

## **Minutes of meeting held under the chairmanship of Shri Gopal Meena, IAS, Development Commissioner, NSEZ, with all Officers and staff member, including outsourced staff at 5pm on 02.06.2026 in Conference Hall, NSEZ**

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DC held an interactive meeting with the Officers and staff, including outsourced/contractual staff posted in NSEZ. The following instructions were issued by DC for necessary timely compliance by all concerned:

### **A) Unit Approval Committee:**

1. UAC related process for disposal of proposals shall be as under:

#### **a) Before Meeting:**

- **FAQs:** Section shall prepare and implement FAQs based on documentary requirement and Frequently Raised Objections (FROs). Such FAQs shall be made available on NSEZ website for easy access by stakeholders and shall be communicated to all applicants, as soon as application is received so that if they wish to, can revise.
- Comprehensive Master checklist approval matrices shall be prepared based on standard and specific observations points, policy requirements for all categories of units and proposals to ensure transparency and uniform scrutiny.
- Scrutiny of application by the ADC shall be done within 2 days of receipt and facts/observations shall also be separately given to DC.
- Agenda shall be prepared well in time and shared with UAC Members.
- Intimation to all Members and Units/Developers/EOUs, as the case may be, shall be sent through email specifying the day, time, venue, mode etc.
- Reports from stakeholders -Customs, DGFT etc, if any, shall be obtained well in time.
- Observations and rules position shall be properly included in agenda with duly verified facts.
- Agenda list shall follow the following sequence of proposals for consideration by UAC:
  - New proposals
  - LOA Renewal etc.
  - Change of shareholding, directors and constitution etc.
  - Amendment in LOA/LOPs.

- Cases remanded back by BOA, if any.
- Cases involving court matters./SCN-Adjudication matters
- Other Misc matters.
- Performance Monitoring related matters.
- Draft Proceedings of AC/UAC and draft LOA/LOP will be kept ready. genda list shall follow the following sequence of proposals for consideration by UAC:

**b) During Meeting:**

- Mode of connectivity (Physical or VC) of invited unit/developer's representative shall remain available with office team in advance with confirmation from attendees.
- Concerned staff shall keep logged in a PC to be kept in Conference Hall.
- Draft approval letters shall be kept ready in advance for issue during the meeting itself so as to issue permission during the meeting itself in case of approval.
- Draft minutes shall also be kept ready in editable form to be updated as per actual deliberation/decision of the UAC and finalized.
- Approval letters shall be issued through NSDL in case of SEZs and also sent through email. Physically printed copy may also be handed over to the representative during meeting.
- YP-Social Media shall remain present during UAC meeting for photography, recording testimonials of applicants and upload on social media.

**c) After Meeting:**

- Follow up action on other decisions of the UAC to be taken by concerned section. Complete all pending follow ups.
- Minutes shall be communicated to all Members and applicants through email, in addition to uploading on portal.

(ACTION: DDC/ADC/CONCERNED SECTION)

2. **UAC Calendar:** Calendars of all types of regular meetings to be held under the Chairmanship of DC shall be prepared and uploaded on NSEZ website, for holding such meetings on pre-fixed days to obviate any delays in holding various meetings. (Date, Time, Venue must be informed)

(ACTION: ADC CONCERNED/IT SECTION)

3. **Personal Hearing Calendar:** All cases in which show cause is to be issued or already

issued, schedule cases on 11<sup>th</sup> June or other date.

(ACTION: CONCERNED DDC/ADC)

4. **Proposal Consideration Timelines:** All proposals received upto 5 days before date of meeting shall be placed in UAC meeting. LOAs and Minutes of meeting to be issued same day within hours of conduct of meeting. List of proposal received after that will be mentioned in the proceedings.

(PROJECT/SEZ/EOU SECTION)

5. **Monitoring of EOUs/SEZ units/SEZ developers by UAC** needs to be strengthened as per prescribed parameters in a time bound manner with maximum usage of digital technology. Also the units having LOAs for last 6 months but not yet implemented should be reviewed periodically. All concerned DDCs must have reports ready for comprehensive review.

