

Cabinet Secretariat
Seva Teerth, Motilal Nehru Marg, New Delhi-110 011

Guide on
Conducting Effective Meetings.

[This guide contains suggestions intended to assist officers. It is not, and should not be construed as, an instruction and officers are free to deviate from it. Needless to say, the suggestions herein, including the hypothetical examples provided in the annexures, are not to be followed blindly or without reference to context; there may well be situations in which they cannot, or should not, be followed. In the event of any divergence between this guide and any formal instructions of the Government or other authorities, the latter will prevail.

The support of the National Centre for Good Governance in the preparation of this guide is acknowledged.]

1. Background:

It is often said that *if we take care of minutes, hours will take care of themselves*. Attention to small details in preparing for a meeting, setting the agenda, circulating the agenda notes etc. are crucial but often ignored. As years pass by, we tend to get absorbed in the routine way of doing things. Since meetings are part of our routine, we all suffer, often knowingly, from the malaise – “Routine is routinely ignored”.

Ill-planned and ill-prepared meetings where there is either no clarity on the purpose and/or the agenda or where the participants are not actively engaged, tend to be unproductive. Small precautions and adequate preparations can go a long way in increasing the effectiveness of meetings. We can do very little on time management if we are “attending” a meeting. However, if we are “conducting” a meeting ourselves, we can surely improve the efficiency of the meeting.

A brief but well structured road map for conducting a meeting is therefore very handy for a civil servant. You may be aware of all these points mentioned below, but yet you will realise that you often do not follow them because they have become part of your “routine”.

2. Preparation for the Meeting

2.1 Purpose of the Meeting: First of all, you should be clear about what you wish to achieve by holding the meeting. Meaning thereby, the officer should know ‘why’ the meeting is being called and what ‘outcome’ is expected to be achieved; whether you want to:

- a. arrive at a decision;
- b. convey a decision;
- c. resolve a problem;
- d. review an ongoing project/scheme;
- e. plan for a new project/scheme;
- f. brainstorm/ discuss a new idea or initiative.

2.2 Is the Meeting Essential?: Once the purpose is clear, you should think whether a meeting is necessary or there are better ways of achieving that purpose. You should avoid calling a meeting if –

- a. You can achieve the purpose through e-mails, phone, text messages etc.
- b. You need certain specific opinions from specific persons, possibly on a sensitive issue. In that case, calling a meeting may not be helpful as people may suffer from “herd mentality” and they may not come out with their inspiring ideas in an open meeting because no one wants to upset the status quo. In such cases a one-to-one interaction may be more fruitful.
- c. You do not have enough time to prepare for the meeting.

2.3 Timing of the meeting: As far as possible, important meetings should not be held a day before or after a holiday, as there is greater chance of necessary participants being on leave. Meetings to consult on an emerging situation can be held at short notice, but meetings to discuss a document or proposal requiring some prior study should be scheduled with adequate notice.

2.4 Setting the Agenda:

- a. The agenda points must be clearly defined in the notice of the meeting. Any reading material relating to the agenda points must also be enclosed so that the attendees read it and come prepared.
- b. In case you require the attendees to bring certain data, or send it in advance, then a format should also be annexed with the meeting notice in which you expect them to bring or send the data.
- c. As far as possible, the agenda items should have a logical flow, for example by scheduling related topics next to each other.
- d. Assign each agenda item to a particular participant(s).
- e. For small meetings, the agenda may be relatively loose / unstructured but for larger meetings, agenda should be highly structured so that the deliberations are meaningful and productive.
- f. For formal meetings, it may be desirable to indicate how much time each participant is allowed to speak. If this is done, the time slot should be indicated in the meeting notice itself, against each agenda point.
- g. If the agenda items are likely to be complicated or challenging, then the simpler items may be taken up first and complex items can follow.

- h. Complex agenda may be broken down into manageable parts for smoother deliberations
- i. Complex agenda should not be kept just before / after lunch.
- j. Ask your subordinates to check that all equipment which is essential to conduct the meeting viz. VC equipment, Wi-Fi signal, mikes, laptops, power points, air conditioners etc. are working smoothly in the meeting hall.

[A sample meeting agenda along with speakers may be seen at Annexure 'A']

3. Conducting the Meeting:

3.1 Whom to Invite:

- a. Except in formal committee meetings with fixed composition, it is very important for you to decide whom to invite and how many to invite. There are no hard and fast rules for deciding the size of a meeting. However, a small gathering is best to actually decide or accomplish something, a medium sized meeting is ideal for brainstorming and a large sized meeting could be for communicating about initiatives / decisions already taken and their significance.
- b. Thus, depending upon the purpose of the meeting, you should carefully select whom to invite. Your participants may vary from your peers, subordinates, public representatives, unions and general public to participants from the private sector, expert groups, international organizations, etc. As a thumb rule, to take a decision on a particular issue, you must invite the following:
 - i. The decision makers who might assist you in the decision;
 - ii. The people with information and knowledge about the subject;
 - iii. The people who will be required to implement the decision;
 - iv. The people likely to be most affected by the decision or such other stakeholders.
- c. It is usually a good idea to consult your subordinates on who they think need to be invited.

3.2 Initiating the Meeting

- a. The word 'meeting' implies the presence of at least two persons. For formal meetings convened according to rules or laws, you must check that the necessary quorum (if any) fixed in the rules (the minimum number of attendees prescribed) is present; if the quorum is not present within a reasonable (or prescribed) time, the meeting has to be adjourned.
- b. **Taking attendance:** In important / formal meetings, names / designations and initials of those present should be taken on an attendance sheet (kept ready in advance with the date, venue and subject).

