

Developing Gujarat My Memories

EDITED BY

Dr. Kirit N. Shelat • H. R. Patankar

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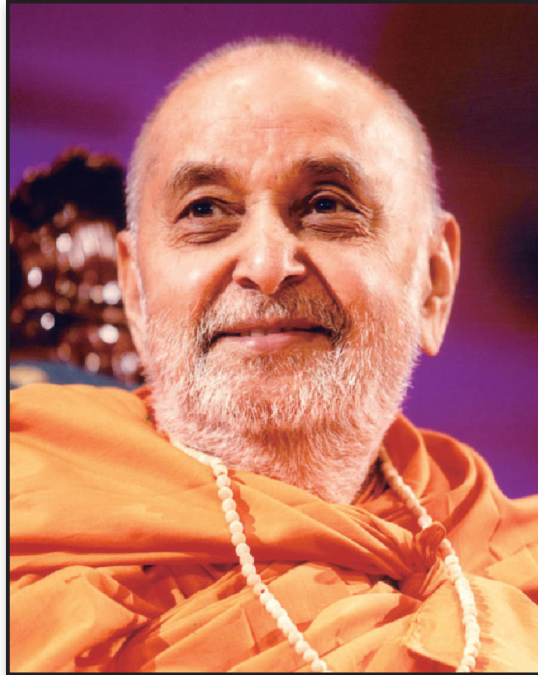
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Dedicated

to



Param Adarniya Pramukh Swami Maharaj

DEVELOPING GUJARAT - MY MEMORIES

Editor

SHRI H. R. PATANKAR, IAS (Retd.)

DR. KIRIT N SHELAT, IAS (Retd.)

First Edition : November, 2018

Editors would be happy to receive Comments and sharing of Experiences from readers

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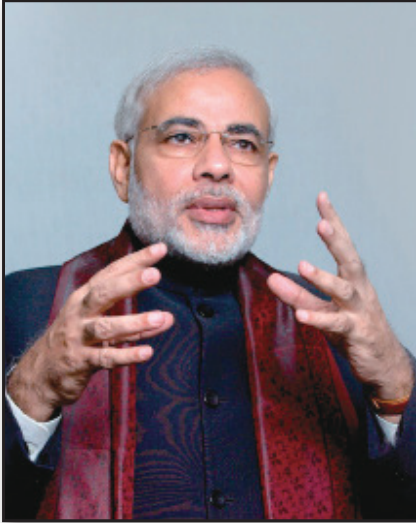
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प्रधान मंत्री
Prime Minister

MESSAGE



I am delighted that the book titled “Developing Gujarat : My Memories” jointly edited by two veteran public administrators : Shri H.R. Patankar and Dr. Kirit N. Shelat, which highlights the development journey of the state of Gujarat, is being published.

The book contains contributions of former Chief Ministers, Chief Secretaries and distinguished civil servants, economists, spiritual leaders, NGOs, agriculture and development experts and farmers. It is a novel approach of documenting the economic growth and progress of Gujarat State by participants of the development process.

Shri H.R. Patankar who was Chief Secretary of Gujarat has played a key role in the promotion of industrial development of the state and is among those who established its strong foundation.

Dr. Kirit N. Shelat with a long and distinguished career had productive engagements on various development schemes and programmes, as a public administrator in Gujarat. With his development expertise, he brought fresh perspective to the projects he was associated with. His rich field experience adds realism to this book, giving the reader interesting insights on the themes he has addressed.

I am sure this book will be of great value to development professionals, administrators and researchers, who would like to have a glimpse of the unique growth story of Gujarat. I am confident that this work would enrich the contemporary scholarship on development studies and will

be useful to readers interested in the Indian development challenge from the perspective of those who lead it through their policy-making and operational roles.

My best wishes for this publication as well as for future endeavours of the authors.

A handwritten signature in black ink, consisting of a large, sweeping loop followed by a smaller loop and a short horizontal stroke.

(Narendra Modi)

New Delhi
05 October, 2018

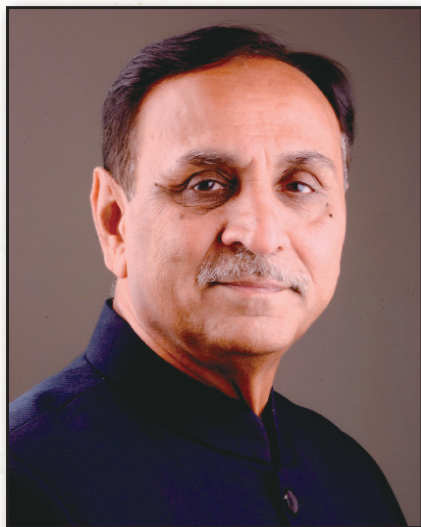
Dr. Kirit N. Shelat
Executive Chairman, NCCSD
Patel Block, Rajdeep Electronic's Compound,
Near Stadium Six Road, Navrangpura, Ahmedabad
Gujarat-380 014



Vijay Rupani

Chief Minister, Gujarat State

Message



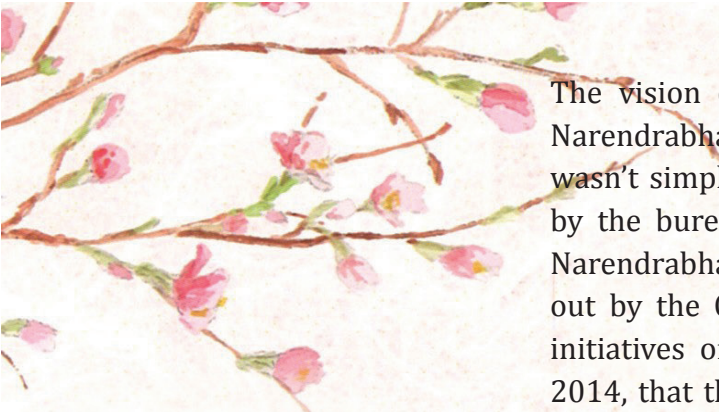
I am happy to know that Shri H.R. Patankar and you are bringing out a book on “Developing Gujarat - My Memories”.

The journey of development has to be recorded and documented properly, immaterial of who were the medium. Such documentation becomes a vibrant link connecting the past with the future. The design of the progress that emerges from such documentation, lays the strong foundation for the further prospectus of the future.

I am pleased to find that you have portrayed the entire journey of development process in Gujarat starting from the formation of Gujarat as a State. The book is presenting a panoramic portrait of the development in Gujarat. I, hereby, extend my heartiest best wishes to you for the glittering success of the book.

“Developing Gujarat - My Memories” is entirely a new perspective to the subject. There are people crowding the book market who have made their mind to publish books on the development process in Gujarat, as the State has gained reputation for the same and all sorts of readers are hungry for the available material.

The true value of any literature lies in its unique presentation and with which dimension it is presented. The book edited by both of you has a different aspect and focus on the development journey of Gujarat, as both of you have been an important functionary of the entire movement starting from its initiative stage till it gained the full momentum.



The vision of our Prime Minister and the then Chief Minister Shri Narendrabhai Modi was starting of an era where the administration wasn't simply functioning on the implementation of the policies made by the bureaucrats and approved on the floor of the Assembly. Shri Narendrabhai Modi added a human touch to everything being carried out by the Government. It is highly obvious from the content of the initiatives of the Government of Gujarat between the years 2001 to 2014, that the each of the policy covers the entire mass of the society, all aspects of the daily life of a human.

This human touch incorporated within the government machinery should be carried forward through the bureaucracy to the ground level and made the development process an unstoppable success. Now as the responsibility of carrying forward the momentum of development and growth towards its final destination of being inclusive and welfare of the people even at the fringe of the state.

The book written is presenting the true panorama and potential of the process of the progress in Gujarat. The book will also be helpful in further planning and formulating our future strategy and goals and it will be great interest for future generation and all those who have anything to do with Gujarat and Gujaratis.

With best wishes,



(Vijay Rupani)

To,

Dr. Kirit N. Shelat, IAS (RTD),
Executive Chairman,
National Council for Climate Change
Sustainable Development and Public Leadership (NCCSD),
Patel Block, Rajdeep Electronic's Compound,
Nr. Stadium Six Road, Navrangpura, Ahmedabad-380 014
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FOREWORD



I am happy to be associated with the book on “Developing Gujarat – My Memories”, jointly edited by Former Chief Secretary-Gujarat, Shri H. R. Patankar and Dr. Kirit Shelat. In fact, this is a novel idea to enumerate how development process got initiated and reached where it is now—from famine affected, poverty-stricken Gujarat of fifties to a vibrant economy in the new millennium. I congratulate both the Editors for this endeavor.

I find that very many players have contributed -like all Chief Ministers of recent past; former Chief Secretaries like Shri H. K. Khan and Senior Civil Servants like Dr. P. K. Misra; Spiritual Leaders like Dr. Pranav Pandya of Gayatri Parivar; Economists like Dr. Jagdish Bhagwati; known and unknown entrepreneurs, farmers, experts and of course civil society members. Simultaneously, ‘Mapping Gujarat’ - throughout depicts overall stories from ancient past, till date. All these are very interesting and reveal unknown areas of development process.

I think this is a wonderful effort and I would like to appreciate the efforts put in by all contributors.

I know Shri Patankar, from the early seventies when he was CEO, GIDC. We were setting up our chemical unit at Vapi and had seen him working day and night with a vision and zeal to develop Gujarat. He has laid the foundation of solid industrial development-small scale units to giant ones.

I know Dr. Kirit Shelat, also from GIDC days. He was Assistant Chief Executive of GIDC and later on we worked together on Agriculture and Rural Development. He is a renowned Development Expert. He had worked under the leadership of our Hon’ble Prime Minister, Shri Narendra Modiji when he was Chief Minister of Gujarat and had

introduced door-step approach to farmers under Krishi Mahotsav. Dr. Shelat's detailed framework of new extension management approach has quadrupled the income of Gujarat Farmers in the last decade.

Post-retirement, he has through his NGO-National Council for Climate Change, Sustainable Development and Public Leadership (NCCSD), initiated the concept of sustainable agriculture in the arena of climate change and building Climate Smart Farmers.

I congratulate both of them for this very admirable output. This will be very useful to the present, younger generation who are part of today's prosperous Gujarat, but not aware of how this has happened and to those, who have anything to do with Gujarat or Gujaraties-whether they are within our country or outside.

With best wishes,

24-10-2018
Mumbai

Rajju Shroff

PREFACE



There are several documentation on development process of country-states. In the case of Gujarat many have given account of its development,

When my book on “Mapping Development” was released by Shri Narendra Modi-Hon’ble Prime Minister who was at that time the Chief Minister of Gujarat, he appreciated idea of documentation of development, how it has taken place. He had called upon the practitioners to pen such stories.

It was in that context that we – Shri H.R.Patankar and I thought of bringing out a documentation of what happened from post Sixties to say present days. Our initial thinking was to invite only members of Civil Service but later on we felt as suggested by shri Narayan Guruji that there is need to have comprehensive framework to include all possible stakeholders, the elected leaders, civil society members, economists, spiritual leaders, experts from different disciplines and of course farmers. We wrote - invited more than 300 persons from

different disciplines to share their Contribution. One third of which was our own colleagues. We made special request to Dr P K Mishra to find time and write on “People, Politician, and Bureaucrats-Dynamics of Development Administration in Gujarat”

We thought that and it is true that development is a participative process in democratic system. If society has to grow at rapid rate, meet adversities- bridge barriers, reach out to smallest person- not only everybody has to contribute – but everybody has to work together. There may be difference of opinion, difference in approach by participating stakeholder but if they converge, and, work together, despite that, for the common good, all inclusive rapid development is feasible and can be achieved. Further the society and the social system has to be willing to accept changes and be united, led by leaders who are willing to look beyond the time.

It is true that society needs a leader, at top who drives this but leadership is needed at every level from village to district to state level and in every discipline. But key – the prerequisite for smooth progress is the society the people themselves. They need to be open, progressive, adaptive and resilient and even if an aberration takes place, with or without external assistance start healing by themselves. The Gujarat development story is an example of this.

We have contributions from former Hon’ble Chief Ministers, the former Chief Secretaries, other Senior Officers, economists, leaders of industry- but more particularly small entrepreneurs, institution builders, spiritual leaders, Management guru, persons from art and culture, the civil society members and of course people themselves, some very well known and some un-known contributors to development. In all there are 50 contributors and along with that we have woven the undercurrent of development theme- the past-the present-the future under heading “Mapping Development” and with photo stories.

This is not a perfect account. It is also not at all comprehensive. It

also does not contain all possible people who could have contributed. And it does not contain all that has happened. It contain some typos that may be forgiven.

But this is an effort to collage from existing data with first hand talk by stakeholders- how did this happen and why certain things did not happen – what did the system do and how different facets were joined to make a rapid integrated development. It is an effort to depict Gujarat- a rain fed State, an agrarian economy, a poverty afflicted state of early Sixties, which became a fore-runner and a progressive state in new millennium- and created new world landmarks of development.

We have tried to be true to facts and, so have our contributors, – but if there are any errors they are ours.

18 Nov., 2018

H. R. Patankar *(IAS) RTD*

Dr. Kirit Shelat *(IAS) RTD*

ACKNOWLEDGEMENT

Our thanks are due to many persons who have made this book possible.

- Hon'ble Prime Minister Shri Narendra Modi and Hon'ble Chief Minister Shri Vijay Rupani – who have encouraged us by their message.
- The Contributors – the eminent persons who have shared their valuable experiences.
- Dr. V. G. Patel and Dr. Annie Prasad - Who gave valuable comments
- Dr. P. K. Mishra who gave many ideas to improve the production.
- Our editor Dr. Renuben Sheth.
- Shri Pullak Trivedi – of Information Deptt. Govt. of Gujarat.
- Our Publisher - Shri Shreyasbhai Pandya and Sahitya Mudranalaya team of Shri Dineshbhai Patel.
- Our designer Shri Mayank Bhatt.
- NCCSD team - led by CEO - Ms.Nisha Shah – assisted by Shri Mohandas Kallingal and Ms.Dhwani Pandya.
- Shri Rajjubhai Shroff who has always been supportive and agreed to write foreword of the book.
- The President of NCCSD – Justice B.P. Singh – Formerly Judge Supreme Court of India.
- We are grateful to Param Adarniya Maharshi Mahant Swami Maharaj - who encouraged us with his blessings for this venture.

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MAPPING DEVELOPMENT

THE BEGINNING (THE DAWN)

Gujarat is known as land of Lord Krishna, Mahatma Gandhi, Sardar Vallbhbhai Patel, Pramukh Swami Maharaj and now Shri Narendra Modi.

Gujarat is located in Western India. It is a coastal state with 1600 km. sea-shore and has Pakistan on its border. It has famous Rann of Kachchh- which occupies one-third of its total geographical area known as 'White Desert'. This Rann has salt spread all over. This is a continuous progress of salinity from the sea-from kori creek.

Gujarat has 8 agro-climatic zone-starting from the green South Gujarat with excellent rain to moderate rain area of Central Gujarat and dry land area of North Gujarat and Saurashtra. The Kachchh is an arid region.

The GURJARS from Himalayas and Punjab travelled and settled here and it came to be known as Gujarat. Of course Kachchh and Saurashtra were independent constituents which merged in 1960 when new state was formed by separating it from



Harappan Civilization : Lothal – Ahmedabad District

old Mumbai state. Historically Dwarika is the place where Lord Krishna set up his kingdom and there is a reference in Mahabharata about Narmada river valley region where Ashwasthama spent his cursed life. Prior to that it is believed that Ram, Sita and Laxman spent their years in the forest known as Dandakarayan- now the district of Dangs. But Gujarat Civilization is more than 4500 years old.

The pre-historic remains of Lothal, situated near Dholka, Ahmedabad- (2500 B.C to 3000 B.C.) – a Martime Port, along with Dholaveera- in Kachchh-



Dhoravira - Kachchh - Gujarat

an organized city- take Gujarat Civilization to 2650 B.C. These were parts of Harppan civilization which said to have vanished in around 2100 B.C.

Lord Krishna - born in Mathura, brought up in Gokul Vrundavan, and came to Saurashtra coast and set up Dwarika as his township. There are evidences of archeological site of such township near Dwarika – temple and elsewhere.

Ahmedabad has Lord Jagganath. It has a unique tradition. Lord Krishna-Jagganath takes a trip to city once in year in his chariot along with his brother Balram and sister Subhadra. This is an occasion of joy. Citizens come out for Darshan across the route and pay respect.



Dwarika Temple - Gujarat

Followers of Buddha and Mahavir were active in Gujarat. The oldest Edict of Ashoka in Girnar, Junaghad-refer to 257 B.C. While Mahavir's influence was all the place over with famous temple of Palitana and a confident-trading community of Jains.



Palitana Temple, Bhavnagar

The other important historical land-marks are Aratpur - presently known as Vadnagar-Mehasana, Girinagar, Junaghad, Vallabhipur- Bhavnagar and the famous Somnath temple facing the Arabian sea, apart from the glory of Patan and Shaktipith at Ambaji.

As a port city Surat occupied an important gate way, where Parsis landed from Iran. Gujarat

had a very early tradeline with Gulf countries and Africa and Europe.

Ahmedabad was set-up in 1411 by shifting capital from Chapaner (near Vadodara) and was set up by Muslim ruler Ahmedshah. Moghals also came in, Akbar visited Surat - Shah Jahan was suba- Governor of Moghal Empire and stayed in Shahibaug, Governor House- the current Saradar Vallabhbhai Patel Memorial.

Britishers governed from outside Ahmedabad later on moved near 'Sadra' and finally to Ahmedabad. The Portuguese had made their marks at Daman and Div - both coastal towns.

Being a cotton producing state, the textile industry grew and Ahmedabad became 'Manchester' of India with more than 100 textile mills. The



Somnath Temple : Prabhaspatan - Veraval



Movement by Farmers at Bardoli and Mitha Satyagrah



initiative had been taken by Shri Ranchhodlal Chotalal.

The Mahatma Gandhi lived his initial life in Porbander and Sardar Vallabhbhai Patel in Anand. Mahatma Gandhi along with Kasturba, after returning from Africa, in 1915, made Ahmedabad his Karmabhumi to launch the freedom struggle, from Ahmedabad. The first Ashram was Kochrab Ashram in Paldi in 1915, followed by Sabarmati Ashram in 1917. Vallabhbhai Patel initiated a movement of farmers in Bardoli and Gandhiji led the famous movement of Salt-Mitha Satyagrah at Dandi near Navsari. Gandhiji was tried for rebelling against state in 'Circuit House', Shahibaug, Ahmedabad.

Ahmedabad was a fort city- but Sardar Patel expanded it. He started his career as a municipal corporator in Ahmedabad Municipality in 1907 and become its President (Mayor), in 1922 and developed the city of Ahmedabad.

POST INDEPENDENCE ERA(1947)

In Independent India – Gujarat became a part of Mumbai State- with the districts of Ahmedabad, Mehasana, Banaskantha, Kheda, Bhavnagar, Vadodara and Surat in it.

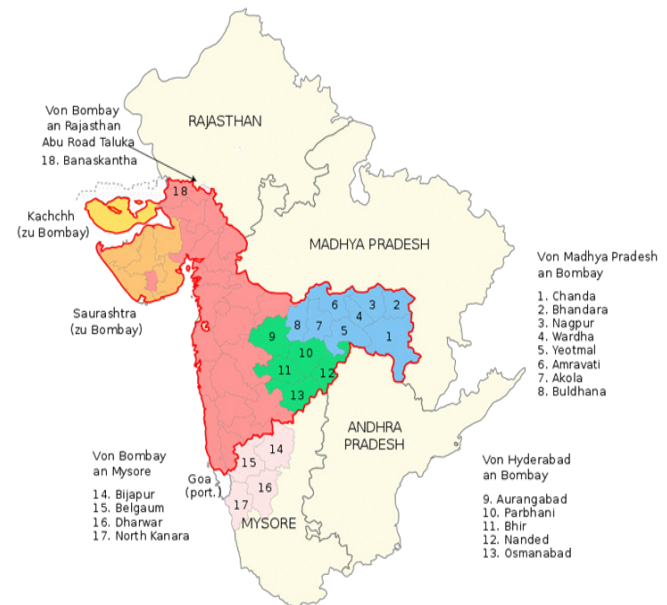
Sardar Vallabhabhai Patel took an initiative and moved around in 31 small states and 191 Jagir in Saurashtra area. All kings the signed agreement to join with Govt. of India and the state of Saurashtra came into existence. Kachchh had a separate entity. It became a union territory- C- State. In 1956 Union Govt. merged all –Maharashtra, comprising of Vidarbha and Marathavad, Gujarat, Saurashtra, and Kachchh and Bombay.

This created a protest and the Mahagujarat movement was launched.

MAHAGUJARAT MOVEMENT

Mahagujarat movement – the Mahagujarat Andolan was 'People's Movement' demanding a creation of a separate state of Gujarat for Gujarati-speaking people from the bilingual Bombay state of India in 1956. It succeeded in the formation of Gujarat, as well as the Marathi-speaking Maharashtra State, on 1st May 1960:

After Independence – the states were to be re-organized. In December 1953, Prime Minister Jawaharlal Nehru appointed the States Reorganisation Commission (SRC). The commission was headed by Justice Fazal Ali. SRC considered to form states on linguistic basis but in a special case it suggested that Bombay state should stay as a bilingual state. It further enlarged Bombay state





by the addition of Saurashtra State and Kachchh State, the Marathi-speaking districts of Nagpur Division and the Marathawada region.

On 8th August 1956, some college students of Ahmedabad went to local Congress House near Lal Darwaza to demand a separate state and the police repression resulted into death of five to eight students. This triggered massive protests across the state. Shri Indulal Yagnik came out of his retirement from politics and founded Mahagujarat Janata Parishad to guide movement. Many the protesters including Indulal Yagnik, Dinkar Mehta, Dhanvant Shroff were arrested.

The Prime Minister Jawaharlal Nehru finally agreed upon the formation of two new lingual states after prolonged agitation. On 1st May 1960, two new states, Gujarat and Maharashtra, were created.

The first government was formed under Dr. Jivraj Mehta who became the first Chief Minister of Gujarat.

THE BIRTH OF SAURASHTRA

“Sardar Vallabhbhai Patel inaugurated the United State of Kathiawar on 15 February 1948. On this occasion he paid tribute to Jam Sahib and the other rulers of erstwhile Princely States of Kathiawar, saying :

“But for vision, wisdom and patriotism, the happy result you are seeing today would not have fructified. It was Mahatma Gandhi’s dream that Kathiawar should be united and it gladdens my heart that dream of such unification has come true.”

The Jam Sahib K. S. Digvijaysinhji of Nawanagar State one of the chief negotiator from the side of rulers of Kathiawar in his reply observed and said :

"It is not as if we were tired monarchs who were fanned to rest. It is not as we have been bullied into submission. We have by our own free volition pooled our sovereignties and covenanted to create this new State so that the United State of Kathiawar and unity of India may more fully be achieved."

Jawaharlal Nehru described the event as a great step forward and one of the most notable in contemporary Indian history. He further commended the statesmanship of Sardar Patel and further wrote in his letter to provincial chief ministers on 20 February 1948 :

"Six months ago it would have been considered an idle dream to think of an administrative merger of hundreds of Kathiawar states, let alone such a merger accompanied by a full responsible government. The peninsula was ridden by factions and jealousies and it was a crazy patchwork of States of varying degree of sovereignty, with only one thing in common, namely, autocratic rule. On February 15 the whole of peninsula became one of unit under one responsible Government. For which, Sardar Patel has deservedly won high tribute."

Upon formation of United State of Kathiawar, Lord Mountbatten also congratulated Sardar Patel, saying :

"It appears that you have again scored a brilliant success in your handling of Kathiawar States problem."

However, it was sad that Mahatma Gandhi was not alive by that time to see his dream of whole of Kathiawar getting united under one umbrella.

In November 1948, the United State of Kathiawar was renamed the United State of Saurashtra or Saurashtra State, when a supplementary covenant was negotiated and executed by the native rulers of the princely states merged into United State of Kathiawar.

On 1 November 1956 Saurashtra State ceased to exist as a State and became a part of Bombay State, the territory of which was enlarged on that day to include Kachchh State, Saurashtra State, Marathwada and Vidarbha, while a southern portion was excluded, which went to Karnataka.

Following Mahagujarat Movement, the Bombay State was again dissolved to be carved into separate states of Maharashtra and Gujarat created on linguistic basis on 1 May 1960. With this, the area of Saurashtra State again became a geographically defined region, Saurashtra, within the State of Gujarat" (H. R. Patankar).

THE CULTURAL GUJARAT

It has a rich heritage and it is diverse. It is adapted to modern needs. Gujarat stands unique with an its verbal and non-verbal arts- a mixed combination with aesthetic appeal. It is famous for its dyeing, printing, bead and mirror work apart from traditional Bandhanis and Patolas which has a hand woven art for the traditional wear. The art and craft have a rich cultural past and have been brought up by the artists to meet present modernity. One can find a diverse variety of Embroidery with inheriting talent with a distinctive style of needlework and traditional arts in a wide range of apparels. Wood carving, stone work, jewellery are the other areas. The state is a confluence of many

religions- Hinduism, Islam, Jainism, Buddhism and Christianity. The Gujarati- culture is a mix of arts, beliefs, customs, traditions, institution, invention, languages, technology, cultural and business values. The Gujaratis are Patels, Shahs, Bhattas, Jadejas, Parmars and also Agrawals, Sings, Bhansalis, Modis and so on. The modern Gujaratis are from all states. The unique feature is, generally people do not enquire where are you from? You just find yourself integrated in the system. The Surat city now houses more people of outside origin than local Gujaratis.

Gujarat is famous for traditions of Dairas which is a mix of entertainment by story teller, comedian-music and dance. Raas and Garba dance are said to have been passed on by Lord Krishna. Folk songs, classical music and an array of distinctive classical

ragas have exemplary features with distinctive music variations. It has famous Kathakaars who are almost worshiped like Shri Morari Bapu and Shri Ramesh Oza as well as Lok Daira artist like Shri Bhikhudan Ghadhvi.

The modern Gujarat has also Classical Dance promoted by Ilakshi Thakor Mrinalini Sarabhai, Kumudini Lakhia and Smita Shastri and others.

Maharaja Sayajirao Gaekwad created music academy which became the music college and is now the faculty of Performing Arts of the Maharaja Sayajirao University (M.S.U) of Vadodara. It was during the reign of Maharaja Sayajirao Gaekwad that the first all India Music Conference was held in 1914 in Baroda.





Laxmi vilas palace – Baroda

In Gujarat, Navaratri Festival is celebrated with great fervor and tourists all over the world come to participate and enjoy the tradition of ‘Nine days of Singing and Dancing’ the festival is enjoyed by one and all communities of all age groups and all over Gujarat.

The music culture is kept alive under “SAPTAK” which is a weeklong music Festival in Ahmedabad where from fresh entrants to senior Masters perform every year.

Gujaratis enjoy celebration – particularly it is community based and participative. The major festivals are Navaratri, Deepavali – New Year Day- Bestu varsh, Kite festival, Holi, Janmashtami, Ganesh Chaturthi, Moharam and Christmas.

The Kite Festival is a famous tourist event- where people fly kites from their roof tops during morning to evening on Makar Sankranti Day- 14th January. The state hosts special celebration where varied designed kites are used by Ahmedabadis, Surtis, and Kite flyers from other states and Countries. This becomes community festival. Shri Vares Sinha initiated this idea and Shri Amarsingh Chaudhary liked. It started in Police Ground at

Ahmedabad in the first year in 1982. Sir Edmund Hillary was invited as the Chief Guest. This is a social- equalizer festival. Anybody can cut anyone’s kite- whether rich or poor, elder or younger.

Shri Narendra Modi promoted ‘Rann Mahostav’. This is from November to February every year. The Rann- the desert of Kachchh – unlike other deserts- is a salty span – it is white desert – this is the only of its kind in world. Tourists from all over India and abroad visit Kachchh during Rann Mahostav.

THE LITERARY GUJARAT

The out-side perception of Gujarat is that it houses only business community but historically, popular poets like Narshinh Mehta known for the famous ‘Vaishnav Jan’ and Sudama Charitra, and, Akho is known for Akho Gita - have laid rich literary traditions.

There are innumerable writers, authors and poets.

Mahadev Desai through his dairy the Mahatma Gandhiji and his life style. Narayan Desai- wrote and narrated Gandhi Gita. Nagindas Parekh a critic and a writer, Jyotindra Dave -the Hasya - comedian writer, Umashankar Joshi the poet – ‘ Nishith’, Vishvashanti’, Chandravadan Mehta – ‘ Gatharia’, Anand Shankar Dhruv – ‘Dhara Gurjari’, Sursingh Gohil – ‘ Kalapi’, K.M.Munshi- ‘ Gujarat no Nath’ and ‘Patan Ni Prabhuta’, Premanad – ‘Kunvarbai Nu Mameru’, Dayaram- ‘Garbi Sanghrah’, Jhinabhai Desai- Sneh Rashmi – ‘Geeta –Asopalav’, Ramanlal Desai- ‘Gram Laxmi’, Suresh Joshi- ‘Chinna Patra’, Niranjan Bhagat- ‘Chhandolay’, Ishwar Petlikar- ‘Janamtip’, Kaka Saheb Kalelkar – ‘Jivan no Anand’, Manubhai Pancholi – ‘Darshak’ – ‘Zher to Pidha chhe

Jani Jani', Gunvantray Acharya – 'Daryalal', Pandit Sukhalal – 'Darshan ane Chintan', Gijubhai Badheka – 'Diva Sapana', Jayanti Dalal – 'Dhimu ane Vibha', Rajendra Shah – Poem – 'Dhwani', Narmada Shankar Dave – 'Kavi Narmad' – 'Narmad', Tribhuvandas Luhar – "Sundaram" – 'Piyasi', Gulabdas Borker – 'Manas na Maan', Pannalal Patel – 'Manvi ni Bhavai', Jivaram Joshi – 'Miya Fuski', Zaverchand Meghani – 'Lagyo Kasumbi No Rang', Chunilal Madia – 'Liludi Dharti', Govardhanram Tripathi – 'Saraswati Chandra', Hemchandracharya – 'Siddahem Shabdanushashan' and so on and so forth

In recent times, there are well-known writers like Kajal Oza, Priyakant Mehta, Kumarpal, Gunvant Shah, Harendra Dave, Suresh Dalal, Bakul Tripathi, Chetan Bhagat, Ashok Dave, Niranjana Bhagat, Priyakant Maniyar, Chandrakant Baxi, Bhagavatikumar Sharma, Labhshankar Thakar, Vinod Bhatt, Rajendra Shukla, Raghuvir Chaudhary, Bhupat Vadodaria, Suresh and Renu Sheth and others.

Some prominent spiritual leaders include Sahajanand Swami – Lord Swaminarayan (1781-1830), Dayanand Saraswati (1898-1976), Srimad Raj Chandra (1868-1901) Shri Mota (1898-1976) and others.

THE ENTERPRENUORIAL GUJARAT

Some other prominent persons include Ms. Savita Mehta, Ms. Kumudini Lakhia, Dr. Homi Bhabha, Dr. Homi Shethana, Dadabhai Navroji, Shyamji Krishna Varma, Madam Bhikaiji Cama, Vithalbai Patel, Kishorelal Mashruwala, Thakkarbapa, Jugatram Dave, Pandurang Aathwaleji, Uchhargray Dhebar, Rasiklal Parikh, Premaji Bhavanji and others. Some prominent business leaders include Jamshedji Jijibhai, Premchand Raichand, Ranchhodlal Chhotlal,

Jamshedji Tata, Vithaldas Thakrsi, Nanji Kalidas Mehta, Ramdas Kilachand, Sumati Morarji, Ambalal Sarabhai, Kasturbhai Lalbhai, Vadilal Lallubhai, Mehtas of Torrent, Chudgar of INTAS, Govind Patel of Ganesh Housing, Amrutlal Shah Vapi, Karsanbhai Patel of Nirma and others.

The new generation entrepreneurs are Ambanis, Adanis, Ruia, Birlas and professionals also have grown up like Anil Naik of L and T, Khurikiwala of Wackhardt, Sanghvi of Sun Pharma, Pankaj Patel of Zydus Cadila, Dani of Asian Paints, so on and so forth.

The sports culture in Gujarat reviving under Khel Maha Kumbh, initiative taken up by Shri Narendra Modi – A young girl Sarita Gaikwad from remote tribal district of Dangs and three others got gold medals in Asiad recently. But it has had some number of young cricketers like Jadeja, Pujara, Hardik Pandya, in Billiard Geet Shethi achieved heights.

It has had prominent judges and jurists like Justice Bhagwati, Justice J.M.Shelat, Justice Ahmadi, Justice Diwan, Justice J.N.Bhatt and Jurist like Chandrakant Daru, Indravadan Nanavati, Suresh Shelat, S.B.Vakil and others.

THE BARRIERS TO DEVELOPMENT THE DROUGHTS

Gujarat has had one drought in every three years. The most vulnerable areas, being, Kachchh, Saurashtra and North Gujarat. Most devastating were famines in 1911, 1935 and 1939. But drought continued in post independence era. Out of these, the severe were in 1957-58, 1968, 1973, 1984 - 86 and 1992-93.

1984-1985 Gujarat had famine. Most of the



Saurashtra region and Kachchh had no rain. In 1984 the author was District Development Officer at Rajkot. In all 1000 villages there were relief works in Rajkot District. Rajkot city had acute shortage of water. Shri Pravin Laheri suggested and Chief Minister Shri Amarsingh Chaudhary took bold initiative and started train from Gandhinagar with water tankers. This was a novel initiative.

Author had received cattle from Kachchh in district of Dang which is forest area in 1968 when he was ADM and managed huge cattle camps near Bagodara in 1993 – when he was Collector – Ahmedabad.

These required both cattle and human migration. From Kachchh and Banaskantha many migrated to Mumbai on long term basis.

But Gujarat farmers are resilient- despite serious setback with good rains, they come back to farming with the same old spirit.

But these difficult situation changed dramatically by two important measures taken by Keshubhai Patel as Chief Minister. He linked Narmada Dam by drinking water – pipe line to 11000 villages of drought prone area across Gujarat. He initiated massive construction of check

dams to preserve water – every inch of rainfall under participating scheme – where local village community contributed 20 per cent (in the form of labour) and balance by government. This was vigorously followed up Chief Minister Shri Narendra Modi. This changed the entire scene and migration of cattle and human stopped completely. In fact with an increase in water table, the agriculture improved immensely in all these areas.

EARTHQUAKE

Gujarat was struck with a massive earthquake on 26th January, 2001. This affected very many areas from Kachchh – Saurashtra – Ahmedabad and even South Gujarat. But major impact was on Kachchh. Entire habitat was affected with more than 18,000 dead, about 2,00,000 injured and almost all houses in rural and urban areas were affected including public buildings.

But Gujarat revived itself with its resilient people. Aid came from national and international agencies for initial relief work and for housing – rebuilding of villages. The entire country stood behind.

But remarkable was economic revival. The government led by Shri Keshubhai Patel – developed

detailed economic rehabilitation policy and the Central Govt. provided tax incentives. Shri Narendra Modi as the Chief Minister followed up task by monitoring on day to day basis and senior officers started camping in villages for three days in a week to oversee rehabilitation work.

Shri Suresh Mehta who was Industries Minister – looked after work from Bhuj and camped in Kachchh till the entire task was over.

Kachchh today has turned into Vibrant Economy with SEZS ports, big cement and power plants and very many industries and in fact now has migrant skilled and un-skilled workers.

PEOPLE'S MOVEMENT

Gujarat initiated mass movement in pre-independence days – most remarkable and successful was Dandi – Yatra and the Mitha Satyagraha led by Mahatma Gandhi.

In post independence in 1956, people launched Maha Gujarat Andolan led by Shri Indulal Yagnik and outcome was the State of Gujarat.

Post sixties – the first major movement was Nav Nirman Andolan – which resulted into resignation of elected govt. led by Shri Chimanbhai Patel. The outstanding features of movement were Janata Curfews and Ratri Ghantnad on thalis. At national level Shri Jai Prakash Narayan launched in 1975 famous 'Sinhasan Khali Karo' movement and gave call to armed forces to join people. This gave reason to Prime Minister Indira Gandhi – who had lost a court case, to impose 'Emergency' and the JP movement enhanced and spread across the country and Gujarat was part of it.

Gujarat did not accept these orders and all got together to fight this out. Chandrakant Daru

fought cases of censorship lodged on 'Sadhana' and 'Bhumi Putra'. But once Janta Morcha Sarkar resigned, on 12 March 1976, the arrest of public leaders started. This included Shri Babubhai Patel, Shri Shankarsinh Vaghela, Shri Kesubhai Patel, Shri Narendra Modi, Shri Chimanbhai Shukla, Shri Vajubhai Vala, Shri Ramlal Parikh, Shri Chunibhai Vadiya, Shri Vijay Rupani and many others.

Maniben Patel- daughter of Sardar Patel-





New Villages – School and houses after revival



started Satyagrah simultaneously. The underground movement started. Leaflets were published.

Shri Narendra Modi has depicted all these very well in his book “Sangharsh Ma Gujarat”.

ANTI – RESERVATION MOVEMENT

In 1984 – Congress came with landslide majority victory. Shri Madhavsingh Solanki became Chief Minister of Gujarat – but he introduced certain reservations for backward communities. This resulted into a students’, parents and Government Servants movement and Shri Madhavsingh Solanki moved as a senior Cabinet Minister to Delhi and Shri Amarsingh Chaudhary became the Chief Minister.

THE CLOSURE OF TEXTILE MILLS

Gujarat has had more than 100 composite Textile Mills – which consist from Spinning, Weaving, Dying – everything. They employed a large number of workers. In fact they supported economy of Ahmedabad city in late seventies and eighties, these mills started facing competition and were also not modernized and slowly one by one started to get closed. This created huge re-settlement problem for large number of workers who got un-employed and in fact created social tensions. Govt. encouraged power looms in Ahmedabad and Surat and set up training centres to rehabilitate workers. Gradually the situation got completely mitigated. Shri L.N.S. Mukundan oversaw this.

NARMADA BACHAO ANDOLAN

To mitigate drought-prone condition of Gujarat – government decided to construct Dam on Narmada River and work started after several years in Shri Chimanbhai Patel’s time who declared it as a Life Line of Gujarat. There were some issues related

to resettlement of displaced families. Baba Amte supported by Megha Patkar started protest against Dam, within country and at international level called Narmada Bachao Andolan - NBA. To counter this Shri Chinubhai Vaidya and Smt. Urmilaben Patel initiated by CM Shri Chimanbhai Patel- behind the scenes, started a popular movement which was backed by all political parties, civil society members, trade and industry and farmers and common people and declared anybody who opposed Sardar Sarovar Dam – was anti-development and anti – Gujarat. This movement took momentum and slowly NBA withered away and Dam got constructed with full height to meet the needs of water of drought-prone Gujarat and links Kachchh and Saurashtra with its canal net work.

THE COMMUNAL TENSION:

Just as Gujarat is drought-prone – it used to be communal tension and riot-prone. It has had almost its repeated occurrence – resulting into huge loss of life and property and disruption in economic activities. However, last decade and half this has slowly withered away. Of course there is sporadic social tension and clashes which occur off and on.

Later period had no such widespread movement but one was in the year 2000 against Umbragan Port and another was Mahuva Movement – 2010 against land acquisition for a cement plant. Both succeeded. In recent time Patels have taken Patidar Movement for reservation.

Looking back to fifties and sixties-what was Gujarat in those days ?

- Saurashtra-Kachchh-North Gujarat used to have re-current drought-famine-once in three years-normally for two consecutive years with

serious shortage of water and fodder-resulting into migration - in fact cattle migration was every year.

- The infrastructure was poor. It used to take about 30-40 hours to reach Bhuj from Ahmedabad by reaching Palanpur and taking up meter gauge railway or by going to Navlakhi-Rajkot and picking up a boat to Mandvi. Same was for reaching Somnath.
- There was poverty in rural areas with Kachha huts-make-shift living of poor families in the periphery of villages. They were working as labourers and un-sure of income in lean months - as majority of areas were rain fed. There were land lords - Jamindars and poor agricultural labourers. Although land reforms were introduced and land to the tiller process was initiated but it was in initial stage except in Saurashtra where implementation was good.
- Tribal Area belt where 17% population resided was isolated from outside world with major problem of hunger - health care and livelihood.
- Agriculture had low productivity there were rural artisans but no small or medium scale manufacturing activities. The private employment was limited. It was subsistence economy.
- Says Shri Patankar "An Indian Airlines Dakota or other 22 seater flight would leave Rajkot in the morning and halt at Ahmedabad and then halt at Udaipur, then Jaipur and finally after a halt at Agra proceed to Delhi - almost a day's journey. But sometimes, for technical reasons, it used to terminate at Agra and passengers were taken by surface transporting in a rickety bus reaching Delhi after midnight.

- There were hardly any roads. The National Highway No. 8 from Bombay to Ahmedabad was notional not real - a few stretches of a single lane with very deep and wide potholes or ditches only indicated the direction you should proceed. Majority of government servants walked from one village to another and in some districts, where there were a post of pug champi (masseur) to relieve the painful limbs. These were of course abolished so the talati/gram sevak perhaps massaged their own legs. Many claimed extra allowance for spending the night on a big tree.

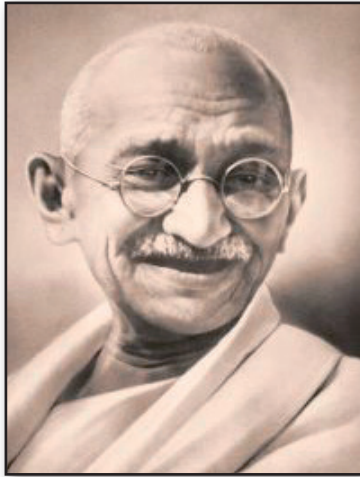
But there were some silver linings :

- Cities like Ahmedabad, Baroda, Jamnagar, Gondal, Morbi-even Rajkot were well planned towns and new urban towns were growing.
- Ahmedabad was textile hub-with composite textile mills about 100.
- Gujarat was well known within and outside country due to Swaraj Movement and Dandi Yatra-Mitha Satyagrah initiated by Mahatma Gandhi-along with Sardar Patel and all national and international leaders used to come to meet Mahatma Gandhi at Sabarmati Ashram, Ahmedabad.

It is from this status the Gujarat revolved round from poor agrarian economy to a giant industrial and commercial hub in years that followed and has emerged as the fastest growing economy in the country.

The following pages narrate how this happened are who made it happen.

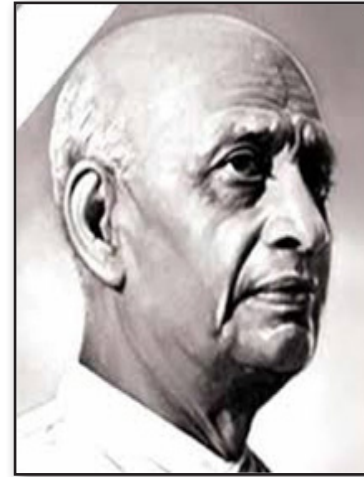
LEADERSHIP OF GUJARAT



MAHATMA GANDHI

(1869 – 1948)

Mohandas Karamchand Gandhi, is political and spiritual leader. He led Indian Independence movement. He was the pioneer of Satyagraha-resistance to tyranny through mass civil disobedience, firmly founded upon truth and ahimsa or total non-violence-which led India to independence and inspired movements for civil rights and freedom across the world. He is known as the Father of the Nation.



SARDAR VALLBHBHAI PATEL

(1875 – 1950)

Vallabhbhai Patel is a political and social leader. He was called Sardar by his followers. He is hailed as the Iron Man of India. Patel organized the peasants of Kheda, Borsad and Bardoli in Gujarat in non-violent civil disobedience against oppressive policies imposed by the British Raj. He became one of the most influential leaders. He provided very strong leadership. He united more than 300 small states into India, and by these efforts the country got integrated one.



SHRI MORARJI DESAI
(1896 – 1995)

Morarji Desai – was a fiercely independent public leader. He served as 4th Prime Minister of India – 1977-79 and led the government formed by the Janata Party. During his long career in politics, he held many important posts in government such as: Chief Minister of Bombay State, Home Minister, Finance Minister and Deputy Prime Minister of India.

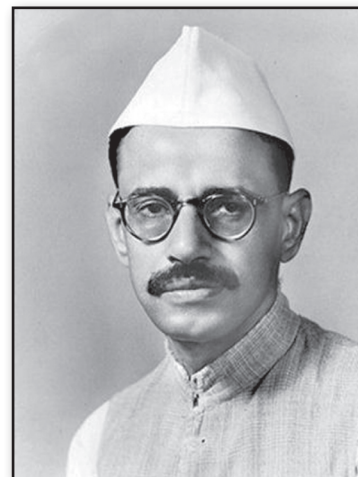
Desai, joined the civil service as Deputy Collector of Godhra and left the same in May 1930 and joined the Civil Disobedience movement. He spent many years in jail. He had sharp leadership skills and a tough spirit, and slowly emerged as important leader in Indian National Congress.

He was elected as Chief Minister of Bombay State in 1952. The state was a bi-lingual state. He faced agitation both in Maharashtra and Gujarat where local people wanted independent state status.

Morarji Desai was a strict follower of Mahatma Gandhi's principles and a moralist. He was a

vegetarian. He was honest about expression of his views – without any fear. He lived his life as a social worker, an institution builder and a great reformer. He was the Chancellor of Gujarat Vidyapith. Even during his term as the Prime Minister he used to visit and stay at Vidyapith during the month of October. He lived simply and used to write post cards himself even when he held the office of Prime Minister. Sardar Patel had deputed him to conduct meetings of farmers in Kaira district which finally led to the establishment of the Amul Cooperative movement.

Morarji Desai campaigned for the Janata Party in 1980 General Election as a senior politician but did not contest the election himself. In retirement, he lived in Mumbai and died on 10 April 1995 at the age of 99.



GULZARILAL NANDA
(1898 – 1998)

He was born on 4th July 1898 in Sialkot in the Punjab Province of Pakistan - India. He worked as a research scholar on labour problems at Allahabad University. He joined the Freedom Struggle and he was imprisoned on various occasions. In 1922, he became Secretary of the Ahmedabad Textile Labour Association and made Ahmedabad his home.

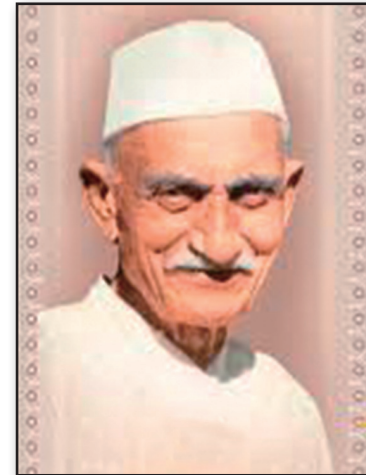
Nanda was elected to Lok Sabha, and was Union Minister for Labour, Employment and Planning. He became the Prime Minister of India twice for a short time. The first time after the death of Prime Minister Jawaharlal Nehru in 1964, and the second time after the death of Prime Minister Lal Bahadur Shastri in 1966. Shri Nanda died on 15 January 1998 at the age of 99.



INDULAL YAGNIK
(1872 – 1972)

He was an associate of Sardar Patel and played a key role in Satyagraha Movement. He was a Member of Parliament from Ahmedabad. He started English magazine, Young India. He set up All India

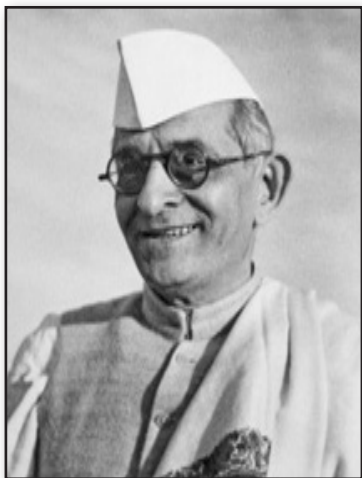
Kisan Sabha and Gujarat Kisan Parishad. He was imprisoned several times during freedom movement. In 1956, he led the Mahagujarat Movement for a separate Gujarat state and became the founder president of the Mahagujarat Janata Parishad. As a result of that 'Gujarat' came into existence.



RAVI SHANKAR MAHARAJ
(1884 – 1984)

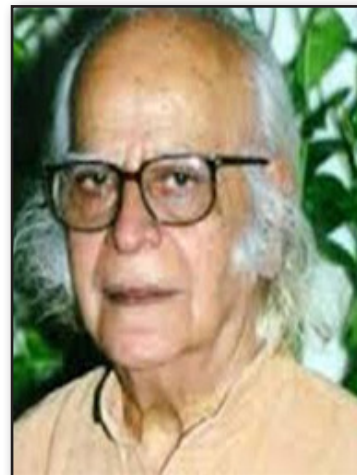
A Gandhian worker known for his simplicity and life devoted to help others. He was involved in freedom movement and was a close associate of Mahatma Gandhiji and Sardar Vallabhbhai Patel. He founded Rashtriya Shala (National School) in Sunav village in 1920. He participated in Borsad and Bardoli Satyagrahas and Salt March in 1930. After independence of India in 1947, he devoted himself to social work and joined Vinoba Bhave in Bhoodan Movement and travelled 6000 kilometres. His self-less work was to help poor families. He inaugurated the State of Gujarat on 1st May, 1960 at Gandhi Ashram – Sabarmati. It was a tradition

that every newly appointed Chief Minister of Gujarat visited him for blessings after taking an oath of office.



K. M. MUNSHI
(1887 - 1971)

He followed up Sardar Patel's initiative for reconstruction of Somnath Temple. He was – Food and Agriculture Minister in cabinet. He became second Chairman of Somnath Trust. He was a renowned author and a public leader. His Gujarati novels had historical base and are read by almost all Gujaratis – well known among them are “Gujarat No Nath”, “Patan ni Prabhuta”. He set up Bhartiya Vidhya Bhavan - an educational institution.



PROF. YASH PAL
(1926 - 2017)

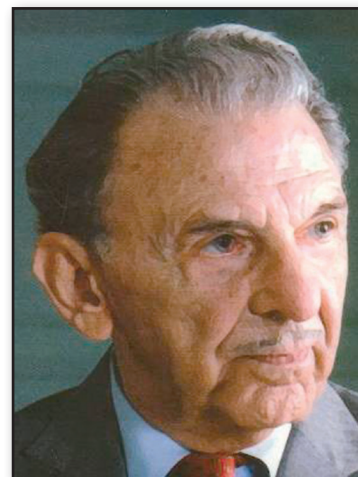
Yash Pal is one of the top physicists in India. He held several academic positions and later on served as a the Chairman of University Grants Commission. After retirement, he took to propagation of science on the Indian Television. He was elected to the prestigious American Academy of Arts and Sciences.

Professor Pal was the 1980 recipient of the Marconi Prize honoring individuals whose scope of work and influence carry on the legacy of Guglielmo Marconi. As the first director of the Space Application Center at Ahmedabad, he was a leader in applying modern communications technology to meet the needs of villagers through the use of a satellite-based direct television broadcast for education and development.



ANSUYA SARABHAI
(1985 - 1972)

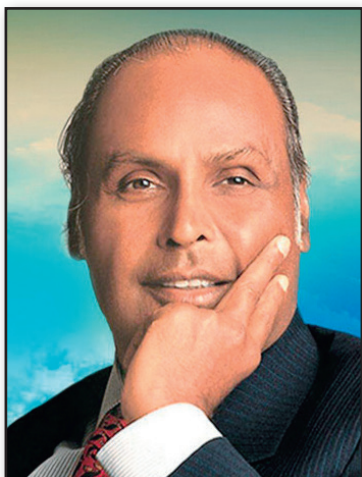
Ansuyaben Sarabhai initiated the labour movement. She founded the Ahmedabad Labour Association-the Majdoor Mahajan Sangh. She studied in London School Of Economics and returned to India in 1913 and started working for women and poor families. She initiated a month-long strike in 1918 for weavers who were asking for a 50 percent increase in wages. Mahatma Gandhi supported this and the movement was a success.



JRD TATA - INDUSTRY
(1904 - 1993)

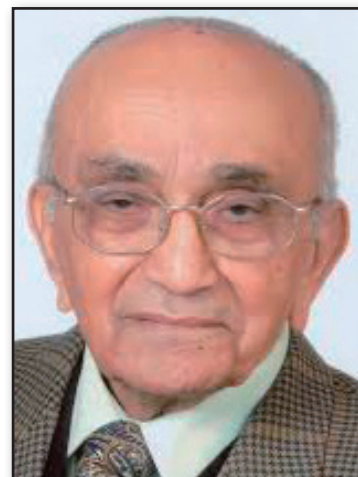
Jehangir Ratanji Dadabhoy Tata was a pioneer aviator and one of the pioneers of Indian Industry, hails from Navsari. He was awarded Bharat Ratna. Under his leadership, the Tata assets climbed from Rs. 62 corer in 1939 to over Rs. 10,000 crore in 1990 and Tata entered into several new business projects, many of them were unconventional and produced a vast range of product from airlines to hotels, trucks to locomotives, soda ash and other heavy chemicals to pharmaceuticals and financial services, tea and air conditioners. He set-up a series of educational institutions related to social service and fundamental research. Key to his success is his vision for modern India.

Shri Ratan Tata who has become Global Icon, has followed in his footsteps and expanded the vision of Tata's which is now the world leader in many of its enterprise, giving India international status as an industrial giant.



DHIRUBHAI AMBANI
(1932 – 2002)

Dhirubhai Hirachand Ambani was a young boy from lower middle class family of the rural area of Junagadh, Gujarat. He became the most successful modern entrepreneur in India. He started as a vendor to grow as a textile entrepreneur. This multiplied into the largest Petro Chemical Company and the biggest refinery Unit and telecommunication company in the country under Reliance Industries banner. This was un-presidential rise in three decades, which any Indian entrepreneur had achieved. Key to his success was his anticipation of future opportunities, his boldness and capacity to take risk, think big and his participative efforts with his shareholders. His two sons Mukesh and Anil Ambani have multiplied Reliance group and have become important global players. They have enhanced the prestige of Indian Entrepreneurship world over.



P N BHAGWATI
(1921 – 2017)

He was the Chief Justice of Gujarat High Court in 1967. He became Chief Justice of India in 1985. He initiated judicial reforms, encouraged public interest litigation and set up the Legal Aid Committee for providing legal aid and advice to the poor and weaker persons free of charge through voluntary efforts of lawyers. He is a famous jurist. Key to his success was his understanding of complexities of judicial system and predicament of a common person as a litigant.



NANUBHAI SHELAT
(1908 – 1972)

Nanubhai was born in Umreth, in Anand District. As a student he participated in the SWARAJ movement. He acquired his qualifications in law and started his practice in 1933 at Nadiad. He joined the subordinate judiciary in 1938 and was posted as a Sub Judge at Junnor, now in Maharashtra. He was elevated as a High Court Judge in 1965. He successfully balanced a pro-active social life and the independence of Judicial Service. He set up Bruhad Gujarat Sanskrit Parishad an institution to promote Sanskrit. He worked towards expounding the true intent and purpose of the rituals and customs performed during various ceremonies like birth, marriage and death in the Vedic Culture. He authored several books on the subject of role and life of a Judge and his experiences in Judicial Office. His life is an example of the all inclusive environment of the State which enabled a law student from a small taluka to rise to the highest Judicial position in the State.



DR. VIKRAMBHAI SARABHAI
(1919 – 1971)

Shri Vikrambhai Sarabhai was born on 12th August 1919. He was from famous Ambalal Sarabhai family of Gujarat. He became a graduate in Object science and maths from Cambridge University in 1937. In his early education he came across to great dignitaries of different fields but sense of responsibility towards the society came when he worked with Gandhiji. After returning India, under the guidance of Sir C.V.Raman, he started research in the field of Cosmic Rays. During 1947, under his leadership, Shri Kasturbhai Lalbhai established ATIRA (Ahmedabad Textile Industry Research Association).

Shri Vikrambhai had a dream of developing smart Physics Research Laboratory. He set up a small Lab in his own house. Dr. Homi Bhabha liked the idea and PRL came into existence with the help of Dr. Homibhabha and Sir Shantiswarup Bhatnagar in 1954 in Ahmedabad. Shri Vikrambhai suggested Prime Minister Shri Pandit Jawaharlal Nehru to set up a separate department of space and special

purpose organization for space research. The PM liked the idea and approved setting up of Indian Space Research Organization (ISRO) at Ahmedabad and Vikrambhai Sarabhai headed it. Along with that the Department of Space was also created.

At present ISRO is working effectively in the fields of agriculture, fishery, education, medicine and so on and creating awareness in people in the field of science and space. ISRO has upheld its mission of bringing space to the service of the common man, to the service of the Nation. In the process, it has become one of the six largest space agencies in the world. ISRO maintains one of the largest fleet of communication satellites (INSAT) and remote sensing (IRS) satellites.

He also promoted two other important institutions along with Shri Kasturbhai Lalbhai. The Indian Institute of Management (IIM) – which is premier Management institute came up in Ahmedabad under his leadership. For working executives and other students he promoted Ahmedabad Management Association (AMA) and for developing scientific thoughts in children, he also initiated Community Science Centers.

He put Indian space technology on map of world. He was a creator of world class institutions in Gujarat and India.

SMT. MRUNALINI SARABHAI

(1918 – 2016)

Mrunalini Sarabhai is a well known classical dancer. She was born in Kerala and was brought up in Tamilnadu. After completing her studies and dance training, she married with well-known scientist of Gujarat Shri Vikrambhai Sarabhai. During those days, in Gujarat, people were avoiding dance as an art and were not giving due respect. Mruanaili



Sarabhai fought for it and with just 10 students she started “Darpan Academy of Performing Arts” with the support of her husband, in 1949 in Ahmedabad and became “Amma” for her disciples. Her endless efforts made the academy famous not only in India but also across the world and put Gujarat on the world map in the field of classical dance.

Girls who joined the academy started understanding the importance of women liberalization and development.

She made classical form ‘Bhartnatayn’ very popular in Ahmedabad. She also started Gujarati folk dance ‘Bhavai” in her academy. With the help of well-known artist Shri Mahendra Contractor, she also encouraged a ‘Kathputali’ dance form and spread it all over the country. For the environmental protection, she promoted ‘Vruksh Mitra’ programme. She was associated with Gujarat Handicraft Corporation and promoted ‘Gurjari’ brand. Her dance based novel ‘This Alone is Truth’ was translated into drama, named “Parvati ni Tran Avasthao” and became very popular.

She followed Gandhian thoughts. ‘Arangetram’ is a programme of ‘Bharat Natyam’ classical dance

which means ascending the stage by a dancer on the completion of formal training. It used to be very costly for the students and had to spend lots of money. Smt. Mrinaliniben converted that performance under simplified but elegant - 'Aradhana'.

Today, Darpan Academy of Performing Arts is governed successfully by her very talented daughter Mallika Sarabhai. She is also one of the popular classical dancers. She is promoting Classical Dance culture of India across the continents. Her works have been presented all over India and in several other countries. She has performed with companies such as the National Dance Institute and Battery Dance Company in New York, Pan Project in London and as part of festivals in Perth, Singapore, Hong Kong, Japan, Israel and Egypt.



KASTURBHAI LALBHAI
(1894 - 1980)

He was one of the most enterprising Indian industrialists of pre and post independent India. He fuelled the Lalbhai Group's growth from a single

textile mill to a giant conglomerate. He enriched the educational, social, and cultural landscape of Gujarat. Kasturbhai, along with Vikram Sarabhai, gave Gujarat some of India's premier institutions for education and research. As Chairman of the Anandji Kalyanji Trust, he restored and renovated many Jain temples and brought them back to their former glory.

The Lalbhai Group, in early 1900, accounted for 12 percent of India's total spinning capacity and 24 percent of Ahmedabad's total weaving capacity. Kasturbhai diversified the business into new areas such as dyes, pharmaceuticals, and chemicals.

Kasturbhai, along with Amritlal Hargovinddas and Ganesh Mavlankar, started the Ahmedabad Education Society (AES). AES promoted several educational institutes, including MG Science College; LD College of Arts; HL Commerce College; LM College of Pharmacy; LD Engineering College; and AG Teachers' Training School. AES also donated land to institutes such as the Physical Research Laboratory (PRL); Indian Space Research Organisation (ISRO); Centre for Environmental Planning and Technology (now CEPT University); Blind Men's Association; Vikram Sarabhai Community Science Center; and Gujarat Vishwakosh; among others. Furthermore, AES donated money for establishing the Gujarat University, and land for setting up the Indian Institute of Management Ahmedabad (IIM-A).

Kasturbhai and Sarabhai established the Ahmedabad Textile Industries Research Association (ATIRA) and the Ahmedabad Textile Mill Owners Association (ATMA). Kasturbhai later founded the Gujarat Chamber of Commerce and Industries (GCCCI) in 1949.

Kasturbhai was closely associated with Mahatma Gandhi and Sardar Vallabhbhai Patel, and played a notable role in the Quit India movement.

Kasturbhai Lalbhai was awarded the Padma Bhushan in 1969 by the Government of India.



SHRENIK LALBHAI
(1925 – 2014)

With Shrenikbhai, principles trumped everything. He was pioneer of trusteeship and transparency across institutions. During his long and active career, he made notable contributions as a chair or member of management in many industrial, educational, research, social and religious institutions. He expanded Lalbhai group and introduced the values of transparency, governance and trusteeship. He strengthened Gujarat's education sector by creating Gujarat Vishwakosh Bhavan, CEPT University, Ahmedabad University and like.

He was an expert on Jain history. He led Anandji Kalyanji Pedhi firm and he contributed immensely to the development and maintenance of more than 1200 pilgrimage places not just

in Gujarat but across the country. These places include Shatrunjay, Ranakpur, Kumbhariyaji, Girnar, Taranga and Sherisha. He played an important role in Palitana gaining the status of a Holy City.

A Gandhian who believed in living simply but with high morals, Shrenikbhai kept a low-profile while contributing to the societal development. Following the philosophy that richness is not in materialistic pleasures for oneself but in giving back to society at large, he contributed most of his time, effort and money for societal development.





SHRI PRANLAL BHOGILAL

Vintage Car Meseum

Shri Pranlal Bhogilal single handedly collected the highest numbers of vintage car and maintained them throughout his life. Though Pranlal was known as a vintage car collector, his contribution to industry was also significant. He served as the President of ASSOCHAM (the Apex Organization of Trade and Industry), Indian Merchant's Chamber, All India Starch Manufacturers' Association, Indian

Textiles Association and Machinery Manufacturers' Association, Western India Automobile Association. He supported many Philothratic activitits. He has was very fascinated and excited about his vintage car collection. The city of Ahmedabad used to witness his vintage car collection exhibition occasionally. Pranlalbhai would remain present there to tell the story of each car. Pranlalbhai had passionately created the Auto World Museum in his farm house. The museum apart from 105 vintage cars, also show cases vintage carts and motorcycles. Pranlal's fleet of 105 works of art included motorcycles and horse carriages. In 2006.

Open World Vintage Car Museum, Open-air museum showcasing high-end vintage automobiles, carriages, motorcycle and other vehicles is at Dastan Estate, Sardar Patel Ring Road, New India Colony, Kathwada, Ahmedabad.





VITHALDAS UDESI

He promoted castor seeds and brought castor revolution. ARANDO- castor was well known as hardy crop with famous proverb – “Ujjad Gamma Arando Pradhan”-“ in deserted area castor plant is king”. He commercialized castor oil for its use for derivatives- as castor oil was used in for ‘Lamp’. This is used in aromatic industry in western country. He promoted Jayat Agro Organic and took over Jagana Plant Castor Oil of Gujarat State Agro Industrial Corporation. JAOL became leader in castor oil and it set up its own dervitative unit. Most importantly, he initiated backwad integration and started buying castor seeds from villages directly and paid farmers within a week time. He provided farmers cleaning equipement and arranged for transport from village to the plant and paid them price prevalent in Deesa APMC Market.



ZINABHAI FATABHAI - FARMER

My Name is Kharadi Zinabhai Fatabhai-castor farmer, village: Vagadadi District : Banaskantha, Gujarat.

My mantra for everyone is ‘Shake off age old ways, Think big, Think smart and see your life flourish.’

I am a castor farmer. The traditional farming practices I employed not only resulted in low yield but also resulted in wastage of soil nutrient due to excessive tillage. During Krushi Mahotsav the farmers from village decided to adopt new Agriculture techniques with the help of Krishi Vigyan Kendra (KVK) under village adoption programme in Gujarat.

