



GOVERNMENT OF GUJARAT

Speech of  
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**Ladies and gentlemen,**

I am extremely happy to be here with you this afternoon. I thank the Emerging Markets Forum and Bombay Chamber of Commerce and Industry for inviting me to speak on the Gujarat experience.

Traditionally, it has been the role of government to think ahead for the state and for the country. It is an exception when an independent body like the Emerging Markets Forum brings out an India study to identify the best route forward for our country. For India to continue with sustained economic growth and to proceed to affluence we welcome contributions from some of the best practitioners of the world. I am impressed by the bold question set before us : **will India be a “sporadic sprinter” or a “marathon runner”?** The unsatisfactory state of our country’s governance should be challenged with bold questions.

The India 2039 study has shown that for India not to get stuck in the middle-income trap, it must undergo a transformation in governance. The **Emerging Markets Forum study has shown Gujarat as a leader in “Minimum Government and Maximum Governance” and a leader in “Urban Management”**. In recent years, Gujarat has had robust economic growth in all sectors and Gujarat has made remarkable progress in social development especially in the Human Development Index Parameters. Gujarat’s governance reforms show that change is possible in our country and that we can develop a growth pattern of sustained and inclusive economic success. I stand before you today, to share some of these experiments and experiences.

## Gujarat the leader in innovative governance

Gujarat's contribution to the nation's growth has been both consistent and significant. The entrepreneurial nature of its people has been nurtured with proactive good governance. Be it in industries, infrastructure, community development, agriculture or the social sector – Gujarat has created an array of success stories labeled with national and international awards. Gujarat's pioneering initiatives in areas such as water management, disaster management, health care, education, women's empowerment, rural development, industrial development, investment promotion have been studied and several of them have been replicated and up-scaled elsewhere in the country.

Such achievements are only possible when the government leads in governance that is accountable, effective and includes active participation of the people. Gujarat's approach is citizen-centric, transparent and inclusive; these are the principles of policy-making that have realized these success stories. In 2009 the Chief Minister's Office of Gujarat, the first in the country, was awarded the International Standards Organisation (ISO) 9001 certification for quality management systems. My office demonstrated consistent delivery to the public, and effective systems to enhance customer satisfaction. The State's policies and programmes have had positive spillovers benefiting and strengthening the nation as a whole.

## Gujarat the leader in economic growth

India has catapulted into a new growth orbit, beyond the slow growth of the 1980s. This transformation to sustained economic growth, that has allowed us to dream of India as an advanced economy, is being led by Gujarat. A recent study from the Indian Institute of Management (IIM) Ahmedabad shows that **Gujarat has contributed the maximum to the acceleration of India's growth**. Growth data shows that after 2002 Gujarat's contribution to the country's economic growth has been significantly greater.

Since 2003 Gujarat has concretely secured its position as the **Topmost Investment Destination of India** as demonstrated by the stupendous success of the last four Vibrant Gujarat Summits. The latest Summit held in January 2009 was held in the midst of an economic gloom with the world suffering from the global financial crisis. Gujarat's economy was boosted at the summit by record-breaking investments, companies committed to MoUs of more than USD 240 billion. We did not heed the warnings of economic experts about the timing of the summit because we were convinced that investment opportunities are not a function of the external economic environment, but a function of the state's strong fundamentals and enabling governance framework.

**Gujarat has been acknowledged as the growth engine of India's economy.** Against a growth target of 10.2% in 10<sup>th</sup> Five Year National Plan (one of the highest in the country), Gujarat achieved 10.6%. The confidence in our growth potential is underscored by the fact that for 11<sup>th</sup> Five Year

National Plan, we have been given target of 11.2% (the highest in the country) and we are well on our way not only to achieve, but to surpass this target, as demonstrated by our growth of 12.8% in the first two years of 11<sup>th</sup> Five year Plan, despite the world economic crisis.

Gujarat has recorded an [impressive growth in agriculture of 9.6%](#) over the last seven years, while the nation has had low and fluctuating growth at an average of 2.7%. A recent study completed by the [International Food Policy Research Institute \(IFPRI\)](#) and [International Water Management Institute \(IWMI\)](#) concludes that the factors for Gujarat's remarkable success are a strong political commitment to promote rural development, a long-term vision and a capacity to implement.

