sad demise of Shri Gajendra Haldea ji. It's unbelievable! May the departed soul attain Moksh and rest in perpetual peace! May the bereaved family have strength of mind and heart to bear the unbearable! **G. K. Tiwari, IAS (Retd.)**

MEDIA

Shocked to see Gajendra's obituary! Sincere condolences! **Mythili Bhusurnath, Economic Times**

Dear Prithvi, I am extremely saddened to hear about the passing of Gajendra. His was a brilliant mind, and he was a Gutsy Man whom I respected greatly. My deepest condolences to you and the family. **Senthil Chengalvarayan, TV Anchor**

Sad to hear about passing of Gajendra Haldea, referred here as guru for a generation of infrastructure project administrators. **Govindraaj Ethiraj**

Dear Prithvi, I am so sorry to hear about your brother. It's so sudden and shocking. Gajendra Haldea who passed away today thought free markets and competition would enable the public to enjoy public services, affordably. He was a gadfly even in

government. He moved the courts against privatisation of electricity in Delhi. He thought the process was defective. Heartfelt condolences to you. **Vivian Fernandes**

Prithvi...Very sorry to hear about Gajendra. Please accept our condolences. Some words of solace from the Bhagwad Gita for those left behind.

नैनं छिन्दन्ति शस्त्राणि नैनं दहति पावकः ।

न चैनं क्लेदयन्त्यापो न शोषयति मारुतः ॥

Weapons cannot cleave it, nor the fire burn, nor do the waters drench it, nor the wind dry. **Monika and Gautam Halan**

Big loss! Gajendra Haldea is dead. Not everyone agreed with him, but he is the father of India's private infra revolution Almost any concession you can think of, on airports/roads etc, was written by him & when this was distorted, he fought against it, even when in government. Gajendra Haldea was the father of India's infra-PPP as well as major reforms like Electricity Act. Since any law/framework can be abused, he fought against any such attempt by those in government. While in service, he even went to court to right wrongs. A true warrior. Prithvi...Really sorry to hear about Gajendra. He will remain an inspiration for generations. I know, it is really hard to deal with such a loss. And such a towering personality. At your party, I had never seen that side of him. Or, when we were at lunch, his telling me how I was tilting my bowl of soup the wrong way. I tilted it towards me to get the rest of the soup. He had lived in England, and seen that you had to tilt it away from yourself. RIP my friend **Sunil Jain, Editor, Financial Express**

My heartfelt condolences Prithvi sir to the family. I had the honor of interviewing him on a few occasions. Remarkable human being. I pray to God to give you and the family the strength to bear this loss. **Vivek Law, TV Anchor**

I just learnt of your brother's passing. My deepest condolences. I was very fond of him. He was an upright, decent person and a rare find in the government. **Anjana Menon, Journalist**

Deeply saddened by the untimely demise of Mr. Gajendra Haldea. His documents on PPP were akin to crafts, no less than the finest artworks adorning museums. **Anirban Mukerji**

Few remember bureaucrats who play a big role in development. Sad to hear of the demise of Shri Gajendra Haldea. He was the finance ministry's architect of India's national highway programme, building the agreement document that ushered in private participation. RIP. **Madhavan Narayanan, Journalist**

Prithvi Uncle. My condolences. All my love and prayers. Big hug. **Nayantara, TV Anchor**

We condole the demise of Shri Gajendra Haldea who pioneered introduction of Public-Private Participation in infrastructure projects and played major role in formulation of

Electricity Act, 2003. A prolific writer columnist on infra projects. **Ramani Tweet Media Report**

Hello Prithvi Sir, just heard about Gajendra Sir's demise. My condolences to you and the family. I have fond memories of interacting with him at the Planning Commission. **Surabhi Prasad, Journalist**

Dear Prithvi, Jhum Jhum joins me in extending our deepest and most heartfelt condolences at the passing away of your brother, Gajendra Haldea. I never had the privilege of meeting him, but I knew that he was a highly respected IAS officer and an acknowledged authority on infrastructure projects. I am sure he will be missed by all those who knew him. May his soul rest in peace. **Rajiv Shirali, Journalist**

Gajendra Haldea is no more: A guru for a generation of infra project administrators. My deepest condolences Prithvi. **Paranjay Guha Thakurta, Journalist**

Very sad to hear. RIP Gajendra Haldea. **Mahesh Uppal**

FAMILY/FAMILY FRIENDS

Prithvisaheb...My condolences. Bhaisaheb is at a better place. You are the most amazing brother I know. **Dr. Raju Bansal**

Shocked and so upset over Gajji bhaisaheb untimely demise. He had been so kind to all of us and always made a point to visit me when he was in Jaipur due to his love for Mom and Dad. I cannot believe this and will miss him so much. Please take care. Big loss for all of us and so untimely. **Amit Bomb**

We are in deep shock after hearing the sudden demise of Gajjisaheb and I honestly don't have any words to express our sadness. For me, Gajjisaheb was my role model and he will always be remembered as a person who lived his life with discipline and integrity. May his soul rest in peace and God give strength to Tara bhuaji, Rukku bhabhi, You, Daulat, Seema, Baby and the entire Haldea family to bear this pain. Please accept our heartfelt condolences. It was an honor to have known such a great person and we will truly miss him. **Girraj Bomb**

Deepest condolences Bhaisaheb, May God give strength to you and our whole family to bear this loss. May his holy soul RIP. **Lokesh Bomb**

पृथ्वी बहुत दुख हुआ गज्जी साहब का कल सुन कर...शब्द ही नहीं हैं बोलने के लिए...मेरे दोस्त मेरे भांजे को नमन हम सब की तरफ से. **Nav Ratan Bomb**

Respected Bhaisaheb, Very sorry to learn about the sad demise of Respected Gajji bhai sb. Our heartfelt condolences to the family. We pray Almighty to rest his pious soul in peace and give strength to the bereaved family in this difficult time. **Prem Bomb**

Bhai Saab, I'm beyond words at Gajji bhai Saab's news. It was so shocking and left me out of breath for a minute. And I cannot imagine what all of you must be going through to lose such an awe-inspiring personality like him. Big brother who always made you feel proud to be his sibling. Bua ji must be devastated beyond imagination. To lose a child, no matter the age, surely is the biggest tragedy a parent can ever go through. I was so lucky to be loved by him the way he did. Always so affectionate and always concerned about my well-being. He was a big part of my childhood and one that I'll miss terribly for years to come. He was someone I always spoke to my kids about and showed his articles to them. They remember him so fondly as Gajji mama. **Priyanka Bomb**

Dear Prithvi. We are very saddened to hear the passing of our beloved Gajji. Please note that our thoughts and prayers are with you and your family at this difficult time. Sincerest condolences. **Shiv Ratan Bomb**