Intense training as well as on field demonstration for the farmers in the KVK campus at Deesa followed over a period of time. I was trained in all the scientific cultivation techniques through regular intervention and demonstration .I was also introduced to other progressive papaya growers who shared their experience and success stories. This proved to be major motivating factor.

I put all my energy into introducing the new scientific farming methods on my farm. The quantity and quality of my crops improved considerably and the net income per hectare increased by an impressive five times. The soil on my farm was conserved and therefore, I continued to get better produce due to minimum tillage. My confidence and experience in scientific method improved my social standing too; I was not only elected to the village Panchayat but also became its education secretary. I am now a respected member of the farm science club.



Calico Museum of Textiles The Calico Museum of Textiles



Vechaar Utensils Museum Mud hut museum displaying a variety of ancient utensils, nutcrackers & other utilitarian tools

THE CHIEF MINISTERS OF GUJARAT



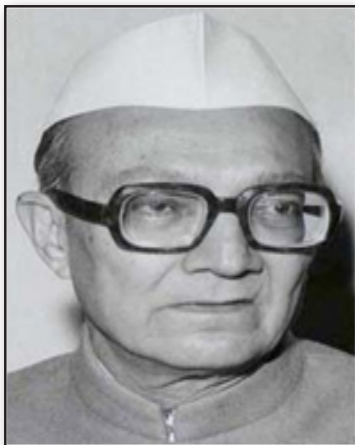
DR. JIVRAJ MEHTA (1887 - 1978)

He did FRCS – from U.K. He returned to India in 1915. He was a personal doctor to Mahatma Gandhi and joined the Independence and Satyagraha movement. After Independence in 1947, he held various public offices. He served as the first “Diwan” (Prime Minister) of the erstwhile Baroda state. He was the first Chief Minister of the new Gujarat state from April 1960 to September 1963. He played important role in setting up of state administration which was pulled from Saurashtra, Kachchh and Mumbai and integrated it. Later he also served as the Indian High Commissioner to the United Kingdom.



SHRI BALWANTRAI MEHTA (1900 - 1965)

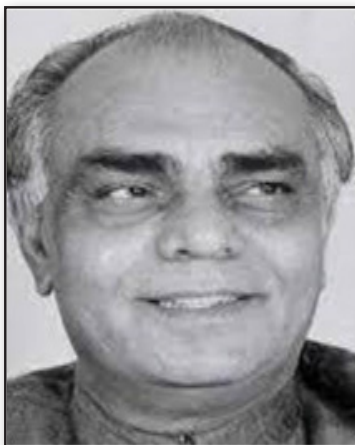
Served as the second Chief Minister. He left college education to join the freedom movement. Later on as a member of parliament, he headed committee for Decentralized Democratic System and proposed three tier Panchayati Raj’ system- which prevails today. He succeeded Dr. Jivraj Mehta as the Chief Minister on 25th February 1963. During the Indo-Pakistan War on 19 September 1965, he flew into Kachchh border and his aircraft was shot down by Pakistan Air Force and Shri Mehta was killed in that crash.



SHRI HITENDRA KANAIYALAL DESAI (1915 - 1993)

Shri Hitendra Kanaiyalal Desai was the third Chief Minister of Gujarat as a congress leader. He was a popular leader of South Gujarat and also a close associate of Shri Moraraji Desai.

He was jailed during the 'Quit India Movement'. He was an Education Minister in the reorganized Bombay state and was a Minister of Law of Gujarat. He remained the Chief Minister of Gujarat from 20 Sept. 1965 to 12 May 1971.



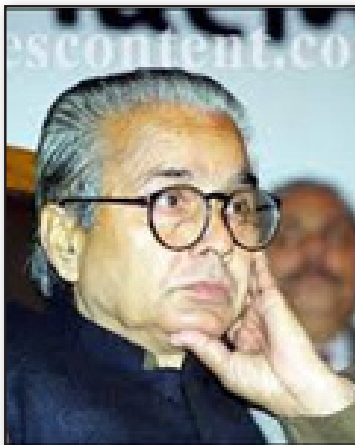
SHRI GHANSHYAM CHHOTALAL OZA (1911 - 2002)

Shri Ghanshyam Chhotalal Oza was the fourth Chief Minister, from 17 March 1972 to July 17 1973. He was a minister (1952-56) in U.N.Dhedar ministry when 'United State of Kathiawar' was formed. He became a M.P. in 1962 and was a minister in cabinet of PM Indira Gandhi. He was very simple, down-to-earth and worked for the poor.



SHRI BABUBHAI JASHBHAI PATEL (1911 - 2002)

Shri Babubhai Jashbhai Patel was 6th Chief Minister of Gujarat state in India. He held the office twice, first time from June 1975 to March 1976 as the leader of Janata Morcha and the second time from April 1977 to February 1980 as leader of Janata Party. In 1979 as a Chief Minister, set up his office in Morbi – when Machhu Dam broke down flooding entire Morbi for overseeing rehabitation and restoration of Morbi.



SHRI MADHAVSINGH SOLANKI

Shri Madhavsingh Solanki hails from Borsad, Anand District. He has had a long political career, started as a lawyer and joined Congress Party. He was Deputy Minister in old Bombay state. Later on, he became Minister for Revenue to head the state as Chief Minister-1976-77 and 1980-85. He became Minister for External Affairs in 1991.



SHRI AMARSINH CHAUDHARY (1941 - 2004)

Shri Amarsinh Chaudhry became the Chief Minister in 1985. He took over from Shri Madhavsingh Solanki. He was a tribal young leader from Vyara. He was a civil engineer and served at Section Office in Ukai. He started as a junior minister under Shri Ghanshyam Oza in 1972 at the age of 31 years and later on he became the Chief Minister from 1985 to 1989. During his time Gujarat faced severe drought and to meet water problem of Rajkot, he started a water tanker train. This was a novel initiative. He started Lok Darbar to solve grievances of people by meeting them at village level. He was very popular in masses and officials due to his humble nature and accessibility. He worked for poor families. He later on became a leader of opposition.



SHRI CHIMANBHAI PATEL (1929 - 1994)

He was elected the first president of student union of The Maharaja Sayajirao University of Baroda. He joined in St. Xavier's College as Lecturer in Economics. He was in cabinet of Shri Hitendra K Desai and of Cabinet of Shri Ghanshyam Oza. On 17 July 1973, he remained Chief Minister till 9 February 1974. He was forced out of office in the 1974 by the Nav Nirman movement. He again became the Chief Minister on 4 March 1990 heading Janata Dal-Bharatiya Janata Party coalition government and later on joined INC and continued till his sudden death on 17 February 1994.

He was a visionary leader and architect of Modern Industrial Gujarat. He visualized the 'Narmada Dam Project' in his first term as the chief minister and the Narmada Dam effectively was built in his second term. He considered Narmada dam as the Life Line of Gujarat. He got Ahmedabad its International Airport.

He ushered in development of ports of Gujarat, refineries and power plants by private parties as part of his industrialization master plan of Gujarat. He was first to pass a bill for ban of cow slaughter and all sale of meat on all Hindu and Jain festival days.



SHRI CHHABILDAS MEHTA (1925 - 2008)

Shri Chhabildas Mehta became the Chief Minister of Gujarat when Shri Chimanbhai Patel expired suddenly in 1994. In his early life, he left high school in 1942 to join freedom movement. Later on he joined the Praja Samajwadi Party and left it to join Congress. He was in the cabinet of Chimanbhai Patel as Finance Minister.



SHRI KESHUBHAI PATEL

Shri Keshubhai Patel was the Chief Minister in 1995 and from 1998 to 2001. He has been a member of Gujarat Legislative Assembly for six time. He is a founder member of the Bhartiya Janata Party (BJP) from the 1980s. He is a mass leader. He had a humble beginning. He joined the Rashtriya Swayamsevak Sangh (RSS) in 1945 as a pracharak. He initiated the Jan Sangh in 1960s in Gujarat. In 1975, the Jan Sangh-Congress (O) coalition came to power in Gujarat and he was also a minister for agriculture and rural development. He made many noteworthy contributions. He promoted public-pvt partnership in infrastructure and set-up Gujarat Infrastructure Development Board- and promoted four-six lanes road- Ahmedabad-Rajkot, Gandhinagar-Mehsana etc. He promoted GOKUL GRAM SCHEME to strengthen village level infrasteucture and attracted huge donation from NRGS (Non-Resident Gujaratis).

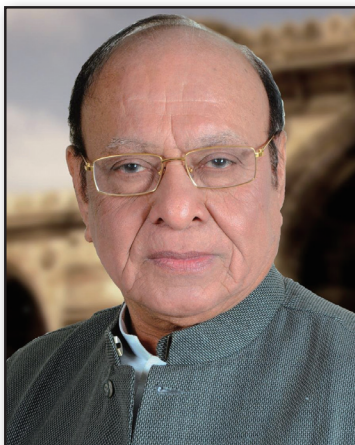


SHRI SURESH MEHTA

Shri Suresh Mehta was born on 5 August 1936 at Mandvi, Kachchh. He started his initial career as a Judge and left it to join Bhartiya Janata Party(BJP). He became Cabinet Minister in Keshubhai Patel government in 1995 assembly election. When Shri Keshubhai Patel resigned in October 1995, he became the Chief Minister in October 1995 till September 1996.

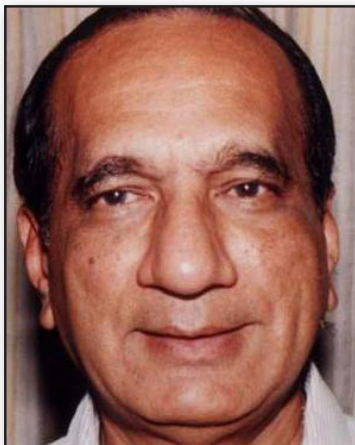
He served as the Minister for Industries with Shri Keshubhai Patel and Shri Narendra Modi .

He worked day and night and dedicated himself to rehabitalizion and restoration of Kachchh which was devastated by Earthquake.



SHRI SHANKERSINH VAGHELA

Shri Shankersinh Vaghela(born 21 July 1940) started his political career with Jana Sangh . Later on, Vaghela became a senior leader of Bhartiya Janata Party(BJP). In 1996, he broke away from the BJP and formed the Rashtriya Janata Party. He served as the Chief Minister of Gujarat from 1996 to 1997. Later, his party merged with India National Congress (Congress). He became a Member of Parliament and served as the Union Cabinet Minister for Textile from 2004 to 2009. He also remained a leader of Opposition in the State Assembly.



SHRI DILIP PARIKH

Shri Dilip Ramanbhai Parikh served as the Chief Minister from 28 October 1997 to 4 march 1998.He is a graduate from Elphinstone College, Mumbai. He contested 1995 Gujarat assembly election for Bhartiya Janta Party(BJP). In 1996,when Shri Shankar singh Vaghela revolted and split BJP and a formed Rashtiya Janata Party, he joined it and became a Minister for Industries. He succeeded Shri Vaghela as a Chief Minister in 1997.



SHRI NARENDRA MODI

Shri Narendra Modi was born on 17th September, 1950 in Vadnagar – Gujarat. He is current Prime Minister of India. He was Chief Minister of Gujarat from 2001 to 2014 and has had the longest tenure as Chief Minister in Gujarat.

Shri Modi used to sell tea as a child and had his own stall. He joined in RSS at an early age.

Shri Modi became Chief Minister of Gujarat in 2001, who provided stable government for more than a decade. Gujarat developed rapidly under his leadership. He introduced many novel schemes which got replicated all over country as ‘Gujarat Model’.



SMT. ANANDIBEN PATEL

Smt. Anandiben Patel had a humble beginning. Being a daughter of a teacher, she became a teacher. In 1987, she jumped in to the Sardar Sarovar reservoir to save two girls who were drowning during a school picnic. She received the President’s Bravery Award. She was invited by Shri Narendra Modi and Shri Keshubhai Patel to join BJP and became Gujarat Pradesh Mahila Morch President in 1987. She was also an MP. In 1998, she became an MLA and became a Cabinet Minister. Later on she became Minister for Roads and Building. She became Chief Minister in 2014 succeeding Shri Narendra Modi. Currently, she is the Governor of Madhya Pradesh (M.P.).



SHRI VIJAY RUPANI

Shri Vijay Ramniklal Rupani was born on 2nd August, 1956 – is the Chief Minister of Gujarat. He was born in Rangoon – Burma and his family moved to Rajkot in 1960. He is BA LLB. He has served as Mayor of Rajkot – was Member of Parliament before becoming Minister in Cabinet in 2014 and he became Chief Minister of Gujarat in August, 2016.



“Developing Gujarat”

SHRI KESHUBHAI PATEL

Formerly Chief Minister of Gujarat

It gives me pleasure to know that you are publishing a book “Developing Gujarat - my memories” with all details related to development process post-1960.

With political will and unflinching commitment to bring an all-around development in Gujarat, we have set the process of “PARIVARTAN” rolling, thereby creating a conducive environment of collective thinking among the people of the State. By introducing a new concept of “Citizens’ Charter”, the government has attempted not only to bridge the widening gap between the administration and the people, but also to make the present administrative machinery accountable to the common man for his rights.

Besides effecting revolutionary changes in the fiscal management of the State, we have changed the concept of entire development planning, giving more thrust to the rural development through my ambitious “Gokul Gram Yojana”. Beside this, we sought to undertake developmental programmes in urban and semi-urban area of the State through the Rs. 184 crore “Vajpayee Nagar Vikas Yojana”

floated by the Gujarat Government. The Government announced several concrete programmes for the socio-economic and educational upliftment of Scheduled Caste and Scheduled Tribe People and weaker sections of the society.

The Government has raised many-fold budgetary allocations to implement these welfare programmes.

In its attempt to reduce the economic disparity between the poor and affluent classes, the government has set a target of providing employment to about 1.50 lakh youths in the State by formulating the two ambitious “Vajpayee Yuva Swa Rojgar” and “Dindayal Yuva Sankalit Swavlamban” schemes. It has also resolved to bring the rural population above the poverty line in as many as 3,616 villages by launching and coordinating the various employment-oriented programmes under the “Gokul Gram Yojana”. Efforts have been initiated to achieve a zero unemployment target by involving 47000 youths in the various self-employment programmes being implemented in 51 talukas and by providing a loan of Rs One Lakh to each

of the 75000 unemployed youth “Vajpayee Yuva Swa Rojgar”.

A “State Law Commission” which will undertake a comprehensive review of the age-old obsolete laws and rules and suggest suitable amendments to the government.

The Home Department in my Government had evolved a detailed “Action Plan” to check the crime rate in the State, which has started yielding positive results. The political shelter to criminals has become a thing of the past, with 850 anti socials having been booked under PASA ITADA. An automatic telephone recording system installed in the Home Department at the Sachivalaya to register public complaints has helped to bring down the crime rate. Similar device has been installed in the food and Civil Supplies Department.

For the first time, the Government has come out with a comprehensive policy to give a boost to the IT sector in Gujarat. A “Hi-tech Infocity” is being planned on a huge 200 acre-plot of land on the outskirts of Gandhinagar. To create a comprehensive computer communication network connecting taluka and district places and even villages in the State. A computer education has been made compulsory from Class VIII in secondary schools. Nearly 6000 such schools will be provided financial assistance to purchase computers.

The Government has already prepared “Gujarat Development Agenda: 2010 AD” to tap the natural resources in the state at the optimum level. In the last one year, the government has made rapid strides in the infrastructure sector, education and health.

The Government has chalked out a Rs. 10,000

crore project for the modernization of roads in the state by 2010 Ad. As part of its policy to encourage private participation in the development process, the Government has formulated a BOT (Build, operate and transfer) policy under which the Ahmedabad- Mehsana and Vadodara-Halol roads and being converted into four lanes. To boost the road sector in the State, Gujarat Road Development Corporation has been set up.

The Government has also resolved the controversy over the multi-crore Express Highway between Ahmedabad and Vadodara and the worked on the ambitious project and inaugurated by then Prime Minister Shri A.B. Vajpayeeji.

A new State Ports Policy had been evolved during my first regime in 1995. Since then, the government has decided to develop at least six major ports in the private sector.

Additional 50,000 hectare land was covered under irrigation without constructing any new Dam. This was achieved by improving irrigation techniques in the existing projects.

Adequate fund allocated for construction of small check dams, percolation tanks and minor irrigation projects. 10% growth is planned in Agricultural production through multipronged approach.

Rs. 25 Crore Reserve Fund was created to protect farmers against economic crisis incase of adverse trend in farm sector. Strategies to keep Gujarat front runner in Industrial Development.

To Attract foreign Investment and technology. “Intech Mart 98” was organised : 80 MOU were signed and Rs. 12,000 crore investment was envisaged.

On The line of BIFR, a state level Body GIFR has been constituted to help sick industries.

Successful negotiation with Asian Development Bank for the release of second installment of Loan. With a view to address specifically to the problem of Non Resident Gujarati and to strengthen their linkages with Gujarati Culture and Heritage, Non Resident Gujarati Foundation is established.

A 15 Point programme has been prepared to protect the trade and industry from the recessionary trends and also to give a boost to the employment - oriented construction industry. Our Jan Express Bus project gets much response as by and large our people are very honest.

As drinking Water was main the issue in the state, since 1975, when I was a minister in Shri

Babubhai Patel Ministry we started the paper work well in advance regarding Narmada Dam. Meanwhile, with the intervention of the then Prime Minister Shri Morarji Desai much awaited Judgement of Narmada Tribunal award was declared and we started the construction work of the Dam.

All RTO Check posts were linked with computerized network which resulted into an increase of huge state revenue. In short all round development of Gujarat was registered during my regime.

I hope this book will be a milestone in our developing process. As a retired Government IAS Officers it will be your priceless gift to people of Gujarat. I convey my best wishes and congratulate Shri H. R. Patankar and Dr. Kirit Shelat for bringing out this novel publication.





Gujarat - My Memories A Grand Success

SHRI SURESH MEHTA
Formerly Chief Minister of Gujarat

We are residents of Mandvi-Kachchh. Mandvi is a coastal town and used to be an active port but even today ship building is doing well. Kachchh is the largest district surrounded by great and little Ran and sea. Kachchh is an arid area with scanty rainfall. In Mandvi, I grew as a student to turn into a lawyer and subsequently a Judge which I resigned to join politics and BJP.

I was elected as MLA-Member of Legislative Assembly from Mandvi in 1975. My association and participation of Gujarat's- economical, political and social development started. But 1975 onwards there was a political turbulence and "Emergency" was imposed on nation. In those days we could not play or give active push to development process. Babubhai Patel resigned as CM and there was a President Rule and everything came almost a standstill. For next five years again I was an MLA, that was under Congress rule under Shri Madhavsingh Solanki. This was again followed by another five years in which Shri Madhavsingh Solanki got elevated to center and Shri Amarsingh Chaudhary became CM. In those years there were agitations and later on

there was a drought. But my role during these years was to organize local development and particularly organize development initiatives that can mitigate droughts which raise local issues both related to local suffering and socio-economic development.

My active participation started from 1990--- as a Minister with Shri Keshubhai Patel and others in coalition govt. for sometime but later on we left govt. Our govt. came in 1995 and Shri Keshubhai Patel became a CM. I worked as Finance Minister, Industry Minister, Law Minister and also as the Chief Minister.

During this period we took some very significant measures to usher in rapid economic development with equality in Gujarat, our focus was on employment generation at local level. We introduced new industrial policy for attracting investment and supporting small and medium Enterprises. On Rural Development, Gokul Gram Yojana was introduced. The basic concept was of Chief Minister Shri Keshubhai Patel.

We had at that time serious problem of Clouser

of Textile Mills and re-habitation of workers. We managed that and promoted decentralized power looms – Surat and Ahmedabad became very important centers with together about 1 million power looms. The Composite Textile Mills had failed and were difficult to revive but re-technological change brought more employment and income. In fact Surat started having huge numbers of labourers from Odisha and other places.

I set up Gujarat Industrial Infrastructure Board in 1995. It is a statutory board to promote planned infrastructure development. We prepared a comprehensive plan vision 2010.

Gujarat has rich mineral resources of oil and natural gas. The initial development was therefore thrust on chemical industries. We had developed specialized Chemical Industrial Township like Vapi, Ankleshwar. But chemical industries spread at other places also and that created serious problem related to disposal of Industrial Effluent. We developed a comprehensive policy. Gujarat Pollution Control Board was activated to follow stringent norms of international standards. But simultaneously, for treatment of liquid and solid industrial waste, we promoted incentive policy to set up modern treatment plants which involved re-use of water and waste. In fact plants at Vapi and Ankleshwar became models as they started generating income from sale of recycled – usable industrial waste.

Another focus area was Diamond Cutting and Polishing industry which was centered in Surat. We promoted its expansion and new units started coming up in Navsari, Ahmedabad, and Bhavnagar etc. This was highly employment intensive and with huge value addition.

We also introduced special Agro-Industry Promotion Policy with focus on value addition – local processing and Marketing. In fact Gujarat which used to get wheat from other states started exporting Daudkhani, a variety of wheat and ready to eat food items like Khakhra, Mathia, Kachori which became household business and provided employment to women in their own home.

Similarly we promoted handicraft and in Gujarat - particularly Kutch - vegetable prints, embroidery, apparel and shawls - started getting huge export orders.

All these made Gujarat number one state in industrial development in year 1999-2000 in the country.

Then came devastating earthquake which struck Gujarat in January 26, 2001. Kutch was severely affected. Every house and village was broken a huge human loss and almost everything collapsed.

The Chief Minister Shri Keshubhai Patel gave me a responsibility for Kutch and I camped in Bhuj for months together. We looked after restoration, rehabilitation with our administrative team and outside help -village by village and hut by hut.

We introduced a comprehensive revival package for industrial development which supported a special tax incentive from Central Govt. In a very short time, Kutch grew into a major economic hub with Mundra Port and number of new Cement Plants. Power Plants Ceramic units and so on and so forth. It became a center of attraction for investment. Simultaneously, each village was made into new a village township with modern infrastructure.

When I look at Kachchh today after years of that devastating Earthquake- I am heartened and delighted to find that initiative that had been taken has had catalectic effects:

- Kachchh is now the largest cement producing district in India.
- Kachchh is producing 10% potash in a year's time which is key ingredient of fertilizers and the highest Wind Farm Power.
- Kachchh is now the largest producer of saw Pipes used for Gas Piping.
- Kachchh has the highest number of edible oil refinery mills and Saw mills.
- Kachchh tourism has expanded phenomenally.

- Kachchh exports now date palm, grapes, mangoes and its agriculture is doing very well.

- Kachchh had the largest network of roads as a district.

All these have happened in front of us when at one time Kachchh has been reduced to almost ashes in 2001 by the earthquake.

Looking back – I feel that Gujarat makes all of us proud. Here every efforts and initiative gets a huge response - the administration, the civil society members and of course people are willing to take challenge and meet the difficult situation to turn it into a sucessful situation and that's why Gujarat's model is admired and people like to replicate.





Unprecedented Development

SHRI SHANKARSINH VAGHELA

Formerly Chief Minister of Gujarat

Unprecedented development and public welfare was initiative for the common man in the short termed RJP Government with the support of the Congress led by Shri Bapu Shri Shankarsinh Vaghela

In his own words:

I can say that for public wellbeing, within short term (period) I received an opportunity to contribute of the development benevolence of the state and public welfare and we initiated to reach out to the last common person of Gujarat, I will say it is feeling of very sweet fruit enjoyment.

For me, it was unprecedented incident. It was like as an extraordinary achievement for me, because it was done everything after taking on challenges. In it my experience of years' and the homework which was done anything in it, and feelings faced it and on the basis of it there was eager to do something which can do for Government and the public and what is expectations of public from Government for administration.

- I have felt the public's expectations from very close. It is very natural that transparency in

administration, immediate solution, awaiting to reply of decision, sensitive response to the speech of rural poor, farmer and to backward class and with expectation of fundamental facilities of education. I gave priority to satisfy these expectations and made honest attempts to achieve it.

- In it first we introduced transparent decision mechanism. If tender of any work was given, why it is given to this contractor? In addition to its public has to receive information about at what stage his work exists, in it, it is not proper that the officers can push up general people. People have right to know – from beginning to end. We emphasized in making available what people have to know and made entire administration and its working transparent.
- We decided to have experts to give their views on policy, planning and implementation. We took benefit of Dr. Shyam Pitroda. I requested him to chair Gujarat Asmitha Sabha. We constituted various expert groups on subjects

related, to agriculture, irrigation, roads, industries law and order etc. They made very useful suggestions. I am sure as I know, Gujarat Administration which is open to free suggestion have had translated them into practice in policies and programmes. I suggest all Hon'ble Chief Ministers to take expert advice that always refreshes the Government.

- The expectation of public is to have easy access with Government functionaries for both elected and non-elected. They also accept problem-solution at the doorstep (at their home). To achieve, decentralization is necessary in the administrative process. We introduced that.
- Decentralize Economy and Decentralize Administration area are very important Factor in the development of the state or country. We introduced that a Taluka/District level where it was more important approach to re-resolve genuine grievances. One lady met me and stated that due to 'Dark Zone', they have not received electric connection in her village. I examined and took steps to withdraw "Dark Zone" from whole Gujarat. This solved problem of many farmer across the state and all the pending cases got disposed off. This approach – to feel sensitivity of question of public and to take right decision, benefits people at large.
- We introduced Lokdarbars to take problem of people in open and solve them on spots assisted by the administrators with people. The concept of Lokdarbar became very popular. And there was increasing demand to hold that. My instruction to officers that if

person can come for his work for two times for check of his work it can be excused, but if he will come with same problem (question) at third time at that if he may be wrong or you are wrong. I have the solution of question and result. If he is wrong, at that time say to him that you are wrong and your work is not possible and if he is true at that time give result of his work to him and not push up to him. With this approach, we solved many pending problems. Not to do repetition. Government need to become result oriented, in that all the works were completed mostly within one year.

- We gave priority to development of woman and weaker section of society because they are left out in the development process. Similarly ST, shedual caste, OBC need attention. We maintained reservation for women, in the recruitment of Talatis, in the Co-operative field, in services and priority to girl's education. The main requirement of the public is drinking and irrigation water, power, service and house to subsist. We set up Gujarat Water Development Authority to provide clean water to drink in far away mountain areas and tribal areas and areas like Banaskantha and Kachchh area.
- Unemployment of youths of Gujarat was a challenge. I promoted Industrial Security Force and Youth- both rural and urban were attracted to join it and employed.
- We introduced Gujarat tribal pattern and problems of tribal were got slowly resolved.
- We developed Gujarat vision for 2012 – a development plan for rapid development.

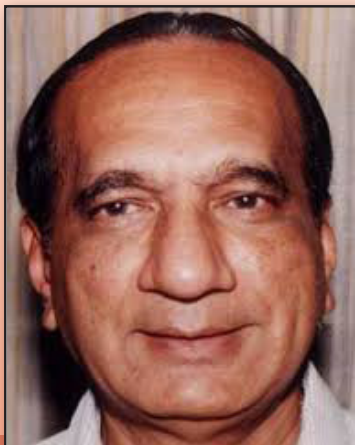
- We had good team of senior officers led by very efficient Chief Secretary Shri S.K.Shelat. I made efforts to enthuse entire administration to take up challenge of all inclusive rapid development of Gujarat. One issue which remained as consistent problem was great of NA permission and approach of Building Development Plan. We streamlined system to ensure that applicant gets definite reply within time limit.
- Few more issues are pending for which I wish Government should take legal steps to solve it. It is a problem of encroachment. People in both – city and rural area used to build illegal construction and show their ownership on it. This should be regularized. It is my suggestion that Government should pass an act regarding such property so that people are benefited and Government can earn good amount of money from it.
- I kept Education department with me. My objective was to prepare future generation which can face unpredictable future challenges. We have deficit of classrooms. We requested District Banks to support for classrooms and they did.
- Police Academy was established at Karai to modernise police force. The first woman police station was opened in Junagadh.
- First private port- Pipavav port was established, privatization of Ahmedabad Electricity,

development of Mundra Port was set up by Gujarat Port Infrastructure Company.

With limited available to us, we tried our best to promote Gujarat with all inclusive rapid growth.

I see very bright future of Gujarat and Gujaraties in next decade. We will be in forefront in all sphere of development and reaching out to all those who are left out of development process. I see that Gujarat can supply all need of cotton and cotton textile of world. Similarly, it produces valuable derivatives from castor which was monopolized by Europe. We can meet growing demand of fruits, vegetable and dairy products across the world. Our young technically qualified engineers can meet needs of job market Europe and even of Japan where senior citizens are more than younger generation.





Making Gujarat an Ideal State

SHRI DILIP PARIKH

Formerly Chief Minister of Gujarat

That was my dream of making Gujarat an ideal state.

Yes, ideal Gujarat was what I had dreamt about when I was the Chief Minister of Gujarat. I worked on that concept but I got very little time during my tenure still I tried to fulfill my dreams.

The most important problem of Gujarat State is the drinking water problem. There is only one river in the State and that is Narmada. But that was riddled with four state disputes. So to provide drinking water to all villages of Gujarat, Saurashtra and Kachchh region, the dispute has to be resolved. In order to solve this problem, we called the C.M. of M.P. Mr. Digvijaysingh to Gandhinagar and we had taken a helicopter ride with all our officers and explained to him why Narmada water is required. The thirst-affected people should be provided with Narmada water. He was convinced about the necessity of this project but after reaching Bhopal, he changed his stand. Eventually he agreed.

Similarly I had envisaged Kanewal Project- the water of river Mahi to be diverted to Saurashtra

via Khambhat to Dhandhuka and to Amreli through pipeline in the sea, but with the change of Chief Ministership, this project was ignored.

Just like Narmada, this Kanewal Project was also a painful episode. In order to make Gujarat State highly industrialized, I decided to undertake visits to different of various states, such as Delhi, Kolkata, Chennai, Hyderabad, Bangalore and Mumbai and invited industrialists of these cities to start industries in Gujarat and promised them all facilities. Industries started coming to Gujarat State and Gujarat became no. one state in the industrialization as compared to other state that was an achievement.

Encouraged by these efforts, I decided to visit different countries of the world. I visited Tokyo, Singapore, Seoul, London, Paris, Antwerp, Amsterdam, New York, New Jersey, Chicago, San Francisco, Silicon Valley to invite industrialists to start industries and bring capital to Gujarat. It was a happy experience.

When we were in Bangalore, we had a long discussion with the industrialists of Bangalore. They

had asked many questions and one of them as to what else could you offer. To which I replied, that we can offer you everything which local Govt. of Karnataka can offer except the climate, which is a very positive point for Bangalore. I and many of our officers were very pleased with the answer. Sometimes you really find your best under the circumstances.

Once we were in Mumbai, it was a very big gathering and many industrialists and luminaries were present, where I spoke in English. Shri Shankersinh Vaghela spoke in Hindi and Babubhai Meghji Shah spoke in Gujarati. All the three of us carried the House with us and people appreciated the speech in English.

At that time many questions were asked regarding the Prohibition in the State of Gujarat. Most of them said that prohibition in Gujarat has failed. Some of them said one can get a bottle of liquor at anytime anywhere. But I strongly defended the policy of prohibition of the state saying the prohibition is a success. People are not drinking on the roads. You do not find anybody zooming on the streets of any big city of Gujarat and you cannot drink at any public place. Particularly the ladies are very happy because of the life style of many had improved considerably and that is the success of the Policy of Prohibition.

70% of Gujarat people are staying in villages. They are farmers. For their betterment it is very necessary to provide them the facilities like water, roads, electricity and disposal of water. It will thus be possible to make “Ideal Village” project a reality. It was my dream to make Gujarat a land of green revolution and create a Revolution in Farming.

With 1600 kms . of sea coast there was only one port in Gujarat and that was Kandla and that is under the direct supervision of the Central Government. At least other 10 to 15 such ports are required by the state. There should be privatization of such ports. These ports are to be developed as chemical port, export port, fertilization port and others as all-times ports. But unfortunately nothing was done as Central Government was not co-operating in the matter.

The infrastructure in the state was not sufficient. In order that the development of small and medium scale could be established in the state, the more and more infrastructure should be provided to create more jobs.

It was my desire that the progress of state should increase more and with co-operation of the people of Gujarat. The state is very sound so far as the political atmosphere but development work has to be done in a systematic and efficient manner which I was planning in a big way but could not be achieved.

‘Jai Jai Garvi Gujarat’





Pioneer of the Educational and Social Revolution

ANANDIBEN PATEL

Formerly Chief Minister of Gujarat

The pioneer of the educational and social revolution, known as 'the Iron Lady' Smt. Anandiben Patel, marks her name with golden letters. 'Nation Building' was the top priority of Smt. Anandiben Patel and therefore she emphasized on character-building of the students to make them ideal citizens. For this cause she invited and involved the teachers, administrators, officers and employees, the parents, social organizations and the concerned people.

For her, the source of inspiration was always the Hon. Prime Minister Shri Narendra Modi. She regulated the department by personally visiting primary and secondary schools, colleges and universities and had constant meetings with the teachers and officers to organize different training programmes. She made the department vibrant and took firm steps to end corruption.

The celebration of 'Praveshotsav' (Festival of Admission) started from the year 1998-99. All ministers, senior officers from all the departments including Chief Secretary and Secretaries, parents, political leaders, teachers, social workers actively put in their efforts for the "Girl Child Education

and the Admission Programme". The Department of Women and Child was introduced.

In Kanya Kelavani Rathayatra, a lot of help flowed in the form of helping the needy students' cash and educational material. Hon'ble Chief Minister started Kanya Kelavani Nidhi which got donations in tremendous numbers. The efforts brought positive results for the awareness to balance the disproportionate gender ratio. The concrete efforts were made to stop female feticides and save girl child.

Issues of the general public started getting solved by the implementation of Lok Munch. Vidya Laxmi Bond was initiated. Not only that but to help the concerned family in case of the death of the student during study period, Vidya Deep scheme was started. Construction and renovation of classrooms as well as schools took place and many other basic needs and facilities were provided. Computer laboratories were also provided to enhance the computer education. Swachhta Abhiyan, Shala Swachhta Sankul and construction of toilets is a mission taken up by our Hon. Prime Minister

Shri Narendra Modiji but it all started in Gujarat in the schools under the direct guidance of Smt. Anandiben Patel. The state of Gujarat was proud to take initiative of starting “Aarogya Shala Checking” for the first time in India.

The new syllabus made by NCERT, New Delhi was introduced in Gujarat. The programme for betterment and innovation for education was introduced by Gujarat Council of Educational Research and Training, Gandhinagar.

Yoga teaching was initiated in Gujarat, inspired by Hon'ble Prime Minister, under the direct guidance of Smt. Anandiben Patel. The remarkable programmes like Eco club, Science Fair and Vanche Gujarat were also started.

B.R.C buildings were built and block resource and cluster resource were formed. The implementation of (K.G.B.V), Kasturba Gandhi Balika Vidyalaya was also introduced and implemented effectively.

Special programmes were introduced and village level committees were formed for Special Children (Divyang). The recruitment of teaching as well as administrative staff at school, college and university level turned into more transparent procedure with her efforts and involvement. The central recruitment and appointment of the Principals at grant in aid colleges were made at University level so more targets can be achieved in short span of time. One will agree to her contribution in the establishment of new colleges at district as well as taluka level. The whole system of approving grants to new grant in aid Colleges was made transparent. ‘Saksharta Deep’ (the lamp

of literacy) programme was also introduced under visionary leadership.

Many government and self-financed/private universities were established such as Kachchh University, Shree Somnath Sanskrit University, Pandit Dindayal Petroleum University, Gujarat Technological University, Dhirubhai Ambani University of Information and Communication, Kadi Sarva Vishwa Vidyalaya, Ganpat University, Nirma University and CEPT University etc. New technical education courses in degree Engineering, Pharmacy, Architecture, Hotel and Tourism Management, Civil Diploma Engineering were introduced in the Technical Institutes and government training centres. Colleges and universities were activated for National Assessment and Accreditation Council (NAAC) accreditation. Gujarat state was included in the World Bank project for the technical quality improvement programme. New technical colleges were also established. The spread of education with the help of BISAG was a new initiative by her.

Educational tour programmes and science fairs were organized to cultivate students’ interests in Mathematics and Science. Establishment of Mahila Ayog, more number of Aanganwadis and more than two lacs’ Sakhi Mandal’ (Female Friends Groups) were made to create employment and income generation scopes for the women. Gujarat took the lead to save girl child. The Beti Bachao Beti Padhao Abhiyan (save the girl child and educate the girl child mission) was the dream and commitment of Smt. Anandiben Patel.

She has proved herself to be a fearless leader by using Essential Services Maintenance Act (ESMA) to stop the strikes of teachers in the state.

It is said that Smt. Anandiben Patel was the first person after Raja Todarmal to introduce reforms in the Revenue Department. She worked day and night to make the department corruption free and for the farmers to earn their own rights. Smt. Patel started successfully conducting Lokdarbars as the Revenue Minister. She involved district collectors, district development officers and other concerned officers with the local citizens to solve the problems of farmers and villagers too.

She made each and every detailed information available online for the public interest where the issues like the road from the house of farmer to the farm, acquisition of the land, or any other pending issues of "7/12's Utara" were transparently placed.

With unanimous consent of the land owner the work of Narmada Canal was done. The Farmers got 33% higher amount by the land acquisition during her time. The pending cases regarding the revenue were cleared either in Lokdarbar or under the special observations of the Collector. As Minister of the Road and Building Department the work related to building roads from the houses of farmers to their fields/farms was also finished.

The divisions of districts and talukas were made in this time as per the need of the time. A timely planning and organization was made at village or taluka level for the betterment which included repairing of hand pumps, solution of problems related to electricity and drinking water. She started 'Sampark Yatra' - Connection Journey to get connected with every common man. She provided primary attention in clearing the issues in the presence of officers so that the funds were utilized in right directions. The fair for poor welfare-

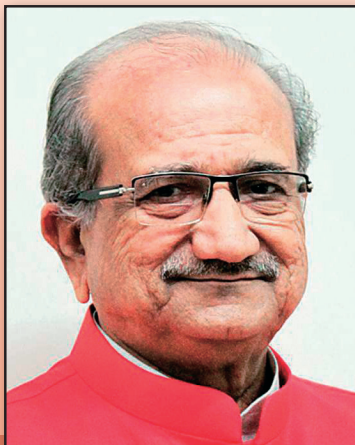


Girl Education

'Garib Kalyan Mela' is such a great initiative where funds started reaching directly to the needy with immediate effects.

During her tenure preparing of digital report by surveying of land for farming through new technologies of measurement was made and made available. New grants were released and appointment for new officers and staff was done in the revenue department under Aapno Taluko Vibrant Taluko (ATVT) mission.

*Narrated by Dr. Pankaj Jani
Vice Chancellor,
Dr. Babasaheb Ambedkar Open University*



Memorable Experiences - Developing Gujarat

SHRI BHUPENDRASINH CHUDASAMA

Honourable Minister of Gujarat

As a public and social worker and as a part of the government, I had memorable experiences. I think those events have given a twist and a footages to the developing Gujarat because of the limitation of words I would like to share in brief.

- In the year 1990 I got the opportunity to serve as Agriculture Minister for the first time. At that time horticulture department was part of agriculture department.
- I observed the need and importance of horticulture. I found that the future of horticulture is bright. I insisted that government should give priority to strengthen and develop horticulture with scientific method. I therefore created a separate Directorate of Horticulture and also arranged budget resource for development of Horticulture. As a result, the state has gained remarkable production in it and also attained the highest share in national production and exports.
- Again during 2002 to 2007 I had a chance to serve as a Minister Agriculture and I had a chance to fulfill my long term dream to provide scientific agriculture methods to the farmers with help of agriculture Universities. My dream of **“LAB to LAND”** concept could materialized by inspiration of the than CM's great leadership of Honorable Shri Narendra Modiji took the historical decision of celebrating **“Krishi Mahotsav”** at every villages in entire state. That made a major boost to agriculture at production of the state and economical upliftment of the farmers.
- Other major decision was made by the state government in my tenure was **“Soil Health Card”** for every piece of land to guide the farmers for proper use of fertilizers and pesticides along with the selection of crop pattern as per the land's profile which has been proved as the solution for sustainable agriculture in the arena of Climate Change. The entire programme was very efficiently implemented by Dr. Kirit Shelat who was Agriculture Secretary.
- The **“Krishi Mahotsav”** provides an example to the whole nation and that approach is

replicated by many states while 'Soil Health Card' is now replicated in entire nation.

- During 1998 to 2000 I was Chairman of "**Sardar Sarovar Narmada Nigam**". At that time Project was passing through very critical time. Whether the water of Narmada will reach to the soil of Gujarat? It was undecided and a massive confusion was felt between trust and distrust. On the one side there was Supreme Court and on the other side agitation and protest against the construction of Dam by some NGOs. On 20th October, 2000 Supreme Courts gave consent to raise the height of the dam. I was very lucky to be the part of entire process and even today I thank almighty by performing special Pooja at dam site.
- I feel really blessed for visionary to prepare irrigation By pass Tunnel which has been turned into very vital decision to face water crisis of the state. This tunnel is very useful in the situation of water scarcity of the present year. In the year 2001 when the whole state was facing water crisis, the department officers completed the mammoth task of "Irrigation Bypass Tunnel" in a stipulated time frame and water was supplied to the affected areas.
- In public life I believe in social harmony. The logic behind it is, there is no section of society which can fulfill their daily chores, celebrations or difficulties without the help of the weaker section of the society. If both of them work in cooperation, the life in general goes on smoothly. Keeping such factors in mind and to remove untouchability and discrimination from the society, I enjoy my teas and snacks

with the commonest members of weaker section of society in their areas since last 38 years on every 14th April, the birthday of Dr. Baba Saheb Ambedkar and the first day of Hindu New Year. I've also written a book on this experience named 'Samarasata no Maro Prayas' which was published by Tapas Foundation and launched by Honorable Governor of Gujarat Shri O. P. Kohliji.

- Similarly, we are the witness of communal tension and riots which adversely affected livelihood of poor families. Dholka – being my native place where I grew and continue to serve, has had also such incidences. We took series of initiatives to bring harmony between communities. This included educating young person and even senior members of families and participation by both communities in each other's celebration. We used to take lead to organize such function and as a result slowly mutual distrust and hatred has vanished. Since last several years, we do not have any incidents of communal riots.
- I became Minister for Education Department. We took several measures to reform Education System. Reduction in malpractices during 10th and 12th exams by taking bold decision of installing CCTV cameras and tablets inside examination rooms.
- "PraveshMahotsav" has become a part of the governance and a habit of society to achieve 100% enrollment, I would like to share most memorable event of my life, as a part of this programme. In the year 2011, in the village of Jam Jodhapur, people warmly welcomed

us with traditional musical instruments. On such occasion guest offers tips to the players of instruments who are always SC people in villages. The programme in got completed successfully in that village. I gave a talk on the occasion. After listening my speech peacefully, the drum player stood up. I thought he would raise some of the issues of the village. On the contrary the drum player exclaimed that somehow we could not study, but on witnessing that the state government is concerned about the education of their children, he would like to give the tip of Rs. 250 which he had earned after playing the drum on this occasion. On seeing such dedication, I became emotional and started addressing the participants to follow his example. Leaders came forward and immediately the local community donated money which was used for nutritious food, to fight against mal nutrition and medicines.

- Gandhiji was social reformer as well as a true patriot and an economist. He laid the path of development with focus on village development, farming and addressing poor families. He gave Charkha as a symbol of Independence and income generating activity for poor and propagated use of Khadi. I like to follow these ideas and requested our education department, teachers to wear Khadi Clothes on every Tuesday. Everyone warmly welcomed the idea and within a single year the sales of Khadi increased noticeably by more than 3.5 corers.
- On the surface of earth only 2.5% of water is used as drinking water. I have studied it properly. Being a person of Bhal area, it is

imbibed in the nature to save water. I try to spread such message wherever I am on visit. Even at home also, at the time of offering a glass of water to the guest, we prefer to have half glass filled. The logic behind such practice is to prevent the wastage of water and such a unique message can be passed on to so many people at the same time.

- A man always thinks and dreams in his mother tongue. Considering high value of mother tongue in the state. I feel proud to be part of decision making body for teaching Gujarati, the Mother tongue in the state as a compulsory subject.
- Sanskrit is Mother of all the languages. Keeping such fact in the mind I could successfully established a separate education board named Sanskrit Development Board.
- Education is becoming costly day by day. With the focus upon the motto of “Education for everyone and affordable education” we have successfully implemented the “Gujarat Fees Regulation Act”.
- Thus, in public life whenever I have been assigned with the duty, I always welcomed it considering it as the blessing of the Almighty and performed it with utmost delights and blithe spirit. For performing all these duties, I have supreme Satisfaction of the soul.

I am delighted to have invitation to share my experience in the “My Memories-Developing Gujarat”. I hope this book will be landmark in the history of our state. I wish all the best and great success of your book.



Extremely bright future of Gujarat Adaptative State

SHRI PARSHOTTAM RUPALA

*Union Minister of State for Agriculture,
Farmers Welfare and Panchayati Raj, – Govt. of India*

I am born and brought up in a village called Ishwaria –Taluka-District: Amreli. I am a farmer. I studied B.Sc., B.Ed. and became school teacher to grow as Principal of a High School at Village: Hamapur, Bagasara Taluka in the years 1977 to 1983 and then became the Chief Officer of Municipality of Amreli from 1983 to 1987 and then I got into political career by joining BJP. I became an MLA from 1991-2002 from Amreli Constituency and served the State Government as Minister for Narmada Development, Water Resources, Water Supply and Agriculture Department. I also became Chairman of the Gujarat Industrial Development Corporation and later on served the State Unit of BJP as Party President, before becoming Member of Parliament and presently serving as Minister of State, in the Ministry of Agriculture, Farmers Welfare and Panchayati Raj, Government of India.

I have grown together with our developing Gujarat and have had a role in it.

As a Minister of Narmada Development, Water Resources and Water Supply, in Nineties, linking of Narmada River with Sabarmati and other Rives of

the Saurashtra region was a major step taken for the development of Saurashtra – Kachchhh region and solving of the acute problem of drinking water and water for irrigation

We initiated series of activities – our particular attention was on water harvesting in dry land areas of Saurashtra, North Gujarat and Tribal belt. We promoted Public Participative Water Conservation Program and took up massive construction of check dams. This was a scheme with 80% subsidy with contribution of 20% was by local village community. This transformed agriculture of dryland areas of Gujarat. Particularly, farmers found increase in water table and soil moisture which sustained their crops and enabled them to take one more crop- if the rainfall condition is good. Government also encouraged farmers to adopt drip and sprinkler irrigation system to achieve More Crop per Drop.

We also paid attention for Narmada Canal and Water pipeline and linked all villages of drought prone areas. It assured drinking water both to human beings and cattle in summer, which resulted into both cattle and people stopped migrating.

We also made Land Revenue Laws and Rules easy to understand and easy to implement especially for agriculture land and tried to eliminate human interface maximum to avoid delay and in the disposal of the applications from the agriculturists for transfer and holding of agriculture land.

The Law and Order situation was improved significantly due to non interference and bold steps taken by the new BJP government. The Gujarat State became Free from the Curfew Raj. The new generation does not know the meaning of curfew.

In GIDC, we took up programme of providing an industrial estate with proper infrastructure in each Taluka, from Okha to Waghai and Dangs. We also set up Effluent Treatment Plants both for liquid and solid waste. This paved way for development of small and medium enterprises and fast industrial development in the State.

We also took some noteworthy decisions in the beginning of 2000 under the leadership of Shri Narendra Modi who was our CM at that time. The government took up massive recruitment of teachers and almost all vacant posts were filled. So was massive programme for school room construction. The District and Taluka offices got new name as SAVE SADAN and in all districts the integrated Administrative Building Complex were constructed. So that applicants do not have to run-around in different parts of city.

Under the leadership and guidance of the then CM Hon. Narendrabhai Modi, First in the world – Gujarat Solar Park, at: Charnka, Taluka-Santalpur, Dist.-Patan, was implemented and commissioned in record time. The foundation laying was done on the

dt.30.12.2010 and it was dedicated to the nation on the dt.19.04.2012. It is a unique integration of Environment benefit with use of Hybridization of Wind and Solar up gradation, Infrastructure development and Social Upgradation in the standard of living in the rural area and it is also a benchmark project for other states.

Here, the mention of SAUNI Yojna is also important. **“Saurashtra-Narmada Avataran Irrigation Yojana”** (Sauni Yojana) has been launched to divert one MAft excess over flowing flood water of Narmada allocated to Saurashtra Region. The excess over flowing flood water of Narmada will be distributed to 115 reservoirs of eleven districts of Saurashtra through total 1126 km long four link pipelines benefitting 10,22,589 acre land and also solving the shortage of drinking water.

I must mention here, *some of the* mass effective **unique schemes, I have witnessed** and are implemented by the Government of Gujarat;

- Group Insurance Scheme for the Farmers of Gujarat State - **First in India,**
- Soil Heath Card - **First in India,**
- 108 – Emergency Ambulance Scheme - **First in India,**
- Jyotigram Yojana (Electrification of all villages of the State), - **First in India,**
- Sujalam – Suflam Scheme,
- Maa Vatsalya and Maa Amrutam Health Card Schemes,
- Van Bandhu Scheme,
- Sagar Khedu Scheme,

- Increase in the seats and Colleges in Medicine and Engineering... and Many More...

As a Member of the Parliament of India, I took special interest to raise problems of farmer's, particularly small and marginal farmers. As a Union Minister of State for Agriculture, Farmers Welfare and Panchayati Raj, I continued my interest for promoting agricultural development, doubling of farmer's income in Gujarat and to replicate the Gujarat model in other State.

In fact in India, we transferred Gujarat model of new Extension approach through Krishi Mahotsav and provide scientific agriculture information to the farmers. The concept of **"Lab to Land"** was sent to the entire country. The Hon'ble, our beloved, PM Shri Narendra Modi introduced Soil Health Card, Pradhan Mantri Krishi Sinchai Yojana, Liberalized Crop Insurance scheme – PMFBY, by including non-loanies, increasing Minimum Support Price of Agri Produces, to the level of 150% of the production cost, introducing new schemes for value addition

to various agri produces, enhanced cold storage facilities and introduced new Schemes also in the Animal Husbandry sector which provides extra income to the farmers and ultimately aiming at doubling the income of farmers.

I see an extremely bright future of Gujarat farmers and agriculture. The Gujarat has adaptive farmers. They pick up new technologies, methods of cultivation and are not afraid of delayed rain or heavy rain. They have now support of Narmada Canal which is laid in entire Saurashtra and Kachchh while another scheme –Sujalam Suflam is connecting North Gujarat.

The country under leadership of Prime Minister Shri Narendra Modi is growing fast and Prime Minister has a target of double digit growth. In order to achieve that Gujarat need to grow at 20 per cent – doubling its current growth rate. I am quite confident that this will happen to our people – who are always eager to reach new heights and our dynamic public leadership.



Mapping Development Golden Gujarat

NEW MILLENNIUM – “THE MODI ERA”

Shri Narendra Modi became Chief Minister of Gujarat in September, 2001 to become Prime Minister of

country in May, 2014. He had highest tenure as a Chief Minister of Gujarat.





The man with a remarkable vision-a-missionary, with zeal and plan and its meticulous implementation are dimension of his personality. When he arrived on the scene, Gujarat had reached its plateau on development – but he used that as a pad to launch Gujarat not only within country – but internationally he made it ‘Swarnim Gujarat’ – the ‘Golden Gujarat’. His successful initiative which ranged in all spectrum of public life and came to be known as ‘Gujarat Model’ across the world. Very briefly these initiatives are narrated here in after.

SWARNIM SANKALP YATRA:

CM Modi gave call to the citizens “If each one of the 65 million Gujaraties talk Gujarati, Gujarat will move forward by 55 million steps and take a quantum leap”

VANCHE GUJARAT:

Celebrated a resolution for more developed. Vanche

Gujarat Movement - initiated in October 2010 - aimed at inculcating in children and youth a habit of not just reading but value of reading.

GARIB KALYAN MELA:

This was introduced to distribute assistance to beneficiaries under various govt. schemes for below poverty line families by convergence - on one day - under one umbrella. Says Shri Narendra Modi. “Receiving yourselves from the Govt. is a right and not a favour”

SANSKRIT UTSAV:

At Veraval - Somnath University was set up to revive education in Sanskrit and its usefulness in modern time to understand our ancient scripts - containing knowledge.

VIBRANT GUJARAT SUMMITS:

Vibrant Gujarat Summits are organized every alternate year. Its main objective is to attract investment flow compiled with global networking for knowledge and technology sharing, learn global best practices, involve and encourage people to think big and take up challenging projects. Says Shri Narendra Modi. “In the 21st century, Gujarat has become a meaningful global platform to consensus, harmony and co-operation to ensure inclusive growth.

KARMA YOGI:

He initiated ‘Karmayogi’ concept for all Public Servants. From Ministers to Sarpanches and members of Gram Panchayat, from Chief Secretary to village level workers and school teachers. The objective is to introduce spiritual back up to day-to-day work done by a Public Servant - and to remain committed to serve people for public good. This is



an innovative movement and it had a regular built in training to each and every employee.

COMMUNITY FESTIVALS:

In order to promote Tourism and community participation in public festivals - Shri Modi initiated massive state participation in public-private mode and promoted 'Garba Mahotsav' Kite Festival - Rann Mahostav and attracted world tourists to visit Gujarat. But more significant was the access of poor families to participate in 'garbas' and 'kite festivals' with elite on the same ground – dance together or fly kites together.

KRISHI MAHOTSAV:

This was a new initiative to build farmers. A new Extension approach to take public leaders, the development administration, the agriculture scientists - the dealers to village prior to crop - seasons - in the month of May and inter-act with them and resolve their problems but more precisely it introduced scientific agriculture. More on this is given separately.

VAN BANDHU YOJANA:

In order to bring focus on socio-economic development of tribal families, residing in remote

area in forest, this scheme was introduced. This is a 10 points programme - including initiative like project sunshine, jeevika, skill development, direct cash transfer to tribal beneficiaries and like. It also involves public-private partnership and involvement of Civil Society members. The example of achievements are illustrated separately.

MAHATMA MANDIR:

State did not have proper Convention Hall. Mahatma Mandir was created to home 5000 people in one hall - along with smaller meeting rooms. This is a landmark - new architectural building in Gandhinagar.

THE RIVER FRONT:

This is upgrading River Front of Sabarmati and it linked Sabarmati river with Narmada Canal - to have water round the year. With multiple roads, parks and community centers, it is throbbing with Ahmedabadis throughout the day.

STATUE OF UNITY:

“Born in Gujarat, Sardar Patel is famous as India’s Iron-man and architect of modern India” said Shri Narendra Modi, while launching this on the bank of Sardar Sarovar Dam on 7th October, 2010, “this is a tribute - meant to be matching up to one of India’s greatest leaders”. This is the tallest statue in the world with a height of 182 meters - double the size of Statue of Liberty. It will be having a visitors’ gallery to view the dam and the surrounding beautiful hilly areas.

MISSION MANGLAM:

This was launched to empower women by organizing them into self-help groups linked them with banks,

build capacities in them and lead them towards sustainable livelihood. This is also Public-Private initiative.

YOGA MOVEMENT:

India’s art and science of Yoga was brought on forefront by massive awareness programme. Shri Modi himself is “Yoga Practitioner”. The importance of Yoga in life is well established. What it needs is a movement to inculcate the same in every child and citizen. The public participative movement of yoga started from Gujarat and is celebrated all over the world.

SHALA PRAVESH UTSAV:

This is organized every year in the month of June. All officers from State Secretariat and Gandhinagar including Ministers visit schools in villages and motivate children to take entry in school in the month of June every year. They also participate in the teaching class. This is a mass awareness programme for getting all eligible children to attend school. The problem of getting children from families who are poor and left out - of education - had been challenging. In order to ensure that all eligible children go school - this initiative was launched. The bureaucracy and elected leaders were initiated to visit villages for three days and motivate the children to join school - ‘Pravesh Mahotsav’ had a remarkable impact on an increase in school going children.

NEW INSTITUTIONS:

Number of new institutions were promoted - like Sports University, four Agricultural Universities, Forensic Science Universities, Deen Dayal Petroleum University Raksha Shakti University, Gift City,

Children University and so on. Private educational institutions were encouraged to set up under Public-Pvt. Relationship.

CHINTAN SHIBIR:

This is an original idea of Shri Narendra Modi. It is an annual retreat of Govt. of Gujarat of entire state leadership - starting from young Officers from districts, all secretaries of govt. all ministers - all heads of deptt. - led by C.M. himself. It provides formal forum for peer learning and knowledge sharing and creates opportunities for informal discussions and intermingling which cut across the barriers of government hierarchy.

KHEL MAHAKUMBH:

Gujarat has always been noted as a state left behind in sports. Shri Narendra Modi initiated 'Khel Kumbh' an annual event - as multi-dimensional - to simultaneously inculcate spirit of sportsmanship and leadership in youth - to revive the Sports-Culture to revitalize traditional sports. This is being organized

from village to district level to state level.

CLIMATE CHANGE:

Convenient Action in Response to challenges of climate change. Says Shri Narendra Modi "We can have conference after conference - but I think one simple action is better than million good intention". State launched a major Solar Power Programme from roof-top, to agricultural use - for pumping well-water to mega solar parks. He introduced Soil Health Card for every farmer - which advised to select crop based health of land and - what his land is capable growing and what nutrition it needs.

JYOTI-GRAM:

All village residential areas were given 24 hour three phase electricity at par, with their urban counterparts. For farming separate rural feeders were created. This made it possible for children to study in the evening and night. It also made possible local-village level-agro processing. This was one of the most significant achievement.



MODERN MANAGEMENT:

Exposure of government to modern Management Institutions and Technologies. He promoted regular visit to Indian Institute Management, Nirma Institute and even experts from Columbia University - USA were invited for inter-action with state officials.

In short, the era of Shri Narendra Modi changed Gujarat Public Governance System. Both elected and non-elected leaders were made accountable for their work and to public. It made them to have direct exposures to grass-root - the villages' level situation and meet people at their door-step.

It enhanced the image of Gujarat globally. Gujarat developed rapidly with accelerated growth rate. The farmers doubled their income. This was one of the glorious chapters of Gujarat.

I had pleasure and honour to work as CM's Agriculture Secretary when 'Krishi Mahotsav' initiative was launched. He is always - to the point, non-interfering but supportive. He daily kept one hour to review this month-long programme - during

which he also directly inter-acted with villages through video conference. He used to take notice of short-fall and achievement. He likes to go to the depth of problems or even of individual proposals. But he is very human always and knows his officials very well.

I do remember - when I had gone with my sons Chi. Vrajesh and Mittul for New Year day greeting in Circuit House annexe - he asked my sons which of you are following your grand-father's profession? (My father was a Judge). This reflects how well he knows his team.

Says Shri Patankar

"Not only Shri Narendra Modi had the longest tenure as Chief Minister of Gujarat but he also gave assured tenure to Civil Servants so that they remained accountable to the people and were able to deliver the goods. Thus stability was the cornerstone of his policy which was instrumental for fast growth."



Animal of Guajrat



Developing Gujarat My Memories

SHRI H. R. PATANKAR

I started my work in the IAS in Rajkot, the capital of United State of Saurashtra which had just merged in Bilingual Bombay State as Supernumerary Assistant Collector and then in 1958 as Assistant Collector Veraval was from the old Junagadh State and still unfamiliar with the Andersons manual, the Land Revenue Code, the IPC, evidence Act or Criminal Procedure Code. Through Revenue Officers still exercised semi judicial functions and knowledge of these laws was necessary.

Before I realised two years had passed in this town. It is not the numerous village and Taluka inspections, nor unexpected law and orders problems nor visits of the President of India and other VIPs that are so powerfully embedded in my memories of this quaint little town as my regular visits to the Somnath temple when not on tour. The serene calm atmosphere of the temple under construction, the Vallabh Ghat from where you could walk down a few steps up to the sea and see the endless ocean. From here to the South Pole there is no land.

1st May 1960 was uneventful and like any

other day. Most IAS officers wanted to be allotted to Maharashtra and work in Bombay (as Mumbai was then called) so it was very easy for me to get allotment to Gujarat. My work continued as before the formation of the state.

After almost four years in Veraval, I was posted as Deputy Commissioner of Sales Tax at Ahmedabad.

Within few weeks of joining at Ahmedabad, V Eswaran ICS the first Chief Secretary of Gujarat State called me and said that I will be soon part of a secret mission of the government of India of liberation of Diu. The Army Brigade from Ahmedabad will move into Diu and I will move in the island accompanied by adequate police force.

After a few months, when Portuguese soldiers had been repatriated to their country and Civil administration was functioning smoothly in Daman and Diu, I was sent back to Gujarat.

In mid 1962 I took over as Collector of Bharuch - a district known for floods and famines.

It must have been 21st of October past

midnight the DSP came to my house and asked the peon to wake me up. I quickly went down and asked what brings him at this hour. He in turn asked me if I have seen the most urgent top secret letter from Government of India. The message said that hostilities have opened across the border with China and administration should remain on high alert and all leave granted should be cancelled. It added that action as per the War Manual should be taken. DSP was perturbed and I was perplexed when he asked me what I propose to do. I told him that I propose to go to sleep and would advise him to do the same. The skirmishes are thousands of miles away and would not affect us at all. The Defence Ministry has issued this message and next day we should comply with it but take care to word the same so as not to create any unnecessary panic.

This border conflict lasted less than a month. Meanwhile, Chief Minister, Shri Jivraj Mehta resigned and he was succeeded by Shri Balwantraji Mehta, the architect of Panchayati Raj. Unfortunately his small aircraft was shot down by Pakistani Air Force near its border in Kachchh and all occupants in the plane were killed. Shri Hitendra Desai who was Home Minister in his Cabinet became Chief Minister. After training at Defence Services staff at Wellington and working as Deputy Secretary in Ministry of Defence I returned to Gujarat and was posted as Chief Executive of GIDC. The objective of GIDC is to promote a planned and orderly industrial development of the state. GIDC during its five years could do little in that direction. It had become Ahmedabad Industrial Development Corporation with industrial areas at Naroda and Odhav and land acquisition at Vatva and a languishing small industrial area at Umbergaon.

There was consensus that Gujarat should go all out for industrial development.

This was easier said than done. There were no Industrial Areas. We decided to start with Vapi followed by Ankleshwar, Vapi was on National Highway from Bombay to Ahmedabad. The distance from Bombay was about 150 km. It was not easy or pleasant drive from Bombay to Vapi. Best was the train but as one of the first industrialist from Bombay, Rajjubhai Shroff has aptly described the reception the visitor got at the railway station was its dirty overflowing toilets. We had to meet and assure each other that together we will change things for the better. Vapi was a small village with no facilities for industries. We had to plan for water both for industrial area as well as for little Vapi. We would need a sub station for power railway yard with better facility of trains. We started construction of roads along with sheds along with GEB laying power lines and plots of all sizes and to get all facilities along with housing for workers.

We also constructed a Dam on river Daman Ganga to meet water needs and also planned for effluent treatment plan. Our dream was to make Vapi one of the largest industrial area in Gujarat But it became largest in India and in 2008 it became 2nd. largest in Asia.

GIDC had four Chairmen in four years. Shri Chinubhai resigned due to poor health. Shri Ghanshyambhai Oza's association with GIDC was short, as he contested the election and become CM. Shri Manubhai Shah took over as Chairman. A man bursting with enormous energy and in a great hurry to change the face of Gujarat. He was Commerce Minister of India and had good contacts

with industrialists and minister in the government. In 1972, I was transferred to the Gujarat Financial Corporation. Now I could give loans to those who got many facilities in GIDC estates but their loans were not being cleared.

GSFC was created to give term loans but working capital had to be given by Banks. We contacted a few heads of Banks in Ahmedabad and evolved a way of Joint appraisal of projects so that along with term loan the Bank could sanction working capital. We also involved Gujarat Small Industries Corporation which supplied raw materials. If the goods produced were exportable Gujarat Export Corporation stepped in. We started a practice of monthly tea club meeting where MDs of the four Corporations would meet and see projects that entrepreneurs wanted to set up. A real single window system was promoted under Inext - B.