- c. **Context Setting and Breaking the Ice:** While initiating the meeting, you may begin on a pleasant note and perhaps mention some interesting event (not connected with the purpose of the meeting) to lighten the atmosphere. Thereafter, you must introduce the participants (if they are first time attendees) and then introduce the purpose and the expected outcome of the meeting. If it is the first of a recurring meeting, in your introductory remarks, you should clearly indicate this and the frequency (weekly / fortnightly / monthly/ intermittent) should be specified. Lastly, you may lay down the “Ground Rules”. Typically, these might be that –
- i. You wish to finish the meeting in a time bound manner.
 - ii. You wish everybody’s participation, and new ideas would be highly welcome. [Alternatively, if the meeting is held to quickly convey instructions without feedback, that should be made clear; however even in such meetings you should welcome questions seeking clarification for better understanding of the instructions.]
 - iii. You would not allow interruptions and everyone should listen to each other.
 - iv. You want a decision or just inputs from the participants.
 - v. You have certain constraints of your own (perhaps on account of your own superiors).
 - vi. You would request (or instruct, depending on the nature of invitees) that participants should not engage in other activities like texting, checking e-mails or any other activity on their mobile phones. Where an instruction might be impolite, a polite way of encouraging this is for you to emphasize that *you want to finish the meeting on time and hence you need everybody’s complete and undivided attention.*

Generally, in a meeting you should:

- i. Maintain open communication with participants and address them respectfully.
 - ii. Encourage the participants to express their opinions freely.
 - iii. Acknowledge their previous work, skills and accomplishments.
 - iv. Empathize with their professional constraints and appreciate their output.
- d. **Assigning Roles:** - Being the chair, you must ensure that everybody, who needs to, speaks and has a role to play. Though these may vary from meeting to meeting, generally, the following roles may be assigned by you to the participants at the beginning of the meeting (one person may take on more than one role, especially if the meeting is small or informal):
- i. The Facilitator: You may yourself play the role or assign it to your next line of leadership who are likely to rise to your level in future. The facilitator could even take on the role of introducing the meeting and laying down the ground rules. The facilitator is a prominent role

and the person must be neutral and ensure fair and balanced conversation. A potential critic is sometimes an ideal person for this role, if he is professional and disciplined.

- ii. The Minute-taker: This person notes down the discussions and captures the key points, ideas and decisions as the meeting proceeds. These key points will later on develop as the “Minutes of the meeting”.
 - The White Board: - It may be useful to keep a white board in the meeting hall. You yourself, or the facilitator or minute taker, may write down important points emerging during the discussion. It should be ensured that the white board is visible to the virtual attendees. Else, take a picture of the white board and send it to all.
- iii. The Time Keeper: One person may be assigned this role who should ensure that no agenda is over-stretched and is capable of reminding everybody, including yourself, in case somebody is over-shooting the time. The Time Keeper may send slips to persons, including yourself, in such a case.
- iv. The Contributor(s): These may be persons who keep the discussion on track by offering their ideas. You may consider sounding these Contributors beforehand so that they speak up about their respective ideas.
- v. The Expert: He / She is the person who has knowledge or information on a particular issue / agenda by virtue of his / her experience and specialization. These experts may be required for some agenda items while for other items, an expert may not be necessary.

3.3 Maintaining Two-Way Flow: While maintaining the flow of the meeting is your responsibility, you must take care of the following points:

- a. You must encourage a two-way flow and allow feedback at the end of every agenda item.
- b. Except in meetings held to convey instructions or information, you must particularly encourage participants to come up with a different view which is ‘against the norm’.
- c. Someone may be encouraged to play the ‘Devil’s Advocate’ so that the participants are aware that you are open to different ideas.
- d. You should not allow louder / vocal attendees to dominate. Even the quieter ones may be encouraged to speak up.

- e. You should make sure that your virtual participants are heard and are able to contribute. You should keep asking the virtual attendees their feedback at crucial moments.
- f. As the leader, you should keep an eye on all the participants and encourage someone who is eager to speak. In such cases, you must acknowledge with a nod that you have seen them and will shortly call them out to speak.
- g. During the entire course of the meeting, you should never forget the “Golden Rule” of a good leader – “*Praise in public and criticize in private*”. Any deviation should be rare and only with strong reasons and pre-meditation, and not through casual or loose remarks.

3.4 Avoiding Long Meetings: As a person chairing the meeting, you should ensure that:

- a. The meeting begins on time and ends on time.
- b. One agenda should not take too much time and a single person should not be allowed to speak too much or hijack the agenda or allow the meeting to go haywire.
- c. A typical meeting duration should be 20/50 minutes so that in case some agenda gets extended or a new topic suddenly comes up for discussion, you may still finish the meeting in 30/60 minutes. Excessively long meetings should be avoided. Typically, a meeting should end in 60 minutes, though longer meetings may sometimes be necessary.

3.5 Concluding the Meeting: Towards the end of the meeting, you may conclude by summarizing the key conclusions and the decisions taken. You should also discuss the possible next steps that might evolve as a result of the discussions in the meeting.

4. Minutes to be drawn up – What? Who? When? -

4.1 The minutes of the meeting should be drawn up very carefully and should be preferably issued within 2-3 days. In the minutes, it should be carefully described against each agenda what are the actionable points and who is to implement which action point and by what time the action point should be implemented. The level of detail in the minutes on the discussions is a matter of judgement.

4.2 There may be different types of meetings which may require different formats for preparing the minutes. For example: -

- a. Decision / Problem Solving Meeting: A typical meeting chaired by you, which only requires a decision(s) to be taken or a problem to be

addressed, could have a standardized format for preparing the minutes. A typical standardized format is enclosed as Annexure 'B'.

- b. Selection Meeting: Where the purpose of the meeting is to make a selection of a person, then the format of the minutes would be different. Standardized format for such meetings is enclosed as Annexure 'C'.
- c. Expenditure Finance Committee Meeting: In meetings where a particular project is discussed whether by an EFC or Public Finance Committee / Standing Committee on Finance, the proceedings of such meetings must be drawn differently. A format for such a proceeding may be seen at Annexure 'D'.
- d. Stakeholder Consultation: At times you may have to invite various stakeholders from outside your department / organization and proceedings have to be minuted. In such case care must be taken to record the opinion / feedback of the stakeholders. Format for such a proceeding may be seen at Annexure 'E'.
- e. Sensitive subjects: When dealing with sensitive matters, the possibility of misunderstanding or misinterpretation of comments (e.g. if quoted out of context) may need to be kept in mind. In such cases, minutes may be more brief, and record only the main points of argument (albeit enough to convey the logic and justification for a decision) and the action points. Annexure B1 is an example; it is a modified version of Annexure B. Alternatively, a Record of Discussion (see below) may be kept.
- f. Record of Discussions: Not every meeting has to be minuted with the minutes being circulated to all attendees. There are some issues which are internal to your organization / department or sensitive in nature which you do not want to circulate. In such cases, it is preferable to prepare a "Record of Discussions" (RoD, also known as "Record of Deliberations") which may not be circulated to anyone and just be kept for your own internal use and future reference. Only the operative part where action is required by a Dept./Organisation is conveyed to them separately. A format for such a RoD may be seen at Annexure 'F'.

5. Some specific types of meetings

Certain kinds of meetings may need greater emphasis on one or more of the guidelines set out above.

5.1 Meetings where participants are all subordinates

Subordinates are often reluctant to speak frankly for fear of contradicting the boss. However, you and your organization will benefit from hearing the contradictory views to help you take a better decision and anticipate problems. In such meetings, it is easy for you to impose your will, so the expression of a contrary opinion does not impede you in any way in

whatever course of action you ultimately decide to take. Therefore, unless the meeting is just for conveying instructions, it is particularly important to make the participants feel confident enough to express their opinions.

You may inform them that you welcome their views even if they are contrary to yours, but will take the final decision which should then be sincerely followed by them. You may try to lighten the mood with some pleasantries or humour. You may also specifically call upon the relatively junior or shy participants and ask if they have anything to say. If you think many of them are too shy to contradict you, ask one of your subordinates to be the Facilitator, who introduces and largely conducts the meeting while you listen. You can intervene at the end after all have had a chance.

The principle of starting on time equally applies to such meetings.

5.2 Meetings where participants are colleagues or seniors

In a meeting where several or all the participants are at the same or a higher level in the hierarchy, it may not be possible for you to 'impose your will', though it may be your responsibility to get to a conclusion and/or to a desirable conclusion.

It is better to be more formal in preparing the agenda (including perhaps allotting a suggested time per subject), in setting out the ground rules etc. (at the beginning of the meeting), in the manner described in paragraph 3.2, and ensuring that relevant material is sent in advance etc. The written agenda will help you to keep the meeting on track by referring back to it when the discussion is deviating. You also need to be more careful to acknowledge all points of view and mention them when summarizing the discussion.

If the meeting is one where formal decisions are to be taken, it is desirable to ask one of your staff to brief you on the purpose, the agenda and if possible (or if known in advance) the likely stand that will be taken by the key participants. Depending on the importance of the meeting and the contentiousness of the agenda, this briefing could be done a few minutes before the meeting, or (if of high importance) at least a day or two in advance. This will help you to prepare mentally and / or speak to key participants to better anticipate issues that may arise.

Depending on the importance of the meeting, it may be a good idea to have a brief chat in advance with key participants either in person or on the phone, and this can be useful in conducting the meeting itself. Alternatively, you could ask one of your staff to go and brief one or more of the participants and then come back and de-brief you. If you can get one of the seniors who is supportive to play the role of facilitator in the meeting, it might help.

During the meeting, you may need to disagree with participants who outrank you. When doing so, take special care to be polite in your choice of words and tone. Words like "I would submit..." or "With all due respect..." or

“I must humbly point out....” or “I request you to kindly consider / reconsider....” are useful prefaces.

If there are major disagreements which do not get resolved, you may think of forming a sub-group or sub-committee of the disagreeing persons (and perhaps a more neutral person), who can be given some time to come back after a specified time with a reconciled position if possible. Even if they do not come back with a full solution, it will usually narrow down the extent of disagreement.

If any one participant objects unduly to a decision which all or most others are agreed upon, it may be a good practice to assure them that their contrary or dissenting views will be recorded faithfully in the minutes. If a participant is expressing views of superiors or their departments, this enables them to show that they had faithfully expressed the view.

If any participant is disruptive, s/he may be politely and tactfully reminded of the authority based on which, or the larger public purpose for which, the meeting is being held, including instructions from your seniors who may outrank the objector.

5.3 Meetings intended for problem-solving

For such meetings, the hierarchical structure needs to be by-passed so that staff of all different levels feel able to speak freely.

In such meetings, it is a good practice to invite people to speak approximately in the order of juniority, as staff may be reluctant to contradict their seniors. In your ‘ground rules’ you may mention that the meeting is not for taking any formal decision and hence you welcome all views, including those contrary to your own. Explicitly requesting contrary and contrasting views helps those junior to you to speak more freely. If junior staff make a good point, compliment them. If they make a bad point, do not dismiss it or criticize it, even if you are not accepting it.

If you are the senior-most person, while you may speak to elicit views or get clarifications, try not to give your own view until the end, or do not give it at all; in the latter case you can summarise the main ideas and think over the discussion after the meeting, before arriving at the next steps. Alternatively, you could convene another meeting in which you can give your considered views.

Such meetings should usually allow for a longer time and even a flexible duration, as problem-solving may not occur as per a fixed time allocation.

5.4 Meetings with non-government participants

In such meetings, it is important to ask participants from the government side and the others to introduce themselves mentioning the organisations or companies they are affiliated with. In such meetings, you

should take extra care to be courteous to the participants who are under no obligation to attend your meeting. Punctuality in starting and conducting the meeting is even more important.

If the purpose is to hear from them, then it should be ensured that adequate time is earmarked for that. As in the case of subordinates, private sector participants may be reluctant to give their frank opinion unless they are clearly put at ease and encouraged to speak frankly. A statement from you that you are awaiting their suggestions on how to improve or to solve a problem, or even a little bit of self-criticism, may help in emboldening them to speak frankly.

6. A Good Meeting and a Bad Meeting:

6.1 At the end of the meeting if you are able to clearly achieve the outcome and/or decide the plan of action/ timelines for each agenda, then it may be called a 'Good Meeting'.

6.2 If, however, there was no consensus on the agenda items or the attendees end up confused, or if one person dominates the discussion, or keeps repeating the points already made, or the required participants arrive late or leave early, or the 'elephant in the room' is deliberately not discussed, then such meetings are 'Bad Meetings'. In such cases, a 'course correction' may be necessary.

6.3 However, if in spite of all your efforts, you find that a meeting is going in a bad direction, it is better to break for the day and reschedule the meeting after a few days, instead of 'hurrying' through a decision and later repenting at 'leisure'. In such cases, it may be desirable to speak individually with some of the key participants who had contradictory views, think of ways of narrowing the differences and then reconvene the meeting.

Annexure A

Sample Meeting Notice with Agenda

- Purpose of the Meeting** : To discuss the industrial policy for MSME sector and strengthening of infrastructure of industrial areas.
- Venue of the Meeting** : Conference Room, Main Secretariat, Govt. of GHQ
- Date & Time of the Meeting**: 24.06.2024, 03:30 PM
- Duration of the Meeting** : 60 minutes
- Structure of the Meeting**:

S. No.	Agenda to be discussed	Speaker	Time allowed
1	Opening remarks by the Chair	Chair	05 minutes
2	Overview of the problems of MSMEs by Pr. Secy., Industries	Sh / Smt. XYZ	05 minutes
3	Presentation by Director, Industries	Sh/ Smt DEF	15 minutes
4	Govt. of India interventions - Overview by Regional Director, MSME Ministry	Sh / Smt. GHI	05 minutes
5	Presentation by Secretary, Institutional Finance on problems relating to financing of MSMEs by Public Sector Banks	Sh / Smt. JKL	10 minutes
6	Inputs from MD, Infrastructure Development Authority on ways to raise funds by floating infrastructure bonds	Sh / Smt. MNO	05 minutes
7	Discussion	Open House	15 minutes

Copy to:

- Sh. / Smt. XYZ, Principal Secretary (Industries), Govt. of GHQ
- Sh. / Smt. DEF, Director, Industries, Govt. of GHQ – with the request to send the copy of the presentation by **23.06.2024** to the Chief Secretary's Cell at csghq@gmail.com (Contact Person: Sh. ITQ, Phone No.: 123456)
- Sh. / Smt. GHI, Regional Director, MSME Ministry, Govt. of India
- Sh. / Smt. JKL, Secretary (Institutional Finance), Govt. of GHQ with the request to send the copy of the presentation by **23.06.2024** to the Chief Secretary's Cell at csghq@gmail.com (Contact Person: Sh. ITQ, Phone No.: 123456)
- Sh. / Smt. MNO, MD, Infrastructure Development Authority, Govt. of MNO

NOTE: This is a sample format. All facts, figures, issues and projects discussed are totally fictional and meant for guidance only.

F. No.026/01/2026-SW- VI
Government of XYZ
Department of Industry
Main Secretariat, ABC

Minutes of the Meeting

Subject: **Integration of various Independent Portals of the Departments and sharing of data including the API integration.**

Reference: PPT received from Department of Industries on 24.02.2025 via email.

Venue : Chief Secretary's Conference Room, Main Secretariat

Date & Time of meeting: 25.02.2025 / 03:30 PM (Thursday)

A meeting was chaired by the Chief Secretary on the aforementioned subject on 25.02.2025. The list of participants is annexed.

[Background / Purpose / Procedural Guidelines etc.]¹

2. Welcoming the participants and introducing the new participants, the Chief Secretary, in his opening remarks, explained the importance of the meeting and gave a brief background about the agenda. He informed the participants that a week ago, the Principal Secretary (Industries) met him and expressed his concern that the State Single Window portal is not yet functionally operational due to the inability or unwillingness of the Departments to share the data. This concern is what has prompted this meeting. He then requested the Principal Secretary (Industries) to make the presentation. He urged the participants to note down their thoughts which they might have and spare their comments till the presentation is over, rather than interrupting the flow of the presentation.

[Opening Remarks / Presentation / Introduction]

3. The Principal Secretary (Industries) gave a brief background on the evolution and working of the State Single Window System which was launched on 2020. However, he expressed his concern that even after 5 years, the Single Window System is still not functional in the true spirit. He mentioned that the purpose and advantages of the Single Window was to improve

¹ Portions as in square brackets [] are given to indicate the standard format and need not necessarily be written as such in the minutes.

transparency, elimination of multiple logins, reduction in monopoly of existing service providers, auto population of the data leading to reduced data entry by users / businesses etc.

4. The Principal Secretary (Industries) while continuing with his presentation mentioned the following important points: -

- (i) The major concern of the various departments is the safety / security of the data. He assured the Departments that the data on-boarded with the Single Window System is totally secure and is protected by multiple layers of fire walls and various other safety features as enabled by the NIC in terms of their SoP.
- (ii) He informed the participants that services rendered under the Single Window System have already been notified by the Central Government (Ministry of Electronics & Information Technology) under Section 4(4)(b)(ii) of the Aadhar Act, 2016. Thus, the Departments can use the Aadhar based authentication for rendering various services, benefits, subsidies etc to their beneficiaries.
- (iii) He further informed that linking the portal with Aadhar has enabled the State to auto populate lot of data available with the UIDAI and the user is spared of entering repeated data already available with the State Government. He emphasized that this will be a big step towards EoDB and EoL.
- (iv) The Department of IT has already notified the SoP for data sharing and unless the entire SoP is followed, the data sharing would not be functional. The full cycle API integration is essential for providing smooth services to the users.
- (v) He mentioned that while some of the Departments have on-boarded with the Single Window and certain services have been operationalized, many important Departments like Department of Labour, Department of Education, Department of Health and Department of Urban Development yet to integrate their portals with the Single Window portal. He pointed out that all these Departments are important in so far as they deal with general public at large.
- (vi) Closing his presentation, the Principal Secretary (Industries) urged the Departments to extend due cooperation in making the Single Window portal fully operational.

[Responses / Discussions]

5. After the presentation, the Chief Secretary invited the participants for their responses.

- (i) Department of Education: The Secretary (Education) pointed out that the data available with the School Examination Board is very sensitive and cannot be shared outside the Board's ecosystem. The Department is presently struggling with fake matriculation certificates and such other malpractices. Therefore, such data cannot be on-boarded on to a portal which is exposed to multiple departments and multiple users. However, as regards the

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integration of various DBT schemes / subsidies given to students, these may be integrated on the Single Window System.

- (ii) Department of Health: Secretary (Health) gave a brief background of the numerous services and mentioned that the Department provides 15 services to the citizens. He is not sure whether the Single Window portal can address issues of medicine disbursement, indenting and medicine purchase including the various services / subsidies provided by the Health Department through various outlets which range from Health sub-centers to the Medical Colleges. However, he will carefully go into the issue and see how many services can be integrated with the Single Window.
- (iii) Department of Labour: Secretary (Labour) informed that the Department of Labour provides about 20 services to citizens and business and might take sometime for them to integrate the services with the Single Window.
- (iv) Department of Urban Development: Secretary (Urban Development) informed that their portal deals with not only collection of property taxes but also addresses the citizen grievances which come in huge numbers. They also operate a call centre which is linked to the portal and hence he expressed reservation whether the Single Window portal can attend to the requirements of the call centre where thousands of calls are received on any particular day. He however agreed to depute the vendor with the Department of Industries to explore the possibility of linking as many services as possible.

[Conclusions / Action to be taken]

6. After detailed discussions, the following recommendations / decisions were made: -

- (i) The Chief Secretary observed that the sharing of data has to be made mandatory and to that end, the State Government must take out a gazette making all the Departments to share the data and API integration mandatorily. He requested the Secretary, Department of IT to take out the gazette notification in consultation with the Law Department.

(Action: Secretary, D/o IT by 31.03.2025)

- (ii) Sharing the concern about data security, the Chief Secretary directed that NIC to conduct a multi-level security audit of the Single Window Portal so that the data sensitivity issue raised by the Department of Education is addressed.

(Action: Secretary, D/o IT and NIC by 31.03.2025)

- (iii) It was also decided to draw the responsibility matrix for each Department as to who should be performing what roles for integration of the data. The Chief Secretary mentioned that the Single Window has to be operational and functional within three

months from now. To that end, all the Departments, including the Department of Education, should integrate their portals / data with the Single Window.

(Action: All Secretaries by 30.06.2025)

- (iv) Each Department shall nominate a Nodal Officer who along with its own vendor shall coordinate with the Department of Industries and the Vendor of the Single Window portal. It was requested that these details must be shared with the Department of Industries by the end of this month.

(Action: All Secretaries by 28.02.2025)

- (v) Lastly, the Chief Secretary reiterated the importance of this agenda and mentioned that for the sake of EoDB / EoL, the Single Window of the State must be fully operational and all the services, either to citizens or businesses, must flow from that portal. To ensure the timely operationalization of the Single Window portal, he shall be reviewing the progress of data sharing on a fortnightly basis. He requested the Principal Secretary (Industries) to call this meeting again, to be chaired by the Chief Secretary himself, at regular fortnightly intervals, till the Single Window is fully operational.

(Action: Secretary, D/o Industries)

The meeting ended with Vote of Thanks to the Chair.

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Copy No. ____ of 12

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The meeting was chaired by the Chief Secretary on the aforementioned subject on 25.02.2025. The list of participants is annexed.

2. The Principal Secretary (Industries) argued that the subject matter at hand is sensitive as it involves data sharing by the departments. He mentioned that many departments feel that the data is either very sensitive or too large to be integrated with the single portal.

3. The departments were requested to express their concerns and anxieties regarding bringing / sharing their data by way of an API integration. The departments then argued about the safety of their data and the sensitive nature of the same. It was even mentioned by one department that the data if goes outside its ecosystem, it can be misused by fraudsters.

4. In the subsequent discussion, while agreeing with the concerns of the various departments, it was also emphasized the need for data integration is vital for the sake of the stated objectives of EoDB / EoL. It was felt that if adequate precautions and multi-level security infrastructure is in place, the issues raised by the departments can be adequately addressed.

5. Based on the deliberations, the following action points emerged:-
- (i) The sharing of data has to be made mandatory and to that end, the State Government must take out a gazette notification making all the Departments to share the data and API integration mandatorily.
(Action: Secretary, D/o IT by 31.03.2025)
 - (ii) To address the concern about data security, it was decided that NIC should conduct a multi-level security audit of the Single Window Portal so that the data sensitivity issue raised is addressed.
(Action: Secretary, D/o IT and NIC by 31.03.2025)
 - (iii) It was also decided to draw the responsibility matrix for each Department as to who should be performing what roles for integration of the data.
(Action: All Secretaries by 30.06.2025)
 - (iv) Each Department shall nominate a Nodal Officer who along with its own vendor shall coordinate with the Department of Industries and the Vendor of the Single Window portal.
(Action: All Secretaries by 28.02.2025)
 - (v) Given the importance of this agenda and to ensure the timely operationalization of the Single Window portal, the progress of data sharing shall be reviewed on a fortnightly basis by the Chief Secretary.
(Action: Secretary, D/o Industries)

The meeting ended with Vote of Thanks to the Chair.

CONFIDENTIAL**DEPARTMENTAL SELECTION COMMITTEE FOR SELECTION TO THE
POST OF EXECUTIVE DIRECTOR IN XYZ**

KSSC F No.2/6/2024-AAS

**Minutes of the Meeting of the Selection Committee constituted under
Regulation 12 of the ABC Service Regulations 1972 for selection to the
post of Executive Director in XYZ.**

The Committee met at New Delhi on 15.11.2024 at 03:00 PM. The following were present:-

S.No.	Name & Designation	Committee
1.	Sh. / Smt. _____, Secretary, D/o _____, Govt. of _____.	Chairperson
2.	Sh. / Smt. _____, Joint Secretary, D/o _____, Govt. of _____.	Member
3.	Sh. / Smt. _____, Director, D/o _____, Govt. of _____.	Member
4.	Sh. / Smt. _____, Deputy Secretary, D/o _____, Govt. of _____.	Member
5.	Sh. / Smt. _____, Under Secretary, D/o _____, Govt. of _____.	Member
6.	Sh. / Smt. _____	External Expert

2. The post of Executive Director in XYZ is falling vacant on 31.12.2024. Upon the retirement / relinquishment of Sh. / Smt. _____.

3. The Committee were informed about the vacancy of the Executive Director arising shortly and there are 18 numbers of applications have been received against the vacancy.

4. The Committee were also informed that the basic eligibility requirement for the post of Executive Director as per the Guideline / Rule notified vide notification No.1051 / GAD dated 13.02.2020 is as under:-

- Minimum length of service should be 30 years;
- Clear from the vigilance angle;
- A minimum of 2 years residual service before superannuation

5. The Committee were further informed that as the overall assessment of an officer cannot be withheld because of non-availability of ACRs, a minimum of at least 5 years of ACRs immediately preceding the last financial year should be available. Where any ACR of an officer is missing or the officer has

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been on training, then the preceding ACRs may be taken up so as to ensure that at least 5 years of ACRs is available for assessment.

6. The Committee were further informed that the Selection Committee has to go through the records of eligible officers and make their assessment after deliberating on the quality of the officer as indicated in the ACR. For making an overall assessment, the Committee is not to depend solely on the gradings but are to make independent assessment.

7. The Committee were informed that, of the total 18 applications, the following 9 officers / applicants have departmental proceedings / criminal proceedings pending against them. These are as under: -

S.No.	Name
1	Sh / Smt. _____
2	Sh / Smt. _____
3	Sh / Smt. _____
4	Sh / Smt. _____
5	Sh / Smt. _____
6	Sh / Smt. _____
7	Sh / Smt. _____
8	Sh / Smt. _____
9	Sh / Smt. _____

8. The Committee noted that out of the 18 applications received, 9 names mentioned in para 7 cannot be considered due to lack of vigilance clearance and as such they do not meet the eligibility criteria.

9. After careful deliberation and considerable scrutiny of the service record, work experience, ACRs / APAR gradings, vigilance status and their suitability for the post, the Committee recommend the following panel, in order of merit:-

1. Sh. / Smt. _____, Date of Birth, Designation
2. Sh. / Smt. _____, Date of Birth, Designation
3. Sh. / Smt. _____, Date of Birth, Designation

(Signature of Member)

(Signature of Member)

(Signature of Member)

(Signature of Member)

(Signature of External Member)

(Signature of Chairman)

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Government of India
Ministry of _____
Kartavya Bhawan, New Delhi

Minutes of the Expenditure Finance Committee (EFC) / Standing Finance Committee (SFC)/ Public Investment Board (PIB) / Delegated Investment Board (DIB) meeting held on 22.01.2025 in the Conference Room of Ministry of _____ to appraise the project **“Upgradation of existing single lane stretch of NH 1401P from Govindpur – Dharampur, kilometers 127 to kilometer 267 (total length – 140 kms) to two lane paved shoulders in the State of XYZ on EPC mode”**.

List of participants is enclosed as **Annexure I**.

2. The project proposal mentioned above is to be executed by the PWD Department of the State of XYZ and the project proposal was placed before the DIB / SFC / EFC / PIB meeting held under the chairmanship of Sh. / Smt. _____, Secretary, Government of XYZ.

3. The Chairman welcomed the participants and requested the Department to make the presentation. Before the presentation, the Secretary of PWD Department made an opening statement about the brief contours of the project and stressing the importance of the project urged the Committee to appraise the same. Thereafter, the Chief Engineer was asked to make the presentation.

4. The Chief Engineer, Government of XYZ made a presentation on the project details and mentioned that NH 1401P as a total length of 366 kms. and the same is proposed to be developed in 3 packages. The details of the 3 packages are as under:-

Package	Section	Length (in kms.)
1.	Govindpur to Haripur	123
2.	Haripur to Santalpur	120
3.	Santalpur to Dharampur	123

4.1 **Background:** The Chief Engineer further briefed the Committee that the proposal was earlier taken for appraisal on 23.11.2024 and was considered previously by the EFC and was deferred with the direction that the entire

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corridor should be re-assessed in the light of the missing links at Gaduli bypass Zara section and Kandhwa section.

4.2 The Chief Engineer further submitted that the work on the missing links is going on but the same is likely to be delayed on account of the monsoons. However, these are likely to be completed within next 3 months.

4.3 **Salient Features:** Thereafter the Chief Engineer presented the salient features of the project. These are as under:-

Particulars	Details
Terrain	Plain Terrain
ROW	Existing ROW – 12-30 m; Proposed ROW – 20-30 m
Length	165.585 km.
Bypass / Realignment	1 No. [2.1 km (km 24.500 – km 26.600)] / 13.95 km.
Traffic	1183 PCUs at km 0+450; 3144 PCUs at km 112 + 690 (June, 2023 Census)
Bridges	Major Bridge – 02 (new construction-02) Minor Bridge – 37 (new construction-16, reconstruction-21)
Culverts	154 (new construction : 34, reconstruction: 120)
Junctions	Major junction – 8, minor junction – 52
Retaining / Toe Wall	31.73 km / 31.040 km
Toll Plaza	2 no. at km 17.650 and km 92.750
Bus shelters	36 Bus Bay with shelters at 18 locations
Truck lay bye	6 truck lay bye at 2 locations
Wayside amenities	300 m x 200 m at km 92.600
W Metal Beam Crash Barrier / Three Metal Beam Crash Barrier	13.65 km / 1.12 km.
Contract Period	2 year construction period followed by 5 years maintenance period

4.4 Thereafter, the Chief Engineer mentioned that the land acquisition, wild life clearance and environment clearance is not required and as such there is no formalities to be completed in this regard. Regarding the forest clearance, he mentioned that the same will be required and for the Stage-1 clearance, the procedure has already begun.

4.5 **Tolling details:-** The Chief Engineer presented the tolling plan on the project stretch. He mentioned that in the earlier EFC meeting, it was decided that the toll plaza proposed in the scope of work may be reviewed after conducting a traffic study on the project stretch. The study has been

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completed and accordingly, the tolling plan has been prepared and the same is now included in the project.

4.6 Cost Break up of various components:-

S. No.	Description	Cost as per circulated EFC Memo (Rs. in Cr.)	Amended cost as per above discussions in EFC (Rs. in Cr.)
1	Length	165.585 km	165.585 km
A1	Civil Construction Cost excluding missing links (A1)	475.99	473.54
A2	Total cost of utility shifting (A2)	13.50	12.86
2	Total civil cost of the project (A1+A2)	489.49	486.40
3	GST @ 18% of (A)	88.11	87.55
4	Total civil cost including GST	577.60	573.95
5	Contingencies @ 1% of (A1) above	4.76	4.74
6	Agency Charges @ 3% of (A1) above	14.28	14.21
7	Supervision charges @ 3% of (A1) above	14.28	14.21
8	Price escalation @ 5% of (2 above + 18% GST)	28.88	28.70
9	Post Construction maintenance charges for 5 years [@ 2.5% of (A1) + 18% GST]	14.04	13.97
10	Supervision charges on utility shifting	-	0.64
11	Total Centages (5:10)	76.24	75.83
12	Total Capital Cost (2+11)	653.84	650.42

4.7 Justification: Completing the presentation, the Chief Engineer mentioned that the project is a vital link between the two national corridors linking the North East. Subsequently, this project shall evolve into a major trade route with the neighbouring countries for which a separate project linking the region with the Bay of Bengal is separately under consideration. Therefore, this project has a potential of varying the economy of the entire region as well as providing sea route access to the states in the North East.

4.8 Drone Footage: Finally, the Chief Engineer showed the drone footage of the proposed stretch to the Members of the Committee in order to sensitise the Members about the nature of the terrain and the challenges of the project.

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5. **Comments and Observations of other Departments:** After the presentation, the Chairman invited the comments of observations of other Ministries / Departments.

5.1 **Planning Board:** The Advisor, Planning Board mentioned that the drone footage suggests that the terrain is very challenging and the project is of immense strategic importance and therefore involves the Ministry of Defence whose comments would be very important.

To this, the Secretary, PWD informed that the local Armed Forces Commander has been consulted right at the planning stage itself and the DPR also was prepared in consultation with the field formations. The concerns raised by the local Army / Paramilitary Units has already been incorporated in the project.

5.2 **Finance:** Joint Secretary mentioned that the traffic study supports the viability of the project but it is not certain whether the maintenance would be recovered entirely from the tolls so generated. He requested that the tolling rates must be in keeping with the maintenance cost as well as the ability of the people / users to pay. The local Government and the local people's representative must be taken in confidence before the project is made tollable.

The Secretary, PWD noted the concerns expressed and agreed that once the project is approved from the Committee, the construction on toll plazas will begin only when every stakeholder is on-board.

5.3 **Forest & Environment:** The Joint Secretary, Ministries / Departments of Forest & Environment raised the concern that the forest clearance would require compensatory afforestation and for that purpose, whether the Department has identified the land or not.

The Secretary, PWD mentioned that the land has already been identified in consultation with the local administration and as soon as the project is approved, due amount shall be deposited with the forest department.

6. **Remarks of the Chairman:** The Chairman observed that this project has been sufficiently remodelled in the light of the previous observation of the EFC. He expressed satisfaction at the traffic study, but suggested that the data indicated in the traffic study may be further subjected to third party audit so that the traffic figures are as robust as can be. He hoped that the project will indeed fulfil the justification as forwarded by the sponsoring department.

7. **Recommendations of the EFC:** After detailed deliberations, the EFC recommended the project **“Upgradation of existing single lane stretch of NH 1401P from Govindpur – Dharampur, kilometers 127 to kilometer 267 (total length – 140 kms) to two lane paved shoulders in the State of XYZ on EPC mode”** subject to the following conditions:-

7.1 The project shall begin only when the forest clearance stage-1 has been obtained.

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7.2 The traffic study, in the meantime may be again subject to the third party audit to make it more robust.

7.3 The work on tolling plaza shall begin only after consultation with all the stakeholders of the villages / habitations involved.

8. The meeting ended with the Vote of Thanks to the Chair.

FORMAT

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Government of XYZ
Department of Innovation & AI

Stakeholders Consultation

Minutes of the Consultation Meeting of Stakeholders in person and in virtual mode to discuss the Start-up Applications on 06.08.2024 at 03:00 pm at Conference Room, IRPA, New Delhi.

Meeting Agenda – To discuss the awareness in the Start-up ecosystem and encourage more applications from the Start-ups in the AI & ML sector under the Start-up incentive scheme.

Chairperson – Sh. / Smt. _____ of the _____ (Organization) chaired the meeting.

Participants:-

Stakeholders present in person (signed attendance copy enclosed)

1. Sh. / Smt. XYZ, Organization ----
2. Sh. / Smt. ABC, Organization ----
3. Sh. / Smt. DEF, Organization ----
4. Sh. / Smt. GHI, Organization ----
5. Sh. / Smt. JKL, Organization ----
6. Sh. / Smt. MNO, Organization ----

Stakeholders present in virtual mode (Webex)

1. Sh. / Smt. QRT, Organization ----
2. Sh. / Smt. STU, Organization ----
3. Sh. / Smt. DEF, Organization ----
4. Sh. / Smt. RST, Organization ----

Introduction by IRPA:-

1. The Member Secretary of IRPA welcomed the participants and asked the stakeholders to introduce themselves. After the introduction, the Member Secretary outlined the agenda of the meeting and urged all the stakeholders to speak their view so that no one is left out.

2. Thereafter, the Member Secretary made a presentation outlining the challenges regarding the Start-ups. He mentioned that the lack of adequate applications in the sector has resulted in poor utilization of the funds lying under the incentive scheme for the Start-ups in the AI sector.

Salient points discussed: Every stakeholder was encouraged to speak. The Chairman requested that the stakeholders should confine to an upper time limit of 5 minutes so that everybody gets a chance to speak. Based on the

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discussions and the inputs of the stakeholders, the discussion points are summarised as under:-

1. It was pointed out by Sh. / Smt. GHI that the stakeholders in the ecosystem are unaware of the schemes presently offered by the Department of Innovation and hence there is lack of response. Sh. / Smt GHI requested that this scheme needs more visibility and adequate IEC (Information, Education & Communication) initiative.
2. Sh . / Smt. DEF raised the issue of the clarity on the approval and the nature and quantum of the incentives. Sh. / Smt. DEF requested that approval mechanism needs to be simplified so that the Start-ups are aware of the effort required to enroll for the incentive scheme.
3. Sh. / Smt. RST, on VC, raised the issue that the meetings under the incentive schemes and other important events are not told to all the stakeholders in advance. Wherever a notice is sent, the period is very short making it impossible for stakeholders to join at such a short notice.
4. Sh . / Smt. QRT emphasised the need for more transparency in the approved applications and the incentives disbursed. There is need to constantly engage with the approved Start-ups about their progress so that the Government / Department can intervene wherever the Start-ups are facing challenges.

Closing Remarks by Chairman: The Chairman welcomed the suggestions of the stakeholders and requested the Member Secretary to take note of the consensus points and proceed accordingly. He also urged the Member Secretary to hold the stakeholders consultation meeting more regularly. Lastly, the Chairman asked if any other stakeholders want to make any point or raise an issue in addition to the aforementioned.

Outcome:- After careful deliberations and listening to all the stakeholders on the major issues at hand, following were the action points:-

1. It was felt that this scheme procedures need to be simplified requiring less of documentation and certification.
2. It was also decided to go for intensive awareness about the scheme particularly in the social media so that there is enough awareness in the youth.
3. The Industry Associations must be on-boarded and the incentive scheme must be shared with them so as to ensure more response.
4. An FAQ of possible questions may be drawn about the whole scheme and be shared with all the stakeholders and the industry associations.

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5. The Start-ups whose applications have been approved must be constantly engaged and one-on-one sessions must be considered so that the Department comes to know of the challenges being faced by them.

6. All the stakeholders consultation meeting must be video recorded and the same may be uploaded at the website for future reference and wider coverage.

The meeting ended with the Vote of Thanks to the Chair.

FORMAT

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Record of Discussions (RoD)

Subject	:	Changes in the proposed SOP in the State Agricultural Roadmap
Date & Time	:	26.06.2025 at 12:30 PM
Venue	:	Conference Room, Main Secretariat, Govt. of MQT.
Agenda	:	PPT received from the Dept. of Agriculture, Govt. of MQT
Participants	:	1. Chief Secretary, Gov.t of MQT 2. Secretary, D/o Agriculture, Govt. of MQT 3. Secretary, D/o Rural Development, Govt. of MQT 4. Secretary, D/o Irrigation, Govt. of MQT 5. Secretary, D/o Minor Water Res, Govt. of MQT 6. Sh./Smt GHQ, External Expert

The meeting on the aforementioned subject was chaired by the Chief Secretary.

2. At the outset, the Chief Secretary welcomed the participants and introduced the External Expert. He emphasized that this meeting is purely internal to the Department and therefore there will no formal minutes drawn as the issue at hand requires many more rounds of discussion before formalizing the policy on the Agricultural Roadmap. Thus, the proceedings of the meeting would be minuted as RoD and shall be kept for the internal use of the D/o Agriculture. Thereafter, the Chief Secretary requested the D/o Agriculture to make the presentation.

3. The Secretary, D/o Agriculture made the presentation and flagged the issues concerning the new Agriculture Roadmap. He delineated the following challenges on which guidance of the group and the Expert is required before any substantial policy is presented to the Chief Minister. These issues are as under; -

3.1 Duration of the Roadmap: The Agriculture Secretary mentioned that the duration of the agriculture roadmap should ideally be of 20 years. However, adjoining States have drawn the roadmap for 5 & 10 years as well.

3.2 Agriculture Incentive Scheme: The Agriculture Secretary emphasized that the present incentive structure needs to be revisited and has to be aligned

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with the farm productivity index of the State. He mentioned that the State is surplus producer of not only wheat and rice, but many of the vegetables like cauliflower, potatoes, mushrooms etc. Therefore, the incentive policy must take note of the fact that the State continues to remain surplus in these agricultural items and exports it outside.

3.3 Mechanisation incentives: The Agriculture Secretary highlighted the need for reducing size of agriculture holdings rendering large tractors quite un-useful for small and medium farmer who hold very less amount of land. In that light of the matter, the Government has to come up with the subsidy scheme for small tillers and such other equipment which are helpful in sowing and harvesting. For that purpose, the Govt. also needs to engage with the banks, particularly the Gramin Banks so that the incentive schemes are properly implemented.

Follow-up:-

Based on the facts mentioned in the presentation and the discussions, the following action points emerged wherein the D/o Agriculture in coordination with other departments shall proceed further.

1. The Chief Secretary desired that the agriculture roadmap of other States may be studied and looking at the peculiarity of the State of MQT. The duration of the roadmap should be decided.
2. It was decided that an Expert Group under the chairmanship of Sh. / Smt. GHQ be constituted by the D/o Agriculture who shall go into the incentive scheme relating to agriculture items identified by the D/o Agriculture. The Committee submit the report within two months.
3. As regards, introduction of the new subsidy scheme, the D/o Agriculture will take up the matter with the Secretary, D/o Institutional Finance and the D/o Cooperatives who shall come up with the action plan on providing subsidy for mechanisation of agriculture.
4. The Chief Secretary requested the Secretary, Agriculture to hold the next round of discussion within a month so that the issues at hand may be further discussed more rigorously.

The meeting ended with Vote of Thanks to the Chair.