Stunned me and left me in deep shock, very hard to convey how I feel right now, I am at loss for words. He was very dear to all of us, with a personality that was one of a kind, it is unbearable loss. Will miss him dearly. May God Grant him peace & a place in his abode and give strength to Jiji, Rukmani, you, Rohan, Rohini entire family to bear this unbearable loss. Please accept our heartfelt condolences during these very tragic moments. **Suraj Bhan Bomb**

Very sorry to hear that Shri Gajendra has gone to God and let us pray Almighty to bless him in the Heaven under his Blessings. Please keep courage to bear this irreparable loss. **Amar Singh Chauhan**

Dear Haldeaji. The loss of someone dear to us is never easy. I hope all the cherished memories that you have of him brings you some light during this dark time. I hope the love and support from your loved ones bring you peace. My sympathy is with you in your time of grieving. **Nisha Chauhan**

Dear Prithvi, Ardu and I are saddened to hear of the passing away of Gajendra. You were a devoted brother and I can imagine your grief. We pray that Gajendra is at peace and safe in the arms of God. Our thoughts are with all of you. **Gowri Easwaran**

Very sorry to learn it. He was an inspiration to all of us. Maa is deeply concerned and in grief. She is now talking of all the past times with him. My condolences. **Pankaj Ghiya**

Bhaiya. Deeply saddened to hear about Gajji bhaiya. Have no words to express our pain and sorrow. Bhaiya will be missed by us forever. **Atul Gupta, Nagpur**

Too grievous to learn. No words any further. **B. D. Gupta**

Sad to hear, may his soul rest in peace. **Naresh Gupta**

Very sad and a shocking news for us, in fact unbelievable. Felt immense grief. Please accept my sincere condolences. I pray that our Lord blesses and comforts you and your family during this time of grief. I am lost for words at this sad time. May his soul rest in peace. **Padma and Virendra Gupta**

गज्जी साहब का जान कर बहुत सदमा लगा. ईश्वर से प्रार्थना है कि उनकी आत्मा को शांति प्रदान करें. तुम सब को उन की यादों के सहारे रहने की शक्ति दें. **Pritam Gupta**

Oh god. This is so unbelievable indeed. He was such a strong personality. Saddened to hear this awefull news. May his soul Rest In Peace. We will pray for him. **Rashmi Naresh Gupta**

Om Shanti. **Vipul Gupta**

Namaste Prithvi Baba, saddened to hear about Gajendra Baba... please accept my deepest condolences for your loss... may his soul rest in peace. **Aditya Haldia**

Bhaisaheb. Very shocking news. Highly adorable personality- held in very high esteem by one and all. May his soul RIP. **Ashok Haldia**

This is really shocking news. May almighty take him in his abode. Please convey our condolences to all in the family. **Avinash Haldia**

This is heart breaking. Condolences to the family to bear this irreparable loss. **Gopi Haldia**

Very sorry to know that Dear Gajendra's sudden demise. He was a very joyful and lively person. We pray to almighty his soul rest in peace. **Govind Haldia**

जान के बहुत दुःख हुआ चाचाजी। प्रभु गज्जी चाचाजी की आत्मा को शांति प्रदान करें. **Pawan Haldia**

Just got the news about Chachaji. We are shocked and saddened. May His soul rest in peace and may God give the whole family the strength to bear this loss. **Satyapriya Haldia**

Please accept my condolence on the sad and sudden departure of Gajendra Chachaji. Pray to God to give strength to the family to bear his loss. **Shree Haldia**

Rohini...I know it's been decades, but I wanted to reach out and say I'm so sorry about your Dad. My parents are here and my dad has been talking about him all day. Telling us stories of his charisma - how he charmed people so easily, like Manoj Kumar who the other probationers found him playing table tennis with. I hope you are dealing as best as possible in this horrible time. Sending thoughts. **Ursila Jung (Najeeb Jung's Daughter)**

भगवान उनकी आत्मा को शांति प्रदान करे. **Satya Jauhar**

Very sad news. भगवान उनकी आत्मा को शांति प्रदान करे. **Dr. Narendra Jolly**

It is shocking n hard to believe the sudden demise of Gajendra. Please accept our sincere condolences. No words to express our shock and grief. May God grant peace to the departed soul and strength to the family to bear the untimely loss. **Paul & Sudesh Jolly**

Gajjisab was a warm, a very honest and logical person. He was very affectionate towards our family and we will miss him. In this hour of grief our heartfelt condolences to Haldea family. **Anil Khandelwal, Agra**

Heard of your brother? **Anil Khandelwal, Saket**

Unbelievable, don't know what to say. God give strength to bear the loss. We can't forget his smiling face. **Bharati Khandelwal**

Shocking sad news. May god rest his soul on everlasting peace. **Kamlesh Khandelwal**

परमपिता परमेश्वर मृत आत्मा को अपने चरण कमलों में स्थान दे व परिवार को इस दुख कि घड़ी में संबल प्रदान करे। ॐ शान्ति शान्ति शान्ति। *गीता ओम व परिवार इन्दौर।*

Another severe blow. He was Supremely intelligent and was held in high esteem. He will be missed as a proud Haldea clan elder. **Paro Khandelwal**

Our prayers. **Prem Khandelwal**

We deeply mourn the sad demise of GajjiBhaisab. He will be remembered for his intellect and thoughtfulness. On behalf of my family, I extend our heartfelt condolences to all your family members and pray to Almighty to give eternal peace to the departed soul. **Ramswaroop Khandelwal**

Very sorry to hear about the loss brother. May his soul rest in peace. **Ravi Khandelwal**

गज्जी साहब का समाचार सुनकर बहुत दुख हुआ, ईश्वर से प्रार्थना है कि दिवंगत आत्मा को शान्ति प्रदान करे एवम् परिवार को दुख सहने की शक्ति प्रदान करे। **रेणु-ओम प्रकाश खंडेलवाल**

Really shocked to learn about sudden demise of Gajji. May God lay his soul in peace. **Sudha and Santosh Khandelwal**

Please accept my deep condolences. May his soul rest in peace. **Kanak Khanna**

Very sad to hear about Gajendra. May his soul rest in peace. I still find it hard to accept I won't meet him again. Please convey my good wishes to all members of the family. **Krishnan Kumaramangalam**

Dear Prithvi mamaji. Sorry to hear about Gajji mamaji. Our condolences to the entire family. May his soul rests in peace. **Saurabh Maloo**