I had a 8 month stint at Gujarat Agro Industries Corporation during which we exported few tonnes of HPS (Hand Picked Seeds) ie peanuts and made profits of a couple of crores of rupees wiping out accumulated losses of the Corporation

In February 1977, I was shifted to Gujarat Alkalies and Chemicals Ltd whose excellent plant erected by late Coelho was one of the best in India but the company was not able to sell its products. We appointed Dealers with sound financial background and experience in marketing of chemicals who knew the requirements of the purchasers and our sales began to pick up. At the same time we undertook diversification. I was looking for words to very briefly narrate my contribution to this company when I read a book “ Saga of GACL” conceptualized by its MD Dr. Gera and written by well known economist

Dr. Sambrani and just published (2018)I take the liberty to quote

“Shri Patankar relinquished his charge in May 1981. In the year just concluded, the GACL sales were 17.6 crore with a profit before tax of Rs. 6.25 crore. That profitability of over 36 per cent in the fifth year of operation would be the envy of any chief executive anywhere in the world “ What more can a bureaucrat expect even in his dreams

In May 1981 I took over as Principal Secretary to CM –but after a short tenure of a year and four months CM shifted me to Gujarat Electricity Board as its Chairman. Some of my predecessors in GEB were well known figures like Shri H. M. Patel and Dr. Kurien.

As a result of the steps taken by the Corporations and the government for rapid industrialization demand for power had shot up but GEB had not added enough capacity and the result was a big gap between supply and demand of power - demand greatly exceeding supply. National Thermal Corporation had some reserved power which they could allocate to any state. We were able to get some additional power from them.

We had more power at night. It was wasted because with our generators we could reduce generation very marginally. We took a major decision on tariff. Not increase rates but significantly reduce them at night. Many industries consuming power twenty four hours increased night consumption and others went in for night shift. We got more revenue and consumers saved by shifting to night consumption. As a short term measure we encouraged large industries to have their captive plants on which no

electricity duty would be charged by government. There was discussion throughout the country for almost a decade for a group of industrial units to join hands and put up a their common plant. We went ahead in establishing the first large power company - Gujarat Industrial Power Company-in India Participants were IPCL, Petrofils, GACL of which I was the Chairman, GSFC, and GEB itself which had the experience of erecting and running power units.

In 1984, agitation started on the issue of reservation and roster system. As situation deteriorated Madhavsingh resigned and Amarsingh took over. I moved from GEB to Finance In view of the unstable political situation CM and FM wanted a budget without any burden on existing tax payers. but also wanted additional revenue for their poverty reduction programme. Not a very desirable proposal but we imposed a tax on naphtha - only one large consumer in the state, IPCL-and got substantial revenue.

After a little over a year in Finance I went to Industries as H K Khan went to Delhi as Secretary Petroleum. In June CS sent a note to me that he is proceeding on weeks leave and I will look after his work. A day after taking over I got a shock. The President of the Police Union met me and said that unless the Government accepts its wage increase demands they have decided to go on total strike from Friday, eve of Rathyatra. A bolt from the blue. Nobody had authority to accept their demands. At very short notice an emergency Cabinet meeting was called at Ahmedabad Circuit House. The Cabinet was aghast that of all ,the police would play such a nefarious game and endanger security which is

their primary duty to protect. The Cabinet meeting started at 1830 on Friday and ended at 0430 on Saturday morning-ten hours, longest Cabinet meeting in the history of the state. The truth I did not disclose to the Cabinet, that we were all captives and unable to leave the place. Union leaders told me “:let the Ministers come down to taste ire of the police”and used most unparliamentary language. Ministers were wild and said use force, let there be dead bodies we cannot tolerate such nonsense. I requested them for time. CM told his colleagues let us have food and let CS do the needful.

I told DGP, Commissioner of Police and Finance Secretary that we should be very calm and pretend to consider their demands one by one. DGP and Secretary expenditure had to prolong discussions as long as possible. Crowds thinned away by midnight. The agreement said that the Government accepts their demands in principle provided they immediately call off the strike and observe strict discipline during operationalization of the agreement. The agreement was signed at 0430. As we were returning to our home we saw burning tyres at various places - an eerie spectacle People enjoyed the Rathyatra on Sunday 28th June, unaware of what had happened during the preceeding four days.

I took over as Chief Secretary on 4th February and started planning for the final confrontation with the Police Unions in 1988. My impression that they will repeat last Rathyatra trap was not correct as they started fortnightly acts of defiance of orders. We told them that operationalzation of agreement is no longer possible under these circumstances. Situation deteriorated slowly. The Cabinet met and

was informed about the situation There was no agenda or anything in writing about these matters .We requested and the Cabinet authorised the CM to take such action as necessary.CM told me “Now you have a free hand”

Major General, Chengappa was with me in the Defence Staff College at Wellington and I had a good equation with him. I had a long discussion with him and I told him what had happened last year I told him that now we have a three member committee - CS Home Secretary and DGP which will meet him as often as required at his office. We will not come together. We thereafter told him that Union leaders, now tired of Governments delaying tactics could resort to violence by taking arms from police Armouries. We proposed that on a day fixed by us, the Army will take over the police Armouries and police stations abandoned by the police.The Governor will issue orders under Sec 311 (2) of the Constitution to summarily dismiss about twenty union leaders, including other ring leaders. They will be arrested. We hope that this drastic action will put an end to what we think is virtual police rebellion. We also assured the General that all IPS officers and other senior officers as well as the majority of the police are against the tactics of their Union and will welcome our action. General agreed with the proposal and sent it for approval to Southern Command and Army Head Quarters

I went to Pune a week before Rathayatra and called on Chief of Southern Command who said they had received the proposal from Ahmedabad and I should not worry, things will be set right Then I went to Delhi and met General Joshi, Vice Chief of Army who said necessary approval has already

been sent to Pune and Ahmedabad. Consultative Committee on Political Affairs of the Cabinet had to give the formal nod. Prime Minister Shri Rajiv Gandhi was out of India and therefore Shri Narsimhrao presided over the meeting and final approval was given.

On return to Ahmedabad we met General Chengappa and decided that Army will take over at 0300 hours and senior police officers will give the dismissal orders and arrest those dismissed by the Governor. The operation started at 0300 on 24th July and ended most peacefully on 29th July without a shot being fired. All police returned to duty and discipline was restored.

My last duty as Chief Secretary was to arrange for the funeral of Maniben, daughter of Sardar Patel on March, a day before my premature retirement from the IAS and thereafter taking over as CMD of Gujarat State Fertilizer Company.

I conclude by

Though statistics is not always a reliable tool to compare Gujarat of 1960 with Gujarat of 2018 there is no other easier method to get a vague glimpse of the phenomenal changes during the last 58 years. In 1960, its population was 2 crores, and today over 6 crores. Gujarat's growth of has GDP 11% in 1960-1961 to 13% in 2016-2017. Hardly any village were electrified in 1960, while today 100% have electricity.

There are hundred other standards to demonstrate the progress made. But many like me who have seen then and now do not need statistics. The two of 1960 and 2018 are just unrecognizable as being the same Gujarat.



Developing Gujarat My Memories

SHRI H. K. KHAN

When Gujarat state was first created in 1960, its economy was primarily agrarian. Except for the textile industry located in Ahmedabad, and a few scattered units in the larger cities of Baroda, Rajkot or Surat. But it had one hidden wealth, and that was the business acumen of the larger section of the population then found else where.

To its fortune, this business acumen rubbed off on both the political class as well as the new bureaucracy that was formed. This created a situation where only a catalyst was required to explore it into an industrial revolution.

The first sign of this industrial transformation was seen with the creation of the Gujarat State Fertilizer Company. The very composition of the board of directors of this company showed mindset of the political and bureaucratic classes. The board consisted of top industrialists and workers like Arvind Mangaldas, Jai Krishna Hari Vallabhdas and H. M. Patel. The government officers, though senior, allowed the board to run the company. This policy was followed by successive governments. But the real explosion took place in the early 80s when

industrial estates were set up in all the prospective areas of Ankleshwar, Vapi and Baroda. The idea being that the state industrial corporation provides the infrastructure, and invites investors from outside Gujarat to come and invest in industries where either the raw material was available around or where there were facilities for setting up the industry. An amazing change took place! The pharmaceutical industry which accounted for hardly 5-10% of the country's total production, reached over 40%. The chemical industry, which was below 10% and mainly concentrated in Mithapur, reached over 90% of the country's production. This was the first step in the industrial revolution of Gujarat.

The next phase were the developments which took place 1980 onwards, where bureaucrats such as Patankar, myself and others took the reigns of office of the new corporations that were created: the Gujarat Industrial Investment Corporation (GIIC), Gujarat State Finance Corporation. Now, the Gujarat Industrial Investment Corporation had obtained more than 50% letters of credit because of the shortsighted policy of the Central Government at that time denied access to many strategic industries

to private investors. And therefore it was GIIC as a government body which had to take over the so-called letters of intent. When I took over, there were more than 56 letters of intent lying with GIIC, but unfortunately they could not be converted to industries on the ground because the state naturally did not have the funds, or the expertise for this. Therefore we decided on a bold policy of inviting entrepreneurs from outside Gujarat to come and set up joint ventures in this sector. The response was tremendous, and so the joint venture concept, which later on spread all over the country, took its roots in Gujarat.

But the Gujarat joint venture experiment was unique. It allowed the private investor to invest upto about 25% or 49% of the equity while managing it on prudent business lines, and the presence of the Government Directors of who one was a Chairman ensured that the interests of the investor were protected and that no malpractices occurred. This had remarkable results. The Gujarat Ambuja Cement, the Apollo Tyres, the Dalmia Chemical Unit, the Steel Plant of Surat, and a number of others, ultimately culminated in the petrochemical plant of Reliance in Hazira. This transformed the face of Gujarat. The textile industry experiencing a slump because of its own weaknesses was rapidly overtaken by these new industrial giants, who really put Gujarat on the map in a way that far overshadowed the position occupied by other states.

In fact, Gujarat Industrial Investment Corporation and other corporations jointly set up a new concept, the single window approach. It's a known fact that for any industry to be set up, there are a number of hurdles, clearances and permissions to be taken from the state government. With the

single window approach, budding entrepreneurs could approach this new body directly, who would in turn volunteer to get all these clearances done if it found a genuine and prospective investor. This became the model for the whole country and because of this the red carpet rolled out to intending investors, attracted the finest capitalists in the country to Gujarat, virtually transforming its face. The political class fortunately heavily backed the bureaucrats and the entrepreneurs without trying to overrule them or insert their own political agenda into the industry. Though Gujarat in the 70-80s witnessed many changes of government, this basic policy continued. That policy was to let entrepreneurs come, and those that were genuine were given all facilities and a hands-off policy as long as they followed moral and ethical practices.

The main advantage that Gujarat enjoyed was that whenever an opportunity arose, it exploited it to its fullest extent. In the early 90s when Dr. Manmohan Singh as Finance Minister announced the permission for private participation in power projects, Gujarat was the first to grasp this opportunity with a joint-venture project. Gujarat Torrent was set up for producing 600MG based on the gas available there. This was followed by an unprecedented privatization of the power plants and setting up of new plants based on gas and imported coal- the most notable examples being those of Torrent, Adani are others who made Gujarat the first state to not only be power sufficient but also have power surplus allowing it to export from its pipelines to other states.

There were efforts made to revive and develop the petroleum sector. Gujarat had many areas where small oil wells had either been

capped for future development or had been kept aside in the excitement of Bombay High. The Gujarat State Petroleum Corporation was formed and we approached the Government of India to give these capped and unused pipelines to us for development. After all, every drop of oil was precious to the country. Overcoming initial reluctance, the Government gave in to this proposal. We searched all over the world to find a partner with experience in this field, and ultimately in Canada we located Niko, and set up the first joint venture project for developing natural gas and oil in Hazira. This became a notable success, and today contributes considerable amount of gas to the state.

Similarly, when the banking sector was thrown open to private participation, Gujarat was the first to apply for a Bank of Gujarat. When it was found that a number of small towns in Gujarat could not be reached promptly because of the necessity of travelling by roads, Gujarat Airways was formed with the idea of moving from places like Surat to Bhavnagar in a very short time. Unfortunately, due to some political apathy, this project did not mature.

In spite of all this development, there were still gaps in the picture, which required completion. One of the first tasks was to identify these gaps. We found that Gujarat had no automobile industry, and therefore when General Motors (GM) came up with a proposal to set up an automobile plant in Panchmal district, we welcomed it. This in spite of the opposition of some colleagues who felt that too many concessions could not be given to one industrial unit. But it was realized by the authorities that the concessions were not only to develop just one unit, but the fact is that the automobile industry spouts a number of ancillary

units: There is a spreading development effect, extending economical benefits. Therefore the GM unit was promoted in Gujarat.

Another significant area to tap into was infrastructure. Now Gujarat has the longest coastline in the country, dotted with a number of minor ports. But these ports were only used for fisheries on a minor scale. Therefore we decided that we would allow the privatization of these minor ports that were under the control of the State Government. The first port to be privatized was Pipavav, near Bhavnagar. This was followed by Mundra, which was such a remarkable development that it brought a number of benefits to the state. Soon after, the LNG terminals and developments spread all along the coastline. This really made Gujarat a state to reckon with in terms of port development.

In fact, Gujarat became so well known throughout the country for its progressive industrialization, that people literally came from all over the country to study its development. The legendary Chief Minister of Orissa, Mr. Biju Patnaik, flew in to Ahmedabad to have breakfast with the Chief Minister of Gujarat, and familiarize himself with the details of the development initiatives. A number of senior executives from other states came to study the single window approach, which was then adopted by many of them. The then Chief Minister of U.P., Mr. Tiwari, invited me to spend a few days in Lucknow to educate his officers (I say rather presumptuously) on how to make the joint sector concept work, which I did to the best of my ability. Therefore Gujarat became known all over the country for its progressive development. And later on, as of today, it is famed as the Gujarat Model.

So this was the saga of Gujarat's economic development. And this continued into the first decade of the 20th century, as Gujarat witnessed an unparalleled political stability. This was accompanied with developments in various fields, such as the Riverfront Project, the building of many roads across the state leading to greater connectivity, and so on, but unfortunately by that time my colleagues and I had left the picture. Nevertheless, this has now been stamped as the Gujarat model for development all over the country. I am appreciative for having played a part in this state's incredible, transformative journey.

H. K. Khan,
*Retired as Chief Secretary and
has hand in shaping the modern Gujarat.*



Wild Ass Sanctuary - Little Rann



Mahatma Mandir is a convention centre and a memorial located at sector 13, Gandhinagar, Gujarat, India. It is inspired from life and philosophy of Mahatma Gandhi. It is one of the biggest convention centre of India



Gujarat: The Laxmi Face of Bharat Mata

SHRI NAGARAJAN VITTAL

Getting allotted to the Gujarat cadre of the IAS was the best and the most memorable break I had in my life, when I was 22 and had passed the UPSC examination in 1960.

I had a 42 years long innings in the civil service.

24 years with the Govt of Gujarat and 18 with the Govt of India.

Gujarat became a separate state on 1st May 1960. I joined the IAS on 16th May 1960.

Belonging to the first batch of the Gujarat cadre, my entire career was an exercise participating in the building of a new state practically brick by brick, exploring new horizons and challenges in public administration.

In the process I crossed many landmarks as a member of the trailblazers in governance.

Before listing my role in the remarkable story of Gujarat becoming the bell whether state for the country in the 21st century, I would recall the memorable words of former US president John

F Kennedy who said- “Success has many fathers, failure is an orphan”. The 3 great fathers of my track record in governance are (1) the visionary, pragmatic political leaders of Gujarat, (2) the remarkably kind, affectionate and considerate colleagues in the cadre and (3) the pragmatic mindset and spirit of Gujarat which is present like God in every part of the state.

In most of the states in the civil service the Secretary to the government is considered a more desirable post with a higher status than being the Chief Executive of a public sector enterprise. In Gujarat it is the other way. The pragmatism which is at the root of the Gujarati DNA, is reflected in the enormous flexibility and freedom from red tape which a public sector enjoys compared to that of a Secretary to the government. There is a well known proverb which everyone understands- Amne roti saathe nisbat che, taptapi saathe nathi! (we are concerned with the bread not in the procedure involved in making it)

By a remarkable process of mental osmosis, every civil servant in Gujarat imbibes the spirit

of enterprise, looking at every problem as an opportunity.

My great guru in Gujarat was the energetic, action oriented ICS officer Shri L R Dalal. His focus was on speed and outcome. He radiated the can-do spirit. Between perfection and speed, vote for speed - became my motto and philosophy thanks to my exposure to him in 1963 when I had to work as Controller of Accommodation and Under Secretary PWD, when he was Secretary PWD.

When Gujarat became a separate state it got Rs 40 crores to build a new capital- Gandhinagar. Ahmedabad became the temporary capital of the new born state.

My career has been greatly shaped by a lot of my cadre colleagues especially my seniors.

There is a long list, but I must particularly mention, Savashri F. N Rana M. Sivagnanam, V. B. Easwaran, Stan Coelho, H. R. Patankar, S. M. Ghosh, G. L. Sheth, A. S. Gill and K. Pradumansinhji.

In 1960 Gujarat was ranked eight among the states in India in terms of industrial and economic development. It soon overtook Maharashtra which was number 1 state in the country in many respects.

In short this was possible because practically all backward areas in Gujarat witnessed a steady and continuous process of development and improvement from the day Gujarat became a separate state. I was fortunate to serve in the backward places like Kachchh, Bharuch, Sabarkantha and be the head of departments covering the entire state for nearly my entire career in Gujarat.

I was Director of Geology and Mining for the state from 1970 to 1974. This gave me an opportunity to move into places all over the state

which are not generally visited. After all geological exploration is in areas which are not significantly populated.

Gujarat has the third largest deposit of fluorspar in Ambadungar. As Managing Director of Gujarat Mineral Development Corporation (GMDC), I had to market and promote our product with the Indian steel industry.

In 1974 I opted to take up the challenge of developing the Kandla Free Trade Zone which was started in 1965 and headed by customs officials. It had only 9 small scale industries at the time. The frustrated industrialists of the zone complained to the then CM Shri Ghanashyambhai Oza and were on the point of handing over the keys of their factories to him. My guru Shri Dalal even suggested that I was rushing where angels fear to tread! Fortunately I found that the principles of management can be applied in a situation like the Kandla Free Trade Zone which witnessed progress in the 3 years that I was there. The industries went up from 9 to 35, labour employed from 500 to 1500 and the exports from Rs 1 crore to Rs 4 crore. (How small these figures look today!)

This success in Kandla was followed by my appointment as Industries Commissioner from 1977 to 1980, when the following landmarks were achieved.

1. Gujarat became the first and only state to have district industry centres in all its 17 districts.
2. Gujarat became the first state to set up an energy development agency (GEDA) to promote non conventional renewable energy sources.

3. Gujarat became a model for integrated promotion of industries by providing a single window system called INDEXT (Industrial Extension Team).

This helped Gujarat competing as a state especially with Maharashtra in an era of permit license raj. Gujarat was the first state to send an industrial promotion team to attract investments from abroad thanks to the energetic and visionary Mr. M. G. Shah. I led a team including my senior Mr CC Doctor and LNS Mukundan, to 17 countries in 1979. We received investment of Rs 100 crores within next six months. These were trailblazing initiatives which were followed by many states later on.

Another opportunity where I had to try my ideas of development came up when I became Managing Director of Gujarat Narmada Valley Fertilizer Company (GNFC) in 1982, when the following developments took place-

1. Development of Dhahej as a port for importing fertilizers.
2. GNFC was the first public sector enterprise to demonstrate that like the private sector industrial houses, it can diversify into many fields and emerge as we used to say Growth Nucleus For the Country. GNFC diversified into electronics and is today providing the infrastructure for the electronic connectivity of the state.
3. GNFC emerged as the zero pollution plant demonstrating the principle that every pollutant can be equally productive. If one man's meat is another poison, one industry's

pollutant can be the raw material for another. The 1000 tons of fly ash produced from coal in the plant was used for land levelling in the city of Bharuch, transforming it both in look and livability. The liquid pollutant of the effluent was used for irrigating fields' downstream, promoting growth of cotton and other agricultural products. The air pollution from sulphur in the fuel oil used in the plant was converted into elemental sulphur which was readily marketed for chemical industries in Gujarat and the rest of the country.

4. In the area of education, GNFC took the initiative to establish the Gujarat Narmada college of Arts, Science and Commerce, which has proved to be a blessing for the area.

The businesslike approach which is part of the Gujarati mindset that I had imbibed, helped me also to apply the strategy of corporatizing even in regulatory departments like Home and Civil Supplies. The Gujarat Police Housing Corporation and the Gujarat Civil Supplies Corporation, I understand are even today making valuable contributions to the state.

The government of India and the President were gracious to confer on me the the Padma Bhushan award in 2012.

Gujarat has always been the the Laxmi face of our Bharat Mata. I was lucky to spend my life there full of happy memories.

Shri Nagarajan Vittal

(I.A.S Rtd, Gujarat Cadre 1960)

Is well known Civil Servant and was awarded 'Padma Bhushan'



Developing Gujarat My Memories

SHRI P. V. SWAMINATHAN

When I and my batch mates arrived in Gujarat in June, 1962 we were struck by the warmth with which we were received. We were taken around by Shri. Sivagnanam, a senior officer during the customary courtesy calls on the Chief Minister, Chief Secretary and other senior officers. Some of them were kind enough to invite us for dinner at their houses. One such dinner visit was to the residence of the then Finance Secretary Shri V. L. Gidwani at his bungalow on Ashram Road. It was a quiet place then. The bustling and upmarket Ashram Road of today is an indicator of how much Gujarat has grown since then.

I nostalgically remember my first stint as Assistant Collector of Porbandar 'prant' (which has become a district now) and was involved in handling the serious drought that it was facing then. The Assistant Collector was not provided with a vehicle those days and one had to tour mostly by ST buses. The then Finance Minister who belonged to that area used to come every week end to visit the affected villages and used invariably to take me in his car. His kindness and the guidance

he gave in framing and implementing plans for providing employment and water to the drought affected villages was remarkable.

Gujarat was one of the first states to implement Panchayat Raj and I had the good fortune of being a part of the process when I was appointed District Development Officer of the beautiful district of Junagadh which then stretched from Una to Porbandar. The Gujarat system was a genuine democratic decentralisation process with the District Panchayat enjoying powers in respect of primary education, rural health, local roads etc. The approach to planning for the five year plans was a bottoms-up approach in which the local functionaries were involved in framing schemes.

I then landed up as Director of Geology and Mining for a short but exciting stint. Gujarat was getting coal from long distances and efforts were being made to explore and locate Lignite fields for which there were hazy indications. A dedicated team of people was involved in this project at Panandhro in North Kachchh. I still remember the long journey in a station wagon to that place. The

road from Bhuj was bumpy and one had to spend the night in a tent in the bitter cold. All this was compensated by the beaming faces of the team members who had located a big lignite field based on meagre data. This area has developed remarkably now with a big mine, powerplants with excellent approach-roads.

My next posting was as Deputy Secretary in the Industries, Mines and Power department which was a lean department then with just two Deputy and two Under secretaries. Every issue the department had to handle had enormous impact on the whole state. One of the main tasks was to frame policies for the speedy industrial development of the state. The idea was for Government to act as a catalyst, provide infrastructure and finance, and let the entrepreneurial spirit of the people avail these and set up industries. The Gujarat Industrial Development Corporation was set up for acquiring lands and setting up clusters with all facilities so that entrepreneurs could have a ready platform for their projects. For provision of financial assistance especially for small scale units, the Gujarat Financial Corporation was set up. For providing equity finance and to provide help in weathering the initial problems in setting up medium and large scale industries the Gujarat Industrial Investment Corporation was set up. It typically took 26% of equity with the promoter contributing 25% and the rest to be collected through the market. The Government appointed the chairman and the management was left to the entrepreneur so that the unit could function in a professional manner. Government used to disinvest its equity after the functioning of the unit had stabilised.

There was limited expertise available within Government those days. However this was effectively pooled with that available from outside and a robust edifice was built up in a short time.

The Government played a proactive role along with Dr. Vikram Sarabhai and other leading figures of Gujarat in the setting up of the prestigious Indian Institute of Management, Ahmedabad. The Gujarat State Fertiliser Company was set up as a company under the Companies Act to produce fertilisers and other chemicals based on the availability of raw materials nearby. Considering the huge capital outlay needed, an innovative financial structure was evolved. Unlike the normal public sector, the Government shareholding was restricted to 49% with the rest being collected from the market. This structure enabled the company to avail project finance from financial agencies. The Board of Directors included some eminent people from business and other fields. The idea was that the company should be run on professional lines without bureaucratic interference. Two other big manufacturing companies, GNFC and GACL followed later based on these principles. These companies due to the support of the successive Governments, have continued to run in a professional and efficient manner.

One of the major issues facing the State in the early days was the soaring demand for electricity from Industries and the farm sector. The state was hampered by its long distance from coal fields. It was becoming increasingly difficult to provide adequate funds from the budget for new power plants. Efforts were made to design innovative financial structures to meet the capital needs of

new projects and also to tap other fuel resources like lignite and gas .

It was recognised that development and use of Petroleum and Natural Gas was a thrust area for the state. Continuous efforts were made to secure adequate gas and fuel oil at reasonable prices. The state could make out a convincing case on technical and financial parameters to ensure that the landfall of the pipeline carrying gas from Western offshore fields was located near Hazira. This led to the development of a large number of major projects in the Hazira complex.

The steps taken in recent years for the development of automobile industry with associated ancillaries is a commendable effort .This would help to generate employment without any environmental problems. The development of a gas grid that supplies gas both for small industries and households would have a healthy effect on reducing pollution.

As one looks back now on the years spent in Gujarat, one cherishes very happy memories of a state that is progressive and vibrant.



Culture of Gujarat



Gujarat was My State

DR. G. SUNDARAM

When Gujarat was formed in 1961 after the States re-organization, it inherited the so called Gujarat portion of the Bombay State from Bulsar in the south to Banaskantha in the north, which had the British India type of administration with well set rules, manuals, etc. Saurashtra which also became part of Gujarat was a different kettle of fish, with a somewhat personalized type of administration. Kachchh was an entity by itself- a princely state that became a Part C State merged with Gujarat like, for example Coorg with Mysore State. In this process, Gujarat inherited more than half the princely states of India, with privy purses ranging from a few crores as in the case of Baroda to a few hundred rupees for some of the Kathiawad princes.

When I was an Assistant Collector, an Inspector of Police who had earlier been the Inspector General of Police of a small princely State was one of my callers! The administration in these diverse States varied. At one end there were sound and progressive ones like Baroda, with stalwart Diwans like V.T.Krishnamachari. At the other end there were those with “no taxes; no benefits”. Baroda was

sending all its civil service recruits like B.R.Ambedkar to the London School of Economics for training on the ICS pattern. Thus, the administrative legacy of Gujarat was a mixed bag to start with and these variations had to be streamlined into one common system of administration in 1961.

I belonged to the 1962 batch and landed there in 1963 with my batchmates. When we called on a Secretary to the Government, he was in his pyjama and kurta. He also sensed that we were wondering whether we were in a secretary's or a minister's chamber. He told us humorously that while the senior politicians of Saurashtra became ministers after the creation of Gujarat, the junior ones were absorbed in the IAS!

The top echelons consisted mostly of officers from Tamil Nadu starting from V.Iswaran, I.C.S. as Chief Secretary and R. V. Chandramaouli, IAS as PS to Chief Minister, Dr. Jeevraj Mehta. It was a paradox that while many Gujaratis like C.M.Trivedi, H.M.Patel, B.R.Patel, B.P.Patel and others got into the ICS, the IAS was not much of an attraction to the Gujaratis, who felt that they could hire Collectors and SPs for

a small sum! But the trend is now changing, indeed has already changed. An average Gujarati has begun to feel that these posts are power centers and he should aspire to them.

When I landed in Ahmedabad way back in 1963 as an IAS probationer, there was not even a single English bookshop. The first thing a Minister asked me was whether I knew Gujarati. It was somewhat disconcerting. The fact however was that the ordinary Gujarati wanted to be proficient in English. When Governor Mehdi Nawaz Jung spoke to a villager on the road in the most backward Banaskantha district, the latter unhesitatingly said that he wanted his children to study English.

Gujarat has made tremendous strides in economic development in the last four decades since its separation from the erstwhile Bombay Province in spite of this language handicap. This is because the Gujaratis have a keen commercial sense coupled with sound pragmatism and adaptability. More importantly, a Gujarati takes a world wide view (This last aspect, some people may contest in the current context. But I would only say that they do not know the psyche of the Gujaratis and the exact political problems). There were hoarding in the Seventies advertising English coaching classes. Since the Eighties, there is Alliance Francaise teaching French and the Maxmueller Bhavan teaching German in Ahmedabad.

When other States practised language obscurantism, particularly in the State administration, Gujarat did not do so. Though it was the first State to issue an order for using Gujarati in administration, it did not insist upon department examinations or tests for the IAS or the IPS outsiders,

nor was there any insistence upon writing notes only in Gujarati. English was freely used particularly in departments like Industries and Finance. When a Chief Minister stated that Gujarat was practicing the three-language formula, I, as Commissioner of Sales Tax, told him that while my office wrote in Gujarati, I spoke in Hindi and did my noting on files in English!

A very important dimension was added to the district administration in Gujarat and Maharashtra in the early Sixties in the form of Panchayati Raj. The father of the Panchayati Raj himself was a Chief Minister of Gujarat, the late Balwantrai Mehta. The District Collector was in-charge of only law and order and revenue assessment and not collection. All development functions were transferred to the District Panchayats which had a senior-scale IAS officer as District Development Officer (DDO) or the Chief Executive Officer (CEO) as in Maharashtra as Secretary to the District Panchayat. In many districts, the DDO was even senior in service to the Collector. To put it in simple terms, the Collector had only his official vehicle and all other vehicles were transferred to the DDO. He could not naturally use the police vehicles! The usual conflict between the Collector-cum-District Magistrate and the SP now became Collector vs DDO. In the districts, Collectors were asked to vacate their offices for the District Panchayats but, luckily, all the Collectors stoutly refused to vacate.

The District Panchayat Presidents became the local 'satraps'. They behaved like district Chief Ministers with a Collector-level officer as their Secretary. Some of them even ordered the DDO not to meet or receive the Ministers coming

from the State headquarters. Many social workers started going round with “jolna” bags. Since it was attributed to patriotism, social work became the last refuge of the scoundrel in the districts. Successive governments felt that the situation was getting out of control and consequently restored the pre-eminence of the Collector in the district.

There was no anti-outsider feeling at all at any level-amongst the public, staff or the Ministers. As a result, many contemporaries of mine in the IAS and the IPS who were initially unhappy because of the backwardness of the then Gujarat (it is certainly a State which has changed for the better over years in many aspects), have happily settled down there. Many including me were also given re-employment after retirement. At the end of my re-employment, the new Chief Minister belonging to a different party who had already extended my tenure by six months (he was even prepared to extend it for a year, but my own colleagues came in the way!) told me that, should I settle down in Gujarat, he would be able to use my expertise in Government. The catholicity of Gujaratis, is enduring and infectious.

Gujarat is perhaps the only State in the country today in which there is no change of the Chief Secretary, the DGP and other senior officers when a Government or a Chief Minister changes. The politicians fight amongst themselves but they keep the civil servants away from their quarrels. In fact, on some occasions, it was some civil servants who volunteered unsolicited political advice!

The Government also has gone by seniority for promotion to the posts of even Chief Secretary or DGP unless the officer in the order of seniority is

noted for inefficiency or dishonesty. I know of only one case where an officer was denied promotion as Chief Secretary because of proven laziness and inefficiency throughout his career. Of course, the system had pushed him upto a level where his turn came up for promotion as Chief Secretary. His claims for the post were rightly denied to him in spite of the Gujarat Government’s usual generosity in such cases. The tradition of going by the seniority-cum-merit principle seems to have been given in recent times.

There is no premium on the so called “outstanding” rating in one’s Character Rolls in Gujarat as there is in the Government of India. The instructions of the erstwhile Bombay State Government clearly said that “outstanding” or “poor” officers are only a few and the majority of officers fell in the category of “very good” and “good” and they are good enough to be promoted. Incidentally, the late Mr. R.Tirumalai of the Tamil Nadu Cader (the very first directly recruited officer of the IAS) used to tell me as my boss in the Government of India that whenever he called somebody “good”, he was really good!

I still cherish my stay in Gujarat having the State in various capacities.



Developing Gujarat My Memories

SHRI R. A. PRASAD

When I joined the IAS, India was still a teenager as a Nation. We were so close to the euphoria of Independence that the Ministers and civil servants and the citizens in general all over India were full of eager anticipation for a bright future for the Nation. Gujarat was no exception to this general rule. All sections of society in Gujarat, and the Government in particular, were basking in the glory of those golden days of innocence, brought on by the magic spell of a just born free state. It was in such a prevalent mood of wide eyed optimism, that our batch of IAS officers arrived in Gujarat, after our training at the IAS Academy.

Well, I arrived in Gujarat in December 1964, at a deserted Kalupur station, on a cold morning, and from Kalupur station to the circuit house in Shahibaug, I took a ghoda gadi ride. I felt like a royal personage in a gilded chariot and that beautiful ride was memorable as I saw a very quiet and peaceful picture perfect Ahmedabad! There were no autos or Uber taxis available then. Ahmedabad captivated me with its quiet streets and lovely roads, lined with tall trees. The morning calm all

along the route mesmerised me and I fell in love with Gujarat straight away. The initial impact was very favourable and that was half the battle won.

This feeling of comfort in Gujarat was enhanced mainly due to the very kind and pleasant personality of Shri. Patankar who was my very first collector in Bharuch, on my very first posting in Gujarat as an officer in training. He played a major role in making my entry into Gujarat extremely pleasant because Shri Patankar took very good care of both of us (my wife and I) had even supervised the arrangements for our marriage! As our collector, he used to give us lifts, in his official car often and that surprised me as a few of my batchmates had very different experiences in other districts. Shri Patankar used to invite us to very enjoyable dinners also at his official residence which was well attended by the elite of Bharuch. Both Mr and Mrs Patankar were very warm towards us and we were taken in by their nobility and generosity and of course Patankarsaab's public speaking prowess! Shri Patankar was to play a very vital role even later in my service career, as my very respected

senior and a guide and well-wisher for which I am eternally grateful to him.

Well, slowly I settled down in the state which was on the cusp of a period of high growth. Coming as I did from Kerala, I could sense a different culture of dynamic enterprise and a very warm friendliness in the state. The senior officers were all highly committed and motivated to a very high degree and well oriented towards taking care of a state which was tentatively taking baby steps after separation from the mother state of Bombay. Of course I took time to imbibe this effervescent spirit of bureaucratic brilliance among a bunch of senior officers, in a just born state. The hard work of these senior officers had helped immensely to catapult Gujarat to a magical platform of growth and development. At a much lower level, as an Assistant collector in Rajpipla in Bharuch Dist. it was my privilege to move in the villages in bullock carts, on horseback (Mussoorie riding classes helped!) and in the official jeep, to acquire lands for the biggest project of Gujarat, in fact the lifeline of Gujarat, the Narmada project. I never knew at that time the great importance of the project even at the National level. Anyway now we are all enjoying the fruits of that work put in by thousands of officers at the field level at that time and much later also. A few years back when we could get the Narmada water in tap at our house in Ahmedabad, I told my wife that it is a miracle, that we also had a very small role to play in getting the water here!

Much later my posting as DDO, Kachchh was in fact a very important part of my career. I could see the changing scene in a very beautiful part of the state which is imprinted in my memory

for good. Kachchh is indeed a unique part of the country and I moved all over the district briskly and I could see for myself how the people were striving hard to improve their lot. Many foreigners from the United Kingdom, who visited the district told me that Kachchh reminded them of their country in certain parts! Later as Collector of Surat It was my good fortune to be the returning officer to Shri Morarji Desai who became the PM after that election in 1977. I was quite thrilled to receive him at the office as Collector, Surat. What I cannot forget is that he was so correct in behaviour and he asked me whether he should stand up to take the oath before filing the nomination. I politely told him that it is the normal procedure to stand up and without hesitation he stood up before me! I was quite shocked at his respect for correctness. A few Ministers were also present in the room at that time and I wondered what they thought of my guts to make such a statement. But luckily for me nothing adverse happened. The PM came to Surat four times when I was there and on one occasion, I remember, while having breakfast together Morarjibhai told me, smiling broadly, that I was his lucky returning officer as he became the PM. I was simply floored. I cannot forget that at all.

At a more senior level, I had a grandstand view of the famous Gujarati enterprise when I got posted to GIIC and as ACS, Industries. Gujarat was blooming at the time in the eighties and the nineties, and I sincerely feel that the ground work for the growth trajectory of the state for the later years was laid very firmly in those years, by corporations like GIIC and GSFC and of course a few other corporations. These two arms of the state for industrial development, had the good

fortune of having a string of dynamic officers (me excluded!) who saw to it the sector developed into a very vibrant engine of growth. Even in the seventies and eighties the state was much ahead of the other states of India in industrial growth and thanks to the great political vision of those days coupled with the able support of extremely energetic and capable officers, with a similar degree of vision, Gujarat is today at the top of most states in matters of overall development. For want of space I cannot elaborate further. I can only say that I had the good fortune of witnessing and also becoming a small part of the great blossoming of Gujarat in the 20th century. We all have to be grateful to all

those who played a major role in taking Gujarat to a healthy adulthood from the infant years of the sixties.

From those growing years in the sixties Gujarat has now become a very important part of the Indian Republic and is now playing a major role in taking our country along the path of equitable growth. I am sure the state will continue to bloom on the back of its past glory with a commendable display of good governance, a model state which other states can emulate.

Shri R. A. Prasad
Senior retired I.A.S. Officer





Developing Gujarat - A journey from subsidiary to frontline state-my memories

SHRI V. B. BUCH

After a rather and impersonal Governance for four years as a part of province like Bilingual Bombay state, when Gujarat state came into existence on 1st May 1960, there was a palpable sentiment of having our own state. Even while the new state Government was settling down, the China war of 1962, and then a short war with Pakistan(1965), which touched Gujarat Border(Kachchh) diverted public attention. Thus when –the I.A.S. officers of 1964 batch landed in Ahmedabad in July 1965, and had customary meetings with the Chief Minister, Chief Secretary, and thus we could feel an earnestness to put Gujarat on a fast track of Development, and put it quickly. In a way my years in the I.A.S. thus coincided with the Development era of Gujarat.

Gujarat became one of the few of states to adopt a strong development set-up at the field level, transferring all development programmes to the elected District Panchayats, under CEOs(called District Development Officers) of the same status as the District collectors and which, therefore attracted political heavy weights as the non official presidents.

I recall the enthusiasm and satisfaction of doing my work in areas like agriculture Development, small irrigation reservoirs and check dams and rural roads as the D.D.O. of Rajkot District(1969-71) with a strong support of dedicated leaders like late Shri Vallabhbhai Patel.(who later become a Sr.Minister) and Shri Devendr Desai(who later was made chairman of All India Khadi Commission).

In Agriculture production committee meetings Agronomics of the Agriculture Officers and practical knowledge of farm leaders blended into action plans for augmenting farm productivity and income, our focus area. Village connectivity and water resources were regarded so important that the drought relief programme of 1970 looked liked an opportunity to undertake such works wherever feasible.

This grass root attention with strong administrative and political back up in those years, helped Gujarat Agriculture adopt new and hybrid varieties, cash crops dairy development and innovative practice which help even to-day in avoiding farm distress that some other states are experiencing.

Industrial Development was of course the thrust area. That was natural as Gujarat enjoyed Business culture and tradition and known for its enterprising industry leaders having pioneered Textile and other industries as early as the 19th century. Having lost its claim over Bombay where Gujarat Business-Industry had strong presence, Gujarat Government was determined to build on its 'native strength' to be the first in Industrial Development.

My first chance to join that Industrial Development Campaign came when as the Assistant Collector Bulsar District(1966-69) I was to acquire large land areas for Vapi Industrial Estate. I recall the excitement I felt when the then C.E.O.of Gujarat Industrial Development Corporation Shri H.R.Patankar (a very Dynamic officer who had long innings in industry sector and became Chief Secretary later) explained how Vapi land acquisition was special, and his vision of making Vapi with the largest Industrial Estate of India, like a backyard for Bombay based industrialists. This strategy was a great success, with Vapi Estate getting filled up in no time and its 2nd and 3rd phases to follow quickly.

That was, for me, just touching the periphery. I was my good luck to be in the 'Team Industry',later,from 1977 on. After a successful launching of large Industrial Estates like Vapi and Ankleshwar and with Baroda emerging as an epicenter with IPCL and GSFC and others. It was in 1977 that Gujarat Government decided to adopt more proactive and aggressive plans for attracting investment and also push industrial Development to new potential pockets. A Comprehensive 'Incentive Policy' with capital subsidy and sales tax benefits was formulated. As the Joint Secretary Industry

Department (1977 to 1981), I had the privilege of being in the interaction group and drafting the Government Resolutions based on inputs and deliberations by the core team of Industrial Development Corporations and the Industry Department. Graded incentive packages for setting up industries in backward talukas based on Hathi committee Report were introduced. Salt Lime-stone based industries and job creating Dimond cutting polishing and power looms as competitive textile sector were also given special attention.

Index B as a think-tank as well as problem solving and quick policy response body was set up. And another innovative idea was Index C a forum of interaction with Bombay based industrialists having an industry or investment interest in Gujarat. Both these gave an edge to Government's promotional efforts. With a spacious office near Churchgate at Bombay, and CEO's of Ind.Promotion bodies e.q. GIIC,GIDC,GSFC,GSEC,GSIC visiting it and sorting out problems of Bombay based entrepreneurs, all redtape and communication gaps were eliminated. Index C organized annual interaction sessions with the Chief Minister and concerned Ministers of Gujarat at Bombay.

As the Joint Secretary (Industry) and later as the M.D. of Gujarat State Export Corp. I participated in both these forums from 1977 upto 1983. These were also the years when solid base of Industrial development in Gujarat was laid and a strong momentum generated. 2nd generation PSUs (e.q.GMDC-Legnite, GACL etc.) and industrial hubs such as Halol, Vaghodia, Kalol (North Gujarat), Dahej Chemical port, Hazira, Veraval Pipavav belt and so on had been on growth path.

With success stories of Gujarat PSUs like GSFC(being duplicated at Bharuch as the GNFC) and GACL spreading fame, Industry-Houses became keen on teaming up with Gujarat Government. The Gujarat Industrial Investment Corporation seized the opportunity to obtain licenses, on project ideas indentified by Indext B and promote it sector in projects. Gujarat seemed well-set on its goal.

My second chance of contributing to Industrial Development came in 1988-92 when I was appointed as the Secretary industry Department and later as the Principal Secretary Mines and Petroleum. The Industrial Incentive Policy was in its 3rd and 4th edition and the corporate set up along with indext B and C were active with larger bodies. The fervor of sevenities and early eighties had some what cooled down, partly an impact of three consecutive droughts the state had to suffer (1985-86-87) , but more because Gujarat had already taken its place amongst industrially advanced states. It was in a way a crucial mode.

It was in this context that the mega hydro power irrigation and water resources project on river Narmada- the Sardar Sarovar interstate project took the center stage of public and Government attention. Political leadership was preoccupied with, and states resources flowed on highest priority to the Narmada Project, not only because it promised alround economic prosperity, but also because lobbies of vested interests opposed to the ambitions plan of harnessing Narmada waters and also political rivalry had to be checkmated. Political parties in Gujarat were of course united in their support of this mega project hailed as the 'Life line of Gujarat'. It was rightly hailed as such, promising

assured irrigation to 18 Lakh hectares of farmland right upto Kachchh district, drinking water to 8215 villages and 135 urban areas suffering from water paucity, water to industry, thus virtually drought proofing the state against vagaries of monsoon. Also 1450MW of cheap power. While the Gujarat leaders and Administration pushed ahead, keeping the opponents at bay, the project got entangled in legal hurdles with the anti-dam activists resorting to litigation in the apex court, halting work on the main dam.

M.P. and Maharashtra the two partner states were non cooperative, central government's attitude was rather ambivalent and in the atmosphere of fierce propaganda by the international anti-dam lobby, the legal battle dragged on, as if it could not care less!

With such question marks on the project's future and an atmosphere of doubts and despair, I was asked to take charge of the project (Narmada Nigam) in May 1997.

That was the last phase of my service career. I regarded this as the best but also most the challenging opportunity to contribute to development of Gujarat. We had a high;y dedicated team of technocrats, Engineers and I.A.S. officers looking after Emgineering, rehabilitation of displaced families, Finance and etc. The dam work which was standstill was restarted in small steps, after convincing the Supreme Court with meticulous and well reasoned presentation, of proper resettlement and environment protection. It was my good luck to have my batch mates as the Chief Secretary M.P and Secretaries in charge of central Ministries involved in permitting the raising of dam height.

This helped better rapport and appreciation of project related issues through personal dialogue and mutual trust. That was helpful in obtaining the backing of the Narmada control Authority, the overseeing body constituted under the Tribunal award. Simultaneously, on the ground, single minded hard work by our commr. Rehabilitation Shri V. K. Babbar (IAS) helped us in passing muster at the supreme court on resettlement issues.

A full fledged office was setup at Delhi, Coordinated work on all fronts, and comprehensive meticulous paper work (running into about 34000 pages), helped our Sr. counsels make cogent and spirited presentations which led us to the D-Day in October 2000 when the Supreme Court cleared the Narmada project of all the obstacles and gave green signal for its time completion. It was rightly hailed as a Red letter Day in Gujarat's onwards march, charging the whole state with hope and happiness. For me, it was the finest hour of my career, and fulfillment of a mission.

Supreme court's landmark verdict cleared the way for execution of the Narmada project. But on the ground, several hurdles had to be surmounted. Critical one was to enlist M.P.Govt's Cooperation in rehabilitation of dam displaced families. Gujarat government adopted a pragmatic and generous approach by agreeing to M.P.'s demand for very liberalized package of rehab. We also managed to build bridges with M.P.'s leadership and Administration for expeditious actions.

Even with incessant follow up, dam height raising was beset with delay, having to get through permissions from three grievance Redressal Authorities each chaired by a retired Judge, two

subcommittees and the Narmada Control Authority- all under the preview of the Government of India. The canal sill (outlet) was still at 110 Meters. I therefore, revived the old proposal of a bypass tunnel at a lower dam height of 88 Meters. We managed to get the NCA's nod in July 2000 overcoming various delaying tactics and stiff opposition of M.P.Government. Acting fast on NCA's approval, this outlet called the Irrigation Bye Pass Tunnel-IBPT was constructed in record time cutting through all procedural delays. Narmada waters were made to flow into the river sizes Narmada Main Canal, reaching Ahmedabad-filling Sabarmati river-and beyond, bringing great jubilation and cheers to people in Diwali of 2000.

For me it was realization of as a distant dream. As the chairman of the Gujarat water Supply Board, I had witnessed sufferings of water starved villages in North Gujarat – Saurashtra, of the women folk in particular, wondering from pillar to post for of water, during the consecutive drought years of eighties. That had added to my resolve to bring Narmada waters to these regions, and look upon my Narmada assignment more as a humanitarian task ordained on me, rather than as a job.

In May 2001, with Narmada waters flowing through the IBPT and the project put on fast track, I wished to retire, having passed the extended age limit(60 years) for I.A.S. officers. Shri Keshubhai Patel the then Chief Minister in his inimitable way said that my task can be said complete only when the main canal is commissioned. He accepted my office to work without pay-on a token salary of Re. one per month as a kind of humanitarian mission.

The land mark event of canal commissioning

came in August 2002. A new avenue in Gujarat's eco. march was opened. Progressive farmers have taken Gujarat Agriculture to new heights in food crops, spices, horticulture and so on and made it India's largest producer of cotton, castor seeds and groundnut, even with limited water resources. Narmada waters would indeed open new frontiers for the state's Rural Economy.

The concrete Narmada Dam up to full height of 121 meters (400 feet) was completed in 2006. But it took another 8 years and change of Government at Delhi for installation of 55'high gates. The dam could be filled (up to 455 feet) with full live storage of 4.73millions acre feet, in the monsoon of 2017.

In the intervening years, besides the partial dam storage, monsoon waters of Narmada were harnessed to augment local water resources, as per futuristic plans I had got prepared in 2001-02 with prefeasibility reports by WAPCOS, a Government of India Agency. It was nick named as "Sujlam sufalam" later.

I retired on 01-06-2003 with satisfaction of having played my part in unshackling the huge Narmada potential for Gujarat, for India.

While the Narmada saga was played out, Gujarat has continued its rapid strides on industry and service sectors. Port based development, gaint Reliance refinery with petrochemical complex near Jamnagar, large marine chemical and other post-earth quake projects in Kachchh district, an automobile hub at Sanand, the GIFT city emerging as an important Asian Financial centre are amongst the notable developments with multiplier potential.

Judicial management of huge water resources

of Narmada now available to us, and tremendous scope of Agro based economy with scientific command areas development, would give a chance to Rural and Agriculture sectors to catch up with the other two sectors in years to come. This would help realize hopes pinned on this 'Life line of Gujarat' for prosperity and good life of our posterity.



MAPPING DEVELOPMENT THE SARDAR SAROVAR PROJECT - THE LIFE LINE OF GUJARAT:



Sardar Sarovar Project (SSP), is the mega multi-purpose Inter-State water resources project. Mission is to harness the untapped waters of river Narmada for drought prone areas of western India and promote sustainable livelihood and hydro power. It endeavors to transport 11.7 billion cubic meter of water every year to a distance up to 700 kilometers. The total cost of the project works out

to be Rs. 54.773 crore(~US \$ 8.83 billion). Sardar Sarovar Dam, is a concrete gravity dam across river Narmada, 1210 meters (3970 feet) in length and with a maximum height of 163 meters above the deepest foundation level. It has passed through a long journey and had to overcome many challenges on its way to completion.

In 1948, Iron Man of India, Shri Sardar Vallabhbhai Patel conceived the idea but its foundation was laid on 5th April 1961 by Prime Minister Shri Jawaharlal Nehru. However due to inter-State dispute over sharing of water, Narmada Water Dispute Tribunal was constituted in 1969, which gave its final award in 1979. After the mandatory investment clearance by the Planning Commission and the environmental clearance by the Government of India, construction of the Dam started in 1988. The Dam construction progressed along with rehabilitation of the project affected families as well as environment measures and reached the height of 80.3 m in May 1995. Dam construction was challenged in the Hon'ble Supreme Court of India and consequently the construction was halted for almost four years. After due scrutiny and directives by the Apex court, Dam reached the height of 85 m in April 1999 and 121.92m in December 2006 and was completed by September 2017.

The only pending matter was the permission to close gates. This was received on 16/6/2017 and fill up the reservoir upto full reservoir level of 138.68 m, facilitating live(usable) storage of 4.73 million acre feet (5,800 million cubic meter). The Dam was finally dedicated to the Nation by the Hon'ble Prime Minister Shri Narendra Modi on 17/9/2017.

The project is envisaged to meet challenges of food security and livelihood of farmers and drinking water needs of drought prone areas of the state. With an ultimate planned annual irrigation of 1.8 million hectare, the project has so far created an Irrigation Potential (IP) of 1.611 million hectare by completing about 59,019 km long canal network.

This progress is unprecedented in the history of the country. It is further planned to achieve command area development 2.71 lakh hectare in the current year.

No state has achieved more than one lakh hectare in a single year (the highest being 98.617 hectare by Uttar Pradesh in year 2007-08), whereas SSP has recorded an average achievement of more than 2.9 lakh hectare per year during last 3 years!

Availability of Narmada water since 2001-2002 has changed the scene. Due to assured water supply, farmers now opt crop varieties for giving high returns to agriculture. The cattle and human migration has stopped with the availability of drinking water in all villages. This change has resulted into enhancement of farming income as well as the overall quality of the rural lifestyle.



MAP SHOWING FOR SSNNI, COMMAND AREA GUJARAT STATE,
INDIAN REMOTE SENSING SATELLITE DATA,
SSP Command Integrated Area on January-2018

Legend

- * Change Location
- Command Area Boundary
- District Boundary
- Integrated Area (January-2018)

Prepared by: BIRSA (Bharat Integrated Remote Sensing Satellite Data)

DATE 2018-01-01

INDIAN REMOTE SENSING SATELLITE DATA
 BIRSA (Bharat Integrated Remote Sensing Satellite Data)
 BIRSA (Bharat Integrated Remote Sensing Satellite Data)
 BIRSA (Bharat Integrated Remote Sensing Satellite Data)

Scale: 0 25 50 75 100 km

North Arrow

A photograph of a large concrete dam with a spillway, situated in a valley with steep, forested hillsides. The water level is high, and the dam structure is visible in the background.



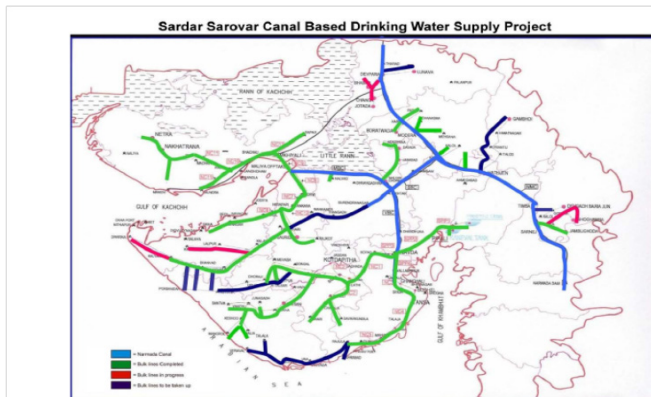
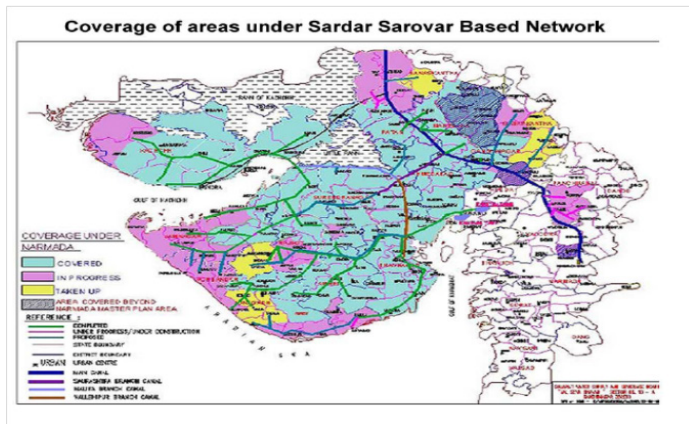
DRINKING WATER SECURITY – A BIG RELIEF

In past, during the Pre-Narmada scenario, tackling of water scarcity, in the water stressed area of North Gujarat, Saurashtra and Kachchh, was a major challenge and huge expenditures from public exchequer were required to be made for temporary supply by tankers – in fact in 1984-86 government supplied water to Rajkot city by train. But Gujarat is now comfortable even in severe drought condition due to the network of Narmada canals and drinking water pipeline laid in the last decade. This services 8628 of the villages, 165 towns and 7 Municipal Corporations drinking purposes. Narmada canal is also linked with Sabarmati river. Ahmedabad now

has Sabarmati river round the year with state of art River Front Project.

TAPPAR DAM, KACHCHH FILLED UP WITH NARMADA WATER

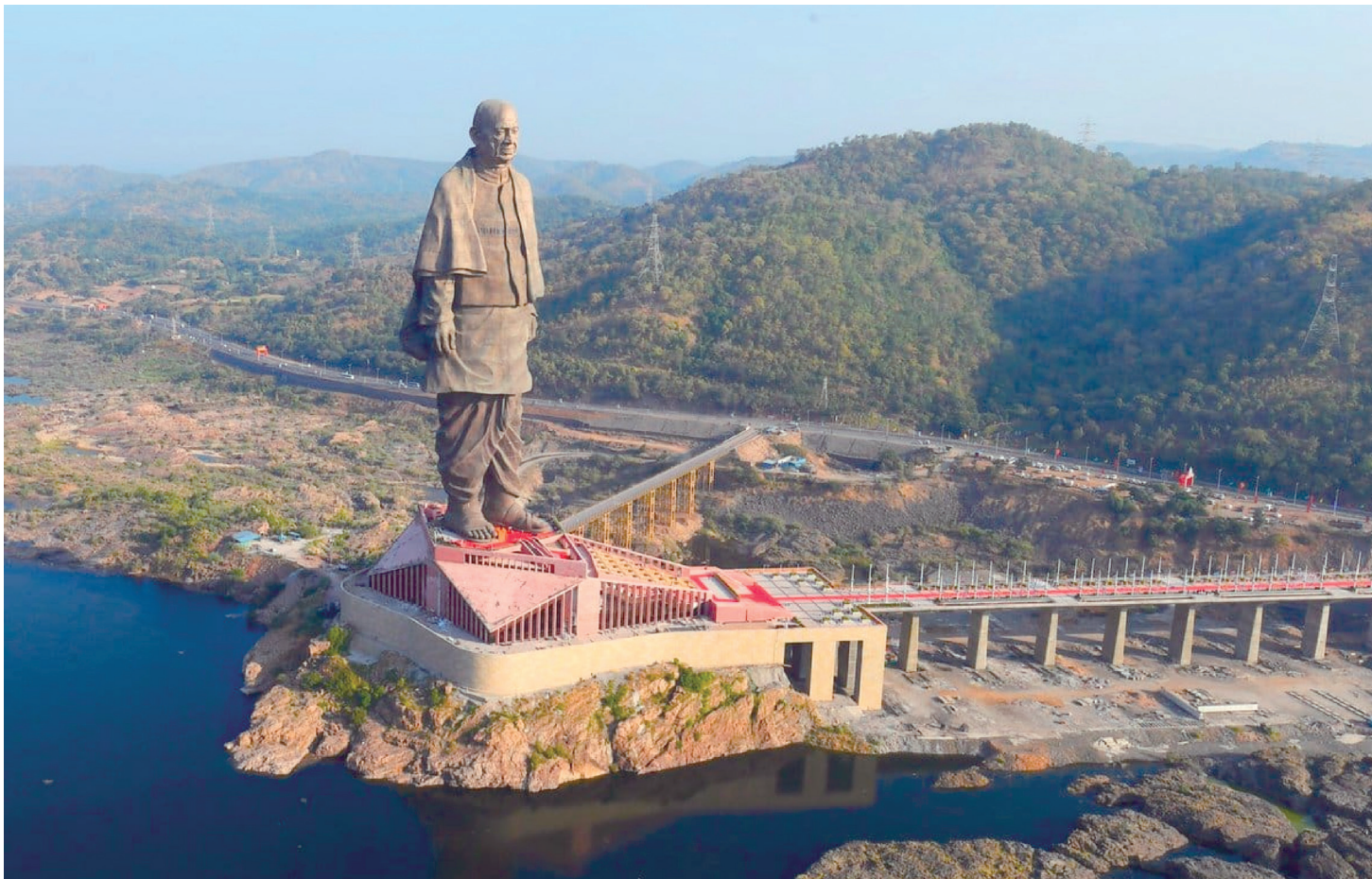
Narmada water is also supplied to Aji Dam, Saurashtra and even upto Tappar Dam (Kachchh District) after travelling more than 600 km from Main Dam and after lifting by 54 m in a series of three pumping stations. This water is further being supplied through drinking water pipeline to Kandala, Adipur and Gandhidham in Kachchh District. This has provided a great relief to people and cattle in summer. That is why Narmada water is “The Lifeline” of Gujarat.



In the history of world, perhaps it received maximum barriers-obstacles which were overcome by state leadership and administration. It is the largest project but has taken more than 60 years to complete it.

Dr. C. C. Patel, Shri P.A.Raj, Shri B.J.Parmer, Shri I.M.Shah, Shri N.B.Desai, Shri M.M.Shah, Shri A.B. Mandavia, Shri S.J.Desai were the engineers behind this. While stalwarts like Shri Sanat Mehta, Shri Jai Narayan Vyas, Shri Bhupendrasingh Chudasama, Shri V.B.Buch, Shri P.K.Lahari and Shri S.S.Rathor provided leadership.





The credit also goes to Hon'ble Chief Minister like Shri Chimanbhai Patel to bring it back into full swing and to Shri Narendra Modi-both as C.M. of Gujarat and P.M. of country who gave finishing touch by his consistent follow up and also removed all the constraints. He thought of having the statue of Sardar Vallabhbhai Patel on Dam Site- which is the biggest statue of its kind in world.

Development of Sardar Sarovar Project – is an illustration of how vested interests – international – try vigorously to obstruct a development project of enhancement income of rural society and providing drinking water to region of north-west India. It also shows how Gujarat as a whole – its people, its political leaders of all parties, civil society members and the administration got together to make this happen.

We thank Shri S. S. Rathod, Chariman and MD Sardar Sarovar Narmada Nigam and Chief Engineer Shri Mukesh Joshi to provide valuable inputs.



Providing Drinking Water to Thirsty Gujarat

SHRI GOURISANKAR GHOSH

When I joined the Indian Administrative Service in 1967, my first posting as Supernumerary Assistant Collector was in Godhra in 1968.

I was thrown into the relief works immediately being made in charge of Kalol Taluka. I used my knowledge of Geology to the most practical purpose in designing of water harvesting structures like check dams, percolation dams, river bed submersible check dams and deepening of wells. My love affair with water in Gujarat may be classified in four phases. Firstly, when I was posted in the state or even before as a student of Geology from 1963 to 1986 till I left the state for Delhi for posting as the Mission Director of Water Mission. The second phase is from Delhi as the National Water Mission Director from 1986 till 1991. The third phase started in 1991 during my United Nations assignment as Chief of Water in UNICEF in New York when I was also the Chair of UN Water and subsequently Executive Director of Water and Sanitation Council in Geneva through 2006. During this period, I made several professional visits to Gujarat including leading a multiple agency team to assist the state

government in drought of 2000. The last was in 2016 as an honorary consultant to support the Gujarat Sanitation team implementing the Swachh Bharat, at the request of the government.

During my district exposure the relief works were part of the main job in Godhra, Rajkot, Bhavnagar and in Jamnagar. With the local knowledge and with application of my technical knowledge supported by the engineers and with the application of methodologies like PERT and CPM we created unique relief programme in Bhavnagar and later in Jamnagar district.

The example of water management in Okhamandal taluka in Jamnagar district is unique due to Sri Darbari Seth of Tata Chemicals. The company took the responsibility of nearly 100 villages in Okhamandal taluka for a complete programme of water management with full participation of the local people. They meticulously helped the villagers to conserve the wells and helped recharging them. Their management of the waste is also exemplary and fully protecting the ground water not allowing to be polluted. Then Reliance

Industries after many years helped the Jamnagar city by providing drinking water through multi stage flash distillation.

The unprecedented drought of 1985 shifted me from milk (GDDC) to water (Chairman GWSSB and Secretary Water Supply) overnight. Rajkot was specially the center of worry as the water storage can merely last till middle of June. Young engineers were given importance according to their capacity and given appropriate responsibilities. The strategic blueprint was not to depend on the dams near Rajkot and Jamnagar, cities which were most in threat but to take water all the way from Gandhinagar by train and simultaneously introducing measures of water conservation, restricted distribution and finding new sources out of closed or sealed boreholes of Central Ground Water Board and Gujarat Ground Water Group. However, the main thrust was full involvement of people in this process and their participation in the whole process.

Mr. Rajiv Gandhi visited drought hit Gujarat. He was impressed with the emergency operations undertaken by the Gujarat team and immediately granted central help. At the same period, the Prime Minister was advised by the high-level group of Scientists to launch Technology Missions. The blue print of the master plan was prepared by me based on my Gujarat experience and presented before the PM who personally approved the same. Besides continuing the main water programme of water development and delivery, I added mini missions and sub missions. From Gujarat the mini missions were Kachchh and submissions were Fluoride control, Iron control and recharging of ground water were selected. The idea was to maximize the return or getting more safe water.

In the year 2000, during the drought year I was requested to lead the team consisting of UNICEF, UNDP, The World Bank and WHO. We visited the state with an Israel expert Mr. Shaul Arlosoroff. We divided ourselves into three teams and visited the state and hold discussions with eminent experts like Smt. Elaben Bhatt, Dr. Yoginder Alagh, Sri Ashoke Chatterjee, Sri Anilbhai Shah among others. The group unanimously recommended the formation of an institution outside government bureaucracy to help decentralization in water management specially to help the Panchayat Raj system. The formation of WASMO was a result of that recommendation, a process started by Sri Keshubhai.