Gujarat is developing a unique vision where the three sectors of agriculture, manufacturing and services will contribute equal value to the economy. Each sector will be developed to support the others to ensure sustained growth and flexibility to respond to global economic changes and climate changes.

Gujarat, as the leader of India's economic growth, is now in place to provide the nation with a model for governance reform. India must discard governance that seeks short-term gains. Governance must be developed with long-term institutions that will consistently deliver needed services to the public. Governance reforms will succeed in transforming India's foundations, where economic growth will be both sustainable as well as inclusive.

## The Gujarat model for sustainable and inclusive growth

With a focus on infrastructure, industry and social services, Gujarat has been able to usher in an era of dynamic yet sustainable economic growth and inclusive wealth creation.

However, this wealth is not seen as an end in itself in Gujarat. It is taken to be a means to a much greater end – one of **bringing about happiness for each and every one of our citizens**. On lighting a lamp, the removal of darkness is a natural sequel. Similarly, **all pervasive happiness will be a natural fall out of inclusive growth**. The fruits of growth and development must reach the weakest, most deprived and remotest of people, without which any growth is neither sound economically or ethically. An economy made of pockets of wealth and corridors of poverty in coexistence does not fit with the most basic of human sensibilities.

What follows is a brief overview of how Gujarat has addressed the challenge of transforming governance for the economy and society.

## **A paradigm shift in principles**

Since the beginning of this journey on the path of development growth, Gujarat's strategy has been framed by **five core principles**. These principles were revolutionary as they were followed by robust implementation : they provided the coherency across governance for a paradigm shift in approach.

### **Principle 1 : holistic and uniform development for all**

The State formulated a five-pronged integrated strategy known as **Panchamrut** or five nectars, constituting of the five streams of :

- **Urja Shakti** or energy security for all
- **Jal Shakti** or conservation and management of water
- **Gyan Shakti** or education for all (particularly for the girl child)
- **Jan Shakti** or harnessing and development of human resources, and
- **Raksha Shakti** or safety and security covering all aspects, ranging from internal security to life-threatening diseases.

### **Principle 2 : a quantum jump – a total change**

Knee jerk reactions and incremental changes have not achieved the long-term development goals that India requires. There is a need for a quantum jump – a total change! This desire stems from an objective analysis of

the distressful reality of general government functioning at all levels of administration - that of not having a long term perspective and being satisfied with piecemeal efforts and incremental changes.

What exactly is meant by this 'quantum jump' and 'total change'? For water management the state constructed 300,000 water-harvesting structures within three years. With distribution networks, we were satisfied with nothing less than statewide water and gas grids. For supplying power, all 18,000 of our villages have electricity connected by laying down 56,000km of transmission lines in just a thousand days. In terms of information connectivity, we have provided broadband linkages to all 13,000 rural Gram Panchayat offices, the largest network in Asia. To improve the capacity of government staff, training has been provided to all 500,000 government employees in one phase, imparting knowledge of working-skills and life-skills as well. In agriculture, it had set the target of doubling incomes in five years; this was achieved much earlier.

These achievements have been witnessed locally and by national and international observers. Our achievements are based on the principles of doing things differently, sincerely and with the best of intentions.

### **Principle 3 : empowered people as active partners in development as a mass movement**

Development should not be limited to government programmes, but should truly reflect the dreams and aspirations of the people. This can

only be achieved if development is converted into a mass people's movement. Our people are not passive beneficiaries of the government, they are active partners in development progress.

In 2001 the Kutch region was devastated with one of the worst earthquakes. Rehabilitation and reconstruction was one of the fastest the world has seen. This success was built on empowerment and activation of the people. Reconstruction of school classrooms was entrusted to local village committees. The state government provided a raw materials bank, the design and technical information. The results were school classrooms were constructed to a higher quality in larger sizes and with a remarkable cost-saving. This experience shows that involving the local people improves spending, efficiency and transparency.

Schemes for construction of khet talavadis (village ponds) for water conservation have existed for decades in India. Gujarat's mode of operation was an exception as it incorporated the active role of the people and focused on results. What Gujarat achieved was the construction of 100,000 khet talavadis (village ponds) in 100 days.

The disastrous floods in Surat city in 2006 were of epic magnitude. The clearance of silt and garbage was estimated to take at least 45 days. Through harnessing the participation and ownership of the people we managed to clear 450,000 tonnes of silt and garbage from Surat in five days.

For education an annual campaign has been established for the enrollment and retention of children in schools (especially girl children). Every year over a span of three days, senior officers of the government personally cover all our villages for this purpose promoting education and raising awareness. And the results have been extremely heartening. Now school enrollment is almost a 100% and the numbers of children dropping out of primary school has reduced from an average of 20% to just 3%.

The state has also taken up similar state-wide campaigns for cleanliness in urban and rural areas under Nirmal Gujarat. The Nirmal Gujarat campaign resulted in a 40% decrease in seasonal diseases and epidemics, directly benefiting the poorest sections of society.

#### **Principle 4 : government to withdraw from certain activities and direct resources to social development**

Gujarat was the first state in the country to enact a legal framework for PPP in the infrastructure sector – the Gujarat Infrastructure and Development Board (GIDB). The board provides overall planning, coordination between government departments, feasibility studies, selection of developers and monitors progress. The Gujarat Infrastructure Development (GID) Act provides a fair and transparent and dependable mechanism for selection of developers. This innovative institutional base has secured Gujarat as the most attractive destination in India : according to research by Deutsche Bank “Gujarat offers the most favourable outlook for growth of demand for infrastructure projects”.

Mega infrastructure projects are being managed through the PPP model including development of ports, a new international airport, special investment regions and slum re-development. This streamlining of government activity allows the expertise of the private sector to contribute to public services. Greater government resources can now be directed to social development to ensure inclusive growth in Gujarat.

The State has initiated projects which will re-define India's economic history and ensure a high growth trajectory. These projects include : Delhi-Mumbai Industrial Corridor and the Dholera Special Investment Region, Dahej Petrochemical & Petroleum Investment Region (PCPIR), Metro rail system for Gandhinagar-Ahmedabad and Gujarat Finance Tech city (GIFT).

### **Principle 5 : advanced technology making governance accessible and effective**

A common factor threading across all the ideas and initiatives is that of ensuring the maximum application of advanced technology, aiming to make governance accessible and effective. Gujarat has been a pioneer being rated the best e-governed state in the country for the last three years.

One very interesting step in this direction is the SWAGAT programme, which leverages on Gujarat's strength of connectivity right up to the sub-district level through a wide area network, to hear every citizen's voice and address their grievances. The e-transparency, openness and accountability of SWAGAT has been recognized by the Commonwealth

Telecommunication Organization as well as Manchester University. This system reinforces the state's philosophy of transparency, accountability and credibility to the people.

Gujarat has provided computerized civic centers at district and sub-district offices as well as in municipal corporations, which are proving to be **exemplary models of one-day governance**. It has also computerized all its land records to render transparency. It is now working towards connecting all its schools and village level offices with broadband and e-enabling all day-to-day transactions.

## Laying foundations for the future

A progressive Government has to operate initiatives to address the issues of the future. These are the initiatives with long-term goals, investments that will provide results after 10 years. The focus should not be on schemes that give immediate benefits to purchase votes from the electorate. The initiatives for the long-term address the country's most serious issues that government has to give priority attention.

### Healthcare initiatives

Basic healthcare is essentially a need of the society, in terms of providing the necessary and timely availability of healthcare facility ranging from timely medical check up, disease awareness camps, setting up Primary & Community Health Centres and hospital network, to give an example, the initiative taken by us is [Chiranjeevi Yojana](#) to improve Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR) for below poverty line (BPL) families who are generally under-represented, have limited access to institutional facilities and may experience economic and social hardships due to complications during delivery. Under the scheme, the Government enters into a contract with the private provider to cater to the obstetric and maternity health needs of the BPL mothers, improve access to institutional delivery and at the same time provide financial protection. [Chiranjeevi scheme has won the Asia Innovation Award](#) and is being emulated as a model in the country and abroad.

## Gender equality

The goal of gender equality has been made into a social movement by involving community leaders, religious leaders and even judges. In the last 3 years gender equality has improved from 802 to 882. In 2010, Gujarat's Golden Jubilee year, we aim to celebrate a one-to-one ratio of male and female births to create gender parity in Gujarat.

## Water for all

Gujarat is a drought prone area and deficit in water resources. Traditionally 7 years in 10 years are drought years. This precarious scenario requires strong infrastructure to protect against water shortages. As a party worker in my early days, I observed that the shortage of water is the biggest hurdle in the growth and development of Gujarat. Gujarat Government is committed to a mission - [Water for all to ensure enhanced quality of life](#).

We increased the Narmada Dam height from 90 mtrs to 122 mtrs to make Narmada water flow through canals and transmission lines. Previously in drought years more than 4,800 villages had to be provided water through water tankers. Now we have established a drinking water grid through canals and pipelines to reach all our people, [we have brought Narmada river water to the water-scarce region of Kutch 700km away](#). We have addressed the problem of fluoride and salinity belts with filtered pure drinking water. Our aim is to give tap water to each and every rural and urban household. These initiatives recognize the dignity of women in our society, as fetching water is often women's responsibility.

Gujarat is the first State to implement the unique concept of river interlinking. We took up a massive movement of water harvesting, water harnessing through watershed development, construction of check-dams, farm ponds, bori-bunds, which became the people's movement. Today, contrary to the trend elsewhere, the groundwater table is rising in Gujarat, improving water availability at less power cost to farmers. Previously 80% of drinking water sources were dependent on deteriorating groundwater resources, government initiatives are transferring 75% of water use to surface water resources, achieving a long-term sustainability of water resources.

### **Gujarat's green revolution – per drop more crop**

Friends, you hear about agriculture growth not crossing 2% and the distressing numbers of farmer suicides from various parts of the country. It is against this backdrop that Gujarat has achieved annual growth rate of 9.6% during last 7 years, agriculture has increased from Rs. 9000 crore to Rs. 48,000 crore – Rabi and summer crops acreage has increased from 18 lakh hectares to 36 lakh hectares. How was it achieved?

- Holistic approach adopted for water management – Check-dam, bori-bunds and Khet Talavdis – People's involvement in water management.
- Lab to Land approach to educate the farmers. All agricultural universities were inter-linked with scientists going to villages during one month of **Krushi Mahotsav enabling agricultural research to reach ground level farmers.**

- Yet another unique initiative taken up by Gujarat is the concept of **soil health card**. Farmers know the quality of their soil, a major programme of testing and analyzing health of soil. These cards contain recommendations of right crop, right use of seeds and fertilizers.

Fundamental limitations in our agricultural activity have to be addressed rather than resorting to populist short-term measures. This will be a genuine step forward to help our farmers.

### **Proactive Governance**

Friends, I have mentioned only some of our initiatives. There are many more large and small initiatives in all fields. But all these initiatives have to be supplemented by pro-active governance through efficient and citizen-friendly administrative systems.

**Karmayogi Abhiyaan** was to harness the strength of Government employees and has sensitised them as accountable public servants. Training included working skills, pranayam and yoga. Happy and contented employees will deliver the same positivity towards customers, clients and visitors. Karmayogi Abhiyaan is not only to enhance professional skills amongst officers and employees, but also to enrich their personal life.

**Chintan Shibirs** are annual 3-day programmes for all Ministers and senior officers for discussion, progress review and goal setting for the next year. Through these chintan shibirs, **Gujarat Government allowed the bureaucracy to dream and experiment and realise focus on solutions.**

**Swantah Sukhay** allows District Managers (District Collectors and District Development Officers) to implement during the year any project they think is a priority free from implementation rules and regulations. People-orientated projects are completed without additional government budget through public participation and with the Officer's leadership.

### **Building long-term institutions for the future**

From time to time the society has been giving birth to various institutional changes to suit the present circumstances. When expenditure for wedding ceremonies increased beyond the finances of the poor, society's response was the Samuh-Lagna or low cost mass marriage ceremonies. Similarly governments should also develop institutions to address the needs of society. For example, the high number of pending cases in Gujarat Courts has been addressed by a number of innovations. The Government of Gujarat and the High Court of Gujarat have made joint efforts to pioneer **Evening Courts, Lok Adalats** (reconciliation courts to settle cases outside judicial courts) and **Fast Track Courts**. Computerisation of procedures and systems at the High Court, District Courts and Taluka Courts has led to improved performance and service delivery. **Reforms in the judicial system have led to more than 480,000 cases being disposed.**

Education systems take care of the academic education needs of children. Our aims are set higher, to address the complete and overall development of the child, where a comprehensive approach is required. To address our children's overall development Gujarat has initiated the concept of a Children's University, the first in the country.

## **Rural Empowerment – decentralization to the villages**

Our Government has made an explicit commitment to improve the quality of life in rural areas and this is a foremost priority. We have to ensure good governance at the grassroots, in promoting innovations, in improving service delivery and in enhancing public-private partnerships and in ensuring outlays which do become outcomes. Unless we reform governance from the village level upwards, there can be no real reform at the national level.

Empowerment of rural society is essentially an important step in moving ahead on the overall growth perspective. The policy framework required in this regards should include providing basic sanitation facilities, essential water and electricity, primary education, and creation of employment opportunities.

Local issues are best appreciated and resolved at local levels through empowerment of the local people. The basic problem is that local needs are not recognized from higher levels. The approach is that the thoughts of higher levels are assumed to be the same as what is required locally by the people. There is a lot of difference between our vision and the ground reality. So it is necessary that the people themselves are entrusted with a greater role in planning and execution of development in their locality.

Since local bodies are responsible for delivery, they should be both efficient in carrying out their responsibilities and self-reliant in obtaining the required resources. In India expenditure of local bodies as a combined expenditure of Central and State governments is only 4.7%. In developed countries it is 20-35%. Panchayati Raj institutions are able to raise hardly

7% of their total expenditure on their own. Without being able to mobilize financial resources how can local bodies be expected to function effectively.

Gujarat is a State where decentralization in rural areas has been in existence from 1960 onwards. National constitutional amendments came out more recently in 1993. All recommended 18 functions have been devolved to the control of Panchayati Raj Institutions.

Administrative power of appointments, transfers and disciplinary action of the majority of staff has been given to these institutions. Only the senior Class-I and II officers are posted from the State Government for the purpose of continuity across the State.

The local bodies are operated from various committees made of the elected members. The committees appreciate and address the local problems and needs, resulting in the most effective usage of funds and service delivery to people.

In Gujarat, almost 22% of total revenue receipts of the State are for these local bodies to perform their responsibilities to the public. Apart from budget allocation, we have empowered them to collect professional tax.

In Gujarat it is compulsory for the **Gram Sabha** (village assembly), the lowest body to meet 4 times in a year to resolve problems faced by the village people and take decisions locally and collectively. [The Gram Sabha has been given the same importance as the Lok Sabha \(national parliament\) in Gujarat.](#) Previously District Planning Boards would dictate planning at the village level, now priorities are determined by the Gram-Sabha.

Another Scheme is the “Gujarat Pattern” for tribal areas where Rs. 4 billion of funds has been given to tribal villages for them to decide the priorities and local needs. This devolution of power is to ensure funds are spent according to local needs and not diverted by other agendas.

We have also started “Gram-Sachivalaya” or “Village-Secretariat” concept. This is where further functions and capacity are devolved to the Gram Panchayat, so that villagers no longer have to travel to the District or to the State Capital to access services.

Recently Government of Gujarat has given rural broad-band connectivity to all 13,000 village Gram Panchayat Offices through E-Gram Yojana. It will provide all citizen centric services right at the lowest administrative level. This innovative mechanism gives prompt services to citizens at village level.

We have undertaken an initiative for upgradation and management of water supply at the village level through people’s active participation. Gujarat’s Water and Sanitation Management Organisation (WASMO) has been given the United Nations Public Service Award 2009 for their work in the field of “institutionalisation of community management and user’s level participation in the drinking water supply”.

### **Urban Empowerment – decentralization to the cities**

Rapid urbanization is throwing up several challenges for the State. In Gujarat 40% of the population live in urban areas. These cities with a wide range of economic activities serve as growth engines of the economy. Gujarat is one of the States which has given lot of autonomy to its major cities.

Elections have been conducted regularly and elected Councilors govern the city through various committees. Except the Chief Executive, Municipal Commissioner, all staff of the Municipal Corporation are appointed by the elected body.

All 18 functions suggested by 1993 Constitutional amendment have been fully transferred to Municipal Corporations. The elected body is responsible for management of water, sewerage, roads, solid waste management, primary education, health, town-planning and parks. Some of the Municipal Corporations runs major hospitals and medical colleges. No State Government agency related with infrastructure works, work in city areas.

Municipal Corporations have full autonomy for planning and implementing their budgets. They have their own City Development Plan (CDP).

