CHAPTER-III

The Architect of Andhra Pradesh
HONOURING OF ELDERLY LEADERS

After becoming Chief Minister of Andhra Pradesh Sanjiva Reddy began to develop the state by taking cooperation and help of senior leaders. He made senior leaders to contribute their best to the state.

After becoming the Chief Minister, Sri Reddy felt that it was necessary to honour those leaders who sacrificed everything for the sake of the country to secure Independence. Hence, the Chief Minister approached Ayyadevara Kaleswara Rao, a veteran politician, who earnestly strove for Visalandhra (the enlarged state) and requested him to file his nomination for Speakership of Andhra Pradesh Assembly and fixed him up as Speaker. Similarly, Sri Reddy approached Andhra Pitamaha Sri Madapati Hanumantha Rao who was very old and was unable to accept any Ministership. When he expressed that it was his moral duty to honour him, Sri Hanumantha Rao accepted the Chairmanship of the Legislative Council.

Again, he honoured Sri Gottipati Brahmaiah later by sponsoring him to succeed Sri Madapati Hanumatha Rao to the Legislative Council’s Chairmanship. He also took special care and interest to recommend ‘Padmabhushan’ and other national titles of honour to the three veteran political sufferers and stalwarts.

SanjivaReddy brought a new style of politics into the government of Andhra Pradesh. While Gopal Reddy had made an effort to maintain the support of many factions within Congress. SanjivaReddy as Chief Minister was
primarily concerned with giving power to members of his own faction both in Government and party organization. Within few months of his Chief Minister ship the preparation for the second general elections began as early as 1957.

It gave him an opportunity to strengthen his position by carefully including his supporters and eliminating rivals while preparing the list of candidates for the ensuring elections and also through his initiative as Chief Minister in working out electoral strategy. Elections were held only for the 105 Telangana seats in the legislature, since the mid term polls in 1955 for the 196 seats were earmarked for legislators from the Andhra region. Therefore, the state recognition act 1956 had extended the term of Andhra members to seven years in order to coincide with the third general elections.

The election results were tilted in favour of the congress, which came as ‘a feather in the cap’ for Sanjiva Reddy. His position became more stable, not only due to decline of the overall position of the communists in the Assembly but also because of the increased support he received from Telangana congressmen, particularly those belonging to the B. Ramakrishna Rao faction.

After the elections in Telangana the A.I.C.C urged the need to elect the leader of the new legislature party. Leaders of the different groups aimed to contest against Sanjiva Reddy, but at last they decided not to contest. Thus he was unanimously elected as Chief Minister of Andhra Pradesh once again. Sanjiva Reddy consolidated his position in the party stabilized the administration, brought closer the two regions (Andhra and Telangana).His
administration was so strong and became model to be emulated by the other states.

SANJEEVA REDDY AS AN ADMINISTRATOR

Dr. Neelam Sanjiva Reddy had become renowned as a great administrator, and under his Chief Ministership, the Andhra Pradesh administration had become taut, tight, streamlined, prompt and efficient.

Unification of Andhra Pradesh consisting of Coastal districts, Rayalaseema and Telengana is one of Dr. Reddy's notable achievements. Although some people criticized him, every one knows that he had always been a staunch believer in the emotional integration of the people of the three regions. He worked with dedication and impartiality for the benefit of the state had never been in doubt.\textsuperscript{4}

From the day he first assumed office, Dr. Sanjiva Reddy set himself to studying and analyzing the problems of administration with most of which he was already familiar, having been the Minister for Prohibition in the Kumaraswamy Government and the Deputy Chief Minister the Andhra State.

The foremost problem at the time when he became Chief Minister was to integrate the services and the administrative systems of the Andhra and the Telangana wings of the new State. The Andhra region was governed according to the system followed in the Madras State, and with rare exceptions had not had time to make radical improvements because of many reasons such as political instability, the necessity of settling down, teething troubles etc.
The Telengana region followed the patterns laid down by the Nizam’s Government with such modifications as were made by the Military Government and later by the Civil Administration, finally by the elected government which took office.

But this system still remained different from those followed in the former British provinces.

Actually, in a trilingual state, the Telangana region did not get the deal that was its right, and this too was a factor of considerable importance in tackling the administrative problems.

A part from this, the overbearing question was to satisfy the claims of ambitious Andhra politicians and quite a few top officers, as well as to be just to the people and the officers of the Telangana region. Seniority, rules regarding leave and promotion, service conditions and a host of similar problems needed immediate solution. The Telangana services were governed by the Hyderabad Civil Service Regulations and the C.C.A. rules, while the Andhra ones and the I.A.S. cadre were governed by the Fundamental Rules, and there was great disparity between the two codes. Similarly, in other important matters such as taxation, revenue, excise etc. there was a wide divergence between Andhra and Telangana systems.

To effect a perfect integration and create State-wide homogeneity was difficult as well as needed time it could hardly be done overnight, but the immediate task was to ensure that the systems did not clash but ran smoothly,
and that dissatisfaction was not aroused either in the services or among the people no matter of what wing of the State.

It speaks volumes for Dr. Neelam Sanjiva Reddy’s administrative genius that he was eminently successful in aligning the two systems and in ensuring a smooth and efficient administration, while he set in motion the processes whose completion would bring about the much-required and desired integration of laws, rules, regulations, services taxation structure etc.

Defective Hyderabad codes were replaced were by more effective ones, and a thorough attempt was made to introduce systems that would be most efficient in every sphere of administration.