(ACTION: DDCs)

#### **B) Files and File Noting:**

1. **Quality File Note:** All senior officers shall not act merely as forwarding or post office authorities in e-Office and shall ensure proper examination of matters/proposals independently and record reasoned comments on files placed before them, before submitting to higher authorities. All senior officers shall clearly record whether they agree or disagree with the proposal under consideration and shall avoid mechanical or non-speaking endorsements. Whenever a proposal is not agreed to, the concerned officer shall record specific reasons for disagreement along with applicable rules, factual position and alternative recommendation, wherever considered necessary.

(ACTION: ALL OFFICERS)

2. **Presentation of note/file:** Accuracy, proper formatting, error free presentation of facts with ample application of rule position with proper sequence/para numbers entailing facts of the case, rule/Act position, precedent, if any and clearcut recommendation, with proper referencing/hyperlink have to be ensured by concerned each Dealing hand. Any enclosures mentioned in attached DFA must be enclosed therein. DFAs must be thoroughly read/checked by all concerned staff/officer in channel and its language, grammar, formatting, fonts etc. must also be checked to be proper before forwarding files to higher authorities. Wherever applicable, DFAs shall also be put up by Dealing hand simultaneously in one go so that unnecessary and frequent movement of files could be avoided/minimized. Once the proposal is approved necessary approved letter, if applicable,

shall be issued same day/next day using e-Office facility. We should do away with manual issue Register.

(ACTION: ALL DEALING HANDS/SECTIONS/OFFICERS)

**C) Office Discipline, Performance & Human Resource Management:**

1. **Punctuality and Biometric Attendance:** Every employee (Govt. or Outsourced) shall maintain punctuality in attending to the office. Non-compliance shall invite appropriate administrative action, including impact on salary disbursement and related proceedings, wherever applicable.

(ACTION: DDC ADMIN/DDC EM)

2. **Discipline:** All officers and staff shall maintain strict office discipline and punctuality. Attendance shall be recorded through the biometric attendance mechanism. Prescribed Lunch timings shall be strictly followed and it shall not be more than 30 minutes. All officers/officials shall invariably display/carry valid Identity Cards while attending office. Any deviation from these directions shall be viewed seriously and dealt with as per applicable rules and administrative instructions. All outsourced staff including drivers must come on duty in proper uniform.

(ACTION: ALL OFFICERS/STAFF)

3. **Performance and Capacity Building:** Every employee shall discharge his/her duties with utmost diligence and work to his/her fullest capacity. Performance of officers/officials/staff/contractual staff shall be monitored regularly and poor performance shall be addressed through strict review and corrective action.

(ACTION: DDC ADMIN/DDC,EM)

4. **Incompetent and non-performer** Govt. employees are to be identified and necessary action initiated as per extant provisions including under Gol's instruction FR 56-J. In case of outsourced staff, immediate replacement to be sought against any non-performing staff or staff with doubtful integrity for which periodic review/test must be conducted by EM Section for identification of such non-performers.

(ACTION: DDC,ADMIN)/DDC,EM)

5. **Vacancies to fill:** Admin Section will initiate prompt action with required follow up for filling up all vacancies through SSC/deputation, as the case may be.

(ACTION: DDC, ADMIN)

6. **Vigilance:** Strict vigilance and oversight shall be maintained over functioning of AOs/POs and concerned Customs sections to ensure ethical, transparent and lawful discharge of

duties and prevent any irregular or unauthorized activity.

(ACTION: DC(CUSTOMS))

7. **Periodic reshuffling** of staff/concerned officers has to be ensured including in respect of outsourced staff as per prevailing guidelines of CVC/Department, in transparent manner using computer random system.

ACTION: JDC/DDC, ADMIN/DDC, EM/DCC)

8. **Employee of the Month**: An initiative has been taken announce 'Employee of the Month' by DC to appreciate the best performing employee of the office of Zonal DC, NSEZ. Name of such employee shall be displayed at office Reception and website. Objective criteria for selection shall be - punctuality, work disposal, pendency of work, general behaviour with customers etc.

(ACTION: ADMIN/EM/IT SECTION)

9. **Top 10 Priorities**: Every Govt employee/staff shall identify his/her 10 top priorities, pending issues and share the suggestions for improving efficiency w.r.t. the assignment, with DC within 10 days.