Since 2000 I shifted my focus almost fully to Hygiene and Sanitation. I created the global WASH (Water Sanitation and Hygiene) campaign to achieve the millennium goals in Sanitation in the World Sustainable Development Summit of the United Nations in Johannesburg in 2002. In that global meeting of all nations of the world there were seven topics discussed and in the plenary session seven speakers presented those topics. I presented the sanitation one based on which the nations discussed and ultimately endorsed the sanitation goal to initiate the new wave of global sanitation movement was initiated. In the regional consultation in South Asia called SACOSAN the first meeting was held in Dhaka and Central Minister Kashiram Rana was in the chair of the drafting committee with myself acting as the chief rapporteur and we drafted the first SAARC draft statement on Sanitation for an action plan.

I was thrilled when the Swachh Bharat programme was announced. Gujarat Govt

requested me to help them to develop strategy of implementation and I provided a preliminary draft to the government.

Gujarat is successful in reforming the power sector but there is a need to look at the water sector holistically with economics, management, institution and operational mechanism. A multi-disciplinary team must look at the future demand of all sectors like Industry, Agriculture, Bio-Diversity and Domestic and develop a balanced solution of water usage and the strategy of management and a future master plan of action depending on future demand and supply.

Water is life but Sanitation is a way of life. Regular impact assessment of the water and sanitation projects on health, education and behavioral changes must be measured and correlated. With high infant mortality and malnutrition Gujarat must emphasize on this approach other than merely implementing hardware. The water management and distribution are never possible without the participation of people downstream or protection or conservation of water basin upstream.

“WHAT I LEARNED IN GUJARAT”

I have travelled extensively during my UN assignment through Europe, Africa, South and East Asia and Latin America. I was associated as planner, organizer of almost all the major global water conferences during this period. I observed the administrative structures of the countries while visiting or advising them on their strategy and implementation process. I was amazed to observe that nowhere I found the simple, efficient and alert structure in meeting all situations as I found in the

district levels in Gujarat. We have a very efficient well-established system but we lack in analysis and its application. I hope with modernization of the system of administration and decentralization we will move to a simple participatory management of natural resources soon, otherwise no amount of investment will avoid disaster.

Gourisankar Ghosh joined IAS in Gujarat Cadre in the year 1967 and took voluntary retirement in 1997 and joined United Nation. UN Water and Sanitation Collaborative Council



Living and Learning Design Centre Galleries & studios in a complex dedicated to local crafts such as textiles, pottery & woodworking.



Gujarat Development amidst Disasters

SHRI P. K. LAHERI

Development is a complex process involving multiple sectors in which changes could be measured against the specific parameters. 'Development' is a term very dear to Gujaratis. Their quest for better quality of life is ingrained in their value system. Today, there is a debate on Gujarat's "Model of Development." Gujarat formed as a separate state in 1960 had inherited a weak financial base as well to do Gujarati were residing in Mumbai. Now Gujarat is considered a dynamic, vibrant and prosperous society. Gujarati Diaspora spread across 120 countries make Gujarat a global hub of international trade. Historically, the ports of Gujarat had played an important role in India's trade with other countries. Now, Gujarat with SGDP of Rs. 8,50,000 crore and per capita income exceeding Rs. 1,50,000 has emerged as a fast developing economy. Development story of Gujarat is quite interesting with quite a few challenges it has faced in the last 58 years. Gujarat is prone to the disasters; repeated droughts, frequent cyclones and floods which have adversely affected the progress. A mega earthquake in 2001 had also caused extensive damage. There were communal

riots and agitations which brought normal life to standstill. Gujarat is also facing acute shortage of drinking water. It has limited area under irrigation. The fuel resources are also scarce. Yet, Gujarat has taken a quantum jump to develop its Agriculture, Industries, Service sectors with good infrastructure.

Having served Gujarat administration from 1969 to 2008, I am a witness to the rapid and substantial changes that have taken place. It will need thousands of pages to narrate this journey but given the constraint of 1000 words, I will highlight only major initiatives and projects which have transformed Gujarat economy from being an average state to growth engine for the Country.

When I was under training at Rajkot in 1970. I could experience the impact of repeated scarcities and floods in Morbi-Maliya. Once again, I was posted in Rajkot in 1986 to handle widespread shortage of drinking water. My efforts to transport water through trains proved successful. Even now, Rajkot remains vulnerable to water shortage. It has to depend on water from Narmada Project even in a normal year.

During my posting as Dy. Comm. of Vadodara Municipal Corporation I witnessed one of the worst riots, police firing and loss of life and property. Gujarat experienced a series of communal riots and anti reservation stirs in 1980, 1984, 1985, 1986, 1990 and 2002. The social fabric of Gujarat has weakened considerably and it is a matter of grave concern. I could hope that the society in Gujarat gets united shedding the differences of religion, caste and region.

During my district postings as District Development Officer - Jamnagar and Collector - Banskantha (1974-78), I faced innumerable challenges including working under emergency imposed by Smt. Indira Gandhi. A Coalition (Janta Party) headed by Shri Morarji Desai did not last beyond 3 years but it is remembered for good governance it provided.

I worked as Head of Departments (1978-82), viz. Cottage Industries, Information and Education, Establishment of DICs District Industrial Centres, implementation of New Industrial policy (1977) favouring Small Industries and self-employment created jobs and income for lakhs of people in Gujarat. Subsequently, Industrial Policies in Gujarat 1980, 1986, 1990 and 1995 were highly successful in promoting capital formation and placing Gujarat at second rank - next to Maharashtra. I was privileged to have worked as Industries Commissioner, Secretary Industries and play a long innings in that department at a time when Gujarat emerged as the most favourite destination for investment.

During my career, I served 5 Chief Ministers as their Principal Secretary. Some believed that this rare situation was on account of my abilities,

devotion and political neutrality. Others felt that it was only due to my ability to manoeuvre the bosses. Any way, I gained considerable experience and was able to handle many tough assignments. During Shri Amarsinh Chaudhari's tenure apart from droughts, riots, the major challenge was to dismantle row day union of Police. Its raucous behaviour had itself become a threat to law and order. While working with Shri Madhavsinh Solanki for a short period, it was quite a different experience. Shri Madhavsinh Solanki was earlier instigated by few people who were successful in cutting short my tenure. As the Director, Information in 1982. Shri Solanki in 1990 treated me very well and sought my option on quite a few important things. Shri Shankarsinh Vaghela had recalled me from services from Government of India. His style was unique. He took many initiatives in short time. He was succeeded by Shri Dilip Parikh who had very short tenure as he was forced to dissolve assembly. He was very friendly. In March 1998, Bharatiya Janta Party came back to power with Shri Keshubhai Patel. He continued me as his Principal Secretary though I had worked with Congress and Rastriya Janta Dal (RJD) Chief Minister during his tenure; CM's office had to handle major disasters: two Cyclones, one Mega Earthquake, one year of scarcity. In spite of natural calamities, it was during Keshubhai's term that the State Government took practical steps to augment water resources, to push forward Narmada Project, to accelerate rural development scheme and to open up Education and Health sectors for private investment. His initiatives in Information technology, Biotechnology and establishment of Info city and Science City are important landmarks.

Shri Narendra Modi took over as Chief Minister

of Gujarat in October 2001. I was assigned earlier Tourism Corporation of Gujarat. Subsequently, Rural Development was also entrusted to me.

However, in April 2003, When I was all set to join Government of India as Additional Secretary (Security) Shri Narendra Modi took an astonishing decision to appoint me as Chief Secretary overlooking seniority of three of my competent colleagues. It was a daunting task. I was also given additional responsibility to look after 5 Government Companies. During my 23 months as chief secretary, Gujarat witnessed a lot of new initiatives: 'Chintan Shibir', Celebration of National days at district headquarters, 'Krishi Mahotsav', 'Praveshotsav', Water Conservation Schemes, 'Karmayogi' etc. It energized the administration at all levels. 'Vibrant Gujarat' was held in 2003 and 2005. Gujarat Model of development became a case study. I could humbly take credit that during the period when I held the position of CS such a rapid development took place. In my opinion, the following achievements were significant.

- 1) The state finance showed revenue surplus after 2 decades. This trend continued against all odds.
- 2) The growth rate was more than 10 % p.a.
- 3) There was reduction in dropout ratio.
- 4) Narmada Project progressed very well amidst litigation and agitation.
- 5) Public sector units, viz. Gujarat State Fertilizer Corporation (GSFC), Gujarat Alkali and Chemicals (GACL), were revived and once again became blue chipped companies coming out of severe financial crisis and mismanagement.

- 6) Agriculture recorded very impressive growth rate and the dairies also expanded their network and business.
- 7) Water Conservation measures especially in Kachchh and Saurashtra improved the cover irrigation for the crops.
- 8) Each department prepared a list of their goals and oriented their activities accordingly.
- 9) Computerisation, creation of GSWAN and training programmes were streamlined.

Governance is a process of facing challenges every moment. I, on my part, did whatever I could without hesitation and with full dedication. After retirement when many recall their pleasant experiences, I feel happy and satisfied.

After my retirement, I am privileged to work with various sectors of society, such as trade, industry, voluntary agencies, regulatory bodies, religious trusts and corporate houses. Most of my time is spent on NGOs like Sadvichar Parivar, Somnath Trust, B. M. Institute for Mental Health, Umang school for hearing impaired, Bhagwat Vidyapeeth, Ambuja Cement Foundation, Gujarat Vishvakosh etc. working with challenged children, health care, education, women empowerment, social reforms, nutrition, employment and career development. I am fortunate to learn many new things and also understand the problems of ordinary citizens better. While working in Gujarat, there were trying times, natural calamities, violence and lack of harmony. Naturally every Gujarati has a dream for the state. Every one of us wants to see a glorious, prosperous, enterprising and peaceful Gujarat.

Gujarat of my dreams would be a dynamic

state where wealth is moderated by equality, power is tempered with justice, life is full of freedom and society with peace and mutual cooperation. Gujarat where environment is healthy education is oriented to human values, sick, challenged, old and needy persons are looked after well. Gujarat in which citizens are sensitive and care for one another and share their joys and sorrows. Gujarat; a state where people are liberal, accommodating, cheerful and hard working. Gujarat where equality and liberty pervade in all aspects of living. Gujarat where humanity flourishes and dignity of each one is respected.

Let God give us right understanding firm commitment and sincere efforts to make Gujarat a state par excellence!



Rani ki Vav Rani ki vav is an intricately constructed stepwell situated in the town of Patan in Gujarat, India. It is located on the banks of Saraswati River. Rani ki vav was built as a memorial to an 11th-century king Bhima.



Bhadra Fort



Developing Gujarat My Memories

DR. MANJULA SUBRAMANIAM

When I came to Gujarat, my first posting was at Ahmedabad- not exactly a very exciting place in those days. The district of Ahmedabad was itself passing through a bleak time-there were scarcity works operating right from Dhandhuka to Viramgam and indeed all over the huge district one saw a dry landscape. Gandhinagar was also a part of the district and the Collector was invariably called away to Gandhinagar for meetings. I was almost an identityless person in the city- no house, no means of transport, no identified office space and was lost in the huge city of Ahmedabad. That year witnessed a devastating flood, and by the end of the year the Nav-Nirman agitation swept in.

I was not quite sure whether to feel elated or disappointed. I kept thinking of my close friends in Bombay, Madras, Bangalore and Hyderabad, and thought how lucky they were. On the other hand I had been told that Gujarat was a well-administered state, which did not really make too much sense to me at that point in life. Though my initial landing was not a soft landing, in retrospect it was good, because very early on, I realised that I had to

learn the ropes myself, and learn to navigate in the waters of administration. That stood me in good stead throughout my life. I decided, that I would be better off in a smaller district, where I had an identity, could learn more and where people tended to be more helpful.

I feel that because of this, I emerged with a more balanced outlook. I never expected too much and learnt to accept the things which came my way. I learnt the use of the language- not very deftly, but quite sufficient for me to interact with the people. For the most part I had the opportunity to take up interesting and challenging assignments. It goes to the credit of both the non-officials and officers of Gujarat that irrespective of area of activity, they were willing to entrust the job to me. After working in Broach and Surat districts, I got into the habit of touring to visit problem pockets myself, which gave me a good grip over the happenings.

My posting as District Development Officer, Jamnagar and the politics of the District Panchayat, inducted me into the philosophy of how non-officials perceive situations. I realised that it was

important for me to communicate in Gujarati, to be able to establish rapporte with the villagers and staff. Despite the fact that my language was not exactly the best grammatical construction, the public was tolerant and more than willing to understand what I said, raise issues and participate in my well-meaning attempts to resolve issues, no matter how half-baked they were. I found that there were several of my subordinates from whom I could grasp the ground realities.

I worked in Saurashtra as Collector, Amreli, where I found that I had time on my hand, and I visited most of the remote villages, particularly whenever election funds allowed officers to travel freely. In many remote villages, they had not been visited for several years, so it was as momentous for the villagers as it was for me. My next posting was as Collector, Junagadh for about 2 years. Apart from being politically very sensitive, it gave me a flavour of several diverse situations-communal riots in Verawal, cyclonic rain with tremendous damage to the roads in Mangrol, the deadly gangwars of Porbandar and of course the opportunity to deal with diverse interests. These experiences were hectic but very rewarding.

I subsequently went to Delhi and worked in the Government of India which gave me an all-round view at the national level. I also had a great opportunity to go to the Harvard University for a Masters degree. I returned to Gujarat to work in the Urban Development sector, which provided a good opening to the issues in the urban sector. During this period, following the devastating earthquake, the priorities shifted to the quake affected towns of Kachchh- their reconstruction

and the implementation of town-planning schemes in Bhuj, Anjar, Bhachau and Rapar was a great opportunity. My subsequent experiences in the State Electricity Board as Member (Administration) and then as Chairman and Principal Secretary (Energy and Petrochemicals) gave me a unique opportunity to initiate the restructuring of the State Electricity Board into seven companies - one holding company, one generation company, one transmission company, and 4 distribution companies.

I was then given an opportunity to work in the Finance Department. It was a great opportunity to handle the finances of the State. Apart from implementing the VAT regime along with the computerised backbone, there was a wonderful opportunity to introduce the Integrated Financial Management System. Today, this computerised system has evolved as a very effective tool for the management of the State finances-to streamline the Treasury system. Indeed it has given the state a great opportunity to review various aspects of its finances from time to time.

My next destination was as Chief Secretary of the state. This is a post which is truly an acknowledgment of years of hard work in the service. I was grateful that I had the opportunity to serve in this position. I was subsequently given the opportunity to work as the Vigilance Commissioner, Gujarat State. Far from being boring, this was a very rewarding opportunity, as I tried to clear all the pending cases, which were lingering despite there being very little evidence. As a result, the pensionary benefits of several officers had been held up, putting them through serious distress. I tried to clear as many cases as possible. Another

aspect which was emphasized on was preventive vigilance. Wherever procedures had loopholes, I tried to persuade the Departments to issue clarificatory orders. Our teams also carried out test checks of several projects, and identified areas of leakage, or weak areas of implementation.

My next assignment, was to put the metro project of Ahmedabad on track. It took close to 2 years to do this, right from the finalisation of the detailed project report and negotiation for the Japanese loan. My most recent assignment has been the establishment of the Gujarat Real Estate Regulatory Authority. This takes me back to my Urban sector days. The authority had to be set up from scratch and had to be attempted within a short timeframe. It was a real effort to

establish a dynamic but stable website. It goes to the credit of the capacity of our people, that this was achievable with the cooperation of the stakeholders. This was despite most of the staff being outsourced and having been trained on the job. It has been gratifying that despite the late start and within the short span of a year, more than 3300 projects have been registered. It has also given the state a leading position amongst all the states of India, which gives great satisfaction. I have always found that I enjoyed contributing to the development of the State, no matter in what form and irrespective of the area of activity. This is a small way in which I can contribute to the good of the state and its people, who have given me a lot of support, love and affection.





Spiritual Development

SHRI SWAMI ADHYATMANANDAJI

I passed my Secondary School Certificate examination in March, 1960. May 1st, 1960, my group was invited to sing and dance at the Town Hall to celebrate “Jai Jai Garvi Gujarat”. War of Pakistan is still as fresh as it was yesterday’s matter. Pak aircrafts bombed upon Res. Sri Balvantbhai Mehta, our Gujarat’s Hon. Second Chief Minister, but, our Jamnagar Air Force based fighter rushed back behind Pak air craft and shot down and crashed to the ashes.

Our first Chief Minister, Res. Jivraj Mehta was a visionary. Out of his way, he brought Res. Dr. Gopal V. Merchant (M. S. Ortho) from Bombay to Baroda, made him H. O. D. of Orthopedic Department, and requested him to start School of Physiotherapy at S. S. G. Medical School, Baroda. This was the first School of Physiotherapy in New Gujarat. Dr. Jivraj Mehtaji even permitted Dr. Merchant to keep his private practice intact.

Res. Ghanshyam Ozaji’s son was Orthopedic Surgeon. We were very good friends and hence when Gujarat had President’s Rule between 13th May, 1971 to 17th march, 1972, Res. Ghanshyam Ozaji used to stay at Ramkrishna Nagar, Rajkot. Res.

Chimanbhai Patel, the fifth chief Minister of Gujarat, till his last breath worked for famous Narmada Dam. His running around was even up to U. S. A. to raise fund for development of Gujarat which cannot be deleted from the history of development of Gujarat. Janta Morcha, Janta Party, JD+BJP, JD (G) + INC, Bhartiya Janta Party and then Rashtriya Janta Party’s coming and going continued until 4th March, 1998 when Res. Sri Keshubhai Patel was ceremoniously crowned as a Chief Minister of Gujarat of Bhartiya Janta Party. Then, development of Gujarat took momentum with Res. Sri Narendrabhai Modi, Res. Dr. Anandiben Patel and now Sri Vijay Rupani.

When Res. Narendrabhai Modiji was Gujarat Chief Minister, he addressed Delhi University students. He was asked question by one of the students from the house, “Sir, what is your modus operandi? How do you function with the same old Govt. Machinery? “The reply was remarkable. Res. Modi Saheb said, “One day my P. A. requested me to give time to one of N. R. I. who desires to start his business in Gujarat, specifically in Vadodara. I asked my P. A. to ask him to go to collector,

Baroda. Why does he come to C.M.'s office? My P. A. replied, sir, he went to collector, Baroda. He occupied proper land for his industry. Now, he is seeking two dates. One for laying the foundation stone of his new venture and after one year, one more date for inauguration of his new factory". Mr. Modiji said, "I have told to bring him inside. Do you know within two months of time, he has settled everything. We had laid the foundation stone and precisely after one year we inaugurated his factory for railway compartments. Do you know? The train in which you travels called Metro. Its bogies are manufactured in Vadodara, Gujarat."

High jump of functioning in establishment of Industries, Auto Industries are good. White run of Kachchh was existing since ages. Gir Lions and temple of Ambaji are ages old. We have residential facilities, music, and dance and food court. People are flying from the world to enjoy ' White Run of Kachchh ' in beautiful full moon light, is all because of high thinking of Gujarat's C. M. Res. Modiji. Every house, temple, institute is equipped with solar electricity and where we used to pay our electricity bill in thousands, now it just comes in hundreds. Recently Govt. of India gave a green signal to Govt. of Gujarat for 5000 MW solar park in Dholera. In Gujarat, from Vapi – Valsad to upto Dwarka or Okha, at every step, one can find petrol pumps, hotels, wash rooms. Vibrant Gujarat Programme, every year, is simply Honey comb which is pulling numerous business houses around the globe. Our Universities for Forensic Research, Gujarat Technical University, Nirma University, ISRO and Indian Institute of Management are now world renowned Institutes. Even Ahmedabad Management Association is one

of the best associations now globally known for education.

Making of Mahatma Mandir at Gandhinagar by getting a handful of clay from all Gram Panchayats and little water from all rivers as well as water reservoirs, is simply great, idea as well gross development. Now the highest statue of the world was inaugurated on the sacred birth day of most worshipful and revered son of Gujarat's soil Sardar Vallabhbhai Patel that was on 31st October, 2018.

Development of Gujarat is vertical as well as horizontal. The village of embroidery, the Kachchh based handicraft "BHUJEVADI "is another land mark where each house, each family has been honoured by past and present President of India. One day, Res. Shri Modiji, in office, told me "Swamiji! Anything we do well for our people or the state is hardly known to a commoner. " Res. Modi Saheb when he was C.M. of Gujarat, invited world's universities' heads to suggest what good they all can do for Gujarat's education, upliftment and brighter life. This type of conference was not organized anywhere in the world. It was the first time. Gujarat Govt. requested PANDITS of tree plantation and experts of forestry to find out what all varieties of trees are not in Gujarat. What all we can grow bringing in from the rest of the country. Now with utmost surprise of rest of the world, Gujarat is leading in plantation of "Red Sandal wood trees "

Morbi flood relief and unforgettable earthquake in and around Gujarat in 2001 was a great shock and tremor, it's only a Gujarati and Gujarat which can withstand just in few days. Respected Shri Modi Saheb always used to say our competition is not with Mumbai or Madras, but, with Japan

and Germany. Due to extended height of Sardar Sarovar, now, water of river Narmada has gone to the Kachchh. Earlier, they were starving for water. Now they are cultivating Mango grooves.

Development of Gujarat since 1960 is not merely an imagination or dreams. It is a result of struggle for perfection and hardworking step by step and one after another leader of the Gujarat, may it be Shri Chhabildasbhai, Shri Amarsinh Chaudhariji, Shri Shankersinh Waghelaji or Shri Dilipbhai Parikhji. In 1960, I was just 15 years old. Now, I am standing on the threshold of 75. In last 60 years, I have experienced balance, harmony, equilibrium, growth of man-power, machine power, money power, education, vibrant and last men of last village like Kachchh, Pakistan border's Haji Pir of Khavda are having strong money in their bank accounts. They read, they write, they sing, they dance and amuse because their health is being taken care of Govt. of Gujarat. Nourishment, nutrition and daily needs "Beti bachao, Beti padhao" yojna has brought remarkable understanding not to kill female child in the womb. Girls are educated and thousands time safer in Gujarat than in the rest of India. For farmers, vegetables, flowers, fruits, in all facets of commoner lives are blooming, smiling and having cheerfulness because of its development of Gujarat.

Development of economy and industries are not only the development, but, mutual love, affection, reverence, understanding of each other's relationship and their love for their motherland is strongly established. All citizens of Gujarat are having a dedication, devotion, commitment and determination to make their worthy motherland Gujarat in particular and India in general a strong

Nation. From a common citizen to Chief Minister, they all exist for one mission, one hope, one vibrant feeling of ' Sabka Sath Sabka Vikas

FEW WORDS ABOUT SWAMIJI:

Having all spiritual background, he joined Sri Ramkrishna Ashram, Rajkot on 1st January, 1971. When Surat had flood and Kachchh had drought, again, he was fortunate one to join for relief operation, became an instrument to raise fund for the flood victims, like sum of Rs. 22 lakhs with the courtesy of Mumbai Samachar and had a privilege to construct Aawas - Vikas with the wonderful relief work of Sri Ramkrishna Ashram, Rajkot. Around the world Gujarat is leading in eye donation, organ donation and volunteering for blood donation. In that regard, he has organized and still organizing programmes like: volunteer blood donation camps, tree plantation programme, working hard with all love and affection towards drug, alcohol and tobacco addicted youth. Results are very good. In his diamond jubilee celebration having love and compassion for poor, sick and downtrodden, he organized 230 blood donation camps with 69,542 blood donors who collectively contributed 20,862 liters of blood. Over and above this, he is a centurion Blood Donor. His great deep love for the ecology made him plant more than 10 million saplings all around the globe.

Not only conducting Personality Development Courses for youth but also spiritual discourses on Bhagavad Gita, Upanishads, Bhagavad Katha, Devi Bhagavat Katha and Shivpurana Katha. As per worshipful Gurudev's instructions, he has been continuously spreading the message of sages of the yoga and sharing the knowledge of ancient cultural

and scientific heritage of ancient India through Yoga, Pranayam and Meditation. As the President of Shivananda Ashram, Ahmedabad as well as of Gujarat Divya Jivan Sangh, Ahmedabad, he has conducted more than 796 Yogasana and Meditation camps around the globe. Since more than last six decades, he is a regular contributor and has talked on All India Radio on various subjects. Practically for five decades, he has greatly contributed yoga teachings on T.V channels. He speaks with deep understanding, clear thinking and philosophy.

His services to the nation through yoga camps in the universities, colliery mines, Indian armed forces, Indian administration services not only in the planes but also at Leh (Laddakh), Kargil, Punch etc., has given them a great satisfaction of their Karma Yajna in uplifting the individual beings

through the dissemination of science and yoga of synthesis. Swamiji's discourses on the subjects of Gita, Upanishads, Srimat Bhagavat etc. in most simple language has touched and inspired millions during the last thirty-five years of his monastic life. His book "Gita Navneetam" in Gujarati literature is awarded "Maharshi Arvind Gold Medal" by Gujarati Sahitya Parishad in the year 2003.

He is a saint with sympathy, kind heart, and holy touch has shown youngsters a dawn to their doomed life. He touches the hearts of all young and elderly people by his virtues of sincerity, hard-working high thinking and distinctive humanity. He is a receipient of Life Time Achievement Award from India Canada Cultural and Heritage Association Inc. at Winnipeg, Canada 2005.





Spirituality in Modern Management

SHRI NARAYANA GURUJI

It gives great inspiration and joy to recollect the memories related to the commendable development of State of Gujarat and the humble offerings made.

I started my career in industry, as a technical person. While being in industry, I noticed that almost all management concepts are derived from west. So was the learning material. I liked to read and read a lot while I was in job. My interest is ancient Indian scriptures. I made deep study of Vedas, Upanishads, Gita, Dhammapada, Indian Philosophy of Dharshanas, Indian Ethos, Meditation, Tao, Zen, Guru Grantha Sahib, Quran and Spirit of Mahashakti and Vignana Bhairavam. I always felt that we have had a lot to offer. Our ancient Gurus – guides had mastery in management also. I made an effort to derive and separate out management concepts from these valuable learning of past.

The Gita Yoga is a self-realisation process. But I visualised and experienced that in 1983, by an unexpected inspiration received while travelling on the bank of River Godavari in my native place Manthani (T.S.). The out-come was Gita Yoga an eighteen days' short course of penance of frugality

and deep study of Gita. This was inspiring to hundreds of path makers, leaders - teachers and seekers, for their own self progress and realisation in entire Gujarat. Gita Yoga has resulted into transformation and excellence in life for many. This success initiated me into teaching career along with my professional work and develop multiple courses based on learning from our scriptures.

Narayana was one of 31 Business Leaders chosen from 6 continents for the Book "Leading with Wisdom" by Peter Pruzan – Kirsten Pruzan Mikelsen and Debra Miller - William Miller, published by Response Business Books from SAGE, Los Angeles in 2007. Narayana as Executive Chairman, Excel Industries was identified with the theme of "work is worship". The authors had also visited Gujarat and saw the spirituality in business in action.

In their Book, in the final section called "Harvesting the Wisdom", the authors presented the essences of thoughts and message of 30 leaders around the Globe, included the following essence as the final word:

“For us, G. Narayana put together many of these pieces of advice when he spoke about the inspirational qualities of spiritual-based leadership:

Spirituality is inspired responsibility towards people, other living beings, and the world... seeing and relating with divinity in every aspect. Self-improvement plus world service equals spirituality. To grow spiritually, I follow and give the following advice: Never say ‘no’. Offer, offer, offer. Work is worship beyond the time limits. Be available and always assist. If you love, you give time. If you do not love, you will not give time. If you look at the Divinity in the other man, then you can inspire. That is inspiring leadership.

- G. Narayana”

This spirituality and wisdom has permeated in developing learning material, writing and teaching from Managers of Procon (1978) to Elecon (2018) and from “Responsible Leader in Gita” (1983) to “Unleash the Powers of your Mind” (2017).

As Executive Chairman of Excel Industries Ltd., Mumbai from year 1983 to 2004 contributed for the Industry Development and Excellence in work and leadership process. He established Excel Institute of Technology and Environment. Excel is a well-known responsible organisation making several social and human development value additions based on Indian ethos.

He also contributed to Transpek-Silox Industry Pvt. Ltd., in forming the Indo-Belgium Joint Venture in Vadodara in the field of inorganic chemicals and trained and guided several Directors, Managers and Workmen for excellence in business and work.

As a Convention Director and guide to Baroda Management Association, conducted Leadership and Management Conventions, National Seminars and Programmes. In recognition of the contribution Narayana was honoured as “Mahatma” and “Pitamah” and “Guru Narayana Centre for Leadership” was established in year 2004.

I was invited to participate on behalf of Gujarat and India and to speak at the Vision 2000 Conference at Washington and Chicago in 1993 commemorating Swami Vivekananda’s speech at Chicago in 1893 and spoke on “Family Systems are conducive to unfold divinity of humanity”. He presented several ideas on ‘Indian Spirituality’.

I became a missionary to spread Indian ethos and values in Leadership and Management and authored more than 600 articles, booklets and books like “Responsible Leadership in Gita”, “Stairways to Excellence”, “Highways to Happiness”, “Harmony and Disharmony in life partnership”, “Excellence in Education”, “Strategic Leadership - Chanakya Way”, “Panchatantra for conflict Management”, “Vision from Vedas”, “Golden Secrets of Upanishads”, four volumes of “offerings” of 100 stories, “Sacred ways to spirituality”, “Responsible and Inspiring Teacher”, “Break through ideas for leadership in the New Millennium” and many other books related to subjects. Most of the books of Narayana are edited by Mrs. Padma Jaganmohan.

Translated Bhagavad Gita into “Song Supreme” in English Poetry which is sung and recited in many Schools and Institutions in Gujarat. Complete works of Narayana are brought out in three volumes of “Gurubodh”. All these books are without copyright and without any financial and commercial returns to Narayana.

All books authored are printed and published by Ahmedabad Management Association and are made available into Gujarati. Shri Hasmukh Upadhyaya developed “Gujarati Version”.

Ahmedabad Management Association and Narayana became mutual sources and resources in spirit of partnership to spread the messages of Indian wisdom throughout Gujarat. Shri Mukeshbhai Patel and Shri K. K. Nair of AMA have played a great contributing role in this mission.

In association with Education Department of Gujarat and specially Dr.Jayanti Ravi, I.A.S, then the Commissioner of Education, addressed Principals of Colleges and Schools of all Districts of Gujarat on “Excellence in Education” and “Responsible and Inspiring Teacher”. This was extended to many private schools across Gujarat.

In association and voluntary partnership with Dr.Kirit Shelat, I.A.S , Executive Chairman, National Council for Climate Change, Sustainable Development and Public Leadership (N.C.C.S.D), visited several Agricultural Universities and colleges in Gujarat at Navsari, Junagadh, Anand and Dantiwada to conduct Leadership Development Programmes covering more than 3500 students and faculty members. Responsible and Inspiring Leadership, Team Work, Work Excellence, Quality beyond I.Q. and Self Development and Self Realisation and visited Adivasi areas to address the students and teachers. This was a very satisfying process.

2014 onwards with Shri Bharatbhai Shah of “Aadarsh Amdavad” conducted several programmes on “Responsible and Inspired Volunteer” and “Appropriate Internal Management” for their Training of Trainers (TOT) courses.

“Responsible Leadership in Gita” and “Stairways to Excellence” are reprinted around 20 times and are extensively used for training in leadership skills and working skills of thousands of workmen and leaders in Gujarat. The book “Gateways to Self-Realisation” became a text book for Engineering Students of NIRMA, Ahmedabad for many years.

In association with Shri H.T. Patel of “Yuvalay”, Narayana contributed for progress and development of youth. ‘Yuvalay’ is a Voluntary Organisation founded by Shri H.T. Patel.

Addressed 6 Chintan Shibirs of Gujarat Government at Bharuch, Baroda, Gandhinagar and Dahod, where Ministers, Secretaries, Police Officers and other Officers participated and addressed them on nurturing Inspiring Leadership and building effective teams.

Narayana’s Inspired revelation of GOD, meaning Group-Organisation – Direction became an inspiration for team work for thousands of leaders and youth of Gujarat. His saying “D.O.G to G.O.D means Dis-Organised-Group to Group-Organisation-Direction” became famous in many Colleges and Institutions in Gujarat. He as, practice, provides his services voluntarily and takes no honorarium.

Selected quotations from writings of Narayana were covered in “Sacred Space” column of Times of India. He appeared on cover page articles of “Life Positive – January 2001” on the subject of “Spirituality in the Board Room Rx Indian Ethos” and in March 2004 on the subject of “New age Heroes”.

Narayana is a spirited free contributor in the fields of spirituality, leadership, voluntary

responsibility and Indian Ethos for progress and growth of people of Gujarat. His life, practices and teachings can be summarised in following pairs of spiritual essence:

- 1) Endeavour and Enjoy
- 2) Unfold and Understand
- 3) Serve and Deserve
- 4) Share and Care
- 5) Communicate and Contribute
- 6) Improve and Prove
- 7) Explore and Excel
- 8) Introspect and Inspire
- 9) Experiment and Experience
- 10) Offer and Receive

Gujarat has been growing remarkably. This is due to many years of political stability, natural alignment of people's thinking towards entrepreneurship; people's inclination towards social contributions and wide-spread network of educational institutions. Generally people are non aggressive and congenial. "The Gujarat youth" is aligned towards learning, earning, caring and adopting.

Gujarat is a great State of Entrepreneurship with a spirit of "Offer and Receive" and great learning. I enjoyed to live and contribute in Gujarat for more than 4 decades. Gujarat has a culture to welcome people from other regions and to make them their own. In Gujarat Narayana became Narayanbhai and Guruji.

People and State of Gujarat are inherently imbued with the consciousness of exemplarily empowering Gurus and Leaders like Shri Vallabhacharya, **Swami Narayan Bhagavan** Narsi Mehta, Mahatma Gandhi, Vallabhbhai Patel, Morarji Desai, Dongre Maharaj, **Pramukh Swami Maharaj** and many others.

Along with that, the people of Gujarat are blessed with business and economic acumen, spirit of Seva, Responsibility, Commitment and Devotion to our Nation – India. They will continue in the path of sense of responsibility of "Vaishnav Jan" and "Garvi Gujarat" to take the State and Country to new heights in Economic, Industrial, Educational, Social and Spiritual fields.

I have always enjoyed being a Gujarati. I found Gujaratis, at all levels - youth, business persons, industrial workers, bureaucrats, political and business leaders, inter-act, understand the views of others and respect them. The Gujaratis are always willing to learn and adopt. All these make Gujarat the Great.





Jagannathji Temple Lord of the Universe

SHRI MAHENDRA JHA

Trustee: Shri Jagannathji Temple, Ahmedabad

People of Gujarat are conscientious. They have the spirit of adventure. Only a strong footing can sustain such a spirit and it can have its roots only in the positive social environment. Jagannathji Temple is one of the very important places which sustains supports, motivates and maintains such spirit.

The lord Jagannath – holy trinitis- Lord Krishna, Lord Baldevji-his elder brother and sister goddess Subhadraji- were housed as idols at present Jagannath Temple about 400 years ago. Mahant Hanumandasji followed by Sarangdasji developed temple and tradition of RATHYATRA. Mahant Narsinghdasji developed temple with Gaushala and started SADAVRAT- ensuring two meals a day to needy irrespective of caste or creed or religion. The present Gadipati is Mahamandaleswar Mahant Shree Rameshwardasji – renovated entire temple campus.

The RATHYATRA takes place every year in July on Ashadi Bij –during rainy days and the chariots of Lord Jagannath with idols move and take ‘Parikrama’ of the city to meet citizens and followers. This is the most important event in Ahmedabad but now

RATHYATRA is taking place in many cities. It is a great event that keeps the mind and body of the participants charged. It revitalizes the physical and emotional well – being Gods coming out of temple and going to meet people at their residence is an event that increases people’s confidence in them and faith in God. It promotes the spirit of unity among the varieties of people taking part in the celebration. It also promotes the spirit of democracy in the people participating without differences of caste, class, colour and creed even religion. Muslim leaders give a warm welcome to Mahantji and garland him. People dance, sing decorate elephants, trucks and so on and get renewed emotionally and elevated spiritually with dynamic freshness for greater success in all their activities.

Apart from RATHYATRA, many social and spiritual activities are contributed by the temple. Various structures are constructed such as the ashram for the physically handicapped, renovation of Naklang Mahadev and Ranchhodrai temples, Guest house for tourist Satsang Bhavan, The Samadhi Mandir of M. M. Ramharshdasji, the well-equipped



madel cow-house with 1200 cows, the Sadavrat- the place where food is charitably given to satisfy the hunger of thousands of hungry people in the morning and evening every day.

Activity programmes designed to meet health needs of people work at four main levels-

Shri Narsinhnathji dispensary, Shri Narsinhdasji Panchakarma Hospital, Shri Jagannathji temple dispensary at Ghatlodia and manufacture of medicines made with the help of cow – urine, relief- drugs in epidemic like situation in the dispensary. The nature of treatment is decided after the proper diagnosis of the patient and the necessary medicines

are provided at subsidize rate. The dispensary work is in the morning as well as in the evening. Hundreds of patients irrespective of their caste or community take benefit of the services given there.

Panchkarma Chikitsalay- the authentic Ayurvedic treatment center where purification of body as well as correcting of imbalance of body's bioenergies (Vata, Pitta and Kapha) is done with great care.

The vastness of the activity – programmes undertaken by Jagannathji Temple indicted on

important fact: The view that Hinduism means a call to mountaineous retreats and rejection of the world as mere illusion is just an aberration. Hinduism does not want us to be reduced to inaction. It asks us to light a candle in our neighborhood instead of cursing the darkness.

The credit for smooth and lively functioning of all these activity programmes goes to the team work spirit of hard work and total dedication and involvement in the work is incredible of the trust management.



The important and special activities that are given more attention:

- Research – minded panch – gavya based expert vaidyas guide the manufacture of medicines are given to needy people on No-Profit –No –Loss basis.
- 3 Gobar gas plants produce fuel and this fuel is utilized in preparing food for 1500 people every morning and evening. Thus important contribution is given to the environment protection by carbon – reduction activity.
- Well- nourished calves are given to farmer free for the purpose of agriculture .Important contribution is given to cow-based farming and proper maintenance of bullocks.

- When happenings of infrequent riots created hard less in the development process of Gujarat sincere and untiring efforts of Jagannathji temple Mahantshri and the trustees have contributed significantly to preventing them from distalising the achievement – progress of Gujarat. Their participation and co-sharing in the festivals of both the communities- Hindus as well as Muslims have been remarkable in working out an approachment. People have started celebrating all the festivals as common festivals and not as communal functions. Mahantshri and the temple trustees personally participate in all the festivals. Both communities take pride in such events.



White Desert of Kuchchh

MAPPING DEVELOPMENT

Gujarat Takes Hindu Spirituality Message to World Over



India is an ancient country and home to one of the oldest living civilizations in the world. Hindus form 83 per cent of the one billion population. Hinduism is the oldest practiced religion in the world. Time was when Sanatan Dharma, the traditional name for Hinduism, was prevalent in South-East and West Asia and beyond. Buddhism spread to West Asia, Far East, and so on. The Hindus believe in one God but worship several Gods and Goddesses who are the manifestations of Paramatma - the supreme God. The deities are worshiped in mandirs, the abodes of Gods.

The seventeenth and eighteenth centuries



were dark periods in Indian history. The Mughal ruler Aurangzeb died in 1707. This was followed by ineffective rule by his successors for 31 years, but the Mughal Empire was on the decline. The French and British had arrived on the scene. Apart from this, the nation was plagued by a variety of internal fights. Its social life was disturbed. There were no rulers who could unify the country and there were no noteworthy religious leaders of a high stature.

Gujarat did not escape from this turmoil. It had Mughal Subas in some areas, while Gaikwad, a ruler from Maharashtra, had certain areas under his control. In the rest of the state, there were more than 300 small kingdoms, perpetually fighting with one another.

The society was orthodox. There were numerous caste groups. There were differences

in standards of living between the upper and lower castes, between business men and rulers and peasants. Polygamy was common. The status of women left much to be desired. Different kinds of intoxicating drugs like afin, ganja, charas and alcoholic drinks were commonly used. The rulers were known for their ruthlessness.

This was thus a dark period in the history of Gujarat. There was a subsisting rural economy. There were recurrent droughts. The poor people underwent great hardships.

‘Vaishnav Dharma’ (The religion that follows Lord Vishnu-Krishna) was popular and was dominated by the orthodox priests. The lower castes, peasants, agricultural labourers, rabis and artisans had limited or no access to temples.



The basic values of culture and morality were at the lowest level.

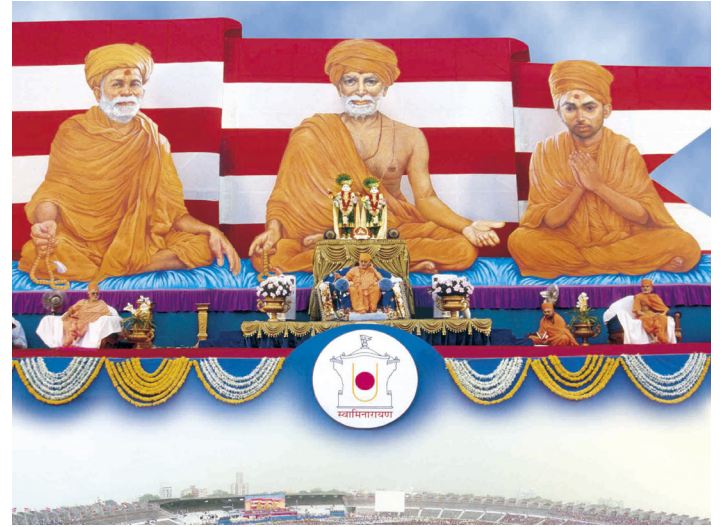
In about 200 years ago Sahajanand Swami broadened the religious base. He reformed Sanatan Hindu Dharm and religious practices. He prayed to Lord Krishna and referred to him as Shri Hari. He



charted a moderate course. This path came to be known as ‘Swaminarayan Sampraday’. He developed the concept of Sadhus visiting Bhaktas and attracted families from low income groups and lower caste. In those days, He introduced certain basic religious and social reforms to bring the ‘Swaminarayan’ faith to the centre stage of Gujarat. He opened Lord Krishna temples to all – with equal access. He came to be known as Bhagvan(Lord) Swaminarayan.



Shastriji Maharaj (1865-1951) furthered this religious cause and founded the Bochasanvasi Shri Akshar Purushottam Swaminarayan Sanstha (BAPS), a socio-spiritual organisation, in 1907. He was followed by Yogiji Maharaj (1891-1971), who was followed by Pramukh Swami Maharaj (1921-2016) in 1971. Pramukh Swami Maharaj played key role in spreading the all inclusive Hindu Religions Philosophy all across India and world.



BAPS Tsunami Appeal through special prayer at London with envoys of different countries

Swamishri spread Hinduism and the Swaminarayan Sampraday, all over India and in more than 54 countries of the world and setup for worship and temples which became centre of worship for all Hindus. Its expansion was a true metamorphosis. Although BAPS centers and temples are initiated by Gujarati ethnic group, they attracted the Hindu and non-Hindu local population. India's



Understanding Hinduism – Gallery at Neasdon Temple, London

ancient achievements and contributions in the realm of spirituality and its tolerant philosophy came to be recognized worldwide. This came about after a very long span of time, after several centuries.

Pramukh Swami Maharaj's major contribution lies in inculcating a spirit of voluntary service among his followers. This is not confined to religious purposes to what is normally called Kar Seva. He moulded his devotees into volunteers who not only contributed in cash and kind, but more importantly by making available their time for social service. He inspires them to participate in helping people affected by disasters - natural or manmade. He enthuses them to work for children, women, tribal families and weaker sections of society. This is for the first time in recent days that a religious

institution has undertaken such work on this scale. This is a practice in BAPS centers all over world.

He has created an organisation for spiritual and social purposes which is like a Government or a multinational organisation. It not only creates sadhus, but also willing followers that work in the service of others. He changed definition of religion- not just worship of God but to serve others without looking into caste and creed. He spread this message from Gujarat to entire world.

One of his major contribution is Akshar Dham Temples. They depict India-glories- past and present and are mix of spirituality, knowledge and science.

The first Akshadham temple was created at Gandhinagar- the capital city of Gujarat state; Second Akshardham temple New Delhi, Capital city of India. Third one is at New Jersy, USA, under construction and likely to be completed during 2018. All Akshardhams are the unique, meraculous and monumented creation and attracts tourist- folk of Hindus and Non-Hindus. They inspire the mankind on the earth instilling beliefs of the God, who is endeavoring for the upliftment of mankind for the generation to come.

The current head is Param Pujya Mahant Swami Maharaj. He has continued this holy work with the same spirit. He has involved himself to spread divinity and guide all devotees stating importance of Almighty. The result is - one more temple is under construction in Abudhabi.

It must be noted that initially Hinduism moved out of India – to South East Asia – the famous ANKURVAT temples of Combodia – is the illustration of it - followed by Budhism spread to Afghanistan,



Akshardham Temple - Delhi



Shri Mahant Swami Maharaj with Canadian PM Justin Trudeau

Korea, Japan, China. But that was ages ago.

All these is very well depicted in biography “Param Pujya Pramukh Swami Maharaj- A life devoted to others” written by Dr. Kirit Shelat. This is translated in seven languages.

BAPS under Pramukh Swami Maharaj spread principles of openness of Hinduism across all continents and not only set up worship centers but also created Shikharbandh Temples. This is the most significant contribution of spreading message of spirituality from Gujarat to entire world.



Pujya Pramukhswami Maharaj with US President Shri Bill Clinton



Development of Spirituality

DR. PRANAV PANDYA

I am very glad to know that you are publishing a book “Developing Gujarat – My Memories” and covering all aspects of development.

Akhil Vishwa Gayatri Pariwar is spread all over the world and approximately in many countries our followers are involved in spiritual activities as well as social work according to local need. In addition to environmental friendly activities, Vyasan mukti, they are building youth for our cultural traditions.

Our Gujarat unit of All World Gayatri Pariwar is working with the motto of upliftment of human being. In early years of 70th decade our beloved Gurudev visited around Gujarat and at present we have 285 Gayatri Shaktipiths and lakhs of followers are working for noble cause of Vyasan Mukti, Tree Plantation, anti Dahej (Dowari) drive, Conservation of environment, health camp, disaster management, rehabilitation and relief work etc. through Gayatri Yagna and Charotar building activities.

We have great cultural heritage and traditions to percolate our wisdom of vedic science in next generation, every year we are conducting Bhartiya

Sanskriti Gyan Pariksha from School level to higher education students last year (2017) about 6.5 lakh students appeared in exams.

With co-ordination with the health department of State Government, we are conducting Vyasaan Mukti Camp in various parts.

On 9th date of every month, ‘Punsavan Sanskar’ is being held at all District Health Center by Gayatri Parivar for pre born child enlightening drive called “Garbh Sanskar”.

We undertake ‘Narmada Parikrama’ and ‘Shudhikaran Padyatra’, and moved local people to participate in Tree plantation, ‘Tat Shudhikaran’, ‘Vyasan mukti’, Wall painting etc. in 200 villages and villagers joined with enthusiasm.

Through the medium of Shaktipith, we propagated sad-sahitya and made available teaching material for teachers, young couple and youth.

Individual development, family development and society development is the motto of Akhil Vishwa Gayatri Pariwar. We are working very enthusiastically all over the Gujarat.

During devastated earthquake of 2001-Kachchh tragedy- our volunteers reached there and started Base camp at Bhachau for more than two months providing meal and temporary shelter to affected people. Our Medical teams were moving to the villages for treatment and free of cost medicines, donated clothes, food grain, household items and build some schools in remote area. Either flood or any kind of disaster, we are providing our manpower for relief works. Our team rushed to Kedarnath and Nepal also for relief work.

In various parts of state, we have organized huge tree plantation programme and established four Accupressure Park and Naxatra Van.

With more than five thousand mahila (female) hakha (branches) working for women development.

Divine India Youth Association (DIYA) is our youth oriented group. It organizes seminar on journey to inner-self (Anter Jagat Ki Yatra) had branches in Gujarat and working to learn how to cultivate Positive mind.

In development of Gujarat, Gayatri Pariwar is giving it's the best and we are very grateful to you to cover our efforts in your book.

I convey my best wishes for the success of your publication.

Dr. Pranav Pandya,
Heads Gayatri Pariwar - Haridwar
Involved in spiritual and social development



Sardar Vallabhbhai Patel National Memorial is museum and exhibition centre dedicated to Sardar Vallabhbhai Patel at Mot Shahi Mahal, Located in Shahibaug, Ahmedabad, Gujarat, Nr. Civil Hospital, Ahmedabad



Patang Kite Museum, Sanskar Kendra, Bhagtacharya Road, Kocharab, Paldi, Ahmedabad.



Gujarat: Development and Poverty Eradication

DR. JAGDISH BHAGWATI

Gujarat has contributed immensely to India's independence struggles, indeed more than almost any other State in India. Mahatma Gandhi and Sardar Patel are names to conjure with. Gandhiji even gave his life in extending a helping hand to Muslims being massacred in Bengal. Sardar Patel was the primary force behind the substantial unification of India.

So, as we contemplate the policies of Narendrabhai Modi, both as Chief Minister and as India's Prime Minister, we Gujratis can take pride in his stellar achievements. These achievements add up to what many have called the Gujarat Model of development and poverty eradication.

It has been contrasted with the so-called Kerala model of development which was an artifact of leftist propaganda. As I and Professor Panagariya have pointed out, both historically and recently, Kerala's progress has depended on globalization (a key component of the Gujarat strategy), not on redistribution. In fact, it is amusing that, faced with this fact, the leftist proponents of the Kerala Model, such as Professor Amartya Sen, have shifted

to citing Bangladesh as their chief example of a successful development model. I might retort: if so, why is there so much distress movement of Bangladeshis from this paradise?

What are the components of the Gujarat Model? In outline, without nuanced qualifications, they are as follows:

1. Redistribution cannot deliver sustained growth except in the short run; and without sustained growth, we cannot make a lasting impact in the long run on poverty.
2. Sustained growth follows from encouraging entrepreneurship and creating supportive infrastructure and removal of unjustified regulations.
3. Opening the economy to external competition works; it was a mistake for India until the reforms beginning in 1991 to shield Indian business from external competition which undermined economic growth.
4. The leftwing assertion that growth is a conservative, "trickle down" strategy is wrong.

Rather, as Gujarat demonstrates, it is a radical “pull up” strategy which pulls the poor out of poverty. Indeed, that was the notion that we economists working in Delhi in the 1960 worked with while the leftwing critics opposed this strategy.

5. The growth strategy also helps to translate social legislation into effective intervention. Thus, it is very well to have legislation enabling an oppressed woman to leave her husband. But, in a stagnant economy, how will she be able to support herself as her family and the husband’s family will traditionally oppose her decision to leave her husband?
6. Narendrabhai has rightly shown unprecedented concern for good “governance”. I once asked him for examples. He said, for instance, that it took only cement to build a bus shelter in a village. But he wanted the bus conductors to treat the poor passengers with respect and dignity. Again, after the last earthquake, he told me that he collected the collectors of the severely affected districts to come to Ahmedabad and exchange information on what they were doing, so all could profit from one another.

He then added to me: during that period, there were all these collectors and one more: himself! No economist or politician trained abroad, especially at home in Doon School or St Stephen’s College, would have thought of this!

7. Narendrabhai’s, and Gujarat’s, concern for women’s education and emancipation is also remarkable and almost unprecedented.

He has often said that the key to this is to change the education of the boys. For, they take for granted that the women belong to a lower universe. I have a brilliant Nigerian secretary who has a lovely picture of her little boy hugging his little sister. They were playing doctor and nurse. When asked why the girl was not the doctor and the boy the nurse, the boy answered: because I am the boy!

From this viewpoint, it is also Gujarat’s achievement that Narendrabhai chose a female teacher as the Chief Minister when he left for Delhi.

One could say more. But what I have already said is enough to support the view that the Gujarat model, and Narendrabhai’s embrace of it, constitute a compelling path to prosperity and to sustained poverty eradication and social progress.

8. No account of Gujarat’s model would be complete without appreciating, as few outsiders do, that Gujarat has inherited the Vaishnav tradition of philanthropy and social engagement that Gandhiji did not invent but built on.

As Narendrabhai has also exemplified, Gujaratis have inherited the tradition of social empathy and philanthropy that the celebrated bhajan, “Vaishnav Jana to Tene Kahiye...” embodies. This sets Gujarat apart from most of India. It also means that we Gujaratis accumulate “capital” but then use it for good causes. Thus, we realize that good sentiment without the means to indulge it makes little sense. As I often say, firms that want to

indulge in expenditures reflecting corporate social responsibility must first make profit; if they are making losses, how can they do CSR?

This Gujarati tradition, combined with simple lifestyles of even the very rich, sets Gujarat apart from other States in India.

It is an important dimension of the “Gujarat Model”.

Dr. Jagdish Bhagwati is University Professor (Economics, Law and Information relation) Columbia University and co-author with Professor Panagriya of Bostselling. Indis’s Tryst with Destiny.



Mata Na Madha - Ashapura



Ambaji “Ma Adhya Shakti”



Innovative Industrial Strategies: Golden Decades of Gujarat's Development

DR. V. G. PATEL

1. ENTRY OF AN UNPREPARED ECONOMIST

In the University of Wisconsin, USA where I was a student of Economics, I chose Economic Development as my specialization for my Doctorate degree. The goal in those days of brain drain was to go back to India and make useful contribution to India's development. Neither my economics education had prepared me for, nor had my plans in India anticipated involvement in developing and supporting entrepreneurs. I was unprepared for the journey in store for me.

In economics, the role of an entrepreneur is defined as one of putting together various factors of production and set up an enterprise; and profit being his/her reward for the risk and uncertainty involved. The entrepreneur was admired as Engine of Growth and Creator of Wealth, but not much was explored about the person per se. Who was this person who came forward to take risk when most others did not? From where did he or she emerge? Why there was a dearth of such persons in developing countries as Western sociologists argued? These critical questions remained unanswered.

So when Manubhai Shah, the dynamic and visionary Chairman of both Gujarat Industrial Development Corporation [GIDC] and Gujarat Industrial Investment Corporation [GIIC] – the two industrial development agencies set up by the Gujarat Government—in his search for an economist located me in New Delhi [in 1969] and attracted me by a five year contractual appointment as Chief Economic Adviser, I expected to be involved in locations plans for industrial estates and analyze industrial development in the country and in Gujarat to plan macro policies. What happened however, was much beyond this: a great opportunity to join in the most exciting phase of industrial development of Gujarat.

Much before I joined GIDC, immediately after my selection interview for the appointment at Ahmedabad, Manubhai Shah, while flying back to Delhi in the same plane in which I was returning to my short-term assignment in Planning Commission, sent me a chit through an air hostess. His scribbled message was, "We must have more entrepreneurs to take advantage of the liberal credit scheme that

GIIC has successfully introduced.” While I was trying to understand what this meant, another chit came, “When in Delhi, let us meet in three days time . Bring me a proposal to develop new entrepreneurs”!!

So the dynamic Manubhai Shah’s vision and my entry into Gujarat were spelt out in two small chits, in the air and even before I knew whether GIDC had appointed me and I had yet to accept the post of Economic Advisor! While I was concerned about how to respond to Manubhai’s demand for a programme to create entrepreneurs, it was my Gandhian father said, Shri Gopaldas “this could be a pioneering work, a nation building work, if you succeed. As nobody else has done it, it will give you a lot of satisfaction and may bring you laurels”.

How right he turned out to be! I accepted GIDC’s appointment and my journey into entrepreneurship and industrial development movement of Gujarat began in late 1969. This paper is all about what we created in Gujarat, contributed to the nation, lessons we learnt and what accolades we cherish.

2. THREE INNOVATIONS WHICH MADE A DIFFERENCE

2.1 THE CHALLENGE:

Among the critical factors limiting economic growth in developing countries, abilities to save and invest have often been considered two foremost ones. In industrial development these scarcities have meant insufficient funds to set up ventures (financial constraint on entrepreneurs). They have been compounded by a lack of entrepreneurship to perceive opportunities, organize resources to set-up and successfully run industrial enterprises. If these scarcities are to be alleviated and the

process of indigenous industrial enterprise formation accelerated, imaginative credit policies and development programmes are required, backed up by sound institutional support. This was achieved in Gujarat in the late sixties and early seventies.

2.2 THE RESPONSE

In financing industrial ventures of new entrepreneurs, identifying and developing potential entrepreneurs and providing infrastructure for accelerated small and medium-scale industry development, three Gujarat schemes broke new ground. The constraint of finance facing new entrepreneurs was fairly well removed by the unconventional Technicians’ Scheme of providing loans up to 100% of the project cost by a specially set-up State Investment Company (1968).

To identify, develop and create local entrepreneurs, a comprehensive Entrepreneurship Development Programme was pioneered, questioning the erstwhile belief that “entrepreneurs are born, not made.” (1970).

To facilitate and expedite implementation of their projects, a specialized infrastructure agency GIDC provided developed land and ready factory buildings with essential facilities on liberal terms at multiple points in the State (1966).

These schemes made a significant impact on the banking policies for small-scale industries and (self) employment generation programmes of the Government of India as well. Their influence spread to several Asian and African developing countries embarking upon small enterprise development through indigenous entrepreneurship. The World Bank documented the three Gujarat

initiatives in the study titled :”Innovations in Banking” :The Gujarat Experiments”, covering the following schemes : (i) the Technicians and New Entrepreneurs scheme of finance (TSNES), (ii) the Entrepreneurship Development Programme (EDP) of training and developing new entrepreneurs, and (iii) the Sheds construction programme for industrial infrastructure. This made Gujarat’s pioneering work international.

3. WHAT WE PROVED : WHAT WE LEARNT

- i. The experiences of the Technicians and the New Entrepreneurs Scheme of finance suggested that potential industrial entrepreneurship for setting up and running viable small and medium enterprises is lying latent in a variety of communities and occupational groups inhibited by the constraint of finance. Industrial and commercial employees, technical graduates could be good sources of new local entrepreneurs once the financing bottleneck, is removed.
- ii. Success in industry was found to be a result of enterprise and competence rather than financial background of the entrepreneur, challenging the prevailing believes. A “need-based” policy of financing new enterprises, breaking the restrictive hold of conventional, security dominated banking norms, is a pre-condition and an effective policy tool of exploiting the available industrial entrepreneurial potential. Even with a higher than normal risk of failures, such a scheme can be financially viable, apart from being socially and economically desirable.

- iii. Sources of entrepreneurs can be further diversified and their supply increased by tapping those who face non-financial constraints of inadequate entrepreneurial and managerial capacities, industrial information gaps, and hence a lack of self-confidence. A comprehensive training-cum-development programme like the Gujarat EDP can tap non-industrial and industrial employees, technical and non-technical graduates, traders and professionals, at low cost with a down to earth, imaginative formulation and execution of the development package. In the present context of youth employment, the Gujarat EDP Model is very relevant even now.

- iv. The strategy calls for sound institutional and organizational arrangements and effective coordination among industrial agencies for successfully assisting the entrepreneur. The creation of GIIC, an independent development finance agency, professionally staffed with policy flexibility, had been the key to the operation of Technicians and New Entrepreneurs Scheme of finance and a pre-condition of introducing the innovation. GIDC’s success over most other States was led by dynamic leadership and subsequent support from a strong planning and technical organisation for breaking the conventional attitudes towards industrial infrastructure.

4. GUJARAT FIRST AND THE ACCOLADES TO CHERISH

Today we can justifiably take pride in the pioneering work which took place between late Sixties and Eighties in Gujarat and the national and

international accolades which have followed. Here are a few with which I was associated.

- Three national programmes for self-employment generation were formulated by the Planning Commission based on Gujarat's need based finance and Entrepreneurship Development Programmes: The Half A Million Jobs Programme; The Employment Generation Programme; The Unemployed Engineers Entrepreneurship Programme.
- In 1978, the World Bank recognized Gujarat's industrial development schemes as "Innovations in Banking" and its research report prepared for the benefit of other developing countries interested in SMEs and local enterprise development was globally circulated by the Bank.
- In 1979, India's first state level institution for entrepreneurship development was set up in Gujarat: The Center for Entrepreneurship Development [CED] became a national model and 12 other such state level institutions on this pattern.
- In 1983, India's and Asia's first resource institution for research, training and capacity building in entrepreneurship was set up. The Entrepreneurship Development Institute of India [EDI] is now a global leader in the field, recognized as Center of Excellence for Investment and HRD Training by UNIDO. With the support and interest of World Bank, ILO, UNIDO and Commonwealth Secretariat, we have served over 20 countries in SME creation and entrepreneurship training, and
- with GOI's support, EDI has recently set up entrepreneurship institutions in Myanmar, Laos, Vietnam and Cambodia.
- Our work in Gujarat CED and EDI led to setting up of two national Boards by GOI to support and expand entrepreneurship activities: The National Board of Entrepreneurship Development [NEDB] in Industry Ministry, and National Science and Technology Entrepreneurship Development Board [NSTEDB] in Dept. of Science and Technology.
- In 1993, the Aga Khan Foundation, Geneva, awarded the prestigious international award for pioneering work in human resource development to Dr. V.G. Patel and to EDI where this work was institutionised. EDI campus got the best Architecture Award too making EDI only the second project in India ever to win this prestigious international trophy.
- Today, the country has over 1000 trained trainers for creating entrepreneurs based on EDI concept of Accredited Trainers to implement self-employment and SME creation EDPs; over 2000 teachers in Science and Engineering colleges across India offering courses on Entrepreneurship; 12 state level and three national entrepreneurship institutions on the model of CED and with support of EDI; over 100 NGOs with trained trainers create rural enterprises. This, unquestionably, is the world's largest network of entrepreneurship development organizations.
- In 2017, the President of India awarded Padma Shri to Dr VG Patel in recognition of his

outstanding contributions in entrepreneurship education and training.

Gopaldas Patel's prediction in 1969 that this is a unique work, a national building work and "if you succeed, will bring you laurels" has come true. The laurels belong to Gujarat, to all the Secretaries and CEOs in the Government and Corporations, and my colleagues in different institutions who worked relentlessly to make these innovations succeed. All this is ultimately a tribute to the memory of Manubhai Shah's leadership.

*Dr. VGP served the State as: Chief Economic Adviser, GIDC and Chief Development Adviser GIIC- 1969-79; Founder and Director, Gujarat CED-1979; Founder MD of GITCO-1979-83; Founder, Director and Vice President of EDII-1983-2003. He is currently Chairman, Consumer Education and Research Center [CERC] and Member, Governing Board, CHARUSAT University. He is 'Padma Shri' Awardee- 2017





Deriving Inspiration from and Contributing to Gujarat

DR. MUKUL ASHER

It is a privilege to be invited to formally record my association with Gujarat as a State, and with Gujarati society, literature, and culture. My association can be divided into two phases. My more intensive engagement with Gujarat, providing opportunities to contribute, has however been only since the year 2000.

THE FORMATIVE PHASE

The first phase which may be termed the formative phase was between late 1940s to early 1960s. My education until SSC (secondary school certificate) level was in a school in Mumbai. The ethical values and norms of personal and social behaviour learnt during these formative years have been invaluable in my subsequent professional career as a fiscal economist, as an academic, and in personal life.

THE PROFESSIONAL ENGAGEMENT PHASE

During the 1980s and 1990s, I had intermittent professional engagement involving research collaboration with faculty from IIMA (Indian Institute of Management Ahmedabad), attendance at

conferences in Gujarat, and presenting seminars on economic issues at Gujarat's research institutions, including at Sardar Patel Institute of Economic and Social research (SPIESR).

I had the opportunity to teach and mentor several public sector officials from Gujarat in Public Policy at the National University of Singapore beginning with the early 1990s. Some of them are now high-level policy officials.

My professional engagement in diverse areas and organizations in Gujarat became intensive and frequent since the early 2000.

During the period when PM Narendra Modi was Chief Minister of the State of Gujarat, I was privileged to be given opportunities to discuss with him economic development issues during his visits to Singapore, where I have been based.

These discussions illustrated sound economic and broader development outcome-oriented instincts of then CM and now PM Narendra Modi. His general line of enquiry was "what specific measures did Singapore (or other Indo-Pacific

countries) initiated to address a given policy issue, such as attracting FDI (Foreign Direct Investment), or enhance employability of the workforce, at the time when its development was at a stage broadly similar to that of Gujarat).