स्नेही पृथ्वी साहब! आदरणीय गज्जी साहब के आकस्मिक निधन से हमें गहारा आघात लगा है। प्रभु की मर्जी के आगे हम सब विवश हैं। परमपिता परमेश्वर से प्रार्थना है कि वे हम सभी परिवार जनों को इस अपूरणीय वैयक्तिक क्षति को सहन करने की सामर्थ्य दें। शोक की इन विषम परिस्थितियों में सहअनुभूति के साथ: **शशी-सुरेश मालू**

Losing elders of family is like the world's end. Extremely sorry for Respected Gajji Bhai Sab's death. Please accept our deepest and heartfelt condolence. भगवान् दिवंगत आत्मा को शान्ति दे! श्रद्धा नमन! **Anil Mehra**

Just heard about Gajjibhaisab. Please accept our deep-felt condolences. He will always remain in my heart as a very protective and affectionate messages posted a person. His last few messages sent a few months back were very affectionate and loving. Good give strength to the family. May his soul rest in peace. "Many thanks for such kind and generous words. We share a strong bond that will never weaken!" This was one of the messages he sent me. **Nirupama Mehra**

Can't look forward to unending absorbing discussions and arguments. The nation has lost a dedicated rare ethical public servant. He was one of a kind and we will miss him deeply. Our deepest heartfelt condolences to you and the whole family. **Rasika and Rakesh Mohan, Former Dy. Governor, RBI**

Sorry to know about Gajjisab. We have lost our elder brother. No doubt he was a pure soul and our role model. May his soul rest in eternal peace. May God give enough courage to the whole family to bear this irreparable loss. Our sincere condolences to the whole family. **Rakesh Oberoi**

Very sorry to hear about Gajsab leaving us. Devastating news for the whole family. While I wasn't in touch during his illness, we sent him good wishes regularly. We lost an elder brother we loved and looked up to. We mourn with you, deeply. **Smita Premchander**

I am extremely sorry to hear of this tragic news. My deepest condolences to you all. **Purnima Rai**

Gajji bhaiyya is a big loss to the entire family. May his soul rest in peace. May god give you strength to overcome the sorrow. **Chitra Rawat**

Bhaiyya, so shocked and deeply saddened to hear about Gajji Bhaisahab's untimely demise. **Manas Rawat**

This is a devastating loss. I wish I could be with all of you. I can't put into words all that I feel. **Dr. Padma Rawat**

प्रिय गज्जी के स्वर्गवास पर उसकी आत्मा शान्ति एवं समस्त परिवार को इस दुःख को सहन करने की शक्ति प्रदान करने हेतु ईश्वर से प्रार्थना करते हैं। **Prem Das Rawat**

Very shocking. Our heartfelt condolences. Before we were moving to Mumbai, he invited all of us for dinner and received us very warmly. Never thought that this is going to be my last meeting with him. People like him are role models not just for family but for many who come in contact with them. May his soul rest in peace and May God give family the strength to bear this great loss. **Ragesh Rawat**

Extremely sad and shocked. May god bless the departed soul and provide courage and strength for the entire family to bear the loss. **Dr. Sheh Rawat**

गज्जी के स्वर्गवास का समाचार अभी मिला। बहुत दुख की बात थी की इतना नियमानुसार हष्ट पुष्ट व्यक्ति का ऐसा समाचार मिलेगा। ईश्वर से प्रार्थना है कि उनकी आत्मा को शांति प्रदान करें। **Dr. Yatindra Swarup Rawat**

Dear Prithvi ji, So so sorry to hear of the passing away of dear respected bhai sahab. May his soul rest in peace. Our deepest heartfelt condolences. He was a very very special person indeed. My respects for you have gone up manifolds having seen your dedication and efforts towards bhai sahib! **Anil Sinha**

Prithvi ji. Our heartfelt condolences to you & family. Very sad day for all of us. Our prayers for the departed soul. **Lavi Sinha**

We are deeply saddened by the loss of brother Shri Gajendra Haldea. He will be truly missed and we will include him in our daily prayers. Our deepest condolences. RIP.
Rajesh Tambi

RIP Gajendra Haldea. **General Pushkar Singh Yadav**

PRITHVI FRIENDS

Very sorry to hear of the passing on of your brother. May you be blessed with the strength to cope with the grave loss. **SM Acharya, IAS (Retd.)**

Dear Prithvi Ji. We are very sorry to know of the sad demise of your dear and respected Gajendra Ji. May God grant peace to his soul. Please take care of the family. In grief. **Anil Agarwal, President, Cosmos Group**

Sad to know about bhaisaheb's demise. Please accept our heartfelt condolences. May God his soul rest in peace. **Badri Agarwal**

Very sad to learn about the untimely death of your brother. **Ajay Agnihotri**

So very very sad to read the news that one hoped would never come. Hoped that Bhaisaheb would recover to full and vibrant health. That he would be among us again, laughing, helping, caring. God has a greater need of the good people than we do. We have family and friends for support. For love and hugs. It is so hard to let go. But the love remains always and forever. In small acts and large. In memories. Always and forever. Sending peace. **Anjali Amit**

Prithvi, deeply pained to get this sad news...He was truly an enlightened soul. His values and passion live on in you. May his soul rest in a better place. **Naveen Anand**

Dear Prithvi Please accept our heartfelt condolences on this sad loss. I am so glad he was home and happy. All of you did everything that was possible to do. I am sure he is in a better place. May his soul rest in peace and god give strength to the family to bear this loss. **Nira Anand, The World Bank**

Came to know about the sad news. Gajendra sir was such a fine gentleman. I pray for peace to the departed soul. **Manoj Arora**

Dear Prithvi, It was very sad to know the said demise of Mr. Gajendra Haldea ji, a great brother and advisor. We met Bhaisaheb during your family function at the time of your wedding reception. It is a great loss to all of us and your family. I and Indu send our

heartfelt condolence as we pray for the departed soul to rest in peace. **Indu & Surinder Bansal**

Those we love can never be more than a thought away, for as long as there's a memory they live in our hearts to stay. **Manju Barjatya**

Prithvi Uncle, very sorry hear to about your brother. May his soul rest in peace. Please accept our condolences. **Neha Barjatya, Google**

Very sad to hear. **Subhash Barjatya**

Oh dear. Prithvi this is just so so sad. Hopefully he is in a better place. God be with you and the family to bear this loss. Take care. RIP Gajendra bhaisahib. Just thinking about you. Take care. **Sangeeta Bedi**

Hi Prithvi, Sorry to learn of Gajendra's demise. Our deep condolences. Hope you all are ok. Please take care. **Ramesh Bhandari**

So saddened to hear about your beloved bhaisahib's passing on. Our heartfelt condolences and prayers for his soul to rest in peace. **Arpana Bhardwaj**

Extremely sorry and saddened Sir. Our deepest condolences to your family and you. Our prayers are with you. **Gautam Bhardwaj**