(ACTION: ALL OFFICERS/STAFF)

10. **Multitasking**: Employees should develop them into multi-taskers and maintain load balancing, help mutually, depending on the load on a particular section on any day..

(ACTION: ALL STAFF)

11. **PAR**: In order to periodically review the performance of outsourced staff/YPs and improve their efficiency, EM section shall explore and devise a performance assessment reporting mechanism of outsourced staff on the lines of APAR.

(ACTION: EM SECTION)

12. **Visit Report/Debriefing**: Any officer/staff deputed for any meeting with other Departments, shall debrief his seniors/DC about the discussions/outcomes of the meeting immediately after conduct of such meetings and submit written write up to his/her reporting officer or the DC.

(ACTION: ALL OFFICERS/STAFF)

#### **D) Information Dissemination, Ease of Doing Business and Stakeholder Facilitation :**

1. **All Objections/Queries/Observations in one go**: All officers and staff shall ensure that any objections/observations/queries found during scrutiny of any proposal of unit/developer/customers by concerned Sections in the office should be communicated in one go after thorough examination to avoid repeated correspondence and delay in disposal.

(ACTION: ALL ADCs/SECTIONS)

2. **FAQs of FROs:** Each section shall identify and prepare FAQs related to their works for dissemination of information amongst the stakeholders as a facilitative measure to ensure ease of doing business and get them uploaded on NSEZ website after approval from DC. Further, frequently committed mistakes on which office frequently raised objections (FROs)/rejected applications must be compiled and converted into FAQs for guidance of the stakeholders.

(ACTION: ALL SECTIONS/ADC-TECHNICAL)

3. **FAQs at Social Media:** Abridged version of FAQs in respect of works being handled in each section, shall also be posted on social media handles/platforms of NSEZ through YP-Social Media after approval by concerned DDC.

(ACTION: ALL SECTIONS/ADC-TECHNICAL)

4. **Meeting with DC:** Meeting of Visitors/stakeholders with DC with prior appointment shall be facilitated through structured appointment systems viz pre-filled fact sheet and fixed appointment slots, including virtual modes wherever feasible as per option of the visitors. The person coming for meeting with DC shall share a fact sheet about his unit/SEZ in advance with office of DC at [dc@nse.gov.in](mailto:dc@nse.gov.in) as per format at Annexure-I well before the scheduled meeting to facilitate informed and effective deliberation. The fact sheet shall be cross-checked by concerned section/officer and relevant records, correspondence, approvals and supporting documents shall be kept ready before the meeting to facilitate informed decision-making and avoid adjournment or delay. Meeting with stakeholders shall be scheduled only with prior briefing and submission of requisite inputs by the concerned officer. Once the visitors complete his meeting with DC, the issues discussed during meeting and its outcome recorded by DC shall be kept in excel sheet for monitoring on action to be taken by concerned Section In-charge, and the original fact sheet having remarks of DC recorded on it, shall be forwarded to concerned DDC/ADC for necessary action as may be directed on it by DC.

(ACTION: OSD to DC/DDC/ADC CONCERNED/IT SECTION)

5. **App for Appointment and Entry:** An integrated app for fixing official appointments with various stakeholders/units/developers and physical entry of visitor to NSEZ office shall be developed and implemented soon in future. Besides, Fixed time slots shall be allocated for official appointments of DC and Senior Officers with various stakeholders for ease of visitors and manage the disposal of official works for optimal and productive usage of working hours.

(ACTION: EM SECTION/SECURITY OFFICER/ADMIN SECTION)

6. **Courteous Behaviour:** All officers and staff shall treat stakeholders and visitors with courtesy, professionalism and service orientation, recognizing that stakeholder facilitation remains central to institutional functioning. Visitors should be welcomed with water/tea/coffee.

(ACTION: ALL OFFICERES/SECTIONS/PS to DC)

7. **LED Screens:** LED screens at certain locations in office should be installed to run Best practices in NSEZ for information of stakeholders. Content to be run on screens shall be decided by JDC and DDCs.

(ACTION: EM/IT SECTION)

8. **Customer Service Quotes:** Slogans to be mentioned at pre-decided locations in office to welcome visiting stakeholders and motivation towards achieving higher goals.