My research suggests that similar line of enquiry at the national level by PM Modi has led to an innovative integrated set of social protection policies which has enhanced India's prospects for achieving SDG (Sustainable Development goals) adopted by the United Nations.

I was also a member of the three-person Expert Group to recommend measures to implement the National Pension System (NPS), initiated by then National Democratic Alliance (NDA) government in 2004, for Gujarat's civil servants. The NPS permitted each State to devise its own method to require civil servants joining after a certain date to offer only the Defined Contribution pension scheme to its civil servants, and utilize modern pension architecture supervised by the PFRDA (Pension Fund Regulatory and Development Authority).

I have also served in an advisory capacity to GIFT (Gujarat International Finance- Tech) city, which aims to develop competitiveness in undertaking international financial services from Gujarat. This would help diversify India's exports of services, and facilitate internalization of India's financial sector.

Beside my association with the academic and government organizations, I have also been involved with the private sector and with social enterprises and civil society.

In 2003, I was invited to be an independent

director on the board of a publicly listed agro-chemical company, with manufacturing facilities in Gujarat. It is currently (as of June 2018) in the top 500 Indian corporations by market capitalization. This gave me an opportunity to better understand Gujarat's agriculture, business environment, and other public policy issues from a broader perspective. It also provided regular opportunities to visit different parts of Gujarat and learnt about its complexity and challenges. I continue to be associated with the company, currently (as of June 2018) as Chairman of its Board.

My academic interest in sustainable development has been long standing, having published a co-authored text book, *Environment and the Developing world*, published by Wiley Publishers in 1998. Therefore, it has been a privilege to be associated with Ahmedabad-based NCCSD- the National Council for Climate Change, led by Dr. Kirit Shelat. Their activities have enabled me to participate in several conferences and meetings, some of which were held in Gujarat. More sustainable environment is in India's interests. Communicating India's sustainable development initiatives, including its leadership of International Solar Alliance (ISA), both nationally and globally, with sound scientific knowledge and economic reasoning is a challenge with these organizations are undertaking. I am honoured to be a part of them.

I have also been involved with social enterprises and civil society organizations. Social enterprises may be characterized as meeting social needs with modern management and technology, and when combined with like-minded civic society organizations, they could deliver improvements

in household welfare with relatively low resource costs. It has been a privilege to be associated in a small way through dialogue and discussions with such Gujarat-based organizations as Shroffs Foundation and VRTI (Vivekananda Research and Training Institute) that have done exemplary work along these lines for decades, and have encouraged many social enterprises.

GUJARAT'S DEVELOPMENT PROSPECTS

Gujarat's contribution to India's GDP (around 8 percent) significantly exceeds its share (around 5 percent) in India's population. This feature has persisted overtime, reflecting Gujarat's strong economic base.

Gujarat's acknowledged entrepreneurial and business instincts are set to have increasingly wider set of opportunities, with several growth nodes emerging, facilitation broad-based high growth in the coming years.

First, government and business sector initiatives, aided by technological development, such as digital and bio -technology areas, are vastly expanding Gujarat's physical connectivity by rail, sea, roads, air and coastal and inland waterways transport. The Sagarmala programme involving new ports and port modernization; and Bharatmala Pariyijna which is expanding the network of highways and roads at an accelerated pace will vastly enhance sea and road connectivity, areas in which Gujarat is well positioned.

The Western dedicated freight corridor, first of its kind in the country, connecting Delhi with Nhava Shewa port in Mumbai, significant portion of which passes through Gujarat, started operation in August

2018. This will expand economic opportunities for Gujarat, especially when potential of the Dholera Special Investment Region (Dholera SIR) designed for global manufacturing, with requisite amenities, begins to be realized more fully in the coming years.

There are also other physical connectivity projects, such as fast train project with Japan connecting Ahmedabad with Mumbai; UDAN programme encouraging regional air connectivity; increasing use of coastal shipping involving ports in the South region such as Chennai, with ports in Gujarat.

The enhanced connectivity will enable Gujarat's business and people to be better connect with the rest of India and the world, much more easily, facilitating flow of ideas, a recognized factor in facilitating economic growth, and thereby help expand business and personal opportunities.

Second, Gujarat is rapidly developing as an education hub, attracting students from the rest of India and from abroad. Along with the presence of persons from outside the state who are already contributing to its development, this will provide a critical mass of talent and skill-sets needed to be competitive. Gujarat's demonstrated ability to absorb this talent in a smooth manner will accentuate its competitiveness.

Third, the development of amenities needed for smart cities (such in Surat, Ahmedabad, Vadodara, Rajkot, and GIFT, Gujarat International Financial Tech-City, would not only improve quality of living and life, but also help to develop growth nodes in the state. Dispersal of growth nodes will help diversify the economy and make it more resilient.

Gujarat however cannot take its future growth and competitiveness as given. There is no room for complacency. Cooperative Federalism involves constructive competition among the states and the cities to enhance their competitiveness.

Other states are emerging as strong competitors overall, as well in several sectors. As an illustration, Gujarat ranked 5th in ease of doing business ranking among the states in 2017, as compared to 3rd in 2016. Globally, disruptive technologies, uncertainties in geo-economic and geo-political environment requires careful monitoring and policy measures.

Gujarat needs to enhance its management and technological capabilities. and renew its focus on more citizen-centric outcome -based governance and management to sustain its competitive edge.

This will require efforts from public, private, social enterprise sectors.

CONCLUDING REMARKS

Several favorable factors discussed above make it possible to realize the vision of attaining per capita income of Gujarat equivalent to an upper-middle income country (beginning level of income for this group is USD 3900 in 2017) in about a decade. But realizing it has also become more challenging. Gujarat needs to nurture its growth drivers, and develop new growth nodes to retain its competitive edge. This will be an exciting journey. I plan to continue to seek opportunities in different areas, public policies, business, social enterprise and civil society, to contribute to help realize Gujarat's vision.



Jama Masjid, Ahmedabad



Measurement, Analysis and Policy Advice

PROF. RAVINDRA H. DHOLAKIA

When Bombay was bifurcated into Gujarat and Maharashtra States in 1960, I was just 7 years old and had no clues about what happened. But 15 years later, I had been chosen to investigate sources of differences in the economic growth and development among major States in India as the topic for my doctoral thesis in economics. Since then I have been in measuring and analyzing indicators for development at regional levels and in suggesting policies for achieving better performance in growth and governance.

I. MEASUREMENTS

In terms of measurements of aggregates and indicators for development and performance of State governments, my specific contribution to the Gujarat economy has been -

- 1.1 I attempted to estimate the urban – rural income differential in Gujarat and its trend over time in 1975 and subsequently in 2011-12. This was the first study of its kind for any state economy in the country. I had considered the urban – rural differentials in

the worker participation rate, productivity per worker and employment structure as the primary determinants of the per capita income differential between the two regions to provide useful insights for the policy on rural – urban migration and for the development of the two regions.

- 1.2 Along with Professor Bakul Dholakia, I estimated the Input – Output table for Gujarat State with 50X50 commodity sectors compatible with the national table in 1987-88. This was the first estimate of a State level I-O table comparable to the national I-O table used by the Planning Commission for preparing medium term and perspective Plans for the nation. The same tool could be used for preparing State level Plans. While it was a major statistical break-through for the State, it was not used for preparing the State Plans. However, the I-O table for Gujarat prepared by us was used to prepare the energy demand model for Gujarat by the national Planning Commission.

1.3 During 1998 to 2005, I raised several measurement issues in comparing the fiscal performance across States generally done for various purposes including by the Finance Commissions to decide the horizontal distribution of resources among States. The definitions of total liabilities (debt) and fiscal deficit at the state level had to be made theoretically consistent with the national level measures so that the Fiscal Responsibility Legislation would make sense for the fiscal targets for budget making and implementation. I addressed these concerns first for Gujarat with Professor Archana Dholakia, then for the major States in the country with Dr. Navendu Karan and then for all States in an RBI Committee appointed specifically for the purpose in 2004-05.

1.4 I have also attempted to prepare regional accounts for Gujarat State and estimate several important macro economic aggregates for the state for the first time around 2000-05. Thus, I prepared the estimates of Gross State Domestic Product (State Income) at market prices for Gujarat that was not prepared hitherto. Similarly, I prepared the estimates of personal consumption expenditures, saving, investment, export from the State, indirect subsidies, contribution of Gujarat in the taxes collected by the nation, and so on. All these estimates are of paramount importance in making appropriate policies at the State level to attract investments from outside and retain domestic saving; encourage exports from the State; take appropriate stand on indirect subsidies and properly present the

State's case in the inter actions with Finance Commissions.

II. ANALYSIS FOR POLICIES

2.1 Hathi Committee (1971) on identification of backward talukas in the State based on the 1961 Population Census data and some indicators for the agricultural and industrial development provided the basis for the State's backward area policy. The list of talukas was considered fairly stable over a long period of time. However, along with Dr. Vinod Shah, I had demonstrated in 1978 with the help of the 1971 Population Census and recent most data on the same indicators as used by the Hathi Committee that the list of backward talukas would change significantly even over a relatively short period. Subsequently, we had I.G. Patel Committee (1982) and Cowlagi Committee (2005) to revise the list of backward talukas periodically considering different indicators and methodologies.

2.2 With the help of Growth matrix, I had drawn attention of the State policy makers in 1982-83 that the growth experience of the State reveals heavy fluctuations primarily due to unstable agricultural incomes. Stabilizing agricultural incomes in the State coupled with encouraging structural shifts in employment is the key to high overall growth performance of the State. Later on during 2005-09, I was able to show that the technological progress in all the three sectors – agriculture, industry and services – played a pivotal role in establishing Gujarat as a leader in economic growth in the nation. I have drawn lessons learnt from the

outstanding performance of agricultural sector (2010) and jointly with Professor Archana Dholakia (2014) from the overall development journey of the State during the reform period 1991-2012 for other States to achieve similar progress.

III. POLICY ADVICE

- 3.1 In 1998, I was appointed as a member of the State Public Finance Reform Committee under the Chairmanship of Professor Manu Shroff. It was a very important High Powered Committee because our recommendations were supposed to be implemented by the State government more or less in the same format. The Committee recommended strict adherence to fiscal discipline, increasing cost recovery including revising user charges, more emphasis on social sector expenditures, rationalizing electricity duty and tax rates and slabs, removing octroi even if immediate alternative to octroi is not agreeable, etc. Most of our recommendations were followed in letter and spirit as and when the State found opportunities. As a result, fiscal performance of Gujarat is among the best in the country.
- 3.2 In January 2003, I was invited to give a talk on development strategy for Gujarat – problems and prospects to a group of 70-80 top policy makers in the State including the full Cabinet of Ministers, CS, ACS, PS and Secretaries from various Ministries. I presented my analysis of the Strength, Weakness, Opportunities and Threats and also gave several suggestions on policy reforms and changes required to achieve a double digit growth rate in

real terms in the State over the next 12-15 years. Several of my recommendations and suggestions were implemented and I was informed periodically by some senior policy makers about the progress on the remaining ones. I was subsequently made a member of some High Powered Committees like State Debt Restructuring Committee, Committee for Restructuring State Public Enterprises, Advisory Committee for Representation to Finance Commission, and so on. In all these Committees, I along with other members was always trying our best to enhance the welfare of the State and national population and improve the governance and performance of the State government through appropriate policy changes.

When I look back and recollect my efforts to contribute to the growth and development of Gujarat, I feel reasonably satisfied because I did the best I could as a professional economist.

Ravindra H. Dholakia

(Member, Monetary Policy Committee, GoI)



*Indian Institute of Management - Ahmedabad
IIMA campus is situated across 106 acres in
Vastrapur, Ahmedabad*



Decentralised Planning – Memories from Panchmahals

DR. SUDARSHAN IYENGAR

It was the year was 1978, when I was happily teaching at St. Xavier's College, Ahmedabad and would have continued to do so. One day my friend and teacher Prof. Ravindra Dholakia came to see me in the college. He had a proposition for me. He wanted to work with him on a project on district planning for Panchmahals district with its headquarters at Godhra. I agreed. I had hardly realised that my agreeing to stay and work in Panchmahals had greatly relieved Prof.

Dholakia Only when I went to the district and started interacting with officials I was educated that in Gujarat-Kachchh and Panchmahals were two districts which were considered only for three Ps – Probation, Promotion and Punishment!

Our project started in the office of the Drought Prone Areas Programme (DPAP). Later, a separate office called District Project Planning Cell was set up. It was Ford Foundation supported all India coordinated action research project on district planning in six districts in Gujarat, Rajasthan, Haryana, Tamil Nadu, the then Andhra Pradesh and West Bengal. I was district in-charge of Panchmahals

in Gujarat and designated as project officer. The main objective of the action research project was to inculcate project planning culture among the district officials and also help prepare district plans based on the project plans. Since the district was prone to drought the planning exercise had to consider the main objective of the DPAP to restore the ecological balance in the district. Each district Cell was linked to a research institute and Sardar Patel Institute of Economics and Social Research,(SPIESR) Ahmedabad was link institute for us. Prof. Ravindra Dholakia was the Project Coordinator.

I was young at 23 and had a young team consisting of a civil engineer and three extension personnel. We all were very enthusiastic. We had a dream of changing the planning culture in the district! Panchmahal was one of the most backward districts with Limkheda as the second most backward Taluka of Gujarat and Santrampur not far behind it. We were also sensitive that the area had substantial tribal population. We began understand how the district development programmes were executed. We were reporting to the District

Development Officer (DDO). Of course DDO and Collector encouraged us with some amusement! We had to be taken little seriously as Secretary Planning at the state level also monitored us.

Having a Jeep at our disposal was great convenience as well as a status. In those days a Mahindra company's Universal short chases four wheel drive jeep was a luxury. Our field visits were intense and involved understanding and seeing sectoral level schemes being in operation. At times our jeep was requisitioned by Collector. Once it was a pleasure because the then Prime Minister Morarji Desai visited the district and inaugurated a Horticulture Project of the ICAR in Vejampur village. Two more times it was requisitioned which we resented but we understood that it was obligation. Once it was to control the riots in Godhra town and second time it was for election.

We created district data base for the first time and were proud of it. Computer was a far cry in those days. We used long data sheets and our team members visited various offices and sat down with record and copied them. Agriculture, animal husbandry, soil conservation, minor irrigation, forestry, education, health, social security and social welfare, special programmes, and host of other departments were active and we collected information from all. After all we were supposed to create a district plan. I am not entering into academic details on what we were doing and what we did not do, but just remembering that a lot of data was generated.

I attended scores of district level meeting and tried to understand how the plan was made. I realised that at the district level one only did

budgeting exercise. Lead Bank concept had come and for all the individual beneficiary programmes bank loan was essential. Banks were also to lend for priority sector. We absorbed all information and data and worked on scheme to use the data. Under the guidance of SPIESR's, Prof. Dholakia we undertook a unique exercise. Unlike usual practice of putting data by taluka/block we prepared the district data plan based on major watersheds in the district. It was an impressive exercise. We shared this with the DDO and the Collector. Both were very pleased with the presentation although it could not be put to use at all. The ways of district development administration were different.

We got our chance in 1980-81. The Government of Gujarat constituted District Planning Boards (DPBs). District Planning Officers (DPOs) were appointed. DPB was headed by a Minister in each district. Maneklal Gandhi was Chairing the Panchmahals District Planning Board. All MLAs were members. The state government committed 35 per cent of the State Plan Outlay for the district level schemes. 80 per cent of the total financial resources were for normal schemes following priorities were given by the state. 15 per cent of the resources were at the discretion of the DPB to identify local needs and link necessary to support the main plan. 5 per cent resources were for people to suggest with their part contribution and it was called incentive outlay.

Our Cell became obvious assisting agency for the DPO. In 1981-82 we took up the proposals under discretionary and incentive sections and analysed their pattern. For one taluka Jambughoda we analysed the proposal in detail. If my memory

serves me right there were more than 45 scheme proposals for the taluka under the discretionary outlay. Jambughoda MLA had made the proposals. Jambughoda had 55 villages. We had divided the taluka into two parts north and south. South Jambughoda villages were relatively better placed than the North Jambughoda villages. Poor tribals lived in North Jambughoda. We analysed the scheme proposals for the Taluka and mapped them. We found that 38 schemes were proposed for villages in South Jambughoda and about 10 were for North Jambughoda. We plotted the schemes on taluka map and made presentation of it in the District Planning Board Meeting.

I explained that the exercise was important and it was a good object lesson for the people's representatives to understand the importance of local level planning and priorities. Vocal people would force the representatives to plan schemes for them and the weaker section would continue to remain weaker. My presentation was modest and illustrative. However, the MLA got furious and interrupted me and addressed the Chairman and said

that I was insulting him and I had no business to make such analysis. His proposals were to be accepted as they were made! One MLA understood and later told me - "Saaru kaam karyu chhe, pan amara loko samajvana nathi". Thus our efforts to sensitise the honourable members of the Planning Board could not make intended impact. We realised that district planning was still far away! In about a year's time district planning office got well entrenched in the district development administration and the annual budgeting exercise and had to handle the MLA and Panchayat member's proposals as they came. I left the district in mid-1982.

Prof. Sudarshan Iyengar, Ph.D. Economics. Worked as Project Officer, District Project Planning Cell, Panchmahals during 1978-82. Was Director Gujarat Institute of Development Research, Ahmedabad (1999-2004), Director, Centre for Social Studies, Surat (2004-05), Vice Chancellor of Gujarat Vidyapith, Ahmedabad (2005-14) and Chair Professor, Gandhian Philosophy, at IIT, Mumbai (2016-18). Presently working with ARCH, Dharampur.





Mapping innovation potential and Performance in Gujarat - a three decadal memoryscape

DR. ANIL GUPTA

When we started looking for creative people at grassroots 35 years ago, many felt it to be a futile exercise. There was no history, nor was there any template.

But creative and generous communities made the journey of the Honey Bee network much easier. Way back when I and my colleagues started looking for knowledge rich and economically poor people. The development process in Gujarat is intricately intertwined with the spirit of micro and macro entrepreneurship. A facet that has remained less appreciated is not just the entrepreneurship spirit but also the spirit of innovative problem solving.

The honey bee network and SRISTI has documented about fifty thousand examples from Gujarat alone of both contemporary technological, institutional and educational innovations besides outstanding traditional knowledge. First three patents to grassroots innovators, not educated beyond tenth class were granted in USA fifteen years ago with the help of GIAN. Dozens of national awards have been given to the farmers, healers, mechanics at the hands of the honourable President

of India by National Innovation Foundation, now a DST body based in Grambharati, Amrapur.

Some of these innovations have been transferred to other countries. “Manskubhai Jagani’s motorcycle Santi and its derivatives sanedo and habdiyo have been diffused by over 200 fabricators among more than 15000 farmers. He was among the three US patent grantees in 2003. His innovations were also transferred to Kenya by SRISTI under an international tech transfer project.”

Mansukhbhai Patel developed cotton stripper which has now been integrated with ginning factories in dry land areas growing cotton variety 797. One remarkable social impact has been complete elimination of child labour from cotton stripping function. He is a multimillionaire today, thanks to a small support provided to him by GIAN through TePP scheme of DSIR in 1998. Sristi summer scout had discovered his innovation during summer scouting pursued by SRISTI. The students of network of Gandhian gram Vidyapeeths played a very important role in mapping creativity and innovation of local communities in Gujarat. The honey-bee network

volunteers have scouted hundreds of such innovators all over the country and even outside.

Gujarat had evolved into a developed region with several social

Indicators still to catch up with the best in the works. But that process is on and we hope that young start-ups abed other social innovators

will help in bridging the developmental gap soon.

Dr. Anil K. Gupta is a professor at the Centre for Management in Agriculture, Indian Institute of Management, Ahmedabad and Founder of SRISTI and Honey Bee Network.





Developing Gujarat My Memories

SHRI RAJJU SHROFF

In 1968/1969 Gujarat Government had invited Small Scale Entrepreneurs to start Industries in Vapi. There was no infrastructure whatsoever. Even for GIDC things were new. Due to black cotton soil, roads were bad. GIDC had constructed sheds and housing for industrialists which were leaking. There was hardly any Education institutes nor Medical facilities.

Most of the technocrats who started their factories had to face a lots of problems because of non-availability of communication facilities, transport and even power-supply and water-supply were very erratic to the Industry. Industry had to depend on Bombay for simple industrial spare-part requirements.

Inspite of all this, industrialists got together to form the Vapi Industry Association (VIA) to help solve all the problems. Industry had to argue and fight with GIDC to get land to build a school and a hospital. VIA managed to get a plot for the Association's activities including Sports.

Many Entrepreneurs suffered as Banks did

not understand the problems of an Entrepreneur. However, because of Technocrats helping each other out, many of the Industries could survive and come out successfully from all the hurdles.

The other problem that was faced by the Industry those days was the Licence Raj. Industry had to run to either Ahmedabad or Delhi to get their raw materials. There were times when there were power-cuts and power-failures which added to the chaos.

Another problem that we faced was the Railway Station for industrialists and visitors coming to Vapi was in a pathetic condition. The Railway toilet was overflowing into the platform. The Industries not only took responsibility for educational facilities, medical facilities, sports and other activities but also adopted the Vapi Railway Station, so that visitors from all over the world could visit their suppliers in the factories before signing the contract of purchase.

The Industry also went through some labour problems and many industries had to face the

militant union leaders from Maharashtra. However, the Industries helped each other and managed to keep these troublesome leaders out.

When we look back, today Vapi is booming. The most peaceful industrial area is Vapi. Industries in Vapi did change hands and more financial help came in the form of Investors and Bankers. Today chemicals and allied products made in Vapi are not only going all over India but chemicals are exported all over the world from Vapi. The roads have improved. Earlier we had a narrow, single lane road from Bombay to Vapi, now there is a National Highway.

Due to faster industrial development, we have today a very good CETP which meets all the National Pollution Control Norms. The total world production of chemicals is around US \$4000bn but India's is only US \$140 bn. In all of the Chemical Sectors in India, Gujarat has unlimited potential.

The Vapi Industrial Estate now has enough power, enough water and with improved infrastructure one can see prosperity not only in Vapi but also in the surrounding villages from where villagers come to work. There are more than ten motor-cycle and car show-rooms because of good market. Entrepreneurs who came in the seventies and eighties and who were struggling to survive now have beautiful bungalows.

Once the Gnyandham School had a problem concerning a big demand for admissions. Today there are more than 20 English Medium schools in Vapi. We have very good hospitals, nursing colleges, BBA College, MBA College and also a Pharmacy

College. Even though land is now scarce in Vapi, people who want to start an Industry spend huge amount of money to buy a factory-plot in Vapi.

Vapi Industrial Estate is a very good example of how an Industry started by Small Scale Entrepreneurs is flourishing today. Looking at the facilities given by GIDC and Department of Industry, Government of Gujarat, peaceful labour and a good coastal area, Gujarat has a very bright future particularly for the Chemical Industry, if all the hurdles are removed.

Shri Rajju Shroff Chairman of United Phosphorus Ltd.(UPL). He is known as Un-official Ambassador of Gujarat and worked for bringing investment in Gujarat from within and outside India. UPL then United Phosphorus Ltd. was the first company to start a factory in GIDC, Vapi.





Developing Gujarat My Memories

SHRI SUNIL R. PAREKH

Context of contribution to the development of Gujarat

Let me begin by expressing my heartfelt humility in responding to the invitation on this subject. At best I have merely been a minor contributor to the historic economic development of Gujarat in the last thirty years. I love Gujarat and our people and have enjoyed participating in several key initiatives that has helped Gujarat become what it is today- A giant amongst the States of India.

Having returned to Gujarat in 1996 after fifteen years abroad, I joined CII as Director Gujarat in 1997. I had spent five years fully understanding Gujarat's growth story, her issues of development, her sectoral potential and had always strived to bring all affected stakeholders together in a constructive dialogue around issues of development. Our joint meetings and several engagements of our responsive Government, insightful academics, well-meaning civil society leaders, farmers' association and Industry, had won the recognition and the hearts of all stakeholders. It led to the creation of far more inclusive policies and thereby also eased their implementation as well.

Visionary leadership from each stakeholder representative helped to bring in the much needed GEB restructuring and electricity reforms and these resulted into a far more non-confrontational way than many other states in India who were attempting to do the same. I was personally involved in the shaping of the industry policy in 1999 and 2003, Bio Technology policy, IT/ITeS policy amongst others and in addressing genuine business concerns of infrastructure, industrial incentives, RandD and environment management. With experience of working in the state, I had prepared a new framework to comprehensively look at industrial development and its ten dimensions which may have informed some of the key decisions of those times.

Then came the unfortunate earthquake, with its epicenter in Bhachau and Anjar in Kachchh. I was given to lead CII's modest initiative in the reconstruction, rehabilitation and livelihood creation effort in Bhachau for over two years. I distinctly remember the outstanding work done by both our army and the RSS. We thereafter organised Resurgent Gujarat to take stock of the loss that

had happened, the support that various public and private institutions had provided, active support for the fresh policies and institutions esp. GSDMA that were created to secure a safer Gujarat. It helped change the mood of the industry. Then next year, we had called our Annual Day theme- 'Vibrant Gujarat', a message that the worst was over and we were ready to go forward. This name was subsequently taken over by the then secretary Industry Mr Mansingh, as the state government's initiative and program.

One assignment of which I am deeply proud of while being associated with Government of Gujarat and CRISIL for this, is the development of BIG 2020 Report, a comprehensive blueprint of the entire infrastructure that Gujarat would need in the next decade. That, along with a CII publication called GAP Report- Gujarat's Agriprocessing Potential which looked at the huge opportunity that was available to Gujarat for development, for improving farmers' incomes and for supporting rural development. This to date continues to be a seminal back ground report in this field.

I have been associated with Gujarat's State's efforts to attract investments, pioneered in 1999 and got associated with the then Chief Minister's programme to project Gujarat globally in 2003 in the first biannual event popularised then as Vibrant Gujarat Investment Summit. We have travelled on several delegations abroad to learn and spread the word on the attractive business climate in Gujarat.

I have been interested in our next generation and have been actively involved with the youth of our state. I have been very actively involved in the creation and development of our Start Up policy

in the state, a first amongst all states of India. It has resulted in the creation of over 30 incubators across Gujarat, supporting close to 200 Start Up teams and helped build a formal culture around innovation and enterprise on top of the traditional and legendary SME manufacturing and trading enterprise of the people of our state.

As the Founding Curator of the Ahmedabad Global Shapers, an Initiative of the World Economic Forum, Geneva, I have enjoyed and learnt a lot from our youth and their engagement in some of the projects for doing public good. Mentoring them in social and semi social ventures and facilitating their international exposure to different approaches to collaborating together has been a reward unto itself. They are our future and I feel secure in their abilities to lead us.

As an independent director in private corporate and several PSUs of the State Government, I have tried to bring the best practices gathered over the decades from my personal and collective experience to benefit these organisations and foundations.

I remain engaged even today with several associations, chambers, bodies and organisations that want to improve our lives and am particularly proud to mention my association with Gujarat Institute of Development Research GIDR, AMA, GCCI, IDMA, FICCI, TiE and NGOs viz. KHAMIR in Kachchh, Centre for Environmental Education, Development Support Centre, Consumer Education and Research Centre, Grassroots Innovation Augmentation Network, NDBI@NID, CIIE Mentorship@IIMA. I am the founder president of PANIIT Alumni Association Gujarat (Technology assistance group) and currently a Senate Member of innovative IIT Gandhinagar as

well. I serve on the Board of several Universities and Colleges with an aim to help them develop quality systems.

With the experiences gathered in Gujarat I have contributed two research papers spanning a decade on The Industrial Development of Gujarat for ORF Foundation (A Brookings Affiliate) and the Oxford University Press.

I have received a few memorable awards in recognition of my small contribution from well-meaning organisations - The 'ET ICON Entrepreneur 2018' Award; two times recipient of 100 Eminent Personalities of Gujarat in 2011 (Golden Year of Gujarat Awards, again in 2014 by the Mayor and Governor of Gujarat by Bhasker Media Group); and Outstanding Contribution to National Development (OCND Award) by my alma mater IIT Delhi.

I have enjoyed working in SPICMACAY, a cultural organisation bringing our heritage alive

to schools and colleges in Gujarat. In 2016 I have become a member of The Value Web, an international team for Collaboration Design and Facilitation and have started to bring this science to Gujarat and India for the very first time. This is a 21st century technology to help deal with increasing complexity and inclusiveness.

I have tried, as a regular commentator on TV, on current issues, policies and developments, to continue to share and explain economic perspectives.

In retrospect I feel Gujarat has contributed much more to my exposure and development than what I have contributed to its development. I have walked alongside many who have been very sincere and serious about the development of our state and for these experiences, I will always remain grateful.

Shri Sunil Parekh was formerly Director General of CII – Gujarat and have had played very crucial role in promoting industrial development in Gujarat.





Developing Gujarat My Memories

SHRI GIRISH DANI

Leading Professional

1st May, 1960, is considered to be the golden day in the history not only for Gujarat, but also for India. This was a significant day as it created a brave new world called Gujarat. Under the forceful leadership of Induchacha (Shri Indulal Yagnik) Mahagujarat Movement fruitfully turned into Gujarat State as separate from Bombay state.

Starting from 1960 to 2018, Gujarat is story of success in facts of developments within and outside country. In these achievements line, starting from Induchacha and our present Prime Minister Shri Narendra Modi's contribution is great. Gujarat is continuously a growing state. This has been all participative – small or big – rich or poor, the service communities, farmers, traders and their organizations, entrepreneurs, elected and non-elected members of public governance system, the judiciary, the co-operative organizations and even spiritual leaders, they all contributed. These people continue to contribute and majority of them are not fame-hungry. The share of each one is valuable for Gujarat and its progress. Many known and unknown people have given valuable services.

Gujarat provides an environment where an individual can grow and not only develop himself or his profession but contribute to the society. I have had such a privilege. I started as a modest professional and gradually I have grown professionally and socially. I am satisfied with what I have achieved and what I have contributed to the society.

I have an interest in developing organizations. I got an opportunity. Ahmedabad has had modest clubs. There was need for a world class club. We thought of setting up of a state of art 'Club' where families can enjoy their entire day and relax and exercise, we promoted and established Karnavati Club on S.G. Highway. Today it is a land mark institution. We provided members an opportunity to have inter-action with leaders of different segments of society including Hon'ble Chief Minister Shri Modi. The spiritual meets and inter-action was added by having a discourse by Pujya Morari Bapu.

I always like to help people. Anyone who approached me, I tried to help. I got an opportunity to serve business and industry. I was elected

as President of Gujarat Chamber of Commerce – Ahmedabad – the most prestigious organization of Business and Industry in Gujarat.

As a President of Chamber of Commerce, I worked for the entire re-organization to make it an active association of trade and business which presents their views on regular basis, raise unresolved problems and inter-act with powers – to be and also suggest changes in Policy and Programmes related to trade – business and industry. After Sheth Kasturbhai Lalbhai, I was the only young president to work for continuous two years in the history of Chamber of Commerce. I slowly changed the entire structure of Chamber of Commerce from top to bottom and make it business friendly.

I organized a visit of trade delegation to Australia, Egypt, South Africa, America, England and more than other a dozen countries to seize the benefit of liberalization post nineties. These delegations brought number of new collaborations for industries and technology transfer and opportunities for exports. This created employment opportunities for youths in Gujarat. I was successful to create a climate for international cooperative efforts for our trade and industry. Further initiatives were :

- Chamber set up its Committees and started to act as a think tank to Govt. of Gujarat to give Policy and Programme related suggestions for Industrial and Trade Promotion Policy.
- We organized a series of inter-action meetings with Chief Minister, Finance Minister, Industries Minister and Senior Secretaries to present our ideas views and getting them slowly accepted. Similar meets were organized with Central Government and Financial organizations.

- Environment related problem needed attention. We have a very big base of chemical industry – but effluent treatment plants were needed for such industrial areas. We requested government to provide financial support to industry for setting of effluent treatment plants. This was accepted and as a result from Vapi, Ankleshwar, Vatva, Naroda, Sanand – such treatment plants came into existence over a period of time.
- We also participated in voluntary efforts in time of calamities. Ahmedabad was affected by floods in nineties. Chamber organized and supported distribution of relief materials.
- In Chamber’s administrative Bhavan, I made structural changes, modernization, cheerful atmosphere I brought a new building ‘Gujarat Vepari Mahamandal’ and I played a key-role in making the chamber a corporate administrative Bhavan.

In 2006, in New Jersey – USA, I played an important role in arranging very splendours ‘Chalo Gujarat’. We organized cultural, artistic and musical programmes. This resulted in spreading Indian art and culture. I am currently involved with social, currently educational sports institutes.

I always feel that I have enjoyed my working in Gujarat. Not because I am a Gujarati – but because Gujarat provides an environment for successful business - ventures and co-operative efforts for social service.

I am proud that I have had my hands in efforts to make Gujarat an Industrial Capital of our Country and World.



Gujarat and Printing Industry

SHREYAS V. PANDYA

The ability, capability and passion of the people of Gujarat and their quest for progress and development have always kept the State in the limelight globally. The dynamic and futuristic outlook of the stakeholders has continuously kept the development syndrome in the forefront.

THE PRINTING INDUSTRY

The national printing and packaging industry is growing with people taking keen interest in this sector. This is an evident for the fact that more than 36 institutes are providing training education-some of them even at post-graduation level. Every year more than 3500 engineering graduates join this industry and many more get on job training. It is said that printing and packaging industry had a combined growth rate of 14% during the last three decades.

The dramatic improvement in the quality and creation of massive production capacities, India is today fast becoming major print producer and manufacturer of printed paper products for world market. The compound annual turnover of this industry is more than Rs. 75000 crores.

The industry comprises of more than 2,50,000 units employing more than 25,00,000 people, second only to China, leading to exports of Indian books,

journals and printing jobs to over 120 countries world over.

Against the national backdrop, the printing industry in Gujarat has combined turnover of nearly Rs. 1000 crores and an annual growth rate of 25%. Thus, this industry is also contributing handsomely to the State's growth.

Sahitya Mudranalaya was established in 1962 by my late father Shri Vishnuparasad S. Pandya. With his visionary and forward looking approach he adopted new technologies and brought in new machines, thus changing the mindset towards printing industry and heralding modern age of printing technology in Gujarat. During last 56 years Sahitya Mudranalaya has been conferred with;

- 1) Two **President of India Awards**, the highest our Nation can offer.
- 2) **Star Printer of SAARC Nations Award** at the first South Asia Print Congress

For the last 19 years Sahitya Mudranalaya has emerged as the most competent, capable and reliable organisation in field of **Security and Confidential Printing and Processing Works** particularly for State Government Examination Boards and Universities not only in Gujarat but across the country.

Sahitya Mudranalaya is ISO-27001: 2013 certified company for effective **Information Security Management System, the first printing press to have this Global honour in India.**

At Sahitya Mudranalaya, quest for innovation is never ending. One such innovation pioneered is the **Concealed Result Processing System using Barcode to negate fraudulent and unintentional errors.**

Sahitya Mudranalaya with high-tech machinery, mass scale operations, high security and confidential printing has the following achievements to its credit;

- 1) 180 crore bus tickets printed for APSRTC and supplied in three years
- 2) 1 crore bus tickets and 20 lakh advance coupons for AMTS
- 3) **Concealed Result Performance of more than 4 crore students through Barcode for Secondary and Higher Secondary Boards of different States**
- 4) **Thirteen crore answer sheets** with multiple security features

We have kept pace with technological advancement in the printing industry and has continuously upgraded the operations making it possible for Sahitya to achieve its motto of **“Where printing is a craft”.**

I have been awarded **“Guttenberg Award” as Stalwart of Printing Industry by All India Federation of Master Printers.** I am associated with leading business organisations :

- **President, Gujarat Chamber of Commerce and Industry during the year 2003-2004**
- **Vice President (West) All India Federation of Master Printers during the year 1990-91**
- **President, Ahmedabad Printing Press Association for sixteen continuous years**

We are involved in social works and have contributed towards development of communication

skills an essential requirement for the printing industry. We have contributed for the Ahmedabad Red Cross Programmes, Gujarat Cancer Hospital and Kidney Institute. The other notable contributions are;

- **V. S. Pandya-Sahitya Mudranalaya “AMA Centre for Communication Skills”** at Ahmedabad Management Association, Ahmedabad imparting valuable training and upgrading the communication skills
- Ahmedabad Red Cross Blood Programme for **“Bhagwatiben Hemophilia Centre”** and **“Sahitya Mudranalaya Blood Component Centre”** at Indian Red Cross Society, Ahmedabad helping the Society achieve its objectives.
- **“Bhagwatiben Vishnuprasad Pandya-Sahitya Mudranalaya Graphic Art Training Centre”** at Apang Manav Mandal, Ahmedabad providing knowledge and training to the less privileged persons of the society on application of graphic art.
- **Gujarat Cancer Hospital, Ahmedabad,** contributing towards cause for cancer, which is afflicting the society very badly.
- **Institute of Kidney Disease and Research Centre (IKDRC)** at Ahmedabad for kidney related disease research and treatment
- **V. S. Pandya – Sahitya Mudranalaya Blood Component Centre** at Ahmedabad Red Cross Society
- **Bina Shreyas Pandya Health Education, Information and Resource Centre** at Sadvichar Parivar which is working for the awareness of health related issue and providing much needed guidance and also acts as resource centre.
- **Shri Ashtalaxmi Bhavan and Swami Chidanand Centenary Yog Bhavan** at Shivanand Ashram.



Journey of Brand VADILAL

SHRI DEVANSHU GANDHI

Vadilal was set up when ice cream was not even an industry. Vadilal's story began with just one outlet, Vadilal Soda Fountain in Ahmedabad, back in 1907. It was founded by Shri Vadilal Gandhi at Teen Darwaja. Today it is a company with more than 1,25,000 dealers across the country and is behind making Ahmedabad known as Ice-cream capital of India.

Shri Vadilal Gandhi made ice creams by the traditional kothi method using milk, sugar, nuts, fruits and ice. He handed over the soda fountain to his son, Shri Ranchodlal Gandhi in 1926, who ran a one-man operation. He used the hand cranked machine to make ice creams.

After a few years, his son Shri Ramchandrabhai also entered the business. Ramchandrabhai's younger brother, Shri Laxmanbhai also joined the business in 1940. He was man of vision, loved by all and was a philanthropist. Laxmanbhai was fondly addressed as Bachubhai, as he was the younger brother.

The duo infused a spirit of calculated risk-taking into the company. They invested Rs. 25

lakhs in the ice cream market, but were laughed at by everybody because back then ice cream was a luxurious dessert, not an industry. It was time when investments were only recommended in the textile industry.

The brothers set up a nice factory at Gomtipur, Ahmedabad. They made ice creams on a small scale at first but gradually increased their production. Home delivery was also offered back then, with ice creams packed in thermocol boxes and delivered by Laxmanbhai on a bicycle. Both the brothers created a niche in the ice cream market with their hard-work and dedication and by 1972, Vadilal had 8 to 10 ice-cream outlets in Ahmedabad.

Transport of ice cream was very difficult in those days so Vadilal installed their own refrigeration system on wheels. Laxmanbhai's main goal was to make ice cream available easily at every nook and corner.

In 1975, he went to Denmark to import the best machinery for the ice cream factory and paid an enormous 300% duty on it. Vadilal also made their own deep freezers as there was a

restriction on the import of freezers. Gradually, Vadilal icecreams moved to the neighbouring state of Maharashtra in 1980 and to Rajasthan and Madhya Pradesh in 1985.

Today, Vadilal is the 2nd largest ice cream brand in the country with 6.2% market share in India. It offers over 150 flavours available in more than 250 packs and forms. The range includes cups, candies, cones, family packs, kulries, economy packs, premium ice creams, no sugar ice creams and ice cream cakes.

Vadilal is a truly Indian MNC. It has factories in Pundhara, Dharampur and Bareilly that are well equipped with world-class manufacturing facilities. Each ice cream made in these factories undergoes over 15 quality checks before dispatch and adheres to the strictest quality standards.

Vadilal is also India's the highest awarded ice cream brand with 27 awards. Apart from a pan-

India presence, Vadilal exports ice creams to USA, UK, Middle East, the Gulf, Nepal and many more countries across the world.

Vadilal has moved ahead and has achieved a lot by following their values of hard-work, dedication, motivation, teamwork, ambition, strategy, innovation and above all else - trust.

Vadilal has been India's the most loved ice cream brand and has been the nation's favourite ice cream since nearly a century.

For over four generations, Vadilal has been contributing to the economic growth of our country. It has always given its the best to the society and continues to be the best part of everyday for millions of people.

Shri Devanshu Gandhi
Managing Director - Vadilal Industries





Developing Gujarat My Memories

DR. PRAVIN BHAGWATI

My involvement with Gujarat started in 1964, when I returned to India after earning my PhD in Foundry Engineering at Aachen University in Germany. Foundry engineering was the basis and future need for all manufacturing industries such as automobile, tractor and infrastructure. My qualifications and experience at Sulzer, Switzerland, made me open to many options - take on a job with an industrial group, or go out on my own and start my own foundry. Although my family had no manufacturing background, I took on the daunting option of starting my own company. Mumbai was not an option to start a new unit, due to the strong labour unions. Gujarat was redesigning its image to a manufacturing hub, and for me it was the next best option, as the state was promoting new entrepreneurs and providing huge support to engineering industries.

Being a Gujarati, though born and educated in Mumbai, I had the additional advantage of being fluent in Gujarati, having a family home in Ahmedabad, and a brother who had started a small manufacturing company, Bhagwati Industries,

with technical collaboration with a Swiss firm. All these made the transition to Ahmedabad a lot easier. I found a financial partner while provided the technical expertise and this led to the shape of a modern Foundry, which technology had not seen in India before. Gujarat offered additional resources such as abundant power supply and a peaceful labour situation. These two were the prime requirements for my foundry and I found them in Gujarat.

After a few years, I was driven by my ambition to grow and it is at this time, I realized the advantage of being in Gujarat. With the support of my wife, I ventured further to set up my own company, and this is where the Gujarat bureaucracy gave me a lot of support. I got land in GIDC within a few weeks after my application; additional power was released on favourable terms. At that time, IDBI, Gujarat, targeted with rapid industrialization and entrepreneurship, started an equity funding scheme called the Seed Capital Scheme and I was the first recipient to get equity funding. GSFC processed my application within a record 4 weeks and providing

fairly liberal funding of my project. It was an impressive and quick turnaround of any project funding ever seen.

As an entrepreneur, I have been guided and helped by very enlightened, progressive and supportive bureaucrats at Gandhinagar. It has been the vision of the state Government to promote entrepreneurship and industrialization and I am an example of such amazing growth.

It is said that good governance and growth is a result of positive attitude and approach of

bureaucrats, and based on my personal experience and the success I have gained, I can only give full kudos to them.

I am a very proud Gujarati and attribute my success and personal growth to my living and working in Gujarat.

Dr. Pravin Bhagwati

*Engineer and
promoted Foundry Industry in Gujarat*





Developing Gujarat My Memories

SHRI JITENDRA CHAUHAN

Chairman and Managing Director, JadeBlue Lifestyle India Ltd

Founder of JadeBlue Lifestyle India Ltd., Jitendra Chauhan has nurtured the brand, JadeBlue since 1995.

He started his journey in retail in 1981 with the venture name of Supreme Clothing along with his brother Mr. Bipin Chauhan. Since three decades of experience in every aspect of fashion retail. He is known for his keen sense of business, strategy and leadership. The story of Originator of JadeBlue Lifestyle India Ltd. is about entrepreneurial spirit, sheer hard work and changing of destiny.

The success of Supremo encouraged them to create their own retail menswear brand by the name of d'Peak Point which they had the offer to sell through some stores in Mumbai. However, for some reasons the venture did not go well. But a firm follower of devotion in work turns failures as opportunities in disguise, and he had decided to sell the label through his own store. He had invested in a 900 sq. ft. store by the same name – d'Peak Point and that was their first step into retail.

A firm believer in the philosophy of 'Build a

better mousetrap and the world will be beating path to your door,' they equally created a niche for JadeBlue by being the only retailer focusing on men's fashion segment. He is a follower of Gandhiji's thought "Customer is our God" and firmly believes that 'personalized customer service' is one of the core values driving his brand.

Currently, JadeBlue Lifestyle India Limited operates 22 stores and Greenfibre. A another men's apparel brand created by him has 38 stores in 26 cities across India.

They Launched JadeBlue in 1995 at CG Road, Ahmedabad with multiple brands as they were always cautious of customer's demand and choice of fashion.

Co-founding three menswear brands - JadeBlue, Greenfibre, JB Studio and many private labels slowly, gradually and added fashion touch to it.

They are the creator of Modi Kurta the iconic half sleeve kurta as well as Modi Jacket that the PM is known to sport.

Modi Kurta and Modi Jacket by JadeBlue is now a registered trademark owned by the Company.

Coming from a humble background and having worked his way to the peaks of retail and fashion in India, He is very workaholic and believes in strict discipline and leading example. He always loves to share his knowledge and mentors a team of enthusiastic designers. Instead of imposing their ideas, he continuously encourages new talent and fresh ideas from young designers, giving them the support they need to turn their ideas into reality.

He is also a part of JadeBlue's corporate social responsibility drives for environment friendliness, safe driving and many others that are promoted through the year like Blood donation camp, environment safety and so on...

Now new generation has also joined in the business and they are doing wonders with their innovative ideas.

Shri jitendra Chauhan
*Chairman and Managing Director,
JadeBlue Lifestyle India Ltd*





Successful story of the owner of HONEST

SHRI VIJAY GUPTA

I am Vijay Gupta- son of Ramesh Gupta. I am a Commerce graduate and I want to share how one can become a successful entrepreneur.

Now-a-days various technologies have been developed and one has to take the risk in the field of business of their interest to become successful. In late seventies, my father was a vendor and had very small scale business of Pani-Puri. Material was prepared by my mother. We are seven brothers and sisters. We all were involved in this business. We all had regular duty with my father. One day it was my turn with my father and I was told to gather the customers. I didn't have any experience and on that day I failed to get any customer. My father got angry and he slapped me in front of all. That was the turning point of my life. After that day I became passionate and started hard work.

In a very short time, I purchased three more larries and within a time period I had nine Larries. I got full support from my wife. We worked day and night. We believe in quality and flow of supply. Near Rajpath Club, Karnavati Club, Drive-in Cinema, when all vendors used to go home, only my larri

remained open till 2 o'clock in the night. Gradually our business grew and we needed one shop. We purchased our first shop near White House. There, I came in touch with a professor of Polytechnic. He guided me a lot. Now we have 18 outlets but there was a time when we didn't have money for rent. At that time, due to my honesty, hard work and passion, I got help from many investors and without any deposit they gave me shop. I firmly believe that such humanity and human values are present only in Gujarat. Then onwards I got success and today 'HONEST' has a turnover of Rupees 200 crore. I have excellent and brilliant young boys who work very efficiently and dedicatedly.

In 1982 per day only 82 plates of pav-bhaji used to be sale. But gradually it increased and reached to 400 in 1985, 700 in 1994, 1500 in 2000, 4000 in 2008 and so on. My business grew and still it's growing, the reason is Gujaraties are food loving people but at the same they are very conscious about the quality of food and also for their health and we in HONEST always take care of it.

We are now spread over entire Gujarat and

also have an outlet in Chicago –USA and one more is coming up in Toronto –Canada.

HONEST always has a competition with itself rather than others. We strongly believe that in food business –quality, hygiene and good supply is the most important aspect to get success. For that as an owner, I am always first to work and due to my hard work and dedication my fellow workers are always ready to work. This joint effort is the result of the success of ‘HONEST’ and also my success as an entrepreneur.

Although we came from outside to settle in Gujarat, we were never treated as an outsider. We got here friendly support and business friendly environment in a very congenial atmosphere. I hereby like to add one of the most important qualities of Gujaratis is their hospitality and humbleness.

Government of Gujarat is always ready to accept those businesses which strengthen the progress process of Gujarat. This is the reason people from all other states like to settle down in Gujarat.





How Vapi Developed

MILAN R. DESAI

Gujarat and Maharashtra became two separate states of independent India in the year 1960. That time Vapi, Sarigam and Umargam came in the Valsad District of Gujarat State. These areas were full of grassland and there were hardly any agricultural or farming activities in these areas. My father Late Shri Ramanlal Kuvarji Desai, a prominent leader of Valsad District took the initiative and convinced the land owners as well as the Government of Gujarat to acquire the lands in these areas to develop and establish Industrial Estates. After that, Govt. of Gujarat acquired grass lands of Vapi, Sarigam and Umargam and developed it as Industrial Estates under the governance of Gujarat Industrial Development Corporation (GIDC). In the last few decades these areas have experienced mammoth industrial growth.

With the industrial growth the need arose for Infrastructure Development also and basic infrastructures like roads, street lights, schools, colleges, and hospitals became the necessity to provide the basic facilities and amenities to the industries workers, employees as well as the

owners of the industries of these areas. Late Shri Ramanlal Kuvarji Desai was instrumental in the establishment of these facilities in this region and continuously and selflessly rendered his support the development of these Industrial Estates. Today there are 5 colleges in his name built by R K Desai Group of College, Vapi at Vapi to facilitate the children's of the employees and industries workers.

We take great pride that Vapi, Sarigam and Umargam has the lion's share of the revenue collected by Gujarat Government from the industries. We are also of the highest contributors to national exchequers like Income Tax, GST, Excise, Railways Revenue and so on. Vapi is one of the largest Chemical Clusters of Asia with over 1500 Small Scale Chemical Units in the estate. There are also global players having their industrial units situated in Vapi Industrial Estate. There are more than 20 foreign collaborators having their production units situated at Vapi. The total exports from this estate have crossed the Rs. 15000 Crores per annum in the last year. Beside chemical units there are 48 paper mills situated in Vapi which produce around 50% of

the total quantity of paper produced in the country. The unique and proud part is that all these paper mills are using re-used material as raw material for their production. To cater to the industrial workers of these industries Vapi today is having numerous schools and colleges, well-equipped hospitals. The economic growth has attracted bankers to establish their branches at Vapi and now Vapi has almost branches of all the major national, foreign and co-operative banks. Sarigam is fast growing as another chemical estate with already existing 350 units (approx) and many more under the process of establishment. In the coming years Sarigam is also likely to become another giant chemical estate of the country. Umargam is the oldest GIDC Estates of Gujarat with many engineering units. Being closest to Mumbai this estate also has experienced huge industrial growth which attracted many national and international players to establish their industrial units at Umargam.

These industrial units of these 3 estates

put together provide employment to over 1.25 Lacs people which effectively provide indirect employment of to over 5 Lacs people. The employees and workers of these estate come from almost all the corners of the country and this has created absolute communal harmony due to which peace and harmony are always maintained in these region.

Due to the geographical location and the favourable conditions this region has become the golden gate of Gujarat for Freight Corridor which is again creating scope for further development of these estates.

We are also blessed with numerous visionaries who have continuously extended their supporting hand in building these estates, its industries and citizens and with their continued support this region is all set to enter into a new era of further sustainable development and growth.

Milan R. Desai

*Chairman of R.K. Desai Group of Colleges, Vapi
He is a farmer who grew to these heights*





The Trusteeship Concept by Industry

SHRI ASHWIN SHROFF

Excel Industries was founded in 1941 and hence in its 77th Year. It was founded by Shri Champraj Chaturbhuj Shroff and Shroff Family, hailing from Kachchh. The group consists of several companies as well as voluntary agencies or NGO's, mostly working in Western India, particularly Gujarat.

Excel Group's contribution to Gujarat- in Industrial and Social Sectors. Its core business has been chemicals, particularly Agrochemicals which has connected it with farmers and agriculture and the rural communities. The philosophy and values followed by the founders since the beginning have been based on a sense of patriotism and ancient Indian wisdom, propagated by Swami Vivekananda and Gandhiji.

Therefore, while establishing and running commercial organisations to develop, produce and market chemicals and other products and services, purely based on indigenous, in-house RandD and making legitimate profits by ethical mean's and practices, the group has always believed in and followed the approach of going beyond monetary success, to give back to the nation and the society

not only financial resources but also its technical and managerial expertise and resources.

Gandhiji's concept and suggestion that business is not owners but custodians or trustees of the wealth they generate, and hence should follow the concept of "Trusteeship" and give back to society (which today is called "Corporate Social Responsibility"), has been a guiding thought for the group.

The Companies in the Group viz Excel Industries Ltd, Excel Corpcare Ltd, Transpek Industries Ltd, Transpek Silox, Agrocel, Anshul Speciality Molecules, Kachchh Crop Services, TML Ltd, and others based in Mumbai, Bhavnagar, Vadodara, Kachchh and Maharashtra have been serving various market segments, mainly Agriculture, as companies engaged in producing chemicals and other product needed in India as also for exports. Most of the products made by these companies are made for the first time in the country. Most of the staff and workforce is always from the local area. Although many of the companies are engaged in making chemicals, considered hazardous or polluting, care has always

been taken to make sure that safety and environment are not compromised. As far as possible, the Raw Materials required are procured from indigenous sources, thus helping other industries in the country. Most of the companies are active in export of products earning valuable foreign exchange for the country. The companies generate a sales revenue in excess of 3000 crore rupee (2018) and provide employment to nearly 3000 persons (2018).

Coming to the social contributions made by the group with lot of pride and joy, the Group is happy to share that it has been active in several social sectors, through the various voluntary organisations promoted by it, some of them started more than 40 years back (2018). Members of the Shroff family have been founders and active leaders and participants in the activities of these organizations.

The main organisations are Vivekanand Research and Training Institute (VRTI) (operating in Kachchhh, Saurashtra and Maharashtra), Shrujan and LLDC, Shroff Foundation Trust (SFT) (operating in Gujarat especially Chhota Udaipur, Kachchhh), C.C Shroff Self Help Centre (CCSSHC), Aatapi, NCCSD, ICCSIR, CCSRI. In addition the Shroff Family Charitable Trust is a family trust that funds many of these organizations.

The main areas of work of these organisations are: Agriculture and Farmers, Water Management (drought proofing, ground water recharge through Check Dams and water sheds and river basin management) (also sewage water recycle) (salinity ingress prevention) (responsible use of irrigation water through Drip Irrigation), Soil Health Care by providing compost and knowledge of composting, soil testing kits and soil testing service, Agriculture service centers to provide all agro-inputs and advice

, buying and marketing of agro-produce, organic agriculture advice and certification, data collection and dissemination on weather, helping farmers coping with climate change by giving knowledge of “Climate Smart Agriculture”, establishing FPOs (Farmer Producer Organisation companies).

To help farmers have a year round income and higher income through multiple sources, animal husbandry and mixed farming have been promoted. Better buying of cattle feed, and milk collection and linkage with large diaries like NDDDB is also organised. Tribals -farmers, women and youth, have been given special attention and focus, along with skill development and placement in industry. Livelihood creation for crafts artisans especially women through handicrafts.

Women especially widows, as also disabled have been given special attention and help. Disaster management after major natural calamities like cyclones and earthquakes, is an area of great expertise, including their coordinated work, through establishment of umbrella organisation like Kachchhh Navnirman Abhiyan.

Lastly, it is useful to mention that our Group organisation has helped to be a bridge between Government schemes and intended beneficiaries, and have helped to create responsible citizens and communities.

Shri Ashwin Shroff is CMD of Excel Group of Industries and Chairman of Vivekanand Research and Training Institute (VRTI)



Developing Gujarat My Memories

SMITA SHASTRI

I was merely 14 years old and attended a huge gathering at Lal Darwaja Ground with my family. It was a part of the movement for Gujarat getting its separate identity from being a part of Maharashtra State. Our leader Shri Morarjibhai Desai was going to address after fasting for several days.

After a while this meeting or Sabha turned into a chaos and a stone pelting started. A big stone came from nowhere hurting me very badly in the center of my head and profuse bleeding started making me unconscious. Many more people were injured and few lost their life in this movement. It was a Maha Gujarat Movement. That led to the birth of separate Gujarat state in 1960.

My family was actively associated with political leaders as my own uncle Shri. Manubhai Shah was a minister in Pandit Jawaharlal Nehru's ministry.

I was a student of the very renowned Dance Academy DARPANA founded by Padma Bhushan Smt. Mrinalini Sarabhai. I was actively performing in few of DARPANA's production from a very young age. In those days there were not many students

learning Classical Dance.

I won first prize in All Maharashtra Inter school competition. This event also made me popular in artists' circle of Ahmedabad.

I was invited many times to perform at RAJBHAVAN when the dignitaries visited our state and I was treated like a daughter by the Hon. Governor Shri. Mehndi Nawaz Jung.

All the shreshthis of Ahmedabad like Pujya Shri Kasturbhai Lalbhai, our first Mayor Shri Chinubhai Sheth, Shri Jaykrishnabhai Harivallabhdas and others used to support the budding talent actively and they used to create many opportunities for talented youth. These repeated opportunities carved a special path full of experiences for me which really played part in designing my specific future.

The most important part was that we had easy access to meet Chief Ministers, ministers, University Chancellors, Registrars, and many officers of high posts. As a result of this positive situation, we grew as very confident students. We were always

invited to be a part of any cultural and educational functions organized by Govt. or Universities.

The support from media at that time always boosted our confidence resulting in our efforts to do our best. Hon. Shri Shantibhai Shah of Gujarat Samachar, Shri Chimanbhai Patel and Smt. Lilaben Patel of Sandesh, Shri. Kakalbhai Kothari of Prabhat and others were very supportive and made us feel that they are proud of our achievements!

I very strongly feel and from my experiences I can endorse that there are many people including your parents, Gurus, family, children who play a vital role in shaping you and your activities into a passion and commitment.

How can I forget my very Vidwan Gurus!! Guruji Shri. Chatunni Panikerji trained me to achieve paradigm shift in creating and boosting the energy required for excellent presentation.

Vidwan Guruji Shri Kitappa Pillaiji shaped my dance with minute clarity in Nritta and Abhinaya. He made me realize that being a Classical Dancer and teacher you have greater responsibilities of

carrying our divine cultural heritage with dignity.

My very very affectionate and a research Scholar Guruji. Shri C. R. Acharyaluji introduced this wonderful dance form Kuchipudi to me and magically lifted my spirit merging in to this beautiful Dance style. He trained me systematically with many of the rare dance items which still gives me rare recognition I treasure.

I was introduced to the magical and the most complicated Tala system with outstanding choreography by my very vidwan Guruji Shri K. Kalyansudaramji of Raja Rajeshwari Bharatanatya Kala Mandir Mumbai, who belongs to the brilliant Nattuvanar's family from many generations.

I was fortunate to be able to impart training in two classical dance forms- Bharatanatyam and Kuchipudi to more than 7000 students in 48 years in my Nartan School Of Classical Dances, Ahmedabad. I am indeed thankful to all my disciples and parents to allow themselves to undergo the strict and demanding training to become the torch bearer of our cultural heritage and strive hard to achieve to excellence. They allowed me to transform them into





a very committed and responsible performers. As a result they win many competitions and receive awards continuously and are successful in their life.

We at NARTAN had taken a project of identifying the authentic folk forms of Gujarat. It was a very extensive and a demanding project, but the result was very fulfilling. We could revive and learn many beautiful folk dances from different regions of Gujarat and presented them all over India and abroad receiving many laurels and appreciation.

During my three years, 1996 to 1999 as a Chairperson of Gujarat State Sangeet Natak Academy, I received the most positive support from our visionary secretary of our cultural dept. Ms. Swatantra Sekhon, IAS. With her support and co-operation of all senior artist of my team like Padma Bhushan Smt. Kumudini Lakhia, Shri Markand Bhatt, Shri R. C. Mehta, Shri Kailash Pandya,

Prof. ChinubhaiNayak, Shri Rasbihari Desai, Shri JanardanRawal, Prof. Subhash Brahmbhatt, Shri Nayan Bhatt, Shri Bhadrayu Dholakia and others, we could achieve great success in incorporating many events to make the S.N.A rich and introduced many new projects for the growth of young artists of Gujarat.

My Gujarat State and Ahmedabad from the time of my training and growing days has contributed immensely in shaping me with the unique feeling of being a proud GUJARATI.

SMITA SHASTRI

Founder - Director - Nartan School of Classical Dances and

Managing Trustee - Nartan Institute of Performing Arts and

has promoted classical dance culture in Gujarat



Developing Gujarat My Memories

PROF. Y. S. RAJAN

Distinguished Space Scientist and wrote Vision 2020

I came to Ahmedabad in July 1964 to join the Physical Research Laboratory (PRL). It was for obtaining Ph.D. degree in Cosmic Rays in the group of Dr Vikram Sarabhai. In about two years, I was made an Engineer in an entity which later became ISRO. At that time India's first satellite communication Earth Station was being built in Ahmedabad. Down south a rocket launching station and a major space technology centre were being established under the overall leadership of persons located in PRL. The cradle of the Space Programme which makes India proud was PRL. We were not thinking about Gujarat alone; we were planning to transform the whole of India! That was the spirit and vision of Vikrambhai. No doubt Gujarat benefitted too. A massive world renowned Space Applications Centre (SAC) is in Ahmedabad.

The world's first Satellite Instructional Television Experiment (SITE) with the help of NASA satellite in 1975 had a major cluster located around Anand. Many remote sensing experiments were conducted in many districts of Gujarat. That helped Gujarat to be a major user of space

applications in the country ranging from natural resources management to GIS to e-governance. When I worked in Ahmedabad, I realized that the human resources of Gujarat were not limited to its trade and business acumen alone (as is generally believed). It had extremely skilled technicians, mostly self-learned, who could do rocket payloads in tight schedules. The way they work was marvellous! I got done many delicate microwave components in an outsourced way as well, in Ratanpol area. (1966-69). One worker Ratilal Panchal used to see our imported connectors. Later he would do of his own in his workshop beyond office hours and give us the components he made saying, "Saab yeh test karke do" He had later established an RF/ microwave connectors making company. He was supplier all over India for defence agencies as well. He outsourced extensively to other small industries in Ahmedabad. Our social scientists should study this aspect of Gujarat: the innate skills of its workforce and their ability to learn. They were not waiting for an ITI to open!! The later speedy industrialization of Gujarat was not only due to policies and investments alone but also due to skilled workforce. Even in those

days Gujarat also recruited many workers for the textile mills. In addition it attracted many white collar workers especially from south.

I had to go away from Ahmedabad in 1969. But it is Ahmedabad which shaped my life: so much so there is poem on the city “Song of A Man” in my poetry book Agony and Harmony. But my ISRO duties involved many works in Gujarat in building up SAC and for many space applications in Gujarat. It was later after my departure from ISRO to Delhi for establishing TIFAC (Technology Information Forecasting at Assessment Council) our work covered many SME’s in Gujarat as well. Also there was a major study about marine resources in India and their techno-business potential; Gujarat had a major coverage. We also worked closely with IPCL, CIPLA, and so on. Post 1991 Gujarat started with a speedy growth.

I would end this piece with a brief description of a major task TIFAC did for providing good inexpensive shelters after the earthquake disaster in 2001. The material used was waste fibres and wood wastes. The technology of firmly binding them was derived from aerospace sector, called composites technology. Two young persons from TIFAC got it done from the SME industries in which TIFAC had invested for technology development. One was in Vadodra. We built more than 1000 separate rooms for families. An interesting aspect worth mention is that the potential occupants desired us to cut some numbers if needed but to make some of them into shops and some into skill training centres! They did not want their children to grow into refugees. We did and one organisation came forward to equip with training equipment. These were handed over

in various lots by Dr Murli Manohar Joshi then SandT Minister and Dr Abdul Kalam, then Chairman TIFAC. Kalam’s first visit after he became President of India was to Gujarat and he visited this Bhuj colony built by TIFAC.

Gujarat has developed tremendously now and is still growing strong. It is important to remember that it is in an earthquake prone area and we wait preventive measures as a part its growth story. Also the innate skills will require considerable additional knowledge inputs and training right from young age to face and master modern new technologies of AI, additive/subtractive manufacturing, biomedical technologies, reuse of waste water by recycling, precision agriculture, cyber security, and so on. to name a few. My continual association with Gujarat, may be described here, gives me the confidence that the new generation will master them as well.

Prof. Y. S. Rajan

*Distinguished Space Scientist and
wrote Vision 2020*



COMMUNICATIONS TO SUPPORT DEVELOPMENT IN GUJARAT

SHRI B.S.BHATIA

Communication is a very important support for the Development efforts. When no technology was available governments set up the Extension wings for Agriculture and Health Communications. With availability of technology states used Radio followed by Television and IT technology. Gujarat made early headway because of the presence of the development Communication Center - ISRO-Indian Space Research Organization at Ahmedabad and because that perhaps, has first use of Television network support Development.