Sometimes administrative matters depend upon policies, and in this respect, too, Dr. Sanjiva Reddy took firm steps to replace unfruitful polices of the past with new ones, especially in regard to the working of the Secretariat and governmental procedure.

The administration of plans and projects was a most important matter, and in this regard also Dr. Sanjiva Reddy was able to greatly step up the efficiency and almost rejuvenate the existing systems so that there had been an increasingly rapid implementation of the plans, shortfalls here and there not withstanding.

Owing to his personal interest, district administration had particularly been greatly improved and made highly efficient. This was particularly so in case of the districts of Telangana.
Details of all the administrative improvements flowing from Dr. Sanjiva Reddy's administrative measures were far too many to be even cursorily enumerated here, but their ramifications had been both wide and deep, and had certainly helped in raising the Andhra Pradesh to the level of modern and highly efficient States in the world.

Since Dr. Sanjiva Reddy assumed office as Chief Minister for the second time, he had worked for further improving the efficiency of the administrative system and the working of the services.

In this context, it will not be out of place that to state Dr. Sanjiva Reddy was responsible for many a far-reaching and important legislation which was either needed or which needed to be modified and made more effective. Many laws and acts have been passed by the legislature at his initiative which are proving beneficial to the people as well as the administration.

Among these laws, of course, the most important, even though controversial, was the most recent one, the Agricultural Income Tax Act increasing the taxes on agricultural income, a measure highly necessary as well as fully justified because of two very important factors, the National Emergency and the increased prosperity brought to the peasantry by the fulfillment of plans and projects, rise in agricultural production, the numerous benefits and facilities, including large-scale loans and grants etc.

The law introducing free and universal compulsory education was one of the most far-reaching legislations that had yet been undertaken in the State,
and although it was not possible to enforce this law at the moment because of National Emergency, there is no doubt that free and universal compulsory education has come to stay for good in the State.

Dr. Neelam Sanjiva Reddy deserved every praise for what he has done as legislator.

Law-making is of course, essentially the task of the ministers as they have to take the lead in tabulating bills and legislative measures, although it is open to all members of the legislature to move private bills, and it is a fact that private Member’s bills have been few and far between, but our Ministers have played a notable part in administration also.

Actually, in a parliamentary democracy there is no question of any council of ministers or any minister administering as such for administration is the sole responsibility of the services and service chiefs, while ministers must lay down policies, chalk out programmes, find financial resources and fix the limits of expenditure because no act or omission of a republican government can be legal unless and until it has the imprimatur of the people or voters and tax-payers, and ministers are primarily there to provide this essential constitutional sanction to governmental work.

Once this public sanction has been accorded and the lines of action drawn up with all their concomitants, it was up to the administration, or the services, to carry out the policies and programmes and thus to administrate. For this fundamental reason, it is not necessary that a minister should be an
administrator, and in fact administration becomes a disqualification if the minister takes to is instead of fulfilling the purpose for which an electorate has selected him as already stated above.

The working of the British Cabinet and the American Secretaries clearly shows that administration is not the first charge upon any ministry, and that it was so upon the services or the various departments. Ours is a simpler system. The departments were controlled by their heads, the secretaries to government tackle the higher problems and were the channel through which matters must come up to the ministers or the cabinet and the ministers have the final say. Actually, it is the Chief Secretary who is the sole head of the administration in any State but few Chief Secretaries choose to be so and, of course, no minister likes them to be either. This system was good as it exists, only that the officers no longer like to exercise any power or to take the initiative in any matter until and unless they are sure that the minister will agree with their acts. This makes for weakness of the administration on the one hand, and the concentration of excessive powers in the hands of the ministers, on the other.

Instances are common where a minister has taken pains to have a chaprassi transferred against the wishes of officers. Such going into details was ridiculous, but apparently ministers like it.

However, such being the setup, with the Governor as the statutory silent deity, it becomes evident that if the administration and the services are merely to become rubber stamps, the ministers must be administrators, and if they are
to administrate they must not only know how to administrate but also be good at it. It is a well-established fact that public men cannot administrate, unless they have qualifications in addition to leadership and public support.

Most politicians or leaders are often quite unaware of what administration is until they get a grounding in actual ministership, and their subsequent career depends entirely upon the kind of preliminary coaching they receive. The administrative jungle is, however, infested with all kinds of traps and tigers, ligers, panthers and pythons ready to pounce upon the unwary or the incompetent minister, and instances have been common in both in the States and at the Centre.

There are also mangrove swamps in the shape of deals, contracts, permits etc. which sometimes catch even innocent ministers with such effect that their career gets a severe black-mark if not a setback. The most recent example was the resignation of Mr. Profumo, the British Defence Minister, regarding what has become notorious as 'the Profumo Scandla', involving as it did the leakage of war secrets.

All these traps, dangers and temptations can be avoided if ministers do not indulge in the luxury of exercising powers which is rightly and properly the sphere of administrators, and should be left to them. Here, very often political considerations intervene, and nobody can do anything about it.

For instance, several contractors apply for a construction job, but one happens to have made large contributions to the party funds and worked for the
party, so he becomes the natural choice irrespective of other considerations and even at the cost of someone else's rights being trampled down. An administrator, however, cannot make such a choice if he is of any worth or caliber, for politics do not influence him and he is concerned only with getting the best done in the best manner and at a reasonable expenditure only. This is but one instance, and whosoever studies will find many more.

Again, the question of dealing with or handling subordinate personnel should be below the dignity of a minister, and is best left to service chiefs. But appointment, transfer, promotion, demotion etc. are power itself most manifestly palpable and alluring, so few can ever forego exercising this power.

Here it must be made clear as to what or who, after all, may an administrator be? That it is rather a wide term without specific boundaries set to it will be generally conceded, and so it is possible only to give some of its main aspects. Before doing so, an example from real life will be illuminative, and will illustrate the nature of the problem.

Rioting broke out in an important town, and could and should have been controlled at the very outset, but the Collector was a Doctor of Mineralogy and a very careful scientist. He sat through trying to locate the exact sections in the Criminal Procedure Code empowering him to do something. By the time he had satisfied himself, half the town was burned and looted and hundreds murdered, while the culprits quietly fled and could never be brought to book.
This is the grossest example of maladministration, or in other words of one who was not an administrator at all. Here, it must be clarified that there is no such person as a 'bad administrator,' for either he is an administrator or not one at all. First of all, an administrator has to ensure that the machinery under him is fully and efficiently geared to the tasks in hand, then, he has to ensure that it runs smoothly and efficiently, without any slackening on the part of officers and men, that rules, regulations and the prescribed procedure are strictly followed, that powers are exercised properly in the best interests of the people and the government, that people are not harassed etc., etc.

But what distinguishes an administrator from others is his supreme ability to the accurate decisions well in time, and his firm handling of all matters, that is without vacillation and dilly-dallying. He must also have the quality of inspiring obedience and compliance, and he must be able to take work from subordinates. In the broader context, he must be able to work for the good of the people, and in emergency or special cases he should have the courage to override the rules if necessary and adopt the necessary course without delay.

Judged from these standards, Dr. Neelam Sanjiva Reddy emerged as a supreme administrator of the highest caliber, and his administration of the Andhra Pradesh had already won its place in the administrative history of India.
The name of Neelam Sanjiva Reddy is remembered forever in the hearts of the people of Andhra Pradesh. Professionally he hailed from an agriculture family. He knew the importance of Agriculture; he left no stone unturned for the development of Agriculture by providing irrigation facilities. That is why he had taken up more big irrigation projects. Hydel power is linked up with irrigation and development of the later through dams and canals can be made to regenerate the farmer and any development of the farmer is possible only with the construction of dams and canals. When Andhra Pradesh came into being, there was only one Hydel Station, the Nizam Sagar, as the Tungabhadra Project had gone to the Karnataka State (then known as Mysore state) but here too, the Hydel project had to be commissioned. The Andhra wing as such, had no Hydel power station at all. With his characteristic drive, energy and far sighted vision, Sri Sanjiva Reddy set about the task of giving Andhra Pradesh an efficient system of irrigation and electricity and he had succeeded in this in as much as almost all the plans were taken up and blue prints were got ready.

It is to be noted that Sri Sanjiva Reddy was the virtual author of the Nagarjuna Sagar Project; not only did he initiate the planning for it but actually secured the Planning Commission’s approval of the blue prints. It is one of the largest and most prestigious masonry dams in the world, constructed across the river Krishna for irrigation and generation of power. It was a tremendous feat of engineering. It was designed to irrigate an area of 20 lakh acres. Its
estimated cost was Rs.89.50 crores but the actual cost had far exceeded the estimates. One special feature of this project is that it combines cultural importance with engineering skill. The precious wealth of Buddhistic culture is preserved in the island museum in the middle of the man-made lake which is a grand spectacle. The museum can be reached by a launch. It has become a tourists’ attraction as well as a pilgrim centre. While inaugurating this project, Jawaharlala Nehru said that these projects should be considered as India’s ‘modern temples’6. Excavations in 1926 here revealed an entire township, a university, a monastery, coins and religious scriptures associated with Acharya Nagarjuna.

The work on the project was begun by the Andhra State in 1955. This dam and reservoir should on completion, become one of the most gigantic and the mightiest in the world enabling Andhra Pradesh, true to its tradition, to become the “ANNAPOORNA” (food basket) or the “GRANARY” of India.

The beginning of the Second Five Year Plan almost coincided with Sri Reddy becoming the First Chief Minister of Andhra Pradesh and under it, apart from the spillovers mentioned above, work had commenced on the Tungabhadra Project High Level Canal, and the Pochampadu Project was speeded-up, many sectors being completed far ahead of the schedule resulting in much saving of expenditure.

When you stop moving forward you lose momentum. It is a measure of Sri Reddy’s administrative acumen and pace-setting that by the end of the
Second Five Year Plan all the major and medium projects, blue-printed in the First Plan, were completed except for two major and three medium ones, and the latter were proposed to be completed long before the Third Plan ended. He was so keen on goal-setting, target-fixing and time-budgeting that he did not believe in excuses and alibis for non-performance or procrastination which is “the thief of time”.

Under Sri Reddy’s dynamic leadership, the projects completed under the Second Plan are irrigating no less than 4,64,000 acres and the major Vamsadhara Project, after protracted but successful negotiations with the Orissa Government was taken up to irrigate 3,32,000 acres in Srikakulam district. By his relentless and untiring efforts the Chief Minister arrived at an agreement after patiently conducting negotiations with his counterpart in Orissa, Biju Patnaik, to proceed with the Upper Sileru Hydel Project, while the work on the lower Sileru which is wholly confined to Andhra Pradesh, was already in progress. At Balimela, a dam was constructed as a joint venture between Andhra Pradesh and Orissa and here too there would be a Hydel Power Station and Minor Irrigation.

Schemes which would facilitate irrigation of over 6,14,000 acres were given top priority. Besides, Sri Reddy’s personal attention led to the flood-control work entailing the construction of embankments, reservoirs etc.
The construction of the Gosthani Reservoir in Khammam district was taken up for improving inland water transport and increasing the agricultural output in tribal areas etc.