Corporations can borrow from the market and get rated by recognized rating agencies. Some Corporations have successfully mobilized finances by issuing "City Bonds".

This total decentralized system are able to provide better services to the citizens. Many of these corporations have citizen service centres and have introduced floor-area-based property tax.

Gujarat has proved that delegating full autonomy to these Urban Bodies under an elected body can improve quality of city management and public life. Ahmedabad which was named as the most-polluted city in India in 2003, in 2009 Ahmedabad topped the list of United Nation 'Green Cities'.

### Future challenges for cities :

As far as basic infrastructure and services are concerned, the gap between requirement and availability is rising. This is because of the high urban population growth rate. In 10 years the population growth rate has been 70% because of migration from outside the State. More funds are needed to address this priority and central and state governments may have to allocate more for these city services.

Our cities require a focus on building “professionalism” in the staff of Municipal Corporations. It has been known for staff to enter as a clerk and be promoted based on seniority only, allowing them to retire as a Deputy Commissioner. Promotion and selection without a merit-base will not allow the service to be managed by the vision and leadership they require. Ahmedabad Municipal Corporation made an attempt to induct “middle level managers” through lateral entry. Cities require better quality experts and professionals to manage governance. Capacity building of the staff is a must.

Political bosses and city managers should rise above the level of providing only services. They must be able to brand the city and increase and diversify economic activities of the city – cities are engines of growth. There are many potential avenues of innovative revenue mobilization. Even waste-water recycling and solid waste management can become income generating activities. This economic development vision is a must for future Indian cities.

In India, democracy is meant for people to vote and give a five-year contract to elected members. We have changed this thinking. We have empowered people down to the lowest level and the result is a public-

private partnership. Today, highly centralized governments are overstretched with attempting to manage too many things which is beyond capacity and capability. Decentralization to local levels can give better results to the fullest satisfaction of the people. Let these bodies be the prime decision-makers to control their economic and social activities.

## **New priorities**

We want to see that fruits of development reach even the poorest man to ensure true development. We want even the poorest of the poor become partner in our development initiative.

It is in this context that Government's priorities for next five years to improve "[Human Development Index](#)" of the State. Providing education to all, standard health care, addressing mal-nutrition, removing poverty in total, providing pure drinking water are some of the initiatives. "[Nirogi Balak](#)" is going to be our innovative initiative to build a new generation which is physically and mentally healthy.

**Skill Development** : it is our priority to see that the huge economic development taking place in Gujarat will provide jobs to youth of the State. The challenge before us is to provide the right skills to our youth to take up these jobs – whether it is manufacturing sector or in service sector. We have recently taken up an initiative "[SCOPE](#)" programme to improve English. Under the "[Knowledge Corporation](#)" we are undertaking skill development ranging from 10<sup>th</sup> Standard to PhD. level. Employability of our youth is our major concern.

## **Minimum Government and Maximum Governance**

In Gujarat, we set out with a very clear approach and development strategies, these are formulated in a collective manner to lead to sustained and inclusive growth.

Our progress is policy-driven

Our policies are reform-driven

Our reforms are people-driven

In Gujarat, we have good governance that can bring our people closer to social and economic equality. Governance in Gujarat has reached the poorest and remotest, to ensure public services benefit them. Good governance requires effective institutions. The efficiency and effectiveness of institutions, in turn, depends on the delivery mechanism and the supportive framework of rules and procedures that are adopted. All these must work in harmony in order to generate the desired outcomes.

Dramatic changes have been pioneered to success by clasping the hand of every citizen : development in Gujarat is a mass movement. In Gujarat we have our eyes set on generational changes. Previously, to avail of public services our people would have to wait in successive queues, with successive forms to avail of public services. Today in Gujarat you can visit a Jan Sewa Centre, available in all our Districts and Talukas. This is a single-window networked service for about 40 public services that can be accessed directly by our people.

A focus on results has secured core services for our next generation of Gujarat to be affluent. The sprawling and inefficient government has been transformed to a minimum government with maximum governance. The complex economy and environment require fast decisions and local choices by each society. We have empowered cities and our villages to be the decision makers of their future. These core changes in governance will make Gujarat India's leader to our vision of wealth with equality, health with knowledge, gender equality, skills for employment and society with peace.



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