(ACTION: DDC, ADMIN/EM)

#### **E) Digital Governance & Process Automation:**

1. **E-Governance Roadmap:** Concerned DDC shall prepare and implement a comprehensive roadmap for full automation of all works being handled in NSEZ office so as to ensure quick, transparent and error-free delivery of services. Progress in this regard shall be monitored periodically and any delay shall be viewed seriously. If required, Internal Committee may be formed for the purpose.

(ACTION: DDC/IT SECTION)

2. **To Be IT Savvy:** All employees should be IT savvy in respect of their areas of work. Outsourced IT professionals appointed through NSEZ Authority are to make concrete efforts towards imparting proper and continuous training to officers and staff for this.

(ACTION: ALL OFFICERS/STAFF/IT WING)

3. **Use of Artificial Intelligence and smart digital tools** for office work, stakeholder facilitation, data analysis and process optimization shall be explored and institutionalized wherever feasible while keeping safety and security of tools and data intact as per Govt. guidelines.

(ACTION: ALL OFFICERS/SECTIONS)

4. **NSEZ website** should be revamped with updated data since 2015 and it should be synced with social media posts on NSEZ. YP-SM, YP-Trade & Commerce and Computer programmer shall collectively revamp the site. DDC/ADC (IT) shall supervise the revamping work and give feedback to DC.

**F) Zero Pendency, File Management & Decision-Making:**

1. **Zero Pendency:** All Sections shall ensure timely disposal of pending matters and maintain 'Zero Pendency' in their respective domains complying with the prescribed timelines for such disposals. Any avoidable delay in processing or disposal of files/receipts shall not be acceptable. Previous pendency, if any, should be cleared within next one week positively. Leave application shall be accompanied with self-certification by officer concerned regarding keeping nil pendency (ADC and above) and no pendency beyond last three days at Dealing hand level but with no matter of important nature being pending at the time of proceeding on leave. No such self certification shall be applicable in case of emergency/medical leave. Undue pendency shall be treated seriously from vigilance angle and tantamount to harassment of customers in sensitive cases.

(ACTION: ALL OFFICERS/STAFF/ADC-ADMIN/ADC-EM)

2. **Pendency:** In case of any issues pending with other SEZs/DOC/other Departments, polite reminders should be sent on priority within a week to DOC/concerned Departments by concerned sections requesting for expeditious disposal of pending issues related to NSEZ. Similarly if any matter referred/remanded by DOC/BoA, other SEZs but pending in our office, must be processed on priority.

(ACTION: ADC CONCERNED)

**G) Digitization, Capacity Building & Administrative Efficiency:**

1. **Legacy Files/Records:** All legacy files and records shall be digitized and securely maintained in the designated server/database on priority with full proof safety and security of such data as per prevailing directions of Govt of India. Periodic drive for weeding out obsolete files/records as per applicable provisions of records retention shall be conducted. Thereafter, such digitized records shall be integrated and processed through the E-Office platform to ensure proper record management, accessibility and institutional continuity.

(ACTION: ALL SECTIONS/ADC, IT)

2. **iGOT Training:** All officers/officials shall actively participate in capacity-building and skill development initiatives under Mission Karmayogi/iGOT platform as per guidelines of the Govt. of India on the subject and requirement.

(ACTION: ADC, ADMIN)

3. **Timely Payment of Salary, TADA etc.:** Admin. Section shall ensure timely processing

and disbursement of salary, TA/DA, medical reimbursement and all other admissible claims pertaining to regular, deputation and contractual personnel. Monthly review and monitoring of payment status shall be undertaken to prevent delay and administrative lapses.

(ACTION: ADC, ADMIN SECTION)

#### **H) Estate Management, Civil Infrastructure & Campus Maintenance:**

1. Office premises, chambers and public-facing spaces shall be maintained in neat, clean and professional condition with proper signage and stakeholder facilitation arrangements. Non processing area of the zone shall also be well maintained.

(ACTION: EM SECTION/CARETAKERS)

2. **Maintenance services** esp. solid waste management, housekeeping and horticulture related services shall be monitored regularly. NSEZ shall strive towards maintenance of plastic-free Green and Clean NSEZ in conformity with environmental norms. Vermicompost pits to be created by horticulture service provider.

(ACTION: EM SECTION/CARETAKERS)

3. **Checking of vehicles/commuters** needs to be strengthened at Gates in consonance with SEZ provisions.

