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SECOND REPORT OF GARC

GUJARAT ADMINISTRATIVE REFORMS COMMISSION (GARC)

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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 second report of the Gujarat Administrative Reforms Commission focuses on citizen-centric reforms. The GARC has been mandated to work towards enhancing the state capacity by recommending innovative, easy-to-implement reforms. In the first report, the GARC targeted the Kaizen approach, which included small and easy steps that have a larger effect on productivity. Clean and pleasant offices, effective meetings, and continuous feedback from the employees - these reforms were necessary to boost productivity and ensure effective service delivery.

In its second report, the GARC has targeted such reforms that will benefit the citizens by making access to public services easy. The Commission has looked at the issues from a citizen's lens and addressed them by recommending a systemic and sustainable approach towards solving them. The suggestions, such as user-friendly websites and effective use of social media, will make the information about the government services easily accessible. The unified platform for easy reporting of grievances aims towards making the government transparent and accountable. A major recommendation of having a single sign-on for accessing all government schemes promotes the idea of "Know-your-Citizen" and tries to ensure that the citizens do not have to fill out the same information time and again. It strives to create a seamless experience in digitally accessing various schemes and services.

Along with working on Kaizen and Citizen Centric Reforms, the Commission has identified the following broad focus areas for the upcoming GARC Reports.

- i. Human Resource Management Reforms
 - Enhancing and optimising cadre strength as per the increase in the state budget
 - Work allocation and portfolio restructuring
 - Requisite changes in work culture and methods for enhanced productivity



- ii. Performance Appraisal
 - Revamping the Human Resource Management System
 - Universal usage of HRMS for effective management of employee talent
 - Designing metrics for performance appraisal
- iii. Information Technology and e-Government Reforms
 - Redesigning government platforms, portals, and service delivery mechanisms
 - Creating robust infrastructure for databases & storing citizens' & administrative data
 - Use of Artificial Intelligence and Machine Learning
- iv. Reforms in Public Finance
 - Analysis of allocation and expenditure patterns
 - Developing capacities for auditing the performance of schemes
 - Effective debt utilisation
 - Asset monetisation and identification of novel revenue sources
- v. Reforming the Urban Local Bodies and Panchayats
 - Devolution of powers to local levels
 - Capacity building of these institutions
 - Review of the decentralised institutional design
- vi. Reforming the Public Sector Undertakings
 - Evaluating the efficiency and financial health of the PSUs
 - Alignment with the future needs of the industry
 - Collaboration and Cooperation with fellow PSU of Gujarat

To study the aforementioned topics methodologically, the Commission has reached out to knowledge partners with prior experience in assisting with Administrative Reforms. A renowned knowledge partner will be onboarded in the near future. During its tenure Commission aims to bring out detailed reports on these issues after a thorough analysis of existing situation, and best practices around the world.



The GARC also seeks to set up task forces for various topics, comprising in-service and retired officers of the Government of Gujarat. The prospective task forces shall work on the topics like:

- i. Identification of redundant procedures and obsolete systems
- ii. Restructuring the process of government publications
- iii. Compilation and Consolidation of Government Resolutions
- iv. Simplification of the Public Interface of government applications
- v. Tech Reforms
- vi. Effective Management of Pension Cases
- vii. Effective Management of Departmental Enquiries

The GARC also believes that effective stakeholder engagement is the key to identifying the correct problems and prioritising the reforms. A focus group discussion of senior officers was conducted by Dr. Hasmukh Adhia, Chairman of the Gujarat Administrative Reforms Commission. Some of the key points discussed are as follows:

- Identify and fill vacant government positions with a robust recruitment mechanism and empower the recruitment board.
- Address the lack of "Whole of Governance" by training for proactive behavior and emphasizing capacity building through institutional and in-house programs.
- Establish a public feedback system for "Ease of Doing Governance," similar to "Ease of Doing Business."
- Prioritize Time Management.
- Implement Meeting Management protocol in the Weekly Review Meetings

Similarly, GARC Member Secretary, Shri Hareet Shukla, chaired a focused Group Discussion with seven IAS officers on 5th April 2025, to seek inputs on administrative reforms. The officers also volunteered to study certain topics in detail and submit their ideas in written form for the commission to consider in the upcoming reports.



The GARC website has also been receiving suggestions for reforms from the citizens and government employees. The website hosts a form through which everyone is encouraged to provide detailed and well-thought-out recommendations that will help to improve the administration. The commission is considering the smallest of the recommendations received through the website and shall be using it as insights for the broad themes under which the commission is working.

The GARC is confident that the approach of publishing periodic reports will ensure the timely implementation of the reforms. The reforms suggested in this second report are foundational for implementing the complex governance issues that the commission is simultaneously studying.



3. REFORM – 2.1 - USER-FRIENDLY GOVERNMENT WEBSITES FOR A PLEASANT CITIZEN EXPERIENCE

In this digital age, government websites are the authentic source of information, not only for external stakeholders like citizens but also for government employees seeking information about other departments. The websites are host to information about the schemes and welfare initiatives, and for authentic data about the department's work. The website becomes the beacon light when one navigates the government, a citizen, a media personnel, or an industry stakeholder. The websites are the first point of contact for anyone who engages in any kind of transaction with the government. When filling out forms for seeking welfare benefits or registering a grievance for non-delivery of services, websites are the way to go.

However, it has been observed that the government websites are not up to the mark. There are issues of people not being able to fetch the correct, relevant information, websites not being up to date, broken links on the websites, expired security certifications leading to blocking of websites by firewalls, etc. It is also a concern that the government websites become a mere repository of PDF documents, making them non-searchable and non-navigable. It also makes the websites unfriendly for people with special abilities and needs.

The advent of user-friendly websites in the industry and banking has levelled up the standards of websites. The user-friendliness of e-commerce websites and apps and the trust and security provided by the banking industry have created a benchmark for service delivery. These have also raised the expectations of the citizens. Given this backdrop, the Government of Gujarat needs to revamp its websites, especially the ones that use the **gujarat.gov.in** domain.



3.1 Implementation Guidelines

The GARC member, Smt. Mona Khandar, Principal Secretary - Department of Science and Technology (DST)- appraised the commission that DST will be conducting workshops for transitioning all government websites from WCAG 2.1 to GIGW 3.0 compliance

The government should centrally conduct an internal audit of the current status of websites, their owner, and the concerned agencies. In a phased manner, the government should onboard all the websites using the domain gujarat.gov.in on the State Data Centre. It should make it compulsory for all the website developers, maintenance agencies and in-house personnel to design and maintain the websites as per the GIGW 3.0 guidelines as given in - Compliance & Certification Handbook for GIGW 3.0

To ensure the uniformity and dedicated approach in the maintenance of the websites, a centralised team should be created, which will be responsible for complying with the guidelines and updating the websites in a routine manner. The departments should engage with the central team and train their staff to regularly provide updated content for the website.

The government should consider creating a simplified and standard procedure for designing, hosting and maintaining government websites. It should redesign the process, and the existing resources and initiatives of the Government of Gujarat can be re-examined as per the GIGW. To ensure a systemic approach, the government may add the website maintenance and updation protocol in the Manual of Office Procedures of the State Secretariat. The Central Secretariat Manual of Office Procedure now mentions the GIGW as an integral part of the work of the secretariat staff. This will increase the level of attention towards website management.



Recommendation 2.1:

To ensure the quality, accessibility and security of government websites and applications, the government should evaluate all the government websites and comply with the Guidelines for Indian Government Websites and Apps (GIGW) 3.0 by August 2025.

- a. The government should ensure compliance with the desirable practices covering the entire lifecycle of websites, and a quarterly review of compliance by creating a dedicated centralised team.
- b. The government should make this compliance a part of the Secretariat Manual of Office Procedure.
- c. There is a need to enable full-functioning, in-house cells in all major departments for website maintenance and data sharing.



4. REFORM – 2.2 – IMPROVING CITIZEN USER-EXPERIENCE OF GOVERNMENT SERVICE DELIVERY PORTALS

India's e-governance service delivery has seen substantial growth, as highlighted by the biennial National e-Governance Service Delivery Assessment (NeSDA) framework developed by Department of Administrative Reforms and Public Grievances (DARPG). The NeSDA studies indicate a significant increase in e-services, rising from 872 in 2019 to 1400 in 2021 (a 60% increase), with citizen satisfaction at 74%. By December 2023, 16,487 e-services were mapped on the NeSDA Way Forward Dashboard, and as of February 2025, several states are providing 100% of their services through Single Unified Service Delivery Portals, including Karnataka (Seva Sindhu, 2089 services), Jammu & Kashmir (e-UNNAT, 1164 services), Kerala (e-Sevanam, 938 services), Assam (Sewa Setu, 731 services) and Odisha (Odisha One, 404 services).

Gujarat has been a frontrunner in implementing e-governance initiatives, making significant strides in digitizing various government services to improve efficiency, transparency, and accessibility for citizens. The state has consistently ranked high in e-transactions and has pioneered projects like the digitization of the Public Distribution System, and online Greivance Redressal portal like SWAGAT. Gujarat has also established a strong policy framework and invested in key infrastructure like the Gujarat State Wide Area Network, earning recognition in indices like the Good Governance Index.