In the mid sixties Dr Vikram Sarabhai was examining the possibilities of using Satellites to reach out to the remote Indian villages with Television. He came to know about a Satellite (ATS-F) being developed by NASA which could deliver a signal to a small antenna in a rural area. He immediately approached the US authorities to get that satellite and conduct an experiment in Direct Rural TV transmission in India.

Under this experiment Director Satellite Receivers were installed in the most backward districts of Rajasthan, MP, Orissa, Bihar, Andhra

Pradesh and Karnataka. In Gujarat, the Low power Transmitter was installed at PIJ (Kheda) to cover the local areas. This was the beginning of the use of Television for supporting Development in Gujarat.

The Transmitter provided by UNDP was installed at Village PIJ near Nadiad. This transmitter was linked to the ISRO studios at Ahmedabad via a microwave link. The programmes were produced by ISRO and Doordarshan at Ahmedabad. A total of 600 Television sets were provided to the villages. 400 were provided by AMUL and 200 by the Information department of the Government of Gujarat. The development programs were produced by ISRO and the News and current affairs were looked after by Doordarshan. The transmission started in August, 1975 and continued till 1989 when the Ahmedabad High Power transmitter provided TV coverage. The PIJ transmitter was subsumed into the Ahmedabad TV coverage.

- Programmes were produced by ISRO related to Agriculture, Health Animal Husbandry, Employment and so on, as well as on social issues like untouchability, womens' status,



children's programmes etc.

- It was soon realized that the conventional mode of producing development oriented programmes by calling a subject expert to the studio and transmitting his recommendations to the audience was not effective. The requirements of the audience needed to be addressed directly. Therefore, for Agriculture, the expert was taken to the field to discuss with the farmers. Effort has been made to get expert for all discipline to resolve problem of forms. Continuous effort were made to make the programmes audience based, field based, need based and research based.
- It was noticed that Drama was a popular format and local folk forms like Bhavai enjoyed great viewership. The prime target audience was invariably be the poor families who are the most oppressed and who need the catalytic input that will help them to help themselves. Accordingly, programmes content, presentation, etc., was designed keeping this



audience in mind – the programmes tried the following:

Focus on the oppression and bondages in the prevelant social and economic system in a way to heighten understanding.

- i. Mobilize the community and the individual himself to break away from local bondages.
- ii. Promote self-reliance among the individuals and the community.
- iii. Involving a reduction in apathy, in dependence on fate or others.....

Most of the programming effort was in a dramatic serial mode and were produced using the team mode of production, after extensively studying the audience needs, and with the participation of the audience. The medium was extensively used for problem solving by recording the problems and taking these to the decision makers or by bringing the villagers and the decision makers together to discuss the problem. The AMUL doctors were trained in producing Animal Husbandry programs.

Villagers were trained in writing stories/scripts by observing happenings around them. These stories were converted into TV programmes. Villagers even acted in a series of programs. Thus the programmes became really participative.

Research studies conducted to study the impact indicated the following:

- Media can act as an effective channel of two way communication by taking the problems and concerns of the people to the decision makers.
- The involvement of the people with the medium and the credibility of the medium greatly increase when the medium deals with issues of immediate concern to the audience.
- Communication research can help in building a system sensitive to people's needs. It also helps in taking a systematic approach to programming, thereby increasing its effectiveness.

According to an observer (Seminar, New Delhi, December 1978) "the experience of Pij ... comes with a message to the Indian scene. The attempt



to use TV in a vigilante role, guarding the rights of the totally helpless, giving strength where strength is needed has at last proved that it is possible for TV to fulfill its role in our conditions."

It was probably for the first time that such an approach had been adapted to Television programming. It remains a unique experiment in communications.

The Kheda Communications Project received the IPDC-UNESCO prize for Rural Communication in 1985

INTERACTIVE TV FOR TRAINING AND DEVELOPMENT

The broadcasting experiences of SITE and Kheda gave deep understanding of how communications can be made more effective. The need for local relevant, programme in local language with ground support and interaction become obvious.

Simultaneously, an important development that took place was increased availability of STD on telephone. The availability of STD followed by the rapid expansion of mobile phones greatly

facilitated the setting up of, “One way video two way Audio” interactive networks which could be very effectively used for Training of field staff and for decision makers to interact with village level functionaries. Such networks were set up in several states and Gujarat was amongst the first to use this extensively.

Using this network a resource person could conduct training programs for field staff spread all over the state. He could use all audio visual aids for teaching. The participants spread at various centers could ask questions via telephone get clarifications etc. It was like a state wide interactive class room network for training.

Gujarat used this network for teachers training to begin with. Subsequently several state departments used this network for training its field staff. An interesting aspect was that the Chief Minister used this network to interact with the Sarpanches and other field level functionaries to promote his programs like the Gokul Gram Yojna, or Khet Talawadi schemes etc.. The network was so effective that he wanted the hub to be established in Gandhinagar. This was done by setting up a studio at BISAG. The training programmes and village level interaction to support development became an integral part of the communication’s infrastructure of the Government of Gujarat.

With the advancement of technology today BISAG (Bhaskaracharya Institute of Space Applications and Geo-Informatics.) is operating several channels and many interactive channels are now using the internet. This has made Gujarat an advanced state in the use of Communication and IT technology to support development.

However the expansion of PIJ type of transmission could not take place. This can still be done if the LPTs in the state give time to the NGOs and the information department to telecast people oriented programmes. Some thought in this direction would greatly help in use of broadcast television for development.

Over the years the nation has seen the realization of the Hybrid network as envisaged and the country is covered by Satellite TV, HPTs and LPTs. The experimentation with interactive channels has led to the establishment of operational networks in Gujarat and several other states. However in Television with emphasis on development and to reach out to the information deprived audiences has been lost to the forces of commercialization. The joint working of a central agency and the state agencies led to a great contribution in establishing a communication infrastructure to support development in Gujarat.

***Shri B. S. Bhatia** was Director, DECU/ISRO and also Manager Kheda Communications Project.*



Prospective of Gujarat as I view development

SHRI BHUSHAN PUNANI

Blind People's Association - Ahmedabad

While studying at Indian Institute of Management, a group of 5 students decided to make a cycling trip to Lothal, Valley of Dead, 90 Kilometers away from Ahmedabad during Diwali holidays of 1978. As most of us were cycling such a long distance in an unknown territory for the first time, it was already late in the evening, after the sun set, we reached the destination. The care-taker was kind enough to permit us to use the desolate guest house for the night. We got a shock of our life when we were informed that there was no facility for meals and so on. After cycling for almost 10 hours without having any lunch, we all were very hungry and this revelation came as a bolt from the blue. As none of us knew Gujarati language, only option was to communicate through gestures with the care-taker. Seeing us very upset and lost, care-taker offered, "Give me some money, I will go to the nearby village, buy some grocery and cooking material to prepare Khichdi for you". The old man came back after one hour, collected some wood and prepared Khichdi for us. He also brought some leaves which we used as plates. This probably was the most delicious dinner we ever had.

When we woke up in the morning, the care-taker had switched on the sound system and played Gujarati Bhajans. He had already managed to bring material to provide us Masala tea and gaathia. What a great way of starting a day – with Bhajan, hot tea sipped through saucers and tasty gaathia. Most of us tasted tea made on smoke chullah with taste of smoke for the first time. This care-taker, our saviour, was truly an embodiment of spirit of entrepreneurship of Gujarat. Even a care-taker in remote and isolated place could be so enterprising, think of the level of entrepreneurship of other people in Gujarat. While visit to Lothal shall remain ingrained in our memory for ever but we shall always cherish and marvel human spirit and whole hearted support and great sense of selfless hospitality of a care-taker.

After I joined Blind People's Association Ahmedabad as Project Manager, I discovered that our organization was purchasing all sawn timber from local market. It was realized that we could save a lot of money if the same wood was purchased from saw mill, Waghai, a unit of Department of Forest, Government of Gujarat. We were informed



that this Saw Mill has been established to supply wood exclusively to Departments of State Government and Ahmedabad Central Jail. During a lecture series at IIMA, I was introduced to Chief Conservator of Forest. I requested him whether it was possible for the Forest Department to supply sawn timber to our organization. He facilitated our visit to Saw Mill through the District Forest Officer. Once we visited the Saw Mill in hilly areas of Dang District at Waghai, we were informed that decision as regard supplying wood to our organization could be taken by Hon'ble Minister of Forest on the recommendation of Secretary of Forest Department only. We collected letters of recommendations in this regard from the Manager, Saw Mill; District Forest Officer, Ahwa; Divisional Forest Officer, Surat; Chief Conservator of Forest, Vadodara and approached the Secretary. He in turn recommended our case to Hon'ble Minister in this regard. He, however, remarked that as there was no earlier precedent of supplying swan timber to an NGO, our case may not be considered favourably. We met the Hon'ble Minister and requested him to grant approval in this regard. After a few minutes

of discussion, we had the most pleasant surprise of our life. The Minister remarked, "I am truly amazed that no such organization has ever approached seeking such supply of sawn timber. As NGOs are instrumental to the development system of Gujarat and your organization is going to use this timber for imparting training to persons with disabilities, Government of Gujarat shall be pleased to supply the sawn timber."

The striking outcome of this effort was that the Hon'ble Minister also decided that the timber shall be supplied to our organization at the rates applicable to the Department of State Government. Over the last 35 years, the organization has been purchasing all its requirement of timber from these saw mills and has saved millions of rupees every year. This is the first example of providing parity to an NGO with the State Government in respect of supply such rare item like "Valsad Teak" – the best Teak in the country. The respect and recognition given to NGOs in the State of Gujarat is commendable.

When the district of Kachchh was struck with unprecedented and one of the most devastating earthquakes in the recent history on 26th January,

2000, our organization also started extending disaster management services by establishing 8 physiotherapy centres all over Kachchh. We also started providing ortho-prosthetic devices to earthquake affected people. This is the first example of Blind Physiotherapists providing services to such people even while aftershocks of earthquake were rampant, the only option was to stay in tents and their safety was at risk. Our make shift limb fitting centre at IMA Hall at Jubilee Ground was inaugurated by Late Prof Abdul Kalam in his capacity as Scientifics Advisor to Hon'ble Prime Minister.

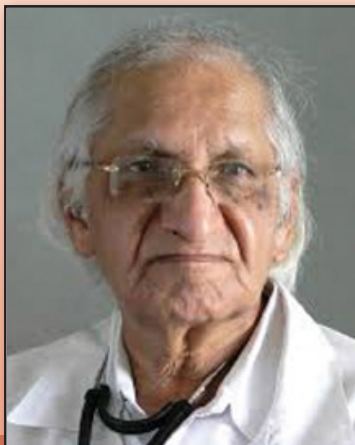
As thousands of earthquake affected people required services of physiotherapy, spinal care and provision of assistive devices for a long time, in some case, for life time, our organization decided to establish such a centre at Bhuj on permanent basis. We were informed that despite there being guidelines of providing revenue free land to NGOs, it is impossible to get a piece land from the Government as it involved a very long and cumbersome procedure. When we approached the concerned Authorities for getting a piece of land, we were informed that at least 7 concerned Ministers and 7 concerned Secretaries have to approve such allotment. Thanks to Late Shri Ashok Bhat, then Minister of Law, within 6 months we were allotted one acre of land at Bhuj at a prime location at RTO circle.

It is unprecedented that our drawings for construction of building were approved in 3 months and we were ready for starting construction on the first anniversary of the earthquake. While then Hon'ble Chief Minister, Shri Narendra Modi had a fully packed programme on the occasion of his visit to Bhuj on 26th January, 2001, the First

Anniversary of earthquake, he decided to visit the site and perform "Foundation Stone Laying" ceremony. As a single donor from January, the Die Johanniter decided to provide the financial support for construction, our building was ready by the second anniversary of the earthquake. Again, Hon'ble then Deputy Prime Minister of India, Shri L. K. Advani inaugurated the centre and made a very passionate speech on this occasion. Another unprecedented move was the Department of Health and Family Welfare provided most advanced ORAT range of physiotherapy equipment and extended support of Rs. 10 million for running the centre.

It is heartening to mention that Blind People's Association was the first NGOs to get one acre of land allotted as Revenue Free; only NGO whose Foundation Laying Ceremony was performed by Hon'ble Chief Minister and inauguration was done by Hon'ble Deputy Prime Minister; and most advanced physiotherapy equipment and financial supports were extended. This is a classical example of whole hearted support of State of Gujarat to NGOs and because of that NGOs in Gujarat have scaled greater and greater heights and have emerged as "Foundation of Human Service". I shall ever cherish sense of philanthropy, DNA of Gujarat – not only among people but also among politicians and bureaucrats and corporate as well.

The outcome of these and many such other development oriented initiatives of Gujarat is that today Blind People's Association has emerged as one of the largest NGOs in the disability sector, most vibrant, transparent and fully accountable organization – a role model for other NGOs in the country.



Developing Gujarat My Memories

DR. H.L. TRIVEDI

Developing Gujarat: Mission of a Doctor - Memories of an Institution Institute of Kidney Diseases and Research Centre (IKDRC) is a premier tertiary health care provider, a state-of-the-art research centre in transplantation sciences, and an institution of higher education offering programmes in Nephrology, Urology, Transplantation Sciences, Immunology, and Pathology.

The institution has fond memories of being a partner in development of Gujarat since 1977 when Dr. Trivedi returned in 1977 from Canada to serve his country. A nephrologist by training Dr. Trivedi rose from humble beginnings in a small village in Saurashtra. After qualifying with MBBS from B.J. Medical College he moved to America, where trained some of the most distinguished professionals in the field like Wilhem Kolffe (inventor of dialysis technology), Morren Campbell (respiratory physiologist), David Ginsberg, and John Dossetor. He qualified all the board exams of United States and Canada including FACP and FRCP, and became the Chair of the Regional Transplantation Services at McMaster University, Canada.

The saga of an institution and a man's amazing pursuit -to build an institution that is a partner in the development of the state and the country - began in 1977. Dr. Trivedi returned with a dream - of creating our own Institute of Kidney Diseases for the common man of the country. The task had to be taken up in a rather hostile and politicised environment, against all the nay-sayers; and with paucity of funds, equipment and skilled professionals. The Institute started with humble beginnings at the Civil Hospital in Ahmedabad. Many a doctors - nephrologists, surgeons, pathologist, technicians -joined this crusade. Soon the unit was providing excellent . services for patients suffering for renal ailments. The governments, colleagues, wider community of philanthropist pitched in; and IKDRC grew to have its own independent building. In 1991, Dr Trivedi established another sister institution, Institute of Transplantation Sciences (ITS). Today, the twin institute, IKDRC-ITS, is the largest tertiary care centre of its kind with state-of-the-art care available for all.

The institution never looked back from its

mission to make available the best of the care and expanding frontiers of research. The Institute of Transplantation Sciences developed liver transplantation programme, and made it affordable for all.

The saga of this institute parallels the development of the state and made immense contribution in the process. Dr. Trivedi was fortunate to have had support of committed people to help him with his mission. The Institute excelled in three critical aspects its mission: (a) excellent tertiary care, (b) research and development, and (c) development of human capital.

Thousands of kidney and liver patients have been treated and given a new lease of life. The ongoing research has resulted in better care for patients and great results. The research led to great outcomes for patients - like transplantation without immunosuppressive medication. This is the only hospital in the world which has registered over 50 successful renal transplants without the aid of conventional immunosuppressants, and over 1500 successful transplants have been achieved with minimal immunosuppression. This has resulted in a better quality of life and longevity of patients. The Institute has bagged the only patents in the country in the field of biotechnology - methods of generating mesenchymal stem cells from adipose tissue and insulin-making stem cells. The inventors gave away their rights for the service of the poor. This research is likely to create new milestones in medical sciences and transplantation immunology.

The third and most important contribution of the state of Gujarat and IKDRC is developing excellent resources to help the suffering population. Over the

decades hundreds of specialist doctors participated in this mission, and developed their skills serving patients. Many of them continue to-serve with the institution, and many more moved on to serve other parts of the country. Considering the country's need for trained professionals to serve a huge population, IKDRC started teaching programmes in specialised disciplines covering nephrology, urology, transplantation sciences, immunology, and pathology. The Government of Gujarat acknowledged immense contribution of IKDRC-ITS in the field of higher learning and granted them the status of a University, in the name and style of Gujarat University of Transplantation Sciences.

The small initiative of a humble doctor, has developed into a premier institution that provides tertiary care, research, and higher education - all for the benefit for the state and the country. This is the story of development that ran parallel with the development of Gujarat: the one in which all stakeholders - the government, professionals, patients, philanthropists, and people at large - come together to realise the dream of a better life.

Dr. H.L. Trivedi, FRCP (C), D.Sc. is Pro-Chancellor - Gujarat University of Transplantation Sciences and leader of providing latest treatment and Kidney Transplantation in Kidney Hospital - which he established - in Civil Hospital Campus - Ahmedabad.



Developing Gujarat My Memories

SHRI MANUBHAI G. PATEL

Leading Chartered Accountant

At present, I am a Senior Partner of Manubhai and Shah LLP having offices in the states of Gujarat, Maharashtra and Rajasthan. My educational qualification is B.Com., LL.B. and FCA. I started practising as a Chartered Accountant in the year 1959.

So far as Gujarat is concerned, I started professional development in Gujarat by joining as a President of Chartered Accountants' Association in 1979. Thereafter, I was a member of Central Council of The Institute of Chartered Accountants, New Delhi from 1980 to 1988. I was also a member of Central Direct Tax Advisory Committee headed by the Finance Minister during 1986 to 1990. I was a President of Income Tax Appellate Tribunal Bar Association from 1997-98 to 2000-01.

I took part in charitable activities by starting a school upto Higher Secondary in Bareja. Thereafter, I was a Chairman of General Hospital at Bareja, which was merged with The Blind People's Association, Ahmedabad headed by Shri Arvind Narottam. I was taken up as a Director in the same Association and at present I am the Vice President of the Association.

The said Association is now engaged in providing the treatments like cataract, retina, cornea, pediatric, pathology laboratory, ENT, women health, mental health, orthopaedic, physiotherapy, x-ray etc. The eye hospital does 9000 eye surgeries per year of which 90% are free. Cataract, Glaucoma, Pterygium, Squint etc. surgeries are conducted on a daily basis in this well equipped hospital. The ENT and Orthopaedic Hospitals provide preventive and curative services to more than 2000 persons annually. Tympanoplasty, Fractures etc. are conducted in the ENT and Ortho Hospital respectively. 'Sarva Rog Nidan Kendra' offers laboratory facilities, cardiac and general health checkup and also provides free food to the patients. The Hospital reaches out through its mobile services to almost the whole of Central and North Gujarat. Donors contribute by sponsoring eye and other surgeries. Full reports with photographs are provided to donors. The Bareja Eye Hospital has also started its satellite unit in the BPA-KCRC, Bhuj unit. 1000 Eye surgeries are performed free of charge in this unit per year. It is, thus, one of the premier Associations in India. I am also helping the Association in procuring donations from outside

countries by making activities of the Association known to the donors. I also take active part in the functions of the Association and guide the Association in complying with the provisions of various statutes. The Blind People's Association is also engaged in conducting plethora of activities. There are so many events which change the lives of people with disabilities like the employment fair, giving of self employment kits to persons with disabilities answering banking and competitive exams or paying world class table tennis. BPA has developed "Vision in the Dark" which helps sighted people to understand the life and world of people who cannot see. I am very humbled to think that we who are with vision and have so many privileges still are so ungrateful to God. The project for persons with mental illness has spread to 8 Talukas and has reached out to 1500 persons with schizophrenia, bipolar disorders and other psycho social problems. A large number of persons have recovered due to regular medicines and are now happy pursuing their normal routine life.

I am also a member of Managing Committee of GSFC Education Society, which has established university in Baroda. I have been advising the Society regarding their tax matters like obtaining registration under the Income Tax Act, 1961 and complying with the provisions thereof. I have been also advising them on matters pertaining to GSFC university floated by the Society.

I am also a Committee Member in "Vrudhashram" run by Shah Keshavlal Trikamdas Charity Trust, which is situated near Income Tax Office, Gandhi Bridge, Ahmedabad. They approach me from time to time for the advice regarding

administration thereof as well as accounting and tax matters.

I was associated as a Vice Chairman of H.L. College Golden Jubilee Trust. I was also associated in various activities including organising lecture series in memory of Principal S.V. Desai of H.L. College of Commerce, who had initially headed the college as Principal and rendered valuable services.

I am associated with Swaminarayan Mandir, Kalupur, Ahmedabad.

I am also associated as Director of Gujarat State Financial Services, which controls the finances of public sector undertakings of Government of Gujarat. I am also a Chairman of the Audit Committee of the company as well as member of various other committees since over a period of 10 years. I guide the management in their finance and investment matters as also advising them in taxation and company law matters.

Shri Manubhai G. Patel, *Leading Chartered Accountant*



Strengthening Health Communication System In Gujarat

DR. ARBIND SINHA

“A healthy mind lives in a healthy body”. This assertion compels us to think about our own health, health of the society, and the health of the country we live in. This affirms that the development of any country does not depend only on the sustainable economy, but it has to have equal investment in keeping society, as a whole, safe from a large-scale health threat. Nothing new, all the stakeholders are aware of the challenges.

‘Health for All’ by the year 2000 – a programme to help all the people of the world was launched at the World Health Assembly (WHA) in 1977. We crossed the milestone of 2000 long back and ‘Health for All’ still remains a challenge. United Nations’ Millennium Development Goals (MDGs) announced eight development goals; out of which three are primarily concerned with improving public health. These goals were to be achieved by 2015. At a long journey for better health in India. In India, when we ask a question – when can we achieve the dream of a healthy nation and I am shown statistics of the network of health centres set up in the country – 462 medical, 309 dental,

and 544 other system’s colleges, 1.5 lakh+ Health Sub Centres, 25000+ Primary Health Centres, and 5500+ Community Health Centre. At the same time a recent report says – “A government allopathic doctor is serving an average population of 11,082, 11 times the WHO standard”. In some poorer states the ratio is as low as 1:28,000 people. Access is the major issue in rural health around the world. It is reported that majority of the population lives in rural areas; the resources are concentrated in the cities. Where did we go wrong? Being a student of communication my focus was on health communication.

Ever since I worked with the Satellite Instruction Television Experiment (SITE) in 1975-76 and in Knead Communication Project in mid 1980s, and with a DFID funded project on Malaria Compliance study in Surat District of Gujarat, my interest focused on health information issues of Indian villages. In 2000-2002, I got a chance to work as Communication Advisor to the Royal Denmark Embassy, New Delhi and I started researching on the communication gaps in Blindness

Control Programme in the villages of Bidar district of Karnataka – my deep insight that public health operation in rural India can be strengthened with proper health communication planning.

Back home in Gujarat, when I joined MICA (erstwhile Mudra Institute of Communications, Ahmedabad) I consolidated my ideas of health communication and communication gap. I got a chance to work with the Dept. of Health and Family Welfare, Government of Gujarat (DoHFW-GoG). Thanks to Dr. S. K. Nanda, Amarjit Singh, and V. Thiruppugazh who were more a keen learner than a typical IAS. We all were in the same page that information plays a crucial role in changing the health practices of the people. The mission of executing my thoughts started.

The DoHFW-GoG requested MICA to train their entire work force of State and district level Block IEC officers, the main persons to take health communication to the people of Gujarat – both rural and urban. We had series of meetings with the officers concerned – a sort of informal Training Needs Assessment. Me and my colleague at MICA, Dr. Satish Pandey conducted series of meetings and field works draw a functional training module. It came out very clearly that although the IEC officers have rich working experience, they need a thorough knowledge of the basics of communication and should know what communication works in what circumstances and what does not work. It was decided that we need to properly reorient them on health communication and coach them to change their strategy from just informing the target population (IEC) to evidence based result of change in their knowledge, attitude, and practice related to health; and prepare them to face the challenge

in converting people's awareness into practice – from IEC to Behaviour Change (BCC). It was also realized that the training should not only touch the topics but should make it fully participative with filed observation and discussion at the Primary Health Centre in rural Gujarat. Thus, a 15 day's training programme was felt appropriate. It was a huge task for MICA, but MICA team handled it well. During the year 2005 to 2006, MICA organized TEN comprehensive training programmes of 15 days duration each for the state, district, and sub-district level IEC functionaries of The DoHFW-GoG. Each batch had 25 participants. We were successful in orienting a total of 254 out of 255 IEC officials on Health Communication, focussing more on Behaviour Change Communication (BCC).

During our training to the IEC officials, we also discussed the health information management at the grassroot level. The obvious reference came about the leading/commanding role that a Block Health Officer (BHO), being head of the office, plays in IEC operation at the block level. We realized that they should also be oriented on the important role that communication plays in health system operation; particularly in bridging the gap between programme and people. I distinctly remember the meeting I had with Dr. Amarjit Singh and it did not take much time to convince him that the BHOs should also get proper idea of a positive role that communication can play in health management. DoHFW-GoG agreed to our proposal and MICA was given a mandate of empowering all the 170 BHOs of Gujarat on the basics communication and the process of health communications management. We had organized SEVEN training programmes of six days each for 20 BHOs each in 2006-2007.

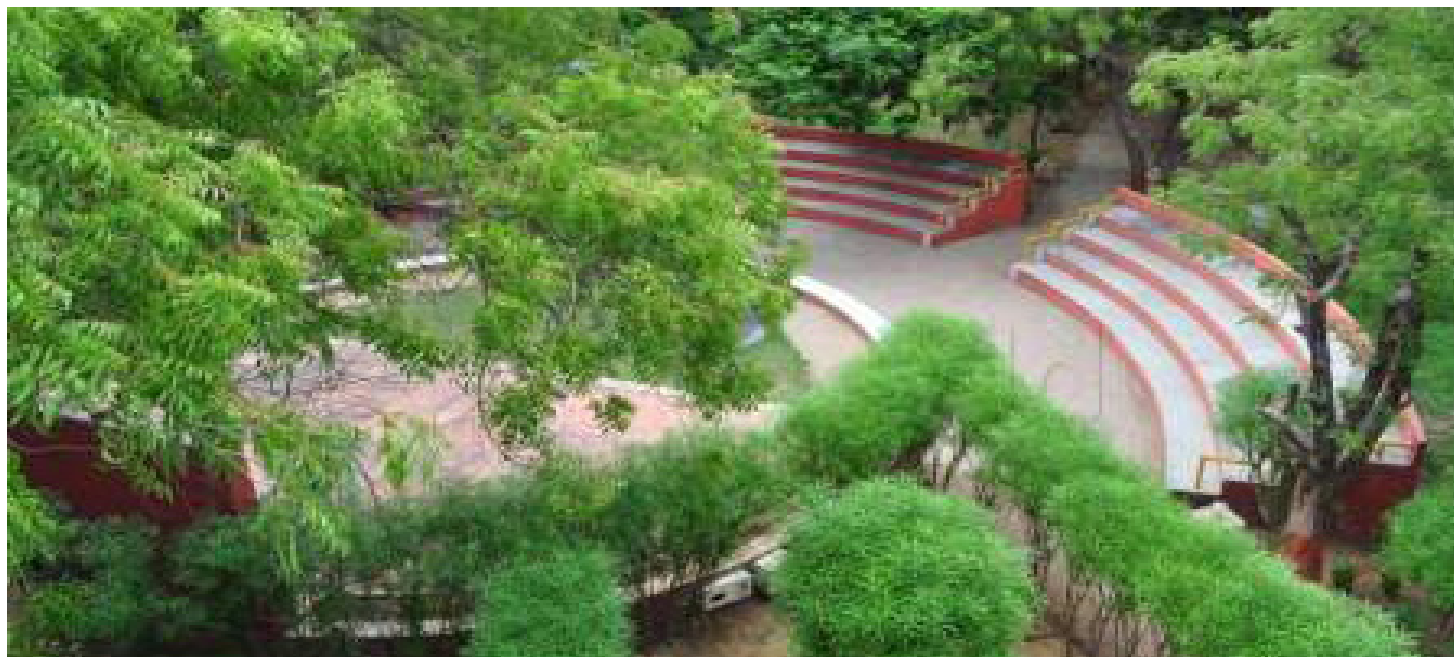
However, attendance in these BHO training courses remained low and in seven programmes only 114 BHOs out of 170 could attend the training. The major modules discussed in the orientation were: Basics of communication, Communication research, Use of Signage and symbols, Media management, Institutional linkages, Preparing Action Planning, Monitoring and evaluation, and Documentation.

The training was totally participatory wherein besides lectures; discussion, interaction and group exercises take place to provide opportunity to the participants a rich field knowledge to share their experiences of handling IEC activities and the problems they face in their day to day operation. The training was conducted in Gujarati, Hindi, and English languages.

The results of these trainings were encouraging. The State government was getting good feedback

of their people using effective communication in handling health problems in their respective districts. Due to this training Gujarat is much ahead of other states in understanding and handling the challenges of Social and Behaviour Change Communication. This little contribution I found fulfilling and, based on my experience of working in Gujarat and in other States, I found that “information” is the only differentiator as wider knowledge of health sciences and healthcare management alone does not ensure health for all. I held a strong conviction – If the programme ensures delivery of “proper information” (message) to “proper people” (target group); and if it is used ‘properly’ (utilization of information), the chances of success greatly increases. Hope the system understands it.

Dr. Arbind Sinha, *Advisor, Centre for Development Management and Communication (CDMC) of MICA*





Developing Gujarat My Memories

SHRI K.K. NAIR

Professional Management – Ahmedabad Management Association

I have been privileged to witness the development of Professional Management in Gujarat from a unique vantage point over forty years.

Between 1960 to 1990, Gujarat branched away from the pre-independence dominance of textile industry and established many small industries in chemicals, engineering, plastics, petrochemicals, drugs and pharmaceuticals, dairy, cement and ceramics, gems and jewellery etc. The proactive and pragmatic government created and sustained momentum and ease of doing business in Gujarat not only by framing a conducive policy environment but also by developing a key essentials of infrastructure development, construction of national highways and expressways and connectivity. The establishment, promotion, and proliferation of 202 industrial estates across the state accelerated the flow of industrial investment and produced clusters of industrial growth all over the state. This prompted a parallel rise in the demand of qualified professionals and was answered by a rise in the number of universities and professional colleges as well as a steady inflow of professionals from outside Gujarat. Premier

management institutes like IIMA and AMA gave direction and support in contemporary managerial thought and skill development.

As AMA shapes its activities in response to the macro and micro interests and needs of various industries of Gujarat, the timeline of our activities is also reflective of the journey of professional management of Gujarat to some extent.

In 80s, prompted by Professor Lakdawala, we began annual lectures on Budget Analysis and Central Excise analysis to elaborate on budget implications on business. Deliberations on the changing policy dynamics have grown stronger over the thirty eight years with a larger and varied participating audience.

In the early 90s, the idea of innovation began taking root in multiple industries and business forums. We began the Annual Conference on Innovation then which still elicits vibrant participation from companies to share their experiences, learn something new and try ideas different from their operational routines.

When liberalization of the economy changed the operating and competitive landscape to a global scale, we began conducting programme on Export-Import on a frequent basis. By 2004, a permanent Center for International Trade was inaugurated by Shri Narendra Modi then Chief Minister of Gujarat. The immensely active Center conducts 172 programmes every year and has been accessed by 17000 participants.

One way to look at the growth story is to notice the changing focus of conversations in the industry and in economic and social forums. The AMA forums that resonated most with the people of Gujarat led us to host 15 Annual Economic Lectures, thirty-eight Annual Vikram Sarabhai Memorial Lecture on varied social issues and education, nine Lalita Iyer Memorial Lecture focussing on women empowerment, and continuing activity centers on supply chain management and on vocational training among others.

One of the effects of extensive globalization is that some of the countries abroad, especially Europe and USA, insist on the well-defined body of knowledge and various kinds of certification to validate expertise and skilfulness. This, in turn, has urged most organizations to refer to and update to best practices of their industries at a wider national or even international context.

Around 2008, YJ Trivedi, a leading trademark attorney, pointed out the acute lack in developing and managing Intellectual Properties by the Indian industry. Domestic companies were being caught off guard by international entities. As we began awareness and education programmes through IP Summits to encourage the industry to own IP assets,

they also inspired many students from management and technological institutions to patent their innovations and boosted the volume of registration of inventions in colleges and universities. It is an indication of how the spirit of business, innovation, and entrepreneurial thought has seeped down to the younger generation. The 10th Annual IP Summit held so far which attracts several entrepreneurs and students indicate the spirit of moving towards global business. AMA's annual HR Conference from 2002 and the annual Leadership Lecture series were also added to the same spirit.

The global shift from family-owned local business model to larger professionally managed business model is also a shift from connection-driven management to system-driven management. Professionalism has entered many more functions of an organization, across the vertical chain of business, and in many trades which so far adopted a traditional approach of functioning. Among the compelling factors are the changing operating systems of the industry, a need to rapidly adapt to the persistent volatility of markets, digitalization of several key functions of most industries, globalized operations, and markets, move to online transactions as well as an inherent desire to modernize business methods.

The Non-Resident Gujarati is not only a sizeable population but also has deep roots, patriotic aspirations and active participation in the ongoing prosperity of the State. They have consistently contributed to economic growth with capital investment in projects, with technical and domain expertise and angel investments to start-ups, and in the development of 2331 villages of 203 talukas.

Gujarat has made significant progress in

women empowerment goals with policy support, media support as well as the contribution of several social organizations. While some of these organizations fuelled women's emancipation movements like Jyoti Sangh, others like SEWA empowered women by organizing them into co-operative systems and training for self-sustainable livelihood.

The story of professional management is also being echoed in rural areas with a simultaneous rise of modern management practices and systems evident in the agricultural sector and processed food industry. For example, one of the scopes and activities of the GoG-AMA Center for Rural Development includes preparing a newsletter in Gujarati to connect 15000 villages and share the development initiatives, stories and best practices from villages

around the State. Training the Village Sarpanch, Panchayat staff, and other key functionaries is expected to create a multiplying trickle-down effect in all thirty-five districts. The AMA Annual Agri-Summits to encourage developmental subjects, deliver State's promotional measures, address processed food issues, and so on also notes prolific activity to contemporize management methods and operations.

Finally, I notice a growing sense of Indian spirituality in business. Indian Wisdom in management practices, the rising spirit and stipulation of corporate social responsibility, value-driven business guiding principles and a higher cause-energy is being cherished and adopted by many organizations.



MAPPING DEVELOPMENT CO-OPERATIVE LEADERSHIP OF GUJARAT



SHRI TRIBHUVANDAS PATEL

Tribhuvandas K Patel was reared in the Gandhian tradition of combining politics with social work. Under the guidance of the Sardar Vallabhbhai Patel, he worked with the villagers of Kheda district and organized village level cooperative milk producers. This in turn created Kheda district milk producers union. Milk, which was considered as a perishable product – got processed into number of milk products. Milk also got marketed to places like Mumbai. The end result was that the farmers got remunerative prices. Dependence on seasonal agricultural activity got reduced for livelihood. This provided supplementary source of income to farmers as the milk was so far only sold within the village itself or used only for personal consumption. The key to his success was participative efforts and teamwork.



DR. VERGHESE KURIEN

Varghese Kurien is called the father of the White Revolution and known as the Milkman of India. He was the chairman of the Gujarat Co-operative Milk Marketing Federation Ltd.(GCMMF). GCMMF is an apex cooperative organization that manages the Amul food brand of 12 districts milk union of more than 12000 milk producers' cooperatives with more than 100000 members. He is credited with architecting Operation Flood- the largest cooperative dairy development programme in the world. He worked along with Shri. Tribhuvandas Patel in Kheda districts where first the cooperative milk processing plant came into existence. The key to his success was faith that even a small milk producer is capable of managing his union- what he needs is capacity building and professional support.



Amul is brand of milk products developed by Gujarat Cooperative Milk Marketing Federation-GCMMF. The federation has 18 District Milk Cooperative Producers Union which in turn have village level Milk Producer Society. The coverage is of about 11000 villages. It has 36 lacks member farmers who sell 200 lakh liters of milk daily.

All this started with Kheda District Milk Corporation Union promoted by Shri Tribhuvandas Patel and Dr. Vargees Kurian who set up AMUL Dairy. Over years, other districts followed.

It markets perishable commodity - milk which gets spoiled, if not used within 24 hours.

The village level Milk Producers Society collects milk from members twice in a day and makes weekly payment.

SELF- HELP-THE COMMUNITY EFFORT'S

Gujaratis are self reliant. They do look forward for government support and initiative try for it. But if their problems do not get solved, do not wait – till it is resolved. They take upon themselves and solve it – even if that means financial contribution or physical labour input. They are highly family oriented and valuing family network. People come out to help eachother without thinking about religion or caste. They possess business mindset and are witty and ambitious but at the same they are polite in behaviour. Hospitality is the most beautiful quality of Gujaraties. People are always ready to face any problem whether it is natural or man-made. They

are ready to face challenges.

SUCCESSFUL STORY OF PAJ VILLAGE OF WANKANER TALUKA – RAJKOT DISTRICT

The students were required to take long detour to go to Wankaner for education and for other works due to a revaluate of Machchu River. Children of the village were not able to reach to their destiny in time. It used to take lots of time to reach. The short cut was possible if bridge could be constructed on the river. Despite their repeated efforts to get the bridge constructed and applying from local Taluka Panchayat, Mamlatdar,



DDO, Collector and in Government – they were not successful in getting it sanctioned. People were thinking what to do? The Village Panchayat – got together in Gram Sabha – in which all villagers participated and decided to do it by themselves.

There are 175 household – each agreed to contribute Rs.15,000/- and balance came from donors – from Morbi and Wankaner. The cost of bridge was Rs.90 lakhs. They set up their own committee for execution. The bridge was constructed in seven months – says Mohmadbhai Mathakia – who is Secretary – local Milk Producers’ Society. The bridge is 82 meter long with 24 foot height. This was done in current year 2017-18.

Curtesy Chitralkha

STORY OF METHAK VILLAGE - BHAVNAGAR

Another example is from Bhavnagar district. The Methak village has sea-water intrusion and also a river Bagad – which becomes saline – due to continuous salinity. This affects productivity of crop. Salinity of the soil resulted into less production and farmers income also decreased. Farmers were worried for this problem. They tried a lot to get help from government but all was in vain.

Not being successful to get salinity prevention wall-bund, villagers took upon themselves and raised local contribution and donors came forward and villagers also participated in labour work. They contacted many well-wishers and raised resources. In about four months time they constructed 1 k.m. long bund which 30 foot wide at top and 45 foot at bottom – costing them Rs.45 lakhs. About 2000 farmers and villagers participated and provided free labour along with their tractors.

This bund will a long way in stopping prevention of salinity ingress and preserving sweet water of river and help to improve productivity of crop. Farmers and villager had a breathe of satisfaction. They were happy for their efforts and for the donors. They also thanked God for doing favor. This was done in current year.

SHRI PURIBEN - HARIVALA VILLAGE, DIST. KHEDA

This is the story of a lady with strong will power who helped her villagers to grow with the help of governmental policies. It is the story of Kheda district village Harivala. Puriben Chavada faced lots of oddes in her life. After her husband’s death, she became lonely but she didn’t loose her courage. She fought and in 1989 she became an active worker of Aanganvadi. She felt very sad when she saw a pathetic condition of the ladies of her village. So, she decided to make women self-sufficient. She gathered all the information of government polices and established ‘Sakhi Mandal’ to provide home industry. She tried a lot to provide benefits of different schemes like Manrega, Pradgan Mantri Awas Yojana, Indira Awas Yojana, Manav Garima Yojana and many more. to the villagers. She also provided different benefits through her “Sakhi Mandal”. Through all these Government Schemes, she helped her villagers to grow and to progress. She created an employment at the door step by providing stitched machine to the women and helped poor to get their houses through different government schemes.

Curtsey Gujarat Samachar

The above case studies show the potential of Gujaraties. Gujaraties are always ready to help one-another for the progress. One Gujarati will

generate progressive path for many and indirectly will become the part of nation's progress. They not only grow but make a way for others to walk on the path of success. They create opportunities for follow Gujaraties. The one Gujarati proverb :

“જ્યાં વસે ગુજરાતી - ત્યાં સદાકાળ ગુજરાત”

Gujaraties are harmonious by nature. The high level of development in the State has been achieved with great efforts, sustained investments as well as political will and public commitment, over the years. The state has faced the most overwhelming

natural disasters also but government was able to face it successfully with the support of the people. Many times it has been seen that before the rescue team reach, local people involve themselves to overcome the unavoidable circumstances. Gujarat is progressing due to the understanding nature of the people. Gujaraties are very fun seeking people. They believe in peace and prosperity and this is the reason that Gujarat is one of the fastest growing states in India.



Lalbhai Dalpatbhai Museum Lalbhai Dalpatbhai Museum, abbreviated L. D. Museum, is a museum of Indian sculptures, bronzes, manuscripts, paintings, drawings, miniature paintings, woodwork, bead work and ancient and contemporary coins in Ahmedabad, Gujarat, India.



Youth Activities in Gujarat: My Memories

SMT. ILABEN JANI DAVE

India has a rich history and a good track record in the development of the nation—activities of cultural, social, educational, political, scientific and other disciplines.

Mahatma Gandhi called for all the people to join him in nation-building (joined like Pandit Jawaharlal Nehru, Sardar Patel and many more). I remembered the famous Dandi March and his path-breaking non-cooperation movement resting upon the pillars of non-violence and satyagraha. Upon his principals and ideals, in 1920, Gandhiji founded Gujarat Vidyapith (the University) for educating the rural youth of India, whose first chancellor was Acharya Gidwani.

Along with Vidyapith, it was the thought to train the Youth who were not a part of education system. The Yuvak Vikas Trust was founded by Shri Thakorbbhai Desai, Prof. Ramlal Parikh, and Shri Chimanbbhai Patel and Mandaben Parikh with the objective of training Youth.

YVT became a leading NGO in tapping the energy of the youth, their motivation and unyielding

determination, their insatiable hunger to serve the humanity and harnessing their potential and channelizing that into the more fulfilling social causes. Inspired by the Gandhian ideology, the founders of this trust have singularly contributed towards the development of Gujarat. YVT was the pioneer in the youth development activities not only in Gujarat but all over country for following activities:

- Youth Leadership
- Vocational Training
- Integrated Community Development
- Adult Education and Literacy
- Grass-root Level Youth Activities
- Domestic Hygiene and Environmental Training – garbage disposal, kitchen garden, smokeless stoves and so on.

Youth were trained (around 1.5 lakh) to serve at various levels like policy development programmes,

social, cultural, educational, community, panchayat, state assembly and national parliament. YVT worked closely with many international and national social welfare agencies.

YVT adopted a few villages of drought-ridden in Sabarkantha district and performed various welfare activities. Health training programmes were also organized.

Yuvak Vikas Trust has a great history and track-record of diverse activities involving both the genders and has promoted such activities and provided importance of youth as one of the primary forces in the development of nation as a whole.

Today, I am overjoyed and proud to say that my life-long mission of serving my motherland India and my little state of Gujarat, who has given great leaders, industrialists, poets, writers and thinkers like Mahatma Gandhi, JRD Tata, Narsinh Mehta, Narmada, Dalpatram and Nanhalal Kavi, Kalapi, Zaverchand Meghani, many of the great people of Gujarat. I cannot but remember the famous poem of poet laureate Narmad,

Jai jai garvi Gujarat,

Smt. Ilaben Jani Dave

*Associated with YVT since its inception and is
Director of Institute*





Transformation of Dahod

N M Sadguru Water and Development Foundation popularly known as “Sadguru Foundation” and in many cases as “Sadguru”, started its Rural Development activities in the year of 1974. It was a golden period for NGOs / VOs in Gujarat, with all-round support, encouragement and appreciation for NGO sector. Legacy of Mahatma Gandhi, Sardar Patel and Ravi Shankar Maharaj and many such great men of Gujarat ran very deep in the socio - political climate in Gujarat. This is a reason that large number of prominent and professionally managed NGOs came in to existence in 70s and 80s.

Sadguru Foundation carried out its development activities in the name and banner of “Shri Sadguru Seva Sangh Trust”, a Mumbai based voluntary organisation started by erstwhile Mafatlal Group, one of the top most business houses in those days in India, well known for its charitable works. A term “CSR” (Corporate Social Responsibility) was not in currency in early period. It was simply a “Social Responsibility” which was known for centuries. In those days Mafatlal Group and its Charitable Organisation “Shri Sadguru Seva Sangh Trust”, was



Arvindbhai and his wife Sushilaben performing Aarti at Chitrakoot's Raghubir Temple

headed by Late Shri Arvind Mafatlal, the tallest of Philanthropist, known for its great work for the

poor community. There has been many business men, who would give lot of money, much more than Mafatlal for the activities for poor. Difference between Arvindbhai and others was Arvindbhai's total dedication and commitment for poor rural community. In his prime days, as a Head of Mafatlal Group, he would spend almost half days of month among rural people. This personal involvement was unique feature of Arvindbhai. He would address them as "God". Few of us have been a witness of his humility and high regards for rural poor. Having associated with Arvindbhai, I had an opportunity to see his greatness, down to earth approach for rural community, un-imaginable and un-believable among business houses and yet it was true. There are stories and stories of that great man reflecting his humbleness with magnanimity and real love for poor. It was under his leadership and blessings that we started our rural development work, our first eleven years under the name of "Shri Sadguru Seva Sangh Trust" and from 1986 under the present name "N M Sadguru Water and Development Foundation". This change was due to administrative reason.

We did not have smooth sailing in initial stage of our work for tribals in Dahod district of Gujarat. As we decided to work in the field of irrigation with the support of government, there was initial resistance from the technical department who thought irrigation was outright and exclusive monopoly of the government and that NGOs had no role and no competency for water resources development. Ultimately, IAS officers like G. Subarao, K.G. Ramnathan and M. G. Shah prevailed upon the stubborn technical department, telling very clearly that they would like to take risk involving NGOs, as it would be great if that experiment succeeded and

if it failed the government would not lose much as it was a question of rupees ten lakh in supporting the pilot works, against hundreds of crores being spent by the technical department. Crossing this big hurdle from the mighty irrigation department, we started irrigation works of three community lift irrigation schemes in district Dahod, as lift irrigation method was suitable for irrigation for the tribal region due to typical topography. In those days, and to some extent even today, lift irrigation schemes largely failed due to some obvious reason. Against this scenario the schemes designed and executed by Sadguru Foundation have never failed, technically and socially. Experiment which started with the support of the government for three initial schemes has now reached more than 415 lift irrigation schemes by foundation itself in three states, Gujarat, Rajasthan and Madhya Pradesh and many other NGOs and government departments learning about the success of lift irrigation schemes took up LI schemes at good scale. The failure of earlier schemes by the government was attributed to the community, not showing interest in managing the schemes, whereas all schemes executed by Sadguru Foundation have been managed successfully by the people under co-operative management. This is because of full involvement of people from identification of the sites to implementation and post construction management by the community. The constant training and sincere efforts to empower the community made all, the difference which resulted in the ultimate display of ownership by the community. As a logical sequence the users groups managed to develop their agriculture with diversification to better profit making crops adopting vegetable cultivation, floriculture and fruit orchards.

One can imagine impact of all these in the radius of 60 kilometers of Dahod which has about 300 LI schemes, 300 community check dams of good size, coming up of 18,000 wells, about 35,000 wadis – orchards, 30,000 farmers regularly cultivating vegetables, more than 600 farmers involved in floriculture. This is a remarkable achievement under the integrated approach which is described by many people as “Sadguru Model”.

One of the strongest reasons of such a progress and scaling up has been the constant support of the government for 45 years. Sadguru Foundation have developed very strong relationship with the government by virtue of its performance, integrity and positive approach. Late Prof. Anil Bhatt of Indian Institute of Management, Ahmedabad, conducted a study of Sadguru’s relationship with the government under the title “Building GO-NGO Partnership for Development: The Sadguru Experience” tried to find out reasons of such GO-NGO partnership and in its concluding remark is stated;

“Another important thing that NGOs need to learn is to give credit to the government when it is due. Something on which NGOs are known to be skimping, perhaps because they are afraid that in the anti-government ethos of the NGOs, they would be branded as government lackeys. While Sadguru severely criticised government and even protested against some specific official they never missed the opportunity to praise the government, and they did it liberally, loudly and regularly.”

The strong partnership between the government and NGO-Sadguru Foundation must be attributed to the support of many bureaucrats. It is difficult to mention all of them, but, few names

which emerge in my memories are H. K. Khan, K. G. Ramnathan, G. Subarao, M. G. Shah, A. K. Joti, S. K. Nanda, D. W. David, Bhanujan, P. K. Mishra, Anil Shah, M. Sahu, R. K. Tripathy, A. M. Tiwari, J. N. Singh, K. N. Shelat, Pankaj Joshi and many others who helped in strengthening this relationship with the government. It has been our long experience that by and large any bureaucrat came in contact with Sadguru became Sadguru’s permanent friend, well wisher and supporter. Perhaps this constant support from the bureaucrats has been unique feature of Sadguru. I believe, such support was possible in conducive environment of Gujarat, as the state has been always supportive to the NGO sector, unlike many states, which have no history of strong relationship between government and NGO. The support and relationship with Gujarat government has led in expanding our activities in other states.

Success of this partnership has been often quoted in many forums including at national level and even at international level. Besides the government, large numbers of non government donors have contributed in the growth of Sadguru Foundation. It is difficult to name them all.

Another one of the strongest aspects of Sadguru Foundation has been its strong bond with the community. The community has great confidence and faith in Sadguru Foundation and therefore, all programmes have been well received by the community. The community, government, donors and multi disciplinary team of professionals have been four pillars of Sadguru Foundation, which has developed and strengthen the programmes, accompanied by very good results in all its activities,

outreaching more than 6 lakhs households, more than 1600 villages and more than 36 lakhs people, across three states and 16 districts that it has been serving at field.



ROZ SURTABEN UDAISINGBHA

Women Farmer

I am Surtaben Udaisingbhai, from Dhamarda village, Dahod Tehsil of Dahod district. I am widow woman living with my 10 member's family including 4 sons and 6 daughters. My husband was a drunkard, died around 5 years ago because of his liver's failure.

I own a total of 5 acres piece of land. I was practicing rain fed traditional mono-cropping in a major piece of the land for a long time without farm planning. Kharif-Maize and Paddy and Rabi-Wheat and Gram were the major source of income for my family, but it was unsuccessful because of frequent delays, unreliable monsoon, failing land

productivity, and increasing the cost of cultivation. In this situation, Sadguru Trust started its work on Tribal Livelihood enhancement in the village and we joined them.

Being a member of an SHG and of the Dahod Lift Irrigation Cooperative federation, I got exposed to various orientations about good varieties, availability, and access to quality inputs, best package of practices adherence, farm specific crop planning, and the best use of my available resources through various training program and exposures. Also, being in the SHG, beside of regular savings and credit practices, I gained awareness on about various schemes of the Government programme. I availed subsidy for 5 HP Diesel engine for irrigation to fetch water from the nearby River.

'I was practicing the cultivation of Kharif-Maize and Paddy and Rabi-Wheat and Gram with traditional methods, hardly getting the income of Rs. 45,200 in a year. But, after the implementation of CDP by Federation, the farm practices has got changed in the village which resulted in an increase in crop productivity through adherence to best practices and farm specific crop planning'.

Now, I am able to earn more than 2,03,200 Rs in a year by utilizing best of my skill and appropriate planning in the group with the supports of our Federation and Tata Trust's.

Season	Crop	Area (Acre)	Production (In Kg)	Unit Rate (In Rupees)	Income (In Rs.)
<i>Farming Practices Before CDP intervention</i>					
Kharif	Maize	4	2,000	10	20,000
	Paddy	1	400	8	3,200
Rabi	Wheat	2	1,500	12	18,000
	Gram	1	200	20	4,000
Income Before					45,200
<i>Change of Farming Practices After CDP intervention</i>					
Kharif	Maize (GM-6)	3	1,750	12	21,000
	Soya-bean	2	1,300	28	36,400
Rabi	Wheat	1.5	1,600	15	24,000
	Gram	0.5	200	25	5,000
	Maize (GM-6)	0.5	400	12	4,800
Summer	Cluster Bean (Swati-222+)	1	2,800	40	1,12,000
Income After					2,03,200

Harnath and Sharmishta Jagawats set up Sadguru Foundation and have been working not only in Dahod but four more states for rural and community development.

Enabling Tribal and Poor Farmers of Chhota Udaipur

SMT. SHRUTI SHROFF

It was month of April, 1995, the festival of Holi was just over which indicates the arrival of another hot season. It was the first visit by SFT team (including Smt. Shrutiben Shroff and accompanied by Shri Atulbhai Shroff) to Chhota Udaipur. The purpose was to take decision about Director DRDA-Vadodara's invitation to be project implementation agency (PIA) for watershed development programme in "Rath" area. All the members were eager to reach Rangpur (Zoz) village - a project village and Haat (weekly market) centre located about 22 Km. from

Chhota Udaipur town.

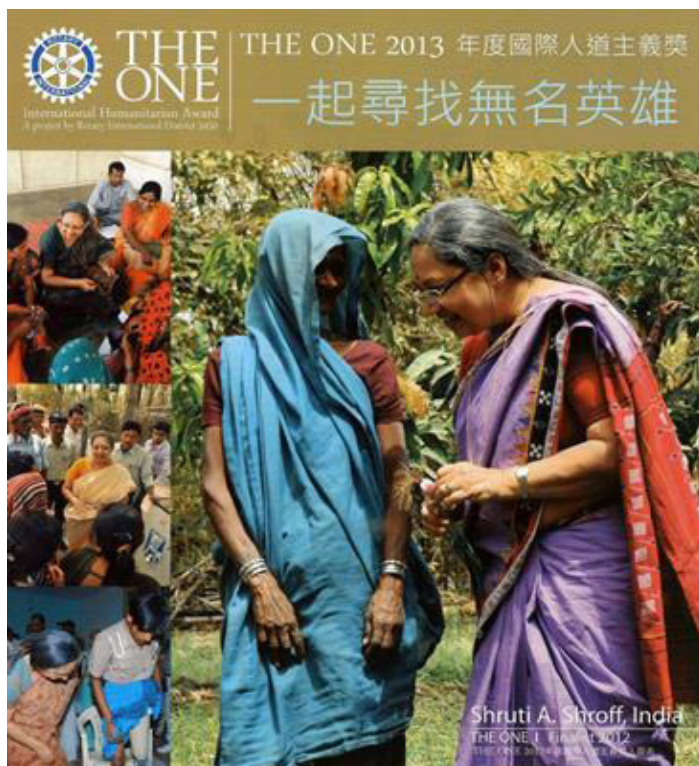
Just after travelling about 100 KMs. from Vadodara, it was a cultural shock for all to see men and young boys walking with bow and arrow and sickle (locally called "Paliya") and wearing clothes barely covering their bodies.

The journey from Chhota Udaipur to Rangpur village was pathetic. The main highway connecting Chhota Udaipur with Alirajpur in Madhya Pradesh was full of big potholes. The winds were strong with spiralling dust storms eroding the soil from agriculture fields already marked by gully erosion done by rainwater. The only green colour visible to far reaching eyes was numerous dots of Mahuda trees and one could see disappearance of forest and perennial streams resulting in barren, undulating land with stone and boulders lying everywhere and streams and wells without water.

The helplessness of the people was reflected in discussions among people at Rangpur Khedut Mandali in meeting. It was probably for the first time the local people were waiting for somebody who wanted to know about the villages and their problems. They had very little faith in people coming from city area, but one of the elderly and wise men Bhavsingbhai-President of Rangpur farmer co-operative expressed that "Since generations we



Presentation of Award by Hon'ble Governor of Gujarat



are living with same struggle in life and we have not seen any change, he conveyed, those who had come from outside for doing development work, they left because no one was found in the village except old and infirm.

On the same day Shrutiben and team visited several villages to understand the root causes of the situation and poverty. She made up her mind to accept the challenge to initiate transformation process of the area. The local youth and positive leaders were identified to start the community messaging process. Watershed development committees were formed of participating farmers.

A multi disciplinary team of SFT with social and technical members facilitated the committees

in preparation of watershed treatment plan. The Committees implemented the activities of action plans by beneficiary contribution, material and labour management along with supervision for quality control. The people realized the direct benefit generated in increase in productivity by water harvesting and started demanding more watershed development programme in their villages.

The watershed programme was implemented with a simple approach of increasing bonding of the tribal families with their land by protecting land from erosion and increasing access to irrigation water by means of water harvesting. During period of 1995 to 2012, the watershed programme has helped in building 249 water harvesting structures resulting conservation of 6.74 lakh cubic meter of water. The programme has benefited 15000 hectares land and increased irrigation from merely 185 ha to 1484 hectares in 37 tribal villages.

The watershed activities ensured soil moisture for agriculture crop to grow, and farmers started investing in land development (levelling, bunding, gully plugs) and well construction. Thus access to water resulted in exploring possibilities of second crop during Rabi season. This started the process of moving from subsistence farming to income generating farming to create opportunities for their cash needs. This was a move from watershed to watershed plus! The farmers have further accessed irrigation water by developing group wells and lift irrigation projects. As per benchmark data there were 110 irrigation wells, which are increased up to 1000 plus after watershed area development programme.

As a result of all the above efforts, while, the

irrigated area in entire block had declining trend during 2005 to 2010, the irrigation facility in Rath area increased by 514 ha. a rise of 57% in a decade.

The watershed development programme in Chhota Udaipur had established that the natural resource management is a pivotal activity in providing solution to the problems of migration, food security and nutrition among the tribal villages in Chhota Udaipur despite adverse impact of climate change.

OJAS- MICRO PLANNING FOR LAND AND WATER

The watershed learning's were incorporated in the Tribal area development programs and "OJAS"- Orsang Jal Ane Samruddhi- was initiated since 2011. The OJAS programme is aiming at regional level river basin management by identification of scope for land and water resources conservation through micro-planning at the micro-watershed level. During the period of 2013 to 2015, 70 micro-plans for land and water resource development with detail treatment were ready for use for funding under MGNREGA and CSR funds. The Gram Panchayat found micro-plans of their respective villages as handy and ready plan for using MGNREGA funds. During 2013 to 2015, 17 Gram Panchayats have linked micro-plan activities under MGNREGA approval. The micro-plans have become a saleable plan ready to be implemented under any funding.

The micro-plans with options of pre-determined funding requirement has facilitated the donors to choose a village depending on the funds availability.

SFT experimented complete treatment and end to end solution concept in two villages last

year which has made two seasons farming possible, creating livelihood opportunity round the year and enhancing income of farmers-Majority of whom doubled same.

END TO END SOLUTION CONCEPT: A CASE STUDY OF NANI KANAS- CHHOTA UDAIPUR

Village Nani Kanas consist of 50 schedule tribe families, depending on Agriculture and animal husbandry. These families are collectively holding 145 acres of cultivable land under small and marginal categories. Main crops grown are Maize, Paddy and small amount of vegetables.

Though there were about 35 irrigation wells, due to geological conditions the yield of ground water was not adequate to support assured irrigation for full-fledged Rabi season and hence the farmers were able to utilize only part of their land for Rabi season. There were few damaged check dams and a village pond, having potential of repairing and using them for water harvesting and ground water recharge.



The repairing of existing check dams, village pond and irrigation well with installation of Micro irrigation systems under government scheme. Thus all the cultivable land was used for Rabi crop and part of it for summer crop. This was followed by providing a package of high valued vegetable crops, knowledge on scientific cropping and support for marketing. It was assumed that bulk production of single commodity will be feasible for collective marketing with reasonable profit margin.

IMPACT:

Irrigation area has been increased by 65% (82/145 acres) during Rabi season. Protective irrigation have become possible to whole command area (145 Acres) by networking of existing wells, repaired check dams and micro irrigation technique. The targeted families could gain incremental income of Rs. 52,000/- in two cropping seasons. Sustainable assets are created for livelihood.

The result shows that this is the long lasting solution to lead the village to 'Swavlamban' and free from poverty.



SFT also looked into needs of rural youth. It started with capacity building of young educated youth in setting up a call center in Chhota Udaipur. But later on with collaboration and support of Tribal Development Department – Govt. Of Gujarat it set up Multi-level skill and industrial training center near Halol- called "Vivek"- More than 500 boys and girls are trained here. Industries are picking up them every year and some are placing their demand in advance.

YOUNG FARMER OF VILLAGE KANAS

The Shroff Foundation Trust is committed to rural participative development and both Smt. Shruti and Shri Atul Shroff have devoted themselves to these tasks.



Rural Women Workers of SEWA

MS. REEMA NANAVATY



Having been born and brought up in urban middle class family in Gujarat, I am fortunate to have had the upbringing as a child in the family of labour leader – the then General Secretary of Textile Labour Association (TLA), Shri Shyam Prasad Vasavda. Later on, came into the family of another labour leader Smt. Ela Bhatt, Founder of SEWA.

It is my accidental visit to SEWA soon after my post graduation in 1985, where the poor women workers – members of SEWA have been my major learning ground. It is my privilege to share the experiences and learning by organizing the rural women workers in 14 districts of Gujarat, building their economic enterprises, producer collectives,

associations, companies – of artisans, small women farmers, salt pan workers, gum collectors, women as water users, and so on.

These rural women members have been my source of strength, inspiration. They have put tremendous trust and faith in me, joined me and given me the courage to take on newer challenges and risks. These experiences have occurred in many different areas : Union organising, banking co-operatives, milk production, artisans and home based production, vending and trading, marketing, agriculture and forestry, land development and water-harvesting, regional development, health, childcare, housing, training, video, newsletters and many others.

Some of these efforts have been successful in what they set out to do, some have not. Many have developed different unexpected and often new directions, with important policy implications. However, each attempt has revealed how women's lives interact with the existing social, economic, and political structure, and how these structures react and interact when women attempt to change their lives. The collectiveness of the organisation generates tremendous power and strength for its members in their individual life also. SEWA has a current membership of 1.7 mn women workers across India.

SEWA IN BANASKANTHA

Can development programmes sponsored by the government lead to poor women's empowerment? We believe they can, if rightly used. If given a chance, poor women are eager to be part of development, and come into the mainstream of social and economic lives. This has been shown by SEWA and Government of Gujarat (GoG). The process of doing so leads to their empowerment as well as the empowerment of their families and communities. The poor women themselves become the leaders of development. SEWA follows a need based and demand driven approach to organizing. SEWA does not create parallel structures but works on establishing linkages with the ongoing government programmes.

SEWA first began to work in Radhanpur and Santalpur blocks of Banaskantha district in the year 1988. These two blocks have been classified as desert areas. Successive droughts from 1985 to 1989 reduced the rural poor peoples' economic status from subsistence to survival level. The hostile climatic conditions, degraded soil, saline water, severe heat, and strong hot blasts of wind made life very difficult.

The women's first need was drinking water, and the Government through the Gujarat Water Supply and Sewerage Board (GWSSB) had installed a pipeline to provide portable drinking water to the village communities and their cattle. The Water Supply Scheme to an extent had been successful in providing one of the basic necessities for survival of people and livestock. However, the hostile geo-climatic conditions called for immediate starting of income generating activities to sustain and stabilize the households.

In our meetings with the village communities, everywhere the women demanded work. They had water, but water alone was not enough to survive. They wanted work to stabilize their household income in their own village.

Dairying is the second major occupation in the area next to agriculture. During the dry summer months due to acute shortage of fodder, the cattle breeders had to migrate to ensure the survival of the milch animals, their only asset.

Based on the field investigation work and the immediate need for work of all the communities, SEWA identified income generating activities on the basis of - existing marketable skill base, existing land base for agricultural activities and livestock as an asset base for assuring income security.

BACHIBEN BHURABHAI

Bachiben Bhurabhai is the group leader of artisans in village Vauva. The majority of embroidery artisans are from Aahir community. These women had never come out of their houses earlier.

When the Caste Panchayat met once in a year, the women usually did not participate but instead had to cook for all the men. In the year 1992 in the Caste Panahcyat meeting, the women did not cook, as they were busy completing their craft work in time to fulfill the order. So the Caste Panchyat decided to put a ban on the women to leave their village. Going to the Radhanpur Craft Centre or any SEWA meetings : became impossible.