Thus when all schemes and projects have been completed, the irrigated area of the State would have increased by no less than 1,93,50,000 acres or 30,236 square miles, an area far exceeding that of the Republic of Dominica and Haiti combined or an entire Caribbean Sea island. The Tungabhadra Hydel, the Tungabhadra Hydro-Thermal, the Srisailam-cum- Nagarjuna Sagar Hydel, the Ramagundam Thermal and the Kothagudem Thermal projects, the proposal for gas turbine set in Hyderabad city for storage of electricity, are all his notable achievements and evidence of his passion for the rapid development of the state. The two Hydel stations at Nagarjuna sagar and Srisailam were to generate 11,70,000 kilowatts of power. The accelerated pace of the development of power under his administration can be easily seen from the fact that the installed generating capacity was only 98’90 M.W., in November, 1956, but by 1963 it soared to 114’10 M.W. The Srisailam project also possesses religious and cultural importance because it has a holy temple of Lord Mallikarjuna and Goddess Bhramaramba. It is one of the ancient temples of India attracting thousands of pilgrims from far and near. It has a valley in which Sri Sankaracharya the great propounder of Advaita philosophy, had done penance.
**Electrification**

For the production of power, successive chief ministers of Neelam Sanjiva Reddy followed his footsteps.

Electrification of villages was one of the welfare measures taken up by him on top-priority basis. By the end of the Second five year plan, no less than 3,215 towns and villages were electrified. Although the State was geared up to produce 213 M.W., Sri Sanjiva Reddy endeavoured to see that the wattage reached the level of 446'8 M.W., by the end of the Third plan. Thus, he gave a boost to irrigation and power development in the State.

**Founder of Panchayat Raj System and Promoter of Democracy in Rural Region**

It is generally believed that a realist can never be a great dreamer. But history has thrown up now and then and an administrator in whose are combined the qualities of both a dreamer and a realist. Sri Sanjiva Reddy was one such but for whom efforts the Panchayat Raj in Andhra Pradesh would not have been as successful as it is today-or even initiated. He loved villages and always believed in the Gandhian dictum that India lives in villages. Sri Sanjiva Reddy was very fond of repeating the saying of Gandhiji that India should be a federation of villages, each village constituting a growing joint family. When he used to talk about the glory of ancient Indian villages a new light could come used into his eyes.
With the advent of the British rule in India and the consequent centralization of law and order as well as the political administration of the country, the Panchayats lost power and prestige amongst the people.

The inevitable advance of science and technology brought about changes in the economic system too. With centralized production and development of communications, products from large-scale factories came into the villages, destroying the self-sufficient and interdependent system of the village economy. This also resulted in the shattering of the cohesion of the village community.

All these socio-economic forces gradually brought about the decay of the old panchayat system. The country was bled white by the foreigners and it starved of vital nutrients. However, the usefulness of Panchayats was recognized even during the days of the British rule.

Efforts were made to revive them as early as 1882. A Royal Commission on Decentralization was set up, in 1907, to go into the causes of the decay of the old Panchayats. The Montage-Chelmsford Reforms while discussing local self-rule, laid stress on the revival of the Panchayat system. It was as a result of these recommendations that when the Local-self Government Act was passed in 1919 and the subject of local-self-Government was transferred to the provinces that attempts were made to form Panchayat. The introduction of the Government of India Act 1935 sought to further strengthen the Panchayat system.\textsuperscript{8}
As soon as the National Interim Government took over in 1946, new legislative measures were adopted in most of the States to organize the Panchyatats. The constitution itself laid down a clear directive for the devolution of powers to panchayats so as "to enable them to function as units of self-Government." That power should be decentralized to the level of the villages and the villagers should have a voice in the disposal of the affairs with which they are immediately concerned is a proposition which has been accepted not only in the Constitution of India but by all persons of all shades of opinion.

After Independence, Panchayat Raj has been hailed all over India in as much as a large number of people in the rural areas have found opportunities to do something for their own areas and enjoy certain powers and privileges which have been denied to them so long.

In 1957, the Planning Commission appointed a Committee on plan projects under Sri Balwantray Mehta to report on the working of Community Development Programme and to suggest measures to accelerate it. This Committee made far-reaching recommendations for transferring the responsibility for developmental work to the people’s elected representatives at the village, block and district level. This recommendation is better known as the scheme of "Democratic Decentralizations," later christened as Panchatyat Raj by our beloved Prime Minister.
Under the scheme of Panchayat Raj, the Gram Sabha and the Panchayat constitute the basic institution of democracy at the village level. The panchayat would send "Sarpanchas" to the next higher body the "Panchayat Samithi." The latter would send its representatives to the Zilla Perished, the apex of the three-tier organization. Andhra Pradesh has the privilege of being the first State to set up Panchayat Raj. Ad hoc Panchayat Samities were constituted in twenty blocks in Andhra Pradesh in July 1958.

This was followed by Rajasthan on October 2, 1959. With the inauguration of the Panchayat Samiti at Shadnager on 11th October 1959 by the Prime Minister a new chapter of "real swaraj coming to the people" had begun in Andhra Pradesh. The working of twenty ad-hoc Panchayat samithis established in 1958 proved how effectively people will respond to the call of self-development when the responsibility is squarely based on them.