Sir, really a sad news. May he rest in peace. **Poonam Bhasin, Co. Secretary, Nucleus Software Exports Ltd.**

Deepest condolences. **Amardeep Bhatia, IAS**

So sorry to hear the news sir! May his soul rest in peace and may the almighty provide you and everyone in the family the strength to bear this loss. **Parag Bhise, Director, Nucleus Software Exports Ltd.**

Sad to learn of the untimely passing away of Gajendra Bhai. May God grant eternal peace to his noble soul and give strength to the Haldea family to bear this huge loss. **Sangeeta and Vijay Bhushan, Partner, Bharat Bhushan & Co.**

Deepest condolences Prithvi. He looked so healthy last time I saw him in Gymkhana Club. **Rajiv Burman, Managing Partner, Lighthouse Partners**

Prithvi, Am So sorry to hear of your loss, he was home and that is a big thing. May you all find peace and may he find deliverance from his illness, remember he will Always be around you My sincere condolences to the entire family. Stay strong. **Nadira Chaturvedi**

I am fortunate to have met Gajjisab a few times. May his soul find place at His lotus feet!
Vishnu Dusad, MD, Nucleus Software Exports Ltd.

Dear Prithvi. Very sad to know demise of your brother Shri Gajendra Haldia. My condolences. **Vivek Gautam, Associate Director, SMC**

Please accept our heartfelt condolences on the tragic and untimely demise of your brother Gajendra ji. Our prayers are with you and your family for the departed soul to rest in peace and for strength to all of you to bear this irreparable loss. **Akhil Gupta, Vice Chairman, Bharti Enterprises**

Deeply saddened to hear about the passing away of bhaisahib. I know how close you were to him. These vacuums are difficult to fill but time is a great healer. **Archana Gupta**

Uncle. So sorry to hear this. Please accept our deepest condolences. May he rest in peace.
Divya Gupta

Jijaji. Please accept our deepest condolences on the demise of your Brother. May he Rest In Peace **CP & Sadhana Gupta**

Dear Prithvi. Saddened by the news of Gajendra ji's passing away. We offer our heartfelt condolences. May God give you and all the family members the strength and fortitude to bear this huge and tragic personal loss. We share in your grief. **Rajiv & Sangeeta Gupta**

Sorry to hear about Bhaisaheb. May his soul rest in peace. Our heartfelt condolences to the family and you. **Raviraj Gupta**

Prithvi, just heard the sad news. Prabha joins me in offering our condolences to you and the family in this time of irreparable loss. May his soul rest in peace. **Rakesh Govil**

Please accept our most heartfelt condolences. **Shailesh Haribhakti**

Our deepest condolences Sir so sorry to hear about your loss. Our prayers are with you and the family. **Imran Jafar, Managing Partner, Gaja Capital Partners**

Dear Prithvi. Really sorry to hear. Kindly accept our most heartfelt condolences. **Gopal Jain, Managing Partner, Gaja Capital Partners**

We are shocked to learn about the sad and untimely death of our senior and friend Shri Gajendra Haldea IAS. His younger brother Prithvi Haldea was my class fellow. May God grant eternal peace to the departed noble soul and strength to the bereaved family to bear the irreparable loss. May his soul rest in peace. **Dr Ramphal Jakhar, 1457 Chetwode House, KG School**

My dear friend, heartfelt condolences! **Mathew John**

Very very sorry to hear about your bereavement! **RR Joshi, MD, Associated Container Terminals Ltd.**

Please accept our deep condolences. May his soul rest in peace. **Supriya Joshi**

Our heartfelt condolences to you and your family. **Sapna and Sunil Kala**

Prithvi, so very sorry to hear about the demise of your brother. I knew he was not well but did not feel the end was so imminent. Heartfelt condolences. May his soul rest in peace. **Rajeeva Kansal, Fostiima Business School**

Sorry, Prithvi. I am very sad to hear about Gajendra's untimely demise. Please accept our heartfelt condolences. **Gur Darshan Kapur, 1414 Chetwode House, KG School**

Dear Prithvi ji, very sad to hear about sudden demise of your brother Gajendra ji. Please accept our heartfelt condolences and we join you all in your prayers for the departed soul. May it RIP. **Yogesh Kapur, MD-Special Coverage, Axis Capital Ltd.**

Prithvi Sir so sorry to hear of your brother's passing away. May he rest in peace. **Gesu Kaushal, Executive Director & Co-Head Corporate Finance, Kotak Mahindra Capital Co.Ltd.**

Just came to know about the sad demise of your brother Gajjisaheb. Very very sad. Our condolences and prayers for the departed soul. May god give strength to all of you to bear this loss. **Dr Anil Khandelwal (Retd.) Chairman, Bank of Baroda**

Sorry to learn about the bereavement. We pray for the departed soul. **Rajiv Khandelwal, Director & Chief Pediatrician, Vardaan Hospital**

I am so sorry to hear of this unexpected loss. Please accept my heartfelt condolences. **Sanjeev Khandelwal, Prime Database**

Dear Prithvi Bhaisaheb. We are deeply shocked to learn about the most untimely demise of Gajendra Bhaisaheb. It's a colossal loss not just to the family but the Alma Mater and the alumni too. Together we pray for Moksha to the departed soul and strength to the family to bear this huge loss! In grief **General Sumer Singh Khutel, KG School**

Prithvi, shocked to hear about Gajendra. I have great memories of my wonderful discussions and debates with him. May God give you and the family the strength to bear this shock. **Uday Kotak, CEO & MD, Kotak Mahindra Bank Ltd.**

Dear Prithvi, Indeed sad and big loss for family. We can only join in sharing g your grief. May god be with you all and departed soul may Rest In Peace. **Dinesh Kothari**

Heartfelt condolences Mr. Haldea on this immeasurable loss. May his soul attain eternal peace. **Yasmin Javeri Krishnan**

Prithvi, we are so sorry and sad to hear this. He was great person, very intelligent, had no vices and had the ability to go into the depth of any subject he handled. Although I did not meet him often, but whenever we met, we had interesting conversations. I know it will be hard blow for you but it is God's will and I hope that you will internalize this soon and as much as possible. Take care not only of yourself but also the family. Please accept our condolences to the whole family. May his soul rest in peace. **Sanjaya Kulkarni, MD, Indian Direct Equity Advisors Pvt.Ltd.**

My heartfelt condolences to the family. Did interact with him a few times on infra related matters. Very knowledgeable and outspoken and a straight shooter. Very well regarded and respected. **Vikram Limaye MD, NSE**

Sorry to learn about the demise. May the Almighty grant peace to the departed soul and strength and fortitude to the family to bear this loss. **Shravan Mandelia**