Bachiben Bhurabhai, the groupleader, along with the other members, approached their Sarpanch, who also belonged to their own community, and said, "During drought, who is going to protect and

give us work? We have to be regular in our work. This work is very important for us, that allows us to stay at home and look after our children. Otherwise we will be forced to go out and dig earth during those hot summer days". Is this work not giving our families an assured income, then, why do you want to put a ban? No, we will go to SEWA office in Radhanpur, and to our Craft centre that is our bread".

Then Bachiben appeared before the caste Panchayat and firmly pleaded for lifting of the ban on women going out. The men in the Panchayat were convinced, the ban was removed.

Crafts became one of the major income generating activities in Banaskantha. Communities have a rich heritage of day to day use of crafts. However, since the women had never used their rich traditional skill for commercial purposes, SEWA faced many difficulties in the initial stages.

SEWA used yet another development programme of the Government, viz. TRYSEM under which a three months stipendary training was given



to the embroidery groups. A master-craftswoman gave a full time training to the groups.

Soon SEWA had also to think of the proper local organisational base to sustain the activity. This was the time when DWCRA programme was just being introduced by our State Government in Banaskantha. We felt DWCRA groups have more flexibility as compared to co-operatives. Besides, the DWCRA groups are only for the poor women and hence keeps a clear focus on the poor women. Hence SEWA decided to opt for the DWCRA form of organization which allowed us to organize women based on their craft.

After the massive earthquake that struck Gujarat in 2001 and when SEWA started its rehabilitation work. It further strengthened the premise that, that craft was the only livelihood during distress which can provide safety and security. Craft has since emerged as the sole livelihood opportunity for artisans ravaged by successive catastrophes such as draughts, cyclones and earthquakes. During this period SEWA's artisan's base increased from 500 women to over 15000 by 2014.





To provide sustainable employment on such a large scale, it was essential to operate a commercial centre. Thus SEWA Trade Facilitation Center (STFC) was established in 2003. STFC has been registered as a Section 25 company, owned and managed by the women artisans. It is a unique company where artisans themselves are the suppliers and shareholders. STFC has launched with success its own brand “Hansiba” in the market. Hansiba’s aim is to give more and more income into the hands of the rural women artisans to bring them into the mainstream of India’s – emerging new economy. In the year 2016-17, STFC achieved a turnover of Rs. 4 crores.

Based on the experience of Gujarat, one way of increasing women’s participation mainly in rural areas where poverty is deep rooted and economic opportunities are scarce is Livelihood Finance approach. The method is evolved around financial activity but is integrated with social, economic, and institutional aspects. Livelihood finance invests in organising. Women and the poor, having some livelihoods of their own, are integrated into an

organisation of their own: may be in the form of a co-operative or a SHG or even a company. The finance is used to organise the members, their day, their work, their business and their relations with the buyers and sellers and other business stakeholders. Organising is the first step of moving out of poverty with the help of livelihood.

Livelihood finance invests in capacity building, support services, in access to markets. Livelihood finance makes such investments over the course of at least five to seven years in order to have stronger impact and success. Short-term three-year projects are much less suited to make the scale of change that is needed.

SEWA now has several women owned enterprises which are state level as well as national level. Some of them include

- SEWA Gram Mahila Haat (SGMH) is a state level apex marketing organization with the aim of strengthening the rural distribution network. With the aim to strengthen rural economy and livelihoods of the rural poor. Again this innovative marketing organization of Self Help Groups (SHG) was set-up with the support of GoG.
- RUDI - RUDI comprises procurement, processing, packaging and marketing of food grains at the local level. The essence of Rudi is to strengthen rural economy through rural procurement and rural distribution and also ensure food security at the local level. RUDI caters to 100,000 households in the rural areas. RUDI has achieved a turnover of Rs10 crores. The RUDI products are marketed through a cadre of 2500 RUDI sales women

who earn an income in the range of rupees 5000 to 10,000/-.

- Hariyali – SEWA’s Green Livelihood Initiative – SEWA has taken several initiatives which are in line with the Gandhian philosophy of “Gram Swaraj”, one such initiative is aiming for an integrated and eco-friendly development leading towards green skills.

SEWA works with the salt farmers in Surendranagar district. These salt farmers work in extremely harsh conditions, under a scorching sun on hot sands. The process of production involves using diesel pumps to draw brine out of the ground, and spread it in salt pans to enable the sun to evaporate the water and produce salt. A large amount of money is spent on diesel for the diesel pumps which are used to pump out brine.

SEWA Hariyali piloted the use of solar pumps in place of diesel pumps to reduce this major expense. Hariyali gave access to solar pumps to 1000 women salt pan workers thereby reducing expense on diesel by Rs 50,000 per salt workers. SEWA’s approach has been to have a scalable and replicable initiative. The salt farmers were provided with access to loans to buy the solar pumps.

We all have to learn from these women :

- 1) Poor people and women do not want charity. They need meaningful productive work, that brings dignity and self respect.



- 2) The members of SEWA do not lose hope but strive to turn every disaster into an opportunity. Therefore at SEWA we do not work on providing relief but on economic rehabilitation.
- 3) The members of SEWA do not want free inputs or services. They own the programmes, enterprises.
- 4) The members of SEWA have taught us the true meaning of leadership
- 5) The members practice the values and thereby make SEWA a strong value based rooted organisation.

Ms. Reema Nanavaty, Director, Economic Development and Rural. Organizing SEWA – is involved in organizing rural and urban women and empowering them.

Contribution Of BAIF Development Research Foudation For The Upliftment Of Rural Communities In Gujarat

DR. NARAYAN G. HEGDE

Trustee



Manibhai Desai, a youth from Kosmada village in Surat district, took active part in the Quit India Movement and joined Gandhiji as a volunteer. In 1946, Gandhiji visited Urulikanchan to establish the Nisargopachar (Nature Cure) Ashram and deputed Manibhai to manage the activities. Managing agriculture and dairy farm at this drought affected village was a major challenge. As a majority of the local farmers were also struggling to make their living, he interacted with them closely to understand the problems related to agricultural production and identify suitable interventions. He was successful in introducing high yielding varieties of food crops and several fruit and vegetable crops. He also worked to improve the productivity.

This was the foundation for designing appropriate development programmes for promoting sustainable livelihood for small farmers across the country. However, Gujarat was at his experimental ground for testing new programmes even before the establishment of BAIF Development Research Foundation (BAIF) in 1967

After observing the initial success, Manibhai went to South Gujarat and met his old friends and urged them to support a similar field programme for the benefit of poor farmers in Gujarat. In 1973, prominent community leaders of Ganadevi in Surat district established the Govansha Sudharana Mandalat the suggestion of Manibhai and invited BAIF to establish the first cattle breeding centre there. In 3 years, Ganadevi centre made a phenomenal impact among farmers of all economic classes. The healthy crossbred cows owned by small farmers started producing 12 to 15 litres of milk per day, surpassing the production of elite Indian breeds of cattle and buffaloes. Farmers owning such crossbred cows started earning handsome income which was beyond their imagination. This was the first time that these farmers found their low yielding nondescript cows also useful to produce valuable asset in the form of crossbred cows, which they could not have procured from the market.

The success of crossbred cows in Ganadevi was an eye opener for all the farmers in the district. It raised the aspiration of poor farmers and created huge demand for the service of BAIF. In 1976, Navsari Taluka Bagayat Mandal, Bardoli Sugar Factory and Kalyan Krushi Go-Vigyan Bharti (KKGB) Trust, Kadod provided financial support to establish cattle development centres in their operational villages. Later, Dudhsagar Dairy, Mehsana and Vasudhara Dairy, Valsad, invited BAIF to establish the Disease Investigation Laboratory and cattle development centres in their milk shed areas. The paravet visited the hamlets of small farmers and Adivasis and addressed their doubts while providing breeding services to their cattle and buffaloes. This gave a boost to their confidence and motivated them to involve themselves actively in the programme. The programme started making good impact but finance to meet the operating expenses was a bottleneck. The Animal Husbandry Department was not willing to extend support, as they considered this activity as an unnecessary duplication of their work. Hence, Manibhai and Shri. Arvind Mafatlal, who was also the Chairman of BAIF, persuaded the Government of Gujarat to set up a new development organisation, which can sponsor the cattle development programme of BAIF across the state. Because of their persuasion, Gujarat State Rural Development Corporation (GSRDC) was established in 1977 with Shri. Arvind Mafatlal as the Chairman and Dr. Kirit Shelat, a young, dynamic Officer from the Indian Administrative Service (IAS) as the Managing Director. GSRDC facilitated the expansion of BAIF's cattle development programme across the state, without any financial constraint. BAIF is grateful to Dr. Shelat, who mobilised the

entire Rural Development Department to extend support to this programme.

In 1979, the Government of India approved funding of this programme under the IRDP Infrastructure Development in all the states and the Gujarat Government supported this programme directly through the Department of Rural Development. As the cattle development programme became popular, BAIF started collecting partial service charges from farmers to reduce the dependence on Government support. The Vasudhara dairy invited BAIF to provide livestock breeding services in the interior tribal hamlets in Valsad district by forming women dairy farmers' groups to avail breeding and health care services. This helped the dairy to increase their average daily milk collection by 300% in a span of 10 years. After Shri Manibhai, Dr. Narayan Hedge took over leadership and added new dimensions.

In 2005-06, BAIF initiated Gir cattle breed conservation in Saurashtra region, with support from the National Dairy Development Board. Simultaneously, conservation of Kankrej cattle and Jafrabadi and Banni breeds of buffaloes was also initiated by freezing the semen of superior sires of these breeds, exclusive use of these semen doses to upgrade local animals in their native tracts, creating awareness among local farmers, recognising farmers owning superior quality animals, etc. which have helped to improve their production significantly, while creating awareness among the farmers. Presently, the dairy husbandry development programme is benefitting over 88,000 families in 2880 villages in 23 districts through 296 centres in Gujarat. The programme is self-sufficient, without

being dependent on Government funding, as the farmers are willing to pay the service charges. Through this programme, the dairy farmers have been contributing over Rs. 1500 crores to the rural economy every year.

The BAIF team studied the feasibility of growing fruit species by assessing the soil quality and water availability. It was feasible to grow mango but the project supported by the National Wasteland Development Board was meant for planting fodder and fuel wood species. Hence, BAIF modified the design of the plantation by placing the fruit species in the main field and planting forestry species on field bunds and borders. This turned out to be a new model of agri-horti- forestry, designed to suit the degraded hilly terrains, owned by the families of Scheduled Tribes. Under this programme, 40 to 60 saplings of mango were established on 0.4 ha land as the main crop and about 250 to 400 forestry species were planted on the boundary and bunds to protect the fruit plants while generating additional income. The interspace between the fruit trees was used to grow seasonal food grains and vegetables to meet the food and cash requirements. The tribals called this system wadi, referred to as fruit orchard in the local language. The project provided support to procure all the inputs as well as the labour wages. In addition, income from seasonal crops was adequate to support the family needs.

While promoting wadi, realising the problem of alcoholism, BAIF imposed a condition that only those who were prepared to give up alcohol will be enrolled in the programme. Unfortunately, most of them were reluctant and hence the response was very poor. Only 42 families enrolled for participation

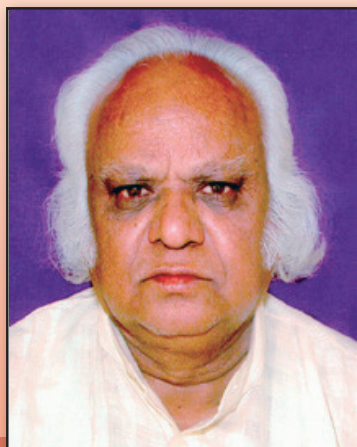
during the first year in 1982. After seeing the success of these families, there was a steep increase in enrolment from the tribal families by giving up alcohol. Presently, over 45,000 families belonging to various ST communities have established their wadis and are leading a comfortable life.

The wadi programme has motivated the tribal families to stay on their farms and work all-round the year, without migrating to towns. This has helped in promoting community health and education for the children. The families utilised their spare time in promoting other income generation activities. Women empowerment was an important initiative which led to formation of thousands of women Self Help Groups, who took lead in organising micro credit, establishment of plant nurseries, vegetable cultivation and marketing and social development for the betterment of community. After 4-5 years of initiating the wadi programme, each family could earn a net income of Rs. 60000 to 75000 per year from 0.4 ha of wadi. Subsequently, there was further increase in their income through sale of grafted fruit plants, dairy farming, collection of non-timber forestry produce, fishery, etc. bringing prosperity to the poor. With the development of wadis, there was significant improvement in the ecosystem and biodiversity. Safe drinking water was available throughout the year. With improved housing, hygiene, sanitation and access to clean drinking water, there was significant improvement in the health conditions. With better education, thousands of tribal children have completed their higher education with good grades and secured employment in the Government and Non-Government sectors. Today, wadi programme has been accepted as a suitable programme for ensuring sustainable livelihood for

poor tribal families. These wadi farmers have been directly contributing over Rs.600 crores to the rural economy every year.

BAIF has been a leader in promoting sustainable livelihood for the rural poor in Gujarat over the last 50 years, thereby gaining the trust of the rural people in Gujarat and many other states. This has been possible only because of the support of the Government of Gujarat, several corporates and the farmers of Gujarat.





Developing Gujarat My Memories

DR. B. K. KIKANI

In India, the Green Revolution in agriculture was initiated in the decade of 1960, before that Indian farmers were practising organic farming and many multinational companies prompted the farmers to use chemical fertilizers, pesticides and hybrid seeds in agriculture. Due to the use of chemical fertilizers, pesticides- soil, water, rivers and environment are highly polluted. Farms and lands became unfertile and farmers are prompted to commit suicide every day in the 21st century in India. Our entire nation's economy depends on two things agriculture and animal husbandry. If we do not care for these two natural resources, we will definitely face severe economical as well as social crisis in the country.

In 1960, Gujarat state was separated from Maharashtra and during this period, agricultural research, education and extension were kept under the Department of Agriculture so that the Government of Gujarat can accelerate the development of agriculture. Varieties of various crops and recommendation for farmers were made by the Agricultural Research Stations contributed in the agriculture development of Gujarat State.

During my Ph. D. study, I have worked on stem rot of groundnut and its management, particularly worked on bioagent *Trichoderma* fungi, which is acting as bio-control of stem rot fungi (*Sclerotium rolfsii*) and got success in the management of disease. Groundnut growers in the entire state have accepted this management practice. Farmers are adopting *Trichoderma* bioagent at large scale for disease management in Gujarat and particularly in Saurashtra region. The Junagadh Agricultural University is producing and selling 150 tons of this bioagent to the farmers every year.

In Gujarat State, first Agricultural University was established in the 1972 and it was a multicampus University. With the visionary ideas, former Chief Minister of Gujarat Hon. Narendrabhai Modi; Minister of Agriculture and Co-operation, Hon. Bhupendrasinh Chudasama and Dr. Kirit Shelat, Principal Secretary, Department of Agriculture and Co-operation created four Agricultural Universities in the year 2004 through bifurcation of erstwhile Gujarat Agricultural University as there are clear crops, soil, water and climatic different in

north, west, south and eastern regions of Gujarat state. Hence all four Agricultural Universities are tremendously progressing in education, research and extension education in the state. The able guidance, experience and deep vision as well as future thinking for agriculture of Dr. Kirit Shelat brought innovation ideas of Krushi Mahotsav, to spread horizontal agriculture technologies, soil

health card distribution programmes, lab to land programmes etc. in which direct linkage of farmers with scientists has brought second green revolution in the Gujarat state. This has also become a model for entire country.

Dr. B. K. Kikani, *Former, Vice Chancellor, Junagadh Agricultural University*

Celebration of Jai Kishan Jai Vigyan week (23-29 December 2016)



Farmers Training at Khijadiya village



Student Training at Kuwadva village



Farmers Training at Nana Vadal village





Developing Gujarat My Memories

DR. A. R. PATHAK

I pursued my B. Sc. (Agri.) from Sardar Patel University, V. V. Nagar in the year 1970 and Ph. D. in Plant Breeding and Genetics from Gujarat Agricultural University, Sardarkrushinagar in the year 1987. I started as Jr. Research Assistant in August 1970 to become a Vice Chancellor, Navsari Agricultural University, Navsari in 2010, and now as Vice Chancellor, Junagadh Agricultural University, Junagadh since October 2014. During my entire career my focus was on developing research varieties which can enhance yield, improve quality of product, reduce cost with objective that farmers' income is sustainable and goes on increasing.

Twenty five new varieties of different crops were developed as a researcher. The Rice Varieties Gurjari, GR-13 and Castor hybrid GCH-5 became very popular with a very high demand among the farmers. Developed technology of Modified method for maintenance of pistillate line of castor Fourteen technologies on Castor and Rice on agronomical and plant protection were developed. Castor based cropping sequences; Pest management in Castor, pest management in Rice; Rice based cropping

sequence; Disease management in Rice; WBPH and leaf folder management in Rice; Water saving techniques like SRI; Organic farming in Rice etc. These technologies reduced the irrigation and pesticide application cost and enhanced the productivity of rice and castor which benefited the farmers. More than 500 technologies including 60 varieties were developed under my guidance at AAU, JAU and NAU. 9 technologies were applied for patenting which highly contributed to the farmers and scientists of Gujarat.

New courses were started in PG, Biotechnology (Plant, Animal and Food), Poultry Breeding, Veterinary Extension, PG in FPT, PG Diploma in AIT, PG in IABM at AAU, Anand. As Vice Chancellor, NAU, Navsari five new colleges of various UG Programmes viz. Agriculture (two colleges), one each in Agril. Engineering, Agri. Biotech. and Fisheries as well as one Polytechnic in Horticulture at Pariya were started. Besides, at JAU, College of Agriculture at Khapat (Porbandar) and Polytechnic in Agriculture at Sidsar have been started from 2016 and 2018 respectively. These colleges and polytechnics

provided more opportunity to interior students for higher agril. education. I got both, NAU and JAU accredited to ICAR, to Veterinary Council of India -VCI, by ICFRE, Dehradun.

In order to provide the latest knowledge to the farmers, the then Hon'ble CM Shri Narendra Modi and Hon'ble Agril. Minister Shri Bhupendrasinhji Chudasma's guidance and by initiation of ACS (Agri.) Dr. K. N. Shelat, "Krushimahosav" was started in Gujarat since 2005. This is a unique "Door step Extension Programme" wherein scientists provide the valuable information to the farmer at their villages by their own way. This contributed significantly in the Agricultural Growth of Gujarat. The then Hon'ble CM Shri Narendra Modi and Hon'ble Agril. Minister Shri Bhupendrasinhji Chudasma's vision of soil health card and by the guidance of Principal Secretary, Agriculture, Dr. K. N. Shelat for providing soil health card to all farmers along with crop planning was done at AAU. I was one of the contributors in this project along with Hon'ble VC, Prof. M. C. Varshneya and also prepared Soil

Health Card Portal. This was the right step in the direction of improving productivity, reducing cost and improving livelihood of the farmers. This was replicated for the entire nation.

We initiated an Android based mobile application called "Kisan Mitra" which provides agricultural, horticulture, veterinary and other university technologies to the farmers in vernacular language in their mobile device.

I see a great future for Gujarat Agriculture and farmers. Already we have successfully faced adverse impact of climate change by developing Climate resilient agriculture and Climate Smart Farmers. I have no doubt that we can supply world our cotton, castor oil, spices, fruits and vegetables, dairy products, ready to eat food and so forth. We have already made head way in this but we have long way to go.

Dr. A. R. Pathak, *Vice Chancellor, Junagadh Agricultural University*





Future Agriculture

DR. C. J. DANGARIA

Vice Chancellor, Navsari Agriculture University

Agriculture plays an important role in economy. It includes farming, wholesaling, warehousing, processing, and retailing. Gujarat Agriculture is largely rainfed and crop production is becoming more difficult with the climate change, resource scarcity and environmental degradation.

The total area of land of Gujarat is about 196 lakhs hectares. Out of which 99.66 lakh hectares are under net cultivable area. Provision of irrigation water is becoming increasingly a matter of concern due to erratic rainfall pattern. Micro irrigation help small farmers to improve their livelihood by having efficient use of inputs water and fertilizer and taking additional crop. In Gujarat, overall growth in agricultural output and yield of major crops is quite impressive since 2000. Share of cash crops like cotton and horticultural crops have increased. Seed Replacement Rate (SRR) is implemented and Gujarat has started using the Soil Health Card for selection of crops. Organic farming as a sustainable agriculture, has benefited farmers.

Gujarat is becoming the Horticulture Hub of India. The horticulture sector is the supplier to

agro based industries and provides employment and self-employment opportunities both in rural and urban areas. In the era of climate change, agro forestry has a significant role in mitigation of climate change. Some farmers have already adopted agro forestry system to get diverse timber and other forest produce and also to get additional economic benefits.

The Animal Husbandry and Dairy contributes to socio-economic development particularly from farmers it provides a sustainable livelihood to landless labourers. Gujarat is the largest processor of milk in India. Amul dairy is Asia's the biggest dairy. We have huge animal genetic resources by 18 registered breeds of livestock and poultry.

Gujarat has a wide range of marine and inland aquatic resources. It is first in production of marine fish (0.71 t/year) with a share of 24 % in total production of the country. Value of fish production is 1200 crore per annum and export worth 390 crores. Gujarat coastal areas are suitable for brackish water aquaculture. Future strategies for brackish water aquaculture are establishment

of disease diagnosis centres, input development of probiotics, vaccines, drugs and medicines for maintaining healthy environment of shellfish and finfish, species diversification and establishment of their hatcheries.

Gujarat has improved the agricultural credit system through cooperative and commercial banks. It has unified with national markets for agricultural commodities (e-NAM) that enables farmers to get better price of their produce. The Contract Farming Scheme exists and the Modified APMC Act in 2018. Agricultural marketing reforms have been introduced. The liberal Rashtriya Krishi Bima Yojana protects the farmers from crop loss.

Success of all the schemes and programmes is dependent upon its outreach to farmers at door-steps. The increasing mobile penetration in the rural areas has proved to be an effective and powerful medium to disseminate information. All mobile based initiatives in the field of agriculture and allied sectors have to be subsumed with the mKisanPortal. Through this portal not only can government functionaries, send out messages to the farmers in their regional languages, the farmers too can ask questions with respect to specific crops. In 2015-16, the government has also launched Agro Market.

In the coming years, Agriculture Sector in Gujarat shall flourish and dominate the national scenario. Gujarat leads the nation in innovation, entrepreneurship and outreach programs. Looking to the excellent results in Gujarat, other states have started implementing Krishi Mahotsav and Soil Health Card scheme. Government of Gujarat is already promoting water shed management and drip

irrigation in a big way and this needs to continue in the future. Evolving designer crop varieties, availability of good quality planting material and seeds, adoption of mechanization in agriculture, cluster based approach towards crop production, rejuvenation of old orchards, organic farming and reducing post harvest losses shall further accelerate the growth of this sector. Looking to the forest cover of Gujarat state (7.5%), it would be prudent to focus on Non Timber Forest Products (NTFP) for the social upliftment of forest dwellers. There is also an urgent need to expand tree plantation and take up urban forestry for monetary as well environmental gains.

Climate change is a real threat to Indian Agriculture and the government machinery, scientific community as well as farmers should work together to tackle it. Partial replacement of fossil fuel by plant based fuels, conventional crop breeding in conjunction with modern biotechnological tools and soil management practices can make a significant difference in our efforts at combating climate change. Government of Gujarat has introduced many market reforms to ensure that the farmers get the right price for their produce. Easy access of farmers to credit, e-NAM, modifying the APMC Act, Contract Farming Scheme and Crop Insurance are some such initiatives. The agricultural education of our country in general and state in specific should take into account the changing needs of the market. There is a need to introduce skill based courses and modifying the existing syllabus to meet the needs of coming years. Looking to the excellent penetration made by mobiles in rural areas and to improved connectivity it would be worthwhile to develop mobile applications which can provide all

technical inputs, market intelligence and product information in vernacular language. In Animal Husbandry, genetic improvement of non-descript animals through crossbreeding with superior indigenous germplasm would have maximum impact of milk production. Inland fisheries and Brackish water aquaculture needs to be promoted as its

full potential has not yet been realized. Supply of quality seeds, species diversification, strengthening of infrastructure and policy support would give rich dividends in fisheries sector as a whole.

Dr. C. J. Dangaria, *Vice Chancellor, Navsari Agriculture University*





My Experience and Memories in Gujarat, India

PROF. ODEMARI MBUYA

Florida Agricultural and Mechanical University(FAMU) - USA

Indeed it is an honour and pleasure to share my heart felt experiences and memories in Gujarat, India. I visited Gujarat for the first time in July 2016, and since then I have visited four times. My first experience was the warmth, friendliness, hospitality and generosity of the people of Gujarat, thank you. Kindly allow me to mention that during my visits to Gujarat I have met people from different walks of life, ranging from state government dignitaries, non-government organizations'(NGO's) representatives, university administrators, professors, students, farmers, federal government dignitaries and retirees. The message and experience is always the same, everybody received and treated me with an open heart, respect, kindness and love. I am very thankful to the people of Gujarat and India at large. Before I visited Gujarat for the first time I met Dr. Kirit Shelat in Tallahassee, Florida (USA) in 2015 where he was attending a conference on EnergyWaterFood nexus organized by Florida Agricultural and Mechanical University (FAMU). The conference was not only a success, but since that time Dr. Shelat and I have become great friends and professional partners across oceans and continents, and the beginning

of the FAMU-Gujarat partnership. Following the conference, a Memorandum of Understanding (MoU) has been signed between FAMU and the National Council for Climate Change, Sustainable Development and Public Leadership (NCCSD). After signing the MoU between FAMU and NCCSD, Dr. Kirit Shelat was able to initiate a communication between FAMU and several institutions of higher learning in Gujarat, including Anand Agricultural University (AAU), Junagadh Agricultural University (JAU) and Viverkanand Research and Training



Institute (VRTI). I have visited all three institutions in Gujarat and initiated collaborative work.

As a part of the MoU between FAMU and NCCSD, the College of Agriculture and Food Sciences (FAMU) and NCCSD were able to secure a USAID grant to initiate a “Farmer-to-Farmer” programme in Gujarat. Through this programme I have been able to participate in training farmers and agricultural extension agents in Gujarat with respect to Climate Smart Agriculture, environmental stewardship and technology transfer. My interaction and experience with different stakeholders in Gujarat has always been very positive. In early January, 2018, I travelled to Anand Agricultural University in Gujarat to attend the 52nd Annual Convention of Indian Society of Agricultural Engineers (ISAE) and National Symposium on “Doubling Farmers’ Income through Technological Interventions”. To strengthen the partnership and collaboration with Gujarat institutions of higher Signing ceremony of a Memorandum of Understanding (MoU) between FAMU and AAU at Anand, Gujarat-India was signed on January 10, 2018.

Among other success stories of my trip to Gujarat was to launch a book on “Building Climate Smart Farmers: Doubling Income of Farmers in Arena of Climate Change” edited by Dr. Kirit Shelat and Dr. Odemari Mbuya.

In addition to academic and professional engagement in Gujarat, my hosts have always accorded me with the privilege to visit numerous theme parks, archeological sites, temples and mosques for total cultural immersion of Gujarat and India.



After visiting India four times within two years, coupled with extensive travelling in Gujarat and meeting with many people from the government, academia, private sector and farmers, Gujarat (and India) will ever benefit from the synergy of science, technology, technology transfer and international collaboration to meet its food security goals for the following reasons: i) increasing population in India, expecting to reach 1.6 billion in 2050, ii) degradation of land resources (soil erosion,

decline in soil fertility, salinity, mismanagement of limited arable land), iii) increasing pressure on freshwater resources for domestic use, agriculture, industry and urban centers, iv) climate change (drought, floods, diseases and insect pests) and v) decline in crop productivity due to depletion of soils and groundwater for irrigation. Climate Smart Agriculture will ever be even more important for sustainable food security of Gujarat and India. I learned a lot from Gujarat, India, and the Indian people, and it was and will always be my pleasure to share my knowledge and life experience with the people of Gujarat and India. May I also take this opportunity to welcome my counterparts from Gujarat (and India) to the United States to share their experiences and knowledge. Working together works, let us work together for the common good of humanity. To expand the effort of international collaboration and technology transfer, I am suggesting a USA-India-Africa food security initiative. Such initiative will identify knowledge gaps, exchange knowledge and build capacity where it is lacking. A good example of international cooperation is the one where Dr. Kirit Shelat led a NCCSD delegation to the COP21 (Paris) and COP22 (Morocco) in collaboration with Dr. Odemari Mbuya from FAMU. Together we addressed the issue of Climate Change and Climate Smart Agriculture at a global platform.

In conclusion, I will always be thankful to the people of Gujarat and India for allowing me in their life and homes. Special thanks Dr. Kirit Shelat (Executive Chairman, NCCSD), Dr. N.C. Patel (Vice Chancellor, Anand Agricultural University), Dr. A. R. Pathak (Vice Chancellor, Junagadh Agricultural University), Justice B.P. Singh (President, NCCSD),

Ms Nisha Shah (CEO, NCCSD) the Government of Gujarat, and the Government of India for facilitating my experience in Gujarat and India. I am deeply indebted to countless others that I cannot list in this brief. Thank you very much Gujarat.



Mapping Development

'Krishi Mahotsav'- The New Extension Approach

- Reach Out To Farmers at Doorstep

Gujarat is a state situated on the western coast of India. Diverse in its topography, it boasts of a 1600 km coast line and is home to the largest desert in the country known as Rann of Kachchh. The state has all possible handicaps faced by agriculture such as 70% of agriculture being rain-fed, recurrent droughts, untimely/irregular rainfall and some

areas receiving rain only three to four days in a year. Gujarat's agriculture suffered heavily whenever there were droughts. The growth rate of agriculture used to be negative during such years. In a normal year, the agricultural growth rate used to be 2 to 3%. Agriculture was not sustainable in many parts of the state due to recurrent crop failures.

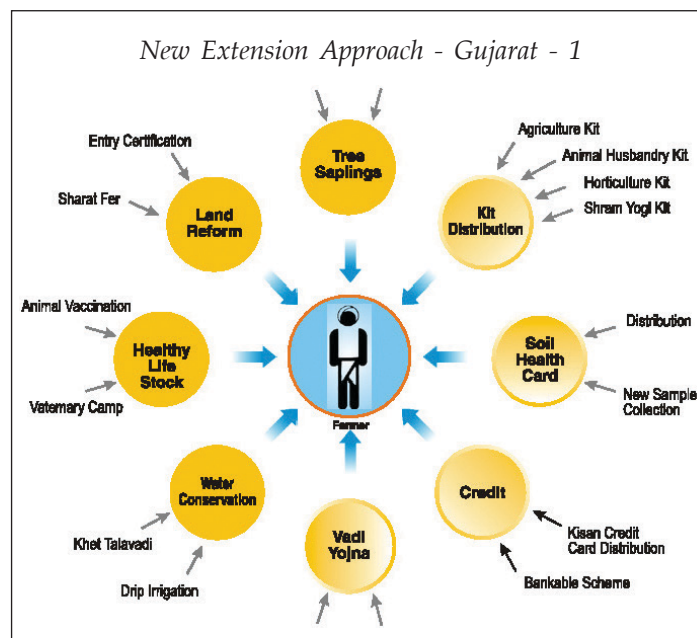


However, this is a story of the last millennium. In the new millennium, Gujarat, with determination and persistent efforts, changed the agriculture scenario. From 2004 onwards, agriculture witnessed a major turnaround with a growth of 11% per year. The state became a front-runner in agricultural production in the country. This turn-around became possible due to certain effective experiments and steps taken by people on the basis of the experiences mentioned earlier, Government's experience and that of agricultural universities. Such successful experiences did not remain specimen or model projects, but became a base to launch an overall initiative in all 18,000 villages in the state, known as "Krishi Mahotsav".

This was led by the Hon'ble Former Chief Minister Shri Narendra Modi – who is currently the Prime Minister of our country. It was started from top by Chief Minister himself - for action at bottom - the village level and at individual farmer level with focus on selection of crops which soil can sustain and free input assistance to poor farmers. He started first with a direct dialogue with farmers and field functionaries followed by interaction with experts and departmental secretaries. Entire model developed based on needs of farmers and to provide knowledge and technology to them at door step. It is top to bottom approach.

The editor of book was responsible for developing policy and the detailed implementation framework and to develop module to monitor its implementation on day to day basis for period of one month prior to monsoon - when actual field level action is taking place.

The key to this success was direct involvement



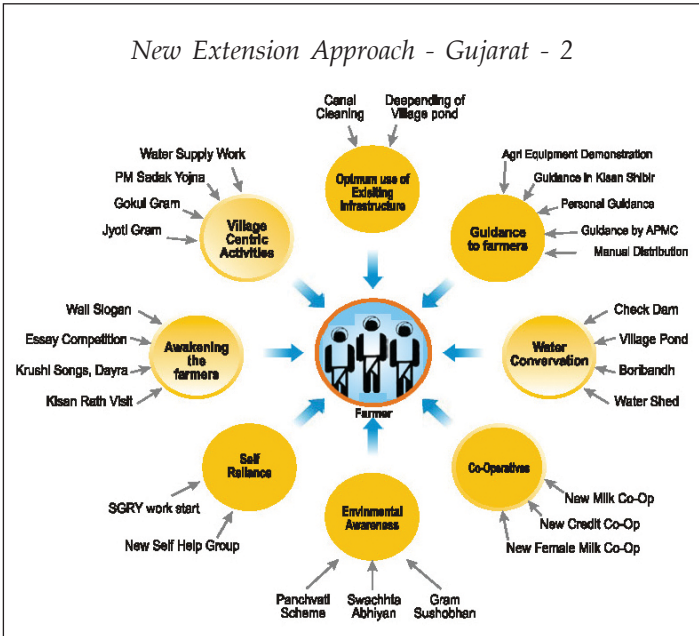
of public leadership both elected and non-elected members of Public Governance System. Effective soil and water management and proper land use by using mass communication approach-based, micro level management model was introduced. On the water front, more than 1,00,000 check dams got constructed. In the last decade, the numbers of check dams were only 6000.

It inter-linked rivers such as the Mahi and the Sabarmati. These rivers, in turn, were linked with Narmada and Mahi canals. In its rain-starved areas, such as North Gujarat and Kutch, a special scheme for irrigation known as "Sujalam-Sufalam" was introduced.

Scientific agriculture was introduced by distributing Soil Health Card to every farmer. From 2004 onwards, 50 farmers from each village were given such cards every year including soil moisture

analysis and past five year’s average market price of the crop grown in their area. This helped them make informed choice in the selection of crops. Farmers now sowed crops that gave them higher return and were sustainable in the soil of their farms.

The poor farmers were focused for assistance. Every year 15 poor farmers of each village were assisted with free Input-consisting of Certified Seeds packaging Fertilizer and Pesticides and one tool like sprayer.

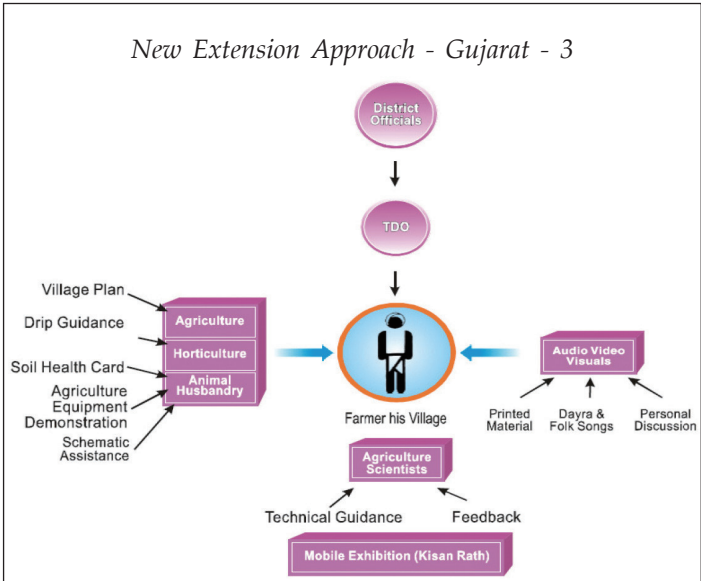


A direct door-to-door extension programme for guiding the farmers at village level was introduced under a pre-kharif (pre-monsoon) programme, known as : Kirishi Mahotsav’. Every village was visited by a development team comprising agri-scientists and officers from the veterinary department, co-operative, irrigation department,

rural development department and local Banks etc. High-yeild crops were identified. The farmers were guided about using certified seeds and looking at price of APMCs before selling their farm produce. The campaign is by District Megistrate – DM and District Development Officers(DDO), along with this, cattle camps were organised for health check-up and vaccination.

Bhaskaracharya Institute For Space Applications and Geo-Informatics, an institute set up in collaboration with Space Application Centre (SAC), ahmedabad, by Government of Gujarat, prepared a micro-level plan for land use by identifying for check dams and villages ponds for every village.

Information and Communication Technology material was made available to the farmers in their mother tongue for crop management, including use of fertilizers and pesticides. Free telephonic help lines were introduced to answer the queries of farmers.



All these initiatives were backed by total involvement of public leadership, both elected and non-elected. And all schemes related to farmers(narrated in chart) here converged at village level for implementation. The Chief Minister to village Sarpanch, The Chief Secretary, to village level worker, voluntary agencies, input dealers and co-operatives and bankers- representing the rank and file of institutions were involved in the mass communication meets at village level.

The joint initiative brought sustainability in Gujarat agriculchure, bringing about overall growth in all important crops and an increase in the per capita income of the average farmer. The major transformation occurred in the state's most difficult areas of Saurashtra, Kachchh and North Gujarat and farmers doubled their income.

This is an example of strong political will – by the Chief Minister Shri Narendra Modi backed meticalas plan implementation with participation of farmers. As Prime Minister of Country now Shri Naraendra Modi has introduced the soil health Card, Micro- irrigation etc. to the benefit of all farmers of our country and given a call to double their income.

NOT HARD WORK BUT REQUIRED SMART WORK WITH TECHNOLOGY IN AGRICULTURE.

MAHESHBHAI YOUNG FARMER.

I am sharing my Experience and I insist that the other young farmers to continue their traditional trade .I use technology and change the perception and see agriculture as a Business. Agriculture is the best if we upgrade our knowledge and use technology and method on appropriate time. learnt this with the help of Krushi Mahotsav



and Visit of KVK. Now I have started to produce the vermicompost and have used it for the same. My Name is Maheshbhai. Village:- Rajpura, Talaja District Bhavnagar.

I passed my 10th in 2002. I wanted to continue my education but our financial condition was not so strong so I did not continue my study and .I started working in a factory in the city and earning 25000 /- per month but I was labour. One day I thought that here I am working as a labour if the same hard work I do on my land, I will be an owner and a Manager.

As an educated man why should not I continue my traditional occupation? In 2007 I left everything and started our own occupation-“Agriculture”. Initially everyone said: - why do you come back?. You are a young man; you go in to city and do hard work and earn money. But I decided to do Agriculture work so I visited KVK, started reading



magazine, watching Agriculture programme in TV channel. I took active part in “Krusha Mahotsav” and took much training in KVK.

In my land issue was water so I adopted the technology and I installed drip in whole farm and then changed the cropping pattern. Started cultivating 50% vegetable and 50% horticulture crop instead of one single crop. Earlier when my father was cultivating the land the income was 30000 to 35000 per vigha and it was not enough to eat also but when I started to use technology the production cost decreased and income increased.

The second most major cost in my Agriculture is pesticide and fertilizer cost. So I learnt to make use of Bio pesticide like D-fast, tryco-S.P and studomitus like Bio-solution at my farm also I started using the compost.

I bought 5 cows and started using cow dung for compost and cow urine in each crop so my input cost decreased and income slightly increased in initial years and now I earn 100000/vigha per year.

Third major thing I learnt and adopted - First I understood crop cycle and market value. Why the market value is high? I observe the whole cycle and based on that I started sowing the crop. Like the

cost of lemon is high in March and April. All the farmer harvest lemon crop in Kharif that time the production is high and cost is low. I started early sowing and 85% production I took in March - April so I got good market prize.

Like there was a bumper “cabbage” production in market in rabi Season but I started harvest of cabbage in the month of June so I earned 50000 to 70000 Rs profit (prize variation) in this season. I learnt all this “technology” and “Smart Work” with the help of Krushi Mahotsav and that KVK technical team gave us training so we have a good reppo with them and we started regularly visiting KVK. Now I Cultivate Okra, Cluster bean, Water melon, crop and earn profit. Also for 2-3 month I am not cultivating any crop but do a dip plough and fill up the compost in the land to maintain the soil fertility.

I shared my experience to other farmers and I insisted other young farmers to continue their traditional trade with the use of technology and change the perception and see agriculture as a Business. Agriculture is the best if we upgrade our knowledge and use technology and method on appropriate time.





Sustainable Development a Green Solution to Global Warming

THE SHROFF INITIATIVE

In the 19th century a devastating earthquake struck Kachchh on June 16, 1819. Before the earthquake, Sindhu River flowed in the region. Kachchh was a green land which produced paddy. Agriculture and livestock flourished.

After the earthquake, The Sindhu River changed its course and disappeared from Kachchh. The earthquake caused a nine-meter vertical displacement, which came to be known as the Allah Bund. Sea water made huge ingress into the land through this displacement, converting the entire area into a huge saline desert which came to be known as the little and great Rann of Kachchh. The vegetation cover was slowly lost with high occurrence of famines.

Crops failed, drinking and irrigation water became scarce, health and sanitation were affected. Survival became difficult in this arid land. Farmers left agriculture and land soon became fallow. This resulted into large-scale human and cattle migration over the years, a trend which continued in the last century.

The situation was changed with persistent

efforts by people like Shri Kantisen Shroff who were determined to make the desert green again.

Shri Kantisen Shroff came to his motherland Kachchh in the early seventies from Mumbai. He was the chairman of agrochemical firm Excel Industries Ltd in Mumbai. He has been now staying at Bhujodi- Kachchh since last two decades – with his wife Chandaben. They are popularly known as Pujya Kaka and Pujya Kaki.

The Shroffs were the first to work for rural development in Kachchh. When Shroff started visiting Kachchh, the region was facing recurrent droughts that led to scarcity of water and huge cattle and human migration. The government was running some relief projects to provide livelihood and create community assets such as ponds, roads and so on. The villages remained occupied in such projects whenever monsoon failed- from September till the beginning of monsoon next year. The most severe droughts occurred between 1968-70 and 1973-75. That was when Shroff started thinking of a solution to the problem on a long-term basis.

Shroff set up a number of voluntary



organizations to initiate the participation of people in sustainable development projects such as Vivekananda Research Training Institute (VRTI) at Mandvi in Kachchh, Shrujan – Bhujodi – Bhuj and Shroff Foundation Trust in Vadodara and currently working with more than 2,00,000 farmers in 1000 villages.

‘Shrujan’ was developed by Chandaben for promoting assured livelihood and self-respect among rural women of Kachchh, who were highly skilled in traditional embroidery work. She was awarded ROLEX Award for her work for livelihood. She set up a museum of Kachchh hand-art known as Living and Learning Design Center – LLDC. This is on outskirts of Bhuj.

Pujya Kaka developed a participative approach which involved people as well as government agencies. This, in turn, created a local committee of participants who implemented the programmes.

A clinical approach was taken which, involving the diagnosis of problem, a prescription for its

solution and its implementation. The programmes were planned taking into consideration the local requirement and involved the use of modern technology.

This initiative led to sustainable development despite the adverse weather conditions prevailing in remote villages of Kachchh. A watershed approach for harnessing of scanty water and change in land use made it possible to convert arid stretches into green areas in the villages of Lakhpat and Abdasa. Individuals and communities united to turn around the situation in Kachchh. These efforts of these local leaders have had a catalytic effect in the entire region, by bringing about sustainable agriculture and solving livelihood problems. It shows that adverse effects can be mitigated, whether they are due to a change in climate or change in a river’s course or both. The solution to adverse impacts of climate change lies at local level with local initiative and participative approach.



“Developing Gujarat – Our Memories”

SEWA Rural



SEWA RURAL

We have deliberately used “Developing Gujarat – Our Memories”, instead of my memories. Various experiences and innovations in SEWA Rural were painstakingly worked out by the entire team rather than any individual. Hence the memories are of the group.

Our main contribution in developing Gujarat has been towards improving development and health services in interior, tribal areas-especially towards reducing maternal-child mortality and preventable blindness, alleviating poverty through skill development, women empowerment through income generation and developing capacities of health workers from India and abroad through

training programs. At least five young professionals who were groomed at SEWA Rural, have started their own organization in other underprivileged part of the state; therefore, furthering the poor-centric mission of SEWA Rural. However, our most significant achievement was that SEWA Rural experiment proved the idea that unselfish work by small group of do-gooders is not only possible, but it flourished to touch lives of millions.

In 70s and 80s, several groups started working in interior areas of Gujarat. They were inspired by different personalities such as Gandhiji, Vinobaji and Vivekananda. Similarly, a small group of friends, Drs. Anil (myself), Lata, Dilip, Pratima and others, inspired by Gandhi – Vivekananda and their call for serving the poor in the villages, were dreaming to follow their ideology in 1960s. All of them pursued their study and career in India and subsequently in USA. Interestingly they went to USA, certain to return to India. Their mission in life was “आत्मानो मोक्षार्थं जगत हिताय चः”. They returned to India in 1979 to fulfill their mission by serving the poorest of poor in tribal areas. Many young professionals subsequently joined them as seen in the picture.

They found people of Jhagadia in Bharuch district very receptive and willing to hand over almost non-functioning hospital to the group. The group found it as God sent opportunity to initiate

the voluntary work through a small hospital with its sole aim to reach underserved people through hospital and outreach services and development activities.

Under Govt. scheme, village level workers were already providing primary health care. We were thinking on the same line and as a result approached Govt. health directorate to hand over the responsibility of providing primary health care of 10 villages of Jhagadia Taluka. With the backing of the hospital, this outreach rural health work got a better community acceptance. This later led to handing over of a Primary Health Center covering 40 villages to SEWA Rural. Two factors were responsible for this development; first, positive minded DDO of early 1980s, Shri S.R. Rao, and second, equally positive district political leadership. Our experience with Govt. was quite extensive which has been documented in 2 evaluations of our primary health work done by the third party.

Subsequently, we focused on strengthening the maternal and child services covering 168 villages of Jhagadia block in Bharuch district. SEWA Rural hospital has been UNICEF approved first referral unit for managing complicated maternal and neonatal cases since 2001. Availability of gynecologist, anesthetist, and operative services is a boon to 6,000 deliveries that happen at SEWA Rural now. As a result maternal mortality and infant mortality is reduced by 75% and neo-natal mortality is reduced by 38% over last one decade only. We share our experiences by training various organizations, NGOs, Govt., academic institutes coming from all over country. Additionally, our work towards eye care made two talukas cataract-free and more

than 1,00,000 eye operations have taken place over last three decades. In our maternal, child and eye healthwork the then health commissioner Dr. Amarjit Singh provided a valuable support.

Over last six years, SEWA Rural, Government of Gujarat and Argusoft India Ltd. (Gandhinagar based IT company) made a mobile phone application for maternal and child health care to be used by village workers, ASHAs, in selected areas of Bharuch district. Our solid field work in MCH provided good insight to this ImTeCHO project, as it is named. We embarked upon ambitious large scale study of mobile application with technical support from ICMR(NewDelhi), and WHO. Though not yet published, the study revealed significantly better outcome in maternal and child care with mobile application compared to control the area. This experiment is now being scaled up in the entire state by the government.

In fostering collaboration with Govt. Late Mr. D. A. Anandpura played critical role. He had experience in Govt., private industry and subsequently development work of Bharuch district. SEWA Rural started various other projects like Vocational training for youth of poor families, women empowerment also so on. Our experience and contact with local industries, and larger society including Govt. helped us to meet our objectives in these projects. More than 3,000 youth from underprivileged society have completed vocational training and their job placement rate is more than 95%. Our women empowerment activities are now managed by our sister organization Sharada Mahila Vikas Society which is a unique achievement in our male dominant society.

Over the years, our experience with Govt. machinery has been a mixed bag. We realize that the objectives of Govt. is, by and large, noble but it is the implementation where the problem lies. As we go down the lower level of Govt. machinery implementation takes heavy toll. At higher level it is system which hampers the development. The competent and compassionate administrative officers who can work in spite of constraints in the system do produce results. This is what we found whenever we have to work to the such officers at the district and the state level.

One example may suffice. On hearing good work of SEWA Rural, Secretary, Health and Family Welfare Department, visited us. While visiting one Anganwadi and seeing broken toys meant for children, we suggested replacement of toys every 5 – 10 years to which he agreed. Reaching Gandhinagar, he wrote a letter in this regard which came down to us, crossing various Govt. steps enquiring and reprimanding us why toys are broken. The kind of officers and his / her perception about voluntary work made lot of differences. The project may be in progress for long time but with every change of officers one has to begin a new explaining the project.

Even though Govt. of Gujarat, in an unprecedented move, handed over primary health centre to SEWA Rural, it was not done in the case of other organisations. Though Govt. may feel “31 March target approach” necessary, with such an approach SEWA Rural had hard time at the district level meetings when it managed Primary Health

Center in 1990s to achieve a target which was probably based on unreliable data. We feel that this “31 March Approved” requires revision as the machinery ends up working hard in preceding couple of months instead of working systematically year round.

The most significant achievement is, as SEWA Rural looks back, such work based upon high altruistic idea and ideals is possible to do in spite of difficulties. Additionally it is worth doing it as it provides lasting fulfillment and satisfaction. Though the SEWA Rural group did not have any industrial or political backing, with sheer value based and mission driven work has come a long way occupying important place among Gujarat NGOs. Various sectors of society like industries, Govt., local community, professionals, Gujaratis settled abroad came forward to provide a helping hand. This indicates broad mindedness of people of Gujarat, either in Govt. or larger society. Another achievement was coming up of several voluntary organizations on similar line in different parts of Gujarat with inspiration and encouragement of SEWA Rural.

Various charitable hospitals provide curative medical services to poor and needy people all over Gujarat. SEWA Rural became different from them as the group thought of going to doorsteps of poor if they can't come to hospital as elucidated by Swami Vivekananda. This initiative gave birth to two things : starting of public health work though at small scale and collaboration with Govt.



Developing Gujarat My Memories

MS. ANNIE PRASAD

*“Lives of great wo/men all remind us,
We can make our careers sublime; And departing,
leave behind us
Seeds of progress on the sands of time”*

Presumably, the distinguished editors of this unique publication expect us (contributing retiree civil service officers) to recount our experiences in Gujarat and to narrate what did we “departing, leave behind us”?

Did we leave:

“Footprints on the sands of time”,
as Longfellow’s poem optimistically expected?

Or, did we leave behind:

“Shattered glass and redder slime”,

as some of us used to do in our MSc Chemistry lab?!

And would the dust storms of Gujarat have blown away all traces of footprints left behind several decades ago? Many of us retirees from the 20th century could be seen as specimens out

of the Jurassic Park, by the dashing millennial IAS guys of today!

At the very outset, let me confess that some segments of my career did resemble “Shattered glass”: I submitted my resignation from the service not once, but twice during the 3rd decade of my career but more of that later!

To go back to the ‘start’ button, Gujarat state was 3 years old when Mission Gujarat commenced for me at the age of 23, at the Mussoorie Academy on receiving GOI’s order allotting me to Gujarat IAS cadre of 1963. It felt like: a Kerala woman gets reborn as a Gujarati lady! For the next 35 years of my career, strong bonds of duty and love bound me to the new state. (Red tape can generate silken bonds too!)

For IAS recruits, the beginner’s post is “AC and SDM” or Assistant Collector and Sub Divisional Magistrate or PRANT officer in Gujarati. In 1964, I took charge in Rajpipla as a trainee and subsequently, as the full - fledged AC and SDM. In those days, the job chart for the AC mandated, 20 days per month

touring in villages, to be reached riding a pony or by foot. Spending nights in tent camps, under attack from rodents, reptiles and mosquitoes, was part of the routine. The more educative task for the young officer- and most helpful for the villagers- was adhering to the Prant officer's Gita or Bible, called Anderson's manual. (Mr. Anderson must have been the most diligent AC of the erstwhile Bombay Presidency in the last century). This Manual helped to inspect and verify the various revenue records in each village to ensure that the rights of the citizens (and of the govt.) are maintained in respect of every piece of immovable property.

The magisterial or SDM part of the job included: enforcing various laws, like the Arms Act, etc, recording statements under specific sections of Criminal Procedure Code, maintenance of law and order and peace and harmony as well as detention of unruly elements under "Chapter Cases" or their "Externment" from the area for specific periods etc. These duties implied close coordination with the police authorities. In a nutshell, for an IAS recruit, the "junior scale" post of AC and SDM serves as the solid foundation for the next 3 or 4 decades of public service.

Here, let me add that for me, the AC days were even more significant due to the "icing on the cake": interfaith marriage to my IAS batch mate Shri A Prasad, serving as SDM in Jalpaiguri, West Bengal. The civil or registered marriage, (one of our three wedding ceremonies) and early cadre change for Shri Prasad to Gujarat were made possible only because of the guidance and invaluable help rendered by my Collector and DM Shri H R Patankar.

In a lighter vein, I would recount an

"enlightening" episode of my tenure as AC. The inspection of my Prant office by the big boss, the Revenue secretary Shri A.S. Gill, was concluded with this dialogue:

A.S.G: So, Mrs Prasad, when you took charge, things must have been in a mess here?

Myself: Uh-oh, I guess, Yes sir.

A.S.G: And you got everything back in order now?

Feeling so thrilled (isn't this the excellent inspection verdict?), I mumbled naively: "But how did you know, sir?"

A.S.G let out a cheery chuckle: "That's easy! 'Cause, THAT'S what EVERY new AC has CLAIMED! Ha ha!"

DM DURING EMERGENCY

Moving to the 'Senior Scale' days, the most vivid memories relate to the Emergency rule which commenced in June 1975. In Dec 1975, I was appointed as the Collector and District Magistrate of Kachchh. This tenure started in an atmosphere of peace.

The atmosphere changed when the Central Govt. dismissed Babubhai J Patel's government and imposed President's rule in Gujarat in March 1976.

During the Emergency rule, District Magistrates all over India received from their govt's long lists of persons to be considered for Preventive Detention (without charge sheet or court trial).

The list I received for Kachchh district had 208 names. The Resident Deputy Collector who was also the additional district magistrate (ADM), the 2nd

in command. I said to the RDC that we must get every case in the list verified for criminality before I decide to pass orders for detention. RDC was dismayed, he said there was nothing to be verified locally, since it was the govt. who had sent the list. I countered, referring to the wording of Home Dept.'s wireless message: "kindly consider"placing XYZ under P.D. etc.

RDC was surprised - even shocked, saying:

"Your Honour has worked long enough to know that when Government writes kindly consider, it is an ORDER, not a request to consider.

That was a brilliant argument but I decided to pay heed only to my conscience. Fortunately, the DSP Shri C.P. Singh IPS concurred with my decision; and each case was checked, knocking off some 200 names out of the list. Meanwhile, some local netas (who probably had given inputs to prepare govt's long list) were annoyed and angry.

Fortunately, the seasoned Home Secretary Shri Chandramauli was more just and fair minded. Eventually, less than a dozen persons were detained in Kachchh, if I remember right.

One day the ex-CM Shri. Babubhai Patel sent word asking whether he could see me to seek permission to hold a public meeting, which the police had declined. I invited him to the Circuit House, Bhuj and with all due respect, I said: "Sir, how can I ever preach to you about preventing disturbance of peace etc. You know all that too well."He agreed to the terms for holding the public meeting and I asked the police not to intervene but be available for any assistance. As he was leaving, he removed his glasses to wipe some tears and

I was overwhelmed by a deep sense of humility.

Journalists reported that Emergency rule was less tyrannical in Gujarat than in other states; and also, that within Gujarat, Kachchh district was less oppressive than others; they concluded that Kachchh was the 'Gujarat of Gujarat!'

Most unfortunately, in a few days, a tragic irony of fate hit my disciplined and well-meaning RDC. He and his wife were shattered when their son, a young Assistant Professor, was jailed under PD in Jamnagar district. The young man's crime was that he was associated with the ABVP. That day RDC acknowledged, tearfully, that what we were doing in Kachchh was right.

PERSONNEL PERSON AS PERSONA NON GRATA

My postings in General administration Dept in 1981 and again in 1985, turned out to be tenures of turbulence. This was predictable, those being the years of Gujarat anti-reservation agitation which impacted GAD. In March 1981, as the agitation was intensifying, their leaders declared Gujarat Bandh.

When the dark clouds gathered, govt launched Missile ESMA (Essential Services Maintenance Act), prohibiting strikes by govt employees and providing for imprisonment of violators. When the Chief Minister declared that there was no justification for agitation since the government had promised to redress grievances, it looked like a reasonable stand to persons like me.

But the agitators were neither scared of ESMA threats nor mollified by the committee-palliative. Soon, in hectic high-level meetings, the govt stressed that the administration (read Chief Secretary, GAD, Home and the police) must flex muscles to ensure that government offices remain fully functional.

Muscle-flexing meant delivering a double whammy: firstly, instill fear by arresting leaders; and secondly, instill job-insecurity by replacing striking employees with new recruits.

When the first few arrests were made, there was panic. Some leaders came to me, with my own subordinate staff, asking for a let-up in the mayhem. Preferring the former option, I admonished the protestors and even enhanced the threats. Naturally, after that, I must have been labeled a rank reservationist.

We also contacted Employment Exchanges to get lists of candidates to replace absentee employees. And rumour mills propagated exaggerated accounts of punitive actions: eg. Hundreds of new recruits appointed; large numbers jailed, etc. These were false, but facilitated the fire of fear spreading among employees.

The agitation collapsed in a few days and the employees trudged back to their offices. But surely, retribution was to follow, for the tyrants in the administration. To maintain the uneasy calm, and to soothe the hurt feelings of anti-reservationists, some scapegoats had to be sacrificed. For the ruthless Secretary (Personnel), it was (naturally): "Off with her head!" - in Alice in Wonderland style. And so, as firewarned by the aspiring prophet, the 'chopping block' metaphorically kicked me into an unused upstairs room in GAD, with a dump designation : Special Secretary (roster)! Lady Luck laughed at the irony: my transfer order was handed to me in person, by one of the protestors.

THE SECOND LIGHTNING

Can lightning strike twice at the same place?

That was my puzzlement on being appointed as Secretary (Personnel) GAD, a second time- in January 1985. Unfortunately, Gujarat was again becoming red with live fires and violence, thanks to the Reservation Arena hosting a rematch of the anti-vs-pro wrestle. In March 1985, post elections, when Shri. Madhavsinh Solanki was re-elected as CM, the resurgent anti reservation agitation had 2 distinct streams:

The Students and Valis (parents/guardians) opposed enhanced reservation quotas for admissions to educational institutions and in recruitments for govt and allied services. They set up Akhil Gujarat Navrachna Samiti and Akhil Gujarat Vali Mahamandal.

As the agitation escalated, a climate of violence pervaded all over the state. By mid-March, the army had to be called out.

In GAD, our main problem was the employees' revolt against roster promotions and related issues. (In a case placed before Sadhwani Committee, a panchayat service employee got roster promotion in the morning and in the afternoon; he was again given the next higher promotion also, just to fill up the roster vacancy in the higher grade. Another fall out was that pushing up a quota employee to a higher post before attaining adequate experience on the lower post, had a deleterious impact on competence and efficiency.) General category employees perceived roster promotion as Double Discrimination: first, at the recruitment stage, quota employees are favoured by discarding the merit-criteria and secondly, at the promotion stage he is again favoured by discarding the seniority-criteria. In the Report of Sadhwani committee (1982-83),

measures were recommended to minimize the adverse impacts of accelerated roster promotions. But govt resorted to pragmatism, keeping the report under wraps.

By mid-April 1985, within 6 weeks of being sworn in, the govt had to face deadly chaos all over the state. "Gujarat Samachar" office was set on fire and other newspaper offices were attacked; indefinite curfew was clamped; and despite deployment of the Army, violence continued unabated. The burning of a petrol pump led to rumours of non-quota employees of the police force being aligned with anti-reservationists.

As the situation got worse each day, its impact on me was to drive me into philosophical quirkiness, wishing to spend the days left on the planet on some social service project. I submitted a letter to CS requesting to sanction leave available to me (probably till July end) and secondly, to permit me to take voluntary retirement (after the notice period.) CS was extremely kind and gave me a good pep-talk. He asked me to continue working and put away my letter in cold storage.

On 30th April 1985, Sachivalaya and other govt offices were paralysed by Bandh. To deal with the employees' agitation, govt quickly set up an ad-hoc negotiating group comprising Ministers, very senior IAS officers and leaders of employees' associations; and being from GAD, I was like the co-ordinating Secretary.

After many hours of difficult negotiations, a proposal acceptable to the leaders of both pro- and anti- groups, as also to Ministers and Babus, could be worked out by late evening; and a small group of

us led by Shri H K Khan IAS, took the proposal to CM, that night. Basically, the proposal was modelled to some extent on Sadhwani Committee's report. CM agreed to place the proposal for approval in an urgent Cabinet meeting. The employees' leaders dispersed, expecting the Cabinet meeting to be held the very next day.

When two days passed, they became restive, riot-prone. After three days, the combative mood exploded; and by 3 pm, about 70 % of Sachivalaya staff walked out, assembled on the lawns, and were listening to vitriolic speeches of their leaders.

Watching the scenes from the corridors, I had a sudden inspiration- or impulse- to make a personal attempt to tame the tiger. Accompanied by one staff member, I started walking towards the protestors on the lawns.

On reaching the crowd of over 3,000 agitated employees who were shouting anti - govt slogans, I quickly climbed on a rickety table to face them. To dispel the fright within, I reminded myself that they were no riff-raff, they were dignified govt officials, just like me. I made a short speech in Gujarati. I said their impatience was understandable; and added: "Delay does not mean no cabinet meeting will be held - it WILL be held, as agreed by CM. You will appreciate, being government officials yourselves, that when an important matter is to be approved, government procedures do take up time. So please be patient and wait a little longer. Blah.. blah." I made it short but could probably convey effectively that the talk was genuine - no pretence.

I hastened to CS Shri Sivagnanam. He was not displeased with my unapproved antics and he

spoke of expediting the holding of Cabinet meeting.

When the Cabinet meeting was held, the decision was NOT to approve the proposal and instead, to await all-India consensus on reservation policy! Our negotiating group's compromise formula-our solution for peace- was dumped deviously and I felt devastated.

When the meeting was over, I went to CS's chamber, moral indignation at its peak for the Cabinet's unfair decision. Emphasizing that I had no face to continue on the personnel post, I pleaded: "Sir, you already have my letter requesting for leave and retirement, kindly approve that." From that day on, I stayed home.

Outside, the spree of arson, bandhs, communal violence, stabbings, curfew, grenade attacks, bomb blasts - continued for several days. On 6th July 1985 Shri Solankiji resigned and Shri A. Choudhary was sworn in as CM. The army was withdrawn from Ahmedabad in mid-July, after being deployed for four months.

As regards getting back to work, I decided to withdraw my resignation and I needed more time - despite the change in scenario with new kids on the (Sachivalaya) block. I requested for leave without pay. I resumed duty on 1st May 1986 as Secretary (Expenditure) Finance Dept.

Post Script: Today, 33 years later, the grievances caused by 'roster' policy are much less, thanks to problem-solving judicial pronouncements and rectified procedures. Moreover, progress in Education is helping disadvantaged communities to catch up with the mainstream. Hopefully, no more anti-reservation agitations!?

THE FEEL GOOD CADRE

One unique feature of the IAS Cadre of Gujarat is the ingrained attitude that non-native members are to be regarded kindly. In many states, the son of the soil is the spoilt brat. But in Gujarat, it was just the opposite-in our times, definitely. I guess the idea of making the outsider feel at home, is embedded in the psyche of the globetrotting Gujarati ! The day our new IAS batch landed in Ahmedabad, in June 1964, I could feel the cordiality when we called on the ministers, as per protocol. During introductions, when I said 'Annie Kurian', at least three of the ministers responded: 'Oh, you are our Dr. Kurien's daughter'. Of course, I had to disappoint them. Thirty-three years later, when I took charge as the head in Revenue Dept, my octogenarian minister said I was his 6th daughter-after his 5 biological daughters! On migrating to Urban Dev. Dept, I was promoted to 'mother' status, by the young minister there!

The post of Commissioner for Women gave me a great opportunity to bond with distinguished activists and feminists. It was, indeed a blessing to meet and know illustrious daughters of Gujarat/ India: Ms. Elaben Bhatt, Prof. Ilaben Pathak and many other eminent leaders, in the women's network.

To conclude, let me invoke an ancient belief; and postulate that a likely outcome of one's good deeds in the previous birth, is the allocation to Gujarat IAS Cadre!!



People, Politicians and Bureaucrats Dynamics of Development Administration in Gujarat

DR. P. K. MISHRA

Development in Gujarat – as elsewhere – is multidimensional. There are many factors that help to determine the speed, spread and scope of such a process, including the contributions of numerous individuals and institutions. This paper is based on my experiences in the state and is an analysis of one aspect of Gujarat's journey to become a progressive state.

A HYPOTHESIS

I suggest a hypothesis – a proposed explanation made on the basis of limited evidence as a starting point for further research: that Gujarat's socio political milieu contributed 'significantly' to its rapid development, especially during the early decades after its formation, and even in recent decades. It is not easy to test this hypothesis based on quantitative empirical data. All that I propose to do is to examine the postulate with the help of some personal experiences and anecdotes.

The expression socio political milieu comprises, for the present analysis, three aspects: people's awareness and proactive participation, voluntary/non-governmental efforts, and the nature of the

relationship between politicians and bureaucrats. There are undoubtedly several other factors (e.g. entrepreneurial spirit and policy focus on industry) which influenced development in Gujarat. However, the above-mentioned three factors possibly distinguish Gujarat from many other states and have played a significant role in its rapid and multifaceted development.

One marked difference between Gujarat and many other states is people's awareness and proactive participation. For instance, whether in the relatively less developed Tharad subdivision, or Kachchh district, or a more developed Surat district, there were frequent interactions between the people and the administration. It was a two-way process. Not only elected persons and people from urban areas, even those from remote villages did not hesitate to visit – seeking redress of their problems and grievances – government offices at taluka and district levels. People had a greater degree of awareness and the administrative system provided access. For example, every Monday was known as 'Janata Day', dedicated to hearing the grievances of common citizens. Officers had to give

priority to meeting people over official work. Even on other days, people would visit the various offices and meeting people during official tours was an important part of administration. As a result, there was more effective and people-oriented formulation and implementation of development programmes.

Voluntary agencies – the term was more common than non-governmental organisations (NGOs) during the early decades after the formation of Gujarat – played a significant role in rural development activities and also during drought and flood, which were very common those days. They worked at the grass-roots level and understood ground realities. The government facilitated their work through a coordination arrangement. Those days NGOs were known more for their work with rural people than for participation at national and international conferences and seminars circuits.

The nature of the relationship between politicians and bureaucrats impacts administration at all levels – village, taluka, district, and state. In the 1970s and 1980s – when I worked at subdivision and district levels – people respected political leaders as well as senior officials for their commitment to public interest and welfare. My impression is that the majority of political leaders were known for their selfless service and honesty, possibly because the legacy of the freedom struggle still had its footprint. Senior officers, particularly those in the Indian Administrative Service (IAS), were known to be honest, even though some of them did not have a reputation of competence and effectiveness. In other words, people at times doubted their capability, but not their probity.

Unlike in several other states, both political

executives and senior officers in Gujarat were accessible to the people. The relationship between politicians and bureaucrats was generally respectful and cordial, though there were instances of clash and conflict. Unlike in some other states, officials generally were not known to be identified with a political disposition or regime or a political leader. Interestingly, some officers (and the number was small) who were close to some politicians when a political party was in power could be similarly aligned even when another party came to power. There was no large-scale transfer with change of government. There was hardly any transfer resulting from the whims of political executives. It is a moot point if people's perception of political leaders and senior officials changed since the 1990s.

EMPIRICAL EVIDENCE

My first experience of Gujarat was in Surat, during my district training, where most of my time was devoted to law and order because of the Navnirman Andolan (movement).

I became familiar with, how the common people and prominent citizens interacted with the district administration. I worked in Tharad and Palanpur subdivisions as Assistant Collector, in Kachchh as District Development Officer (DDO), and in Banaskantha as Collector and District Magistrate during 1974–78. I went on to work in the remote tribal areas of Odisha for about five years. On my return to Gujarat I worked in Mehsana district – which was one of the largest districts those days – as Collector and District Magistrate till 1985. Thus, for over a decade, I had 'field' assignments, mostly in less developed areas with a harsh geo-climatic environment, but enjoyed working at the grass-

roots level, interacting with people and people's representatives from village to district levels. In the Gujarat Secretariat I worked in the departments of agriculture, rural development and revenue, all of which had a relatively greater focus on rural people. I never felt that I was in the wrong place.

EXPERIENCES IN SUBDIVISIONS AND DISTRICTS

I began my career as Assistant Collector, Tharad subdivision of Banaskantha district, in the middle of 1974. At that time, Tharad was a village with a gram panchayat. Other villages were even smaller, with water scarcity because of low rainfall and proximity to the desert areas bordering Pakistan. There was no electricity substation those days. Sometimes there was no electricity for days together, at time seven for a week. So even when there was a dust storm during peak summer, one could not close the windows, either in the office or at home, as the electric fans would not work because of frequent power failures. Drinking water which was sourced from deep tubewells was very saline. There was no other alternative because water from the ponds, as Ajim Khan who cooked my meals informed me, would have guinea-worms. In several villages people were infected by guinea-worm disease: worms coming out of one's feet some months after the infection.

It was a drought year. People and their representatives would clamour and argue with officials for more and more relief work. The taluka-level committee that sanctioned relief work was chaired by me as Assistant Collector. In its weekly meetings, non-official members such as the Taluka Panchayat President would have heated arguments with the Mamlatdar, who was in his fifties, and

would lose his temper quite often. I was new – in my twenties – and found it difficult to calm them down.

Relief work was started at many places to provide employment and income for sustenance. NGOs would distribute relief materials, including food items such as 'sukhdi' – made from wheat flour, jaggery and ghee – even in remote areas.

Four years later, when I worked in a remote tribal district of Sundargarh in Odisha, I witnessed a huge contrast in attitudes and the relationship between people and the administration. Once I visited a Block office – similar to the Taluka Development Office in Gujarat. As I came out after a meeting, I saw five or six persons standing outside at a distance. I asked the Block Development Officer (BDO), who was seeing me off, why they were standing there. He replied that they were visiting the Block office on some work but were too scared to come inside!

Gujarat summers are very harsh in areas closer to the desert, e.g. Vav and Suigam. To inspect drought relief work we travelled long hours in four-wheel drive vehicles; my driver Raib Khan would hang a thick jute bag with drinking water on one side of the vehicle to keep the water cool, due to evaporation, in the midst of strong, dusty, hot and dry summer winds. As months passed, people from several areas complained of shortage of dry grass/straw which was used as fodder for cattle. I became worried. At the suggestion of a smart Awal Karkun (senior clerk) and against the advice of the Sheristadar (senior-most official of the subdivision office), who was a seasoned and cautious person, I passed an order prohibiting the

movement of fodder out of Tharad. This adversely affected supply to a neighbouring district; the District Collector concerned wrote a strong letter to his counterpart at Palanpur, pointing out that I had issued an illegal order and that I had no power to issue the said order. The latter accorded postfacto approval on the grounds that there was an acute shortage of fodder and that I was unable to take his prior approval because the telephone line was not working, as was common in those areas, for days together. Thus, even though I had committed a procedural lapse, because of people's complaints and pressure, a fodder crisis was averted.

In Palanpur subdivision, particularly in Deesa area, every year riverbed land would be auctioned for potato farming. Over the years, vested interests developed and a few companies and individuals would collude to ensure that the same parties could get the same land every year at a low rent. Some people brought this practice to my attention and I changed the auction parameters to encourage competition and much higher bidding, resulting in increased revenue for the government. This caused an uproar, resulting in representations by those who could no longer collude. The District Collector, though somewhat displeased by the disruption, approved of the change, as did his successor.

Years later, when I visited Tharad, the experience was different. Electricity supply was very regular and households were getting drinking water through a regional water supply scheme. In recent years, potable water is available to the people from the Narmada canal. The gram panchayat, which had become a nagarpanchayat, is now a municipality. On the way to Deesa town from Tharad I came across

large tracts of land being used for potato farming using microirrigation. Clearly, potato farming is no longer confined to the riverbed land. Some farmers have also taken up horticulture, and have set up processing and packaging facilities.

After working for two years as Assistant Collector in two Prants or subdivisions, I was appointed DDO, Kachchh District, in 1976. Those days Gujarat and Maharashtra were pioneers in introducing the Panchayati Raj system of local government for development administration. In fact, almost all development activities at the district level and below were transferred to Panchayati Raj Institutions (PRIs) in Gujarat. Gujarat was ahead of Maharashtra, possibly because Shri Balwantrai Mehta, who served as the second Chief Minister of Gujarat, had chaired a Government of India committee that had recommended the establishment of the Panchayati Raj system for better implementation of the Community Development Programme of the 1950s. The idea was democratic decentralisation in order to address local problems locally and to make the people politically conscious.

The district panchayat, with an elected president and DDO as the chief executive officer, was to oversee all development activities relating to education, health, agriculture, irrigation, rural development, drinking water supply, social justice, land revenue and so on. Those days, people looked upon the new system with great expectation. At times, the DDO was senior, in the IAS, to the Collector. In fact, a senior political leader had envisioned that in the not too distant future the colonial institution of District Collector would be replaced by district panchayat. In course of time, however, the scenario has changed.

For me, as DDO, it was very interesting, though quite often overwhelming, to coordinate such a wide range of activities, dealing with divergent groups of officials, and interacting with political persons as an integral part of the organisational structure, unlike in the earlier assignment of Assistant Collector. There were several functionaries to interact with: district panchayat members, chairpersons of various committees of the district panchayat, particularly the district education committee (which had a distinct role and was relatively autonomous), taluka panchayat presidents and members, and of course the sarpanchs at the village level.

I had frequent interactions with voluntary agencies, panchayat functionaries and people in both villages and small towns. Working with and in the midst of panchayat members was – though demanding and at times unpleasant or even conflicting – indeed productive and useful. I had some interesting experiences.

The district education committee, headed by a non-official chairman, had autonomy in matters relating to primary schools. It had a good practice of issuing transfer orders only during summer vacations. The downside to this was that hundreds of such orders were issued within a short period of time. A large number of teachers would request a transfer to towns and nearby areas. A few weeks after my joining I learnt that there was widespread corruption and favouritism, and as a result there were many complaints against officials and non-officials. When I took up the matter with the district primary education officer, Shri R. H. Shah, he informed me that decisions were taken by the chairman, mostly on the advice of non-officials. I

suggested him that there should be some objective criteria and each case should be decided on merit. As he sounded helpless, I discussed the matter with Shri Bhimjibhai Valjibhai Chande, the chairman of the committee, a sober and reasonable person in his early sixties. After some persuasion, Bhimjibhai agreed with me, and we went about listing definite criteria for screening and prioritising applications. As the applications requesting transfers were in the thousands, I suggested that we visit the taluka headquarters during a period of two weeks with prior publicity so that applicants could come and present their cases.

At every taluka meeting, a large number of teachers – men and women – would come to present their cases. We heard each one of them. Some faced genuine challenges, some would try to exaggerate their problems and some others would even try and mislead us. Interesting facts emerged; we gained ideas and insights to improve the screening mechanism.

At one of the meetings, five young women stood up and vehemently criticised the transfer process. Their grievance was that married couples working as teachers got priority and preference over unmarried women, which was unfair and unreasonable because the latter remained single and had to earn in order to support their families in difficult circumstances. Two of the women were bold enough to say, in the presence of so many people, that any unmarried man present should come forward to marry them. We were stunned. Bhimjibhai looked at me – I was unmarried then – visibly embarrassed. Suddenly he lost his cool, very unusual for him, and chided the women for their

misdemeanour, asking them to leave the meeting. Afterwards, we felt that the women's grievance was genuine. We subsequently modified the criteria to also include preference to single women who had dependent family members.

When the final list was announced, it was highly appreciated for its fairness and objectivity by most stakeholders. However, some people who were earlier managing with their networking and connections, and who lost out this time, started an agitation. Though the majority of teachers were satisfied, a minority which was very vocal and politically connected put tremendous pressure at all levels and created some chaos for months. The role of Shri Bhimjibhai in the entire process was noteworthy. Without his cooperation it would have been difficult to change the system. Some months later, and a few days after I left Kachchh to take up a new assignment as Collector and District Magistrate, Banaskantha, Sandesh newspaper (22 May 1978) from Ahmedabad wrote:

“જિલ્લા પંચાયત તથા તેની શિક્ષણ સમિતિના સમગ્ર અસ્તિત્વમાં લાંચ-રુશ્વત, ભ્રષ્ટાચાર તથા લાગવગથી મુક્ત એવી પ્રાથમિક શિક્ષકોની બદલીઓ થાય તે આ જિલ્લામાં શિક્ષણ સમિતિના વ્યાપક ભ્રષ્ટાચારી તંત્રમાં અશક્ય તથા અસૌભવિત મનાતું હતું જે શિક્ષણ સમિતિના ચેરમેન શ્રી ભીમજીભાઈ ઠક્કરના સહકારથી શ્રી મિશ્રાએ શક્ય કરી બતાવ્યું. જેની સામે સખ્ત ઉદાપોહ કરાયો. પરંતુ ૧૦ બોલકા તથા ચળવળખોર શખ્સોને અવગણીને ૮૦ શાંતિપ્રિય કર્મચારીઓને ન્યાય આપવાની વૃત્તિ તથા નીતિને વરેલા શ્રી મિશ્રાએ ઉદાપોહને અવગણીને પોતાના નિર્ણયોને વળગી રહ્યા - જેણે તેમની કડક વહીવટદાર તરીકેની છાપને સુદ્રઢ બનાવી.”

My experience with Shri Jethmalbhai V.

Madaiyar, the President of the District Panchayat of Kachchh, was somewhat different. He had a reputation of being a difficult person to work with. He could not speak Gujarati with ease. In fact, in most public meetings some people from the audience would, as soon as he stood up to speak, demand that he speak in Kachchhi dialect; he would smile and then oblige the audience.

Two adjoining bungalows were earmarked for the District Panchayat President and the DDO. On a Sunday, a few days after I had joined as DDO, someone came to my residence in the afternoon to inform me that the president wanted to discuss some matter with me. I was in a dilemma: should I go to his residence or not? I told the person that as I was busy I would see him the next day. This event, which could have hurt his feelings, coupled with some differences over administrative issues later on, resulted in a strained working relationship between us.

The interpretation of a provision relating to the power of the DDO in the Gujarat Panchayat Act, 1961 in the matter of transfer of officials became contentious. Shri Jethmalbhai insisted that all decisions on appointment and transfer of officials should have his prior approval. As I did not agree with him, he introduced it as an agenda item in a meeting of the District Panchayat general body. I explained my views in the meeting and the item was not approved. In a subsequent meeting, when I was not present, it was approved. I did not implement the District Panchayat resolution and made a detailed reference with a comprehensive analysis of the legal provisions to the competent authority in the government, which upheld my view.

In the intervening months, I did not implement the resolution and this led to increased bitterness. In subsequent years, because of political developments and court intervention, the approach possibly changed.

In this context, a news item in Sandesh on 22 May 1978, inter alia, said:

“જિલ્લા પંચાયતમાં ડી.ડી.ઓ.ની કેટલીક સત્તાઓ પ્રમુખને આપવાના પ્રકેષ્ઠને જ્યારે બીજા સિનીયર આઈ.એ.એસ. અધિકારીઓ રાજકીય દબાણો તળે ઝૂકી ગયા ત્યારે આ તેમણે ચોફેરનાં દબાણો સામે કાયદા અનુસાર પરિસ્થિતિને વળગી રહ્યા અને છેવટે કાયદામાં જે છે તે પરિસ્થિતિ પુનઃ સ્થાપવી પડી. તે સમગ્ર પ્રકરણ ગુજરાતનાં પંચાયતી રાજ્યનો અત્યારે ઇતિહાસ લખાશે ત્યારે તેમાં મહત્વનું એક પ્રકરણ બની રહેશે.”

In spite of differences in official matters, Jethmalbhai and I maintained good communication and cordial personal relations. When my father was being treated – a few weeks before he breathed his last at Bhuj – for cancer and I was with him for about a month in a hospital at Ahmedabad, Jethmalbhai travelled all the way from Bhuj to Ahmedabad to inquire about his health. I still remember his consoling words: not many people are fortunate enough to take care of their parents in such trying times.

Shri Natwar Singh Makwana, Minister (Panchayat), Government of Gujarat whom I had never met earlier, visited Kachchh district for three days, addressed several gatherings of people in villages and heard their grievances. In his last public function at Bhachau, towards the end of his speech, and to my utter surprise, he appreciated my work and even said that wherever he went he heard only

good things about me from the people. It was in response to complaints of the District Panchayat and a few taluka panchayat presidents with whom I had differences on administrative issues.

Shri Kundanlal Dholakia, in his late sixties, was the Speaker of the Gujarat Legislative Assembly those days. He belonged to Kachchh and used to visit Bhuj almost every fortnight. Usually, he visited some villages and insisted on reviewing the progress of development schemes with the local people in the presence of the officers concerned. I accompanied him quite often. He was very knowledgeable, articulate and committed to people's welfare. At times he felt that people in the villages did not realise his seniority in the state-level hierarchy simply because he was a local person. In many of the meetings with the villagers he would first say that he had come from Gandhinagar and that he was one of the three highest constitutional functionaries of the state: Governor, Speaker and Chief Justice of the high court.

It was very interesting to interact with him. Once Shri Dholakia told me that whenever he visited Bhuj, the Collector and the Superintendent of Police (SP) received him at his residence. I replied that I did not know and would join them the next time. I did so when he came after some days; he was thrilled. He invited me to visit the State Assembly when it was in session. He arranged a visitor's pass for me and was extremely happy that I could witness him in his role as Speaker.

Thus, it was in Kachchh district that I had, during the early days of my career, a real feel of the dynamics of development administration in a democratic structure at the local level. More than

two decades later I had another opportunity: to be associated with Kachchh's arduous journey in the aftermath of the devastating earthquake of 26 January 2001.

I worked as the District Collector of Banaskantha district, headquartered at Palanpur, for a few months before leaving for Odisha on inter-state deputation. It was a familiar place. Shri Babubhai Jashbhai Patel was Chief Minister of Gujarat those days; during his earlier term as Chief Minister I was Assistant Collector, Palanpur. Shri Babubhai Jashbhai Patel was a very simple, unassuming and frugal person, who would travel only with a small jhola bag which he carried himself; whenever he came to a district he did not expect too many officers to meet him unless there was some official work.

The practice those days was that the Collector and Superintendent of Police would receive only the Chief Minister, not any other minister. One of the cabinet ministers who was from Palanpur sent a message, a few days after I had joined, that he would like to see me at the Circuit House next day. I enquired from his office what the subject of our discussion might be, but did not receive a response. On the day of his visit I did not go to the Circuit House. A message was received that the minister would come to the Collectorate. At my suggestion the Resident Deputy Collector (RDC) received the minister and escorted him to my chambers. Extending the usual courtesy I stood up, offered him a seat on the left side of my office table, as was the practice those days; there was no sofa-set. We had a good discussion; I accompanied him to his car to see him off. Later, the RDC told

me disapprovingly that I should have offered my chair to the minister; I reminded him that while visiting a subdivision or a taluka office I did not occupy the officer's chair in spite of the latter's insistence. Fortunately, the minister did not mind my not meeting him at the Circuit House and we continued to enjoy a good relationship.

When I come back to Gujarat from Odisha I was appointed as Collector, Mehasana.

It was one of the largest districts those days, with two police districts: Mehsana and Patan. Within a few days after I joined, communal riots broke out in Sidhpur, which continued for about six months and included a few days of violent incidents, some peaceful days and then, again, incidents of stabbing, setting houses on fire, and so on. I became more familiar with Sidhpur and its police chowki than with the collectorate. Prior to the time of the annual Sidhpur mela (fair), when thousands of people congregate, the Patan SP wrote to me saying that the mela should not be allowed in view of the law and order situation. I reported this to the state government. Shri R. V. Chandramouli, then Home Secretary, called me from Gandhinagar, expressed his displeasure and told me that we should not deprive the people of their fundamental right to congregate and continue with their tradition because of our inefficiency. The mela was successfully and peacefully completed, though held on an alternative site close to the usual one.

After a few days, some residents of Sidhpur threatened – strangely when peace had been restored – to leave and go to a neighbouring country! On one particular day, people started gathering at a central area of the town – we were at a nearby

location monitoring continuously – and by noon the numbers had increased to thousands. This situation was volatile and could result in violence and police action. The agitation leaders demanded that the SP and I should come and address them, which we felt was totally unwarranted and unreasonable. Some local political leaders were of immense help in keeping the communication channel open. On their assurance, the SP and I took the risk of going near the crowd, standing on a makeshift platform and saying a few words. In a few minutes we left the venue. Fortunately, the mob gradually dispersed and a crisis was averted thanks to the intervention of people and politicians.

Some months later, there were communal riots in some other talukas of the district. On one particular day, violent incidents were reported from six or seven talukas. As riots continued for several days, many people were detained under the National Security Act of 1980. A proposal was received from the District Superintendent of Police for detention of a Member of Legislative Assembly (MLA). I scrutinised the papers carefully and found that there were valid grounds for the arrest. I was, however, in a dilemma because of the possible political ramifications of such a step. Some of the senior officers of the collectorate advised caution. I could not decide for two or three days on what course of action to take. I eventually decided to stick to the facts of the case and my conscience, and take the plunge! I approved the proposal which created a huge uproar in the Legislative Assembly which was in session. Opposition members alleged a political motive even though there was none. The Home Minister on his part replied that he had not given any such instruction to the District

Magistrate. An opposition member retorted that the Home Minister never gave instructions, he only gave indications.

The MLA was in detention for over a month. A year later he was elected Member of Parliament (MP); as returning officer I signed the certificate of his having been elected and congratulated him. Three years later, I was travelling to Mathura/Haridwar with my mother, a few months before she passed away. The MP, who was in the same train compartment, spotted me. We had a long chat on many subjects. My mother thought he must be an old friend; she was astonished when the MP told her about the Mehsana days.

A decade later, when I was Member (Finance) of the Gujarat Electricity Board (GEB), Shri Haribhai Patel, who had worked with me in Mehsana as Assistant Collector, informed me that Shri Keshubhai Patel, who had just become Chief Minister, wanted to see me the next day. While waiting to meet the Chief Minister, I met the MP, who was called inside before me. Later, Haribhai told me that the MP spoke very highly of me when he met Keshubhai that day.

I found the people of Mehsana, when compared with those of other districts, to be relatively more educated, progressive and assertive. MPs, MLAs and others would come to government offices with issues and argue for hours. If they were not satisfied, they would immediately go to Gandhinagar, the state capital, which was not very far. The District Panchayat President, Shri Atmarambhai Patel, was not from the ruling party at the state level and there were frequent clashes between the president and members of the District Panchayat

who belonged to the other party, with both sides being very aggressive. The President perceived that the DDO was aligned with those opposed to him. In district-level meetings there were frequent altercations between the President, the DDO and the others. I kept a safe distance from all these groups and tried my best, though quite often unsuccessfully, to diffuse the tension.

The Mehsana municipality permitted construction of a shopping complex very close to the road passing through the central areas of the town and leading to the collectorate. When this was brought to my notice by some citizens, I advised the President of the Municipality to either not go ahead or to keep an adequate margin from the road. However, my advice was not heeded and the work was started. I took recourse to an unusual step of prohibiting the construction under Section 144 of the Code of Criminal Procedure. One day, out of the blue, I received a phone call from the Chief Minister for the first time during my tenure; he was annoyed and pointed out that development works were being obstructed. As I was explaining my position, he disconnected the phone. Needless to say, this perturbed me. Despite this awkward situation, I did not withdraw the prohibitory order, even though the president of the municipality continued his campaign, even castigating me in a public meeting where I was present. After a few months, I was transferred to the state Secretariat as Joint Secretary, Department of Agriculture. The municipality went ahead with the shopping complex. People faced tremendous hardship due to congestion and chaotic traffic. They talked about the unreasonable approach of the President of the Municipality for years.

Today, when I look back at my days in the three districts of Gujarat, I am filled with a sense of nostalgia and disbelief, coupled with an insightful understanding of the development of Gujarat. The nostalgia comes from an attachment to the people and the places during those early years. I never felt deprived when in Tharad, even without electricity or the telephone for days together, but when I look back on those days today I am filled with disbelief. This also happens when, in retrospect, I think about how I responded to some of the politicians; may be I was not reasonable. More importantly – and more relevant to the theme of this paper – I realise, when I recall and analyse with hindsight, the events and experiences of those days, that today I have more insight and a better understanding of the dynamics of development administration at district and sub-district levels: the interplay of people, politicians and bureaucrats in real-life situations. I propose to narrate a few experiences of later years before I draw some inferences in the context of the hypothesis stated at the beginning.

EXPERIENCES AT STATE LEVEL

I worked as Joint Secretary in the Department of Agriculture for over three years. Little did I realise then that the subject of agriculture policy will continue to fascinate me for years to come. I worked as Agriculture Secretary in Gujarat and later with the Government of India. Indeed, my interest in the conceptual and analytical aspects of crop insurance dates back to my days as Joint Secretary. After years of experimental and pilot schemes, the Government of India introduced a nationwide scheme, the Comprehensive Crop Insurance Scheme, in 1985. As Joint Secretary,

Department of Agriculture, I had to address some issues relating to the implementation of the scheme in Gujarat. Farmers and cooperative banks in Gujarat were ahead of those in other parts of the country in quickly comprehending the potentials of the scheme and deriving the maximum possible benefits. During the initial years, the highest number of claims was from Gujarat, particularly the Saurashtra area, though more disputes and controversies arose. It is again an example of the awareness and proactive approach of the people in accepting, adopting and utilising development initiatives. Some years later, early adoption of hybrid and even genetically modified varieties of cotton by Gujarat farmers resulted in high agriculture growth.

I have documented, based on my PhD research, some of the issues in a book entitled Agricultural Risk, Insurance and Income: A Study of the Impact and Design of India's Comprehensive Crop Insurance Scheme, Avebury, Aldershot, UK (1996).

When I worked as Member (Finance) of the GEB, after completing my PhD in the United Kingdom, one of the major issues was the one related to negotiation of power purchase agreements (PPAs). It was a new approach for the country; no electricity board had the experience and expertise. At the time, there were two PPAs to be negotiated with two well-established companies. I was assisted by two very hard-working, dedicated and competent officers – one executive engineer and one deputy engineer – in addition to the chief engineer. The teams deployed by the companies were formidable, comprising national and foreign consultants and legal experts, who, well dressed in suits, came with

voluminous and complicated draft documents to be negotiated. We used to discuss each and every line for days together, sometimes several hours a day.

In the case of one PPA, we took more than six months as disagreements persisted. In the interim, the developer company repeatedly complained to the government that the delay was on our part and that we were not interested in the development of the state. Shri S. J. Coelho, Chairman, GEB, was under tremendous pressure. He, a distinguished civil servant, had been conferred the Padma Shri for his outstanding work as District Collector of Kachchh during the Indo-Pak War of 1965. He had vast experience in the power sector, particularly after his voluntary retirement from the IAS.

In the case of another PPA, we could not reach any conclusion for a much longer period. In the meantime, there were several other smaller

Proposals for barge-mounted power plants and other such projects. Frequent meetings were being convened by senior officers at short notices in Ahmedabad. I could not attend some of the meetings because of non-receipt of notices on time, as one had to travel from Vadodara.

One day, Shri Coelho was invited to Gandhinagar for a discussion on these issues. It was a small meeting in the Chief Minister's chambers. The Minister of Power, two senior officers and two senior functionaries of a company were also present. The Minister of Power, who was not known to be polite, started saying that power projects were not being finalised because of abnormal delay in the GEB and that the Chairman was not allowing Member (Finance) and other officials to even attend the

important meetings. Even the Chief Minister used some strong words. Shri Coelho had never asked me not to attend any meeting, but he did not want to say that it was I who took the decision. Seeing his precarious situation, I intervened. I presented the details of the meeting notices, some of which were received around midnight, indicating the meeting time as early as the next morning, and how it was impossible to attend such meetings. I mentioned that the Chairman never asked me or any other officer not to attend the meetings. I argued that if the minister wanted, as he said, immediate finalisation of the PPA, it could be done in two weeks or even in a week provided we agreed to whatever the developer wanted. That would imply an outgo of Rs. 20,000 crore from the consumers of Gujarat over the PPA period. If the minister wanted that, we could go ahead. All those who were in the meeting were stunned. The meeting concluded without any decision.

Shri Coelho asked me to travel with him in his car to return to Vadodara. He admired my bold statements and said he had never seen me so 'angry' and using such strong words. Some days later, Shri Coelho resigned. The proposed project in question – and many proposals for small thermal and barge-mounted power projects – could never see the light of day, saving the state economy from adverse consequences.

When I worked as Secretary to Government, Revenue Department, Government of Gujarat which oversees the work of District Collectors and manages the cadre of the Gujarat Administrative Service, there were complaints relating to bias and favouritism in transfers and posting. Though initially Shri Vajubhai

R. Vala, Minister of Revenue, was not very keen to introduce any change in the existing system, being a reasonable person, he finally agreed to it once all the aspects were presented to him. In later years, he was very appreciative of what had happened.

Shri Vala is intelligent, friendly and light-hearted. Once, while having a general conversation on some issues regarding development when we were in Gujarat Bhavan – on a visit to Delhi for a meeting in 1999 – I mentioned to him, citing some results of a cross-country and econometric analysis on the role of primary education in economic development, that education should get priority; he, being a businessman, strongly disagreed, arguing that incentives to industry and business should get priority. It was a very casual conversation which I totally forgot over time. A few years later, I was surprised when he referred to our discussion and said that he later on realised how important the role of education is. I admired his willingness to accept new ideas.

Once, a senior minister suggested the transfer of a senior revenue department officer to a particular assignment. Even though I explained that it was not feasible, he repeatedly asked for the same. One day, he called me late in the evening, again on the same issue, and I again told him politely that it would not be feasible. He wrote a letter to the then Chief Minister complaining and asking that disciplinary action be taken against me as I was rude to him and had misbehaved. As usual, the letter reached the general administration department. It was put up, travelled for several months through many levels with no officer recording any view so as not to antagonise the minister. Finally, Chief Minister

Keshubhai Patel himself wrote on the file that the matter be closed right away as he did not find the complaint against me credible.

Gujarat pioneered rural feeder segregation, i.e. separating feeders for rural farm and non-farm consumers. It improved both the availability and the quality of power supply in rural areas. It led to better load management and increased power supply for rural households and small industries. Other states followed Gujarat's example, which is well accepted nationally today. In Gujarat, this path-breaking initiative owes its origin to the vision and persistence of a politician.

A few months after Shri Narendra Modi became Chief Minister, he asked, as there were numerous complaints of irregular power supply to villages, if there could be separate feeders for farm and non-farm consumers. The answer from both engineers and bureaucrats was in the negative. The GEB was opposed to it on the grounds that it would be infeasible and expensive. Departments of Energy and Finance were also against it, but they could not provide any alternative to improve rural power supply. As Principal Secretary to the Chief Minister, I had several rounds of discussions with them, but could not convince them. Finally, the Chief Minister decided to go ahead and asked all concerned to prepare a scheme for approval. The file was submitted, but none had recommended the proposal; they all felt that the Chief Minister being new was unable to appreciate problems and consequences. I was perplexed. I had a discussion with the concerned engineers in GEB, whom I knew personally when I was Member (Finance). We discussed some alternatives such as a pilot

project in a few villages, an evaluation after a few months, and so on, and I assured them that I would not insist on any measure that would adversely affect the GEB. They finally agreed, and, after initial hiccups, gradually the scheme took off. Given the proactive approach and determined efforts of Shri Narendra Modi it was successfully accomplished. The rest is history.

The Kachchh earthquake of 26 January 2001 was one of the most devastating events in recent decades. It caused the deaths of 13,805 persons and injury to several thousand people. Over a million homes were damaged or destroyed. Thousands of artisans lost their livelihood. The damage to social and economic infrastructure such as public buildings, roads, water supply, power system, telecommunications, and health and education facilities was enormous. The task of recovery and reconstruction was extremely complex.

The Gujarat State Disaster Management Authority (GSDMA) with the Chief Minister as Chairman was set up in the aftermath of the earthquake. I was appointed the Chief Executive Officer (CEO), a position I occupied for over three and a half years, till I was deputed to the Government of India. For most of this period, from October 2001, I functioned as Principal Secretary to Chief Minister, Gujarat, with the additional responsibility as CEO, GSDMA.

A comprehensive reconstruction programme comprising many sectors and a wide range of activities was put in place. Even when the task of reconstruction appeared massive and challenging, medium-term and long-term aspects of disaster management were not ignored by the programme.

There was particular emphasis on participation of people and NGOs:

- Each team for damage assessment at the village level included either a representative of an NGO or a teacher.
- Decisions regarding relocation in Sita construction was left to the gram sabha or village council.
- Even for urban reconstruction there were public consultations for preparing development plans and town planning schemes. In many cases, removal of debris was organised through village panchayats.
- Over 42,000 school rooms were repaired through village civil works committees which included schoolteachers and elected representatives.
- A large number of new school rooms and other infrastructural work were undertaken through public-private partnership, i.e. government agencies and NGOs working together.
- A list of beneficiaries and details regarding financial assistance were displayed at public places and on the website.
- Thousands of legal literacy camps were organised in order to educate people on their rights and the legal remedies available to them.
- Eminent citizens, academicians, and people's representatives at state, district, taluka and village levels reviewed the reconstruction and rehabilitation work from time to time.
- A benefit monitoring study was undertaken by an international consultancy firm.

- There were committees at various levels for redressal of people's grievances.
- District judges of the affected districts were declared as ombudsmen for redressal of grievances.

At the political level, there was transparency, openness to ideas from outside, e.g. national and international organisations, and to involve people and civil society. There was maximum possible delegation of powers – for sanction of infrastructure and housing projects – to GSDMA and district officers in order to facilitate speedy implementation of reconstruction work.

Shri Keshubhai Patel who was chief minister till the first week of October 2001 devoted a great deal of his time and energy in laying down policies and creating an organisational structure. Shri Narendra Modi, who succeeded him, ensured further refinement, improvement and effective implementation of the programme. His meticulous planning, attention to detail and organisational capability activated and enthused the entire administration and other stakeholders.

The accomplishment was acclaimed nationally and internationally. In October 2004, the GSDMA received a Gold Award of the Commonwealth Association for Public Administration and Management (CAPAM) for 'Innovation in Governance'. The award committee observed that the massive earthquake rehabilitation and reconstruction programme was a paradigm shift from the conventional approach. And that each of the various initiatives – like an owner-driven reconstruction programme, the role and involvement of the community, the transparency and equity procedure,

and various capacity building initiatives taken up during the programme – was innovation in governance by itself.

After the Indian Ocean tsunami of December 2004, in April 2005, the Asian Development Bank (ADB), the Organisation for Economic Co-operation and Development (OECD) and Transparency International organised an Expert Meeting on Preventing Corruption in Tsunami Relief. On their invitation, I made a presentation on our experience in Gujarat, which was by that time widely known for its focus on transparency, accountability and people's participation.

The present institutional structures of disaster management in several states and at the national level owe their origin to the successful experience of Gujarat, particularly of GSDMA. Gujarat was the first state in the country to enact a comprehensive legislation on disaster management, even before a national Act was passed. In recent times, possibly no other post-disaster reconstruction and recovery programme has been as influential as the Gujarat programme, in terms of its approach, organisational structure and disaster reduction initiatives.

I have documented the experiences in the form of a book: *The Kachchh Earthquake 2001: Recollection Lessons and Insights*, National Institute of Disaster Management, New Delhi, India (2004).

SOME INFERENCES

What I have outlined above is, no doubt, time- and situation-dependent. May be it is influenced by subjectivity and nostalgia. It may or may not reflect the experiences of others. The objective is, as I mentioned at the outset, to test a hypothesis

or to analyse if a certain postulate or idea can crystallise some distinctive factors that played a significant role in the development of Gujarat during its formative years. To that extent, the experiences and anecdotes, even if less relevant today, do help us draw some inferences.

The experiences I have described span over three decades, from 1974, and are associated with many places – remote villages to districts and the state capital. Some readers may feel that I have included too many unrelated events and anecdotes. The idea is to have a representative sample of adequate size for drawing inferences.

Witnessing and participating in the interplay of people, politicians and bureaucrats has been interesting, exciting and even challenging. Whether in Tharad or in Bhuj or in Mehsana, people raised their voices, though the degree of awareness and assertiveness varied widely. On the other hand, their participation was facilitated by the administrative system. Civil society organizations worked at the grass-roots level not only during natural calamities such as drought and flood but also for rural development; they were known for selfless service in those days. The relationships between politicians and bureaucrats were certainly complex, depending a great deal on the personalities involved. Further, the existence of empowered PRIs in Gujarat, unlike in many other states, presented both challenges and opportunities for faster development.

The overall picture that emerges is that considering the empirical evidence based on the experiences I have described, we cannot reject the following hypothesis: **Gujarat's sociopolitical milieu contributed 'significantly' to its rapid**

development, especially during the early decades after its formation, and even in recent decades.

I generally had good working and professional relations with politicians, particularly as DDO and District Collector, and later in the Secretariat, though there were problems with some of them. In most cases, both at district and state levels, they contributed immensely, in collaboration with bureaucrats, most of who were committed to their duties and responsibilities, to the development process. No doubt there were differences and even conflicting views. Yet politicians and bureaucrats respected each other in most cases. There was receptivity, tolerance and a broad-minded approach, as I have illustrated with some examples.

At times, we hear from civil servants that they could not perform well or achieve certain goals because of political pressure and interference. Similarly, politicians talk about bureaucratic inertia, rigidity and reluctance for change. Indeed, the expressions 'political' and 'bureaucratic' are very often used with a negative connotation. The fact remains that in a democratic polity both politicians and bureaucrats are necessary participants. The question is: how should they play their roles so that the system can achieve its objective more comprehensively, optimally and effectively? Shri Balwantraji Mehta had once said that the Panchayati Raj system would succeed if officials do not behave like non-officials and non-officials do not behave like officials. It has much relevance for a democratic system at any level.

Much of the tension and many a conflicting situation can be avoided if there is accommodation

on minor issues, keeping basic principles intact. Yielding to political pressure leads to more such pressure. Political pressure is not insurmountable. If one is sincere, objective and open to the views of others, there will be less chance of political vengeance. Indeed, politicians, in most cases, respect a person and hold her or him in high esteem if they perceive that one is objective and without any bias.

Experience shows that there are few political constraints when undertaking development activities. Very often conflicts arise in matters of transfer, posting and certain regulatory activities. The challenge is how to handle divergent views, perceptions and interests as there is wide variation among people and across jurisdictions. In some cases there is clash and conflict, in some others, collusion— the much used expression 'politician-bureaucrat nexus' – and in many cases there is a harmonious approach. My experiences in Gujarat indicate the predominance of the third alternative.

Political entities can provide flexibility to a rigid bureaucratic system making it more responsive to people's needs and also bring in realism to a system which could be at a distance from those whom it is meant to serve. A politician with a vision and commitment can take a state or a country to new heights.

In Gujarat, more prominently during the early decades after its formation, the relationship between politicians and bureaucrats was in most cases harmonious and constructive, less adversarial, and much less collusive. This critical factor along with people's active participation and involvement of voluntary agencies played a significant role in accelerating the pace of development in Gujarat.

Mapping Development

The Public Governance

Indian Economy is growing at a sustainable rate and India has maintained average growth rate of 6-7 percent since liberalization in 1991. In 2017, India has been one of the fastest growing economies in World. Within India, Gujarat is rapidly growing economy.

- With only 4.99 percent population share (6.15), Gujarat accounts for 7.6% share to national GDP. The State GDP- annual growth averaged at current price – 2011-12 to 2016-17 at 13% amount to Rs.11, 58,151 crore.
- Gujarat is the largest producer of cotton, groundnut, spices, dates, sugarcane, castor seeds- despite it 58% land are under arid and semi-arid areas. Gujarat farmers doubled their income in last decade.
- Gujarat is the 3rd largest state in milk production with 7.9% share.
- It has 18.4% share in country's industrial output- the largest among states.
- Gujarat has a steady growth of electricity generation and it has 12.4% share in interactive renewable power.
- Drop-out rate for primary education has declined from 20.50% (2001-02) to 1.54% in 2016-17.

- Infant mortality rate has reduced almost half from 60 in 2002 to 30 in 2016.
- Gujarat is the top in manufacturing and construction Sector growth: Major industries include – Petroleum, Gas, Pharma, Diamond and Jewellery, Chemicals, Automobile, Engineering goods, Soda Ash..... Salt etc. It has the largest Ship Breaking yards in Alang – Bhavnagar.
- It also tops in terms of Gross Value Added(GVA) of labour intensive sector as well GDP in 2013-2016.
- It attracted US \$3.36 –Rs 22610 crore billion FDI in 2016-17 and is attractive FDI destination center in country.

The Net State Domestic Product (NSDP) at a constant price has showed a quantum leap. The Per Capita Income rose from Rs. 362/- in 1960-61, Rs. 1,940/- in 1980-81 and it has shown a staggering rise to Rs. 18,685/- in 1999-2000 to Rs. 1,32,773/- in 2016-17.

The share of Agriculture in NSDP during the year 1960-61 was 41%, came down to 20% in 1999-2000. This further came down to 19% in 2016-17. This was in contrast to the manufacturing sector, which came up to 32% in 1999-2000 from a mere 15.74% in 1960-61 and increased to 45% in 2016. The share of the tertiary sector comprising

services also increased from 30% in 1960-61 to 36% in 2016-17.

The manufacturing sector grew at a compound rate of 12.56%. Rapid Industrialization helped in generating direct and indirect employment opportunities. Backed by the Anti-poverty programmes, the people seized these opportunities to the maximum. As a result, there was all round growth. Now the total elimination of poverty before the end of the New Millennium is within reach.

The change was brought about by a comprehensive approach and support to all segments of the society. The economic potential of the rural poor, the middle class belonging to rural and urban areas, rural and urban youth, craftsmen and traders, tiny, small, medium and large industries were identified, support packages evolved and implemented. The Development Administration worked for all. Gujaratis woke up. And the whole society including the rural poor surged upwards.

The most interesting part is that, Gujarat faced a number of odds. The country had wars with Pakistan- being a border State, in the sixties and seventies, Gujarat felt its effects. But it was affected more by the continuous droughts some of which were very severe like that of 1967-68, 1984-86, and 1997-1999. These droughts affected the agrarian economy regularly. It had in the recent past, cyclones and a most devastating earthquake in Jan 2001. It had also social conflicts in terms of communal tensions followed by riots off and on. This brings temporary set-backs in development. But Gujarat recovers immediately-whether it was affected by droughts, cyclone, earthquake or riots. Despite all the odds and hurdles it continues its

growth at a rapid rate and obtained the status of number one state in growth in the country with its remarkable resilient community.

Another important factor which needs to be mentioned is that during this period of fifty years there were a number of political changes. Sometimes like, in five years, 1995-2000, there were more than three Chief Ministers, one after the other. But the political leadership is mature and did not disturb the development policies. They backed the developmental policies and continued same, despite belonging to opposite political parties.

In India as a policy all states were almost provided uniform guidelines, schemes, institutional framework and funding. However, some did better than others. Five states achieved relatively strong growth rates of GSDP in the above 6 percent. These states are Gujarat, Tamilnadu, Madhya Pradesh, Rajasthan and Karnataka. Some states like UP and Bihar along with North-East Region performed poorly and were below the national average. But almost all states had growth. Some of the common reasons for speedier growth were higher rate of investment coupled with rapid industrialization, stress on development of infrastructure and attention to human resources. But Gujarat performed better than others and achieved the higher rate of growth not only among Indian states but also compared to Asian tigers. It was successful in reducing the number of people below poverty line to 13% from 80% when the development process was initiated in the country in the early fifties. It achieved the rapid growth with Equity.

In order to come at some general conclusions, it is necessary to notice certain special features of

Public Governance as it exists in Gujarat. By Public Governance – We mean understand both elected and Non-elected members of Public Governance System. It includes- Government, Semi-government and even Cooperatives and Civil Society members who participated with public in overall management and programme execution at various levels.

SOME NOTEWORTHY FEATURES OF ITS DEVELOPMENT PROCESS ARE AS UNDER:

- 1) It created its own innovation in the programme content. In rural development, it added food at subsidizes rates for poor families, mid-day meal scheme for school children – these schemes resulted into the direct transfer of resources to rural area and poor people. With Cooperative Milk unions at district level and network of village level milk co-operatives. The dairies – operating under well known AMUL pattern - collected milk from village daily and paid cash to animal holders every week. This generated cash flow to rural areas and created demand for non – farm products, the consumable and durable goods. And thus, paved the way for rapid industrialization in late eighties and nineties.
- 2) It created the District Planning Board, to prepare the local level plan. It had core funds to meet the requirements of local level projects and needs. The Board has participation of local members of the Assembly; as well Presidents of Taluka Panchayats. It is also responsible for monitoring of the entire district programmes.
- 3) Gujarat introduced Induced Industrial Development Model for the country:
 - It took massive programme of development of large Industrial areas with housing sector and small and medium estates – the total number to 202.
 - It provided in such areas readily built industrial Sheds of different sizes and plots with facilities of 24 hour water supply, electrical connection, telephone connection- transport sector with railway siding, effluent disposal and treatment plants. Some of its large areas like Hajira houses industries, like Reliance Industries, ESAR, LandT.
 - It set up a single window at each District Industries Center where an entrepreneur can approach and complete all formalities for setting up his industry.
 - It set up an Industrial Extension bureau Indextb. This is Extension Wing and organizes meet at national and inter-national level and headed by the Chief Minister or Industrial Minister along with senior officersmeet prospective investors and entrepreneur and invite them for investment in Gujarat. This is followed by all others states.
 - It promoted Functional Estates for specific products and provided common facility center like Marble Estate near Ambaji and Ceramic Estate in Himatnagar.
 - It took up all-round development with industrial development in the driver's seat.
 - In industrial development, the key was the promotion of entrepreneurship at all levels that is, in self-employment, in service sector, and special assistance to rural and urban

artisans for their business, promotion of tiny sector units by bankable scheme.

- Again both in rural; and urban areas, special assistance was given to small units by risk sharing in their investment- Gujarat Industrial Development Corporation(G.I.D.C.) Constructing sheds in major urban centers as well remote rural centers and making it available on hire purchase basis. Linked with Gujarat State Finance Corporation (G.S.F.C.) making available finance for capital assets and banks making available working capital and Govt. granting cash subsidy as seed capital.
 - This made it possible for people like tiny and small traders, persons with technical skills, rich farmers to enter into manufacturing activity.
 - The GIIC- Gujarat Industrial Investment Corporation promoted joint ventures. The GSPC- Gujarat State Petroleum Corporation promoted exploration oil and gas and also serviced cities with Gas Pipelines.
- 4) It started innovative programmes for training of entrepreneurship and trained young persons, both in rural centers and in urban centers, to set up their own units. This was a unique programme where for the first time, people were told that they can own an industry and govt. will provide training for that along with financial assistance and that the entrepreneurship is not monopoly of a class or rich persons only. This programme was later on adopted by all states. It provided a ladder to entrepreneurs to grow from self-employment to tiny units to small, from

small scale units to medium and to large. It introduced 'Bankable Scheme' which was approved schematically and applicant had to simply apply to the Bank.

- 5) It set up a chain of Industrial Training Institutes (ITI) in almost all block headquarters. This made it possible for rural youth to acquire skill and make available technically skilled manpower needed for rapid industrializing.
- 6) It laid emphasis on science and technology and supported Research and Development Institutes both in Govt. and private sectors. It also created specialized high level training institutions like, National Institute of Design (N.I.D), National Institute of Fashion Technology (N.I.F.T), Center for Environment Planning and Technology (CEPT), Gujarat Science City, Petroleum University, MICA etc.
- 7) It prioritised and promoted comprehensive agricultural and rural development programmes. It promoted Cooperative Agricultural Marketing yards, APMCs which initially started at district level and later on in majority of block centers. This coupled with cooperative milk marketing net work generated cash in remote rural areas' which had multiplier effect on the economy. Large scale water – shed and salinity prevention bund programme was undertaken. It introduced New Extension approach known as 'Krishi Mahotsav' to guide farmers at door-step and introduced scientific agriculture based on Soil Health analysis of land. Farmers were advised in understanding what his land is capable of growing.

- 8) It developed excellent road and power supply network, which connected all villages with these facilities. This made market access easier. In fact, in early seventies, it financed roads for milk routes in remote areas. In last decade it made 24 hours power supply available to villagers in their residences.
- 9) Govt. policies changed with time and but always formulated in consultation with association of different groups and stakeholders. There is open dialogue for grievance redressal. With liberalization Govt. also started even consulting National –international organization like IIM. Pricewaterhouse and Arthur Anderson, Tata Consultancy Services.
- 10) Industry awakened by the politically conscious people of Gujarat, became aware of its social responsibility. It participated in rural development programmes by creating its own N.G.O.s It got associated in income generating /value addition scheme for poor apart from watersheds, training centers for the craftsmen, creating rural infrastructure like health centers, school rooms, community hails and adopting even villages. This along with socially committed people who had their own N.G.O.s – paved solid path for development. The spiritual organisation also joined hands.
- 11) Due to public interest litigation in the High court, pollutant units became responsible for taking measures for protecting the environment. In fact, the deterioration of the environment became a cause of concern. Govt. came forward with schemes of Common Effluent Treatment Plant (CETP), and provided

25% cash subsidy to set up Common Effluent Treatment Plants. All came together and set up such plants.

- 12) Most important of all was, its stable policy followed by the Government after government. Despite changes in political leadership, policies remained consistent. The investors had confidence that commitment made in declared policies, will be honoured. This was backed by investor friendly development administration and attracted investment from all over the country and abroad. The investment had its own impact on rural and urban economy. It provided jobs, opened tiny and small-scale industries for job work and self-employment opportunities. In the new millennium, under leadership of Shri Modi, it forged with rapid motion. He promoted mega Vibrant Gujarat Event. He took many new initiatives which have been described elsewhere. He brought Gujarat into the center stage at national and inter-national level.

We have taken data from reports and publications of Beare of Economics and director of Information and Google databased, we are grateful to them.

A FEW WORDS ABOUT THE ACTUAL PLAYERS:

Gujarat have had a galaxy of brilliant and dynamic officers who worked shoulder to shoulder with the Elected Public Leadership and People for developing Gujarat what it is today.

This was throughout length and breadth of Civil Service. It is difficult to narrate about contribution of all participants from VLW to Chief

Secretaries. But all members of administration have good rapport with the people. They used to answer public grievances also on phone. The politically conscious Gujaratis also maintain good public relations with both elected and non-elected leadership and never afraid of raising their concern or voice it and take up development work on their own – once it is initiated. Further their cooperative attitude encourages civil service to work together for common developmental goal. The AMUL pattern is an example – how cooperative leadership can create a multi-billion Marketing Federation.

Gujarat has had some very remarkable and dashing civil servants. Its first Chief Secretary was Shri V. B. Ishwaran who played very important role in integrating the pull of civil servants from Mumbai, Saurashtra and Kachchh.

He was followed by Shri V.S.Gidwani – who stabilized system and made it people friendly. He was followed by Shri Lalit Dalal who was aggressive on development front and pushed industrialization. He was backed trio of Shri H.R.Patankar, Shri H.K.Khan and Shri S.M. Ghosh who formulated aggressive industrial policy and developed infrastructure of industrial estates and township and promoted joint ventures and entrepreneurship. Shri H.K.L.Kapur – a very sober officer become as CS in 1976. He gave emphasis to rural and agricultural development. He was followed by Shri P.V.Chandramauli and M.Sivgyanan – both of them were hard task masters and kept Collector and DDOS on toes.

Shri Patankar and Shri H.K.Khan took Gujarat to new heights as CS in nineties – with major thrust on industries – port development, road connectivity and public – private partnership.

They were followed by Sarvshri K. V. Harihardas, R. Balakrishnan, S.K. Shelat, LNS Mukundan, G.Subbarao, P.K.Laheri, Sudhir Mankad, Dr.Manjula Subramaniam, D.Rajagopalan, A.K.Joti, Varesh Sinha, D.J. Pandian. They all provided continued leadership for developing Gujarat – what it is today.

Shri N. Vittal played important role in developing health network. The engineers like Shri V. P. Kamdar and Shri Rathor played a major role in developing road network. Shri Pravinbhai Laheri pushed the canal network of Narmada Dam – Shri A.D. Desai played crucial role in development of port infrastructure.

Earlier Shri R. Parthasarthy(Sr.) introduced micro-level planning and set up district and block level Planning Board. During earthquake in Kachchh Shri Anil Mukim – as Collector worked day and night from Collector Office which was itself was devastated. There are many others who had made note worth contribution.

The positive side is the integrated management network with people in centre and understanding of their needs and working together with elected leadership from Gram Panchayat – Taluka Panchayat – District Panchayat – of course with Cabinet – at state level and with civil society Members.

This does not mean that there were no black sheep or vested interest or organizations politics in system – but overall system managed itself to come away from such forces and pushed development.

But this also does not mean that everything is achieved by Gujarat. There are backward areas, both industrially and otherwise. Here incentive policies

to attract industrial development have not worked due to certain inherent weaknesses and call for an alternate strategy for their development. There are approximately 5% disabled persons and majority of them have not yet received any assistance. This number is staggering 25,00,000. There are primitive backward tribes and remote areas, which need concentrated affection. There is a need for enough social infrastructures for rural areas and an urban slum where health and educational services are badly provided. There are villages where assured and safe drinking water is not available. There is a feeling in rural masses that some of them have benefited and grown whereas others are left out of development process. This is spread over all castes- there are rich Patels and poor Patels, rich Brahmins and poor Brahmins, rich schedule caste and schedule tribe members and poor members and soon so forth. This has resulted into some agitation and social tensions.

Gujarat story is of developing sustainable livelihood. It has catered to all segments of society. In its first phase of development it has faced unsummonable odds and slowly overcame it and in second phase which started, in late seventies, rural economy got boost and so was overall economic growth. In the third phase – in new millennium it had stable growth which got enhanced with rapid rate with political stability. It is a story of growth with equity. But as it happens in process of development – anywhere – there are “left out of development gains” and that continue to create

social tension. But Gujarat is now well poised to overcome that challenge. Its public leadership and governance system is geared to it. We had asked Hon’ble Chief Minister Shri Vijay Rupani about his vision and he said





Says Shri Vijay Rupani

Hon'ble Chief Minister

“The vision of our Prime Minister and the then Chief Minister Shri Narendrabhai Modi was starting of an era where the administration wasn't simply functioning on the implementation of the policies made by the bureaucrats and approved on the floor of the Assembly, Shri Narendrabhai Modi added a human touch to everything being carried out by the Government. It is highly obvious from the content of the initiatives of the Government of Gujarat between the years 2001 to 2014 that each of the policy covers the entire mass of the society, all aspects of the daily life of a human.

This human touch incorporated within the government machinery should be carried forward through the bureaucracy to the ground level and made the development process an unstoppable success. Now as the responsibility of carrying forward this momentum of development and growth towards its final destination of being inclusive and welfare of the people even at the fringe of the state.”

Some of the recent Initiatives by government are as under:

- Gujarat is continuing to undertake initiatives that will sustain high and broad – based economic growth with equity to focus on the future.
- These initiatives are expected to generate several growth nodes for the state, and to improve its business competitiveness, while helping to meet increasingly higher expectations of the population.
- The Vibrant Gujarat Summit (VGS) is also a continuing initiative by the government to generate several growth nodes.
- Gujarat is developing as Education hub – attracting students from within and outside country.
- Developing Gujarat International Financial Tec (GIFT) City, India's first International Financial Services Centre (IFSC) and part of the 'smart city' initiative of the Union government.
- Gujarat Industrial Development Corporation (GIDC) is developing an electronic park on 300 acre in Khoraj village as a part of its electronics industry promotion policy.

- Upgrading Surat's railway station under a Public Partnership (PPP) model.
 - Gujarat has expanded its physical connectivity rail, road and now by sea-routes. The western corridor connecting Delhi with Mumbai and Dholera Special Investment Region(SIR) will soon provide very many opportunities of business, employment including self-employment for youth.
 - Vadodra has now an international terminal.
 - The super fast train project Mumbai-Ahmedabad project with collaboration of Japan is on its way.
 - New smart cities are to be coming up near Surat, Ahmedabad, Vadodara and Rajkot.
 - Gujarat has considered to be the petroleum capital of India due to presence of large refining capacity set up by private and public sector companies. But now has diverse investment and has become a hub of automobile industry-with Tata Motors, Maruti, Ford, Suzuki, Honda – housing their projects.
 - Investment by companies in the motor vehicles sector has been linked to improving skills base of the workers.
 - The vocational training centre for tribal youths are being set up like in Dharampur and Halol, provide skill training to over 3,000 tribal youths per year which is linked placement in industries.
 - New medical colleges at Vadnagar, Junagadh and Himatnagar, Patan and Nadiad.
 - A MoU signed for the 'Action Plan on cooperation in setting up of Mahatma Gandhi National Institute for Skill Development and Entrepreneurship in Ahmedabad/Gandhinagar Gujarat' between China and India.
 - Textile industry friendly policies have increased investments and created India's largest spinning unit in Kachchh and exports.
 - A massive solar power programme is under implementation and farmers have been offered solar power 13-5 HP solar pumps.
 - The Gujarat Maritime Board (GMB) is to develop a maritime cluster to provide "soft infrastructure" needed for the ports.
 - Moving towards digitization of property card records and map for online use, online subsidy applications, non-acquired land permission etc.
 - Gujarat will produce high genetic merit bulls from indigenous breeds of cattle and buffaloes.
 - Gujarat government has set up a cell to implement its new organic farming policy.
 - The Seva Setu programme is for redressal of public individual governance at village level.
- Gujarat and Gujaraties are moving up and up in new millennium in rapid development process.
- Jai Jai Garvi Gujarat.
- Jai Hind

National Council Climate Change Sustainable Development and Public Leadership DEVELOPING SUSTAINABLE LIVELIHOOD



In new millennium the world is facing a challenge of climate change with increasingly unpredictable weather events and its intense adverse impact on habitat. The cause of climate change is global warming – increased Green House Gasses. Although global warming is the international phenomena – its adverse impacts are at local level. The severely affected are villages- the farm land and the farmers. The increased floods, cyclones, delayed rains, droughts, heavy rains on one day, un-seasonal hot and cold waves, frost – all these lead to crop-failures – or low productivity-even the livestock and fisheries- also suffer from low

productivity and mortality. This also causes a challenge of food insecurity.

It was in this context that Dr. Kirit Shelat initiated a dialogue by organizing an International Conference on “Global Warming, Agriculture, Sustainable Development and Public Leadership” at Gujarat Vidhyapith – Ahmedabad in March 2010. The out-come of conference was twofold. The Adviser to Planning Commission of India Dr. Sadamatev set up of a special sub group in Planning Commission on “Enhancing preparedness For Climate Change” headed by Dr. Kirit Shelat and simultaneously – thought of setting up a special purpose -NGO with

focus on Agriculture – “National Council Climate Change Sustainable Development and Public Leadership-NCCSD at Ahmedabad. And Justice B. P. Singh, Formerly Judge Supreme Court of India agreed to preside over it as president.

Dr. M.S.Swaminathan, the veteran agriculture scientist – the leader of Green Revolution, Shri Parshottam Rupala, Dr Y.S Rajan and Shri Kantisen Shroff gave their blessings and support. The organization was rolled in September 2010 with Dr. Kirit Shelat as Executive Chairman and Justice B.P.Singh as its President .

NCCSD initiated its mission by organizing think tank meets for policy formulation and capacity building training programme for farmers and youth. The focus was to prepare administration and farmers to meet challenges of Climate Change. This was followed by a series of initiatives:

- At National level NICRA – National Institution for Climate Resilient Agriculture was initiated by ICAR. NCCSD took up ‘Capacity Building’ as part of it and developed the Guide book for farmers for developing Climate Resilient Agriculture.
- NCCSD organized an International Conference on ‘Climate Justice’ in 2014. The Chief Justice of India inaugurated this. The issues related to farmers got focused and the out-come was a liberal Crop Insurance Policy to cover even non- banker farmers.
- NCCSD Participated in “Conference of Parties”- meets of countries organized by UNFCCC to meet the challenges of climate change. It was realized that ‘Agriculture and Farmers’ do not figure in COP discussions. The role of agriculture as nature’s tool for mitigation



ROUND TABLE MEET AT NEW DELHI : Hon’ble H.E. the Governor of Hon’ble H.E. the Governor of Gujarat, Chief Justice of the Supreme Court of India, Chief Justice of the Gujarat High Court, The Minister - Education Govt. of Gujarat.

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AUTHORED BY

RIT N. SHELAT

ON THE CHIEF MINISTER

- was not recognized – NCCSD participated and organized side events and exhibition and also met senior leaders of International organization and explained how agriculture can mitigate the adverse impacts. By the process of photosynthesis proven which absorb CO₂ from atmosphere. How by expansion of agriculture on wasteland, degraded lands can provide employment and additional food generation-while absorbing CO₂.
- NCCSD successfully prioritized agriculture in COP. The Paris Agreement accepted importance of food security, food productivity, technology transfer and capacity building.
- FAO also liked idea it created a special purpose organization called GACSA- “Global Alliance for Climate Smart Agriculture”.
- In 2014 NCCSD initiated for technology transfer with Florida A and M University (FAMU), USA for Building Climate Smart Farmers. USAID helped FAMU to send US-scientists to train our farmers. Vivekanand Research and Training Institute- VRTI – Mandvi-Kachchh- setup A Farmers Education Center. 26 Scientists from USA visited and trained farmers and trainers in this campus over a period of last two years. This is joint FAMU,NCCSD and VRTI project-with soil health lab, Weather forecasting centre, demonstration farm and a farmer clinic.
- The Major outcome of this project is NCCSD has brought out book for farmers on “Building Climate Smart Farmers – A Guide Book for Doubling Income of Farmers in Arena of Climate Change”. This book is authored by Dr. Kirit N. Shelat and co authored by Dr.



Odemari Mbuiya from Florida Agriculture and Mechanical University – FEMU, USA. This is an outcome of India – USA collaboration. This book is in response to call by Hon'ble Prime Minister for doubling income of farmers. It is a Guidebook for farmers to act their own and increase income – while understanding adversity of Climate change and resilient practices to manage it.

- The Gujarat government made available this guidebook to all villages of State as a part of 'Krishi Mahotsav – 2018'. The Hindi and English version are made available at National level and to all States to use for their farmers.

NCCSD is delighted to publish “Developing Gujarat - My Memories” jointly with Sahitya Mudrnalaya Pvt. Ltd. Dr. Shelat wrote mapping development depicting development process. The

present book narrates how Guajrat has developed sustainable livelihood and what kind of initiatives and convergence of efforts have made this happen - by the persons of who have themselves participated in this process. How a sub-nation, a province - which was under developed got transformed in to a developed state over a period last sixty years without losing its character - unlike what happened in many parts of developed world.

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Atharvaveda Hymn LXVII

१. पश्येम शरदः शतम् ॥
1. May we see for hundred years. (4960)
२. जीवेम शरदः शतम् ॥
2. May we live for hundred years. (4961)
३. बुध्येम शरदः शतम् ॥
3. May we acquire knowledge for hundred years. (4962)
४. रोहेम शरदः शतम् ॥
4. May we go on prospering and progressing for hundred years. (4963)
५. पूषेम शरदः शतम् ॥
5. May we go on being nourished for hundred years. (4964)
६. भवेम शरदः शतम् ॥
6. May we remain strong and sturdy for hundred years. (4965)
७. भयेम शरदः शतम् ॥
7. May we retain our prestige and influence for hundred years. (4966)
८. भूयसीः शरदः शतात् ॥
8. May we retain all these powers of sight etc., for greater numbers of years than hundred. (4967)

**Compiled by Dr. R.S. Rajan, Distinguished Professor, ISRO*



C-03

“Developing Gujarat”

SHRI KESHUBHAI PATEL
Formerly Chief Minister of Gujarat



C-02

“Developing Gujarat”

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C-01

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