Following the enactment of the A.P. Panchayat Samities and Zilla Parishads Act, Samities were formed on a statutory basis, on 1st November 1959. A month later Zilla Parishads were established in all the twenty districts. Any programme in its initial stages will have several problems to solve, such as conducting of elections, setting up of offices, dislocation of persons and funds. Added to these problems this State had the misfortune of facing widespread famine and drought conditions which necessarily engaged the full attention of the new institutions of the people. In spite of these teething troubles this programme has recorded significant results in real terms.
The Congress Parliamentary study team which visited the State in December 1960 studied the working of 13 Panchyat samitis spread over 10 districts and met several District Collectors and Chairmen, Zilla Parishads.

The study team reported that “Trust was rightly reposed in the elected representatives” and that they had “discharged it tremendously well. This team also observed that the people were very keen to participate more actively in the development programme. The team found a marked improvement, particularly in respect of elementary and secondary education where there was phenomenal expansion in a number of educational institutions.

They also reported that as a result of the concerted effort of Panchayat Samitis there has been a significant increase in the levels of food production. The team also observed that “there was greater awareness’ in the people as a whole and there was greater anxiety among the elected representatives at the Samiti and Zilla Parishad levels to ameliorate the conditions of Harijans and other weaker sections of community.”

Special teams from Maharashtra, Gujarat, Orissa and other States visited Andhra Pradesh with a view to studying the working of Panchayati Raj. Besides these, economists and sociologists from foreign countries also visited this State to study the progress of Panchayati Raj.

When we embarked upon this venture, it was as much an act of faith as a compulsion of circumstances while it was no doubt taken up as a more effective way of implementing certain developmental programmes, it was also
considered that such a change would be essential if democracy was to be secure in this country. Its failure would have been the failure not of an Act or of a particular department or of a programme but of an entire faith. We considered that what was involved was not merely some sums of money, or some canons of financial propriety or some principles of administrative rectitude but a way of living and all the values that all of us cherish.

With this experiment were linked the aspirations and the hopes not only of all of us but of many others who were anxiously looking forward to our success so that they could also share our experience in the practical working of democracy. At that time we could not say how soon we would be in a position to judge whether the experiment would succeed or not.

It is our great good fortune and a tribute to the leadership that has been available at all levels, that today, we are in a position to say that this venture is no longer an experiment and that its working has been so successful that it has come to stay. There may be some adjustments necessary here and there, some changes in the Act or rules, some mistakes, either by the Officers or by the People’s representatives, some wrongs or some excesses but the overwhelming impression and experience is that all there have only been marginal and that the experiment has already succeeded. Our confidence has been kept, our hopes fulfilled. Even the opposition parties appreciated the success of panchayat Raj. They moved a motion in the assembly asking Reddy to
recommend a proposal to the central legislature demanding an amendment to
the constitution to ensure 'Democratic decentralisation'.

If this is the story of Penchayt Raj, in brief, in Andhra Pradesh, Sri N.
Sanjiva Reddy has been the most eloquent and successful champion of this
philosophy along with other top-ranking national leaders. He was in a way the
pioneer of this movement. By this panchayt Raj system, a new leadership has
been emerged at village level.

Democratic system and democratic views were spread and strengthened
in rural areas. It is great, remarkable and political achievement of Sanjiva
Reddy. It is his best contribution to rural democracy. In rural areas a new
leadership began to emerge in a democratic way.

Builder of Industries

He gave importance for the development of various industries in state.
As a protagonist of industries of different kinds – handloom, village, small
scale and major and private enterprise – Sri Reddy thought it necessary to create
a separate Directorate of Handlooms, the first of its kind to be established in
India which could give a boost to the Handloom industry helping a large
number of workers who carried on the trade. The handloom industry had till
then been more or less shuttle-cock tossed between the Industry Department
and the Co-operative Registrar and was facing all sorts of hurdles and
administrative bottle-necks. If registration and loan-giving were at the mercy
of the Registrar of Co-operative Societies, production, Marketing and technical
matters were in the tight grip of the Industries Department. Everything depended upon the Chief Minister’s initiative and ability to take the bull by the horns and put the handloom industry on a sound footing. Efficient working of the newly constituted Directorate of Handlooms would ensure wider employment and greater production.

Another outstanding achievement is that cooperative yarn-spinning mills were first blue-printed and established in Andhra. Their success was also a fine testimony to Sri Reddy’s support and patronage of the Handloom Industry resulting in rapid progress of the Apex Wool Society, and the Silk Society. Thus, 5,00,000 Hand looms directly supporting more than 2,50,000 persons, and indirectly, 12,00,000 workers in spinning mills, swung into action. By any standards it was a mammoth undertaking and a proud achievement.

In the sphere of village industries, comprising Khadi, weaving, Palm-gur making, soap-making, rope-making, leather and tanning and coir products, the Andhra Pradesh Khadi and Village Industries Board came into being as per the Act of 1958 with the Minister-in-charge as the Ex-officio Chairman. But at the instance of the Government of India following certain amendments, carried out in 1962, the Andhra Pradesh Khadi and Village Industries Board was reconstituted with a non-official as its Chairman. It controlled Rural Industrial Co-operatives which were about 1,000 in number in Andhra Pradesh. The Board is the financing agency for these co-operatives, and it gives loans to members and artisans, provides working capital as loans to members and
The king-pin of any industry is skill or know-how and under Sri Sanjiva Reddy's leadership excellent arrangements were made to train the villagers. For instance the Regional Rural Artisan Training Centers were organized in 13 districts following the Rajnath Committee's recommendations to impart training to villagers in carpentry blacksmithy etc., Andhra Pradesh was the largest single producer of raw hides in India and it was estimated that it produced nearly 20,000 hides, 1'3 millions goatskins annually, and the total output, thus amounted to as much as one-eighth of India's entire rawhide production. The total annual value of this raw material was in the neighborhood of Rs 50,00,000 benefitting as many as 20 lakh people who were traditionally engaged in the leather industry.