Very sorry to hear this news. May his soul rest in peace and his close family be given the strength to bear this loss. **Elaine Mathais**

Dear Prithvi. Extremely grieved and shocked to learn about the sad demise of respected Bhaisaheb. He was a kind and noble personality and always showered his love and affection to all of us. A great loss to all of us. May his soul rest in peace. With grief. **Rekha and Vijai Mathur, Partner, Link Legal India Law Service**

Sad. My sincere condolences **Amrish Mishra**

Prithvi So sorry to hear about the sudden demise of your brother. Heartfelt condolence. Rest in peace. **Vinay Mishra**

How tragic! Pl convey my condolences to the family. **Gita Mittal, Chief Justice, J&K High Court**

Shocked to hear sad demise of Gajendra ji, had spent memorable moments with him. Always smiling and passionate about his various initiatives. May God bless his soul n give u all strength to bear this personal loss. **Rakesh Bharti Mittal, Vice Chairman & MD, Bharti Enterprises**

Dear Prithvi, So sad to hear. You did all you could and the best treatment anywhere in the world. It was great that you brought him home and he went away in peace. I met him several times when he was in Planning Commission. He was an authority on PPP in India. Found him very humble and affectionate. Fully realize how you feel. You also devoted your last year plus taking care of him and fighting for him. May he be in peace. Take care Prithvi **Som Mittal**

Dear Prithvi, please accept my heartfelt condolences on the sad demise of your dear brother. May his soul rest in peace and the almighty gives strength to you and family to bear his loss. **Vijay Mehta, Chairman, Mefcom Securities Ltd.**

Extremely sorry to hear about the sad demise of Shri Gajendra Haldea. May god give peace to the departed soul. **Kamal Modi, Art Karat**

Just saw the sad news about Gajendra. Hope it was peaceful and all of you are ok. Our sincere condolences. **Ravi Narain, Former MD, NSE**

Pl accept our condolences. **TV Mohandas Pai, Chairman, Aarin Capital Partners**

Condolences Prithvi uncle. Gajendra uncle left an indelible mark on everyone who met him. Strength to you and family. **Varad Pande, Omidyar Networks**

Dear Haldea family. Deeply saddened to hear of Gajendra bhaisaheb's demise. Very difficult to come to terms with it. He was such a gentleman in his own right. We grew fond of each other when he came and stayed with us for a couple of days in Muscat a decade or so back. That time my parents were also with us, and my father and he hit off so well, being from the same civil service. More so, since their value system also coincided. We remember fondly attending the parties at his home - his mother's birthday, Prithvi's 60th (for which we came specially from Muscat to attend), the mushaira sessions and the concerts. Not to forget the delicious *purani dilli khana* and the choicest of drinks. He was so warm and welcoming and ensuring we enjoyed the feast. I remembering attending the launch of his book in Delhi and the pioneering and path breaking work he did to institutionalise PPP in India. Once he narrated to me in detail, how he ensured that the most deserving party was awarded the contract for Delhi Airport privatisation, despite attempt by politicians to stifle it. It demonstrated his integrity and incorruptibility of the highest order. And I shall never forget the various occasions I had the pleasure of attending IPL matches from the VVIP box with all the perks associated with it, courtesy him. He was a prolific writer and always sent me a copy of the article for my perusal and comments. He sent condolence messages on both my parents' demise. It is ironical and sad that today I am offering condolences on his passing away. May his soul rest in eternal peace. In deep sorrow. **Mridula and Vivek Pande**

It was with deepest regret that we learnt about the passing away of Gajendra ji yesterday. We were aware that he was not keeping good health for the past few months, but that he

would leave us all so soon has come as a big surprise. Please convey to your family that there are many like us who share your grief. Deepest condolences. **Rajni and Bharat Patni**

Dear Prithvi, very sorry to hear of Gajendra Bhai's passing away. May God grant him peace. Please accept our heartfelt condolences. **Dhruv Prakash**

My heartfelt condolences. **G Sree Prasad**

Hi Prithvi. I am so sorry to know about the sad demise of your elder brother Gajendra Ji. This is so tragic and untimely. मेरी ईश्वर से प्रार्थना है कि उन के आत्मा को अपने पावन चरणों में स्थान दें तथा आप सभी परिवारजन को इस दारुण दुख को सहन करने का साहस प्रदान करें। **Deepak Purohit, Ratnalok Gemstone Exports**

Dear Prithvi, My sincere condolences. I had the honour to meet your brother many years ago when he selflessly took the time to help me construct a model for PPP funding. Best wishes to you and your family at this sad time. **Michael Queen, UK**

Dear Prithvi. Really sorry to hear. Strength and peace to you and the family during this time. **Narayan Ramachandran**

Very sorry to hear about sad demise of your brother. Our heartfelt condolences. **S. G. Rajgarhia**

Please accept my condolences. **S. Ramesh, MD & CEO, Kotak Mahindra Capital Co. Ltd.**

So sorry to know about untimely demise of Gajendra ji. His guidance and patronage always encouraged me. May his soul rest in peace. Please accept my condolences. Please take care and stay safe. **Himanshu Rath**

Our heartfelt condolences on the sad demise of Shri Gajendra Haldea. **S. Ravi, Managing Partner, Ravi Rajan & Co.**

With you in prayers for moksh for his soul. **Arvind Rawat, Partner, Paper Print Services**

Stay strong Prithvi. I am sure he is at peace and looking down on the flock with pride. **Manish Sabharwal, MD, Teamlease Services Ltd.**

Dear Prithvi. Heartfelt condolences on the sad passing away of your brother. I never met him but have heard of his stellar work in the government and the Planning Commission. **Pramod Sanghi**

Dearest Prithvi. The ever-smiling face of beloved Gajendra bhaisahab flashes as we just hear his transition to heavenly abode of Lord Krsna. May his soul rest in peace. **Rajan Sanghi, Shri Krsna Motors**

Sorry to hear a tragic loss of your beloved Brother Mr. Gajendra Haldea Bhaisaab. Our heart is with you at this difficult time. Heartfelt condolences and may departed soul rest in peace. **Rambir Sangwan**

Very sorry to hear the sad news about your brother. May God give peace to the departed soul and give you all the strength to bear this irreplaceable loss. **Poonam & Sanjiv Sarin**

No words can suffice dear. Losing our dearest people! **Sanjiv Saraf, MD, Polyplex Corp. Ltd.**

Deeply pained to hear of this Prithvi. You had done so much for his treatment. I pray that God gives you the strength to bear this shock and bereavement. Our thoughts are always with you. May Bhaisaheb's soul find eternal peace. **Partha Sarkar**

May he rest in peace. May you and his family have the strength to bear this great loss. **Prof Trilochan Sastry, IIM Bangalore**