(ACTION: DCC/SO)

4. **Vehicle and parking management systems**, including RFID-based access control regulation and identification of parking spaces, shall be examined and efficient traffic management system shall be put in place within NSEZ campus. Besides, "NSEZ" should be marked on vehicles hired by NSEZ.

(ACTION: DDC,EM/DCC)

5. **Stray dogs** in the zone are excessive in number. They are ferocious. Need to control feeding practices and take immediate measures in coordination with local authorities to address stray dog menace and ensure safety within campus. The matter is crucial to ensure safety within the zone premises.

(ACTION: EM SECTION)

6. **Medical emergency preparedness** shall be strengthened through mapping of nearby hospitals, ambulance arrangements and display of emergency contact details at prominent locations.

(ACTION: EM SECTION)

7. **Space Utilization Monitoring:** Senior officers shall undertake periodic inspection and

monitoring of units to assess utilization of allotted space, operational status and actual activities undertaken.

(ACTION: JDC/DDCs)

8. **Database of prospective investors** and applicants shall be maintained and outreach initiatives undertaken for vacant plots/SDFs and revival of non-performing units.

(ACTION: PROJECT/EM SECTIONS)

9. **Updated status of vacant SDFs/plots**, including area, physical condition, photograph, floor No. and availability of designated contact mechanism for inspection shall be displayed at important locations for facilitation of prospective entrepreneurs.

(ACTION: EM SECTION)

10. **Works Contract**: Ensure time-bound progress and logical conclusion of matters relating to EIL and associated civil infrastructure works, with periodic monitoring and accountability for delay. The pending work should start and to be completed in a time bound manner.

(ACTION: EM SECTION/CIVIL ENGINEERS)

11. **Adequate disaster management** and fire-fighting preparedness, including coordination for ambulance and emergency response services, shall be ensured at all times within NSEZ.

(ACTION: EM/SECURITY SECTION)

12. **Creche**: Concerned Section shall examine feasibility and take appropriate action for creation of crèche facilities for women within NSEZ as a welfare and facilitative measure.

(ACTION: EM SECTION)

13. **Café and Eateries**: EM Section shall examine and facilitate establishment and maintenance of hygienic cafeteria/café/eatery facilities within NSEZ for stakeholders and employees.

(ACTION: EM SECTION)

14. **Payment to contractor/Service Providers and Welfare of Workers**:

- Certificate must be annexed by the Officers- Bills Checked thoroughly checked and found correct, Statutory Deductions were made and deposited in ESIC/PPF, especially Employer share. Also Ensure Minimum Wages are paid as per rule. It should be cross- verified from Workers randomly.
- Randomly check it in the mobile of the Workers.
- No Impersonation must be allowed, Geo-reference Biometric attendance or in extreme cases Manual attendance by the officers concerned.

- Wages must be paid to the workers in their bank accounts only. IT should be ensured employer doesn't take it back part of it in cash from them. It will be treated very Seriously.
- Invite ESIC/PPF and Labor officials and have seminars to create awareness among them.
- Wards of IPs are entitled for ESIC Medical Colleges/Nursing Colleges of ESIC-Fixed Quotas- Awareness.
- ensure welfare and entitlements of all workers.
- DLC /ALC must fix a day in week to hear their grievances and address. Monthly report must be submitted to DC.
- every month by 15th, Supplier should submit bills, and within 7 days our office must pay (including approval from LDC to DC) without fail. It means by 21st of every month must pay bill of previous month.
- Workers must get wages by 7th in each month.
- Follow these instructions in letter and spirit.
- ALC/DLC also to check units and their work.

(ACTION: EM SECTION/LABOUR SECTION)

15. **Roads, drainage and allied civic infrastructure** within NSEZ shall be maintained in functional condition and deficiencies shall be identified and rectified on priority.

(ACTION: CIVIL ENGINEER/EM SECTION)

16. **Decorative brass planters** shall be placed in office premises to create a more welcoming environment and promote a pleasant workplace ambience. EM to also ensure that cleaning of furniture and other items placed in office for visitors should be regularly and periodically done. Besides, sufficient number of extra large outdoor planters should be placed at important locations in the zone for enhanced beautification of the zone.