Investigatory studies showed that these industries had lacked a viable and well-knit organization and the methods of collection of skins and hides, and of curing and tanning them, were still primitive as a result of which a loss of nearly Rs 10 lakhs was sustained every year. Seized of the deplorable situation, Sri Reddy resolved to remove the existing defects and to streamline the leather and tanning industries to bring them in step with modern times. Although the recommendations of the High Power Leather Committee were partially implemented by constituting an ad hoc Leather Board and placing Rs. One Crore at its disposal for developing the leather and tanning industries
under the Third Five Year Plan, legislation had still to be undertaken to permit
the formation of the leather Board as a statutory body, according to the
recommendations of a high power committee appointed for this purpose.

Sri Sanjiva Reddy saw that action was taken quickly and a Leather
Board was constituted. Apart from legislation, under Government orders, two
Apex Societies were registered in Hyderabad and Vijay Wada respectively for
the development of the leather and tanning industries. Thus, under his able
guidance Andhra Pradesh became an even greater partner than before in the Rs
30 crore foreign exchange earnings besides Rs 40 crores yield at the national
level. This was no mean contribution to the economic development of the State.

Coir is another industrial material of great importance, if handled
profitably. The Bay of Bengal littoral is the veritable home of the coconut in
Andhra Pradesh, and no less than 92,000 acres in Srikakulam, Visakhapatnam,
East and West Godavari and Nellore districts are devoted to coconut cultivation
which thus, provides ample scope for the development of the coir industry. The
Sanjiva Reddy Government established training-cum-production centers for
this industry at Baruva, Mogalthuru, Komaragiripatnam, Antervedi and
Tallarevu to train people in the extraction of coir fiber from husks and in the
manufacture of coir-yarn, coir-made matting, brushes, coir brooms and other
coir products. A Coir Goods Factory was also established during this period.

In all these respects, his leadership has brought Andhra Pradesh to the
upper brackets in the All India Context.
Handicrafts constituted another subject to which Sri Reddy's Government devoted its energy and support, giving a fillip to no less than 10,000 craftsmen to earn more than a mere living wage. His Government launched a plethora of schemes, drawn up in conformity with the pattern laid down by the All India Handicrafts Board, and in 1962-63 alone no less than Rs. 10,04,800 were earmarked for the development of handicrafts, while provision was made to spend Rs. 25 lakhs during the Third Five Year Plan Period. These schemes related to the organization of crafts on co-operative lines with the Government providing managerial assistance, running, the training centers for the prospective craftsmen and establishing service centers with tools and other equipment which are common for all craftsmen.

In regard to the marketing sphere, Sri Sanjiva Reddy's Government set up two handicraft emporia, one in Hyderabad and the other in Vijayawada, which were doing a good business as was quite evident from the fact that they sold goods worth Rs.9.35 lakhs during 1961 alone. A Handicrafts Development Corporation was proposed to be set up and already there was the State Handicrafts Advisory Board proffering useful advice to Government. No branch of small industries had been neglected. In fact sick units had been renovated, every branch had been strengthened and all-round progress had been registered with visible benefits to lakhs of people.

As regards small and major industries, Sri Reddy as the first Chief Minister of Andhra Pradesh, with foresight and energetic drive which he was
known to possess, decided to put the state on the industrial map of India in as conspicuous apposition as possible. In this relentless pursuit of the goal he not only initiated a programmer of planning, but also the requisite measures to ensure quick execution of the plans, both within and outside the ambit of the Five Year Plans. The development of small scale industries forms an integral part of the plan for the co-ordinate development of all industries, large and small.

Although the Government of India’s policy resolution had assigned small industries primarily to the private sector, both the Central and the State Governments took the following steps to direct and accelerate its pace of progress. Starting of training, research and servicing centers and carrying out pilot projects to help and encourage private Enterprises. Providing financial, technical and other facilities to enable private industrialists and entrepreneurs to establish new industries or to expand the existing ones, and Establishment of industrial estates in the districts in which the entrepreneur or the small industrialist gets ready factory accommodation and such facilities as power and water.

Various centers were established for training people in job-oriented activities like carpentry, blacksmiths, iron-foundry and the manufacture of various consumer goods such as leather articles, chalk, builder’s hardware, bicycle spares, scientific glass apparatus and stoneware pipes. Engineering workshops for providing tool room and servicing facilities were established at
Visakhapatnam, samarlakot, Tadepalligudem, Nandyal, Cuddapah, and Warangal in order to assist the small industries whether within the Industries Research Centre or without. A research centre for assisting the Graphite Crucible industry has been established in Rajahmundry. A Cottage and small Scale Industries Research Centre has been established in Vijayawada the pilot production centre in Hyderabad produced small gauge insulated copper wire radio spare parts including receivers, fractional H.P. Motors, laboratory ware, art goods and ceramic ware.

Bicycle parts were being produced in the Vijayawada pilot production centre, builder’s hardware in Dauleshwaram, Mangalore tiles in pendurthi, stone-ware pipes in Rajahmundry and sheet Metal at Uravakonda in Anantapur district. A furniture mill was also established at Sanathnager, Hyderabad equipped with a saw mill, a seasoning kiln and a mechanized workshop. This unit is meant to improve and modernize the manufacture of furniture and other wooden goods.13

Some of these pilot projects were transferred to the control of the Andhra Pradesh Small Scale Industrial Development Corporation. In view of the response which came forth from industrialists, Government decided to extend the industrial estate in Sanathnagar, Hyderabad, Expansion programmes came in Warangal, Vijayawada and Visakhapatnam industrial estates. In Hyderabad, a second industrial estate came into existence. It must not be thought that the industrial estates were confined to urban areas. Sri Reddy took
initiative in formulating a scheme for rural industrial estates. Already under this scheme, two rural industrial estates were to establish in Naziabad and Sadlapalli in Anantapur district each costing about Rs. One lakh, with the ultimate aim of establishing rural industrial estates in every district. Thus it is a matter of gratification that when Sri Reddy was the Chief Minister, Andhra Pradesh satisfactorily tackled the problem of finances, the crucial factor of all enterprise, by adding the State Aid to Industries Act to the Statute Book.

The State established the Andhra Pradesh Small Scale Industrial Development Corporation, which, however, was incorporated with an initial capital of Rs.50 lakhs under the Indian Companies Act, and by 1963, Rs.20 lakhs had already been placed at its disposal as shares capital, to assist, finance, protect and promote the development of small scale industries, by undertaking the construction and management of industrial Estates, establishment of raw-material depots, marketing and exporting promotion etc. Six raw-material depots at Sanathnagar, Vijayawada, Warangal, Samarlakot, Visakhapatnam, and Cuddapah had already been transferred to the Corporation.

For the Telengana Region, Sri Reddy's Government placed at the disposal of the Corporation no less than Rs.35 lakhs from the financial resources of that region, and out of this a sum of Rs.15 lakhs was meant for participating in the equity capital of small scale industries and Rs.20 lakhs for advancing loans to them. In order to ensure uniformity, the Madras and Hyderabad State Aid Industries Acts were rationalized and integrated. We have
thus ample evidence of the role Sri Reddy and his Government played in the progress and development of Small-Scale Industries in Andhra Pradesh.

Nature's bounty has endowed Andhra Pradesh with numerous mineral and other resources which if harnessed, can carry the state to the fore-front of the industrialized states in India. The mineral wealth of Andhra Pradesh covers a wide range from coal to chrysolite and iron to barytes and it is the only state which produces the chrysolite variety of asbestos on a large scale contributing nearly fifty per cent of the total production in India. Again, almost all the barite in the country is found in Andhra Pradesh alone. Yet Andhra Pradesh was found lagging behind in the sphere of industrialization. Presumably the fact that Andhra Pradesh is the Granary of the south and overwhelmingly agricultural had so clouded the minds of the centre and the planning commission, that they did not view the industrialization of this state as of any consequence. The policy makers had a balancing act to do. The centre has often cold shouldered the state. More than this, the people themselves were lethargic. The only industry that seemed to have appealed to the people till recently was the film industry and that too for non-industrial reasons.

However, Sri Reddy would never allow his state to lag behind others in industrialization and as soon as he assumed the Chief Minister of the state, he succeeded to a great extent in moving the powers in Delhi to shed their predilections. He allowed neither paucity of resources nor bureaucratic inertia to stand in the way of development. So powerfully and cogently he presented
his state's case before the planning commission that it had to revise its earlier decision to disallow the organization of Heavy Electrical Industry on account of the imposition of National Emergency. The centre at last agreed to set up the industry as originally planned in Andhra Pradesh, under his aegis, the integrated glass Factory, the first of its kind in India, was located in Hyderabad based on the blue prints prepared by a team of Hungarian Experts. It was at his initiative that the Andhra Pradesh Industrial Development Corporation and the Mining Corporation were established. The thrust was on industrialization.14

Then came a spate of Industries-The Andhra paper Mills, the Gudur Ceramic Factory, the Gudur Block Glass Factory, the Government power Alcohol Factory, the Singareni Collieries (a prestigious undertaking) The Nizam Sugr Fctory, the Azamjahi Mills, The Allwyn Metal works, the Hyderabad Chemicals, the Sirpur paper Mills, the Sirsilk Rayon Mills, the Hyderabad Chemicals and Fertilizers, the Praga Tools Corporation, and the Synthetic Drugs in Hyderabad and the Oil Refinery in Vizag. The Nizam Sugar Factory was taken over by the Government in 1957. It earned substantial profits. A net work of co-operative Sugar Factories was also launched.

Thus it will be seen from the records that Sri Sanjiva Reddy did his best to promote irrigation, to start industries and to generate employment. When a man has made a useful contribution to the welfare of the state and the country, it is only fitting that he should be honoured by the people. It was therefore no
surprise that the Sri Venkateswara University, Tirupati had conferred on him an Honorary Doctorate at a largely attended convocation in 1958.

N. SANJIVA REDDY  CHAMPION OF URDU

Sri Sanjiva Reddy was a friend of the minorities and patron of Urdu as Chief Minister.

He pioneered a good number of schemes like establishing a bilingual academy ,the Maulana Azad Research Institute ,the Majlis Adabiyate Urdu ,according Urdu the status of a regional language ,granting a substantial amount to the Muslim Wakfs Board to reduce un employment among the Muslims ,releasing the political prisoners and under –trials languishing in jails since the historic police Action ,nominating Muslims to the Legislative Council ,initiating various grants to the Scheduled Castes and the Scheduled Tribes and establishing the Telengana Regional Committee and giving representation to Muslims ,Scheduled Castes and Backward classes in the Ministry .