Citizens are increasingly accustomed to the seamless and intuitive user experiences offered by e-commerce, and online banking platforms. These platforms provide streamlined navigation, personalized services, and instant feedback, setting a high benchmark for digital interactions. Citizens expect similar levels of convenience, and user-friendliness when interacting with government websites. Consistently high e-transactions indicate a strong citizen adoption of e-services, yet citizen experience is often rendered by difficulty in navigating applications across various government schemes, redundant information entry, cumbersome forms, and a lack of



real-time verification, leading to frustration and reduced satisfaction. These issues highlight a significant gap between citizen expectations and the actual user experience.

While Gujarat already has more than 894 services online (as of February, 2025), and provides about 99% services in an online mode, it needs to leap forward in enhancing user experience by improving interoperability, streamlining process, incorporating user-centric design and bridging the digital divide. By addressing these challenges, Gujarat can further enhance its e-governance ecosystem and deliver greater benefits to its citizens. Efforts to make online services more user-friendly, efficient, and accessible will increase citizen satisfaction, promote greater adoption of digital services, and ultimately reduce the administrative burden on government agencies. Recognizing the need for enhancing the public interface of all government service delivery portals, the GARC recommends that three initiatives- (i) a single sign-on for citizens and businesses, (ii) to undertake Government Process Re-engineering (GPR) – similar to Business Process Re-engineering (BPR) for its top services, and (iii) assessing citizen-centric e-services through the NeSDA framework.

4.1 Implementation Guidelines

4.1.1 SINGLE SIGN-ON FOR ALL GOVERNMENT SCHEMES

A Single Sign-On (SSO) system allows users to access multiple applications and services with a single set of login credentials. SSO for citizen services provides numerous advantages, primarily by eliminating the need to manage distinct credential for services, streamlining the user experience and enhancing security. This simplification encourages greater use of online services, leading to cost savings and improved service delivery. SSO bolsters security by centralizing authentication and reducing the attack surface for cyber threats. SSO also enables “Know your Citizen” approach – based on gathering and utilising citizen data to create a 360-degree view, enabling personalised service delivery, proactive assistance, and ultimately higher satisfaction among the citizens. To enable smoother transition to SSO, the GARC member, Smt. Mona



Khandar, Principal Secretary - Department of Science Android Technology (DST), appraised the commission that DST encourages all departments to actively participate in data pooling exercise.

A. SSO for Citizens:

The Gujarat Government's "Mari Yojna" portal is an example of an initiative that aligns with the principles of Single Sign-On. Mari Yojna serves as a unified platform providing information and access to various state government schemes and services. While not a full-fledged SSO system, it moves in that direction by consolidating information and access points, potentially paving the way for a more integrated SSO framework in the future, where citizens could use a single login to access a wide range of Gujarat government services. Similarly, the Digital Gujarat portal acts as a central hub, bringing together different government services, and reducing the need for citizens to visit multiple websites or portals. Government may collaborate with experts/ agencies to explore the potential of integrating SSO systems on such portal. The SSO works on the principle of identity verification using digital authentication. Similarly, the government may design an Aadhaar-based e-signature feature and UPI-based payment method using the SSO architecture for processes that require citizen signatures and payments on government portals.

B. SSO for Businesses:

Uttar Pradesh government's "Nivesh Mitra" portal serves as an interesting example of SSO for businesses. Nivesh Mitra acts as a central platform for businesses to apply for various clearances and approvals, reducing the need to interact with multiple government departments separately. This aligns with the core idea of SSO, which is to simplify access to multiple services. By providing a unified interface, Nivesh Mitra streamlines the process of obtaining approvals, making it easier for businesses to navigate the regulatory landscape. While it may not use a single set of credentials for every interaction, Nivesh Mitra moves in that direction by consolidating access points and processes. Similarly, Gujarat Government's iNDEXTb serves as a centralized platform for business-related government services, making it an ideal platform to



implement SSO functionality, further enhancing user experience and streamlining access to government resources. Government may collaborate with experts/ agencies to explore the potential of integrating SSO systems on such portal.

4.1.2 GOVERNMENT PROCESS RE-ENGINEERING (GPR) FOR TOP PUBLIC SERVICES

Government Process Re-engineering (GPR) is the systematic redesign of government processes to improve efficiency, effectiveness, and transparency. It involves analyzing existing workflows, identifying bottlenecks, eliminating redundant steps, and integrating technology to streamline operations. The re-engineered process becomes user-friendly, efficient, and uniform, featuring one-time data entry, mobile alerts, and streamlined workflows to reduce costs and time, while enabling staff to optimize their work. Factors to be considered for GPR include:

- a. **Time:** time taken for completion of service by the citizen/business, time taken for delivery of service by the Government
- b. **Cost:** Cost incurred in receiving the service by the citizen/business, cost incurred by the government in delivery of service
- c. **Complexity:** Number of forms to be filled, amount of information to be provided, number of offices to be approached etc. by the citizen/business
- d. **Transparency:** Knowledge on process for delivery of service, delivery timelines, status of service request to citizen and business
- e. **Citizen Experience:** Quality of interactions (courtesy, politeness, treatment) with the government during service delivery

The GARC recommends forming taskforce for conducting a GPR of top public services like:

- i. Birth & Death Certificates
- ii. Driver's License
- iii. Vehicle Registration
- iv. Domicile Certificate



- v. Income Certificate
- vi. Ration Card
- vii. Caste Certificates: Schedule Caste (SC), Schedule Tribe (ST), SEBC Certificate
- viii. Getting Utilities like Electricity & Water Connection

4.1.3 ASSESSING & ENHANCING CITIZEN-CENTRIC E-SERVICES USING THE NeSDA FRAMEWORK

Inspired by UN eGovernment Survey's Online Service Index (OSI), DARPG developed a the NeSDA framework, to measure the depth and effectiveness of existing e-Governance service delivery mechanisms from the citizen's perspective. DARPG customized the OSI for the Indian federal structure and the States and UTs. The revised NeSDA 2023 framework aligns with contemporary citizen needs and global digital government trends, including parameters like Open Government Data, E-Participation, and Leveraging Emerging Technologies.

While 57 of the 59 mandatory services identified by all departments are mapped on the NeSDA Way Forward portal, the government should develop a permanent mechanism for quarterly audits and ensure compliance with the NeSDA Framework. While the e-services assessment is conducted by the DARPG biennially, the Government of Gujarat may develop a robust process and a dedicated team to:

- i. Evaluate existing e-service platforms being used in the state
- ii. Overhaul the Digital Gujarat Portal for a better user experience and Ease-of-Governance
- iii. Conduct capacity-building exercises across departments to help keep the portal up-to-date
- iv. Converge the other e-service platforms with Digital Gujarat and ensure single sign-on for the citizens
- v. Enable creating user profiles using mobile number and Aadhar card to ensure that the citizen need not upload the same information and the verified documents time and again.

- vi. Develop capacities to proactively provide e-services to the citizens as per their entitlement, based on their socio-economic status (as per NeSDA Way Forward Objectives)
- vii. Track the implementation of the services provided through various e-service platforms as per the guidelines of the Citizen Charter and the Right to Services Act

Recommendation 2.2:

To ensure the Public Interface of government service delivery portals is user-friendly and accessible for all, the government may:

- a. enable a single sign-on for citizens to avail of any government scheme or program by ensuring efficient interoperability. The citizen should not face the hassle of entering the same demographic and identity information separately to avail various benefits.
- b. conduct a Government Process Re-engineering (GPR) for the top 10 public services, and redesign forms on government portals required to reduce complexity and the need for overlapping documentation. This may be accompanied by a detailed step-by-step guide
- c. may build capacities for assessing and improving all Service Delivery Platforms as per the latest National e-Governance Service Delivery Assessment (NeSDA) framework.



5. REFORM – 2.3 – VERIFIABILITY OF GOVERNMENT CERTIFICATES THROUGH TECHNOLOGY

Various government departments are required to issue certificates to the public, which serve as necessary proof of certain facts or statuses. Most common certificates include caste, income, domicile, birth, death, educational degrees etc. These certificates are often necessary requirements for citizens to avail other services or to apply for education programs, employment or other welfare initiatives like subsidies and scholarships. In this case, it becomes crucial to ensure that the certificates and documents provided by the government are verifiable by any individual or agency during the processing of any service request, in order to determine the authenticity of the same.

With the growth of technology, verifiability of official documents is possible through simple interventions like QR codes and unique IDs, which can be printed on the documents. Scanning the unique QR code can provide the option to 1) Seek verification on the authenticity of the certificate, and 2) Access a soft copy of the document and allow for instant sharing by digital means, reducing the need to carry multiple printed copies everywhere.

Quick and easy verification of official government certificates is aimed at improving the citizen user experience by avoiding the hassle of attesting documents through a notary. Certain documents that are constantly sought by citizens, for example, caste, income, domicile, birth, death, education mark sheets, disability, ration card, etc., should be made available to the public in shorter timeframes. Once the record has been created for an individual with a specific need, their record should be a unique digital footprint that can be verified against the department where they have made the application. This digital footprint can be expressed as a QR code on the particular document that will be provided to the citizen. This technology adoption will help with improved record-keeping for the government and make it easier for citizens to have a digital repository of their certificates.



It is recommended that government departments that have the responsibility of issuing specific certificates for specific purposes enable QR-code based mechanisms for verification. These QR codes can be printed on the official document and should be verifiable by scanning. Verifiability details should include applicant profile, department, date of application, date on which the certificate was provided, name and designation of the officer who has processed the request, and validity period.

5.1 Implementation Guidelines

These guidelines will be primarily applicable to citizen-facing departments of the state which have a key role in issuing certificates to citizens for various needs, like Revenue, Health, Education, Food & Civil Supplies, Social Justice & Empowerment, etc. The GARC member, Smt. Mona Khandar, Principal Secretary - Department of Science and Technology (DST), appraised the commission that 40 certificates are QR code-based.

For certificates pertaining to compliances and security like Fire safety, Vehicle fitness, Construction licenses, Food safety, Pollution control, etc., additional stringent checks can be applied as per the department's protocols, before issuing certificates and enabling their digital verifiability. Departments issuing certificates are encouraged to explore advanced technology like Blockchain to ensure high levels of data encryption and prevent data breaches, so as to avoid fake certificate generation.

Instant verifiability of government-issued certificates is aimed at improving the citizen user experience through the use of technological interventions. It is expected to reduce the need for citizens to carry multiple copies of documents when applying for services. Determining the authenticity of official government-issued documents will be faster and instantaneous. The need for attestation from a legal authority can be restricted to requests pertaining to compliance and security matters. This is a step towards strengthening the government's digital recordkeeping and improving the state's e-Governance capabilities.



Recommendation 2.3:

The government may develop a tech-enabled, QR-based method for verifying the authenticity of the official certificates, licenses, clearances, and similar documents issued by any government organisation.



6. REFORM – 2.4 - UNIFIED, CITIZEN-FRIENDLY AND WIDELY KNOWN GRIEVANCE REDRESSAL PLATFORM

Gujarat is leading in government service provisions and grievance redressal. It has been able to maintain and improve the service delivery on all fronts - ease of doing business, investments, citizen services, etc. The citizens have also become aware and active. The active use of local and state versions of SWAGAT, Write to CM, Lokfariyad, and even the Monday Visits to the CM Office, under the Visitor Management System, is a classic example of active and aware citizens. People who travel from faraway places for these forums are an example of a dedicated and active citizen responsibility. Many citizens come with a grievance that promotes the collective good, and with such a topic that benefits many people along with them.

On April 24, 2003, Gujarat became the first state in India to integrate digital and communication technologies for grievance redressal under the program SWAGAT (State-Wide Attention on Grievances by Application of Technology). The overarching goals of a grievance redressal platform like SWAGAT includes:

- Strengthening Good Governance
- Analyzing the nature and types of grievances submitted at all levels.
- Ensuring the quality of redressal across administrative levels
- Activating Administration for Public Grievance Resolution
- Monitoring grievance redressal efforts by local authorities.
- Facilitating top-level intervention for unresolved grievances.

The grievance redressal should happen at all level and keeping that at the core, SWAGAT has a 4 layered approach:



I. STATE SWAGAT

State SWAGAT is conducted on the fourth Thursday of every month under the chairmanship of the Hon'ble Chief Minister. The Jansampark Unit of the Chief Minister's Office reviews and shortlists applications based on the severity of the issues. The Chief Minister personally listens to grievances in the presence of the concerned secretaries. District Collectors, District Development Officers, Superintendents of Police, and other relevant officials participate via video conferencing. Based on the merit of each grievance, appropriate directives are issued for resolution.

II. DISTRICT SWAGAT

District SWAGAT is held on the fourth Thursday of every month under the chairmanship of the District Collector. The District Collector, along with relevant district-level officials, addresses grievances and ensures their resolution. Citizens can submit their grievances online or offline between the 1st and 10th of each month for consideration in District SWAGAT.

III. TALUKA SWAGAT

Taluka SWAGAT is organized on the fourth Wednesday of every month in all talukas under the chairmanship of the Prant Officer or an equivalent Class-1 officer. Taluka-level officials address grievances in the presence of applicants, ensuring prompt resolution. Citizens can submit their grievances online or offline between the 1st and 10th of each month for consideration.

IV. VILLAGE-LEVEL SWAGAT

Applications are accepted from the 1st to the 10th of each month in every Gram Panchayat Office and are later considered in the Taluka SWAGAT program, where applicants' grievances are heard and resolved.



On 25th December 2024, the SWAGAT 2.0 was launched with an auto-escalation matrix. In this new version,

- Citizens continued to file grievances from the mode in which they felt easy and comfortable. The in-person and postal grievances were entered into the online system from the back end as received by the officers. All grievances, irrespective of the mode of submission, are tracked through the online system.
- A study of the 20-year data of grievances was conducted, and subcategories were increased to 3800. Enhanced subject categorisation helped to map relevant officials, and directly send the grievance to the concerned officer.
- The grievances are now directed to the concerned field officer and are tracked as they move from the Taluka level to the Head of the Department. If unresolved within the set timeframe, the application auto-escalates to the next-level officer.
- The grievances are now also classified based on the severity and time essence into three types – red, yellow and green.
- Action Taken Documentation is mandatory, and higher-level officers verify responses.
- Citizen Interface is added to the process flow. Applicants can escalate unresolved grievances and can provide a star rating after the grievance is solved.
- Dashboard & Monitoring Tools for District Collectors and Departments enable real-time and automatic monitoring.

6.1 Implementation Guidelines

The SWAGAT is also incorporating voice-recorded complaints into which aims to enhance user friendliness. This method streamlines speech-to-text conversion and captures emotional nuances, making reporting more accessible and fostering a responsive evaluation of concerns.



To use this robust system to its full potential, the government should advise all its organisations to use SWAGAT as their grievance redressal mechanism. The unification of grievance redressal mechanisms makes it easy for citizens to lodge and track their complaints in a trustworthy manner.

The government may take the necessary steps such as:

- i. Creating awareness about SWAGAT at all levels of government organizations
- ii. Capacity building of SWAGAT to onboard all government organizations
- iii. Add multiple modes of filing complaints, including phone calls, WhatsApp, email, postal and platform
- iv. Starting a helpline for grievance redressal for whole of the government

Recommendation 2.4:

The government shall integrate various Grievance Redressal Mechanisms and use the existing SWAGAT Platform as a unified portal. The unified platform must provide multiple channels for citizens to lodge their grievances. For example, Email, WhatsApp, Phone Calls, online portal, etc



7. REFORM – 2.5 – MAKING CITIZEN CHARTERS EFFECTIVE

Citizen-centricity is the core focus of the government's work. All departments are directly or indirectly expected to ensure the smooth functioning of the administrative setup for the well-being of the citizens who have entrusted their faith in the government. For the citizens to have complete transparency about the services offered by the government and the timeline for delivery of such services, a Citizen Charter was introduced in Gujarat in 1998. The vision for effective governance was expanded further with the launch of the Jan Seva Kendra in 2004, as an integrated approach that incorporated e-Governance and ICT to widen reach and allow better monitoring. In 2013, Gujarat state further strengthened its commitment towards effective service delivery to the public by enacting the Gujarat Right of Citizens to Public Services Act. The objective of this is that a Rights-based reform should be legally enforceable to provide public services within stipulated time limits.

Additionally, the Second Administrative Reforms Commission, constituted by the Government of India, in its 12th report had a core focus on citizen-centric administration. This can further serve as a beacon of guidance for the Gujarat state administration to develop citizen charters that are progressive and result-oriented.

The effectiveness of any Right lies in the implementation and periodic monitoring process that corrects any errors or makes suitable adjustments as per feedback. By further empowering citizens with knowledge about services and their delivery, the objective of good governance can be realized through a renewed commitment. In the current age of social media, where citizens play a proactive role in engaging with the government, strong measures for service delivery can bring a lasting change. A robust citizen charter for each government department and office is useful in building public trust by demonstrating transparency and upholding accountability.

Citizens of Gujarat are entitled to have complete information about the services being offered by relevant departments of the state, and the timelines in which they are to be delivered.



Increasing transparency is essential in order to build trust and engage citizens to improve public service delivery. It is recommended that public service-oriented departments and offices of the government of Gujarat -

- i. Revisit and add the services along with those in the Gujarat RCPS Act 2013.
- ii. Revisit the timelines, as many services are now digitally available and can be processed faster
- iii. Mention clearly the opportunity to file a grievance if the service is not provided or delayed
- iv. Develop a mechanism to publish monthly reports or create a dashboard with real-time updates of the time taken to provide the services. The result of the turnaround time should be available in the public domain
- v. Devise an accountability mechanism, and conduct an internal or third-party audit of the service delivery

7.1 Implementation Guidelines

All departments of the state administration, especially those with a higher citizen-centric services, are advised to revise and update their citizen charter, and in the next three months, develop comprehensive systems for effective implementation of the citizen charter. The departments need to study and revise the services offered, timelines, names and designations of officers handling the service, and redressal of grievances in case of unsatisfactory work.

To develop accountability mechanisms, an empowered group of officers within the department may assess the service delivery mechanisms, suggest corrective measures and conduct process re-engineering if required. The departments may also take the help of professional agencies that specialise in performance audits and have relevant monitoring & evaluation expertise.

The department may create standard frameworks and a dedicated internal team for:



- i. Monitor performance against the set standards
- ii. Evaluate the impact through an independent mechanism
- iii. Continuous improvement based on monitoring and evaluation of results

The data of the services offered, timelines and grievances handled should be made publicly available for greater transparency. A higher success rate of grievance disposal signals commitment to public satisfaction and can invite healthy benchmarking metrics when done correctly. This initiative is expected to empower the citizens to be fully aware of their rights while obtaining public services. A citizen charter is also a basis for departments and offices to take accountability in delivering services and upholding good governance.

Recommendation 2.5:

The government may develop a robust system built on citizen charter with complete details about services, their delivery timelines, grievance redressal mechanisms and accountability instruments, for all citizen service delivery departments.



8. REFORM – 2.6 – STRENGTHENING ORGANIZATIONAL LEARNING THROUGH EFFECTIVE KNOWLEDGE MANAGEMENT

Organizational learning is essential for public administration, as it empowers agencies to continually refine their processes, adapt to new challenges, and enhance service delivery. By harnessing lessons from past experiences, public institutions build a robust knowledge base that informs evidence-based policymaking and fosters a skilled, innovative workforce. This culture of learning drives transparency and accountability through proactive evaluations and cross-departmental collaboration but also breaks down silos to promote creative, integrated solutions—ultimately strengthening public trust and ensuring a resilient, responsive government. To ensure a strong institutional memory, creating a culture and systems that consistently capture, share, and apply knowledge across the organization is vital. This includes tools like establishing formal Knowledge Management Systems, integrating knowledge sharing into performance metrics and developing standardized protocols for onboarding and training.

For government offices experiencing high turnover and transfers of personnel, these tools are crucial in providing a structured mechanism for continuity and efficiency. The lack of formal knowledge transfer protocols and comprehensive orientation materials, forces incoming officers to depend on fragmented and informal briefings rather than structured, standardized procedures, leading to a steep learning curve and potential errors in policy implementation. The absence of documented best practices and institutional memory undermines operational efficiency, hampers continuity of public service, and compromises accountability, ultimately hindering the overall effectiveness and responsiveness of public administration.

Recognizing the need for strengthening organizational learning and institutional memory, the GARC – in alignment with Capacity Building Commission, Government of India- recommends



developing a comprehensive Knowledge Transfer protocol and orientation materials in form of “Know Your Department” modules. Along with government employees, the "Know Your Departments" modules also empower citizens to navigate services by clarifying government roles and responsibilities.

8.1 Implementation Guidelines

8.1.1 KNOWLEDGE TRANSFER PROTOCOL

Existing mechanisms like Successor Notes serve as a good reference for drafting a Knowledge Transfer Protocol. Successor notes are handover documents prepared by outgoing government officers to ensure a smooth transition for their successors. Such notes typically include information on ongoing projects, pending tasks, important contacts, challenges encountered, and insights on departmental procedures and practices. Although a valuable practice, the culture of successor notes did not sustain primarily owing to lack of standardization and mandate, and a lack of meaningful incentives or institutional support to prioritize thorough handovers. This resulted in inconsistent documentation practices amidst frequent transfers and demanding task load, leading to loss of institutional memory.

Hence, the GARC aims to address these challenges in the new Knowledge Transfer Protocol.

The protocol may have the following features:

- i. A standardized format containing details of Key Performance Areas, Staff Positioning, Sensitive Matters, on-going Inter-departmental projects/ matters, Pending Matters (like court cases), Predecessor’s Experience of working with the office. A template for the same is attached in the Annexure.
- ii. Mandate all employee to file the Knowledge Sharing document during handover procedures



- iii. Mandate all employee starting at a new position (transferring or newly recruited) to acknowledge the Knowledge Sharing document filed by their predecessor
- iv. All departments, Commissionerates, Directorates, and other offices to maintain a database of Knowledge Sharing documents by key positions for ensuring a longitudinal knowledge repository.

8.1.2 “KNOW YOUR DEPARTMENT” MODULES

These guidelines enable government offices to create a robust, multi-media “Know Your Department” module that not only enhances knowledge sharing and institutional memory but also ensures that every employee—irrespective of their role or location—has easy, timely, and effective access to the critical information they need to succeed. The guidelines include:

- i. Every Departments, Commissionerates, Directorates, Urban Local Bodies, and field offices may develop a “Know Your Department/ Office” module within six months
- ii. Each module to have multi-media content may include:
 - a. Core Information: department’s mission, vision, organizational structure (e.g., organizational charts), key functions, policies, ongoing projects, and future goals.
 - b. Roles and Responsibilities: Offer clear profiles or “day-in-the-life” snapshots of key positions, and define the roles of various teams and units.
 - c. Historical Context and Achievements: Document the department’s milestones, success stories, and lessons learned to provide context and continuity.
- iii. Each module to embed inclusive design to ensure that all multimedia elements are accessible, have closed captions and transcripts for videos and audio, descriptive alt text for images, and navigable layouts that meet conventional accessibility standards
- iv. These modules may be a part of each employee’s (transferring or newly recruited) orientation session/ program



- v. All “Know Your Department/ Office” modules should be available online on the respective department’s websites/ portals
- vi. The government may collaborate with expert institutes/ agencies to develop the modules

Recommendation 2.6:

To strengthen institutional memory and enhance transparency, the government may:

- a) develop a 'Knowledge Transfer Protocol', mandate all employees (transferring or retiring) to file the knowledge sharing document during handover procedures within the next three months
- b) enable Departments, Commissionerates, Directorates, Urban Local Bodies, and field offices to develop multimedia content on “Know Your Organization”, that can aid employees and citizens to understand government operations, within the next six months



9. REFORM – 2.7 - VEHICLE DISPOSAL PROTOCOLS FOR GOVERNMENT VEHICLES

The accumulation of outdated government vehicles has emerged as a pressing challenge. Decommissioned cars, buses, and other official transport assets occupy prime public. These vehicles are often non-functional, expensive to maintain, and contribute to clutter, preventing the repurposing of prime land for public facilities, or infrastructure enhancements. The absence of a standardized disposal framework- clear assessment criteria, disposal timelines, and uniform procedures for auctioning or recycling- decision-making is delayed and bureaucratic obstacles persist. This lack of structure not only results in operational inefficiencies and wasted resources but also raises concerns regarding transparency and accountability in asset management.

EXISTING PROVISION FOR VEHICLE DISPOSAL:

As per Resolution No.: PTD/MSMe-file/22/2023/0292/GH (Date- 24.08.2023), the criteria and procedure for vehicle disposal is prescribed as:

- a. A vehicle that has covered 2.50 lakh km and is 10 years old may be repealed by the Head of the Office.
- b. A vehicle that has either covered 2.50 lakh km but is less than 10 years old, or one that has not been driven (2.50 lakh km) but has reached 10 years, may be repealed by the Head of the Department.
- c. A vehicle that has neither covered 2.50 lakh km, nor is 10+ years old, but is unfit for use may be repealed by the Head of the respective administrative department after obtaining the opinion of the Superintendent Engineer of the Narmada Water Resources Department or the Roads and Buildings Mechanical Department.



- d. Vehicles meeting any of the above criteria that have exceeded 15 years must have their registration repealed and be disposed via auction. These vehicles cannot be re-registered and must be scrapped through the Registered Vehicle Scrapping Facility (RVSF) portal.

Despite these guidelines, it is observed that vehicles meeting criteria (a) to (c) are sometimes not repealed, and even when they are repealed, their disposal is delayed. Consequently, idle vehicles deteriorate further, significantly lowering their disposal value and increasing administrative burden. The GARC recognizes the need for a comprehensive, easy-to-implement Vehicle Disposal Protocols that align with the state's Kaizen-driven approach.

NEED FOR A MORE STREAMLINED APPROACH:

Anchored in the Kaizen philosophy of continuous improvement and waste reduction (Muda), the protocol ensures that obsolete assets are disposed of promptly and responsibly, enabling proactive asset management while reducing maintenance costs and liberating valuable government real estate for more productive use. A standardized framework not only minimizes administrative delays by establishing clear assessment criteria and disposal procedures, but also encourages employee involvement, fostering a culture of continuous feedback and collaboration. This integrated approach not only improves overall operational efficiency and public service delivery but also achieves significant environmental and economic benefits, culminating in a more agile, cost-effective, and accountable government operation.

9.1 Implementation Guidelines

The commission recommends the new Vehicle Disposal Protocols to incorporate the following:

- i. **Adherence to Criteria:** All vehicle repealed shall be executed in accordance with criteria (a) to (d) and instructions outlined in the referenced resolution.
- ii. **Initial Listing:** Within 15 days from the publication of a new resolution, a list (Annexure-1) of vehicles eligible to be repealed and already repealed (not yet disposed) must be



prepared. Heads of respective offices may be held accountable in case of non-compliance within stipulated time.