Very sorry to hear of this. May his noble soul rest in peace. **Dr Ashok Seth, Chairman, Escorts Hospital**

Dear Prithvi, most sincere condolences on your loss. I am sure there are many who have had the honor of meeting him - who will feel this loss of a great man. God Bless. **Ranjit Shah, Managing Partner, Gaja Advisors Pvt.Ltd.**

Deeply saddened by the news of your loss. Please accept my heartfelt condolences. May the Lord grant him eternal peace. **Amla Shailendra**

My dear Prithvi, From Business Standard, I learnt of the demise of Gajendra, your brother. Very very rightly the obituary praises him for integrity, probity and enormous creative contribution to restoring institutionalized mechanisms for fair play in creating infrastructure. I interacted with him officially, when he was chairman of JDA and have first-hand experience of his honesty and willingness to try out superior methods for transparency in allotment of residential plots randomly. May his family obtain comfort and solace from his sterling reputation for integrity. **Kamal Sharma**

Dear Prithvi Ji. Extremely saddened to know of your bereavement. Gajendra Ji was a brilliant bureaucrat, a rare human being. I had the privilege of hearing high words of praise about him from his colleagues and from people in the industry who dealt with him. May God rest his soul in peace and give you all strength to bear this huge loss. Please accept my sincere condolences. **Ranjan Sharma, MD, Star Global Resources Ltd.**

Prithviji. Extremely sorry to learn the demise of your beloved elder brother, Gajendra Haldea. Our heartfelt condolences. May his soul rest in peace. Our prayers with the family. **Suresh Shetty, Emerging Securities Pvt.Ltd.**

Sir, so sorry to hear about it and May his soul rest in peace. **Sundeep Sikka, MD, Reliance Mutual Fund**

Please accept our heartfelt condolences on the demise of Gajendra. May god give the family the strength to bear the loss. **Ashok Pal Singh, Member, Banking & HRD, Postal Services Board**

Sir, sorry to hear about the big loss. My sincere condolences. May he rest in peace. **R. P. Singh, CEO, Nucleus Software Exports Ltd.**

Sad to learn about your elder brother Gajji Bhaisaab. The loss for you would be huge. May God give you all the strength to bear the same, and may his soul RIP. **Anil Somani, Chairman, Fostiima Business School**

Sir, Condolences on the loss of your brother. May God give you and his family strength in these testing times. **Jeevan Sonparote, Chief General Manager-CFD, SEBI**

Sorry to hear about your brother. **Amit Tandon, MD, Institutional Investors Advisory Services India Ltd.**

Hi Uncle. Very sorry to hear about the demise of your brother. Wishing you peace and strength to cope with the loss. **Bhavna Talwar**

Extremely sorry to hear. May God give strength to family to bear the loss. **Ajay Tyagi, Chairman, SEBI**

Hello Prithvi, Our heartfelt condolences to you, Priyanka & the family. May God rest his soul in peace! **Geeta and Ravi Uppal, Chairman & MD, Steel Infra Solutions Pvt.Ltd.**

Uncle. So sorry to hear about Tauji. Sending you all our love and prayers. Take care. **Saakshi Verma**

RASHMI FRIENDS

Rash. I know you are v strong but I don't want to burden you with this title all the time coz v might be strong but we are human also. I also know how you felt for your brother and what place he had in your life, but you and I know this is how cruel life is when it breaks our heart by taking away our loved ones. you will be there for the last rites and I

know you will do it to the tich but remember when you want to talk when you want to cry I am there. We will cry together and thank god for ending his suffering no matter how much hard it is going to be for you to part with him. Remember I love you.I don't want to disturb you as I want to respect your space and your moments of grief plz call whenever you can.. you and the family will be in my prayers. I will be waiting for your call and more to give you a tight hug. **Aparna Bhatnagar**

Oh dear. Really sorry to hear this news. May his soul rest in peace. It seems we knew him ... the way u took care of him and always seemed sooo concerned and worried about him. a huge loss...may god give u all the strength to go through this irreparable loss take care Rashmi **Seema Kapoor**

Sad news to hear that Gajendra passed away so early, for a while I spent a lot of time with him and he helped me too, one of the smartest folks I have known. Wishing you all strength and sharing your grief. **Anil Mehta**

My heart goes out to you and your family on the passing of your brother. Accept my sincere and deepest condolences. Om Shanti. **Peggy Mehta**

So sorry to hear about Gajendra. May his soul rest in peace. **Neeru Saluja**

OBITUARY ARTICLES IN MEDIA

Gajendra Haldea (1949-2021): A selfless infrastructure expert K.R.Srivats, *Hindu Businessline*

With Gajendra Haldea's demise, a former 1973 batch IAS officer, on January 15 at the age of 71, the country has lost a selfless infrastructure expert who was entirely devoted to infrastructure projects and its implementation in the recent decades.

From saving thousands of crores for the central exchequer through his astute advice on rejecting the one-sided contracts proposed by foreign power producers such as Enron to being the architect of the institutional and policy framework on infrastructure besides the standardised model documents for attracting private participation in infrastructure projects, Haldea's contribution was immense and noteworthy.

During his nearly decade long stint in the Finance Ministry in the mid-nineties, Haldea as Joint Secretary also left his stamp on important legislation like the Foreign Exchange Management Act 1999 and later the Electricity Act 2003 (broke the monopoly of power distribution companies).

After his stint in Finance Ministry, he later joined erstwhile Planning Commission as head of the Secretariat for Infrastructure and PPP. His contribution at the Planning Commission included a 19-volume series on public-private partnerships in India. The government has published over 31 books authored by him in the infrastructure space.

All national highway projects are currently being built based on various model documents authored by him for Build Operate and Transfer, annuity and EPC projects. The PPP projects based on his work include over 300 highway projects, numerous power generation and transmission projects, Hyderabad Metro Rail Project, Vizhinjam Port in Kerala and a \$ 6 billion contract for production and maintenance of locomotives, among others.

Besides serving the Boards of several public sector banks and state-owned companies, Haldea was an advisor to Several State Governments during the past two decades... suppose one wants to get a good sense of India's infrastructure reforms. In that case, his book on "Infrastructure at Crossroads: The challenges of Governance" (Oxford University Press) is a must-read.

Less known is how Haldea helped save the Delhi-Mumbai Industrial Corridor project from the turmoil and subsequent mess in IL&FS. His timely intervention ensured that ₹20,000 crore of government funds did not in 2013 find its way to Delhi Mumbai Industrial Corridor Development Corporation, which was set up by IL&FS and the Department of Industrial Policy Promotion (DIPP) in 2008 for building industrial townships across States.