The development of Urdu under the aegis of Sri Neelam Sanjiva Reddy was exemplified by many factors. The government managed Urdu Library and Reading Room was proving vary popular and had an excellent career behind it .The Urdu Arts College is another institution which is doing good service to Urdu .Then there is the Telugu –Urdu Academy of Science and history which has published many notable books and translations on science and history in Urdu .This bilingual academy is the only one of its kind in India, and illustrates the great efforts that are being made to bring Telugu and Urdu closer.
Dr. Neelam Sanjiva Reddy deserved the entire credit for making Urdu a Regional Language of the Andhra Pradesh, and the measure of his foresight and statesmanship was the fact that he forestalled the present National integration movement years back when he was Chief Minister of the Andhra Pradesh for the first time.\textsuperscript{15}

So far as Hyderabad and Telangana are concerned, Urdu has been the main language for ages, although Telugu was never neglected, but even in Andhra Wing of the State Urdu remains a necessity, and Dr. Sanjiva Reddy has indeed done a great deed by giving Urdu its legitimate, well-deserved and Constitutional place in the Andhra Pradesh. This was not all. Dr. Neelam Sanjiva Reddy had not merely made Urdu a regional Language, he was actually its champion and defender.

**IMPORTANCE OF HINDI IN VIEW OF SANJIVA REDDY**

Regarding the language issue he preferred Hindi as a link language and believed that national unity can be achieved only through this language. At the same time he said that it should not be imposed on non-Hindi speaking people, but it should be developed gradually.\textsuperscript{16}

**EDUCATION**

Sanjiva Reddy gave the importance for the development of education. As deputy Chief Minister he was instrumental in starting Sri Venkateswara University at Tirupati in 1954. He got a clear vision about education. Under his
leadership A State Board of Technical education and training was formed on 26-2-1957 to advise Government on technical education at various levels.\textsuperscript{17}

He said in a developing country like India there is a need to establish more technical institutions than arts colleges, because the students from a technical institution is more productive than from an arts college. Thus he believed in constructive education system.\textsuperscript{18}

During his administration special concessions were given to Harijans and tribal people. On April, 23, 1958 he inaugurated Andhra Pradesh Backward class Maha Sabha.

N. SANJIVA REDDY AS PROMOTER OF ETHICAL AND DEMOCRATIC VALUES IN PUBLIC LIFE

On January 29, 1964 when Reddy was firm in the saddle standing all odds and onslaught in connection with the Nationalization of bus routes particularly in Kurnool district, the adverse verdict of the Supreme Court came as a bolt from the blue. In view of this, Reddy instantaneously stepped down from the Chief Ministership of Andhra Pradesh.

Mr. Justice N.Rajagopal Iyengar, who delivered the judgment pointed out that the Chief Minister had not himself filed any affidavit officially. He observed "We are therefore constrained to hold that the allegations that the Chief Minister was motivated by bias and personal ill-will against the appellants stands rebutted."\textsuperscript{19}

As a matter of fact, there was no need for resignation. But he declared "since the Supreme Court has cast some doubts on me, I personally feel that I..."
should respect that decision of the court and vacate my office”. He himself pointed out that he had taken his spontaneous decision in order to establish the highest democratic traditions and values in the country. He further said that he had not filed any affidavit, nor was he advised to do so by the Advocate General. Nevertheless, he respected the Supreme Court.

He also stated that had he been biased in nationalizing the bus routed, he would have been bitterly criticized by the members of the assembly. He also expressed “even though the Supreme Court did not remark me, the circumstances that led to my resignation are of wider aspect which have created a crisis of national importance…….I stick to an unique principle in laying down my office and that gives me an immense happiness.”

“It is a matter of my conscience and conviction” he replied to a letter from Pandit Jawaharlal Nehru, the Prime Minister of India, who asked Dr.Reddy to reconsider his decision to relinquish the office since the Court did not indict him in any way. But Sri Reddy insisted. Pandit Nehru, himself being a great individualist replied that if it was a matter of his (Dr.Reddy’s) conscience, he could not and would not question his decision and instead he would congratulate the Chief Minister on his setting a noble precedent and for upholding ethics in politics to be followed by everyone after him.

Kamaraj Nadar (the then A.I.C.C President) persuaded Sanjiva Reddy to continue in the office. The congress legislature party also re assured the confidence over Sanjiva Reddy’s leadership. Nevertheless, he declined to
continue as Chief Minister but ultimately agreed to be the leader of congress legislature party.

The true value of such resignation is realized today when we often see men occupying the highest posts sitting tight in their seats of power without sensitively reacting to court judgments. We have seen how these lofty principles took leave of politics in more recent times and the noble but inconvenient precedent that Nehru had praised, has not been followed subsequently by men and women in high position. Even court judgments of a very serious type were ignored by the thick-skinned occupants of power seats. It is in this context that the posterity will be able to appreciate fully what Sri Sanjiva Reddy had done then. By all standards it was a noble act. Noble deeds, like seeds, take time to fructify.

As a researcher in history we have to observe and analyze the decision of Sanjiva Reddy in different aspects. Had he any political motives in his mind in taking this decision. At that time Kamaraj was president of Indian National Congress. Sanjiva Reddy had very close contacts and association with Kamaraj from beginning. Sanjiva Reddy had already served as president of Indian National Congress from 1960-1962. He knew the importance and power of Delhi in Indian Politics. By this time health of Nehru was not good. Sanjiva-Reddy might have sensed that the days of Nahru were numbered. Sanjiva-Reddy wanted to play a key role in Delhi along with Kamaraj. By taking all these aspects into consideration we may come to conclusion that Sanjiva Reddy had some hidden political motives in his mind.