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FIRST REPORT OF GARC

GUJARAT ADMINISTRATIVE REFORMS COMMISSION (GARC)

TABLE OF CONTENTS

1. Gujarat Administrative Reforms Commission	1
2. Introduction	3
3. Reform - 01 - Effective Meeting Management	5
3.1 Implementation Guidelines	6
3.1.1 Pre-Meeting (Preparation Phase):.....	6
3.1.2 During -Meeting (Execution Phase):	7
3.1.3 Post-Meeting (Documentation and Follow-Up):.....	7
4. Reform - 02 - Feedback using Info-Tech and Ideas Box	8
4.1 Implementation Guidelines	9
5. Reform - 03 - Cleanliness Routine & Audit	10
5.1 Implementation Guidelines	10
5.1.1 Daily Cleanliness Routine.....	10
5.1.2 Weekly Cleanliness Routine	11
5.1.3 Monthly Cleanliness Routine	11
6. Reform - 04 - Signages in all offices.....	13
6.1 Implementation Guidelines	14
7. Reform - 05 - Air Conditioners in all offices to boost employee productivity	16
7.1 Implementation Guidelines	17
8. Operationalisation	19
9. Annexures:	20
A. Government Resolution (GR) of Gujarat Administrative Reforms Commission (GARC), 25.02.2025	20
B. Draft Circular for Effective Meeting Management Guidelines (Gujarati & English) ..	20



1. GUJARAT ADMINISTRATIVE REFORMS COMMISSION

Administrative Reforms in India have focused on transparency, efficiency, accountability and decolonization of the administrative structure and processes. As we mark 75 years since the adoption of the Constitution, we take pride in the constitutional framework and administrative systems that guide our nation. The robust administrative frameworks ensured the effective implementation of constitutional values and the delivery of public services. As we rapidly progress towards fulfilling the aim of Viksit Bharat @2047, the Government of Gujarat will leave no stone unturned to contribute to this goal.

Gujarat has been a role model of good governance and a forerunner in implementing key central government schemes. It has also pioneered many tech-enabled service delivery platforms and grievance redressal services like the SWAGAT Platform. In this Amrit Kaal and the leap towards a developed nation, Gujarat is dedicated to enhancing its state capacity to match the growing demands of modern society in response to the increasing demands placed on government departments and an ever-evolving governance landscape.

The formation of the Gujarat Administrative Reforms Commission (GARC) was announced in the Budget (2025-26) of the Government of Gujarat, on 20th February, 2025. Consequent upon this, within a week, the Government of Gujarat constituted the Gujarat Administrative Reforms Commission vide Government Resolution dated February 25, 2025, which includes the composition of the Commission, Terms of Reference, and the duration. The Gujarat Administrative Reforms Commission (GARC) has been established to implement comprehensive administrative reforms. This initiative aims to enhance the state's structural framework, work methodologies, and operational processes. It will fundamentally strengthen the state's administrative system's efficiency, effectiveness, and responsiveness to future needs.



The GARC aims to work closely with all stakeholders and derive insights for administrative reforms using a bottom-up approach through a series of Focus Group Discussions (FGDs). The FGDs will be conducted with all stakeholders, experts and field practitioners from General Administration, Health, Education, and Revenue Departments, among others. Instead of focusing on department-wise recommendations, the GARC aims to initiate easy-to-implement 'general' reforms to build the culture of 'doing better' before pivoting to fundamental systemic issues.

The Gujarat Administrative Reforms Commission will adopt a whole-of-government approach and will deliberate on and provide recommendations regarding the following matters.:

- i. Administrative and Governance Structure
- ii. Rationalization of Manpower and Human Resources
- iii. Financial Management and Resource Optimization
- iv. Decentralization and Local Governance
- v. Technology and Innovations
- vi. Monitoring and Evaluation Structure



2. INTRODUCTION

The first report of the Gujarat Administrative Reforms Committee is centered around the Productivity Measures to improve the overall productivity of the Government Employees. The physical infrastructure, work atmosphere and culture subtly impact the employees. Gujarat Administrative Reforms Commission envisions the reforms and will suggest the operational guidelines. The report seeks inspiration from the 'Kaizen' approach – emphasising continuous improvement, discipline, teamwork, and efficiency. It seeks continuous improvement through small acts of organisation that create harmonious workplaces.

The essence of the Kaizen technique lies in its philosophy of continuous improvement. It is about striving for progress through small, incremental changes rather than seeking perfection through drastic overhauls. Imbibing the essence of the Kaizen approach, the first GARC report focuses on reforms that target the Mindset of Change. The key to the success of implementing these reforms lies in its consistency. All the reforms that the commission suggests in this report need a deliberate and continuous proactive attitude. The commission seeks to indicate a change in our work culture where individuals and teams continually look for ways to improve things, no matter how small the improvement may seem. The reforms related to cleanliness, signage and a pleasant work environment need consistency in maintaining the standards. The reforms related to meeting management and suggestions need a proactive attitude and determination for successful implementation.

With consistency and efficiency at its heart, these reforms ensure that steady progress leads to long-term success. In its first report, the Commission dealt with the five general topics that aim to boost employee productivity and instantaneously provide a pleasant working atmosphere.



The summary of the recommendations is as follows:

1. The government may issue a circular on “Effective Meeting Management” to streamline the meetings held by any government official.
2. The government may develop a tech-enabled system and a paper-based system for proactive employee feedback and suggestions.
3. The government may develop a protocol for cleanliness and appoint professional agencies who are experts in maintaining high-quality cleanliness on government premises, wherever required.
4. The government may issue detailed guidelines on signage for government premises after a thorough study by a dedicated agency.
5. The government may install air conditioning systems in government offices, in phases, to boost employee productivity.