Gajendra Haldea (1949-2021): Guru for a generation of infra project administrators

Subhomoy Bhattacharjee, Business Standard

At a time when the government plans to roll out a massive infrastructure project push in its Budget for FY22, to know that Gajendra Haldea, one of India's most respected names in the sector, is no more, brings back memories. Haldea, who passed away on January 15 at the age of 71, is survived by his wife.

It can be safely said that more than a generation of India's administrators have picked up their toolkit to administer infrastructure projects from this Rajasthan-cadre Indian Administrative Service (IAS) officer. In an administrative structure that punishes rather than builds up expertise in any sector, Haldea doggedly stuck to building up one, extensively writing policies and contracts for infrastructure projects.

In the process, he not only helped build up India's ability to handle complex infrastructure challenges, he was also willing to share his formidable knowledge with anyone who cared. A good portion of the credit for the enviable score of India in 2020 holding the top rank in the World Bank database of countries with the largest number of

public-private partnership (PPP) projects, must go to him. Among infrastructure projects, if engineering-procurement-construction can be considered the easiest, the PPP route stands at the other extreme. Yet it is necessary, if a government is serious about building the range of roads, ports and airports, railway line or power projects. It is a tribute to Haldea's ability to read among these huge numbers of projects that anyone he pointed out as a problem child was sure to end up as one.

Haldea served as joint secretary (infrastructure) in the 1990s in the union finance ministry warning the government against signing on the sovereign guarantee clause in the power purchase agreement with Enron. That signal service ensured the Government of India didn't land up in a costly arbitration, though it did not stop the Maharashtra state government from signing on to it and creating a subsequent mess. Around this period, he also authored the Electricity Act 2003 and the Foreign Exchange Management Act, 1999. The former broke the monopoly rights of power distribution companies, the latter clipped the role of the state in victimising companies for transactions in foreign exchange. The offences were made into civil ones from criminal ones, a rare show of trust in government-business relationship in the early days of liberalisation.

He was, however, not done when he moved out of the ministry. He again came back to the erstwhile Planning Commission of India as head of the Secretariat for Infrastructure & PPP during the United Progressive Alliance (UPA) government's two terms. He famously decided to charge only one rupee as his monthly salary and courted the ire of state governments for repeatedly pointing out flaws in their agreements with companies in their PPP contracts. Most of his apprehensions came true. Last year, he engaged in a discussion with this correspondent over the execution of viability-gap model with respect to the Hyderabad metro project. The trigger was a story that appeared in the *Business Standard*, which the almost to be army man appreciated as having asked the right questions. He never gave up on the sector having advised several state governments during the past two decades. While at the Commission, he wrote a 19-volume series on PPP in India, which also included his well-known standardised model documents to build private participation in infrastructure sectors. He was not unwilling to be feted, once asking for rights to the bidding documents, but more as a claim for authorship than to earn anything. It was a well-earned right to vanity.

Gajendra Haldea: Father of India's infra-PPP

Sunil Jain, Financial Express

What you are writing on Enron is complete rubbish ... you need to get some proper information and then write". Harsh words from Gajendra Haldea at our very first meeting around three decades ago, after I barged into his room and, to get him to share some information on the Enron deal, lied that his brother Prithvi had asked me to meet him; as joint secretary in the finance ministry, Haldea was working on the famous counter-guarantee the US energy major wanted in the 1990s. "I have a job to do and", an

apparently unmoved by my ‘recommendation’ (!), Haldea added, “it is not my job to do your job”.

Though Haldea never divulged the contents of what he was working on – and it was several years later that we became friends – as Enron demanded compensation, the enormity of Haldea’s contribution became evident. Even as the political system was pressurizing the finance ministry to clear the project and give it a counter-guarantee, Haldea ring-fenced the central government to ensure that, even as the Maharashtra government guaranteed the project, the centre’s liability was restricted. When the project went belly-up after the BJP decided to throw Enron into the Arabian Sea, it was this that saved top finance ministry officials, including finance minister Manmohan Singh, the blushes and perhaps even worse.

Astonishingly, for all the work Haldea put in – even his detractors admit he was the father of all PPP in infrastructure – when he was sent to the Planning Commission several years later, it was as an advisor to his mentor deputy chairman Montek Singh Ahluwalia, not as a Member; his erstwhile bosses, it would appear, were happy to have him, but didn’t give him the official position he both deserved and needed in order to push his agenda.

It was Haldea that came up with model laws like the one on electricity and there are almost no private projects such as on roads, airports, metros, or ports in India today that were not based on his concession agreements. But unlike many others who would have rested once they laid down the conceptual framework, Haldea fought hard to protect what he had created, and he wasn’t particularly worried if this upset others. Hardly surprising, then, that former Cabinet Secretary TSR Subramanian said India would have been better off paying Haldea a billion dollars so that the infrastructure sector could move on without his interference – “towards the end of my tenure, I found that he was in fact worth five billion dollars!”, Subramanian wrote in his autobiography (<https://bit.ly/2N78ibv>).

So, when the Delhi and Mumbai airports were being privatized and Haldea found a lot of favouritism in the way the awards were being finalized, he decided to take on powerful UPA ministers who were keen to award the contracts quickly. Once Haldea put his objections down in writing, the government had no choice but to appoint a group of experts under Delhi Metro chief E Sreedharan (ironic, since Haldea and Sreedharan were at loggerheads as well) which agreed with most of the points he had made (<https://bit.ly/2XPoD3K>).

Haldea’s Electricity Act of 2003, written after studying the electricity laws in various countries, built in a trajectory – and a method – to usher in electricity reforms. So, users were to have ‘open access’ that brought in competition by allowing them to buy electricity from other suppliers even across the country and, to cushion the state electricity boards (SEBs), a ‘cross-subsidy surcharge’ was to be given to them; this was to be lowered over

time. Two decades later, few governments have, sadly, implemented the law in its true spirit.

To that extent, the decision to privatise the Delhi Vidyut Board (DVB) was in keeping with what Haldea wanted, but he filed a court case against it – as a private citizen – as he argued the process had huge flaws including Rs 4,500-crore of post-bid sweeteners (<https://bit.ly/2LZdXji>), loss-reduction targets that were unambitious and, in a sense, just replaced a public monopoly with a private one; it didn't help, as Haldea alleged, that the process of valuing DVB's assets was hugely flawed. Several years later, the Delhi High Court agreed with most of what Haldea had argued (<https://bit.ly/35PKnEd>) but said that too many years had passed and so it could not undo what had already been done!

While in service, Haldea even filed a case against Orissa's Gridco selling power to the central Power Trading Corporation – it bought it at Rs 1.1 from units within the state and sold it to PTC at Rs 4.7 – at a mark-up much higher than what was allowed by the rules put in place by the electricity regulator CERC and was tantamount to profiteering at the expense of the citizenry, apart from vitiating the concept of one-country-one-market.

One company that Haldea believed was really profiteering, of course, is IL&FS, though not many supported him at that point. With so many successful projects under its belt, IL&FS was the poster-boy of effective infrastructure development through good risk-management; we now know, of course, that IL&FS's risk-management was simply hiding the risk off balance sheet and hiding so much of the risk that it almost wrecked the country's financial system. A study published under Haldea's guidance (goo.gl/eD6aWu) laid bare how IL&FS raked in money in the Noida Toll Bridge. Indeed, it turns out, the IL&FS model worked best under bureaucratic cover (<https://bit.ly/3bGJMIG>) which is what its boss Ravi Parthasarathy excelled in providing.

At the end of the day, while Haldea too realized that projects ran into trouble and needed rescuing, his model was to do this via a contract – once revenues fell by a certain amount, the period of concession could be increased by a pre-set formula – while many others felt that a committee would do a better job of renegotiating; Haldea believed the latter involved too much discretion and, thereby, corruption. While the jury remains out on this, there can be little doubt that clear contracts – based on equally clear principles – are critical if PPP is to remain viable; and it is equally clear that unless you fight for them, the best-constructed frameworks mean little. For that, we are eternally grateful to Haldea.

Postscript: It is not clear whether Haldea had a premonition that he would be laid low by Covid—that stopped other critical treatment he was getting – but his last set of passionate and brilliantly argued articles were about how the government was risking our lives by both fudging the data on the spread and by using unreliable RAT tests.

In Gajendra Haldea's death, India loses a keen upholder of public interest

Vivian Fernandes, The Federal

Gajendra Haldea, who died on Friday (January 15), at the age of 71, was a civil servant who believed that the private sector and competitive markets could provide public services — efficiently and affordably.

Haldea was an Indian Administrative Services (IAS) officer from Rajasthan, who retired in 2014 as adviser to Deputy Chair of the Planning Commission, Montek Singh Ahluwalia. Haldea was also the Principal Adviser (Infrastructure) in the Planning Commission, where he drafted bills, policies and tender documents to ensure competition in infrastructure services and to award projects on merit.

After the economic liberalisation of 1991, the finances of the Indian state were stretched and there was little left for capital investment after meeting revenue expenditure. So the country came increasingly to depend on public private partnerships (PPP) for infrastructure development. However, PPPs can work efficiently only when risks are apportioned as per the capability of the contracting parties and they execute their responsibilities scrupulously. The projects need to be diligently monitored and accountability has to be enforced. While PPPs have given us better roads, ports, airports and electricity services, many such projects were set up by cronies to simply mint money by hollowing out the banks.

Haldea liked to be a thorn in the flesh. He never hesitated to point out flaws in concession agreements or tendering processes that were detrimental to public good. In 2010, while in the Planning Commission, Haldea wrote a paper titled 'Sub-prime Highways,' (<https://bit.ly/3nXeakF>) in which he showed that by lending to highway projects on the basis of inflated costs, banks were putting themselves at risk of loans going bad because the developers had no skin in the game. He took up 20 highway stretches and showed that the cost that formed the basis for bank lending at Rs 25,940 crore was 90 percent higher than the cost estimated by the National Highways Authority of India (Rs 13,646 cr). Banks would be left holding the can, he said, because NHAI would not reimburse a loan if a developer failed to complete a highway. If a concession was terminated after construction, NHAI would reimburse 90 percent of the cost as per its estimate. His study was prophetic. After the financial crisis of 2008, Haldea's worst fears came true.

In 2007, Haldea got an economist to study (<https://bit.ly/30TtZdo>) the Delhi-Noida-Delhi toll bridge and showed how its sponsor, Infrastructure Leasing & Financial Services (IL&FS) which collapsed in 2018, got itself a sweet-heart deal. The analyst showed that the subsidiary of IL&FS, which won the concession, was assured 20 percent return on total project cost and not just on the equity it contributed. Even on the debt portion on which

it paid an average interest rate of 14.7 percent, it was getting a return of 20 percent. The agreement was drafted such that if it did not get the 20 percent return in a year, the shortfall would be added to the project cost. As a result, the initial project cost of Rs 408 crore in 2001 had increased to Rs 953 crore by 2006. And the concession of 30 years had stretched to 70 years to ensure that the concessionaire recouped its 'investment.' The study also showed that IL&FS had conflicts of interest: it had conceptualised the project; as a member of the steering committee it had decided that the project should be implemented by a company it had set up and it was also a lender. In 2016, the Allahabad High Court ordered that the bridge should be toll free.

Haldea authored the bill that became the Electricity Act 2003. It provided 'open access' to customers – who could choose their electricity supplier like they do telecom services. But the distribution companies along with the regulators did not allow this. Haldea filed a public interest suit in the Delhi High Court saying that the privatisation of electricity in Delhi had resulted in the replacement of a public monopoly with private ones. There were only single bidders for the three distribution zones, the transferred assets had been under-valued and a loan of Rs 3,450 cr which was given to prevent a jump in tariffs initially had not been recovered.

In the award of the concessions for Delhi and Mumbai airports, Haldea's intervention, as a representative of the Planning Commission, resulted in an 'open and shut' award in favour of one the bidders being reversed after he pointed out several flaws and conflicts. At Jawaharlal Nehru port, a study (<https://bit.ly/3oTjal0>) which Haldea mentored, showed that the concessionaire for Nava Sheva International Container Terminal had got annual returns of over 100 percent of equity against the permissible 20 percent between 2002 and 2006 with the indulgence of the port regulator.

Even in metro rail projects, Haldea believed private operations will not only prove efficient but also profitable. He thought the Delhi Metro model could not be a template for other metro rail projects, because the currency risk of its Japanese Yen-denominated debt was underwritten by the Centre. Haldea exulted when Maytas (Satyam in reverse) was awarded the Hyderabad metro rail project. Instead of seeking a subsidy, it said it would pay the government instead. Maytas believed that land parcels in the city given to it for commercial development would more than pay for the cost. This is how Hong Kong had developed its metro rail infrastructure but then the government of the island state regulated the supply of real estate into the market, which was not the case in Hyderabad. Maytas could not execute the project after Satyam Computer imploded due to a corruption scandal. L&T is executing the project now, but wants to move out.

Haldea's career in government after he joined the finance ministry in 1993 mirrors the twists and turns of infrastructure development in India since economic liberalisation. He thought highly of himself; humility was not a virtue he pleaded guilty to. His critics found his highway and railway concession agreements rigid. But Haldea was a man of principle.

As a civil servant he keenly protected the public interest even at the risk of un-friending people. I will miss him.