- iii. **Completion of Cancellation:** For vehicles that meet the criteria (a) to (d), and are yet to be repealed, must be repealed within one month from the 15-day listing period.
- iv. **Designation of Nodal Officer:** The Regional Transport Officer (RTO) of each district may be designated as the nodal officer responsible for vehicle disposal.
- v. **Handover of Canceled Vehicles:** Vehicles repealed by the date of the new resolution and listed in Annexure-2 (compiled within 15 days) to be handed over to the nodal officer along with all original documents. Until disposal, these vehicles must be securely stored in the RTO office or another government facility.
- vi. **Declaration of Invalidity:** Vehicles that meet criteria (a) to (d) but have not been declared invalid, to be declared invalid as applicable in the new resolution, and subsequently handed over to the nodal officer, following the procedure stipulated in point (v). The nodal officer to issue a receipt for any compensation received.
- vii. **Disposal Schedule:** The nodal officer shall dispose of the vehicles every three months through auction or other prescribed methods.
- viii. **Determination of Scrap Value:**
 - a. For vehicles in working condition, scrapped between 10-11 years from the date of purchase, to have the scrap value of 4% of the purchase price.
 - b. For working vehicles repealed under criteria (a) or (b) and received by the nodal officer between 12-15 years from the date of purchase, to have the scrap value of 3% of the purchase price.
 - c. For vehicles received in a non-working condition, the nodal officer to determine a fair base price.
- ix. **Deposit of Proceeds:** All proceeds from the disposal of vehicles to be immediately deposited into the Government Head Office account.



- x. **RVSF Portal and Training:** Disposal of vehicles meeting criterion (d) from the referenced resolution, to be processed on the RVSF portal. If necessary, the nodal officer to provide training and guidance to the concerned staff.

All government offices may execute the repeal process and promptly hand over vehicles to the nodal officer as per these instructions. All government offices may strictly and timely comply with the above instructions. A separate guideline for quicker disposal of vehicle seized by the Police Department may be drafted in the near future. A study of existing provisions and necessary legal procedures to be conducted by the relevant department.

Recommendation 2.7:

The government shall develop a Vehicle Disposal Protocol for the old vehicle fleet used by government departments.



10. REFORM – 2.8 - FURNITURE DISPOSAL PROTOCOLS FOR ALL PUBLIC OFFICES

Unused furniture in government offices affects administrative efficiency and overall productivity. Currently, the ad hoc method of disposing of surplus items—typically through short-notice tenders advertised on official notice boards—has proven to be inefficient. The limited quantity of available items often results in minimal bidder participation, leading to unnecessary expenditure on public notifications and suboptimal sale returns. Consequently, valuable unused assets remain unsold and create clutter by occupying critical space, hampering the effective use of government premises, and productivity.

Although existing resolutions issued by General Administration Department (GAD)- Resolution No.: Parch-102014-690740-T (Date- 30.09.2014) and Resolution No.: Parch-102014-690740T, (Date- 26.08.2015)- promote disposal of unused items and furniture, the GARC recognizes the need for a developing a comprehensive, permanent and efficient disposal system. Hence, GARC recommends development and adoption of a Kaizen-driven, new Furniture Disposal Protocol. By emphasizing continuous improvement, waste reduction, and standardized procedures, a Kaizen-based protocol would streamline the disposal process, help recover optimal value from unused furniture, minimize administrative time and costs, and free up valuable space within public offices.

Inviting employee engagement and regular reviews of disposal practices, would contribute to a culture of accountability, cleanliness and operational excellence, supporting broader objectives under the 'Swachh Gujarat' Mission. Moreover, adopting such protocol enhances the government's public image by demonstrating transparency, accountability, and effective resource management.



10.1 Implementation Guidelines

GARC recommends the new Furniture Disposal Protocols to incorporate the following:

- i. Roads & Buildings Department (Civil) to be appointed as nodal agency for unused furniture by a circular; Executive Engineer (state) to serve as nodal officer in each district.
- ii. The nodal officer to identify government shed/ godowns within their jurisdiction.
- iii. Each department and office to submit unused furniture and related items for disposal, along with an itemized list, to the nodal officer, who will issue a receipt upon acceptance.
- iv. The disposal agency to empanel agencies for purchasing such furniture locally, or otherwise as necessary. Initially, a list of participating agencies to be compiled with their consent, and updated as needed. The agencies to receive written auction notices and their signatures to confirm their empanelment.
- v. The office disposing the furniture to bear transportation costs from its premises to godown, using designated contingency fund; if unavailable, the nodal office to cover these expenses.
- vi. The nodal officer to establish an appropriate floor price for the auction, and all proceeds to be deposited into the designated head account.
- vii. The nodal agency to conduct the auction process every four months.
- viii. The respective office to deduct such furniture from the dead stock register.

This resolution may apply to all government offices, boards, corporations, government companies, and semi-government bodies. All government offices can either dispose unusable furniture as per existing norms or avail the provision of submitting the unused furniture to Roads and Building Department (R&B). A separate guideline to be issued for e-waste disposal.

Recommendation 2.8:

The government shall develop a Furniture Disposal Protocol for all unusable and discarded furniture in all public offices within the next six months.



11. REFORM- 2.9 – ENHANCING PRODUCTIVITY THROUGH EFFECTIVE WORKDAY MANAGEMENT

The government works tirelessly to ensure the smooth delivery of public services. In an endeavor to boost productivity and work-life balance of the employees, the government should revise the official timings of the offices. The timings can be changed to a new timing of 09:30 AM to 5:10 PM from the current time of 10:30 AM to 06:10 PM.

This small change of one hour of early start has multiple benefits to the government, its employees, the citizens and the industry stakeholders. It will also ensure smoother functioning and coordination with the Government of India, the private sector, the banking sector, educational institutions, and other semi-government entities. The initiative aspires to connect the government's functioning with the broader rhythm of the country. Many state governments in India have an early start to the work day.

Time Slot	Number of State Governments
Before 09:00 AM	3 (Andaman and Nicobar, Puducherry, Jammu and Kashmir)
At 9:00 AM	2 (Himachal Pradesh, Haryana)
At 9:30 AM	15 (Assam, Bihar, Delhi, Goa, Jharkhand, Punjab*, Rajasthan, Uttar Pradesh, Uttarakhand, Manipur, Mizoram, Nagaland, Chandigarh,)
At 10:00 AM	11 (Karnataka, Kerala, Madhya Pradesh, Maharashtra (9:45 AM), Orissa, Tamil Nadu, Meghalaya, Sikkim, Tripura, Ladakh, Lakshadweep)
10:30 AM	5 (Andhra Pradesh, Chhattisgarh, Gujarat, West Bengal (10:15 AM), Telangana)



While it is understood that changes to longstanding routines may initially be met with difficulty in adjusting. But this reform is grounded in sound reasoning and supported by clear, tangible benefits—for employees, for citizens, and for the overall functioning of government institutions.

The commission would like to put forth the following important considerations:

1. **Reduced Commuting Stress:** Starting at 9:30 AM nudges the employees to commute before peak traffic hour. This reduces time spent in traffic, lowers stress levels, and contributes to better punctuality and productivity. The benefit of ending the workday earlier again ensures that the employees can travel back home before the peak traffic hours.
2. **Better Alignment with Public Schedules:** Citizens, business and services such as banks begin their daily activities early. Aligning Government of India office hours with the broader working schedule of the citizens and businesses ensures that public services are more accessible, responsive, and aligned with the needs of the people.
3. **Boost to Productivity and Focus:** It is well studied and documented that productivity peaks in the earlier part of the day. By beginning work earlier, employees can capitalize on higher morning energy levels and sharper focus. Early schedules are proven to support better sleep patterns, increased daylight exposure, and healthier daily routines. Starting and ending the day earlier encourages a more active and health-conscious lifestyle.
4. **Enhanced Work-Life Balance:** An earlier end to the workday gives employees more time in the evening to spend with their families, pursue personal interests, attend to social commitments, or simply rest. The employees may also engage themselves in exercise or sports activities, social service activities, pursuing hobbies, engage with the cultural activities in their neighbourhood. This balance is essential for sustained motivation, job satisfaction, and mental well-being and fostering a more vibrant and engaged society.



11.1 Implementation Guidelines

The transition may require adjustments in daily routines, especially in the initial phase. To support this shift, flexible arrangements during the implementation period of 15 days can be explored. The government may consider the following:

- i. The government should communicate and discuss the changes in working hours with all the relevant stakeholders. It should positively emphasise the importance of punctuality and its impact on team productivity and overall organisational efficiency
- ii. Rewire existing time-tracking systems (biometric attendance, digital check-in, etc.) as per the new start (9:30 AM) and end time (5:10 PM)
- iii. Consider a flexible arrival window (e.g., 9:30 AM - 9:45 AM) to accommodate unforeseen delays while setting 9:30 AM as the target start time.
- iv. Explore positive reinforcement strategies, such as recognizing and rewarding employees who consistently arrive on time.
- v. Outline the potential consequences of repeated tardiness, such verbal warning (for a first few instances), written warning (for repeated instances within a month), deduction of leave, etc.

The success of this reform depends on collective support and a shared vision of a more responsive, efficient, and people-oriented government. This is not just an administrative change—it is a cultural shift toward greater alignment with national priorities and global best practices. For schools, and other educational institutions, the GARC will initiate a separate recommendation.

Recommendation 2.9:

To enhance the productivity and ensure work-life balance, the government may revise the official work time of all the government organizations, including the field offices, to a new time of 09:30 AM to 05:10 PM. This recommendation is not applicable for educational institutions.



12. REFORM – 2.10 - EFFECTIVE USE OF SOCIAL MEDIA BY THE GOVERNMENT

In today's digital age, the role of social media in governance of prime importance. It has transformed into a vital tool for communication, engagement, and outreach, enabling governments to connect with citizens in real time.

Smartphone penetration and access to an internet connection have reached remote areas. According to the Telecom Regulatory Authority of India (TRAI), as of August 2023, there are a total of 5.18 Crore internet users in Gujarat. 1.67 crore users reside in rural areas, and the remaining 3.51 crore dwell in urban areas. Overall, 72% of the population in Gujarat has access to the internet, which is higher than the national average of 62%

The government has been dedicatedly investing in disseminating important information through conventional media sources. Now, with the advent of social media, the government strives to sensitize people about the government's welfare schemes, development projects, pro-people initiatives, decisions and campaigns. Through the official social media accounts, the government seeks to post infographics, explanatory videos to avail various schemes, success stories at the local level, apart from the day-to-day activities being done by the government.

Effective engagement through social media means reaching to the last mile, to all communities, be it the people of tribal and coastal areas or the people living in the most interior parts of the state. To ensure that our government initiatives, schemes, and success stories reach the last mile, the government should establishment of department-wise social media teams across all government departments. This initiative will help us build a social media-ready government that is proactive, transparent, and citizen-centric.

The need for social media units is paramount. It will help the government in the following ways-



- i. **Amplification of Government Initiatives:** Highlighting schemes, initiatives, and success stories will not only increase awareness but also boost public trust and engagement. The information dissemination through social media is fast, accessible and easily sharable among social networks.
- ii. **Crisis Management:** Platforms can serve as real-time communication channels during emergencies, ensuring swift dissemination of accurate information
- iii. **Reliable Source of Information:** In the chaos of misinformation, cyber frauds and digital scams, it is important that the government amplifies its voice and reach on the social media platforms. The verified social media accounts that post authentic information becomes a trustworthy source for the citizens and the conventional media personnel.
- iv. **Cost-Effective Outreach:** Compared to traditional media, social media offers a more affordable and measurable way to reach larger audiences. Access to social media is more equitable and cheaper for the citizens.

12.1 Implementation Guidelines

The government has taken proactive measures on social media from time to time. One such initiative is the Connect Gujarat by the Chief Minister's Office. It is an innovative initiative launched by the Government of Gujarat, with a view to harnessing the maximum benefit of social media in Good Governance. With a 360-degree state-wide social media network, this initiative aims at effective dissemination of information to the grassroots level, while also aiding in Crisis Management from the State to the Rural level.

For an effective social media strategy, there is a need to create and run an active social media team. It is an important responsibility to shoulder. The government should aim to create a young, agile, and enthusiastic social media Team under the initiative of the Connect Gujarat Initiative. Such teams are required in all the departments to ensure a cohesive social media ecosystem and a uniform social media strategy for the government. These social media Teams



may work in coordination with the APRO Unit in the Chief Minister's Office and the Information Department of the Government of Gujarat.

There is a need to identify talented employees with a keen interest in social media, content creation and dissemination. Such units in the Department and the corresponding field offices, until the grassroots, should have a dedicated team of Content Writers, Researchers, Analysts, Graphic Designers and Video Editors. Government officers may voluntarily take up the responsibility to coordinate with the nodal officers of the department, monitor and analyse activities on the Connect Gujarat network and provide handholding to the social media accounts of District, Taluka and Village levels.

The government may also define the payment criteria and payment rates for hiring professional manpower, individuals or agencies, experts in social media content creation and management. The information department may define the guidelines for empaneling such individuals and agencies, or centrally create a talent pool which is beneficial for the departments.

To institutionalise the use of social media, it is also advisable to create –

- i. Detailed Standard Operating Procedure (SOP) for account creation, account verification and guidelines of language use and content quality.
- ii. Training Modules and Video tutorials for the account managers and institutionalising the training using the existing structure of SPIPA and its Regional Training Centres.
- iii. District-wise and department-wise training sessions
- iv. The inclusive nature of social media and the widespread usage makes everyone a stakeholder.



Recommendation 2.10:

The Government should form Social Media Handling Guidelines and set up a specialised workforce in each department and their corresponding field offices, till the grassroots, to increase social media outreach. The departments should be enabled to empanel professional individuals or agencies under centrally designed, uniform guidelines prepared by the Government of Gujarat.



13. OPERATIONALISATION

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

Reform	Nodal Department	Secondary Department
2.1 – User-friendly Government Websites for a pleasant Citizen Experience	Department of Science and Technology (DST)	All Departments
2.2 – Improving Citizen User-Experience of Government Service Delivery Portals	Department of Science and Technology (DST)	All Departments
2.3 – Verifiability of government certificates through technology	Department of Science and Technology (DST)	All Departments
2.4 – Unified, Citizen-Friendly and widely known Grievance Redressal Platform	Department of Science and Technology (DST)	GAD (ARTD)
2.5 – Making Citizen Charters Effective	GAD (ARTD)	All Departments
2.6 - Strengthening Organizational Learning through Effective Knowledge Management	GAD (ARTD)	GAD (Personnel)
2.7 - Vehicle Disposal Protocols for Government Vehicles	Port and Transport Department	All Departments
2.8 - Furniture Disposal Protocols for All Public Offices	GAD (Personnel)	Roads & Buildings Department
2.9 – Enhancing Productivity through Effective Work-day Management	GAD (Personnel)	All Departments
2.10 – Effective use of social media by the Government	Information Department	GAD (ARTD)



14. ANNEXURES:

A. GOVERNMENT CIRCULAR FOR VEHICLE DISPOSAL PROTOCOLS (GUJARATI & ENGLISH) WITH DRAFT TEMPLATE FOR VEHICLE RECEIPT

સરકારી વાહનો રદ બાતલ કરવા
અને ત્યારબાદ નિકાલ કરવાની કાર્યપદ્ધતિમાં
ફેરફાર કરવા બાબત.

ગુજરાત સરકાર
બંદરો અને વાહન વ્યવહાર વિભાગ
ઠરાવ ક્રમાંક:.....
સચિવાલય, ગાંધીનગર
તા. . .૨૦૨૫

સંદર્ભ: (૧) ઠરાવ ક્રમાંક: PTD/MSMe-file/22/2023/0292/GH, Dt.24.08.2023

આમુખ :

વંચાણે લીધેલ ઠરાવથી સરકારી વાહનો રદ બાતલ કરવાની પદ્ધતિ નિયત કરવામાં આવેલ છે. ઉક્ત સૂચનાઓ અમલમાં હોવા છતાં અનુભવે એવું ધ્યાને આવેલ છે કે સરકારી માપદંડોમાં સમાવેશ થતો હોવા છતાં વાહનો સમયાનુસાર રદ બાતલ કરવામાં આવતાં નથી. અને જો વાહનો રદ બાતલ કરવામાં આવેલ હોય તો પણ તેનો નિકાલ કરવામાં આવતો નથી. આવાં વાહનોનો સમયસર નિકાલ ન થવાના કારણે તે બંધ પડી રહેતાં હોવાથી વધુ નુકસાન પામે છે જેના કારણે તેના નિકાલ વખતે ઘણીજ ઓછી કિંમત ઉપજતી હોય છે.

વાહનોને રદ બાતલ કરવા અને ત્યારબાદ તેના નિકાલ માટે સરળ વ્યવસ્થા કરવાનું સરકારશ્રીની વિચારણા હેઠળ હતું જે સંદર્ભે નીચે મુજબની નવી કાર્યપદ્ધતિ અપનાવવાનું આથી ઠરાવવામાં આવે છે.

ઠરાવ :

(અ) વાહનને રદબાતલ ગણવા સંદર્ભે નીચે મુજબની બાબતો ધ્યાને લેવાની રહેશે:

- (૧) ૨.૫૦ લાખ કિ.મી. ફરેલ હોય અને ૧૦ વર્ષ પૂર્ણ થયેલ હોય તો કચેરીના વડા તે વાહનને રદ બાતલ જાહેર કરી શકે છે.
- (૨) જો વાહન ૨.૫૦ લાખ કિ.મી. ફરેલ હોય પણ ૧૦ વર્ષ પૂર્ણ ન થયેલ હોય અથવા ૨.૫૦ લાખ કિ.મી. ફરેલ ન હોય પણ ૧૦ વર્ષ પૂર્ણ થયેલ હોય અથવા ૨.૫૦ લાખ કિ.મી. ન ફરેલ હોય અને ૧૦ વર્ષ



પણ પૂર્ણ ન થયેલ હોય અને આવું વાહન ઉપયોગમાં લેવા પાત્ર ન થતું હોય તો તેવા સંજોગોમાં વાહનને ખાતાના વડા રદ બાતલ જાહેર કરી શકે છે.

(બ) રદ બાતલ ગણવામાં આવેલ વાહનોનો વંચાણે લીધેલ ઠરાવમાં દર્શાવેલ ભારત સરકાર દ્વારા બાહર પાડવામાં RVSF Rules(રજિસ્ટર્ડ વ્હિકલ સ્કેપિંગ ફેસિલિટી) ની જોગવાઈઓને ધ્યાનમાં રાખીને નિકાલ કરવાનો રહેશે. આ માટે નીચે મુજબની કાર્યપદ્ધતિનું પાલન કરવાનું રહેશે:

- (૧) આ ઠરાવ પ્રસિદ્ધ થયેથી દિન-૧૫માં, રદ બાતલ કરવાપાત્ર વાહનો તથા રદ બાતલ કરેલ હોય પણ નિકાલ થયેલ ન હોય તેવાં વાહનોની યાદી જોડાણ-૧ મુજબ તૈયાર કરવાની રહેશે. જો દિન-૧૫માં આવી યાદી તૈયાર ન થાય તો જે તે કચેરીના વડાની જવાબદારી નક્કી કરવામાં આવશે.
- (૨) ઉપર (અ) આગળ દર્શાવેલ માપદંડ અનુસાર વાહન રદ બાતલ કરવામાં ન આવેલ હોય તો ઉક્ત ૧૫ દિવસની મર્યાદા પૂરી થયા બાદ, ૧ માસમાં આવાં વાહનોને રદ બાતલ જાહેર કરવાની નિયમાનુસારની કાર્યવાહી પૂર્ણ કરવાની રહેશે.
- (૩) વાહનોના નિકાલ માટે જે તે જિલ્લાના પ્રાદેશિક વાહન વ્યવહાર અધિકારી (RTO)ને નોડલ અધિકારી જાહેર કરવામાં આવે છે.
- (૪) જે વાહનો ઠરાવની તારીખ સુધીમાં રદ બાતલ કરવામાં આવેલ હોય અને ઠરાવ બાદના ૧૫ દિવસમાં યાદી તૈયાર કરેલ હોય તે વાહનોને, વાહનને લગતા તમામ અસલ દસ્તાવેજો સહિત, (જોડાણ-૨) યાદી સાથે, નોડલ અધિકારીને સોંપવાના રહેશે. આવાં વાહનોનો નિકાલ કરવામાં ન આવે ત્યાં સુધી, નોડલ અધિકારીએ RTO કચેરીમાં અથવા અન્ય સરકારી જગ્યાએ સલામત રાખવાના રહેશે.
- (૫) જે વાહનો નોડલ અધિકારીને સોંપવામાં આવેલ હોય તે બાબતે નોડલ અધિકારીએ વાહન મળ્યા અંગેની પહોંચ સંબંધિત કચેરીને પાઠવવાની રહેશે.
- (૬) નોડલ અધિકારી દ્વારા, દર ત્રણ માસે, વંચાણે લીધેલ ઠરાવમાં જણાવેલ ભારત સરકારની RVSF Rules ની જોગવાઈ ધ્યાને લઈને આવાં વાહનોનો નિકાલ કરવાનો રહેશે.
- (૭) વાહનની તળિયાની કિંમત નક્કી કરવા માટે નોડલ અધિકારીએ નીચે મુજબની ગણતરી કરવાની રહેશે.
 - (૧) જો વાહન ખરીદીથી ૧૦ થી ૧૧ વર્ષની વચ્ચે રદ બાતલ થઈને ૧૦ થી ૧૧ વર્ષની વચ્ચે જ નિકાલ માટે આવેલ હોય અને જો કાર્યરત સ્થિતિમાં હોય તો તેની ખરીદ કિંમતના ૪% તેની તળિયાની કિંમત ગણવાની રહેશે.
 - (૨) જે કિસ્સામાં વાહન કાર્યરત સ્થિતિમાં હોય અને નિયત માપદંડો મુજબ રદ બાતલ થયેલ હોય અને નિકાલ માટે નોડલ અધિકારી પાસે, ખરીદીના ૧૨ વર્ષ પછી પણ ૧૫ વર્ષ પહેલાં નિકાલ માટે આવેલ હોય તો તેની તળિયાની કિંમત ખરીદ કિંમતના ૩% ગણવાની રહેશે.
 - (૩) જો નોડલ અધિકારી પાસે વાહન, બિન કાર્યરત અવસ્થામાં જમા થયેલ હોય તો નોડલ અધિકારી તેની વાજબી તળિયાની કિંમત નક્કી કરી શકશે.



- (૮) વાહનોના નિકાલ બાદ ઉપજેલ નાણાં નોડલ અધિકારે સત્વરે સરકારી હેડે જમા કરાવવાના રહેશે.
- (૯) તમામ સરકારી કચેરીઓએ આ ઠરાવની સૂચનાઓ મુજબ યથા સમયે વાહન રદ બાતલ કરવાની તથા તેના નિકાલ માટે નોડલ અધિકારીને સોંપવાની પ્રક્રિયા કરવાની રહેશે.

ઠરાવની ઉક્ત સૂચનાઓનું તમામ સરકારી કચેરીઓએ ચુસ્તપણે અને સમયસર પાલન કરવાનું રહેશે. આ ઠરાવ વિભાગની સરખા ક્રમાંકની ફાઇલ પર નાણા વિભાગ મારફતે સરકારશ્રીની મળેલ મંજૂરી અન્વયે બહાર પાડવામાં આવે છે.

સરકારી વાહનોને રદ બાતલ કરવા અને ત્યારબાદ તેનો નિકાલ કરવાથી સંબંધિત આ ઠરાવ આ વિષય અન્વયેના અગાઉ બહાર પાડવામાં આવેલ તમામ ઠરાવોને રદ કરીને બહાર પાડવામાં આવે છે. બિન-ઉપયોગી સરકારી વાહનોને રદ બાતલ જાહેર કરવા તેમજ તેના નિકાલ માટે હવેથી આ ઠરાવ મુજબ જ કાર્યવાહી કરવાની રહેશે.

ગુજરાતના રાજ્યપાલશ્રીના હુકમથી તથા તેમના નામે.

(નાયબ સચિવ)
બંદરો અને વાહન વ્યવહાર વિભાગ



Appendix 1-

કચેરી.....

જોડાણ-૧

સરનામું.....

(૧) રદ બાતલ જાહેર કરવાપાત્ર પણ રદ બાતલ ન થયેલ વાહનોની યાદી

અ.નં.	વાહનનો પ્રકાર	વાહનની કંપની	ખરીદીનું વર્ષ	ખરીદ કરતાં કચેરી	વાહનનો રજિ. નંબર	વાહનની ખરીદ કિંમત	રદ બાતલ કરતાં સમયે કિ.મી.	વાહન કાર્યરત છે ? હા / ના
૧	ટાટા સુમો	ટાટા	૨૦૧૪	મામલતદાર કચેરી,.....		રૂ. ૭,૦૫,૦૦૦	૨,૫૨,૩૦૦	હા

(૨) રદ બાતલ જાહેર થયેલ હોય પણ નિકાલ ન થયેલ હોય તેવાં વાહનોની યાદી

અ.નં.	વાહનનો પ્રકાર	વાહનની કંપની	ખરીદીનું વર્ષ	ખરીદ કરતાં કચેરી	વાહનનો રજિ. નંબર	વાહનની ખરીદ કિંમત	રદ બાતલ કર્યા તારીખ	રદ બાતલ વખતે કિ.મી.	અત્યારે કિ.મી.	વાહન કાર્યરત છે ? હા / ના



Appendix 2

જોડાણ-૨

વાહન સોંપનાર કચેરી,
સરનામુ :
પત્ર નં.
તા.

પ્રતિ,
પ્રાદેશિક વાહન વ્યવહાર અધિકારીશ્રી,
..... જિલ્લો,
સરનામુ.....

વિષય:- સરકારશ્રીના ઠરાવ ક્ર....., તા....., જોડાણ-૧
મુજબ નિકાલ માટે વાહન સોંપવા બાબત.

મહાશય,

વિષય હેઠળના ઠરાવથી, સરકારશ્રી દ્વારા, રદ બાતલ થયેલ વાહનોના નિકાલ માટે કાર્યપદ્ધતિ નક્કી કરવામાં આવેલ છે. તે અંતર્ગત, અત્રેની કચેરીના વાહન નં..... ને રદ બાતલ જાહેર કરવામાં આવેલ છે જેની વિગતો, સાથે સામેલ જોડાણ-૧ મુજબ છે. જેના નિકાલ માટેની આગળની કાર્યવાહી હાથ ધરવા વિનંતી છે. વાહન મળ્યેથી ચકાસણી કરીને, વાહન મળ્યા બદલની પહોંચ પાઠવવા વિનંતી છે.

(નામ.....)
(હોદ્દો.....)



B. DRAFT CIRCULAR FOR FURNITURE DISPOSAL PROTOCOLS (GUJARATI & ENGLISH)

કચેરીના બિનઉપયોગી ફર્નિચરના નિકાલ માટે કાર્યપદ્ધતિ બાબત.

ગુજરાત સરકાર
સામાન્ય વહીવટ વિભાગ
ઠરાવ ક્રમાંક:-.....
સચિવાલય, ગાંધીનગર
તા.

વંચાણે લીધું : (૧) સા.વ.વિ. ઠરાવ ક્રમાંક: પરચ-૧૦૨૦૧૪-૬૯૦૭૪૦-ટ, તા.૩૦.૦૯.૨૦૧૪
(૨) સા.વ.વિ. ઠરાવ ક્રમાંક: પરચ-૧૦૨૦૧૪-૬૯૦૭૪૦ટ, તા.૨૬.૦૮.૨૦૧૫

આમુખ :

વંચાણે લીધેલ, સામાન્ય વહીવટ વિભાગના ઉક્ત ઠરાવોથી સરકારી કચેરીઓમાં પડી રહેલ બિનઉપયોગી વસ્તુઓ તથા બિનઉપયોગી ફર્નિચરના નિકાલ માટે સૂચના આપવામાં આવેલ છે.

અનુભવે જણાયેલ છે કે દરેક વિભાગ/કચેરી દ્વારા, આવા બિનઉપયોગી ફર્નિચર/વસ્તુઓના નિકાલ માટે, ટ્યૂકડી જાહેર ખબર અને કચેરીના નોટિસ બોર્ડ પર હરાજી માટેની નિવેદા લગાવવામાં આવે છે. વિભાગ/કચેરીમાં આવા બિનઉપયોગી ફર્નિચરનું પ્રમાણ ઓછું હોય છે જેથી હરાજીમાં વધુ લોકો ભાગ લેતાં નથી. દરેક વિભાગ દ્વારા જાહેર ખબર આપતા નાણાંકીય વ્યય પણ થાય છે અને યોગ્ય કિંમત મળતી નથી અને આવું બિનઉપયોગી ફર્નિચર, સરકારી કચેરીમાં પડી રહે છે.

'સ્વચ્છ ગુજરાત' મિશન હેઠળ આવા બિનઉપયોગી ફર્નિચર/વસ્તુઓના નિકાલ માટે કાયમી અને કાર્યક્ષમ વ્યવસ્થા સ્થાપિત કરવાનું સરકારશ્રીની વિચારણા હેઠળ હતું. સબબ, નીચેની કાર્યપદ્ધતિ નક્કી કરવામાં આવે છે.

ઠરાવ :

(૧) બિનઉપયોગી વસ્તુઓ તથા બિનઉપયોગી ફર્નિચરના નિકાલ માટે માર્ગ અને મકાન વિભાગને નોડલ એજન્સી તરીકે નિમવામાં આવે છે.

- દરેક જિલ્લામાં એક્સિક્યુટિવ એન્જિનિયર (સ્ટેટ)ને નોડલ અધિકારી તરીકે નિયુક્ત કરવામાં આવે છે.



- (૨) નોડલ અધિકારીએ આ માટે પોતાના તાબા હેઠળના વિસ્તારમાં સરકારી શેડ વાળું ગોડાઉન ઓળખ કરવાનું રહેશે.
- (૩) બિનઉપયોગી, નિકાલ માટેનું ફર્નિચર/વસ્તુઓ, જે તે વિભાગ/કચેરી દ્વારા, નિકાલની વસ્તુઓની યાદી સાથે જે તે નોડલ અધિકારીને સોંપવાનું રહેશે અને નોડલ અધિકારીએ જે સ્વીકાર્યેથી તે બદલની રસિદ આપવાની રહેશે.
- (૪) નિકાલ માટેની એજન્સી દ્વારા, જે તે સ્થાનિક કક્ષાએથી (જો સ્થાનિક પ્રાપ્ય ન હોય તો અન્ય વિસ્તારમાંથી) આવું બિનઉપયોગી ફર્નિચર ખરીદતી એજન્સીઓને એમ્પોનલ્સ કરવાની રહેશે. આવી તમામ એજન્સીઓને હરાજી અંગેની જાણ લેખિતમાં કરીને તેઓની જાણ કર્યા બદલની સહી મેળવવાની રહેશે. એમ્પોનલમેન્ટ માટે પ્રથમ વખત, આવું ફર્નિચર ખરીદવાવાળા તમામને જાણ કરીને તેઓની સંમતિ મેળવીને યાદી બનાવવાની રહેશે. જરૂર જણાયે આ યાદી અદ્યતન કરી શકાશે.
- (૫) જે કચેરીને આવું બિનઉપયોગી ફર્નિચર નિકાલ કરવાનું હોય તેમણે, કચેરીથી ગોડાઉન સુધી આવી વસ્તુઓ પહોંચાડવા માટેનો ખર્ચ (કન્ટેજન્સી /) ફંડમાંથી કરવાનો રહેશે. જો કોઈ કચેરી પાસે આવા ફંડની જોગવાઈ ન હોય તો નોડલ કચેરી દ્વારા ખર્ચ કરવાનો રહેશે.
- (૬) આવી હરાજી માટે નોડલ અધિકારી દ્વારા યોગ્ય તળિયાની કિંમત નક્કી થાય તે સુનિશ્ચિત કરવાનું રહેશે અને હરાજી દ્વારા મળેલ નાણાં (.....) હેડમાં જમા કરાવવાના રહેશે.
- (૭) નોડલ એજન્સી દ્વારા દર ચાર માસે હરાજીની પ્રક્રિયા હાથ ધરવાની રહેશે.
- (૮) જે તે કચેરીએ આવા ફર્નિચરને ડેડ સ્ટોક રજિસ્ટરેથી કમી કરવાનું રહેશે.
- (૯) આ ઠરાવ, તમામ સરકારી કચેરીઓ, બોર્ડ/કોર્પોરેશન/સરકારી કંપનીઓને/(અર્ધ સરકારી) લાગુ થશે.

ફર્નિચરના નિકાલ સંબંધિત આ ઠરાવ આ વિષય અન્વયેના અગાઉ બહાર પાડવામાં આવેલ તમામ ઠરાવોને રદ કરીને બહાર પાડવામાં આવે છે. બિન-ઉપયોગી ફર્નિચરના નિકાલ માટે હવેથી આ ઠરાવ મુજબ જ કાર્યવાહી કરવાની રહેશે.

ગુજરાતના રાજ્યપાલશ્રીના હુકમથી અને તેમના નામે.

નામ:.....)

(હોદ્દો:.....)

નકલ રવાના:-

(૧)

(૨)

કચેરીનું નામ :

સરનામું :



Appendix 1-

તા:

પ્રતિ,
નોડલ અધિકારીશ્રી અને
એક્ઝિક્યુટીવ એન્જિનિયરશ્રી,
..... જિલ્લો.

વિષય :- અત્રેની કચેરીના બિનઉપયોગી ફર્નિચર/વસ્તુઓ જમા કરાવવા બાબત.

મહાશય,

સામાન્ય વહિવટ વિભાગના ઠરાવ ક્રમાંક:-....., તા..... અન્વયે, અત્રેની કચેરીમાં પડી રહેલ બિનઉપયોગી વસ્તુઓની યાદી નીચે મુજબ છે. જે જમા લઈને તે મળ્યા બદલની પહોંચ પાઠવવા વિનંતી છે.

ક્રમ	બિનઉપયોગી ફર્નિચર/વસ્તુનું નામ	સંખ્યા
	કુલ	

(નામ.....)

(હોદ્દો.....)





C. DRAFT TEMPLATE FOR KNOWLEDGE TRANSFER PROTOCOLS

The Knowledge Sharing Document may address the following:

1. Department's core vision and approach
2. Major Policy Initiatives and Infrastructure Projects under Planning and Implementation
3. List of key areas, responsibilities, any challenges and resources
4. Staff position & Description of Competence of officers/ staff at present:
5. A brief write-up on the sensitive matters being dealt with in the Section, Branch, Division, Wing or Department.
6. List of documents required by the officer for handling the responsibilities.
7. What were the predecessor's experience of working in the Ministry/Department and what steps need to be taken to improve the situation.
8. Challenges that he/she faced and efforts made to overcome them.
9. What are the constraints under which the work had to be undertaken?
10. Pending matters like Court cases, Committee matters, etc. needing urgent attention.
11. Any other issues.



15. ACKNOWLEDGEMENTS

Staff Of the Gujarat Administrative Reforms Commission

Name & designation	Role in Commission
Dr. Hasmukh Adhia, IAS (Retd.) Principal Advisor to Hon. Chief Minister	Chairman
Shri Pankaj Joshi, IAS Hon. Chief Secretary, Gujarat State	Member
Shri Kamal Dayani, IAS Additional Chief Secretary, General Administration Department, Government of Gujarat	Member
Ms. Mona Khandhar, IAS Principal Secretary, Department of Science and Technology, Government of Gujarat	Member
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Name	Designation
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