3. REFORM - 01 - EFFECTIVE MEETING MANAGEMENT

Meetings are vital for decision-making, policy formulation, interdepartmental coordination, and public administration. Structured, time-bound meetings ensure swift decision-making, preventing bureaucratic delays that hinder policy implementation and public service delivery.

Meeting management is crucial for efficiency, accountability, and effective governance. Unstructured discussions, erratic schedules, and prolonged meetings waste resources, increase administrative costs, and slow interdepartmental coordination. In the Vedic era, “Sabha” (councils/ assemblies/ meetings) and “Samitis” (committees) played a crucial role in Governance, Decision-making and Societal Organization.

Rigved, Mandal 10, Sukta 191 and Rik 2 states:

संगच्छध्वं संवदध्वं सं वो मनांसि जानताम्

“Sam gacchadhvam sam vadadhvam sam vo manāmsi jānatām”

“Meet together, talk together, let your minds apprehend alike.”

Recognising the need for a structured, disciplined, and result-oriented approach to meetings, the Committee recommends that the Government of Gujarat issue comprehensive guidelines through a Circular on Effective Meeting Management detailing meeting etiquette and monitoring mechanisms to improve employee efficiency, effectiveness, and professionalism. Effective Meeting Management can be categorised into three stages: Pre-Meeting, During-Meeting and Post-Meeting.



3.1 Implementation Guidelines

The GARC recommends the government develop Guidelines for Effective Meeting Management for all meetings held in government offices

3.1.1 PRE-MEETING (PREPARATION PHASE):

- a. A meeting should be held only when stakeholder inputs are necessary. All one-way information dissemination can be done through official correspondence (ex., circulars and notices)
- b. All meetings are scheduled at least 03 days before to ensure efficient time management of all invited participants. In urgent matters, a meeting can be scheduled in a shorter notice period than 03 days.
- c. All meetings with outstation participants are to be conducted virtually unless in-person presence is mandatory.
- d. All meeting invites have to contain details on date & time, venue, meeting duration, list of invited participants, and a detailed agenda.
- e. All meetings should be concluded in under an hour, barring exceptional circumstances.
- f. Only invited participants can attend the meeting. Invited participants can send a replacement only in exceptional circumstances, with prior approval from the meeting chairperson.
- g. While invited participants would be discouraged from bringing additional staff members along, exceptions could be made if the participant seeks prior permission from the meeting chairperson.
- h. All meetings will be scheduled using e-Sarkar's meeting scheduler. In the meantime, the government will upgrade e-Sarkar's meeting module, in line with meeting guidelines.



After 3 months, all meetings are to be planned, documented and managed through the e-Sarkar Meeting Module.

3.1.2 DURING -MEETING (EXECUTION PHASE):

- a. All participants are to maintain punctuality and arrive 5 minutes before the meeting's start time
- b. All recurring meetings to start with an 'Action Taken' report reviewed by the meeting Chairperson
- c. All meetings are to be moderated by the Chairperson, ensuring all discussions are structured, relevant to the agenda and goal-oriented
- d. The chairperson should encourage active dialogue from all participants in all meetings; young professionals and junior officials should be invited to share insights before the senior officials.
- e. All meetings must conclude with the chairperson summarising discussions from each agenda item and a clear 'Action Items' checklist.

3.1.3 POST-MEETING (DOCUMENTATION AND FOLLOW-UP):

- a. The Meeting Minutes (MoM) must be prepared and circulated within 24 hours preferably
- b. MoM must have the meeting's starting and ending time, with a list of present and absent attendees, a summary of the discussion held, decisions taken, action items with responsible officers in charge of each action item and the deadline.
- c. Maintain a tracker of action items for regular monitoring and evaluation

Recommendation 01:

The government may issue a circular* on "Effective Meeting Management" to streamline the meetings held by any government official.

*Draft of the circular to be issued is attached as annexure



4. REFORM - 02 - FEEDBACK USING INFO-TECH AND IDEAS BOX

Participatory governance is the backbone of democratic institutions. It emphasises inclusivity and collaboration in decision-making. Active engagement of the stakeholders in shaping policies, practices, or strategies is paramount. The government always strives for transparency and empowerment of diverse opinions. The perspectives of employees' perspectives, who are also active citizens, are essential for enhancing administrative processes and governance. Government employees possess a comprehensive understanding of governance, as they are well-acquainted with the intricacies of administration and the practical considerations involved. Therefore, they should be encouraged to contribute ideas for continuous improvements actively.

Some very intricate processes and structures ensure the overall administrative system runs smoothly. Constructive criticisms and suggestions to improve these small yet effective systems and processes are of prime importance. The frontline employees interact with the citizens frequently; hence, they have a practical view of the processes defined by the government. To ensure “ease of governance” at the local level and within the administrative set-up, suggestions, feedback and ideas for improvement should be encouraged. Some perpetual issues, if not reached by policymakers, may escalate into large and complex problems. Hence, to address the suggestions and ideas at the right time and to the right person, a tech-enabled and conventional feed and a tech-enabled and conventional Suggestion Box can be very effective.

Government employees will take a proactive approach to identifying and addressing issues that impact their workplaces and the mechanisms for service delivery. To facilitate effective communication, installing QR codes and suggestion boxes in strategic locations within government departments and office facilities throughout the state is advisable. This initiative will enhance engagement and ensure that concerns are promptly raised and addressed.



4.1 Implementation Guidelines

The government may create a unique QR code for each office. This QR code will allow people to submit anonymous suggestions, feedback, and ideas in writing or by recording their voices. Instructions on scanning the QR code and submitting the suggestions should be simple and straightforward. The user should be made aware that the feedback is anonymous. The government may also define a concise and clear data handling protocol for the same.

The government should also install transparent and elegant suggestion boxes for paper-based submission. The design of the boxes can be done through a competitive event exclusively for students of design schools, with specific parameters clearly defined for government use case. Procurement can be done through a tender process based on preference for design.

The government is expected to appoint a designated authority, typically at a senior level, to review and discuss the suggestions submitted. The right to access the suggestions and feedback should only be allowed by the designated officer. A specific date should be established for the opening and examining these suggestions, whether they are submitted online or in paper form, ensuring uniformity across all offices within the state.

Offices under each department will be required to identify key locations to place the suggestion boxes & QR codes on the premises. For high visibility that can facilitate the contribution of suggestions, some target locations include - Office entrance or reception area, meeting rooms/conference rooms, waiting areas, corridors, and cafeteria.

Recommendation 02:

The government may develop a tech-enabled system, along with a paper-based system for proactive employee feedback and suggestions.



5. REFORM - 03 - CLEANLINESS ROUTINE & AUDIT

Cleanliness routines in administrative spaces hold a more profound significance beyond just tidiness—they symbolise and foster systemic reforms by embedding values of order, respect, and transparency into the fabric of governance. It's often said, “A clean environment inspires clean governance”.

A regular cleanliness routine enforces discipline and consistency within administrative operations. Clean and clutter-free offices allow for smoother communication and easier access to resources, mirroring the principles of an orderly governance system that delivers services without unnecessary delays. Maintaining cleanliness demonstrates respect for the workplace and the people who interact with it, improving employee morale and performance. When these values—order, respect, and transparency—are prioritised in small acts like cleanliness, they extend to broader administrative functions.

By institutionalising regular cleaning schedules, offices can improve employee productivity, safeguard essential documents, and set a positive example for sustainability and discipline. Moreover, clean administrative environments reflect accountability and attention to detail, enhancing public perception of governance.

5.1 Implementation Guidelines

Offices can foster productivity by adopting cleanliness habits aligned with the Kaizen philosophy—such as regular desk decluttering, continuous small improvements in space organisation, and maintaining orderly records. The recommended cleanliness routine is divided into three: daily cleanliness routine, weekly cleanliness routine, and monthly cleanliness routine.

5.1.1 DAILY CLEANLINESS ROUTINE

1. Personal Workspace Maintenance: Maintain clean and tidy workstations to create a professional environment.



2. **Document Handling:** Securely store sensitive files and dispose of non-essential documents in shredders or designated bins. Ensure all digital files are organised in shared drives for easy access.
3. **Public Interaction Areas:** Clean waiting areas, counters, and chairs visitors use. Sanitize shared spaces such as meeting rooms and reception desks after each use.
4. **Sanitation:** Clean and Stock Restrooms and Canteens with essential supplies. Ensure waste bins are emptied and sorted for proper disposal.
5. **Feedback:** Encourage State to report cleanliness or maintenance issues so that prompt action can be taken immediately.
6. **Waste Segregation at Source:** Ensuring the waste is segregated and handled correctly. The wet waste can be used for composting and dry waste for recycling.

5.1.2 WEEKLY CLEANLINESS ROUTINE

1. **Deep Cleaning:** Dust and clean shelves, filing cabinets, and less-used spaces in the office. Deep-clean public interaction zones and ensure windows and doors are free of smudges.
2. **File and Document Organization:** Review filing cabinets and digital storage to ensure all documents are stored in their proper places. Check for outdated files that need archiving or disposal per records management policies.
3. **Collaborative Cleaning:** Organize team-based cleaning drives where each department tackles specific areas like shared storage or pantry spaces.
4. **Maintenance Checks:** Inspect equipment like printers, scanners, and computers to ensure they're clean and functioning correctly.

5.1.3 MONTHLY CLEANLINESS ROUTINE

1. **General Inspection:** Conduct an office-wide inspection led by senior officials or supervisors to maintain standards. Identify areas that require additional attention or adjustments in the routine.



2. Archiving and Decluttering: Remove outdated documents, old furniture, and broken equipment from the office. Review the digitisation of physical records to reduce reliance on paper.
3. Energy and Resource Management: Evaluate office practices to identify areas where resource use (electricity, paper, water) can be minimised. Ensure that green initiatives like recycling and energy-saving measures are followed.
4. Public Facilities Audit: Review the cleanliness and usability of areas accessed by citizens, such as restrooms, waiting halls, and help desks. Implement changes based on feedback from staff and visitors.
5. Recognition and Feedback: Recognize the efforts of employees contributing to cleanliness initiatives. Incorporate additional feedback from the suggestion boxes.

Recommendation 03:

The government may develop a protocol for cleanliness and appoint professional agencies who are experts in maintaining high-quality cleanliness on government premises, wherever required.



6. REFORM - 04 - SIGNAGES IN ALL OFFICES

Signage on government premises ensures efficient navigation, accessibility, and transparency in public service delivery. Directional and way-finding signage provides clear guidance to visitors, while informational signage displays crucial public service announcements, citizen charters, and grievance redressal mechanisms. Safety and security signage, such as fire exit routes, emergency contacts, and restricted area warnings, ensure public safety and compliance with legal norms.

Adequately designed and well-placed signage helps citizens- especially first-time visitors, senior citizens, and differently-abled individuals- locate offices, service counters, public facilities, and emergency exits without confusion. Aligning with the Accessible India Campaign (Sugamya Bharat Abhiyan), signage systems must be universally accessible to cater to differently-abled individuals. This includes Braille signage for visually impaired citizens, tactile pathways for guiding movement, Indian Sign Language (ISL) symbols for hearing-impaired individuals, and audio-enabled interactive kiosks for seamless information access. Using wheelchair-friendly pathways and designated signage for accessible restrooms, ramps, and elevators further supports universal inclusion. Digital and smart signage, including QR code-based navigation, LED display boards, and GIS-based digital maps, enhance service efficiency and align with modern e-Governance initiatives.

A structured signage system minimises dependency on staff for directions, improving the overall efficiency of government offices. The GARC recognises the need for standardised, multilingual, and accessible signage across all government premises to promote an inclusive and citizen-friendly environment.



6.1 Implementation Guidelines

The government can collaborate with expert institutes/ agencies to conduct signage audits in all public offices and identify high-footfall areas requiring immediate attention.

The government can collaborate with expert institutes/ agencies to compile and review existing national and international Signage Design Protocols and Guidelines, like the Center for Excellence in Universal Design's Universal Signage Design Guidelines or the National Institute of Urban Affairs (NIUA) Report Harmonized Guidelines and Standards for Universal Accessibility in India, 2021.

The government can collaborate with expert institutes/ agencies to develop Standard Guidelines based on Bureau of Indian Standards (BIS), Indian Roads Congress (IRC), Rights of People with Disabilities (RPwD) Act and other applicable standards.

After designing standardised signage, the Government can install these on all government premises, especially at all entry/exit points, service counters, and emergency areas.

The government shall devise a feedback mechanism for continuous improvements.

The following categories may be a part of the Guideline on Signages in Government Offices:

1. Directional and Wayfinding Signages
2. Informational and Citizen Charter Signage
3. Safety and Security Signage:
4. Accessibility Signages (Aligned with Accessible India Campaign)
5. Digital and Smart Signage

The following parameters for Standardization should be considered:

1. Language Standardization: ensuring all signages are multilingual for inclusivity

2. Design Guidelines: ensuring access-for-all principles, including the colour-blind, visually-impaired, and the un-lettered
3. Material Durability Standards: ensuring all signages are weather-resistant, anti-glare, tamper-resistant and easy to maintain
4. Placement and Visibility Requirements: ensuring all signages are mindfully placed for maximum visibility
5. Regular Maintenance and Upgradation: ensuring annual audits are developed for upkeep and maintenance

Recommendation 04:

The government may issue detailed guidelines on signage for government premises after a thorough study by a dedicated agency.



7. REFORM - 05 - AIR CONDITIONERS IN ALL OFFICES TO BOOST EMPLOYEE PRODUCTIVITY

In modern offices, air conditioning is no longer a luxury but a necessity. It is essential for maintaining a productive and healthy work environment. In Gujarat, the mean temperature in the last 33 years (1986 to 2019) has increased by 2.9 degrees Celsius. By the end of the 21st century, temperatures in Gujarat could rise by 1.5°C to 5°C, depending on various climate change scenarios. Major urban centres like Ahmedabad, Gandhinagar, Rajkot, Bhuj, and Surat often record summer temperatures exceeding 45°C, making summer working conditions extremely challenging.

At home and offices alike, there is a need to control ambient temperatures only in the peak summer season. Considering the rising temperature due to Global Warming and its negative impact on the productivity and health of the employees, the Government may install an Air Conditioning System. Effective AC systems regulate temperature and humidity, creating comfortable conditions that minimise distractions and physical discomfort. This is crucial because extreme temperatures, whether hot or cold, can significantly impair cognitive function, leading to decreased concentration, increased errors, and reduced overall productivity.

Furthermore, modern AC units also play a vital role in air filtration, removing dust, allergens, and other pollutants, improving air quality and reducing the spread of airborne illnesses. By ensuring thermal comfort and clean air, AC systems directly support employee well-being, leading to increased energy levels, reduced absenteeism, and a more positive and efficient workforce.

Our country is fortunate to experience all the seasons, and there is a need for ambient temperature control only during the summer season. Government employees are mindful of avoiding unnecessary use of air conditioning in other seasons of the year. In the summer, it is



recommended that a desired temperature range of 24-26 degrees Celsius is crucial for maintaining high productivity. It is also recommended that these air conditioning systems run on solar power to ensure that they are eco-friendly and sustainable.

7.1 Implementation Guidelines

The commission recommends installing air conditioning systems in government offices in a phased manner, considering the budget allocations. Priority should be given to identifying large office complexes like Sachivalaya, offices of heads of department, offices of collectors, etc., where a centralised system can be installed. Centralised systems cater to all the employees and visitors at once. It is more energy and cost-efficient to install centralised systems than standalone units. The maintenance and upkeep of centralised systems are more streamlined and regular than standalone units. Therefore, in the first phase, the Government may install a centralised air conditioning system in such offices in a time-bound manner.

In the second phase, the government may identify all remaining government offices in urban areas, such as high-footfall public service and Taluka offices. Meanwhile, the government shall take steps to install rooftop solar at each government office wherever feasible as per the existing government scheme so that by 2026, government offices may have reached the Zero Energy bill, resulting in considerable savings for the exchequer.

All officials of Class 2 and above having separate offices may be authorised to install A.C. in their offices. The government may issue a new G.R. in place of a G.R. dated 28/04/1989 on the subject of availing facilities of the Air Conditioning system for Government officials, which limits the A.C. facility to be provided to the Officials drawing pay in level 13 of the pay matrix.

In 1989, air conditioning was considered an elite facility, and in the era of global warming, it has become a basic need. The government incorporates the above-mentioned provision for availing the facility of A.C. It enables all the officials to draw from the pay in level 8 and above of the pay matrix for all gazetted officers to avail of the facility of A.C.

Recommendation 05:

The government may install air conditioning systems in government offices to boost employee productivity.



8. OPERATIONALISATION

For each recommendation, primary and secondary departments for implementation of the reform are identified:

Reform	Primary Department	Secondary Department
Recommendation 01 – Effective Meeting Management	GAD, ARTD	GAD Personnel
Recommendation 02 – Feedback Using Info-Tech and Ideas Box	GAD, ARTD	R&B and S&T
Recommendation 03 – Cleanliness Routine and Audit	UDD	R&B and GAD, ARTD
Recommendation 04 – Signages in all Offices	GAD, ARTD	R&B
Recommendation 05 – Air Conditioners in All Offices to Boost Employee Productivity	R&B	GAD Personnel



9. ANNEXURES:

- A. GOVERNMENT RESOLUTION (GR) OF GUJARAT ADMINISTRATIVE REFORMS COMMISSION (GARC), 25.02.2025
- B. DRAFT CIRCULAR FOR EFFECTIVE MEETING MANAGEMENT GUIDELINES (GUJARATI & ENGLISH)



ગુજરાત વહીવટી સુધારણા પંચની રચના કરવા
બાબત.

ગુજરાત સરકાર
સામાન્ય વહીવટ વિભાગ
ઠરાવ ક્રમાંક: GAD/AAR/e-file/1/2025/0890/ARTD2
સચિવાલય, ગાંધીનગર.

આમુખ:

લોકકલ્યાણ એ ગુજરાત રાજ્યનું હાર્દ રહ્યું છે. બંધારણના સિદ્ધાંતોને અનુસરીને કલ્યાણ રાજ્યની સંકલ્પનાને સાકાર કરવા માટે ગુજરાતની ગતિશીલ સરકાર પ્રતિબદ્ધ છે. ગુજરાત રાજ્યની સ્થાપના થઈ ત્યારથી સરકાર દ્વારા સમયાંતરે સુધારાઓ કરવામાં આવેલ છે. જેમકે, ભારત સરકાર દ્વારા અત્યાર સુધી બે વહીવટી સુધારણા પંચની રચના કરવામાં આવેલ છે અને તેની ભલામણો અન્વયે ગુજરાત સરકારમાં પણ વહીવટી સુધારણાના પગલાં ભરવામાં આવેલ છે.

હાલના સમયમાં વિકસિત ભારત@૨૦૪૭નાં લક્ષ્યને સિદ્ધ કરવા માટે વિકસિત ગુજરાત@૨૦૪૭નાં લક્ષ્યને સિદ્ધ કરવા માટે ગુજરાત વિકાસની હરણફાળ ભરી રહ્યું છે. આ સંજોગોમાં ગુજરાત સરકારનાં કેટલાંક વિભાગોની કામગીરી ખૂબ જ પ્રમાણમાં વધી રહી છે. આ જોતાં રાજ્યનાં વહીવટી માળખામાં તેમજ કાર્યપદ્ધતિઓમાં અને પ્રક્રિયામાં જરૂરી ફેરફાર કરવા માટે વિચારણા કરવી જરૂરી જણાય છે.

ગુજરાત સરકારના વિભાગો ભારત સરકારનાં વિભાગો સાથે સુસંગત હોય તેમજ જે વિભાગોની કામગીરી ખૂબ જ પ્રમાણમાં વધવા પામેલી હોય તે વિભાગો સંદર્ભે પુનઃવિચારણા કરી તેનું પુનઃગઠન કરવું જરૂરી જણાય છે. રાજ્ય સરકારનાં કર્મચારીગણોનાં તમામ સંવર્ગોની પુનઃવિચારણા કરવી જરૂરી જણાય છે, તેમાં કયા સંવર્ગોનું સંખ્યા બળ વધારવું, તેમજ કયા સંવર્ગોમાં સંખ્યા બળ ઘટાડવું જોઈએ, તે અંગે પણ વિચારણા કરવી જરૂરી જણાય છે. કેટલાંક સંવર્ગોમાં નિયમિત તેમજ સમયબદ્ધ ભરતી પ્રક્રિયા થતી ન હોવાને કારણે સરકારની યોજનાના સમયસર અમલમાં મુશ્કેલી પડે છે. આ માટે ગુજરાત વહીવટી સુધારણા પંચની સ્થાપના કરવાનું સરકારશ્રીની વિચારણા હેઠળ હતું.

ઠરાવ :

પુખ્ત વિચારણાને અંતે રાજ્યના માળખાં અને વહીવટનો સમગ્રલક્ષી અભ્યાસ કરી તેમાં સુધારા સૂચવવા માટે ગુજરાત વહીવટી સુધારણા પંચ-૨૦૨૫ની રચના કરવાનું આથી ઠરાવવામાં આવે છે.

૨. ઉક્ત પંચ માનનીય મુખ્યમંત્રીશ્રીનાં મુખ્ય સલાહકારશ્રીની અધ્યક્ષતામાં નીચે જણાવેલ સભ્યોનું રહેશે.

૧. ડૉ. હસમુખ અઢિયા, Retd. IAS, માનનીય મુખ્યમંત્રીશ્રીનાં મુખ્ય સલાહકારશ્રી- અધ્યક્ષ
૨. મુખ્ય સચિવશ્રી, ગુજરાત રાજ્ય - સભ્ય
૩. અધિક મુખ્ય સચિવશ્રી/અગ્ર સચિવશ્રી/સચિવશ્રી(ક.ગ.), સામાન્ય વહીવટ વિભાગ - સભ્ય
૫. અધિક મુખ્ય સચિવશ્રી/અગ્ર સચિવશ્રી/સચિવશ્રી, વિજ્ઞાન અને પ્રૌદ્યોગિકી વિભાગ- સભ્ય
૬. અધિક મુખ્ય સચિવશ્રી/અગ્ર સચિવશ્રી/સચિવશ્રી, નાણાં વિભાગ - સભ્ય
૭. અ.મુ.સચિવશ્રી/અગ્ર સચિવશ્રી/સચિવશ્રી, અગ્ર સચિવશ્રી,(વસુતાપ્ર અને એન.આર.આઈ.), સા.વ.વિ. - સભ્ય સચિવ

૨.૧ ઉક્ત પંચ જરૂર જણાયે અન્ય વિષય નિષ્ણાંતોને બોલાવી શકશે. આ ઉપરાંત જરૂર જણાયે

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ખાસ વિષયની કામગીરી માટે તેના વિષય નિષ્ણાંતોની પેટા સમિતિ નીમી શકશે.

૨.૨ ઉક્ત પંચને જરૂર જણાય તેવા નિષ્ણાંતો પાસેથી કામગીરી લેવા બદલ તેમને યોગ્ય વળતર ઉપર રાખવાની પંચને સંપૂર્ણ સત્તા રહેશે. જેનું ચૂકવણું સ્પીપા કરશે.

૨.૩ ઉક્ત સમિતિની મુખ્ય કચેરી તરીકે “સેન્ટર ફોર ગુડ ગવર્નન્સ, સ્પીપા” રહેશે.

૩. આ પંચ માટેનો ખર્ચ બજેટ સદર ખર્ચ માંગણી ક્ર. ૩૫ મુખ્ય સદર: ૨૦૭૦, ગૌણ સદર-૦૦૩, પેટા સદર-૦૧, હેતુ સદર- ૩૧૩૫ - “ગુજરાત વહીવટી સુધારણા પંચ” ખાતે ઉધારવાનો રહેશે.

ઉક્ત પંચને નીચે મુજબની બાબતો ઉપર વિચારણા કરી ભલામણો કરવાની રહેશે:-

૪. વહીવટી માળખું અને શાસન માળખું

૪.૧ રાજ્ય સરકાર અને તેના વિભાગોના સંગઠનાત્મક માળખાની સમીક્ષા કરવી, ઓવરલેપિંગ કાર્યો, બિનજરૂરી સંસ્થાઓ અને બિનકાર્યક્ષમતાઓને ઓળખવી.

૪.૨ શ્રેષ્ઠ કામગીરી માટે સરકારી વિભાગો અને એજન્સીઓના પુનર્ગઠન માટેની ભલામણ કરવી.

૪.૩ આંતર-વિભાગીય સંકલન અને નિર્ણય લેવાની પ્રક્રિયાઓને મજબૂત બનાવવા માટે પગલાં સૂચવવા.

૪.૪ જિલ્લા અને તાલુકા વહીવટની ભૂમિકાની તપાસ કરવી અને તેમને વધુ પ્રતિભાવશીલ અને કાર્યક્ષમ બનાવવા માટે સુધારા પ્રસ્તાવિત કરવા.

૫. માનવશક્તિનું તર્કસંગતીકરણ અને માનવ સંસાધન વ્યવસ્થાપન

૫.૧ બધા સરકારી વિભાગો અને સંસ્થાઓમાં સંવર્ગોના સ્તર, કૌશલ્યની જરૂરિયાત અને કાર્યભાર વિતરણનું મૂલ્યાંકન કરવા માટે એક વ્યાપક માનવશક્તિ અંગે સમીક્ષા કરવી.

૫.૨ સંસાધનોની ઉપયોગિતા સુધારવા માટે પુનઃનિયુક્તિ, આઉટસોર્સિંગ અને જ્યાં જરૂરી હોય ત્યાં માનવશક્તિને તર્કસંગત બનાવવાની ભલામણ કરવી.

૫.૩ કાર્યક્ષમતા અને કૌશલ્ય સ્તર વધારવા માટે સરકારી કર્મચારીઓની સમયાંતરે તાલીમ અને ક્ષમતા નિર્માણ માટે એક કાર્યપ્રણાલીનો પ્રસ્તાવ રજૂ કરવો.

૫.૪ જાહેર સેવાઓમાં જવાબદારી અને યોગ્યતા સુનિશ્ચિત કરવા માટે કામગીરી મૂલ્યાંકન, બઢતી અને પ્રોત્સાહનો માટે માર્ગદર્શિકા વિકસાવવી.

૬. નાણાકીય વ્યવસ્થાપન અને સંસાધન ઓપ્ટિમાઇઝેશન

૬.૧ બજેટ પ્રક્રિયાની સમીક્ષા કરવી અને તેને વધુ પરિણામલક્ષી અને પારદર્શક બનાવવા માટે સુધારાઓ સૂચવવા.

૬.૨ ઉત્તમ રીતે સંસાધનની ફાળવણી સૂચવવી અને બગાડ ખર્ચ ઘટાડવા માટે પગલાંની ભલામણ કરવી.

૬.૩ રાજ્યમાં જાહેર ક્ષેત્રના ઉપક્રમો (PSUs) ની કાર્યક્ષમતા અને જવાબદારી સુધારવા માટે સુધારા સૂચવવા.

૬.૪ નવીન નાણાકીય પદ્ધતિઓ દ્વારા વધારાના સંસાધનો એકત્રિત કરવા માટે વ્યૂહરચના વિકસાવવી.

૭. વિકેન્દ્રીકરણ અને સ્થાનિક શાસન

૭.૧ પંચાયતી રાજ સંસ્થાઓ (PRIS) અને શહેરી સ્થાનિક સંસ્થાઓ (ULBs) ની કામગીરીની સમીક્ષા કરવી અને તેમને મજબૂત બનાવવા માટે પગલાંની ભલામણ કરવી.



- ૭.૨ શાસનને વધુ વિકેન્દ્રિત અને પ્રતિભાવશીલ બનાવવા માટે સ્થાનિક સંસ્થાઓને સત્તાઓ, કાર્યો અને નાણાકીય સંસાધનોના પ્રદાન માટેના યોગ્ય સૂચનો કરવા.
- ૭.૩ ક્ષમતા નિર્માણ અને પાયાના સ્તરે જવાબદારી સુધારવા માટે પદ્ધતિઓની ભલામણ કરવી.
૮. ટેકનોલોજી અને નવીનતાનો ઉપયોગ
- ૮.૧ વધુ સારા શાસન માટે ઉભરતી તકનીકો (દા.ત. કૃત્રિમ બુદ્ધિ (AI), બ્લોકચેઇન, Big Data) નો ઉપયોગ કરવા માટે વ્યૂહરચનાઓની ભલામણ કરવી.
- ૮.૨ ડેટા-આધારિત નિર્ણય લેવા અને સેવા વિતરણમાં ટેકનોલોજીનો અસરકારક ઉપયોગ સુનિશ્ચિત કરવા માટે સુધારા પ્રસ્તાવિત કરવા.
૯. ટેબેલ અને મૂલ્યાંકન માળખું
- ૯.૧ ભલામણ કરાયેલ સુધારાઓના અમલીકરણનું નિરીક્ષણ અને મૂલ્યાંકન કરવા માટે પદ્ધતિઓ વિકસાવવી.
- ૯.૨ પ્રગતિની નિરંતર સમીક્ષા કરવા માટે કામગીરીના માપદંડો અને જવાબદારી સંબંધિત પદ્ધતિઓ સૂચવવી.
૧૦. ઉપરોક્ત બાબતોમાંથી ઉદ્ભવતી અને પંચ દ્વારા જરૂરી તથા યોગ્ય માનવામાં આવતી કોઈપણ અન્ય ભલામણો કરવી.
૧૧. ઉક્ત પંચ બે વર્ષ સુધીમાં અભ્યાસ પૂર્ણ કરી, તેની ભલામણો સમયાંતરે સરકારશ્રીને રજૂ કરશે.
૧૩. આ ઠરાવ આ વિભાગની સમાનાંકી ફાઈલ પર નાણા વિભાગ તેમજ સરકારશ્રીની મળેલ મંજૂરી અન્વયે પ્રસિદ્ધ કરવામાં આવે છે.

ગુજરાતના રાજ્યપાલશ્રીના હુકમથી અને તેમના નામે,

(ડૉ. જયશંકર ઓધવાણી)
સરકારના નાયબ સચિવ
સામાન્ય વહીવટ વિભાગ

પ્રતિ,

- માન. રાજ્યપાલશ્રીના અગ્રસચિવશ્રી, રાજભવન, ગાંધીનગર
- માન. મુખ્યમંત્રીશ્રીના મુખ્ય સલાહકારશ્રી/ સલાહકારશ્રી, સચિવાલય, ગાંધીનગર
- માન. મુખ્યમંત્રીશ્રીના અધિક મુખ્ય સચિવશ્રી/સચિવશ્રી/ખાસ ફરજ પરના અધિકારીશ્રી, સ્વર્ણમસંકુલ-૧, સચિવાલય, ગાંધીનગર.
- સર્વે માન. મંત્રીશ્રીઓ/માન. રા.ક. મંત્રીશ્રીઓના અંગત સચિવશ્રીઓ, સચિવાલય, ગાંધીનગર.
- માન.વિરોધપક્ષના નેતાશ્રીના અંગત સચિવશ્રી, ગુજરાત વિધાનસભા, સચિવાલય, ગાંધીનગર
- અધિક મુખ્ય સચિવશ્રી(ક.ગ.), સામાન્ય વહીવટ વિભાગ, સચિવાલય, ગાંધીનગર
- અગ્ર સચિવશ્રી, વિજ્ઞાન અને પ્રૌદ્યોગિકી વિભાગ, સચિવાલય, ગાંધીનગર
- અગ્ર સચિવશ્રી, નાણાં વિભાગ, સચિવાલય, ગાંધીનગર
- મુખ્ય સચિવશ્રીના અધિક સચિવશ્રી, મુખ્ય સચિવશ્રીનું કાર્યાલય, સચિવાલય, ગાંધીનગર
 - સચિવશ્રી, ગુજરાત વિધાનસભા સચિવાલય, ગાંધીનગર
 - સચિવશ્રી, ગુજરાત જાહેર સેવા આયોગ, ગાંધીનગર.



- સચિવશ્રી, ગુજરાત તકેદારી આયોગ, ગાંધીનગર.
- રજિસ્ટ્રારશ્રી, ગુજરાત હાઇકોર્ટ, અમદાવાદ.
- અધિક મુખ્ય સચિવશ્રી/અગ્ર સચિવશ્રી/સચિવશ્રી, સચિવાલયના સર્વે વિભાગો.
 - સચિવશ્રી, ગુજરાત મુલ્કી સેવા ટ્રીબ્યુનલ, ગાંધીનગર
 - સચિવશ્રી, ગુજરાત ગૌણ સેવા પસંદગી મંડળ, ગાંધીનગર
 - સચિવશ્રી, ગુજરાત પંચાયત સેવા પસંદગી મંડળ, ગાંધીનગર
 - સચિવશ્રી, ગુજરાત માહિતી આયોગ, સેક્ટર-૧૦, ગાંધીનગર.
- સચિવાલયના સર્વે વિભાગોને તેમના નિયંત્રણ હેઠળના તમામ ખાતાના વડાઓ/ખાતાના વડા હેઠળની કચેરીઓ, બોર્ડ, કોર્પોરેશનને જાણ કરવાની સૂચના સહ...
- મહાનિદેશકશ્રી, સરદાર પટેલ લોક પ્રશાસન સંસ્થા, અમદાવાદ
- સર્વે જિલ્લા કલેક્ટરશ્રીઓ/સર્વે જિલ્લા વિકાસ અધિકારીશ્રીઓ
- સિસ્ટમ મેનેજરશ્રી, સામાન્ય વહીવટ વિભાગ, વેબસાઈટ પર જરૂરી પ્રસિદ્ધિ અર્થે
- નાયબ સેક્શન અધિકારી- પસંદગી ફાઇલ.
- શાખા પસંદગી ફાઇલ.
 - પત્ર દ્વારા.

Signature Not Verified

Signed by: Dr. Jayshanker Odhavani
Deputy Secretary
Date: 2025.02.25
17:31:29 +5:30

File No: GAD/AAR/e-file/1/2025/0890/ARTD2 - Section
Approved By: Chief Minister, Chief Minister, CMO

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Guidelines for Effective Meeting
Management in Government Offices

Government of Gujarat
General Administration Department
Administrative Reforms and Training Division
Sachivalaya, Gandhinagar.
Circular No.:
Date: DD/MM/YYYY

Preamble:

Meetings serve as a critical platform for decision-making, policy formulation, interdepartmental coordination and public administration. Inefficient, and unstructured meetings often lead to administrative inefficiencies like delays in decision-making, and lack of accountability. Ad-hoc meetings disrupt work schedules of ministers, secretaries and officers alike.

Gujarat Administrative Reform Commission in its 1st Report dated 25/03/2025 has recommended developing an Effective Meeting Management Guideline.

Recognizing the need for a structured, disciplined, and result-oriented meetings, Government of Gujarat hereby issues a guideline by this Circular on Effective Meeting Management. The circular provides guidelines and enforcement mechanisms to enhance meeting effectiveness.

Circular:

The Effective Meeting Management Guidelines published by this Circular can be categorised into Pre-Meeting, During-Meeting and Post Meeting.

1. Pre-Meeting:

- a. A meeting should be held only when stakeholder inputs are necessary. One-way information dissemination can be done through official correspondence (ex., circulars and notices), instead of a meeting.
- b. Meeting shall be scheduled at least 03 days in advance. In urgent matters, a meeting can be scheduled in a shorter notice period than 03 days, with justification for not adhering to the guideline.
- c. All meetings with outstation participants are to be conducted virtually unless in-person presence is mandatory.
- d. All meeting invites have to contain details on date & time, venue, meeting duration, list of invited participants, and a detailed agenda. Format for the meeting invite has been attached herewith.
- e. All meetings should be concluded in under an hour, barring exceptional circumstances.

- f. Only invited participants can attend the meeting. Invited participants can send a replacement only in exceptional circumstances, with prior approval from the chairperson.
- g. Invited participants are discouraged from being accompanied by additional staff members, exceptions could be made if the participant seeks prior permission from the chairperson.

2. During Meeting:

- a. All participants are to maintain punctuality and arrive 5 minutes before the start of the meeting.
- b. There is a custom to rise in the honor of the Chairperson when they enter the meeting room. Junior Officers are not required to rise in honor of anyone after the meeting chairperson has arrived.
- c. All recurring meetings to start with an 'Action Taken' report reviewed by the meeting Chairperson.
- d. The Chairperson shall open the meeting with a clear statement of purpose, ensuring that discussions remain structured and goal-oriented.
- e. The chairperson should encourage active dialogue from all participants in all meetings; young professionals and junior officials should be invited to share insights before the senior officials.
- f. All meetings must conclude with the chairperson summarising discussions from each agenda item and a clear 'Action Items' checklist.

3. Post-Meeting:

- a. The Minutes of Meeting (MoM) must be prepared and circulated within 24 hours to all attendees. Format for the MoM has been attached herewith.
- b. Mo M must have the meeting's starting and ending time, with a list of present and absent attendees, a summary of the discussion held, decisions taken, action items with responsible officers in charge of each action item and the deadline.
- c. Follow up tracker must be maintained ensuring that action item decided are executed on time. Concerned department and officials shall be held accountable for implementing assigned task.

This circular shall be applicable to all meetings held by any official of Government including Virtual meetings.

By order and in the name of Governor of Gujarat.

(Deputy Secretary)
G.A.D. (A.R.T.D.)

Meeting Invitation Format:

No.:

Department/Office:

Address of Office:

Date:

Immediate/Time-Limit

To,

Name of the Official to be present in Meeting,

Office Address

Subject: Subject of the Meeting.

Respected Sir/ Ma'am,

Following information has to be taken into account with respect to a Meeting held under the Chairmanship of Shri [Name of Chairman], [Department/Office Name].

No.	Meeting Details	Information
1.	Date	[DD/MM/YYYY]
2.	Starting time of Meeting	[HH:MM, AM/PM]
3.	Ending time of Meeting	[HH:MM, AM/PM]
4.	Venue/Virtual Meeting Link	[Address/Virtual Link]
5.	Agenda	If there is more than one item on Agenda, each item shall be mentioned with the duration for discussion and decision on each Agenda item.
6.	Attendees/ Invited Participants	Details of the attendees to be mentioned

Important Notes:

- i. All participants are to maintain punctuality and arrive 5 minutes before the start of the meeting - in in-person as well as virtual meeting.
- ii. Only invited participants can attend the meeting. Invited participants can send a replacement only in exceptional circumstances, with prior approval from the chairperson.
- iii. Invited participants are discouraged from being accompanied by additional staff members, exceptions could be made if the participant seeks prior permission from the chairperson

Yours Faithfully,
(Name of issuing official)
Office Name

Minutes of Meeting (MoM) Format:

No.:

Department/Office

Address of Office.

Date:

Minutes of Meeting held on Date [DD/MM/YYYY] under the Chairmanship of [Name of Chairman]:

Subject of Meeting:

Meeting Venue/Virtual Link: [Venue or Online Meeting Platform]

Actual time of Starting of Meeting: [HH:MM AM/PM]

Actual time off Ending of Meeting: [HH:MM AM/PM]

Name of all Attendees: [Name and Designation]

Name of all Absentees: [Name and Designation]

Discussed Agenda Items:

No.	Agenda Item	Discussion Summary	Decision Taken	Responsible Officer/Department for implementation	Time-limit
1.					
2.					
3.					

Special Instructions (If any):

Yours Faithfully,
(Name of issuing official)
Office Name