(ACTION: EM SECTION)

17. **Residence for Senior Officers:** EM section shall explore space possibilities for construction of residential house/bungalows for senior officers viz DC/JDC/DDC/DCC as per their eligibility.

(ACTION: EM SECTION)

18. **Integrated App for Maintenance-Repair:** Possibility shall be explored to implement an integrated app like c.vigil for addressing day-to-day complaints/issues/maintenance-repair works.

(ACTION: EM SECTION)

**19. Signboards in the zone:** All units in zone may be informed to ensure that they have proper name/signboard at highly visible and prominent place of entry of the unit at their premises as per statutory requirement. Besides, NSEZ authority may design and put unit name, plot No etc. on a standard plate and display in every lane/sub-road/SDFs for ease of guidance and access for the visitors.

(ACTION: EM SECTION)

**I) Proactive Oversight And Accountability Of Senior Officers:**

1. **Stakeholder facilitation** shall not remain complaint-driven approach. It has been observed that units may refrain from reporting grievances or harassment owing to apprehension or operational concerns. Accordingly, all concerned Officers shall proactively monitor stakeholders' interface and ensure a regime of zero harassment, fair treatment and facilitative governance.

(ACTION: JDC/DDCs/DCC/ADCs)

2. **Zero pendency of complaints and grievances** shall be maintained and all complaints shall be disposed of in a prompt and time-bound manner.

(ACTION: CONCERNED JDC/DDC/DCC/SO)

**J) Litigation, Legal Monitoring, & Inter-Departmental Coordination:**

1. **Review of Course Cases:** All Sections shall review court cases esp. the EM Section/NSEZ authority with respect to plots/SDFs, and check/explore possibility of invoking arbitration clause for early resolution of such matters. If required opinion from Legal firm may be obtained.

(ACTION: DDC/ADC, EM)

2. **Review of Court cases of EM Section:** Concerned Section will prepare and maintain a comprehensive litigation database pertaining to NSEZ plots and properties, indicating plot details, location, name of engaged counsel and latest status of each case for periodic review and monitoring. Summary of court cases on various Themes viz.. court wises, age of the case wise, counsel wise etc. to be prepared.

(ACTION: YP LEGAL/EM SECTION/)

3. **Updation and regular follow ups:** In all pending cases timely follow up action, including regular briefing with concerned counsel, shall be ensured. Sections will maintain updated records and copies of all litigation-related documents, correspondence and case proceedings in an organized and readily retrievable manner.

Efforts must be made to auction/use land effectively and make functional.

(ACTION: ALL SECTIONS/YP LEGAL)

*"ग्राहक हमारे परिसर में आने वाला सबसे महत्वपूर्ण आगंतुक है। वह हम पर निर्भर नहीं है; हम उस पर निर्भर हैं। वह हमारे काम में बाधा नहीं है; वह इसका उद्देश्य है" – महात्मा गांधी*

बैठक धन्यवाद प्रस्ताव के साथ समाप्त हुई।

Digitally signed by  
GOPAL MEENA  
Date: 05-06-2026  
17:27:02  
(Gopal Meena)

Development Commissioner

To:

1. JDC, NSEZ
2. All DDCs NSEZ
3. DCC, NSEZ
4. All ADCs
5. ALL Officers/staff posted in other SEZs under DC, NSEZ.
6. All Sections/concerned officials/ staff, NSEZ
7. NSEZ website

Copy to:

All Specified Officers/All ADCs/All Customs Officers/Staff posted in other SEZs falling under DC, NSEZ

**ANNEXURE-I**

(Format of fact sheet to be submitted at [dc@nsez.gov.in](mailto:dc@nsez.gov.in) for D.C. prior to date/time of appointment fixed)

**FACT SHEET**

<b>s.no.</b>	<b>Particulars</b>	<b>Inputs</b>
1.	Name of SEZ unit/developer/EOU, as the case may be.	
2.	Authorised operations of unit/developer/EOU in short	
3.	Export performance/NFE earning for last three years (Rs. In lakhs), if applicable	
4.	Issues raised by them earlier, if any.	
5.	Previous response of NSEZ against the issue raised and rule position	
6.	Any other remarks	

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Name of visiting Person:

Email:

Mobile: