

MINUTES OF THE 30th MEETING OF NATIONAL SHIPPING BOARD (NSB) NEW DELHI HELD ON 26th FEBRUARY 2026 AND 27th FEBRUARY 2026 AT 10:00 HRS AT HOLIDAY INN, Goa

The 30th Meeting of the National Shipping Board (NSB) New Delhi was held on 26th February 2025 and 27th February 2025 at 09:30 in the Conference Hall of Holiday Inn, Goa.

The list of participants/attendees (including online) is as follows:

Attendees

Board Members:

1. Shri Sameer Kumar Khare, IAS (Retired), Chairperson, National Shipping Board, New Delhi
2. Shri Ajithkumar Sukumaran, Chief Surveyor, Directorate General of Shipping, Mumbai
3. Shri Rakesh Singh, President, Indian Coastal Conference Shipping Association, Mumbai
4. Shri Rahul Modi, President, Coastal Containers Transporters Association
5. Shri Milind Kandalgaokar, General Secretary, National Union of Seafarers of India, Mumbai
6. Shri Pankaj Verma, DIG, Coast Guard Headquarters, New Delhi
7. Shri Arun Sharma, Executive Chairman, Indian Register of Shipping, Mumbai
8. Shri Shantanu Kalita, Advisor, Indian Ports Association, New Delhi (Online)
9. Ms. Sanjam Sahi Gupta, Director, Sitara Shipping Limited, Mumbai
10. Shri Raghu R Nair, Commodore, Naval Operations, Indian Navy, New Delhi
11. Shri Anil Laxman Devli, Chief Executive Officer, Indian National Shipowners Association, Mumbai
12. Capt. Savio Ramos, General Secretary, MUI

Board Member absent with prior leave of absence:

13. Ms. Esha Srivastava, Joint Secretary (IC), MoPNG
14. Shri V J Jose, CMD, Cochin Shipyard Limited, Kochi (officiating)

Board Member absent without prior leave of absence:

15. Dr. K. Murali, Professor, IIT Madras, Chennai
16. Shri Mandeep Singh Randhawa, In-charge Maritime Administration Division, Ministry of Ports, Shipping and Waterways, New Delhi

Member Secretary:

17. Captain Nitin Mukesh, Secretary NSB (Online)

Permanent Invitees to the Board:

18. Shri AK Bansal, Representative from Inland Waterways Authority of India, Noida, U.P. (Absent)
19. Shri Sushil Mansing Khopde, Add. DGS, as representative from DG Shipping Mumbai (Absent)

Special Invitees:

20. Captain Rajesh Tandon, CEO FOSMA
21. Captain Girish J Phadnis, COO MASSA
22. Dr Shishir Shrotiya, CMEC
23. Dr D.S. Anand, President, All India Ship Repairs Association

Directorate General of Shipping, Mumbai:

24. Shri Jitendra Jadhav, ADG National Shipping Board
25. Shri Shubham Jain, Consultant DGS

Stakeholder Association

26. Mercantile Marine Department, Goa
27. Indian Register of Shipping, Goa Branch
28. DGLL, Noida
29. Federation of All India Sailing Vessels Industry Associations, Mumbai
30. Buoyancy Consultants & Engineering, Goa
31. Shipyard Association of Goa, Goa
32. Goa Shipyard Limited, Goa
33. Mormugao Port Authority, Goa
34. Captain of Ports, Government of Goa, Ports Department
35. Kokan Maritime Cluster, Goa
36. Aquarium Marine Services & Consultancy, Goa
37. Dempo Shipbuilding and Engineering Pvt. Ltd., Goa
38. Salaya Ship Association, Jamnagar
39. New Era Shipping Pvt. Ltd, Goa
40. LRAJ Green Solution Ltd. Goa
41. E-Dot Solutions, Goa
42. International Maritime Federation, Mumbai
43. Goa ICT Pvt. Ltd. Goa

Date 26.02.2026 / Session 1: 09.30 A.M. to 12.30 P.M.

1. Opening Remarks:

1.1. At the outset, the **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** welcomed all the Board Members of National shipping Board, New Delhi (constituted vide Gazette Notification No. S.O.1935(E). dated 30/04/2025 of Government of India, Ministry of Shipping, Ports & Waterways File No. ST-16011/4/2016-MA), representatives of the permanent invitees & Special Invitee and the staff of DG Shipping & NSB Secretariat who were present (both physically and virtually) & attending this 30th meeting of the NSB.

1.2. On behalf of the Board, the Chairperson NSB expressed heartfelt thanks to Mr. Milind Kandalgaokar General Secretary NUSI & Captain Savio Ramos General Secretary MUI for co-hosting the meeting and ensuring excellent arrangements that made the stay and overall

experience comfortable for everyone. He remarked that the ensuing sessions will provide a valuable opportunity for productive discussions and collaboration among the members.

2. Confirmation of the minutes of last NSB meeting held on 18/12/2025 and 19/12/2025:

2.1. The minutes of the last meeting which was held on 18/12/2025 and 19/12/2025 (the minutes of were circulated to the members of the predecessor Board) were considered as confirmed as no comments to the contrary were received after the circulation the minutes as informed by Secretary NSB. **The Secretary NSB was advised by the Board to upload the confirmed minutes on the NSB weblink on the DG Shipping Website.**

Action: Secretary NSB

3. Status of the action taken on the minutes of the meeting held on 30/05/2025:

3.1. The status of the action taken on the minutes of the meeting held on 30/05/2025 was presented before the Board as given in **Annexure I. The Board perused the status action taken and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.**

Action: Secretary NSB

4. Status of the action taken on the minutes of the meeting held on 16/07/2025:

4.1. The status of the action taken on the minutes of the meeting held on 16/07/2025 was presented before the Board as given in **Annexure II. The Board perused the status action taken and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.**

Action: Secretary NSB

5. Status of the action taken on the minutes of the meeting held on 25/08/2025:

5.1. The status of the action taken on the minutes of the meeting held on 25/08/2025 was presented before the Board as given in **Annexure III. The Board perused the status action taken and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.**

Action: Secretary NSB

6. Status of the action taken on the minutes of the meeting held on 06-07/10/2025:

6.1. The status of the action taken on the minutes of the meeting held on 06-07/10/2025 was presented before the Board as given in **Annexure IV. The Board perused the status action taken and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.**

Action: Secretary NSB

7. Status of the action taken on the minutes of the meeting held on 13-14/11/2025:

7.1. The status of the action taken on the minutes of the meeting held on 13-14/11/2025 was presented before the Board as given in **Annexure V. The Board perused the status action taken and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.**

Action: Secretary NSB

8. Finalization of the Communication Strategy of the NSB:

8.1. The Communication Strategy of the board as prepared by Ms Sanjam Sahi Gupta & Shri Shantanu Kalita (both members of the board) was approved by the board as enclosed at **Annexure VI. The Secretary NSB was advised by the Board to upload the Communication Strategy on the NSB weblink on the DG Shipping Website**

Action: Secretary NSB

9. Finalization of the Vision Statement / Mission Statement / Core Values & Objectives of the NSB:

9.1. The Vision Statement / Mission Statement / Core Values / Objectives of the board as prepared by Ms Sanjam Sahi Gupta & Shri Shantanu Kalita, both members of the board were approved by the board as enclosed at **Annexure VII. The Secretary NSB was advised by the Board to upload the same on the NSB weblink on the DG Shipping Website**

Action: Secretary NSB

10. Indianizing the Indian Maritime Heritage and Reforms in Maritime Sector:

10.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** informed the members that, as per directions from the Hon'ble Minister, the National Shipping Board and maritime stakeholders must urgently work on two priority areas. The first is to identify the areas for Indianizing the colonial legacy in India's maritime sector. This includes examining colonial-era structures, systems, and symbols still in existence and taking steps to preserve and promote India's indigenous maritime heritage, which predates colonial influence. He emphasized the need to document India's maritime history in a comprehensive and authoritative manner, as current information is fragmented. He also highlighted the importance of preserving traditional maritime skills, shipbuilding practices, and cultural maritime heritage. The second priority is to identify key reforms required in the maritime sector to support ongoing and future development. These reforms may include (to name a few) improvements in regulatory processes, business processes, custom & immigration processes, curriculum, examination & recruitment systems, stakeholder engagement, skill development, integration of modern technologies such as digitalization and artificial intelligence, working on green & futuristic technologies etc. He stressed that reforms must be specific, actionable, and implemented in a timely manner. Shri Sameer Khare requested all members and stakeholders to submit their suggestions on both colonial legacy and maritime reforms within 10–15 days so that

consolidated recommendations can be provided to the Government for further action.

10.2. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** emphasized that the National Shipping Board (NSB), despite being constituted under the Government, must function as an independent advisory body and objectively evaluate government policies. He stated that the Board should not merely endorse government decisions but critically assess them and clearly identify what is working well and what requires reform. He also noted that the maritime sector currently suffers from fragmented governance involving both central and state authorities, which complicates coordination and policy implementation. He urged members to take an independent and forward-looking view and recommend reforms based on what is required for the sector, rather than limiting themselves to existing policy frameworks. He emphasized that this is an opportune time to identify and recommend systemic changes. He highlighted that immigration procedures, taxation frameworks, customs processes, and standard operating procedures require significant reform due to their complexity and inefficiencies. He urged all stakeholders and industry associations to actively submit concrete reform proposals so that comprehensive recommendations can be submitted to the Hon'ble Minister, noting that the sector is currently in a reform-oriented phase and stakeholder input will be critical.

Data reforms:

10.3. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** highlighted that one of the biggest reforms needed is ensuring availability of maritime sector data in the public domain, rather than forcing stakeholders and policymakers to repeatedly request information from government departments. He further observed that many government reports rely on publicly available secondary sources such as websites or general databases rather than comprehensive official datasets. He implied that this weakens the reliability of policy analysis and highlights the need for stronger institutional data collection and transparency mechanisms.

10.4. **Shri Ajith Kumar Sukumaran CS DGS** stated that the availability and interpretation of data are critical for policymaking. He noted that while some data exists, its interpretation and proper application to policy objectives is essential. He emphasized that data availability alone is not sufficient; it must be accurate, relevant, and aligned with policy needs to enable effective decision-making. He added that while certain data protection considerations may exist, data required for policy formulation should be made available to enable informed recommendations. He emphasized that credible policy advice requires access to accurate and complete data.

10.5. **Shri Anil Devli CEO INSA** explained that earlier, detailed ownership and shipping data was readily available through official channels, but after reforms, the level of detail provided has been significantly reduced. He pointed out that such data truncation limits meaningful analysis. He also highlighted the risks of relying on third-party commercial databases, noting that these sometimes misclassify ships as Indian-owned based only on historical or name associations, even when the companies are foreign-owned entities with no operational link to India. He explained that such misinterpretation can lead to incorrect policy conclusions and misinformed decision-making.

10.6. **Shri Shishir Shotriya from CMEC** highlighted the importance of leveraging national digital platforms such as the Unified Logistics Interface Platform (ULIP), developed under the PM Gati Shakti National Master Plan. He explained that ULIP enables authenticated data exchange among ministries and stakeholders. He suggested that maritime stakeholders register as authenticated users on ULIP to access verified government data, noting that currently the shipping sector has limited integration on the platform compared to highways and railways.

10.7. **Shri Ajith Kumar Sukumaran CS DGS** pointed out that multiple government portals already exist, such as the National Single Window System and “One Nation One Port” initiatives. He stressed that shipowners and masters should not be required to repeatedly submit the same data across multiple platforms, and emphasized the need for integration and simplification so that data submission is done through a single unified system.

10.8. **Shri Shishir Shotriya from CMEC** clarified that his suggestion was intended to address stakeholder concerns regarding lack of access to authenticated data. He reiterated that ULIP provides a government-backed source of verified data and should be utilized more effectively by the maritime sector.

Introduction of One time Amnesty Scheme:

10.9. **Shri Rakesh Singh President ICCSA** proposed that the Government may consider introducing a one-time amnesty scheme to allow Indian shipping companies to OPT FOR tonnage tax scheme. He explained that many companies initially did not fully understand the implications or benefits of the certain schemes, and are locked into corporate taxation scheme. He suggested that a one-time amnesty window could be provided by the Ministry to allow companies to switch over to Tonnage Tax regime, if desired.

Immigration Reforms:

10.10. **Shri Ajith Kumar Sukumaran CS DGS** informed the Board that immigration-related issues are already being examined, and written submissions have been provided. He emphasized that immigration procedures directly affect vessel operations and crew movement, and reforms must address operational challenges while maintaining compliance with international conventions and national requirements. Ajith Kumar Sukumaran stated that, in accordance with international conventions such as the ISPS Code and SOLAS, responsibilities are divided such that the ship side is overseen by DGMA and the port side by BOPS.

11. Ex Post-facto Approval of formation of NSB sub-committees:

11.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** informed the Board that as per decision of the Board in the last meeting the 14 sub committees of the board have been formed vide Order No. F.No.NSB-13/14/2025-NSB dated 06.02.2026 enclosed at Annexure **VIII**. The board ex-post facto approved the said order constituting these sub-committees. The Secretary NSB was advised by the Board to upload the same on the NSB weblink on the DG Shipping Website.

Action: Secretary NSB

11.2. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** stated that all 14 sub-committees constituted under the National Shipping Board should carefully review the minutes of the NSB meetings held since May 2025. He emphasized that these minutes contain detailed views, concerns, and recommendations received from a wide range of stakeholders across the maritime sector. These inputs are especially relevant for sub-committees dealing with areas such as shipbuilding, shipyards, and Maritime Training Institutes (MTIs), where stakeholders have already provided specific suggestions on reforms and sectoral improvements. He urged the sub-committees not to overlook these minutes, even though they are extensive in length, as they collectively capture the practical requirements and expectations of the industry. He advised members to devote adequate time to studying these documents and to incorporate the recorded stakeholder inputs into their discussions, analysis, and recommendations. He also informed that all the meeting minutes are available on the Directorate General of Shipping website and can be easily accessed and downloaded by the sub-committee members for reference and further action.

Action: Chair of all NSB sub-committees

12. Update on sub-committee on “Augmentation of Indian Tonnage”:

12.1. **Shri Anil Devli CEO INSA & Chair of this sub-committee** informed that, with respect to the concerned sub-committee, most of the major ports have provided the required inputs. However, he noted that the Inland Waterways Authority of India (IWAI) has not yet provided any inputs. He further stated that efforts have been made to obtain their response and suggested that a formal communication may be issued at the Secretary level to facilitate their participation and ensure timely submission of inputs.

12.2. **Shri Rakesh Singh President ICCSA** informed the Board that he has been continuously in touch with IWAI officials; however, there has not been adequate response from them on important subject matters such as Tonnage Tax scheme, task group on Inland water transportation, etc. He indicated that a formal letter from higher authorities may help in ensuring engagement with IWAI in all matters concerned.

12.3. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** stated that the Board should not remain dependent on consultations with only one stakeholder like the Inland Waterways Authority of India (IWAI). Other stakeholders may also be consulted. He noted that IWAI has been given adequate opportunity to participate in the subcommittee deliberations; however, due to lack of response and practical concerns such as infructuous infrastructure, absence of assured cargo volumes and minimum assured water depth in the waterways, it may be difficult to rely solely on IWAI’s inputs at present. **The board agreed to write formally to IWAI, but advised the sub-committee to proceed with report preparation based on available inputs rather than waiting indefinitely.**

Action: Chairperson NSB / Secretary NSB

12.4. **Shri Anil Devli CEO INSA** agreed that the report preparation should continue and suggested that IWAI inputs may be kept pending for the time being and incorporated later, if received. He emphasized the need to convert available information and stakeholder inputs into a formal written report.

12.5. **The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.**

Action: Shri Anil Devli CEO INSA & Chair of this sub-committee

13. Sub-committee on “Promotion of Shipbuilding / Ship Repair Facilities in India “

13.1. **Shri Anil Devli CEO INSA & Chair of this sub-committee** expressed disappointment over the limited engagement and response from several government shipyards, stating that despite repeated efforts to obtain information, the response has been inadequate. He informed that while some shipyards, such as Hindustan Shipyard Limited (HSL), responded positively and shared comprehensive data promptly, other shipyards have shown limited cooperation. He further mentioned that discussions with officials and stakeholders are ongoing and additional information will be compiled to complete the compendium on shipbuilding and ship repair infrastructure. **The board agreed to write formally to all Government Shipyards, but advised the sub-committee to proceed with report preparation based on available inputs rather than waiting indefinitely.**

Action: Chairperson NSB / Secretary NSB

13.2. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** stated that additional inputs on ship repair and shipbuilding facilities may be obtained from relevant officials, including those involved in policy and infrastructure development, and encouraged members to follow up with them to gather useful information.

13.3. **Shri Rakesh Singh President ICCSA** informed that significant work is ongoing regarding domestic component development and shipyard information systems, and highlighted that a digital portal containing shipyard capacity, slot availability, and related information is under development. He noted that this portal would help address existing information gaps and improve transparency and planning in the shipbuilding and repair sector.

13.4. **Shri Ajith Kumar Sukumaran CS DGS** emphasized the need for a balanced and realistic assessment of the shipbuilding sector. He cautioned against assuming that the current growth momentum would continue indefinitely, noting that global shipbuilding demand is influenced by temporary factors such as geopolitical developments, green transition requirements, and capacity constraints in other countries. He stressed that government subsidies and financial support should be carefully evaluated to ensure long-term national benefit, especially in terms of domestic value addition, technology development, and sustainable industrial growth. He highlighted that excessive dependence on imported components reduces the strategic and economic benefits of shipbuilding subsidies and recommended that the Board should independently assess these issues and present objective recommendations to the Ministry.

13.5. **Shri Rakesh Singh President ICCSA** highlighted a key structural issue affecting domestic shipbuilding, namely the lack of domestic demand. He noted that shipowners often question whether Indian shipyards can deliver vessels at internationally competitive cost, quality, and timelines.

13.6. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** suggested that policy interventions should also focus on increasing demand for Indian-built vessels, including through government-owned and Indian-flag vessels. He indicated that creating domestic demand could help support shipbuilding capacity and encourage industry growth.

13.7. **Shri Arun Sharma CMD IRS** reinforced this concern, stating that Indian shipyards currently face challenges in matching international shipbuilding standards in terms of speed, cost, and delivery timelines. He noted that in countries such as China, Korea, and Singapore, ships can be delivered much faster, whereas delays and inefficiencies in Indian shipyards discourage domestic shipowners from placing orders locally. He emphasized that without improving competitiveness and delivery reliability, policy support alone will not be sufficient to strengthen the shipbuilding sector.

13.8. **Shri Rakesh Singh President ICCSA** raised a direct and critical question regarding the competitiveness of Indian shipyards. He suggested that Indian shipowners should be asked honestly whether they would choose to build a 40,000-tonne bulk carrier in India. He emphasized that instead of presenting an overly optimistic picture, the real reasons for lack of domestic shipbuilding orders such as higher costs, delivery delays, lack of capacity, and policy or procedural hurdles must be openly acknowledged. He stated that only through honest dialogue between shipowners and shipbuilders can the actual structural constraints be identified and addressed.

13.9. **Shri Ajith Kumar Sukumaran CS DGS** highlighted that subsidies and policy incentives must be carefully evaluated to ensure they truly benefit domestic industry. He noted that while subsidies are intended to promote shipbuilding, in some cases the benefits may not fully translate into long-term domestic capability. He emphasized that infrastructure support and subsidies should lead to sustainable industrial growth, and not merely provide short-term financial benefits without strengthening domestic manufacturing capacity.

13.10. **Captain Shishir Shotriya from CMEC** presented specific reform suggestions based on research and international best practices. He highlighted the importance of tax reforms such as tonnage-based taxation, which has successfully promoted shipping growth in other countries. He also recommended granting shipbuilders and ship repair yards the status of Authorized Economic Operator (AEO), which would reduce customs clearance time for imported equipment and improve operational efficiency. He further emphasized the importance of civil-military integration (“civil-military fusion”) in strengthening shipbuilding capacity. He noted that the defence sector has achieved significant success due to standardized designs, assured order pipelines, and strong coordination between design agencies, shipyards, and government. He explained that in contrast, the civilian shipbuilding sector lacks standardized designs, coordinated demand, and sufficient design capacity. He also pointed out that demand

aggregation and assured order pipelines are essential for developing shipbuilding capacity. He suggested that industry bodies and government could help aggregate demand, particularly for coastal and smaller vessels, to create economies of scale and provide stable order books for shipyards.

13.11. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Anil Devli CEO INSA & Chair of this sub-committee

14. Sub-committee on “Promotion of Ship Recycling industries / Facilities in India”:

14.1. **Shri Rahul Modi President CCTA and Chair of this sub-committee** informed the Board that Gujarat Maritime Board (GMB) had not shown adequate interest in participating in the Ship Recycling Sub-Committee deliberations. To ensure stakeholder representation, he added private sector representatives from the ship recycling industry, including Mr. Rani, Mr. Rohit Agarwal (Bansal Group), Mr. Vishal Raj (Leela Group of Companies), and a representative from Sachana. He also conducted a physical meeting with stakeholders in Bhavnagar and stated that within one week he would submit a one-page note outlining their key issues and proposed solutions for consideration by the Ministry. He further noted that GMB had been requested to participate but had not provided any positive response so far. **The board agreed to write formally to Gujarat Maritime Board, but advised the sub-committee to proceed with report preparation based on available inputs rather than waiting indefinitely.**

Action: Chairperson NSB / Secretary NSB

14.2. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that ship recycling should not be viewed narrowly as synonymous only with Alang or Gujarat. While acknowledging that Alang is a well-established and credible global recycling hub with significant contributions, he cautioned against over-reliance on a single geographical cluster. He stressed the need to explore expansion of ship recycling capacity across other regions of India, including the East Coast and other coastal states, through diversified models. He also cautioned that relying solely on the perspective of existing industry stakeholders could lead to a limited viewpoint focused on their local interests rather than national maritime priorities.

14.3. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** supported this broader national perspective and emphasized that the objective of the National Shipping Board should be to look beyond existing industry interests and focus on long-term national development of the ship recycling sector, including its monetization, global competitiveness, and strategic expansion.

14.4. **Shri Shishir Shotriya from CMEC** highlighted ongoing analytical work undertaken in collaboration with the Ship Recycling Association of India (SRIA), focusing on monetizing emission reductions in ship recycling. He stated that this research explored how environmental benefits of ship recycling could be quantified and leveraged economically, and requested Shri Rahul Modi and the committee to review the findings for possible integration into national

policy recommendations.

14.5. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** further informed members that Dr. Kshatriya and his team at Research and Information System (RIS), a think tank under the Ministry of External Affairs, are working through the Centre for Maritime and Connectivity (CMAC), which is funded by the Ministry of Ports, Shipping and Waterways. He advised members to engage with RIS–CMAC to utilize their research and avoid duplication of efforts, while incorporating broader analytical perspectives into the Board’s recommendations.

14.6. **The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.**

Action: Shri Rahul Modi President CCTA & Chair of this sub-committee

15. Sub-committee on “Issues related to seafarers including increasing share of Indian seafarers in the Global market”:

15.1. **Shri Rakesh Singh President ICCSA & Chair of this Sub-committee** informed the Board that the Seafarers Sub-Group has adequate industry representation and has already held constructive meetings. He explained that the group is working on three main areas: addressing existing operational challenges such as immigration and compliance bottlenecks; promoting Indian seafarers in alignment with national maritime growth objectives; and improving gender parity in the maritime workforce. He added that examination reforms and training requirements for emerging technologies, including green fuel transitions, would also be covered, and that the group expects to submit a roadmap within about one month.

15.2. **Captain Girish Phadnis, the MASSA representative** emphasized that the National Shipping Board (NSB) must take the lead in creating a structured national program to promote maritime awareness for promoting seafarers’ employment. He noted that various organizations such as MASSA and CMMI, as well as companies like Maersk, are independently conducting outreach activities in schools and institutions, leading to duplication and lack of coordination. He suggested developing a standardized presentation and framework that associations could use nationwide, ensuring uniform messaging and centralized tracking of outreach activities. He further recommended launching a national-level campaign similar to the “Unnat Bharat Abhiyan,” where seafarers returning to their hometowns could visit schools and report back, thereby creating grassroots maritime awareness.

15.3. **Commodore Raghu Nair from IN** shared the Navy’s experience in maritime consciousness programs. He explained that earlier outreach by senior officers had limited impact, but in recent years, younger officers (Lieutenant Commanders and below) were encouraged to visit their own schools and colleges. This peer-connect approach significantly improved engagement and recruitment outcomes. He also mentioned that the Maritime History Society (MHS) has already published a comprehensive book on India’s maritime history, which could be incorporated into NCERT textbooks. He added that literature already exists and could be integrated into school curricula without fresh drafting.

15.4. **Shri Ajith Kumar Sukumaran CS DGS** offered a broader perspective, cautioning

against equating maritime careers solely with seafaring. He projected that by 2035, nearly 50% of seafaring roles may become redundant due to technological changes. He stressed that maritime is a vast ecosystem encompassing classification societies, shipbuilding, ship repair, administration, customs, port operations, and many other sectors. He shared that during a lecture at IMU, he deliberately spoke only about shore-based maritime career opportunities and identified dozens of non-seafaring roles. He emphasized the need to direct youth toward the entire maritime value chain rather than glamorizing shipboard careers alone.

15.5. **Shri Shishir Shotriya from CMEC** supported this broader “blue economy” approach. He noted that the maritime and blue economy currently contributes approximately 4% to India’s GDP (though contested) and highlighted that shipbuilding has a strong multiplier effect each rupee invested can generate up to eight rupees in economic value. He suggested that NSB should create a structured inventory of job specifications and opportunities across the entire maritime ecosystem.

15.6. On gender representation, **Ms. Sanjam Gupta Director Sitara Shipping** observed that discussions on women in maritime disproportionately focus on seafaring, overlooking women in shore-based leadership roles. She presented her initiative, *Ocean Heroes: The Fearless Eight*, which profiles women across various maritime professions, including shipowners, marine engineers, harbor masters, and maritime administrators. She informed the Board that an Indian edition is being planned in multiple Indian languages to showcase women across different segments of the maritime sector.

15.7. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** clarified that the National Shipping Board does not equate maritime employment solely with seafaring. He informed members that a dedicated sub-committee under Shri Arun Sharma CMD IRS is already examining skill requirements across the entire maritime sector, including both offshore and onshore roles, with a forward-looking approach for the next 5–10 years. He also emphasized that gender diversity should be viewed alongside broader diversity considerations, including regional and racial representation. He encouraged Indianizing maritime narratives and ensuring inclusive representation across geographies and professional domains.

15.8. **The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.**

Action: Shri Rakesh Singh President ICCSA & Chair of this sub-committee

16. Sub-committee on “Development of Inland waterways including improving regional connectivity”:

16.1. **Shri Rakesh Singh President ICCSA** informed the Board that although the sub-group has broad representation from across India, the key stakeholder—the Inland Waterways Authority of India (IWAI)—has been consistently absent despite repeated emails and calls. He placed this concern on record, stating that the committee’s objective is to avoid duplication and build upon existing work, but meaningful progress is difficult without IWAI’s participation

16.2. Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB responded that two steps are required: formal nomination of an IWAI representative in writing and structured information sharing. He also stressed that without a proper database, policy implementation and certification processes would face structural difficulties. **The board agreed to write formally to Chairman IWAI, but advised the sub-committee to proceed with report preparation based on available inputs rather than waiting indefinitely.**

Action: Chairperson NSB / Secretary NSB

16.3. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Rakesh Singh President ICCSA & Chair of this sub-committee

17. Sub-committee on “Promotion of Coastal Shipping and Inland Waterways”

17.1. Shri Rakesh Singh President ICCSA & Chair of this Sub-committee informed the Board about an upcoming high-level meeting focusing on Modal shift of cargo from road and rail to coastal and inland waterways. His committee aims to examine movement of cargo parcels in “hub and spoke” model covering around 400–500 km distance. However, he reiterated that without consolidated inland vessel data, accurate assessment of tonnage and investment potential remains difficult. The board agreed to write formally to Chairman IWAI, but advised the sub-committee to proceed with report preparation based on available inputs rather than waiting indefinitely.

Action: Chairperson NSB / Secretary NSB

17.2. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Rakesh Singh President ICCSA & Chair of this sub-committee

18. Sub-Committee on the Promotion of the Cruise & the Houseboat Tourism:

18.1. Shri Rahul Modi President CCTA & Chair of this Sub-committee invited Shri Jitendra Jadhav Assistant DGS, another member in his sub-committee to provide an update on progress made in this sector. Shri Jitendra Jadhav informed the Board that, as directed earlier, he had spoken to the Joint Director General of the Ministry of Tourism, Shri Arun Srinivasa, who had previously worked with him. Shri Srinivasa has expressed willingness to personally meet the Chair to discuss cruise and tourism-related initiatives at a mutually convenient time. Shri Jadhav noted that the subject is close to his professional experience, as he had earlier served as convenor of joint task force meetings on cruise tourism chaired by the Secretaries of the Ministry of Tourism and the Ministry of Shipping. He further stated that he has engaged with key stakeholders, including representatives of the Kerala Houseboat Association (including Mr. Vinod) and the Houseboat Owners Association of Srinagar, Kashmir (including Mr. Manchalwar Ahmed). Both associations are willing to share their issues and suggestions with the Board. He proposed that formal letters be issued to invite them to the next meeting.

18.2. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** appreciated the initiative and suggested that, to give greater importance and seriousness to the subject, a physical meeting may be organized. He offered that the National Shipping Board's office in Delhi could be used to host such a meeting, thereby ensuring structured stakeholder engagement and meaningful deliberations on cruise and houseboat tourism development.

18.3. **The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.**

Action: Shri Rahul Modi President CCTA & Chair of this sub-committee

19. Sub-committee on "Maritime Emergency Preparedness and Response":

19.1. **Commodore Raghu Nair from IN & Chair of this sub-committee** informed the Board that inputs have been received from multiple stakeholders, including the DG's office, Shri Anil Devli, and Shri Pankaj Verma among others. Based on these contributions, a preliminary draft report has been prepared and circulated two days earlier. He stated that the draft was shared not only with subcommittee members but also with a few additional members for broader feedback. He further informed that the draft has been forwarded to the National Security Council Secretariat (NSCS) and DG Shipping for their inputs. He expects their comments within a week to ten days. Once those responses are received and incorporated, the report will be largely in its final form, with only a few recommendations left for consideration and approval by the National Shipping Board before formal submission.

19.2. **The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.**

Action: Commodore Raghu Nair, IN & Chair of this sub-committee

20. Subcommittee on "Documentation on Indian Maritime Heritage":

20.1. **Shri Shantanu Kalita Advisor IPA and chair of this sub-committee** informed the Board that he has begun work on documenting India's maritime legacy and has held preliminary discussions with experts. He explained that the focus of the study is to trace the civilizational memory of the Indian Ocean region. He emphasized that the Indian Ocean is not merely a water body but a civilizational highway that historically connected India with Southeast Asia, Sri Lanka, Arabia, and East Africa. For centuries, trade, religion, culture, and ideas moved along monsoon-governed maritime networks. He cited examples such as Kartik Purnima, marking the retreat of the southwest monsoon when maritime voyages traditionally resumed, and similar maritime-linked festivals like Bali-yatra in Odisha, Loy Krathong in Thailand, and parallel traditions across Cambodia, Laos, Myanmar, and Sri Lanka. He noted that these shared rituals demonstrate a deep, interconnected maritime civilization that had weakened due to historical neglect but is now being rediscovered. He stated that a detailed report should be ready within a month.

20.2. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that the initiative could include documentation of both tangible and intangible maritime heritage like physical artifacts, documented records, living traditions etc. He suggested engaging with traditional seafaring communities, particularly those associated with the Indian Sailing Vessels Federation, as many such communities have preserved knowledge of traditional boat-building techniques, clothing, navigation practices, and maritime customs across generations. He added that some of this knowledge has already been documented in video and written form and offered to connect Shri Kalita with these groups for deeper engagement. He then suggested exploring the possibility of identifying centuries-old traditional maritime skills and applying for cultural heritage recognition for them.

20.3. **Shri Shantanu Kalita Advisor IPA** welcomed the idea and further informed members about the development of the National Maritime Heritage Complex (NMHC) at Lothal in Gujarat, described as the world's largest maritime museum project, expected to be inaugurated before the end of the year. He invited members to visit the site and observe ongoing developments, noting that multiple countries and Indian states are participating with dedicated pavilions. He further referred to the recent reconstruction and sailing of a 1,000-year-old stitched vessel from Gujarat—an initiative supported by the Indian Navy and associated with historian Sanjeev Sanyal. He mentioned that he is drawing insights from such revival efforts and suggested that beyond merely discussing colonial legacies, India should work toward reasserting and Indianizing its maritime identity by highlighting indigenous traditions and contributions.

20.4. **Ms. Sanjam Gupta Director Sitara Shipping** offered her assistance in drafting and refining the heritage report, should support be required.

20.5. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** mentioned that he had visited the site earlier along with Shri Rahul Modi NSB Member and held discussions with the project engineers and the architects, describing it as a significant and worthwhile initiative. He encouraged the NSB members to visit.

20.6. **Shri Rahul Modi President CCTA** proposed that a meeting of National Shipping Board in future could even be planned at the Lothal complex, where conference facilities are available, allowing members to combine deliberations with a site visit.

20.7. **The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.**

Action: Shri Shantanu Kalita Advisor IPA & Chair of this sub-committee

21. Sub-committee on creating an Integrated National Single Maritime Window that is Globally Compliant:

21.1. **The Secretary NSB Nitin Mukesh & Chair of this sub-committee** informed that the integration of the National Single Maritime Window from Version 1.0 to Version 2.0 is currently in progress in coordination with the Indian Ports Association and Directorate General

of Shipping. He stated that the system is presently under User Acceptance Testing (UAT) and, as per the timeline provided by IPA, the platform is scheduled to go live by 31st March.

21.2. **Shri Rakesh Singh President ICCSA** stated that the initiative has been ongoing for a considerable period with multiple meetings held. He emphasized that the objective of the platform is to enable shipowners to submit all required vessel-related information through a single platform, without the need to provide the same data separately to multiple agencies such as Customs, Immigration, and Port Health. He sought assurance that once fully implemented, the system would achieve its intended objective of eliminating duplication and enabling seamless data sharing among all relevant authorities.

21.3. **The Secretary NSB Nitin Mukesh** responded that Version 2.0 of the platform is being developed to address the issues observed in Version 1.0. He informed that integration with Customs and Immigration is being incorporated, and duplication of data submission will be resolved. He further stated that coastal shipping data and inland waterways data are also being included in the upgraded platform. He assured that the enhanced system will meet the intended objective of providing an integrated single-window platform for all stakeholders.

21.4. **The Board advised the Secretary NSB to update the board on the status in the next meeting.**

Action: Shri Secretary NSB & Chair of this sub-committee

22. Sub-committee on “Skilling (in ship building, ship repairs and ship recycling)”:

22.1. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Arun Sharma CMD IRS & Chair of this sub-committee

23. Sub-committee on “Development of Regional Maritime Hub and Regional maritime linkage with the neighbourhood”:

23.1. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Shantanu Kalita Advisor IPA & Chair of this sub-committee

24. Sub-committee on “Emerging Technologies”:

24.1. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Arun Sharma CMD IRS & Chair of this sub-committee

25. Sub-committee on “Reduction in Logistics Costs”:

25.1. The Board advised the Chair of the Sub-committee to update the board on the status in the next meeting.

Action: Shri Rahul Modi President CCTA & Chair of this sub-committee

26. Proposed NSB Rules 2026:

26.1. The Board expressed serious concerns that the Board’s suggestions on the draft NSB rules 2026 are being ignored and the Legal cell in DGS in consultation with the Ministry are trying to replicate the existing rules which are outdated.

26.2. The board agreed to request the DGS as well as MoPSW to engage in consultations with the board before overruling its suggestions.

Action: Secretary NSB / DGS / Director (MA) MoPSW

27. Implications of registration of vessels owned by foreign companies like Gift City vis-à-vis the registration of domestically owned vessels:

27.1. **Shri Anil Devli CEO INSA** made a presentation on the implications of vessel registration regimes and the competitiveness of Indian shipping. He stated that Indian-flagged vessels face an approximate 20% cost disadvantage compared to foreign-flagged vessels, primarily due to higher cost of debt, duties on ships, and taxation-related factors, despite operational parameters being comparable. He stated that due to structural disadvantages, Indian shipping companies are often unable to compete effectively in domestic cargo markets, resulting in foreign vessels carrying a significant share of Indian cargo, while Indian shipowners increasingly engage in overseas cross-trade to remain commercially viable. He emphasized that the industry has sought policy reforms to improve competitiveness rather than subsidies. He further informed that the introduction of tax incentives and regulatory benefits under the IFSC regime at GIFT City has created a more competitive environment for entities operating under that framework. However, he noted that vessels registered under the domestic tariff area (DTA) do not receive similar benefits, resulting in a disparity between different registration regimes within India. He highlighted that existing Indian-flagged vessels cannot be easily shifted to the IFSC regime due to legal and regulatory constraints, and consequently, some shipowners have begun registering vessels under foreign flags to remain competitive. He emphasized that this trend reflects the need for policy measures to ensure a level playing field for Indian shipowners. He requested that the National Shipping Board consider taking up the matter with the Ministry to address structural and regulatory issues affecting Indian shipping, in order to support the growth and sustainability of the Indian-flagged fleet.

27.2. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** enquired that if the concessions provided under the GIFT City regime are considered appropriate and, what

measures could be taken by the Government to restore competitiveness of vessels registered under the DTA Shipping regime and reverse the current situation.

27.3. **Shri Anil Devli CEO INSA** responded that the primary requirement is to make the DDG Shipping regime as competitive as the GIFT City regime. He stated that the key structural issues affecting competitiveness include taxation on seafarers, imposition of IGST on ships, and the high cost and limited availability of financing. He emphasized that removal of IGST on ships, similar to the exemption available under the IFSC regime, would significantly improve competitiveness. He further stated that rationalization of taxation provisions affecting seafarers would help incentivize employment and reduce the financial burden on shipowners. He also highlighted the issue of limited access to long-term and low-cost financing, stating that despite shipping being accorded infrastructure status, access to affordable funding remains constrained. He noted that improving access to competitive financing would be critical in supporting fleet growth under the Indian flag. He further stated that policy measures encouraging procurement of cargo on a Free on Board (FOB) basis, instead of Cost, Insurance, and Freight (CIF) basis, would enable Indian shipowners to participate more actively in carriage of Indian cargo. He stated that increased availability of cargo for Indian vessels, along with resolution of structural taxation and financing issues, would significantly improve the competitiveness and growth prospects of Indian shipping.

27.4. **Ajith Kumar Sukumaran CS DGS** stated that the issues affecting competitiveness of Indian shipping are well known to the industry and the Ministry; however, several concerns remain unresolved. He cautioned that the perceived benefits arising from foreign companies registering ships in India should be viewed with caution, as such registrations are largely driven by commercial considerations and may not reflect long-term commitment to the Indian shipping ecosystem. He stated that such entities may flag out their vessels if the commercial or regulatory environment becomes less favorable. He emphasized that the Government's priority should be to ensure that existing Indian shipowners are not compelled to flag out their vessels due to structural disadvantages. He highlighted the distinction between ship ownership and ship registration, stating that ship ownership contributes significantly to national economic and maritime capacity, whereas ship registration alone has limited impact on national development. He further stated that Indian shipowners who have invested and operate under the Indian flag have a long-term stake in the country and should be supported through equitable policy and regulatory measures. He emphasized that shipowners are not seeking subsidies but are seeking a level playing field and equal treatment to remain competitive and continue operating under the Indian flag.

27.5. **Shri Shishir Shotriya from CMEC** stated that the issue raised regarding the competitiveness of Indian shipping and the need to strengthen Indian ship ownership is of strategic importance. He emphasized that both the Government and industry stakeholders are committed to increasing Indian tonnage and ownership. He noted that shipowners operating under the domestic tariff area (DTA) face multiple regulatory requirements from various authorities, including tax and financial regulators, and highlighted the need for a simplified regulatory framework and appropriate tax incentives to enhance competitiveness. He further stated that DTA shipping entities could be accorded export-related benefits and tax incentives

similar to those available under other regimes, in order to improve their financial viability. He also sought views on how access to funding and financial support for Indian shipowners could be strengthened, particularly in light of funding mechanisms being developed under the IFSC framework.

27.6. **Shri Anil Devli CEO INSA** responded that one of the major challenges faced by Indian shipowners is the lack of access to long-term financing aligned with the economic life of ships, which typically extends to 20–25 years. He stated that currently, commercial bank financing is available only for shorter durations, which adversely impacts cash flow and competitiveness. He emphasized the need for access to long-term funding at internationally competitive rates. He further stated that although shipping has been accorded infrastructure status and mechanisms such as the Maritime Development Fund have been announced, clarity on access and implementation remains limited. He emphasized that shipowners require access to infrastructure financing institutions and long-term capital to remain competitive. He also noted that international lenders are increasingly reluctant to finance vessels flagged under the Indian registry, which further affects competitiveness.

27.7. **Shri Shishir Shotriya from CMEC** suggested that alternative financing mechanisms, including asset tokenization and broader participation through innovative financial instruments, could be explored as potential avenues to improve access to funding for shipowners.

27.8. **Shri Anil Devli CEO INSA** responded that while alternative financing approaches could be considered, the immediate priority is to ensure access to conventional long-term infrastructure financing from existing financial institutions, in line with the infrastructure status accorded to the shipping sector, in order to support sustainable growth of Indian ship ownership.

27.9. **Shri Rakesh Singh President ICCSA** stated that the IFSC framework was introduced with the objective of attracting offshore financial and service activities to India; however, its applicability to the shipping sector was not adequately deliberated with the industry. He stated that shipowners have been asked why they are not shifting to the IFSC regime, despite practical challenges such as the requirement to establish new entities and the inability to transfer existing vessels or companies into the IFSC framework. He further highlighted that additional financial burdens, such as imposition of GST on vessel acquisition and shorter loan tenures, adversely affect cash flow and competitiveness. He emphasized that shipowners are seeking access to longer-tenure financing aligned with the economic life of vessels and improved engagement with financial institutions following the grant of infrastructure status to shipping.

27.10. **Shri Ajith Kumar Sukumaran CS DGS** clarified that, from a statutory and safety regulatory perspective, there is a single regulator, namely the Directorate General of Shipping, responsible for safety, environmental protection, and related regulatory functions. He stated that while commercial and fiscal regulatory matters involve other authorities, the statutory regulatory framework governing maritime safety and environmental compliance remains under a single regulatory regime.

27.11. **Shri Anil Devli CEO INSA** informed that discussions had been held with financial institutions such as Power Finance Corporation (PFC) and REC regarding funding support to the shipping sector, and these institutions had indicated willingness in principle to provide financing. However, he stated that concrete financing support and clarity regarding mechanisms such as the Maritime Development Fund and Sagar Mala Development Company support remain pending.

27.12. **Shri Arun Sharma CMD IRS** stated that the issue of tax exemption for seafarers had been examined earlier, including by the Rakesh Mohan Committee, and had been taken up with the Ministry of Finance. He noted that tax relief for seafarers could provide significant support to Indian shipping. He further stated that policy measures encouraging procurement of cargo on an FOB basis, rather than CIF basis, could improve participation of Indian shipping in carriage of national cargo; however, such measures would require coordinated policy decisions at the appropriate Government level.

27. 13. **Shri Sameer Kumar Khare IAS(Retd.) Chairperson NSB** stated that a consolidated list of reform measures has already been prepared and that these issues need to be taken up with the Ministry of Finance rather than being treated solely as internal reforms. He emphasized the need to first sensitize the Hon'ble Minister regarding the specific concerns, particularly those arising from the IFSC framework, which has resulted in an uneven playing field in certain sectors, including maritime. He stated that while the intent is not to oppose the IFSC framework, it is essential to ensure equitable business conditions for Indian shipowners. He highlighted those key measures such as access to low-cost, long-term financing, rationalization of IGST, and addressing taxation-related issues affecting seafarers are critical and require focused attention.

27.14. **Shri Rakesh Singh President ICCSA** stated that taxation-related proposals are currently being processed through inter-ministerial consultations, which involve multiple rounds of queries and clarifications. He emphasized that direct participation of industry stakeholders in such discussions would enable immediate clarification of issues and facilitate more effective resolution, particularly in taxation matters.

27.15. **Shri Sameer Kumar Khare IAS(Retd.) Chairperson NSB** stated that efforts have been made to sensitize the Ministry on these issues and that steps are being taken to facilitate direct engagement with the concerned officials handling taxation matters in the Ministry. He informed that a meeting would be arranged with the concerned officer to discuss the issues in detail and that selected NSB members would be invited to participate. He also noted the importance of ensuring appropriate technical expertise in addressing taxation-related matters. He stated that key issues raised during the discussion, including concerns related to the IFSC framework and other structural matters affecting Indian shipping, would be taken up with the Hon'ble Minister for further consideration.

27.16. **After due deliberations, the board agreed to raise these issues before the Hon'ble Minister Ports, Shipping & Waterways during the next interaction of the board with him. The Chairperson was requested to arrange for such interaction as soon as possible.**

Action: Chairperson NSB / Secretary NSB

28. Abandonment of Indian Seafarers:

28.1. **Shri Anil Devli CEO INSA** made a presentation (**Annexure IX**) on the issue of abandonment of Indian seafarers and explained that under the Maritime Labour Convention (MLC), shipowners or flag States are required to maintain financial security to cover repatriation, unpaid wages up to four months, and related costs. He stated that a seafarer is deemed abandoned if wages remain unpaid for more than two months, or if repatriation, maintenance, and support are not provided. He further noted that Port State Control and Flag States are responsible for verifying compliance with these financial security requirements. He stated that despite the existence of international regulations and financial security mechanisms, abandonment cases continue due to structural and enforcement gaps, particularly involving vessels registered under weak flag States and flags of convenience. He highlighted that in several cases, shipowners operate through opaque corporate structures and provide invalid or fraudulent insurance documentation, making enforcement difficult and delaying activation of financial security mechanisms. He further stated that jurisdictional complications, insolvency of shipowners, and lack of coordination between flag States, port States, insurers, and other authorities often result in prolonged hardship for seafarers, including delays in repatriation and recovery of wages. He noted that some shipowners are repeat offenders, indicating gaps in accountability and enforcement. He suggested several measures to address the issue, including establishment of a mandatory international digital verification system for financial security certificates, creation of an international compensation fund for abandoned seafarers, implementation of stricter financial fitness and due diligence requirements before vessel registration, and development of a global database and blacklist of defaulting shipowners. He also emphasized the need for greater accountability of flag States and improved coordination among international maritime authorities. He requested that the National Shipping Board consider these suggestions and, if appropriate, recommend that a formal proposal be submitted to the Government and relevant international bodies to strengthen protections for seafarers and prevent abandonment cases.

28.2. **Shri Rakesh Singh President ICCSA** appreciated the presentation and informed that recent discussions indicated that approximately 1,000 Indian seafarers are currently reported as abandoned, representing a significant proportion globally. He stated that the Directorate had been requested over several years to provide a breakdown of abandonment cases indicating how many seafarers were recruited through licensed Recruitment and Placement Services (RPSL) agencies and how many through unregulated channels; however, such consolidated data had not been made available. He further informed that the Directorate has now engaged an agency to investigate abandonment cases and determine the recruitment pathway, including whether the seafarers were engaged through RPSL or other routes, in order to establish accountability and improve regulatory oversight.

28.3. **Shri Ajith Kumar Sukumaran CS DGS** stated that abandonment cases are often associated with seafarers who are recruited outside the formal regulatory framework or through fraudulent certification and recruitment channels. He emphasized that properly trained and certified seafarers engaged through legitimate recruitment mechanisms are generally better protected. He highlighted that several cases involve individuals who were misled through

fraudulent certification processes and placed on vessels operating under weak or non-compliant flag States, where regulatory protection and enforcement mechanisms are limited. He further stated that addressing the issue requires strengthening certification integrity, enhancing regulatory oversight, and taking appropriate action against non-compliant entities and high-risk flag States involved in such cases.

28.4. **Capt. Savio Ramos General Secretary NUSI** stated that FOSMA and MASSA, since their inception in 1993, have not had any cases of abandonment involving seafarers recruited through their member organisations. He emphasized that abandonment cases are generally not associated with seafarers recruited through established and compliant recruitment mechanisms.

28.5. **Shri Rakesh Singh President ICCSA** stated that recruitment through licensed RPSL agencies provides a degree of regulatory oversight; however, cases involving seafarers joining vessels using foreign Certificates of Competency (CoC), particularly those issued directly by foreign flag States, raise concerns regarding verification of authenticity. He sought clarification on whether mechanisms exist for verification of such certificates through flag State administrations.

28.6. **Capt. Savio Ramos General Secretary NUSI** responded that under the STCW Convention, there is an obligation to verify certificates, and such verification is generally possible through established flag State systems. However, the availability and reliability of online verification mechanisms may vary across flag States.

28.7. **Shri Ajith Kumar Sukumaran CS DGS** stated that while verification systems exist for certain flag States, the primary issue in many abandonment cases relates to fraudulent or improperly obtained certificates, including cases where individuals obtain foreign certification based on invalid or forged documentation. He emphasized that such practices involve fraudulent certification processes and pose significant challenges for regulatory oversight.

28.8. **Shri Rakesh Singh President ICCSA** further stated that in cases where foreign certificates are issued based on recognition of Indian certification, it is the responsibility of employers and relevant authorities to verify the authenticity of such certifications with both the issuing foreign authority and the Indian administration. He emphasized the importance of due diligence and verification to prevent fraudulent certification and associated risks to seafarers.

28.9. **After detailed deliberations the board referred the matter to the NSB sub-Committee to examine and submit a report to the board to strengthen protections for seafarers and prevent abandonment cases.**

Action: Shri Rakesh Singh President ICCSA & Chair sub-committee on the seafarers

29. Immigration issues relating to Coastal Vessels:

29.1. **Shri Rakesh Singh President ICCSA** stated that despite MHA clear instructions regarding immigration waiver for coastal vessels, different ports have started their own procedures for checking such coastal vessels. He emphasized that the immigration issue had been raised at a national level under the Merchant Shipping Act framework and was not port-

specific. He stated that to obviate issue of different SOPs at different ports, a draft national level SOP was prepared by the stakeholders and submitted to DG Shipping. He expressed concern that despite submitting a draft Standard Operating Procedure (SOP) nearly 45 days earlier to the DGS, industry representatives were not invited to a subsequent meeting with port authorities, and there had been little response from the DG Shipping.

29.2. **Shri Anil Devli CEO INSA** strongly raised the issue of immigration-related charges, stating that ₹3,000 per seafarer had recently been paid at a Maharashtra port for sign-on and sign-off of 11 seafarers on a purely coastal harbor tug, where immigration clearance should not have been required. He described this as unsustainable, especially for small coastal vessels operating on thin margins, and warned that such practices undermine ease of doing business. He supported the demand for proper stakeholder consultation before any new SOP is notified and suggested that, if necessary, the matter be escalated to the Minister.

29.3. **Shri Rahul Modi President CCTA**, on the specific matter of Salaya port, informed the Board that Addl DG Shri Khopde had visited Salaya and acknowledged that earlier correspondence to the Ministry of Home Affairs had covered only four ports and had inadvertently omitted Salaya. He stated that Addl DG had assured corrective communication would be sent to include Salaya. He also suggested that wooden craft vessel seafarers, if falling within regulatory scope, should be properly integrated into the SOP and compliance framework.

29.4. **Captain Rajesh Tandon, the FOSMA representative** raised broader concerns about corruption and unofficial payments at ports, affecting both Indian-flag and foreign-flag vessels calling at Indian ports. He referred to the Maritime Anti-Corruption Network (MACN) and emphasized that India should address such issues internally rather than relying on international bodies to highlight them. He urged the National Shipping Board to take up the matter formally with Customs, Immigration, Port Authorities, PHO, and other relevant agencies, stressing that normalization of small unofficial payments damages India's global maritime reputation.

29.5. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** emphasized the need to maintain institutional clarity, noting that members represent their associations externally but function independently within the National Shipping Board. He indicated that escalation of the immigration issues before the Hon'ble Minister should be considered judiciously and assured members that the issue would be appropriately taken up at the highest level.

29.6. **After due deliberations, the board agreed to raise these issues before the Hon'ble Minister Ports, Shipping & Waterways during the next interaction of the board with him. The Chairperson was requested to arrange for such interaction as soon as possible.**

Action: DG Shipping / Chairperson NSB

30. Issues related to Security of the Ports:

30.1. **Shri Rakesh Singh President ICCSA** stated that Bureau of Port Security (BoPS) was understandably created to ensure security of Indian ports which is logical. However, there are concerns on BoPS regulating the security related procedures on vessels.

The authority of vessel related security documentation, audits, certifications, etc. lies with the Directorate General of Shipping and should remain so for practical reasons and ease of business. He further emphasized that ship certification is linked to international conventions and operational compliance, not national security, and transferring such functions could disrupt industry processes. He noted that industry associations such as ICCSA and INSA have formally conveyed these concerns to the Directorate. He suggested that the Directorate General of Shipping should be formally designated as the implementing authority for Indian-flagged vessels under relevant regulations, to ensure clarity, consistency and ease of doing business.

30.2. **Shri Anil Devli CEO INSA** raised concerns that certain new regulatory provisions may shift authority away from the Directorate General of Shipping, potentially creating operational and administrative difficulties. He stressed the need to clarify jurisdiction and ensure that maritime regulatory functions remain with appropriate authorities. He stated that transferring regulatory functions to new bodies without proper coordination could create confusion and operational challenges for shipowners and operators.

30.3. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that regulatory focus should not be limited to major ports alone. He noted that minor ports, fishing harbors, and fishing vessels present greater security vulnerabilities and should receive greater attention in maritime security planning.

30.4. **Shri Pankaj Verma DIG ICG** informed the Board that significant efforts are underway to strengthen maritime security, particularly in the fisheries sector. He explained that ISRO-developed transponders have been made mandatory for deep-sea fishing vessels, funded by the Central Government under national schemes, and approximately 45,000 vessels have already been fitted, with a target of over 100,000 vessels. He also noted that standard operating procedures for security at fish landing centers and fishing ports have been developed, although implementation depends heavily on state governments. He added that coordination with state governments remains a challenge, but progress is being made through national-level coordination mechanisms. He noted that states have now appointed maritime security coordinators and that inter-agency coordination is improving.

30.5. **Commodore Raghu Nair from IN** confirmed that the National Maritime Security Coordinator and multiple agencies are actively working to strengthen security at fish landing centers, minor ports, and coastal areas. He noted that security infrastructure development, including surveillance and tracking systems, is progressing, though implementation varies across states.

30.6. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** emphasized the need for a structured risk assessment across maritime infrastructure. He suggested shifting greater focus toward vulnerable and under-regulated areas such as fishing harbors and minor ports rather than concentrating primarily on major ports, which are already well regulated. He also expressed concern regarding the limited institutional capacity of fisheries departments, noting

that fisheries is a state subject and often lacks sufficient coordination and prioritization despite its critical importance for maritime security and economic development.

30.7. **Shri Ajith Kumar Sukumaran CS DGS** highlighted the need to modernize India's fishing sector by promoting larger, modern fishing vessels capable of operating in deeper waters beyond territorial limits. He noted that although government schemes exist to promote modernization, adoption has been limited due to structural and operational challenges. He clarified that ship certification and inspection processes are part of compliance with international maritime conventions and are not intended for national security purposes. He explained that certification is usually carried out by classification societies or authorized agencies to ensure vessels meet international standards and are accepted at global ports, and separating these functions unnecessarily could create operational difficulties. He stated that the National Shipping Board may formally take note of the concerns regarding the Bureau of Port Security and its scope, particularly whether it will cover all ports and how its functions will interact with existing regulatory bodies.

30.8. **Commodore Raghunath Nair from IN** clarified that BOPS is envisioned primarily as a policy and coordination body for port security, similar in concept to other national security coordination agencies. He explained that BOPS is not expected to take over operational or certification functions currently performed by the Directorate General of Shipping, and its role will mainly focus on policy formulation and security coordination rather than operational maritime regulation. He highlighted a critical regulatory gap in India's fisheries sector. He explained that beyond 12 nautical miles (territorial waters), there is no comprehensive regulatory framework governing Indian fishing vessels. This lack of regulation has resulted in serious implications, including instances where Indian fish exports were classified as illegal by importing countries because they were sourced from unregulated fishing operations. He stressed that this creates compliance, trade, and credibility challenges for India in the global fisheries market.

30.9. **Shri Ajith Kumar Sukumaran CS DGS** elaborated that the Department of Fisheries had earlier attempted to introduce a central Marine Fisheries Regulation Act (MFRA) to regulate fishing in the Exclusive Economic Zone (EEZ). However, the proposal faced strong opposition, particularly from fishing communities such as those in Tamil Nadu, and could not be implemented. He further noted that more recent attempts in 2023–24 to introduce similar legislation were not pursued at the national level due to political sensitivities. Instead, the government has introduced Deep Sea Fishing Rules, which have now been approved and are under implementation, marking a step toward regulating fishing activities beyond territorial waters. He clarified the distinction between fishing regulation and fishing vessel regulation. He explained that fishing activity regulation—including gear, catch limits, and operational practices—is governed primarily by state-level Marine Fisheries Regulation Acts. However, fishing vessel safety, certification, and seaworthiness fall under the Merchant Shipping Act and international maritime conventions. He emphasized that India has not yet ratified certain key international conventions, such as the Cape Town Agreement on fishing vessel safety, although draft regulations aligned with the new Merchant Shipping Act have already been prepared and

circulated. He stressed that adopting international standards and certifying Indian fishermen and vessels accordingly could open significant global opportunities for Indian fishing personnel, similar to the growth seen in the Indian seafarer workforce.

30.10. **Shri Pankaj Verma DIG ICG** supported these observations and pointed out that foreign fishing fleets, particularly from China, regularly operate in regional waters using large mechanized vessels supported by mother ships and refrigeration infrastructure. He emphasized that India has enormous untapped potential in deep sea fishing but faces cultural and structural barriers, as Indian fishermen often lack incentives, infrastructure, and willingness to transition to modern, large-scale fishing operations.

30.11. **Shri Ajith Kumar Sukumaran CS DGS** suggested that instead of focusing on domestic fishing practices within territorial waters, India should incentivize and promote deep sea fishing beyond territorial waters. He emphasized that expanding India's presence in offshore fishing would enhance economic benefits, maritime utilization, and international competitiveness. He further explained that deep sea fishing targets species such as mesopelagic fish, which are primarily used in industries like nutraceuticals, pharmaceuticals, and cosmetics rather than for direct human consumption. He emphasized that India already has significant marine resources but has not fully developed the value chain to exploit these opportunities. He cited Norway's SINTEF public research and industry coordination model as an example of how governments can integrate industry, research, and infrastructure to promote deep sea fishing. He suggested that India could adopt a similar institutional model to coordinate stakeholders, promote vessel manufacturing, facilitate leasing arrangements, and build a complete value chain. He also stressed the importance of ensuring that coastal communities benefit from deep sea fishing initiatives. He noted that unless fishing communities see tangible economic benefits, resistance to modernization and regulation will continue. He recommended a clear separation between small-scale coastal fishing and industrial deep-sea fishing, with appropriate policies for each segment.

30.12. **Commodore Raghu Nair from IN** reiterated that foreign fishing fleets frequently operate near Indian waters, highlighting both a security concern and an economic opportunity. He emphasized that strengthening India's deep sea fishing capabilities would enhance both maritime security and economic utilization of marine resources.

30.13. The board agreed to wait for the issue of the final notification creating BOPS and to take a call on the issue thereafter.

31. Creation of Centralized Database of Inland Vessels & Inland Vessels' regulation:

31.1. **Shri Rakesh Singh President ICCSA** mentioned that IWAI has launched a national portal where the details of Inland vessels can be uploaded and accessed. However, industry stakeholders are largely unaware of this development. He is planning to schedule a webinar for industry members with IWAI to familiarize members about the portal.

He also highlighted that amendment to Income Tax Act 2025 proposing declaration of IWAI as competent authority for Inland vessels for Tonnage Tax regime is yet to be passed by the parliament. The amendment proposes the application of new regime from 1st April 2026. In

absence of any regulatory frame work, the industry members will face problem in availing and complying with Tonnage Tax regime wrt inland vessels.

He also raised a serious lack of data on Inland vessels. India does not have consolidated national data on inland vessels, as registration is handled by states the information is not readily available. And, without a reliable database and tonnage pool, investment and insurance participation will remain constrained

31.2. **Shri Ajith Kumar Sukumaran CS DGS** clarified that IWAI's primary mandate is infrastructure development of waterways rather than vessel regulation. He explained that regulatory implementation largely rests with state governments, and IWAI does not have enforcement authority comparable to DG Shipping. He suggested that a standardized framework similar to the Motor Vehicles Act model may be required—where the central mandate exists, but implementation remains with states, supported by a centralized portal. He also noted that state governments face manpower and resource constraints for surveys, inspections, and certifications

31.3. Responding to this, **Shri Rakesh Singh President ICCSA** clarified that the Inland Vessels regulatory regime has significantly changed under the 2021 Act. Rule-making authority has been centralized, and IWAI has now been designated as the “Competent Authority,” while state governments act as designated implementing authorities. He described this as a three-layer structure—Central Government (Act), IWAI (Rules and central database), and State Governments (Implementation). He also highlighted a major positive reform: vessels registered in one state can now operate across India without re-registration, unlike the earlier regime

31.4. The board requested Shri Rakesh Singh President ICCSA to provide an update in the next meeting.

Action: Shri Rakesh Singh President ICCSA

32. Budget Announcement- Development of 20 Inland waterways:

32.1. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** sought clarification on the status of 20 waterways identified as viable and the new initiatives announced in the recent budget.

32.2. **Shri Rakesh Singh President ICCSA** clarified that no new waterways have been added; rather, the focus has shifted to prioritizing approximately 20 viable waterways out of the originally declared 111. He stated that National Waterway-1 (NW-1) may not be viable along its entire stretch but certain sections could be developed selectively based on operational feasibility. He also highlighted that National Waterway-2 (NW-2) and National Waterway-3 (NW-3) have significant potential due to favorable geographic and logistical conditions, although certain implementation challenges remain. He briefed the Board on the promotion of Inland Water Transport (IWT) and stated that although 111 National Waterways had been declared earlier, subsequent assessments have indicated that only about 20 waterways are commercially viable and sustainable due to assured water availability and traffic potential. He

emphasized that efforts are now being focused on these priority waterways to ensure effective utilization of resources and development. He highlighted successful examples such as the Amba River, where inland water transport is functioning effectively due to assured water availability and captive cargo demand. He stated that cargo movement in such waterways demonstrates that viable waterways with sufficient draft and cargo potential can support sustained operations and growth.

32.3. The board thanked Shri Rakesh Singh President ICCSA for his briefing.

33. Budget Announcement- Development of NW 5:

33.1. **Shri Rakesh Singh President ICCSA** briefed (**Annexure X**) the Board on the development of National Waterway-5 (NW-5), stating that based on updated feasibility assessments, only about 300 kilometers of the originally planned 623-kilometre stretch between Talcher, Paradip, and Dhamra is being taken forward for development, while the remaining stretch has been considered unviable. He stated that the project is being developed primarily to support coal evacuation and improve logistics efficiency in the region. He informed that the project involves substantial infrastructure development, including construction of barrages, modification of bridges, and navigation infrastructure, with an estimated project cost of approximately ₹12,000 crore. He further stated that the proposal has been submitted to the Public Investment Board for approval and that the project is expected to improve cargo movement efficiency, reduce logistics costs, and support industrial and energy sectors in the region.

33.2. The board thanked Shri Rakesh Singh President ICCSA for his briefing.

34. Budget Announcement- Sea Plane connectivity:

34.1. **Shri Rahul Modi President CCTA** informed that the development of seaplane connectivity in India has faced challenges, particularly due to commercial viability issues, despite initial efforts such as the seaplane linkage between Sabarmati and Kevadia initiated in 2020. He stated that although the Government has identified multiple routes, including 48 routes in Kerala under the UDAN scheme, the success of seaplane operations depends significantly on continued financial support, including viability gap funding (VGF). He further stated that recent budget provisions include support for indigenous manufacturing of seaplanes as well as continued viability gap funding, which is expected to improve the prospects for seaplane operations. He noted that regions such as Kerala and the Andaman and Nicobar Islands have strong potential for seaplane connectivity due to favorable geographic conditions. He informed that detailed inputs and a report on seaplane connectivity, including implementation experience and recommendations, would be submitted to the Board.

34.2. After detailed deliberations the board referred the matter to the NSB “Sub-committee on Promotion of cruise & house boat Tourism” to examine and submit a report to the board.

Action: Shri Rahul Modi President CCTA & Chair, Sub Committee on Promotion of Cruise & House Boat Tourism

35. Budget Announcement - Domestic Container Manufacturing:

35.1. **Shri Rahul Modi President CCTA** briefed the Board on the status of container manufacturing in India and informed that the Government has announced a financial support package of approximately ₹10,000 crore, including capital expenditure (CAPEX) subsidy and operational expenditure (OPEX) subsidy, to promote domestic container manufacturing. He stated that the proposed scheme provides for 25% capital subsidy for new manufacturing plants and operational subsidy of approximately USD 400 per 20-foot container to improve competitiveness with international manufacturers, particularly China. He highlighted concerns that several container manufacturing plants had already been established in India during 2020–2021 based on earlier policy encouragement and support from the Government and National Shipping Board. He stated that the current scheme appears to provide benefits primarily to new manufacturers, while existing manufacturers may not receive equivalent support, thereby placing them at a competitive disadvantage. He emphasized that existing plants should also be made eligible for CAPEX and OPEX support to ensure sustainability and avoid closure of operational facilities. He further stated that several large companies have expressed interest in entering container manufacturing, and emphasized the importance of ensuring that MSME manufacturers and existing domestic producers are not adversely affected by the new policy framework. He highlighted the need for balanced policy measures to support both existing and new manufacturers, promote domestic capacity, and ensure long-term sustainability of container manufacturing in India. He informed that the existing Container manufactures in India have also emphasized the importance of developing testing, certification, and compliance infrastructure, including support for MSMEs involved in container components, fittings, and certification. It was noted that strengthening domestic certification capacity and ensuring access to finance and infrastructure support would be critical for promoting indigenous container manufacturing.

35.2. **Shri Sameer Kumar Khare IAS (Retd) Chairperson NSB** informed that consultations had earlier been held with domestic container manufacturers. They had highlighted key challenges including lack of assured demand, higher production costs compared to imported containers due to high cost of steel vis a viz China, and absence of economies of scale. He stated that the new scheme, while addressing some of these issues, appears to focus primarily on new entrants, and the implications for existing manufacturers need to be examined carefully to ensure a level playing field. He stated that the National Shipping Board through its sub-committee headed by Shri Anil Devli should examine the concerns raised by stakeholders and facilitate consultations with container manufacturers, including MSMEs and existing producers, and provide appropriate recommendations to the Ministry for further consideration.

35.3. **Shri Anil Devli CEO INSA & Chair sub-committee** suggested that further consultations be held with existing container manufacturers to understand their concerns in detail and prepare a comprehensive report with recommendations for consideration by the Ministry.

35.4. After detailed deliberations the board referred the matter to the NSB “Sub-Committee on Ship Building & Repairs including Domestic Container Manufacturing” to examine and submit a report to the board.

Action: Shri Anil Devli CEO INSA & Chair, Sub Committee on Ship Building & Repairs including domestic container manufacturing

36. Representation of SAI ‘Urgent Need for Policy Intervention on Import of Second-Hand Vessels, to Promote Domestic Shipbuilding:

36.1. The representation received from Shipyards Association of India (**Annexure XI**) on import of second-hand vessels was circulated amongst NSB members and their views were sought. CEO INSA had provided a detailed perspective of INSA (**Annexure XII**) on the issue.

36.2. After detailed deliberations the board referred the matter to the NSB “Sub-Committee on Ship Building & Repairs including Domestic Container Manufacturing” to examine and submit a report to the board.

Action: Shri Anil Devli CEO INSA & Chair, Sub Committee on Ship Building & Repairs including domestic container manufacturing

37. Tonnage Tax on Inland Vessels (IVs):

37.1. **Shri Rakesh Singh President ICCSA** informed that the Central Government extended the Tonnage tax Scheme to Inland Vessels in the Budget of the FY 25-26 to be effective from 01/04/2026. Despite announcement by the Central Govt, certain amendments to the IT act and certain guidelines to make the scheme operational are pending in the Ministry of Ports, Shipping, and waterways & IWAI. He has submitted a representation (**Annexure XII**) to the Ministry and the NSB in this regard. The NSB has facilitated the discussions in the Ministry and matter is under process.

37.2. After detailed deliberations the board advised **Shri Rakesh Singh President ICCSA** to provide an update in the next NSB meeting.

Action: Rakesh Singh President ICCSA

38. Increased Shifting Charges on Coastal Import Containers by the Cochin Port Authority:

38.1. **Shri Rahul Modi President CCTA** informed the Board that Cochin Port Authority has imposed an additional shifting charge of ₹1,000 per container specifically on coastal import containers without citing any reason and without any consultations with the stakeholders. He stated that Cochin Port authority is already among the highest charging port authorities in India for coastal container handling, with terminal handling charges approximately ₹4,000 higher per container compared to other ports. He emphasized that such additional charges adversely

impact coastal shipping, particularly when the Government is promoting coastal cargo through various policy initiatives and incentives. He informed that he had already submitted representations regarding the issue and would submit further inputs along with supporting documentation. He requested that the matter be taken up at the appropriate level to examine its impact on coastal shipping and consider suitable measures.

38.2. **Shri Anil Devli CEO INSA** stated that earlier, tariff changes at ports were regulated by the Tariff Authority for Major Ports (TAMP), which functioned as a quasi-judicial body and ensured transparency through stakeholder consultation and review of justification for tariff revisions. He noted that with the replacement of TAMP by the Tariff Authority for Major Ports (Adjudicatory Board) under the new framework, the process has shifted toward a disclosure-based system with limited mandatory consultation. He suggested that affected stakeholders and industry associations should formally submit representations to the appropriate authority and raise concerns through institutional mechanisms. Shri Anil Devli suggested that industry stakeholders and associations may submit formal representations and pursue the matter through appropriate institutional and policy channels to ensure that tariff decisions do not adversely affect coastal shipping growth.

38.3. **Shri Ajith Kumar Sukumaran CS DGS** stated that port tariff decisions are generally taken based on commercial considerations and comparative analysis with other ports, and that ports operate in a competitive environment. He noted that regulatory intervention must be considered carefully within the current policy framework.

38.4. **Shri Sameer Kumar Khare IAS (Retd) Chairperson NSB** observed that the concept of market-driven pricing may not always reflect true competitive conditions, particularly where limited-service providers exist, and emphasized the need to ensure fairness and alignment with national policy objectives for coastal shipping promotion.

38.5. **The board advised that the issue be discussed in the forthcoming meeting of the NSB “Sub-committee on Reduction of Logistics Cost” and examined in detail, given its implications for coastal shipping promotion and logistics efficiency and submit a report to the board.**

Action: Shri Rahul Modi, President CCTA & Chair, Sub Committee on Logistics Costs Reduction

39. Introductory reel on the NSB:

39.1. The introductory reel on the NSB is being prepared by Ms. Sanjam Director Sitara Shipping & NSB member. Ms. Sanjam stated that she would share the reel with Shri Anil Devli CEO INSA and thereafter coordinate to review and refine the content. She assured that improvements would be made to ensure a more professional outcome before wider circulation. She further mentioned that she would check the cost details based on previous similar work undertaken for maritime-related content and revert after consulting her records.

39.2. The board advised Ms. Sanjam to present the improved version in the next NSB meeting.

Action: Ms. Sanjam Sahi Gupta Director Sitara Shipping

The session was concluded at this stage.

Date: 26/02/2026 Session II: 12:30 PM to 02:30 PM

40. The deliberations in the session II included interaction of the members with the Shipyard Association of India, Sundry Shipyards, Federation of Indian Sailing Vessels Associations, and other Stakeholders. The details are enclosed at **Annexure XIV**.

The session was concluded at this stage.

Date: 26/02/2026 Session III: 03:30 PM to 04:15 PM

41. The deliberations in the session III included interaction of the members with the FOSMA & MASSA. The details are enclosed at **Annexure XV**.

The session was concluded at this stage.

Date: 27/02/2026 Session I: 09:30: AM to 1:30 AM

42. The deliberations in the session I included interaction of the members with the Captain of Ports Govt of Goa, Mormugao Port Authority & Goa Shipyards Limited. The details are at **Annexure XVI, XVII & XVIII** respectively.

The session was concluded at this stage

Date: 27/02/2026 Session II: 2.30 PM to 05.30 PM

43. The deliberations in the session II included interaction of the members with CMEC and the other Stakeholders representatives. **The details are at Annexure XIX & XX** respectively.

The session was concluded at this stage.

44. Next Board Meeting:

44.1. The Board agreed to hold its next meeting in the middle of Second fortnight of March 2026 at Tuticorin and the Secretary NSB was advised to take up with the concerned Regional MMDA under Directorate of the Shipping & Chairman Tuticorin Port Authority to make necessary arrangements for the meeting.

Action: Secretary NSB / All Members

45. Vote of thanks:

45.1. In the end of the session, the Chairperson NSB thanked all the NSB members, the permanent invitees and the special invitees present in the meeting for their presence (physical as well as virtual) and their active participation in the meeting.

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Annexure I

Status of Action Taken on the decisions taken in the 24th meeting of National Shipping Board (NSB) New Delhi held on 30th May 2025 at 10:30 hrs in the Conference Hall of Directorate General of Shipping (DGS), Mumbai

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status on 15/12/2025	Status on 22/02/2026
1.	7.1	Time Gap between constitution of the consecutive boards: It was felt by the board that to ensure continuity of the board / sub group work, the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to take advance action on selection and notification of the board members so that there is no break between constitution of two consecutive boards.	Director MA, MoPSW	The action is pending. No update was provided by the Ministry of PSW (Director MA).	The action is pending. No update was provided by the Ministry of PSW (Director MA).
2.	7.2	Permanent Office address and setup for the board: It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.	Director MA, MoPSW	The action is pending. No update was provided by the Ministry of PSW (Director MA).	The action is pending. No update was provided by the Ministry of PSW (Director MA).

3.	7.3	<p>Development of a dedicated website for the Board and designing of a programme to increase social media presence / public outreach of the board amongst stakeholders: It was felt by the board that the DGS Mumbai should be requested to do the needful in time bound manner.</p>	DG Shipping	The proposal is under finalization in the DG Shipping.	The DGS website has been updated with NSB contact details, Members' profiles, Sub-group reports, Chairperson's speeches, and Minutes of Meetings. Development of a dedicated NSB website is in progress at the Delhi Office. Online monthly updates will be made available to Board Members once website is ready.
4.	7.6	<p>Invitation of the representative of Maritime State Development Council (MSDC):</p> <p>It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.</p>	Director MA, MoPSW	<p>The action is pending.</p> <p>No update was provided by the Ministry of PSW (Director MA).</p>	<p>The action is pending.</p> <p>No update was provided by the Ministry of PSW (Director MA).</p>
5.	7.7	<p>Monthly Updates:</p> <p>it was felt by the board that the monthly updates on the action initiated based of the decisions taken by the board should be provided on the website to the board members as the official board meetings in the past have occurred once in every three months</p>	Secretary NSB	The matter of upgradation of the website pending with DG Shipping. Once the Website is upgraded, the monthly updates would be provided.	The DGS website has been updated with NSB contact details, Members' profiles, Sub-group reports, Chairperson's speeches, and Minutes of Meetings. Development of a dedicated NSB website is in progress at the Delhi Office. Monthly updates will be made available to Board Members accordingly.

6.	8.1	<p>Presentation 1: Sagar Setu (NLP-M) Maritime Single Window:</p> <p>It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.</p>	Director MA, MoPSW	<p>The action is pending.</p> <p>No update was provided by the MoPSW (Director MA).</p>	<p>The action is pending.</p> <p>No update was provided by the MoPSW (Direct or MA).</p>
7.	8.2	<p>Presentation 2: Directorate General of Lighthouse and Lightships:</p> <p>Overall, the discussions highlighted challenges in data sharing, staffing, and maintaining security and efficiency in maritime operations. It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.</p>	Director MA, MoPSW	<p>The action is pending.</p> <p>No update was provided by the MoPSW (Director MA).</p>	<p>The action is pending.</p> <p>No update was provided by the MoPSW (Director MA).</p>

Annexure-II

Status of Action Taken on the decisions taken in the 25th meeting of National Shipping Board (NSB) New Delhi held on 16th July 2025 at 10:00 hrs in the Conference Hall of Directorate General of Shipping (DGS), Mumbai

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status as on 15/12/2025	Status on 22/02/2026
1	1.2	Opening of the Meeting: Emphasizing the importance of recognizing the legacy of the National Shipping Board, which has been operational since 1958, the Board agreed to request the Secretary NSB to reconcile the numbering of the meeting from the old records and apprise the Board in the next meeting. Recognizing the importance of collating and making available the extensive data available with the members of the predecessor boards, which has been documented over many years, the Board also agreed to request the members of the predecessors Boards who are also continuing in the present Board to help in this reconciliation from the old minutes available with them.	Secretary NSB	Action is pending.	Action is going The matter has been taken up with the Administration Branch for collection, compilation, and verification of old NSB records/minutes from all available sources, including predecessor Boards, with a view to reconciling the meeting numbering and placing the consolidated position before the Board in the forthcoming meeting.

2	1.4	<p>Opening of the Meeting: The Board advised the Secretary NSB to take up with MoPNG for early nomination of its representative on the Board and to use the good offices of Ministry of Ports, Shipping & Waterways (MoPSW) for taking up with MoPNG for early nomination.</p>	Secretary NSB	Action is pending	Action has been completed. The Ministry of Petroleum and Natural Gas (MoPNG) has nominated Ms. Esha Srivastava, Joint Secretary (IC), MoPNG as its representative on the National Shipping Board. The nomination has been received from MoPNG and circulated to the Members for information.
3.	10.6	<p>Issues of Coastal Shipping: The Board observed that if regulatory barriers are hindering progress—particularly in initiatives like Ro-Ro services—then the DG Shipping must clearly identify and recommend the specific regulatory changes required.</p>	DG Shipping	Action is pending.	Action is pending. An Inter-Branch Note has been issued to the Coastal Shipping Branch to identify regulatory barriers affecting Ro-Ro and coastal shipping services and to suggest necessary regulatory changes. Input is awaited.

4.	11.6	<p>Workers' issues in Ship Recycling Sector: The Board expressed surprise that these basic provisions are not being provided and asked the workers' representative to submit a formal representation. The Board agreed that the Directorate of Shipping should take up the matter with the Government of Gujarat to understand why these entitlements are being denied and whether the issue is specific to the nature of trade in Alang or due to other underlying reasons.</p>	DG Shipping	Action pending.	Action is pending. The NSB Secretary has sent an Inter-Branch Note to the Engineering Branch for examination of workers' issues in the ship recycling sector. Further action, including taking up the matter with the Government of Gujarat, will be based on inputs received.
5.	19.2	<p>Membership of the NSB in the India Maritime Centre (IMC) Mumbai: As such, the Board observed that the NSB cannot join IMC as a member though the NSB would be happy to corroborate with the IMC [as an important stakeholder] on policy issues. The Secretary NSB was advised to communicate the decision of the Board to the CEO IMC.</p>	Secretary NSB	Action is pending.	Action completed. The decision of the Board not to join IMC as a member, while agreeing to collaborate on policy matters, has been communicated to the CEO, IMC vide letter dated 01.01.2026.
6.	21.3	<p>Publication of monthly newsletter of the National Shipping Board: The Board advised the Secretary NSB to coordinate with all members so that each of the Board Members share their inputs for each month by the 10th of the succeeding month to facilitate timely compilation. The first such newsletter should be published for the month of July 2025.</p>	Secretary NSB / All members of the NSB	Action is pending.	Action is completed. The NSB Secretariat is publishing the newsletter quarterly and uploading on the website.

7.	23.1	Secretarial Assistance to the Board: The Board advised Secretary NSB & Director (MA)MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	Action is pending.	Action is pending
8	24.1	Office Accommodation for the Board in New Delhi: The Board urged the Ministry to issue orders for providing office space for the Board immediately. The Board advised Secretary NSB & Director (MA)MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	Action is pending.	Action is pending.
9.	25.1	Upgradation of the NSB Website: The Board advised the Secretary NSB to do the needful immediately.	Secretary NSB	Action is pending	The DGS website has been updated with NSB contact details, Members' profiles, Sub-group reports, Chairperson's speeches, and Minutes of Meetings. Development of a dedicated NSB website is in progress at the Delhi Office. Online monthly updates will be made available to Board Members once website is ready.

10.	28.2	NSB Social Media handle: Shri Shantanu Kalita, Advisor IPA and Ms. Sanjam Shahi Gupta Director Sitara Shipping Private Limited Mumbai offered their services in this endeavor. The Board agreed to finalize its social Media Strategy in the next meeting.	All Board Members	Action is pending.	The Communication Strategy will be placed for approval in the NSB meeting 26-27 Feb 2026 at Goa.
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Annexure-III

Minutes of the 26th meeting of National Shipping Board (NSB) New Delhi held on 25th Aug 2025 at 10:00 hrs in the Conference Hall of Deendayal Port Authority, Kandla, Gujarat

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status as on 15/12/2025	Status on 22/02/2026
1.	10	The Board advised the Secretary NSB to coordinate with all members so that each of the Board Member share their inputs for the newsletter for each month by the 10th of the succeeding month to facilitate timely compilation. The first such newsletter should be published for the month of Sep 2025.	Secretary NSB	The action is pending	Action is completed. The NSB Secretariat is publishing the newsletter quarterly and uploading on the website.
2.	12.1	The office of the Chairperson NSB is running with just one outsourced DEO and one outsourced part time MTS. The Board advised Secretary NSB & Director (MA) MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	The action is Pending	The action is pending
3.	13.1	The Board urged the Ministry to issue orders for providing office space for the Board immediately. The Board advised Secretary NSB & Director (MA) MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	The Action is pending	The action is pending

4.	14.1	It was informed to the Board that NSB website's final proposal is already under discussion with the Directorate General of Shipping (DGS). The Board advised the Secretary NSB to do the needful immediately.	Secretary NSB	The action is pending	The DGS website has been updated with NSB contact details, Members' profiles, Sub-group reports, Chairperson's speeches, and Minutes of Meetings. Development of a dedicated NSB website is in progress at the Delhi Office. Online Monthly updates will be made available to Board Members once website is ready.
5.	15.2	The Board agreed that the Empowered Group of NSB may comprise of NSB members Mr. Shantanu Kalita & Ms Sanjam Sahi Gupta who will discuss and recommend the Social Media Strategy.	Mr. Shantanu Kalita & Ms Sanjam Sahi Gupta	The action is pending	The Communication Strategy will be placed for approval in the NSB meeting 26-27 Feb 2026 at Goa.

Annexure IV

Status of Action Taken on the decisions taken in the 27th meeting of National Shipping Board (NSB) New Delhi held on 5th October and 6th October, 2025 at 10:00 hrs. in the Conference Hall of Cochin Shipyard Limited, Kochi, Kerala

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status as on 15/12/2025	Status on 22/02/2026
1.	7.4.3	The Board agreed that each of the NSB members who are chairing any of the Sub- Group should submit the composition and TOR of their Sub Group to the Chairperson NSB by email latest by 03/11/2025 F.N. without fail.	Secretary NSB / All Members	The action is ongoing. Email issued to all Members of the National Shipping Board requesting submission of Sub-Group composition and Terms of Reference. Response awaited.	Completed
2.	8.2.	The Board agreed that each of the NSB members should submit their individual deliverables to the Chairperson NSB by email latest by 03/11/2025 F.N. without fail.	Secretary NSB / All Members	Action is ongoing. Email has been sent to all National Shipping Board Members requesting submission of their individual inputs/deliverables. Responses are awaited for consolidation and further necessary action.	Completed

3.	9.3.3	The Board agreed to request the members to provide inputs on the social media strategy & Vision / Mission / Objectives of the Board by 03/11/2025 F.N.	Secretary NSB / All Members	Action is ongoing. Email has been sent to all National Shipping Board Members requesting submission of their individual inputs/deliverables. Responses are awaited for consolidation and further necessary action.	Completed
4.	10.1	Considering recent changes in the GST regime post meeting with the Hon'ble Minister Ports, Shipping & Waterways on 20/08/2025, the Board advised Shri Anil Devli CEO INSA to prepare a fresh presentation that the Hon'ble Minister could use.	Shri Anil Devli CEO INSA	Action is pending.	Completed
5.	10.2	The Board advised Shri Anil Devli to start preparations for the same immediately.	Shri Anil Devli CEO INSA	Action is pending.	Completed

6.	15.1	<p>The Chairperson Sameer Kumar Khare informed the Board that there is a need for experience sharing amongst the various State Maritime Boards and the National Shipping Board could act as a platform for such interaction. He requested the members to compile the common issues and share with him by 03/11/2025 F.N.</p>	Secretary NSB / All Member	Action is pending.	<p>The action is on going. Email Communication to all Members for submission of common issues related to experience sharing among State Maritime Boards. Inputs from Members are awaited.</p>
7	16.1	<p>The Board agreed to hold its next meeting in First / Second week of 2025 at Kolkata in the State of west Bengal and the Secretary NSB was advised to take up with the concerned Regional MMDA under Directorate of the Shipping & Chairman Shyama Prasad Mukherjee Port Authority to make necessary arrangements for the meeting.</p>	Secretary NSB / All Members	Action is pending.	Completed.

Annexure V

Action taken on the decisions taken in the 28th meeting of National Shipping Board held on 13th November and 14th November, 2025 at 10:00 hrs. at the Park Hotel, Kolkata

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status on 15/12/2025	Status on 22/02/2026
1.	8.1	The Secretary NSB was advised to expedite the scanning process of NSB old records.	Secretary, NSB	Action is pending.	Action is pending.
2.	10.6	The communication strategy would be adopted by the board in the next meeting and will be uploaded on the NSB weblink on the DG shipping Portal.	Ms. Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA	Action is pending.	The Communication Strategy will be placed for approval in the NSB meeting 26-27 Feb 2026 at Goa.
3.	15.2	Ministry has requested that companies may support this initiative through their CSR funds, and members who are willing to contribute may do so. He added that he has already circulated the details and requested that anyone interested should inform him personally.	All NSB Members	Action is pending.	The members have confirmed that their constituent organizations have been informed.

4.	16.3	The Board agreed to entrust the responsibility to Shri Shantanu Kalita Advisor IPA to coordinate with the office of the Hon'ble Minister to organize the workshop with State Maritime Boards.	Shantanu Kalita Advisor IPA	Action pending.	is	Action is pending.
5.	17.6	The board members to engage with the relevant stakeholders to understand the industry's receptiveness or otherwise to the scheme (SBFAS & NSBM) .	Action: All NSB Members	Action pending.	is	Action is pending.

NATIONAL SHIPPING BOARD

SOCIAL MEDIA & DIGITAL COMMUNICATION PLAN

(April 2026 – March 2027)

1. PURPOSE OF THIS DOCUMENT:

This document outlines down a **structured, pre-approved, and predictable social media and digital communication plan** for the National Shipping Board (NSB).

It is designed to:

- Ensure **institutional discipline**
- Enable **advance approvals**
- Clearly define annual responsibilities for each Board Member
- Strengthen outreach to industry, youth, and the general public

2. GOVERNANCE & APPROVAL FRAMEWORK (APPLICABLE TO ALL CONTENT):

- **All content shall be circulated at least T-1 day in advance for approval**
Final clearance shall be obtained from:
 - Chairperson's Office (as applicable)
- Board Members shall:
- Contribute content as per assigned responsibilities
- Meeting-related content shall be:
 - Released **only through PIB / Ministry**

3. PLATFORM & FORMAT OVERVIEW:

Platform	Purpose
X (Twitter)	Announcements, observances and polls
Instagram	Reels, infographics and storytelling
LinkedIn	Webinars, podcasts and professional Engagements
YouTube	Documentary-style long-form content
Zoom / Webex	Webinars and virtual events
Spotify / YouTube	Podcasts
Canva	Creative designs and content developments

4. GREETINGS & OBSERVANCES PLAN (NSB-LED):

4.1 Nature

- Managed **centrally by NSB**
- Members are **not individually responsible**
- Process: Draft → Approval → Scheduled posting

4.2 Key Observances (Illustrative – dates already shared earlier)

A. MARITIME, INSTITUTIONAL & GLOBAL DAYS (FIXED DATES)

S.No.	Occasion	Date	Month	Nature of Date	Approval Circulation Date
1	Earth Day	22 April	April	Fixed	21 April
2	World Environment Day	5 June	June	Fixed	4 June
3	World Oceans Day	8 June	June	Fixed	7 June
4	Day of the Seafarer (IMO)	25 June	June	Fixed	24 June
5	International Day for Women in Maritime (IMO)	18 May	May	Fixed	17 May
6	World Maritime Day (IMO)	Last Thursday of September	September	Variable (IMO)	1 day prior
7	National Maritime Day (India)	5 April	April	Fixed	4 April
8	Indian Navy Day	4 December	December	Fixed	3 December
9	Indian Coast Guard Day	1 February	February	Fixed	31 January
10	DG Shipping Foundation Day	3 rd September	September	Institutional	1 day prior

B. SOCIAL, GENDER & CONSTITUTIONAL DAYS (FIXED DATES)

S. No.	Occasion	Date	Month	Nature of Date	Approval Circulation Date
1	International Women's Day	8 March	March	Fixed	7 March
2	Constitution Day (India)	26 November	November	Fixed	25 November
3	Human Rights Day	10 December	December	Fixed	9 December

C. RELIGIOUS & MINORITY FESTIVALS

(DATES CHANGE EVERY YEAR – MUST BE UPDATED ANNUALLY)

S. No.	Festival	Month (Indicative)	Nature of Date	Approval Circulation Date
1	Eid-ul-Fitr	Variable	Lunar / Variable	1 day prior
2	Eid-ul-Adha	Variable	Lunar / Variable	1 day prior
3	Christmas	25 December	Fixed	24 December
4	Gurupurab	Variable	Lunar / Variable	1 day prior
5	Buddha Purnima	Variable	Lunar / Variable	1 day prior
6	Mahavir Jayanti	Variable	Lunar / Variable	1 day prior
7	Navroz (Parsi New Year)	March / August	Community-based	1 day prior
8	Onam	August / September	Regional	1 day prior
9	Pongal	January	Fixed (14–17 Jan)	1 day prior
10	Baisakhi	13 or 14 April	Fixed-ish	1 day prior
11	Chhath Puja	October / November	Regional	1 day prior
12	Diwali	Variable	Lunar / Variable	1 day prior

5. MEMBER-LED COMMUNICATION PROGRAM (CORE PROGRAM)

Members:

1. Shri Sameer Kumar Khare, Retd. IAS
2. Shri Ajithkumar Sukumaran
3. Shri Mandeep Singh Randhawa
4. Ms. Esha Srivastava
5. Capt. Vikas Anand
6. DIG Pankaj Verma
7. Shri Rakesh Singh
8. Shri Anil Laxman Devli
9. Shri Rahul Modi
10. Shri Milind Kandalgaonkar
11. Captain Savio Ramos
12. Shri Arun Sharma
13. CMD CSL
14. Dr. K. Murali
15. Ms. Sanjam Sahi Gupta
16. Shri Shantanu Kalita

5.1 Mandatory Annual Contributions (Per Member)

Each NSB Member shall, **once every financial year**, contribute:

Content Type	Quantity
Reel	1
Webinar	1
Podcast	1
Documentary (YouTube)	1
Infographic	1
Storytelling Post	1
Behind-the-scenes Content	1

CATEGORY 1: REELS ALLOCATION

Month	Member
Apr-26	Ms. Sanjam Sahi Gupta
May-26	Shri Rahul Modi
Jun-26	Capt. Vikas Anand
Jul-26	DIG Pankaj Verma
Aug-26	Shri Rakesh Singh
Sep-26	Shri Anil Laxman Devli

Month	Member
Oct-26	Shri Milind Kandalgaonkar
Nov-26	Capt. Savio Ramos
Dec-26	Mr. Arun Sharma
Jan-27	CMD CSL
Feb-27	Dr. K. Murali
Mar-27	Shri Shantanu Kalita

CATEGORY 2: WEBINARS

Month	Member
Apr-26	Capt. Savio Ramos
May-26	Ms. Sanjam Sahi Gupta
Jun-26	Shri Rahul Modi
Jul-26	Dr. K. Murali
Aug-26	Shri Shantanu Kalita
Sep-26	Capt. Vikas Anand

Month	Member
Oct-26	DIG Pankaj Verma
Nov-26	Shri Rakesh Singh
Dec-26	Shri Anil Laxman Devli
Jan-27	Shri Milind Kandalgaonkar
Feb-27	Shri Arun Sharma
Mar-27	CMD CSL

CATEGORY 3: PODCASTS

Month	Member
Apr-26	Mr. Arun Sharma
May-26	Shri Shantanu Kalita
Jun-26	Capt. Savio Ramos
Jul-26	Shri Anil Laxman Devli
Aug-26	Ms. Sanjam Sahi Gupta
Sep-26	Shri Rahul Modi

Month	Member
Oct-26	Dr. K. Murali
Nov-26	CMD CSL
Dec-26	Capt. Vikas Anand
Jan-27	DIG Pankaj Verma
Feb-27	Shri Rakesh Singh
Mar-27	Shri Milind Kandalgaonkar

CATEGORY 4: DOCUMENTARY / YOUTUBE

Month	Member
Apr-26	Shri Milind Kandalgaonkar
May-26	Mr. Arun Sharma
Jun-26	CMD CSL
Jul-26	Dr. K. Murali
Aug-26	Shri Shantanu Kalita
Sep-26	Capt. Savio Ramos

Month	Member
Oct-26	Capt. Vikas Anand
Nov-26	Ms. Sanjam Sahi Gupta
Dec-26	Shri Rahul Modi
Jan-27	DIG Pankaj Verma
Feb-27	Shri Anil Laxman Devli
Mar-27	Shri Rakesh Singh

6. YOUTH & CHILDREN ENGAGEMENT

6.1 Behind-the-Scenes Content

- Once per member per year
- Coverage includes:
 - Meetings
 - Field visits
 - Port visits
- Purpose: To humanise the institution while maintaining professionalism

6.2 Polls & Surveys (Overall Strategy)

- To be conducted through official NSB handles
- Topics:
 - Careers in shipping
 - Ocean protection
 - Maritime awareness
- Platforms: X / Instagram Stories

6.3 Infographics & Visual Data

- Each member shall contribute once per year
- Topics:
 - Shipping facts
 - Trade routes
 - Seafarer life
 - Environment & oceans

6.4 Storytelling Series

- “Shipping & Society”
- One story per member per year
- Focus areas:
 - Communities
 - Economy
 - Environment
 - Heritage

6.5 Youth Programs (Annual / Long-Term)

School Partnerships

- Maritime science modules
- Ocean stewardship initiatives
- Basics of shipping and trade

Youth / Maritime Club

- Career awareness
- Ambassador programs
- Community service (beach cleanups, port visits)

6.6 Engagement with Hashtags

- Develop a branded hashtag for NSB initiatives and encourage followers/stakeholders to use it while sharing related content. This will facilitate tracking of engagement and outreach. (Overall communication strategy)

6.7 School Partnerships and Curriculum Integration

- Educational Programs: Collaborate with schools to develop curriculum materials or initiatives related to maritime science, environmental stewardship, and the role of shipping in trade and global connectivity.

6.8 Club or Youth Ambassador Programs

Establish a youth club focused on maritime interests, where members can engage in activities, learn about careers in shipping, and participate in community service projects.

7. BOARD MEETING COMMUNICATION (MANDATORY)

After **every NSB Board Meeting**:

1. The Secretariat shall prepare:
 - A media brief
 2. The draft shall be shared with the Ministry
 3. **PIB shall release:**
 - A press note
 - Approved visuals
-

NATIONAL SHIPPING BOARD

VISION, MISSION, CORE VALUES, AND STRATEGIC OBJECTIVES

VISION STATEMENT:

To position India as a global maritime leader through sustainable growth, innovation, inclusivity, and international collaboration— by strengthening and modernizing Indian tonnage and maritime assets, advancing world-class maritime infrastructure, and aligning with India’s Vision 2030 and Maritime Amrit Kaal 2047, with seafarers and the maritime workforce at the core of progress.

MISSION STATEMENT:

To shape forward-looking, evidence-based maritime policies that promote safe, secure, green, and technology-driven shipping; foster fair and equitable labour and welfare ecosystems; strengthen and modernize Indian tonnage through enhanced safety, training, and regulatory alignment; and uphold India’s maritime heritage while fulfilling the National Shipping Board’s statutory advisory mandate within the India’s broader maritime governance framework.

CORE VALUES – ANCHORS

Guiding India’s Maritime Future with Stability & Vision

Anchored in values, steering with vision — NSB

- A – Accountability- Transparency, integrity, responsibility**
- N – National Interest- Economic & strategic priorities**
- C – Collaboration- Govt, industry, global partners**
- H – Holistic Vision- Integrated maritime development**
- O – Operational Excellence- Efficiency & global standards**
- R – Responsiveness- Timely, agile advice**
- S – Sustainability- Green & future-ready shipping**

STRATEGIC OBJECTIVES :

1. Advise the Government of India on shipping, maritime infrastructure, and sectoral reforms.
2. Support green and digital shipping through research, consultation, and policy guidance.
3. Strengthen domestic capabilities in shipbuilding, repair, and recycling aligned with global standards.
4. Foster coordination among ports, shipping companies, training institutions, and stakeholders for integrated growth.
5. Ensure the welfare, safety, and social protection of Indian seafarers in accordance with the MLC, 2006.
6. Promote decent working conditions, mental health, and family well-being for seafarers.
7. Reinforce tripartite consultation among Government, Employers, and Workers in maritime governance.
8. Develop future-ready skills in areas such as alternative fuels, autonomous ships, and climate change.
9. Promote gender diversity, youth participation, and inclusion in the maritime workforce.
10. Track global maritime trends and recommend measures to strengthen India's leadership in the Blue Economy.
11. Build public awareness of India's maritime heritage, achievements, and sustainable future.

F. No. NSB-13/14/2025-NSB
Government of India
Ministry of Ports, Shipping and Waterways
National Shipping Board New Delhi

1, Parliament Street,
Transport Bhawan,
New Delhi – 110 001
Dated: 06.02.2026

APPOINTMENT OF SUB-COMMITTEES
(UNDER RULE 8 OF RULES OF PROCEDURE OF THE NSB)

In pursuance of the power vested vide Rule 8 of “Rules of procedure of National Shipping Board”, the National Shipping Board hereby appoints following sub-committees with immediate effect:

Sub-Committee No.	Task assigned to the Sub-Committee	Chairperson of the Sub-Committee	Members of the Sub-Committee
1	To prepare a roadmap for Augmentation of the Indian Shipping Tonnage to achieve MAKV-2047 Goals	Anil Devli	Rakesh Singh Rahul Modi Shantanu Kalita
2	To prepare a roadmap for Promotion of Shipbuilding/Ship Repair facilities in India with focus on green & sustainable shipping to achieve MAKV-2047 Goals (incl. container manufacturing)	Anil Devli	Rakesh Singh Rahul Modi Arun Sharma CMD CSL
3	To prepare a roadmap for Promotion of the Ship Recycling Industries in India to achieve MAKV-2047 Goals	Rahul Modi	Rakesh Singh Anil Devli Sanjam Sahi Gupta Arun Sharma
4	To prepare a roadmap for resolution Seafarers' issues including increasing share of Indian seafarers in the global shipping market to achieve MAKV-2047 Goals (incl. examination, recruitment, training, curriculum reforms)	Rakesh Singh	Anil Devli Sanjam Sahi Gupta Milind Kandalgaonkar Captain Savio Ramos
5	To prepare a roadmap for Development of inland waterways, including Improving regional connectivity to achieve MAKV-2047 Goals	Rakesh Singh	Rahul Modi Anil Devli Shantanu Kalita
6	To prepare a roadmap for Promotion of Coastal Shipping & Domestic waterways (coastal & inland) including policy, infrastructure and operational measures to increase coastal cargo share to achieve MAKV-2047 Goals	Rakesh Singh	Rahul Modi Anil Devli Shantanu Kalita



7	To prepare a roadmap for Promotion of Cruise & House Boat Tourism to achieve MAKV-2047 Goals	Rahul Modi	Rahul Modi Anil Devli Shantanu Kalita Sanjam Gupta
8	To prepare a roadmap for development of a robust Maritime Emergency Preparedness and Response ecosystem to achieve MAKV-2047 Goals	Rep from Navy	Rep from ICG Anil Devli Shantanu Kalita
9	To prepare a roadmap for documenting Indian Maritime Heritage to achieve MAKV-2047 Goals	Shantanu Kalita	Rep from Navy Sanjam Gupta Prof. K Murali
10	To prepare a roadmap for Creation of an Integrated National Single Maritime Window that is Globally Compliant to achieve MAKV-2047 Goals	Nitin Mukesh	Anil Devli Rakesh Singh Rahul Modi Shantanu Kalita
11	To prepare a roadmap for development of Skilling eco-system for future ready shipping sector (ship building, ship repairs, and ship recycling) to achieve MAKV-2047 Goals	Arun Sharma	Reps from MUI and NUSI, ICCSA, DGS, INSA, CCTA, CSL, Sanjam Gupta, K. Murali
12	To prepare a roadmap for development of Regional Maritime Hub and Maritime Linkages with the Neighbourhood to achieve MAKV-2047 Goals	Shantanu Kalita	Anil Devli Rakesh Singh Rahul Modi
13	To prepare a roadmap for Emerging Technologies like Autonomous vehicles/advance navigation and Engine Systems/Alternate Fuels and propulsion technologies (including Nuclear)/Green Technologies/Climate Adaption & Mitigation Strategies to achieve MAKV-2047 Goals	Arun Sharma	Anil Devli Rakesh Singh Rahul Modi Shantanu Kalita K. Murali
14	To prepare a roadmap for reducing the logistic cost in the Maritime Sector including promotion and examination of modal shift from road and rail to coastal shipping, inland waterways, other waterborne transport to achieve MAKV-2047 Goals in line with National Logistics Policy (incl. development of a single Multimodal transshipment document)	Rahul Modi	Anil Devli Rakesh Singh Shantanu Kalia

2. Each of the Sub-Committees is expected to complete the assigned task within 100 days from the date of their appointment and submit its roadmap along with its findings and recommendations to the Board on expiry of 100 days from the date of their appointment.

3. Each of the Sub-Committees may co-opt any of the institutional representatives or the individual domain experts related to the assigned task as per the need of the Sub-Committee on an honorary basis and based on consensus among its members. The Chairperson of the Sub-Committee may invite such co-opted members during the meetings of the sub-committee as and when held.

4. Each of the Sub-Committees may devise their own procedure for conduct of their meetings.

5. Each of the Sub-Committees may split the assigned task into sub tasks as per need for ease of its functioning. The Chairperson of the Sub-Committee may appoint such sub task committees based on the consensus amongst its members.

6. Each of the Sub-Committees may

(a) engage with the Stakeholder's Associations which are working in area of operations related to the assigned task to assess the strength, weaknesses, opportunities and threats prevailing in the area of operations related to the assigned task;

(b) engage with the individual player (in public or private sector) working in area of operations related to the assigned task to assess the strength, weaknesses, opportunities and threats prevailing in the area of operations related to the assigned task;

(c) review the past schemes of the Government launched in area of operations related to the assigned task and to assess their efficacy in the current circumstances.

(d) review the ongoing schemes of the Government in area of operations related to the assigned task and to assess their efficacy in the current circumstances.

(e) devise any new scheme in area of operations related to the assigned task to fulfill the assigned task.

7. Each of the Sub-Committee may submit its findings and suggestions with a 5 years time horizon keeping in mind the Government vision as envisaged in

(a) MAKV-2047 (b) MIV-2030 (c) Ease of doing business/Ease of living (d) Atmanirbhar Bharat (e) PM Gati Shakti and (f) Budget announcement made in the budget for the year 2026-27.

8. Each of the sub-committee may take up any other assigned task as per the directions given by the Board from time to time.

9. This order issued as per the deliberations made in the NSB meeting dated 18-19/12/2025 held at Visakhapatnam.

Under the signature of,



Sameer Kumar Khare IAS(Retd.)
Chairperson, National Shipping Board

New Delhi

Mobile +91 9968096476

Email: chairperson.nsb@gov.in

Copy to;

1. All the members of the National Shipping Board.
2. Secretary, National Shipping Board

समीर कुमार खरे, आई.ए.एस. (सेवानिवृत्त)
Sameer Kumar Khare, IAS (Retired)
अध्यक्ष, राष्ट्रीय नौवहन बोर्ड/Chairperson, National Shipping Board
पत्तन, पोत परिवहन और जलमार्ग मंत्रालय
Ministry of Ports, Shipping & Waterways
नई दिल्ली/New Delhi

NSB 30(13) Goa Meeting

Abandonment of Indian Seafarers
presentation by INSA
26th 27th March 2026

1. Mandatory Financial Security (Regulation 2.5 & Standard A2.5.2)

- Flag States must ensure ships flying their flag maintain financial security to cover:
- Repatriation costs
- Outstanding wages (up to 4 months)
- Essential maintenance and support
- Other reasonable expenses
- This financial security may be in the form of:
- Insurance (often P&I cover)
- National fund
- Social security scheme
- Other approved arrangements

2. Deemed Abandonment Trigger

- A seafarer is deemed abandoned if the shipowner:
- Fails to pay wages for ≥ 2 months
- Fails to repatriate
- Fails to provide maintenance/support
- This activates the financial security mechanism.

3. Certificate Requirements

- Ships must carry:
- Documentary evidence of financial security
- Contact details of insurer/security provider
- Clear onboard display of rights and procedures
- Port State Control may inspect these documents.

4. Flag State Obligations

- Flag States must:
- Verify financial security is in place
- Ensure compliance with MLC
- Intervene when shipowners fail
- Enforce shipowner liability

5. Port State Control (PSC)

- Port States may:
- Inspect financial security documentation
- Detain ships for serious MLC deficiencies
- Notify flag States and ILO/IMO

6. IMO/ILO Joint Abandonment Database

- Resolution A.930(22) encourages:
- Recording abandonment cases
- Information-sharing between States
- Transparency to assist resolution

7. India's Additional Proposals (LEG 107, 109, 111)

- India's papers sought to strengthen:
- Inclusion of detailed seafarer data in database (LEG 109)
- Amendment to MLC to cover replacement crew costs (LEG 107)
- Stronger scrutiny and verification of insurance certificates (LEG 111)
- Greater accountability for defaulting shipowners
- Faster activation of financial security
- Better coordination between flag, port, and nationality States

Why Are Abandonments Still Happening Despite These Safeguards?

- Despite a strong legal framework, the problem persists due to structural and enforcement weaknesses.

A. Weak Flag State Oversight

- Some flags of convenience conduct minimal verification.
- Financial security certificates are not rigorously validated.
- Limited enforcement capacity or political will.

B. Fraudulent or Invalid Financial Security

- Fake insurance certificates.
- Lapsed policies.
- Insurers denying liability.
- Security that exists on paper but is unenforceable in practice.

C. Shipowner Insolvency or Disappearance

- Companies collapse.
- Shell companies dissolve.
- No recoverable assets.
- No responsible entity remains.

D. Delayed Activation of Financial Security

- Insurers dispute claims.
- Jurisdictional complications.
- Poor documentation.
- Delays in communication between States.

E. Ships Under Arrest

- Vessel arrested for commercial disputes.
- Crew cannot disembark due to safety concerns.
- Financial security expires during detention.

F. Fragmented International Responsibility

- Flag State
- Port State
- Nationality State
- Insurer
- Shipowner
- Each actor has partial responsibility; no single authority ensures outcome.

G. Low Economic Barrier to Entry in Shipping

- Single-ship companies.
- Thinly capitalized operators.
- Minimal financial resilience.
- High-risk segments (small tankers, older vessels).

H. Limited Consequences for Repeat Offenders

- No effective international blacklist.
- Limited criminal or financial penalties.
- Re-registration under new corporate identity.

What Can Be Done at International Level?

- (Action Points Only – No Commentary)

Action Point 1

- Establish a mandatory international digital verification system for MLC financial security certificates.

Action Point 2

- Require real-time validation of insurance coverage accessible to flag and port States.

Action Point 3

- Develop a binding IMO/ILO Standard Operating Procedure with strict escalation timelines.

Action Point 4

- Create an international blacklist of shipowners repeatedly involved in abandonment.

Action Point 5

- Mandate compulsory insurer confirmation before ship certification.

Action Point 6

- Introduce financial fitness pre-screening before flag registration.

Action Point 7

- Establish an international abandonment compensation fund as a backstop mechanism.

Action Point 8

- Require enhanced due diligence for high-risk vessels (age, ownership structure, casualty history).

Action Point 9

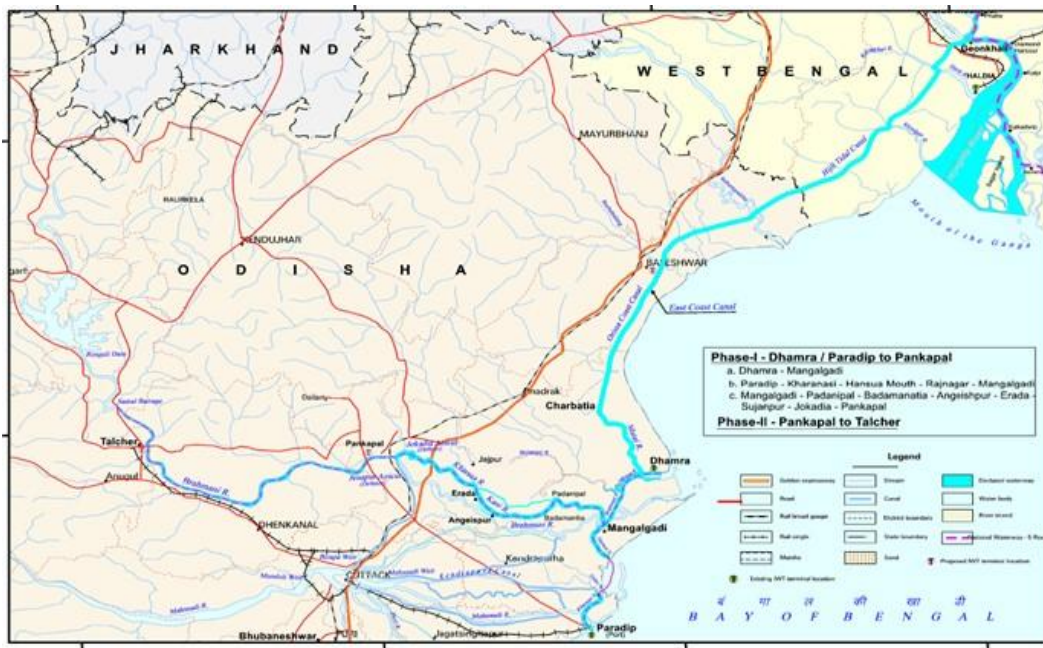
- Introduce sanctions or suspension mechanisms for persistently non-compliant flag States.

Action Point 10

- Mandate automatic notification and coordinated intervention between flag, port and nationality States upon database entry.

NW- 5- as declared

- Declared NW in 2008
- State of Odisha (523 KM)
- Part of West Bengal (91 KM).
- Total NW-5 : 623 KM



DPR

- DPR submitted in **2016**
- It has been decided to develop only around **300 KM** of stretch based on economically & commercially viability
- Covering **Talcher-Paradip- Dhamra**
- *Balance length of the waterway from Dhamra to Geonkhali is not considered feasible for development*



Cargo handled in the region

- NW -5 to serve as an alternative for coal evacuation as the rail/road congestion is hampering the coal evacuation.
- Dhamra port is roughly handling about **45 MMT** of cargo per year out of which 75% is coal.
- Paradip handled about **145 MMT in 2024**. Out of which **44 MT** was coastal movement of coal

SPV

- **A SPV** has been formed comprising of IWAI, Coal India Limited (CIL), Paradip Port, and the Odisha government.
- The Project is expected to be implemented at a Cost of **Rs 12,000 Cr.** (last published)

Works and challenges

- mathematical modelling of the project was undertaken by IIT, Guwahati.
- barrages at 5 locations and check dams at 2 locations are required to impound the water.
- Heights of the bridges to be raised.
- Shifting of HT/LT cables. (in progress)
- Navigation buoys to be installed. (in progress)

Status and implementation

- The proposal is now with PIB.
- Implementation will take 5 years.

SAI/2025-26/028

17 November 2025

The Secretary,
Ministry of Ports, Shipping and Waterways,
Government of India,
New Delhi.

Dear Sir,

Subject: Urgent Need for Policy Intervention on Import of Second-Hand Vessels, to
Promote Domestic Shipbuilding

On behalf of the Shipbuilders' Association of India (SAI), we express our sincere gratitude for the Ministry of Ports, Shipping and Waterways (MoPSW)'s efforts in implementing policy interventions to boost domestic shipbuilding in India.

We wish to highlight a critical issue undermining these efforts: the unchecked import of old/second-hand vessels, which hampers and neutralizes initiatives to promote domestic shipbuilding. Presently, India is becoming a dumping ground for environmentally unfriendly old/second-hand vessels, increasing India's carbon footprint. This unregulated import undermines demand for new Indian-built vessels, stifling industry growth, countering capacity expansion goals, and hampering ancillary industry development, job creation, and greener fuel technology adoption.

Given the Govt's ambition to boost shipbuilding capacity to 10 million CGT and position India as the 5th largest shipbuilding nation by 2047, we urge immediate action. The import of smaller/older vessels (<6000 GT) — including Tugs, AHTS, PSV, Accommodation barges, Mini bulk carriers, Mini tankers, Inland barges, Jack-up barges, Hopper barges, Dredgers, Landing Craft, pontoons, etc. — is adversely impacting smaller Indian shipyards. Being a cheaper option, the shipowners continue to import these cheaper, old vessels with no restrictions on Indian waters' engagement, depriving domestic shipyards of orders despite their capability to build such vessels. This is neutralizing the Govt's ongoing initiatives.

We urge the Ministry/Govt to formulate a policy to curb import of second-hand vessels (<6000 GT) to support long-term growth of India's shipbuilding industry. Moreover, with huge amount of vessels of smaller tonnage required to be built for the inland waterways (as per MAKV 2047) - Cargo, Passenger, Ferry/ Tourism etc, an immediate action is mandated to put a complete embargo on import of such type of vessels. Timely intervention is essential to protect domestic shipyards and ensure Govt initiatives' success.


12/11/25




We request the following policy measures:

- a) Policy guidelines for vessel imports be worked out & enforced with DGS and stakeholders at the earliest.
- b) Import of second-hand/older vessels <6000 GT be prohibited for commercial operations in Indian territorial & EEZ waters, effective immediately.
- c) Import of new vessels <6000 GT be restricted to critical national/strategic projects; deterrent measures like higher import duty be levied to protect domestic shipbuilding, aligning with MIV 2030 & MAKV 2047 Vision.

Thanking you and assuring you of our best support always.

For Shipyards Association of India


Sanjiv Walia, 17/11/2025
CEO, SAI

Copy to

1. Honorable Minister of Ports, Shipping & Waterways
2. DG Shipping
3. All SAI Members



ESTD. 1929

INDIAN NATIONAL SHIPOWNERS' ASSOCIATION

A non profit industry association incorporated u/s 8 of the Companies Act to promote Indian Shipping

18-02-2026

To
The Chairman
National Shipping Board
Ministry of Ports, Shipping and Waterways
Transport Bhawan, 1, Sansad Marg,
New Delhi-110001

Kind Attn: Shri. Sameer Kumar Khare, IAS (Retd)

Sub: Indian National Shipowners' Association's (INSA) views concerning the Shipyards Association of India's letter dated 17th November 2025

Ref: Shipyards Association of India's letter dated 17th November 2025 on the subject of 'Urgent Need for Policy Intervention on Import of Second-Hand Vessels, to Promote Domestic Shipbuilding'

Dear Sir,

We, the Indian National Shipowners Association (INSA), have been a steadfast supporter of the Government's initiatives in furtherance of the Hon'ble Prime Minister's 'Aatma Nirbhar Bharat' vision. A testament to our support has been our continued participation in various consultative dialogues to promote shipbuilding and ship registration in India. We have also made detailed, constructive submissions on these aspects hereinbefore. It has always been our endeavor to find a sustainable balance between the Government's policy objectives and the interests of Indian shipping industry in mutually beneficial ways. However, we find the requests made by the Shipyards Association of India (SAI) in their above referred letter distressing in that, if implemented, they would prove disastrous for the Indian shipping industry. We have given below our submissions in this regard for your consideration.

2. High Cost of Shipbuilding in India: It has been expressly acknowledged by SAI in their letter that Indian shipowners choose to import vessels as it is a cheaper option than building in India. Rational commercial decision-making demands cost optimization in acquiring assets. Unless Indian shipyards can compete globally on cost, quality and delivery schedules, any policy forcing Indian shipowners to only acquire new build ships from Indian yards will be ruinous for the Indian shipping industry.



ESTD. 1929

INDIAN NATIONAL SHIPOWNERS' ASSOCIATION

A non profit industry association incorporated u/s 8 of the Companies Act to promote Indian Shipping

3. New Building Vs. Second-hand Acquisition – A Shipowner's

Choice: Depending on the market situation, ship acquisition globally is a choice between placing orders for new-build ships and acquiring second-hand ships with an endeavour to maximise return on investment. There are many factors tilting the decision one way or the other like business cycles, liquidity, new build orderbook, shipyard capacity, technological changes, etc. The nature of shipping business demands participation in the second-hand market to retain a cost competitive structure. Such is the nature of this business that despite major new building capacity in countries like China, Chinese shipowners buy more second-hand vessels than new building vessels. Even in India, most Indian shipowners tend to acquire more second-hand ships than new buildings. The choice of a shipowner to either place a new build order or to purchase a second-hand ship is foundational to the success of the business and this ability to make that choice must therefore be left unimpeded by the policy framework.

4. Cost Increases throughout the Domestic Logistics Supply-

chain: The Hon'ble Prime Minister's Gatishakti National Master Plan aims to reduce logistics cost to 7-8% of GDP. Growth in coastal maritime trade is an important element of this plan. The cost of a ship logically feeds into the freight cost offered by such ship. As the cost of building ships in India is admittedly higher than building outside India, SAI's request, if implemented, would significantly increase costs across logistics supply chains. Hence such policy measure would be incompatible with the Hon'ble Prime Minister's vision under the Gatishakti National Master Plan. Similar policies in Brazil and the USA have resulted in significant cost increases across the logistics supplychain.

Brazil created a framework for supporting local shipyards by reserving domestic trade for Brazilian built vessels through absolute price and purchase preference cabotage. However, despite this aggressive support, the shipbuilding industry never took off due to its inherent weaknesses emanating from highly uncompetitive cost structure, lack of technical skills and supply chain issues. These highly leveraged shipyards created a bad debt crisis for Brazilian banks, led to mass layoffs and deprived the local market of ships that were essential for local offshore logistics. The policy also created a very high-cost structure for local logistics services that continues to persist till date.

The Jones Act that mandates US built ships for US coastal trade has tremendously increased the logistics cost along the coast. Even then it has failed to create any meaningful shipbuilding capacity in US. One



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anomalous outcome of the Jones Act is that it costs more to carry oil from US Gulf to US East Coast than from West Africa to US East Coast. A 2017 study shows that American built coastal and feeder ships cost between \$190 and \$250 million, whereas the cost to build a similar vessel in a foreign shipyard is about \$30 million. This significant cost difference imposes substantial costs on coastal movement of cargoes.

The experience of Brazil and USA goes to prove that a ship building industry cannot be created on the back of local demand. Distorting the market structure will only result in higher logistics costs for local industries without any corresponding economic benefits.

5. Quality Concerns: On the aspect of quality, let us consider the Chinese shipbuilding industry. Although Chinese shipbuilding industry has been in existence for the last 3 decades, and despite garnering a 60% market share of the new building orders, the quality of the ships does not meet the benchmark of Japan and Korea. Hence, when ordering a new building in China, an Owner looks for a 10-15% discount in the price compared to Japan / Korea. Indian shipyards will therefore, initially, in the process of establishing a brand, have to provide an even steeper discount than China. SAI has completely missed addressing this crucial aspect while making the demand for extreme policy intervention.

6. 6000 GT – One size does not fit all: It is incorrect to request a blanket prohibition / deterrent for import of ships below 6000 GT. This benchmark encompasses a wide variety of technically complex vessel types. Smaller ships are not necessarily free of modern technology and complex operations. Oil and Gas sector, commonly called Offshore Industry, has various types and number of ships/crafts that are smaller in size when measured in GRT, DWT or Physical dimensions. These ships however have use of sophisticated technology in their construction, and maintenance. Several components of such ships are electronic, and computer driven. We do not believe that Indian yards are capable of building such complex vessels at competitive costs. Therefore, vessels such as OSV, PSVs, AHTSs, MSVs, DSVs, WSVs, Pipe Laying Barges, etc. should be excluded from this policy. Restrictions on import of vessels larger than 6000 GT has been made without any logic or justification and seems to have been inserted on a whim.

7. Misdirected Focus on Domestic Shipowners: SAI's request focuses on compelling domestic shipowners to build in India. It is pertinent to note here that a preponderance of new shipbuilding orders placed in the major shipbuilding nations of Japan and South Korea are



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from international customers. It may therefore be wise to develop shipbuilding capability to attract global customers rather than mandating orders from Indian customers through policy intervention. Cost competitiveness, timebound deliveries and quality of output are the key variables to attract global shipbuilding orders. We believe that it is critical for the success of this initiative that shipyard capabilities are developed on all these three fronts. Placing undue reliance on domestic orders from Indian Shipowners to support Indian shipyards may not therefore be a prudent strategy. Take the example of South Korea, out of 728 Million DWT of ships built in South Korean yards which are currently trading, only 21 Million DWT is registered in South Korea, representing just 2.9% of the total. Even for Japan, the share of domestic registered fleet is just 7.1% of the aggregate Japanese built tonnage trading today. On the flipside Greece, which is the largest ship owning nation, does not have any meaningful shipbuilding capability. This goes to show that there is no correlation between shipbuilding capacity and ship ownership and that domestic demand plays only a marginal role in supporting the domestic shipbuilding industry. Moreover, shipyards operate on economies of scale and need a steady flow of new-building orders to sustain. Relying on domestic orders may not be able to generate the economies of scale needed for a yard's survival, let alone its success. It may also be pertinent for Indian shipyards to develop technical capabilities and reputation as a preferred choice for ship repairs. It is estimated that around 20,000 ships call Indian ports annually, however, around 1% of these ships avail repair services at Indian yards. Ship repair should thus be a stepping stone to shipbuilding and Indian shipyards should focus on tapping this immense market potential.

8. Systemic Risks: The cyclical nature of the shipping business is demonstrated by shrinkage of the total number of shipyards globally having active shipbuilding orders from 769 in 2007 to 237 in 2024. This has severe economic and social implications. At the turn of the century, Japan was the biggest shipping building nation in the World. However, despite the reputation for building superior quality ships, Japan has consistently lost market share to other nations in recent years, primarily on account of uncompetitive cost structure. Some of the well-known Japanese shipyards have undergone corporate restructurings/consolidations and have either completely shut down or shrunk capacity.



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9. Price Discovery and Market Efficiency: A complete import ban eliminates the essential price discovery mechanism that keeps domestic prices aligned with global market realities. Without import competition:

- Domestic shipbuilders will face no market test for their pricing
- Ship buyers—Indian shipping companies—will have no bargaining power or alternatives
- Price inflation will increase costs for the maritime sector, reducing India's shipping competitiveness
- Higher shipping costs will cascade through the economy, affecting trade and logistics

Notably, there is no evidence of dumping or predatory pricing in vessel imports. The absence of unfair trade practices means import bans cannot be justified on anti-dumping grounds but would simply insulate inefficiency.

10. Elimination of Competitive Pressure: Economic theory and empirical evidence consistently demonstrate that monopolistic or oligopolistic markets protected from competition produce suboptimal outcomes:

- Reduced innovation: Without pressure from global competitors, domestic shipbuilders will have diminished incentives to invest in R&D, adopt new technologies, or improve processes
- Quality stagnation: The automotive industry experience shows that protected manufacturers produce outdated, lower-quality products
- Inefficiency persistence: Companies will be able to pass costs to captive customers rather than improving productivity
- Rent-seeking behavior: Resources will shift from productive activities to lobbying for continued protection and favorable regulatory treatment

11. Distorted Resource Allocation: Import substitution through bans policies systematically misallocate economic resources:

- Capital misallocation: Resources flow to protected industries regardless of comparative advantage or true competitiveness
- Labor market distortions: Employment in inefficient protected sectors comes at the expense of more productive alternatives
- Supply chain inefficiencies: Downstream industries (shipping, logistics, trade) bear higher costs, reducing their competitiveness



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- Opportunity cost: Resources diverted to shipbuilding could potentially generate higher returns in sectors where India has genuine comparative advantages

12. Undermining the Existing Support Framework: The Government of India has already committed Rs. 50,000 crores to a shipbuilding financial assistance scheme—a substantial positive incentive for industry development. Adding import bans creates several problems:

- Double protection: Combining financial assistance with import bans provides excessive protection, eliminating any performance discipline
- Moral hazard: Guaranteed domestic markets remove incentives to use financial assistance efficiently or achieve global competitiveness
- Waste of public funds: Financial assistance becomes a pure subsidy with no competitive return, rather than an investment in building export capability
- Policy incoherence: The combination sends contradictory signals about whether the goal is genuine competitiveness or mere protectionism

13. The Infant Industry Argument: The shipbuilding industry may argue that temporary protection is needed for an 'infant industry' to develop. However:

- Indian shipbuilding is not an infant—the industry has existed for decades and has received substantial government support
- Even genuine infant industries rarely graduate from protection; Latin American and Indian experiences show protection often becomes permanent
- The Rs. 50,000 crore financial assistance scheme already provides substantial support without import bans
- Modern infant industry theory emphasizes export targets and performance requirements, not blanket protection from imports

14. Employment and Strategic Industry Arguments: While shipbuilding employment and strategic maritime capabilities matter, import bans are neither necessary nor sufficient:



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- South Korea built world-leading shipbuilding employing 120,000 workers while maintaining open trade—demonstrating that success creates employment without import bans
- Strategic capabilities require technological excellence and global competitiveness, which import bans undermine rather than support
- Government procurement preferences can ensure domestic capacity for strategic vessels without banning commercial imports
- Inefficient protected industries create fewer quality jobs than competitive industries operating at global standards

15. CONCLUSION AND RECOMMENDATIONS: The proposal to ban imports of vessels represents economically flawed policy that contradicts both theoretical understanding and empirical evidence. Every major historical attempt at similar import ban strategies—including India's own experience—has resulted in inefficiency, stagnation, and ultimately failure. Meanwhile, export-oriented strategies with open competition, exemplified by South Korea's shipbuilding success, have consistently delivered global competitiveness and genuine industrial development.

The specific problems with the import ban proposal include:

1. Elimination of price discovery mechanisms that keep domestic costs aligned with global markets
2. Removal of competitive pressure that drives innovation, efficiency, and quality improvement
3. Creation of moral hazard and waste in the existing Rs. 50,000 crore financial assistance scheme
4. Higher costs imposed on Indian shipping companies and the broader maritime sector, reducing national competitiveness
5. Resource misallocation away from sectors where India may have genuine comparative advantages

As herein stated above, it is critical that the shipbuilding industry is not left reliant on domestic demand. It is also essential that Indian shipowners are provided with the flexibility towards acquisition and employment of their assets in order to retain their global competitiveness. Our recommendation would be to take small steps, create the ecosystem, make both shipbuilding and ship owning globally competitive, build the required infrastructure and let the acceptability of Indian built ships get established in the global market. The policy should also consider the



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sudden economic downturns which can result in orders getting cancelled (as mentioned above) and also significant cash flow constraints faced by the ship builders. One should therefore desist from framing policies that impose additional burden compelling Indian shipowners to build ships in India. These are two distinct objectives, and one must not be attempted to be made an instrumentality to bolster the other lest the former gets sacrificed in the process.

India has learned from bitter experience that import bans do not build competitive industries—it creates protected mediocrity. The path to shipbuilding success lies not in repeating the mistakes of the past, but in following the proven model of export-oriented competition that has succeeded globally. With Rs. 50,000 crores in financial assistance already available, India has the resources to support shipbuilding development and making it competitive without resorting to economically damaging import bans. What is now needed is a healthy and growing ship owning industry in India, free of competitive disadvantages and making India a 'shipping services' powerhouse. This after all will also be a customer to the Indian shipbuilding industry.

The choice is clear: pursue genuine global competitiveness through competition and export orientation or repeat the failed experiments in protectionism that have consistently undermined industrial development wherever they have been tried.

We remain available for any clarification which you may require with respect to the above.

Thanking you,

Yours faithfully,

For **INDIAN NATIONAL SHIPOWNERS ASSOCIATION**

ANIL LAXMAN
DEVLI

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LAXMAN DEVI
Date: 2020.02.18 22:36:41
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Anil Devli

Chief Executive Officer.



ICC Shipping Association

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To
Shri Rakesh Singh Nayal
Director
Ministry of Port Shipping and Waterways
New Delhi

Ref: ICCSA/2026/02/01
Date :16th Feb 2026

Regd: Our meeting on 9th Feb 2026 on “Tonnage Tax Scheme” for Indian Inland Vessels

Sir

The ICC Shipping Association is a representative body of Indian shipowners (Coastal as well as Inland) with our 70 companies as members. At the very outset, I thank you for granting the time to discuss the above subject.

The brief on the subject as well as issues in hand are details hereunder:

Income Tax Act 2025 provisioned (through amendment) to include Inland vessels (vessels registered under Inland Vessels Act 2021) under Tonnage Tax scheme (sections 225 to 235) together with ships registered under the Merchant Shipping Act 1958/2025.

A companies opting of Tonnage Tax Scheme (TTS), among others, are required to;

- a. Comply with “Minimum Training Requirement” (MTR), i.e. to place additional “trainees” on board ships on the basis of a formula prescribed by the DGS taking in to account “minimum safe manning” assigned to the ship/vessel by the maritime administration.
- b. Upon demonstrating the above compliance for each governing FY, the company is issued “NOC” by the maritime administration which is a must document for the company to file annual I/T return under the tonnage tax scheme.

For the ships registered under M S Act, the maritime administration (DGS) is empowered to decide MTR per vessel, verify compliance and issue NOC. (As a practice, NOC is generally issued in Aug/Sep, intime to file IT return for the previous FY)

In the amended Income Tax Act, 2025 Inland vessels (IVs) were added as “qualifying vessels” and the companies owning IVs as “qualifying companies”. However, the Act did not specify the competent authority (IWAI) and the designate authority (State government) wrt IVs.

Therefore, the question arose how the MTR, it’s compliance and eventual issue of NOC will be addressed in the case of IVs. The DGS has no role to play as they are not the competent authority for IVs and have no records of IVs.

On the submission of the industry (through IWAI and MoPSW), the Finance Bill 2026 has proposed certain amendment to address the identified gaps. **They amendment are;**

QUOTE

Section 232 of the Income-tax Act:

(a) for sub-sections (12) and (13), the following sub-sections shall be substituted, namely:

*“(12) A tonnage tax company, after its option has been approved under section 231(4), shall comply with the **minimum training requirement** as per the guidelines issued by the Director-General of*



ICC Shipping Association

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Shipping or the Inland Waterways Authority of India, as the case may be, and notified by the Central Government.

(13) The tonnage tax company shall be required to furnish a copy of the certificate issued by the Director-General of Shipping, or the designated authority, as appointed by the respective State Governments under the Inland Vessels Act, 2021, as the case may be, along with the return of income under section 263 to the effect that such company has complied with the minimum training requirement as per the guidelines referred to in sub-section (12) for the tax year.”;

(b) in sub-section (17), after the words “Director-General of Shipping”, the words “or Inland Waterways Authority of India, as the case may be” shall be inserted.

Amendment of section 235.

In section 235 of the Income-tax Act, after clause (f), the following clause shall be inserted, namely: ‘(fa) “Inland Waterways Authority of India” shall have the same meaning as assigned to it in section 3 of the Inland Waterways Authority of India Act, 1985.

UNQUOTE

The bill was expected to be passed in the current budget session. The status is not known.

ISSUES

1. The provisions of IT Act 2025 are effective from 1st April 2026.
2. Regulatory framework has to be drawn to address issues relating to:
 - a. Who will issue the guidelines for MTR for Inland vessels.
 - b. How the MTR will be calculated? Should the MTR will be swappable?
 - c. How will IWAI/Designate authority monitor the MTR compliance?
 - d. Will there be separate NOCs for MS Act ships and IVs?
 - e. Wud the companies owning IVs registered with different state governments require NOC from different governments?

Therefore, we submit that an urgent meeting is called of all stake holders by the MoPSW/ IWAI to deliberate over the issues to develop an efficient regulatory frame work so that the industry could benefit from the policy initiative within the timelines specified. Post the stakeholders meeting, ICCSA can assist in drafting the regulatory provisions for the TTS compliance.

Thanking you
With Warm Regards



Rakesh Singh
President
ICC Shipping Association

CC: Shri Sameer Kumar Khare, IAS
Chairman, National Shipping Board
CC: Shri A K Bansal, Director, IWAI

MINUTES OF THE MEETING OF THE NSB MEMBERS WITH FEDERATION OF INDIAN SAILING VESSELS ASSOCIATIONS / SHIPYARDS ASSOCIATION OF INDIA / INLAND VESSEL OPERATORS / SHIP OWNERS /ALL INDIA SHIP REPAIRERS' ASSOCIATION

Date: 26/02/2026 Session II: 12.30 PM to 02.30 PM

A. FEDERATION OF INDIAN SAILING VESSELS ASSOCIATIONS (FISVA):

The representative of FISVA stated that building of Indian sailing vessels (wooden vessels) is a traditional and a historic industry in India, operating through a Guru–Shishya tradition and based largely on experiential knowledge passed down generations. He emphasized that this knowledge has not been formally documented and requested that the Government consider measures to conserve and promote the industry as part of India's maritime heritage. He suggested that the industry be recognised as a heritage industry, which would help ensure institutional support and preservation. He further stated that the industry has declined significantly over time, with the number of vessels reducing from approximately 20,000 earlier to around 4,000 currently. He highlighted that the industry supports the livelihood of approximately five lakh people and has an estimated total tonnage of about 3.5 lakh. Vessel registration is done by designated authorities, including State Maritime Boards or relevant regional authorities facilitated through the Mercantile Marine Department (MMD) under DG Shipping. He also stated that sailing vessels are engaged in break-bulk cargo transport, including onions, fruits, cattle feed, and import of dates from countries such as Iran and Iraq.. He highlighted key operational challenges, including lack of insurance coverage for hull and machinery, and difficulties in obtaining immigration clearance due to the absence of Immigration Check Post (ICP) facilities at certain ports such as Salaya. He stated that while cargo insurance is sometimes arranged by traders, vessel owners are unable to obtain hull and machinery insurance from domestic insurance providers, including public and private sector insurers. He also reported that previous attempts to secure insurance coverage were unsuccessful and that insurers had expressed concerns regarding operational risks in certain trading areas.

2. **Shri Anil Devli CEO INSA** enquired whether stakeholders had engaged with insurance companies to understand the reasons for denial of insurance coverage. He suggested that stakeholders approach both domestic and international insurers to obtain clarity on the specific risk-related concerns. He further offered to facilitate discussions with insurance specialists and relevant institutions, including insurers and regulatory authorities, to identify the underlying issues and explore possible solutions.

3. **The representative of FISVA** reiterated that lack of insurance coverage and immigration clearance facilities are major constraints affecting the sustainability of the industry and requested appropriate policy and regulatory support to address these challenges and ensure continued operation of traditional sailing vessels.

4. **Shri Rakesh Singh President ICCSA** stated that under the Merchant Shipping Act, Indian-flagged vessels are subject to regulatory provisions, and he emphasized that the issue of non-availability of hull and machinery insurance for Indian sailing vessels requires engagement with the appropriate regulatory authorities, including the insurance regulator. He stated that a meeting could be arranged with the Insurance Regulatory and Development Authority of India (IRDAI) and other concerned authorities to examine the matter and identify possible solutions, particularly given that these vessels operate under the Indian flag and are part of the domestic maritime sector.

5. **Shri Ajith Kumar Sukumaran CS DGS** clarified that sailing vessels are governed under specific provisions of the Merchant Shipping Act and relevant rules applicable to non-convention vessels. He stated that certification, registration, and survey of such vessels are often carried out by designated authorities, including State Maritime Boards or relevant regional authorities, rather than directly by DG Shipping in all cases. He explained that the fundamental issue affecting insurance availability relates to the lack of third-party certification of vessel fitness, such as classification certification. He noted that insurance providers generally require independent verification of vessel condition and seaworthiness before issuing insurance coverage. He further stated that classification societies have specific rules for wooden vessels, and obtaining such certification could improve the ability of vessel owners to secure insurance coverage. He emphasized that while the traditional sailing vessel industry has heritage and cultural importance, safety, regulatory compliance, and modernization considerations must also be addressed to ensure safe and sustainable operations. He also highlighted safety concerns arising from inadequate training, improper certification, and lack of insurance in some cases, noting that insurance providers require credible certification and verification before assuming risk. He stated that appropriate certification and compliance with regulatory and safety requirements would be essential to enable insurance coverage and integration of the sector into the formal maritime regulatory framework. He that certification by DG Shipping or other authorities alone may not be sufficient for obtaining insurance, as insurers typically require independent third-party certification such as classification certification to assess vessel fitness and risk. He emphasized that classification societies have established rules for wooden vessels and suggested that obtaining class certification could improve the ability of sailing vessels to secure insurance coverage. He also noted that regulation and certification of such vessels have largely been delegated to State Governments due to the specialized expertise required. He further stated that while the sailing vessel industry has heritage, cultural, and social significance, a clear policy decision is required on whether it should be preserved primarily as a heritage sector or supported as a commercial transport sector. He emphasized that if the sector is to operate commercially, it must align with safety, certification, and regulatory requirements applicable to cargo transport.

6. **Shri Rahul Modi President CCTA** stated that traditional cargo transport, particularly import of dates (khajur), has historically supported the sailing vessel industry, and that changes in trade patterns, insurance constraints, and regulatory requirements have adversely affected the sector. He suggested that the industry needs greater coordination, structured representation, and policy support to address its challenges. He suggested that data should be collected on

vessel operations, routes, and trade volumes to better assess the sector's requirements and identify appropriate support measures.

7. **The representative of FISVA** stated that many vessel operators and crew members come from traditional backgrounds with limited formal training and literacy, and that the industry continues to operate largely on traditional practices. They highlighted challenges arising from modern regulatory requirements, including certification, immigration compliance, and insurance coverage.

8. **Shri Anil Devli CEO INSA** stated that the issue of cargo reservation for sailing vessels would require careful consideration, and suggested that examples of policy support extended to other heritage or protected sectors could be examined. He emphasized that consultations with cargo owners and industry stakeholders would be necessary before considering such measures.

9. **Shri Rakesh Singh President ICCSA** stated that the Board has taken note of the issues raised and acknowledged the heritage value of the sailing vessel industry. He stated that the Board would examine the specific challenges, including insurance, certification, and regulatory compliance, and explore possible measures to support the sustainability of the industry.

10. **Commodore Raghu Nair from IN** stated that safety and security concerns had led to the introduction of regulatory requirements such as identification systems and vessel tracking, which were necessary to ensure safe operations and enable effective search and rescue response. He emphasized that adoption of minimum safety and regulatory standards is essential for continued operation of the sector.

11. **Shri Ajith Kumar Sukumaran CS DGS** stated that the sailing vessel sector is being supported under a separate regulatory framework framed specifically for traditional vessels, and many convention-related requirements have been relaxed in recognition of its traditional nature. However, he emphasized that minimum safety requirements have been introduced following repeated safety and security concerns and accidents. He stated that while financial support may be considered by the Government to help vessel owners comply with safety requirements, removal of such requirements would compromise safety and would not be appropriate from a modern regulatory perspective. He stressed that seafarers on sailing vessels are equally entitled to safety and protection.

12. **Shri Pankaj Verma DIG ICG** stated that lack of proper reporting, tracking, and crew information in sailing vessels creates serious challenges for safety and emergency response, particularly in high-risk regions such as the Gulf of Aden and Red Sea. He noted that for conventional Indian-flagged vessels, authorities receive timely information regarding crew and vessel movements, enabling prompt response during emergencies. However, in the case of sailing vessels, delays in obtaining crew and vessel information significantly affect response capability and may also influence insurance and safety considerations.

13. **Shri Ajith Kumar Sukumaran CS DGS** further stated that Indian-flagged vessels are required to report regularly under established monitoring systems, enabling authorities to track

vessel movement and ensure safety. He emphasized that extending similar safety and tracking mechanisms to sailing vessels would enhance their safety and operational security.

14. **Commodore Raghu Nair from IN** stated that designated reporting mechanisms and tracking systems have been established for Indian vessels to improve maritime domain awareness and emergency response. However, such reporting systems are not consistently applicable to sailing vessels, resulting in gaps in safety monitoring.

15. **The representative of FISVA** stated that certain safety equipments such as life jackets and life rafts are already being used, but operational challenges remain due to reduced cargo availability and diversion of traditional trade routes. They also highlighted the importance of traditional cargo such as dates and regional trade, which historically supported the sector.

16. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** stated that the National Shipping Board should examine how the industry can be supported through appropriate policy measures.

17. **The Board agreed to explore the possibility whether the sector could be considered for recognition as a cultural or heritage industry to preserve traditional skills and enhance its visibility. The Board further emphasized the need to explore measures for survival of this sector like facilitating class certification, improving access to concessional finance and insurance, introducing scheme for financial assistance for building Indian sail vessels, preserving traditional knowledge and skills in making such vessels, upskilling the sector, integrating modern technology wherever feasible promoting the sector as part of India's maritime heritage and green shipping initiatives. The board agreed that the NSB Sub-committees on Ship Building & Repairs / Indian Maritime Heritage / Skilling should examine these issues and submit report to the board.**

Action: Chairs of Sub-committees on Ship Building & Repairs / Indian Maritime Heritage / Skilling.

B. SHPYARDS ASSOCIATION OF INDIA (SAI):

The representative from SAI highlighted concerns regarding the reduction in subsidy levels under the new shipbuilding support scheme. It was stated that earlier subsidy support of around 20% for green and hybrid vessels has been reduced to approximately 15%, which adversely affects the economic viability of such projects. He noted that hybrid and battery-powered vessels involve significantly higher capital costs, and reduced subsidy levels discourage vessel owners and MSME shipyards from investing in green vessel technologies. He suggested that minimum investment thresholds and subsidy structures be reconsidered, particularly for green vessels, to encourage adoption and support smaller shipyards. He further stated that MSME shipyards play a critical role in shipbuilding capacity development and require sustained support, including assured order flow and financial incentives. He emphasized that domestic shipbuilding is affected by competition from imported vessels, particularly from countries such as China, where vessel construction costs are significantly lower. He suggested that policy measures may be considered to promote domestic shipbuilding,

including preferential procurement of Indian-built vessels and protection for MSME shipyards to enable capacity expansion and competitiveness. He also highlighted challenges related to taxation and cash flow, particularly regarding IGST payments on imported ship components used for export vessels. He stated that delays in tax refunds result in substantial capital being locked up for extended periods, adversely affecting working capital and project viability. He requested that mechanisms be streamlined to reduce delays and improve liquidity for shipbuilders. He emphasized that smaller vessels, including coastal vessels and tugs, should also be provided infrastructure status and financial incentives like larger vessels, as this would enable access to lower-cost financing and promote growth of coastal shipping. He further suggested that procurement policies may consider reserving smaller vessel construction projects for MSME shipyards to support sectoral growth and employment generation. He also highlighted issues related to classification certification, noting that allowing greater flexibility in classification society certification could improve competitiveness and export potential of Indian-built vessels. He emphasized the need for clear and consistent policy direction to promote shipbuilding in India and enable long-term investments in shipyard infrastructure and capacity development.

2. **Shri Rakesh Singh President ICCSA** stated that proposals for infrastructure status for vessels have been actively pursued by DGS and the Ministry. He explained that initial criteria based on vessel cost thresholds were contested and later shifted toward technical parameters such as vessel size, though discussions are still ongoing to ensure broader inclusion of smaller vessels. Rakesh Singh confirmed that the reduction in Shipbuilding Financial Assistance from 20% to 15% has been raised as a concern and is being pursued with the government. He addressed the issue of subsidy thresholds for adoption of green technology in shipbuilding and stated that the current threshold of ₹100 crore for eligibility limits participation by smaller vessel operators and MSME shipyards. He informed that the National Shipping Board and industry stakeholders have raised this issue with the Ministry, emphasizing that such thresholds prevent smaller vessels from adopting green technologies and undermine the objective of promoting green shipping. He reiterated that infrastructure status proposals and related policy reforms are still under consideration, and efforts are ongoing to ensure that vessel eligibility criteria do not exclude a large portion of the fleet.

3. **The representative from SAI** emphasized that if green shipping is a policy priority, eligibility criteria and subsidy thresholds should be rationalized to include smaller vessels and MSME shipyards, and that lowering the threshold would enable broader adoption of green technologies and support domestic shipbuilding.

4. **Shri Rakesh Singh President ICCSA** confirmed that representations have been made to the Ministry on this issue and that the matter continues to be pursued.

5. **The representative from SAI** stated that unrestricted import of second-hand vessels adversely affects domestic shipbuilding, as Indian yards face higher costs due to import dependence on machinery, steel price differentials, and lack of ecosystem support. He requested duty protection, age restrictions on imported vessels, and policy clarity to support domestic shipbuilding.

6. **Shri Anil Devli CEO INSA** responded that shipowners operate in a competitive global environment and cannot be expected to procure more expensive domestic vessels if cheaper imported vessels are available. He emphasized that shipping is a commercial business, and higher vessel acquisition costs would directly increase logistics costs, making Indian operators uncompetitive against foreign operators. He further stated that shipbuilding growth should be aligned with assured cargo contracts and long-term policy certainty rather than import restrictions. He cited the example of government contracts guaranteeing long-term charter, which enabled shipowners to place domestic shipbuilding orders with confidence. He emphasized the importance of cooperation between shipbuilders and shipowners rather than protectionist measures, stating that coordinated representation to the government would be more effective in securing supportive policies. He stated that shipowners and shipbuilders should adopt a coordinated approach and work jointly with the Government to promote Indian shipbuilding and ship ownership. He emphasized that long-term policy certainty and assured cargo opportunities would encourage investment in Indian-built vessels and strengthen the domestic shipping ecosystem.

7. **The representative from SAI** also raised issues regarding classification, load line assignment and surveys.

8. **Shri Ajith Kumar Sukumaran CS DGS** stated that regulatory matters such as classification, load line assignment, manning scale, and survey requirements are governed by established government rules and procedures. He clarified that the Indian Register of Shipping (IRS) functions as the load line assigning authority for Indian-flag vessels as per Government of India notifications and decisions. He further emphasized that stakeholders should raise specific concerns through the appropriate committee mechanism with supporting facts and data, so that all stakeholders' views can be examined and balanced before policy decisions are made.

9. **Shri Arun Sharma CMD IRS** stated that IRS is a full member of the International Association of Classification Societies and is internationally recognized, including by the United States Coast Guard. He clarified that IRS certification does not result in any disadvantage to vessels in international markets and stated that IRS competes with multiple classification societies operating in India. He added that classification services, including plan approval, survey, and certification, are being delivered efficiently and competitively. He emphasized that SAT should formally raise unresolved issues with IRS or the Directorate so that they can be examined and addressed appropriately.

10. **The representative from SAI** stated that the issues and concerns faced by domestic shipbuilders have already been submitted to the Ministry and would also be shared with the National Shipping Board in note form. He informed that a detailed report documenting these issues is being prepared and would be discussed at the appropriate policy level. He emphasized that the objective of raising these issues is not to oppose any segment of the maritime industry but to highlight the operational and cost-related challenges faced by domestic shipbuilders. He stated that shipyards incur GST and customs duties on materials, machinery, and equipment used in shipbuilding, which increases overall project costs and affects their competitiveness against foreign shipyards. He stated that these cost disadvantages make it difficult for domestic

shipbuilders to compete effectively with imported vessels and requested that the Government examine these challenges and consider appropriate policy measures. He also indicated that industry stakeholders are open to engaging with the Government to identify practical solutions and align domestic shipbuilding capabilities with national maritime objectives.

11. Shri Sameer Kumar Khare IAS(Retd.) Chairperson NSB stated that the maritime sector involves multiple interconnected stakeholders whose interests at times may appear to be conflicting but they need to be balanced to move further for overall interests of the sector, It is therefore imperative that policy development should be based on consultation and reconciliation of stakeholder perspectives. He emphasized the importance of unified representation before the Government and encouraged private shipyards and industry stakeholders to actively participate in National Shipping Board sub-committees so that their concerns can be formally incorporated into policy recommendations. He stated that collaborative discussions within the National Shipping Board provide an opportunity to reconcile differing stakeholder perspectives and develop balanced policy recommendations. He emphasized that participation of all stakeholders in sub-committee's deliberations would ensure that concerns are adequately addressed and strengthen the effectiveness of policy submissions to the Government.

12. The board agreed that the NSB Sub-committee on Ship Building & Repairs should examine these issues and submit report to the board.

Action: Chairs of Sub-committees on Ship Building & Repairs

3. INLAND VESSEL OPERATORS:

1. The representative of I.V. Operators involved in inland and coastal shipping also highlighted operational challenges including shortage of crew, insurance constraints, and financing limitations due to collateral requirements. He suggested that targeted policy interventions, including support for formation of domestic P&I insurance mechanisms and regulatory facilitation, could help strengthen the coastal shipping ecosystem and improve sector sustainability.

2. Shri Rakesh Singh President ICCSA stated that the current shortage of qualified officers is a critical concern, particularly in view of anticipated fleet expansion. He suggested that, as an interim measure, Indian nationals holding foreign Certificates of Competency (CoC) could be permitted to serve on Indian coastal vessels for a limited period, subject to appropriate regulatory oversight, to address immediate manpower shortages until domestic training pipelines stabilize. He clarified that the shortage primarily relates to officers and not crew ratings, and noted that the decline in officer availability is due to reduced entry into certification pathways over recent years. He stated that DG Shipping and industry stakeholders have initiated short-term, medium-term, and long-term measures to address the issue. He informed that eligibility criteria have been relaxed to allow General Purpose (GP) ratings under the Near Coastal Voyage (NCV) regime to progress through certification pathways, and that efforts are underway to expand the pool of eligible officers. He further informed that a bridging

programme is being developed to enable Inland Vessel Masters to obtain STCW-compliant certification and serve as Masters on vessels up to 500 GT, subject to specified conditions. He stated that this measure would help expand the officer pool and ease shortages in the coastal fleet. He also reiterated the industry's proposal to temporarily allow Indian nationals holding foreign CoCs to serve on Indian coastal vessels, subject to strict regulatory scrutiny and limited deployment, as a short-term measure to improve officer availability. He addressed the issue of establishing an Indian P&I insurance framework and stated that extensive discussions have been held over the past two years with major public sector insurance companies, including New India Assurance and United India Insurance. He informed that these insurers have not yet been able to offer comprehensive Protection and Indemnity (P&I) coverage comparable to international standards, particularly in terms of providing complete coverage across all operational risks and vessel categories. He noted that certain insurers have imposed restrictions such as age limits on vessels and partial coverage, which are not viable for Indian shipowners. He further stated that DG Shipping has appointed a consultant to study the feasibility of establishing an Indian P&I framework, and discussions are ongoing. He also informed that the issue of GST and fuel-related taxation has been taken up at the highest levels of the Ministry, including the Secretary and Hon'ble Minister, and that the Ministry supports rationalisation of such taxation measures. However, the matter is under consideration with the Ministry of Finance, and efforts are ongoing to pursue alternative approaches to address the issue. He clarified that tonnage tax provisions have now been extended to inland vessels, and inland vessel owners registered under the Inland Vessels Act may opt for tonnage tax subject to applicable conditions. He noted that the main challenge now lies in regulatory implementation, particularly because inland vessels are registered with State governments. He stated that implementation mechanisms are being discussed with Inland Waterways Authority of India and the State Governments, given that inland vessels are registered under State authorities and coordination with IWAI is being planned to centralized implementation.

3. The FOSMA representative highlighted the acute shortage of qualified seafarers, particularly officers, on Indian coastal vessels. He stated that the number of candidates appearing for certification examinations has declined significantly, affecting the availability of trained personnel. He informed that measures are being taken in coordination with DG Shipping and relevant stakeholders to address both immediate and long-term manpower shortages, including encouraging more candidates to enter the certification pipeline. He also informed that regulatory measures have been introduced requiring Indian seafarers holding foreign Certificates of Competency (CoC) to complete a minimum period of service on Indian-flagged vessels for revalidation of their Indian CoC, in order to strengthen domestic manpower availability and ensure proper regulatory oversight. He further stated that as an interim measure, industry stakeholders have suggested permitting Indian nationals holding foreign Certificates of Competency, subject to appropriate verification and regulatory approval, to serve on Indian coastal vessels on a temporary basis to address the current manpower shortage. He requested that the Directorate consider the feasibility of such measures in consultation with stakeholders.

4. The representative of I.V. Operators further highlighted the shortage of Masters and Mates on coastal vessels, stating that experienced personnel are increasingly opting for overseas

opportunities. He suggested that experienced Near Coastal Voyage officers and personnel with relevant command experience may be considered for promotion or dispensation to serve as Masters on smaller vessels, subject to appropriate certification and safety compliance. He also suggested that retired personnel from the Indian Navy and Coast Guard could be encouraged to join coastal shipping, given their operational experience and familiarity with coastal navigation, and that appropriate certification pathways may be considered to facilitate their transition into the merchant marine sector.

5. **Commodore Raghu Nair from IN** stated that in the Defence Forces, officers exit service at various stages to maintain the organisational structure, and bridging mechanisms have already been developed by DG Shipping to facilitate their transition into the merchant marine sector. However, he noted that the number of such officers available for transition is limited. Raghu Nair stated that although defense personnel possess relevant maritime experience, the number of officers transitioning from defense services to merchant shipping remains limited, as many prefer shore-based employment after retirement.

6. **Shri Pankaj Verma DIG ICG** stated that many officers leaving the Navy after approximately 20 years of service prefer shore-based employment rather than returning to sea, which limits the availability of experienced officers for merchant marine roles.

7. **Shri Arun Sharma CMD IRS** stated that although Naval and Coast Guard officers possess extensive maritime experience and familiarity with coastal waters, their numbers are limited, and many opt for alternative career opportunities offering competitive compensation. He emphasized that bridging courses and streamlined certification pathways could help facilitate their transition into merchant shipping, particularly in coastal vessel operations, where their experience would be valuable.

8. **The representative of I.V. Operators** stated that there are a significant number of Near Coastal Voyage officers with 10 to 20 years of experience who are capable of commanding coastal vessels. They emphasized that many of these officers have practical command experience but are unable to serve as Masters due to certification and regulatory limitations. They requested that such experienced personnel be granted dispensation, subject to appropriate eligibility criteria and experience verification, to serve as Masters on coastal vessels, particularly RSV-4 vessels, to address the immediate shortage of qualified Masters.

9. **Shri Rakesh Singh President ICCSA** stated that extensive consultations had been undertaken with DG Shipping and industry stakeholders to consolidate and rationalise certification and manning requirements, particularly for coastal and smaller vessels. He informed that several relaxations and progression pathways had already been incorporated, allowing lower rank certificate holders to become eligible for higher certification upon completion of required sea service and qualification criteria. He emphasized that such measures were introduced following comprehensive consultation and have already been implemented. He further stated that specific cases requiring dispensation may be examined on a case-by-case basis through industry associations and the Directorate. He noted that broader regulatory changes require careful consideration to ensure safety and compliance, and that both short-term and long-term measures are being pursued to address manpower shortages.

10. **The representative of I.V. Operators** reiterated that immediate dispensation for experienced personnel could help address operational challenges in the short term, particularly where vessels are unable to operate due to unavailability of certified Masters. They emphasized that such dispensation would be a temporary measure to maintain continuity of operations while longer-term certification and training pathways are implemented.

11. **Shri Rakesh Singh President ICCSA** highlighted that crew shortage is primarily affecting officers and not ratings. He stated that the supply pipeline had significantly reduced in recent years, with only 24 candidates passing the NWQ exam last year. However, he noted a recent improvement, with 100 candidates appearing in the past two months. He explained that multiple measures are being pursued, including relaxation of eligibility norms, bridging courses for inland masters to serve on coastal vessels, and possible short-term allowance of Indian nationals holding foreign CoCs to serve on Indian coastal vessels under controlled conditions. He stated that the issue of permitting Indian nationals holding foreign Certificates of Competency had earlier been deferred due to concerns relating to fraudulent and improperly issued certificates. However, he emphasized that in view of the current shortage of qualified officers, the Directorate may consider revisiting the matter as a short-term, stopgap arrangement. He suggested that limited dispensation, subject to appropriate verification and safeguards, could be considered for a defined period such as six months or one year to provide immediate relief. He further stated that the matter would be discussed with the Directorate and, if required, escalated to the appropriate level for consideration.

12. **The representative of I.V. Operators** reiterated that granting dispensation to experienced personnel would be the fastest and most practical solution to address the current shortage of Masters and officers, as experienced personnel are already available and capable of safely operating vessels. He emphasized that allowing experienced NWQOs and SOC-qualified personnel to command smaller coastal vessels as masters through dispensation would provide immediate relief. He stated that many such officers have over 10–20 years of experience and are capable of handling vessels but are currently unable to do so due to certification restrictions.

13. **The board agreed that the NSB Sub-committees on Seafarers / Coastal shipping should examine these issues and submit report to the board.**

Action: Chairs of Sub-committees on Seafarers / Coastal shipping

4. SHIP DESIGNERS:

The representative of the designers thanked the Chair and members of the National Shipping Board for providing an opportunity to present the perspective of the ship design industry. He referred to the Maritime India Vision (MIV) and Amrit Kal Vision policies, noting that these documents mention **standardisation of ship designs** as a national policy. He expressed concern that such a policy could be **detrimental to the development of the domestic ship design ecosystem**. He stated that while guidelines regarding emissions, safety standards, draught limitations, and operational parameters are useful, prescribing a standard General Arrangement (GA) design for vessels could limit innovation and capability

development in the Indian shipbuilding sector. He cited the example of ASTDS (approved Standard Tug Design & Specifications) tugs, where a predefined design and technical specifications resulted in prolonged discussions and delays when shipyards sought flexibility to adopt alternative designs. He further stated that India has ambitious targets for the maritime sector for 2030 and 2047, and if these targets are to be achieved, domestic design capability must be strengthened. He suggested that the Government may consider policy support to encourage the use of Indian design companies, including the possibility of introducing a **Right of First Refusal (ROFR) for Indian designers**, similar to provisions available for Indian shipyards in some tenders. He clarified that this would not restrict international collaboration, as Indian design firms could partner with foreign designers where capability gaps exist, thereby enabling knowledge transfer and gradual capability development within the country. He further stated that the design stage has a significant influence on the overall shipbuilding process. Although design costs typically account for only 2–3% of the total vessel cost, design decisions influence almost 90–95% of the vessel's technical and operational outcomes. Therefore, strengthening the domestic design ecosystem would have a long-term strategic impact on the Indian shipbuilding industry. He also highlighted the importance of **research and development (R&D) funding for the maritime sector**. He referred to the European Union's Horizon Programme, under which significant funding was allocated for green technologies, alternative fuels, and advanced ship designs. He suggested that India should adopt a similar approach to support innovation in areas such as green vessels, alternative fuels, and energy-efficient ship designs. He further pointed out that developing new vessel designs requires model testing and tank testing, and while India has facilities such as NSDRC (National Ship Design & Research Centre) and IIT Kharagpur, the cost of testing ranges between ₹25 lakh and ₹45 lakh per project, which is difficult for private design firms to afford. He suggested that these facilities could be **made available to designers at heavily subsidised rates**, which would enable design companies to invest in R&D and develop new hull forms and vessel concepts. He informed the Board that India currently has around 20–25 marine design and engineering companies, many of which are members of the Indian Marine Designers Association (IMDA). He stated that these companies collectively employ approximately 1,200 skilled professionals and that a significant portion of their work nearly 90% comes from international markets. He emphasized that **strengthening domestic demand for design services** would help retain expertise within the country and support employment opportunities for approximately 250–300 naval architecture graduates entering the workforce each year. He also highlighted challenges related to **export promotion for design services**, explaining that the design industry falls between IT services and traditional manufacturing sectors and therefore does not fully benefit from existing export promotion schemes. He mentioned difficulties faced in accessing Export Credit Guarantee Corporation (ECGC) insurance, particularly because design services do not involve physical shipment of goods, making it difficult to meet certain documentation requirements under existing schemes. He further suggested that the ship design industry should have **representation on the National Shipping Board**, as designers are involved from the conceptual stage through the completion of vessel construction and could contribute valuable technical input to policy discussions. He also highlighted challenges faced by MSMEs involved in marine equipment manufacturing, particularly in obtaining type approval and **certification from classification societies**. He suggested that targeted support mechanisms could help

MSMEs overcome these challenges and enable them to participate more actively in the domestic shipbuilding supply chain.

2. **Shri Arun Sharma CMD IRS** stated that the issues raised by the stakeholder should be examined objectively and that the Board should analyse the suggestions presented and formulate appropriate recommendations for consideration by the Government.

3. **Shri Sameer Kumar Khare IAS (retd.) Chairperson NSB** observed that the suggestion relating to non-standardised design may require wider consultations and further examination to determine whether such a policy measure is necessary and feasible within the existing regulatory and market framework.

4. **The representative of the designers** added that previous attempts to introduce standardised vessel designs in the inland waterways sector had not produced significant results. He cited an example where standardised vessel designs developed by a foreign consultant for certain national waterways were made publicly available, but no vessels were ultimately built based on those designs.

5. **Shri Rakesh Singh President ICCSA** stated that he broadly agreed with the observation that top-down standardisation of ship designs is generally ineffective, noting that ship design is typically driven by the requirements of the shipowner, classification society, and shipyard. However, he sought further clarification regarding the proposal for ROFR for Indian designers, as ship design is typically a competitive and market-driven process.

6. **Shri Anil Devli CEO INSA** also raised concerns regarding the proposed ROFR mechanism, noting that shipowners usually select designers directly based on expertise and project requirements. He suggested that further justification and detailed examination would be required before considering such a provision.

7. **The representative of the designers** clarified that the proposal was intended primarily to encourage technology partnerships and capability development within India, rather than restricting market choice, and stated that detailed inputs could be provided through the Indian Marine Designers Association (IMDA) for further consideration.

8. **The board agreed that the NSB Sub-committee on Ship Building & Repairs should examine these issues and submit report to the board. Further , the Chair of this committee may co-opt a representative from IMDA in this committee for wider consultations.**

Action: Chairs of Sub-committees on Ship Building & Repairs

6. ALL INDIA SHIP REPAIRERS' ASSOCIATION (AISRA):

1. **The representative of the All-India Ship Repairers' Association** highlighted the issue of **18% GST being levied on the supply of repair services** to foreign-going vessels, stating that this places Indian operators at a competitive disadvantage. He pointed out that competing maritime hubs such as Dubai, Singapore, and Colombo do not impose such a tax, thereby making them more attractive for transshipment and cargo operations. He emphasized that

India's competition is not between domestic ports like Vizag, Mumbai, or Goa, but with international hubs. According to him, if India intends to strengthen its maritime competitiveness and attract more cargo and vessel traffic, this GST burden needs reconsideration at the policy level. Second, he strongly advocated for the creation of **dedicated ship repair berths in major ports**. He explained that at present, when vessels seek permission to immobilize for repair works such as decarbonizing engines or carrying out substantial maintenance, port authorities often deny such permission due to commercial priorities and berth occupancy pressures. Masters and Chief Engineers are reluctant to provide written complaints, but operationally, ports require vessels to remain ready to sail at short notice. As a result, only minor "floating repairs" can be undertaken during cargo operations, and major repair jobs requiring several days cannot be completed effectively. He proposed that a national-level policy be formulated mandating that for every six to eight commercial berths, one berth should be dedicated exclusively for ship repair activities. He argued that while ports prioritize cargo throughput and tonnage revenue, ship repair which contributes significantly to maritime ecosystem development and long-term value addition does not get attention. A dedicated berth would allow vessels to undertake proper multi-day repair work, improve technical standards, and give a strong boost to India's ship repair industry. He stressed that such a measure should begin with major ports and be implemented uniformly across India.

2. **Commodore Raghu Nair from Indian Navy** raised concerns from a port safety perspective. He pointed out that port authorities may deny immobilization permission due to the risk posed if a vessel becomes unable to move during adverse weather or emergency situations. He cited personal experience, including cases outside Indian ports, where permission for immobilization was refused—even at anchorage—due to safety considerations.

3. **The representative of the All-India Ship Repairers' Association** responded that, in practice, repairs are already being carried out informally, but without written permission, leaving ship operators vulnerable and dependent on discretionary decisions by port authorities. He reiterated that internationally, many major ports allocate one berth out of every seven or eight for ship repair activities. He clarified that the demand is not for dry dock infrastructure but for a basic dedicated berth equipped with essential facilities such as power, water supply, and crane access, allowing multi-day repairs like engine decarbonization. He emphasized that without a dedicated berth, only minor "floating repairs" can be performed during cargo operations.

4. **Commodore Raghu Nair from Indian Navy** maintained that ports must consider the risk exposure: if a vessel is immobilized and bad weather arises, the port bears responsibility. He also noted that some international ports require additional safeguards such as standby tugs, which increase costs.

5. **The representative of the All-India Ship Repairers' Association** agreed that compliance with port safety norms is necessary but argued that a structured policy framework would remove the present uncertainty and eliminate under-the-table practices.

6. **Shri Ajith Kumar Sukumaran CS DGS** supported the broader objective of promoting ship repair as a standalone industry distinct from shipyards. He cited examples like Fujairah, where

an ecosystem supports large-scale afloat repairs without requiring dry docks. He argued that several Indian ports have underutilized berths that could be explored for this purpose. He stressed that predictive weather systems and risk mitigation mechanisms already exist and that the industry should develop structured protocols rather than reject the concept due to safety concerns.

7. **Shri Arun Sharma CMD IRS** endorsed this view, stating that afloat repairs alongside berths are common worldwide and that risk is often overstated. He explained that many routine repairs—engine decarbonization, generator overhauls, boiler cleaning can be safely conducted with proper gas-free certification in the case of tankers. He added that repairs at anchorage involve logistical inefficiencies and time loss, making alongside berth repair more practical and commercially viable. While he acknowledged that ports may hesitate to formally designate a “dedicated” berth, he suggested that underutilized cargo berths could be allocated for repair activities when available.

8. **Shri Ajith Kumar Sukumaran CS DGS** highlighted operational bottlenecks beyond berth allocation, including immigration clearances and boarding permissions, which delay repairs. He stressed that ship repair cannot function effectively if dependent on ad hoc permissions; rather, an enabling ecosystem with standardized procedures is required. He concluded that many ports already possess idle capacity that could be leveraged without constructing new infrastructure.

9. **The representative of the All-India Ship Repairers’ Association** emphasized that under international maritime safety obligations, vessels facing technical difficulty while transiting through territorial waters are entitled to seek a port of refuge. However, in practice, Indian ports have often declined such requests in recent years. He explained that decisions are currently left entirely to individual port authorities, without a broader multi-agency assessment. As a result, situations that could have been resolved through timely intervention sometimes escalate into major casualties, including risks of grounding, pollution, crew safety hazards, and coastal damage. He stressed that the decision to grant refuge should not rest solely with the port authority but should involve DG Shipping, the Coast Guard, the Navy, and relevant state authorities through a structured and accountable mechanism.

10. **Shri Ajith Kumar Sukumaran CS DGS** supported the conceptual importance of developing a robust port-of-refuge framework. He observed that many maritime accidents worsen because vessels are denied assistance during critical “golden hours.” In his view, apprehensions about explosions or environmental risks often lead to excessive caution, which may inadvertently create larger problems. He argued that a structured risk assessment process, combined with predictive weather monitoring and coordinated response systems, could mitigate such concerns. According to him, the port-of-refuge concept requires institutional confidence-building and a clearly defined protocol so that decisions are based on objective evaluation rather than fear or prejudice.

11. **Shri Anil Devli CEO INSA** reiterated that India is losing significant commercial opportunities due to the absence of facilitative policies. He first addressed the issue of 18% GST being charged on supply of spares to foreign-going vessels, stating that this effectively

penalizes what should be treated as an export service. He suggested that a formal note be prepared and the matter raised with the Minister, as it directly impacts India's competitiveness in ship repair. He acknowledged that ports operate under commercial pressures and may be reluctant to reserve berths when cargo vessels are waiting. However, he emphasized that the refusal to provide port of refuge is a more serious issue. He cited instances where distressed vessels were not permitted entry into Indian ports, resulting in foreign ports such as Jebel Ali benefiting commercially from the repairs and associated services. He compared the situation to aviation, where an aircraft declaring distress cannot be denied landing. In his view, India must formulate a national-level policy that balances safety concerns with commercial and environmental realities, incorporating safeguards such as standby tugs, classification society certification, DG Shipping oversight, and defined operational conditions. He also candidly acknowledged that, in the absence of formal permission, vessels sometimes begin repair work informally and notify authorities afterward because formal approvals are rarely granted. This practice, he implied, reflects systemic gaps rather than deliberate non-compliance. He suggested that documented examples from foreign jurisdictions where structured port-of-refuge and repair policies exist could strengthen India's approach.

12. **Shri Rakesh Singh President ICCSA** brought the discussion back to scale and opportunity, noting that in 2023–24 alone, approximately 23,000 vessels called at India's major ports, accounting for about 50% of total cargo handling. When non-major ports are included, the number nearly doubles. He emphasized that if India aspires to be a true maritime power, it must position itself as a preferred destination not only for cargo but also for maritime services, including repair and emergency support. While acknowledging that ports—both private and major—operate under commercial pressures, he argued that ship repair represents a “golden egg” opportunity that should not be ignored. He suggested undertaking a port-wise assessment of berth occupancy levels to identify underutilized berths that could be allocated for repair activities without disrupting cargo priorities.

13. **Shri Ajith Kumar Sukumaran CS DGS** added a broader perspective, observing that maritime casualties, though undesirable, often generate significant economic activity in salvage, repair, and associated services. He cautioned that India may be missing substantial commercial opportunities due to excessive caution. However, he also shared a personal experience where a distressed vessel was permitted entry upon DG Shipping's recommendation, only to sink en-route, leading to legal complications. This underscored the complexity of such decisions and the need for a balanced, risk-informed approach rather than blanket approvals or refusals.

14. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** enquired whether a structured repair network could be developed by identifying ports with suboptimal berth utilization and designating them, where feasible, for repair activities. He suggested that a data-driven group assessment could help in determining practical options.

15. **Captain Savio Ramos General Secretary MUI** highlighted the contextual nature of emergency decisions, citing an incident in Cochin where multiple distressed vessels were

simultaneously threatening infrastructure, including a Single Point Mooring (SPM). In that scenario, port authorities were understandably reluctant to admit another vessel seeking refuge. He stressed that emergency port-of-refuge situations and routine ship repair should not be conflated, as the former requires real-time risk evaluation under dynamic conditions.

16. **Shri Pankaj Verma DIG ICG** referred to the draft committee report on contingencies, which proposes the creation of an executing authority led by DG Shipping with representation from the Coast Guard, Navy, and other relevant agencies. This body would take coordinated decisions during maritime incidents, similar to structured mechanisms used in anti-piracy operations. He emphasized that currently no single authority assumes decisive responsibility during such contingencies, leading to hesitation and fragmented responses.

17. **Shri Ajit Kumaran CS DGS** distinguished clearly between emergency port-of-refuge cases and routine ship repairs. He argued that normal repair activities should be governed by a clear policy directive from the government requiring ports to allocate a berth—whether one out of six, eight, or ten—for ship repair, while emergency cases should remain subject to inter-agency decision-making. According to him, routine repairs cannot remain at the discretion of individual port chairpersons.

18. **Shri Rakesh Singh President ICCSA** raised concerns about infrastructure quality at existing repair facilities, particularly citing Darukhana in Mumbai. While acknowledging that Mumbai Port has created a repair zone, he described operational costs as disproportionately high compared to other locations such as Goa. He detailed additional informal expenses, high electricity tariffs, security issues, and inadequate basic infrastructure, including theft incidents that affected vessel equipment. He observed that despite generating substantial economic activity, the facility’s support ecosystem remains weak and could be significantly improved with policy attention.

19. **The board agreed that the NSB Sub-committee on Ship Building & Repairs should examine these issues and submit report to the board. Further, the Chair of this committee may co-opt a representative from the Repairing Segment in this committee for wider consultations.**

Action: Chairs of Sub-committees on Ship Building & Repairs

20. The meeting ended with vote of thanks from the Chair.

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MINUTES OF THE MEETING OF THE MEMBERS OF THE NSB WITH THE OFFICE BEARERS OF FOSMA (FOREIGN OWNERS & SHIP MANAGERS ASSOCIATION & MASSA (MARITIME ASSOCIATION OF SHIP OWNERS, SHIPMANAGERS & AGENTS

Date: 26/02/2026 Session III: 04.30 PM to 05.30 PM

1. FOSMA (FOREIGN OWNERS & SHIP MANAGERS ASSOCIATION

1. The FOSMA representative Captain R Tandon began by recalling the the Government of India's aspiration to increase India's share of global seafarers from around 12% to 20–25%. Based on data drawn from the DG Shipping website, he explained that the real bottleneck lies in the officer cadre—particularly nautical and engineering officers. In absolute terms, India had approximately 62,000 active serving deck, engine, and electrical officers in 2017, which has grown to about 96,000 in 2024. However, if India intends to reach a 20% global share within five years, the country would require nearly 160,000 officers. This, he stressed, will not happen organically, and will require deliberate, “inorganic” measures. He further explained that the main constraint in expanding officer numbers is the **availability of shipboard training berths**. As per DG Shipping data, there are about 15,800 active trainees, and assuming an average six-month sea time cycle, this translates into roughly 8,000 training berths for officer categories. At present, India produces around 4,500 certificated officers annually. To achieve the aspirational target, this output would need to increase to approximately 12,800 officers per year. That would require **expansion not only in cadet berths but also in examination and certification infrastructure within DG Shipping**. While outsourcing of examinations has been discussed, he emphasized that timelines and execution clarity are essential. He also referred to the **concept of training ships and structured cadet berth expansion**, noting that FOSMA has already submitted a detailed paper on this and will coordinate further discussions through the sub-committee. Additionally, he pointed to the ‘**Agniveer**’ **scheme as a potential manpower source**. Young personnel exiting the Navy or Coast Guard who are not absorbed could transition into the merchant marine, particularly in rating categories and engineering roles such as ETRs and ETOs, where a clear shortage exists. However, he cautioned that increasing supply alone is insufficient; **demand must also be cultivated**. India needs a strategic market development approach to secure employment opportunities abroad. He proposed organized roadshows in major ship-owning nations such as Greece, Cyprus, and Norway, similar to delegation efforts undertaken in the 1990s that yielded results. He suggested leveraging national maritime events and heritage weeks to invite international maritime leaders and showcase India's advanced training infrastructure, including simulation facilities and maritime institutes. **Without proactive global marketing**, he warned, aspirational growth targets will remain unattainable. On awareness creation, he reiterated **that maritime education must be integrated into school curricula**. Beyond students, parents must also be made aware of career possibilities in the merchant marine, as parental influence plays a critical role in career decisions. He noted that India has approximately 300,000 secondary schools, and individual outreach efforts by maritime professionals can only reach a fraction. Institutional integration

through CBSE and NCERT, even initially as part of career guidance modules, would significantly strengthen the talent pipeline. He also highlighted the **need for better public communication**. Currently, media coverage of the merchant marine largely focuses on negative incidents—oil spills, piracy, accidents—while the millions of successful voyages undertaken by Indian seafarers go unrecognized. He argued that the maritime community has an obligation to project positive narratives and demonstrate how global trade depends on seafarers. Ultimately, he emphasized that maritime careers must be portrayed as a “**classroom to boardroom**” journey, where seafaring is only one pathway within a much broader ecosystem that includes ports, logistics, multimodal transport, oceanography, and numerous other professions within the blue economy.

2. The presentation of the FOSMA is at **Annexure XVA**.

2. MASSA (MARITIME ASSOCIATION OF SHIP OWNERS, SHIPMANAGERS & AGENTS)

3. **The MASSA representative Captain Phadnis** stated that his association contributes substantially to maritime manpower, estimating that its members support nearly 60% of major companies operating from India. He reiterated **that training capacity remains the central constraint**. While India continues to train cadets and ratings, the real challenge lies in providing onboard training berths. Placement is largely dependent on shipowners’ willingness to allocate slots, and many companies do not control their own berths but rely on foreign principals. Without a **regulated or incentivized framework to ensure training opportunities**, expanding officer numbers will remain difficult. He suggested that with more foreign companies planning to flag vessels under the Indian registry, the administration could explore incentive mechanisms. For example, companies bringing vessels under the Indian flag might be encouraged—or required—to provide cadet berths, possibly supported through commercial incentives such as port-related concessions. In his view, unless berth creation is addressed through decisive measures, the projected shortfall of officers cannot be resolved. He also raised concerns regarding **Continuous Discharge Certificates (CDCs)** and **the proliferation of institutes offering only basic safety courses**. He questioned whether the current open issuance of CDCs inadvertently facilitates misuse, including individuals obtaining foreign Certificates of Competency through questionable routes. He suggested exploring tighter controls, possibly differentiating CDC categories—for instance, restricting certain issuances to cruise or hospitality segments—to prevent misuse and reduce the mushrooming of low-quality institutes.

4. **Shri Ajith Kumar Sukumaran CS DGS** responded firmly, clarifying that revised guidelines and circulars on CDC issuance have already been finalized and are set to come into force. He emphasized that obtaining foreign certification through legitimate processes is not objectionable, as mobility is part of a global maritime workforce. The concern lies only with fraudulent or shortcut certifications. He further underlined that while growth from 12% to 20% is an aspiration, it cannot come at the cost of diluting standards. Any proposal to streamline systems is welcome, but compromising certification credibility is not an option. He also clarified that examinations are already largely outsourced. The conduct of written examinations is handled through designated agencies, digital processes are managed through CDAC systems,



NATIONAL SHIPPING BOARD MEETING MEETING 26 Feb 2026

Capt (Dr) Rajesh Tandon
CEO FOSMA



FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION (FOSMA)

Future Manpower Targets

- Current Active Officers - 96292

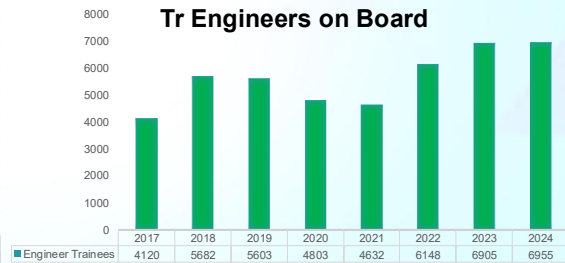
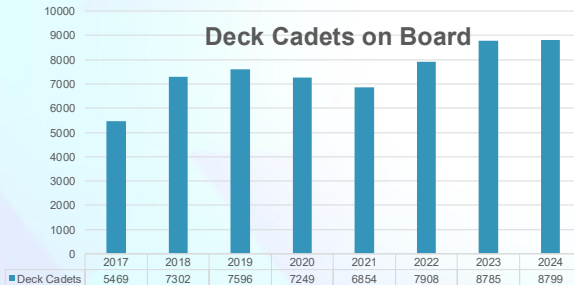




FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION (FOSMA)

Future Manpower Targets

- Current Active Trainees - 15800



FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION (FOSMA)

Future Manpower Targets

- Projecting Officer Demand /Availability

- Current Active (Dk / Eng) Officers 96000
- Current Active (Dk / Eng) Trainees - 15800
- Approximate onboard slots – 7900 (say 8000)
- New Deck / Eng Officers qualified every year... Records reflect approx. 4500

• In order to increase our share of Officers from 12 percent (present figure of 96000) to 20 percent (projected as 160000) we require additional 64000 officers in next 5 years (by 2030). *This does not take into account attrition.*

- We therefore need to increase our new officer output from current 4500 to 12800 per year. Given that onboard training is an integral and essential part of producing qualified officers, the onboard training slots need to be increased.



**FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)**

Future Manpower Targets

- **Meeting Officer Demand (MIV 2030)**

- What can India do?
- In order to meet the ambitious growth target, we have to consider a multi-pronged approach.
- Some suggestions:
 - Training Ships (China, USA, Japan, S Korea, etc)
 - Trading cum Training Ships (SCI Cadetship model)
 - Training slots on Trading Ships
- Agniveer scheme



**FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)**

Future Manpower Targets

- **Meeting Market Demand**

- Marketing of Indian Seafarers
- Roadshows in ship-owning countries
- Invite international maritime heads for national maritime events
- Showcase capabilities



FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)

Awareness Campaign



FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)

• Objective and Overview

- **Objective:** Integrate Maritime & Environmental Studies into education curricula.

- **Focus Areas:**

- Awareness of the maritime sector.
- Career opportunities in maritime fields.
- Importance of environmental sustainability.



**FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)**

• **Raising Awareness**

• **Stakeholder Engagement:**

- Collaborate with Ministry of Shipping and Trade & Commerce.
- Present data on economic impact and employment needs.

• **Public Awareness Campaigns:**

- Launch multimedia campaigns to address misconceptions.
- Highlight maritime industry's role in global trade.



**FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)**

• **Integrating Maritime Education**

• **High School Curriculum:**

- Introduce maritime sector significance.
- Emphasize roles of ports and shipping.

• **Elective Studies:**

- Offer maritime and environmental studies in higher secondary education.



FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)

Building a Skilled Workforce

- **Industry-Education Partnerships:**
 - Create frameworks for collaboration.
 - Develop vocational training programs in maritime fields.
- **Internship and Apprenticeship Opportunities:**
 - Facilitate real-world experience in maritime roles.



FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)

Expected Outcomes

- **Increased Awareness:**
 - Enhanced public perception of the maritime industry.
- **Long-term Engagement:**
 - Establish maritime studies as a formal part of education.
- **Career Path Clarity:**
 - Comprehensive guides for students on maritime careers.



**FOREIGN OWNERS REPRESENTATIVES AND SHIP MANAGER ASSOCIATION
(FOSMA)**

From Classroom to Board Room

Next steps.... ???

MINUTES OF THE MEETING OF THE MEMBERS OF THE NSB WITH CAPTAIN OF PORTS GOVERNMENT OF GOA

Date: 27/02/2026 Session I: 09.30 AM to 10.30 AM

1. **The representative from Captain of Ports Goa (COP)** informed the Board that IWAI has played a significant role in Goa's waterway development following the nationalisation of the State's rivers. Under 100% IWAI funding, 4 floating jetties have already been installed and are operational. A further 10 floating jetties have been sanctioned, constructed, and are in the pipeline for installation. Additionally, another 10 floating jetties are planned to be installed through IWAI, also fully funded at 100%. He stated that these floating jetties will be used as community jetties for the local population in Goa, the first batch of operations having already commenced in the current month. He appreciated IWAI's responsiveness and proactive engagement with the State in this regard. He informed the Board that the State Maritime Water Transport Committee (SMWTC) has been established as per directions of MoPSW. A Project Management Unit (PMU) consultant has been engaged and the Master Plan is currently being prepared. He indicated that the Master Plan would be submitted to MoPSW by the first week of March 2026. Funding for the projects identified in the Master Plan would be explored under Sagarmala 1.0 and Sagarmala 2.0.

2. **Shri Rakesh Singh, President ICCSA**, underscored the importance of coastal shipping connectivity for Goa and highlighted ICCSA's role in promoting domestic coastal trade. He expressed the Association's willingness to work alongside Goa's maritime administration to explore viable coastal shipping routes, particularly for cargo currently being moved by road and rail. He noted that the coastal shipping sector remains underutilised relative to its potential and that industry bodies like ICCSA are committed to partnering with state governments and port authorities to develop commercially sustainable coastal services. He also drew attention to the need for rationalised port charges and streamlined documentation processes at non-major ports like Panaji to make coastal shipping operationally attractive for vessel operators and cargo owners alike.

3. **The representative from Captain of Ports Goa (COP)** presented the status of Goa's Community Jetty Project under Sagar Mala. He informed the Board that while other states have received over ₹500 crores under Sagar Mala, Goa's project of approximately ₹60 crores has faced prolonged delays in fund disbursement. The State Government had committed ₹30 crores as its share, and the balance was to be funded under Sagar Mala. However, the funds have not been released despite repeated follow-ups. He noted that the project has been revised from 9 jetties to 7 jetties, with the revised cost escalating from ₹60 crores to approximately ₹79–80 crores (50:50 funding between Centre and State). These jetties are intended to function as community jetties catering to passenger services, tourism activities, and transportation of inland cargo such as tiles, stones, and construction material and are not coal jetties, contrary to misconceptions being spread by local activists. He clarified that the physical constraints of Goa's waterways are a minimum draft of only 3.2 metres and a bridge clearance of

approximately 9.8 metres which make it physically impossible for large coal cargo vessels to enter, and appealed to the Board to help set the record straight with the public.

4. **The representative from Captain of Ports Goa (COP)** informed that under Sagar Mala funding of ₹40 crores (Centre's share in ₹80 cr project) has not been yet released. The State Government has already committed its ₹30–40 crore share. The project has been pending and is being stalled due to bureaucratic delays. He requested NSB intervention to take up with MD Sagar Mala Financial Corporation to expedite funding.

5. **Shri Sameer Kumar Khare, IAS (Retd.), Chairperson** acknowledged the frustration expressed by Stakeholders regarding Sagar Mala delays. He informed the Board that Sagar Mala has recently been converted into a NBFC, and the management of the Maritime Development Fund (MDF) has been transferred to it. The model is shifting from budgetary support to a more professional equity-participation model, where Sagar Mala will assess project viability, fund it, and participate in equity. He assured that this is not a closure of the funding window but a more professional approach to funding. He requested Stakeholders to submit a written presentation on the Sagar Mala funding delays, which the NSB would take up with the MD of Sagar Mala Financial Corporation. / Additional Secretary Sagar Mala.

6. **The representative from Captain of Ports Goa (COP)** briefed the Board on the state of inland waterway transport in Goa. He noted that Goa has two functional national waterways, with the primary trade occurring in the Mandovi and Zuari river zones one leading to Panaji Port and the other to Mormugao Port. The Panaji-Mandovi route is shut during monsoon, but an interconnecting canal provides an alternative. He highlighted that Goa has a century-old tradition of inland waterway barge trade, particularly for iron ore transportation. At its peak, approximately 450 barges operated on Goa's waterways. Following the mining ban, barge numbers fell drastically to 59, of which only 29 are currently operational. With the revival of mining certain auctioned mining blocks having received Supreme Court approval barges are now being converted to Self-Propelled Ocean-Going Craft (SOC) to carry minerals directly from Goa to other states such as Maharashtra under domestic coastal trade. This service has recently been launched and is being monitored for progress. He praised IWAI's responsiveness, noting that IWAI is fully funding (100%) its share of waterway development and is continuously engaged with the State. He confirmed that the Goa Nautical Wing was actively part of IWAI's Advisory Committee during the formation of Inland Vessels Rules, and that the State and IWAI maintain regular monthly coordination. He informed the Board that Goa has established the Konkan Maritime Cluster the first such cluster in India. The cluster has already been formally established with various stakeholders, including vessel builders, operators, and service providers having joined. The cluster is designed to maintain and promote Goa's maritime ecosystem and serve as a platform to forward industry concerns to the Ministry of Ports, Shipping & Waterways (MoPSW). He highlighted that Goa's shipbuilding industry is diversified and capable building of RSV class vessels, hybrid vessels, and other specialised craft for domestic use and export. This ecosystem supports local trades and coastal/inland waterway operators.

7. **Shri Rakesh Singh President ICCSA** noted that the new Inland Vessels Act requires all Category A inland vessels to carry a pollution certificate, including a Sewage Treatment Plant

(STP) certification. He highlighted that thousands of vessels across India would need to comply with STP requirements, creating a significant business opportunity. It was suggested that the Konkan Cluster could engage with IRS and other classification societies to develop an approved, cost-effective, portable STP solution that meets at least municipal water treatment standards potentially creating a nationwide market for Goa-based manufacturers.

8. **The representative from Captain of Ports Goa (COP)** informed the Board that the proposal for formation of the Goa Maritime Board which is mandatory under the Indian Ports Act has already been moved to the State Government. He expressed confidence that the Board would be constituted within one year. He raised the issue of dredging for navigation channel maintenance and highlighted the recurring challenge of Coastal Regulation Zone (CRZ) clearances and Environmental Impact Assessment (EIA) approvals, which take several months to years, often causing dredging tenders to lapse into the monsoon season, making the works infeasible. He stated that funding for dredging has been discussed with IWAI, which has considered the request. However, funding is more likely to come through Sagar Mala. He presented several proposals for Panaji Port development, which is the only functional non-major port in Goa handling international and domestic cruise traffic along with ISPS-compliant EXIM cargo:

- Construction of Breakwaters at Panaji Port to be proposed under Sagarmala (possibly under PPP model).
- Remote Operating Mooring Buoys (ROMB) —Panaji is an anchorage port with vessels of up to 15–20 metre draft anchoring offshore. At its peak (2012), approximately 200 ships anchored. The ROMB concept addresses mooring management for such large vessels.
- Installation of CCTV and Radar at the lighthouse on the navigational safety channel — ASI/ESI clearance is being sought. The Nautical Wing noted that security and safety of the navigation channel is paramount and requested faster regulatory clearance.

He raised the issue of Customs seeking to deploy separate Electronic Data Interchange (EDI) systems in both the major port (Mormugao) and the non-major port (Panaji). He argued that since Panaji Port currently has no cargo trade activity, and both ports are physically adjacent to each other, a single integrated EDI system should serve both ports. He requested NSB to intervene and recommend a unified EDI system to Customs, citing the disproportionate expenditure of maintaining separate EDI infrastructure for an inactive port. He raised the issue of the Jal Nav portal — the central Pan-India database for inland vessel registration. He had previously raised this matter with the IWAI Chairman and the Hon'ble Minister PSW at the IWT meeting in Kochi (23rd January). He expressed concern that the inland vessel registration, safety regulation, and data management systems are still in a nascent stage. The portal is active and registration is functional, but full implementation of all rules (including Rule 107) is pending. He requested the NSB for data on all vessels registered nationally, as this data is critical for policy formulation and fleet strength assessment. Neither the industry nor the government has a complete picture of India's inland fleet strength.

9. **Shri Rakesh Singh President ICCSA** stated that IWAI is in the process of collecting vessel registration data from all the states. He requested Goa to cooperate in providing vessel

registration data and indicated that IWAI is likely to send a senior official to advise Goa's stakeholders on compliance with the new Inland Vessels Act and registration procedures.

10. **The representative from Captain of Ports Goa (COP)** raised concerns about the classification of inland vessels under the new Inland Vessels Act into Category A, B, and C. He noted that requiring all Category A vessels to be under a Classification Society had been objected to during the rule-making stage, and that he had been instrumental in introducing a specific clause to address this concern. It was noted that the Manning Rules under the Act are currently being amended, and stakeholders are invited to submit their inputs to IWAI / DGS for consideration during this amendment process.

11. **The representative from Captain of Ports Goa (COP)** explained the potential for ship repairing in Goa as under.

- The maximum draft in Goa's waterways is 3.2 metres, limiting the size of vessels that can come in for repairs.
- A vast area along the Zuari River (from Zuari to MPA) has potential for ship repair workshops, but this area falls under Mormugao Port Authority (MPA) jurisdiction, not the State Government. Any development works by MPA face public resistance from activists.
- It was proposed that this area should ideally come under State Government jurisdiction to enable proper development of repair and workshop facilities.
- Floating dry dock options were discussed one possibility could be a floating dry dock operating outside the bridge air draft constraint (similar to what Western India Shipyard had operated), provided sufficient air and water draft is available.
- For larger ships, fair-weather anchorage repairs are possible, and installation of mooring buoys / SBM could facilitate this.

12. **Shri Anil Devli CEO INSA** noted that INSA members are engaged in coastal transportation and are willing to explore opportunities for running feeder services from Goa to JNPT, Vardhavan, or Mangalore — especially if cargo from Goa's pharmaceutical and other industries can be diverted from rail to coastal shipping. He recalled that such a Goa-JNPT service was previously operated for two years but became unviable after the Concor ICD at Goa was established. He suggested a fresh feasibility study engaging local industry (e.g., through the Goa Chamber of Commerce) to identify cargo opportunities.

13. **Shri Rakesh Singh President ICCSA** suggested that if the area from Zuari to MPA is to be developed for ship repair, a logical and well-documented proposal should be prepared, involving the Goa Chamber of Commerce, and presented collectively. He noted that the NSB could support such a recommendation, but the matter must first be formally mooted by the State Government to the Central Government. He also explored the potential of hydrogen bunkering infrastructure at Goa, noting developments at Tuticorin and other ports.

14. It was noted during discussions that the Ministry of Shipping has a dedicated Research & Development Fund which is being significantly underutilised due to lack of proposals. NSB members urged Goa's maritime stakeholders and the Konkan Maritime Cluster to submit well-prepared R&D proposals directly to the Ministry. It was also noted that incentives under the

Shipbuilding Financial Assistance Policy include incentivisation for R&D, for India-manufactured equipment, and for ships recycled in India. It was suggested that commercial packaging of R&D proposals would attract not just government funding but also private sector investment.

15. **The representative from Captain of Ports Goa (COP)** raised the issue of the absence of formal survey and inspection of fishing vessels in Goa. Currently, fishing vessels carrying over 30 crew/passengers are operating without any statutory survey or inspection from a competent authority. They obtain certificates from insurance companies which is not a proper substitute.

16. **Shri Ajith Sukumaran CS DGS** clarified that under the Merchant Shipping Act, the registration, survey, certification, and inspection of fishing vessels has been delegated to state governments. All Chief Secretaries were written to, asking them to designate a responsible department (Ports or Fisheries). Some states delegated this to their Department of Fisheries, others to the Port Department, and some have not responded. He directed COP to verify the specific notification issued for Goa to determine which department is the designated registrar and inspection authority for fishing vessels in the State.

17. **Shri Rahul Modi President CCTA** informed the Board that a Kandla (Gujarat) to Goa container service (carrying wheat, tiles, minerals in 20 and 40-foot containers) was launched approximately four months ago. Cargo is currently being discharged at Mormugao Port. The possibility of a feeder service connecting Mormugao Port to smaller Goa jetties (such as the proposed mini harbour at Pottale / Verna Industrial Estate area near the bridge) was discussed as a potential opportunity to serve Goa's industrial areas.

18. **Shri Anil Devli CEO INSA** noted that INSA members previously ran a Goa-JNPT service for two years, which became unviable due to competition from the Concor ICD. He offered to review cargo flow data for the Goa hinterland and explore if a viable coastal shipping proposal can be structured, in consultation with Goa's maritime board once constituted.

19. **Shri Anil Devli CEO INSA and Shri Rakesh Singh President ICCSA** reiterated their respective organisations' readiness to support commercially viable proposals from Goa's maritime sector, and invited the Goa team to package their proposals professionally for further action

20. **The representative from Captain of Ports Goa (COP)** on behalf of the Government of Goa and the local maritime community, expressed sincere gratitude to the Chairperson and all NSB members for their patient hearing and encouragement. He hoped that with NSB's support, the maritime sector of Goa would see accelerated development

21. The Chairperson, Shri Sameer Kumar Khare, tIAS (Retd.) thanked the Government of Goa and all stakeholders for their comprehensive presentation and constructive engagement. He assured that the NSB would actively push the proposals raised particularly those relating to Sagar Mala funding delays and infrastructure development to the Government of India and relevant authorities. He noted that the NSB's door remains open for further engagement and that Goa can directly interact with the Board on maritime issues going forward.

22. The presentation by the COP Goa is at **Annexure XVIA**.

23. The meeting ended with vote of thanks from the Chair.

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX



**CAPTAIN OF PORTS
GOVERNMENT OF GOA**

NATIONAL SHIPPING BOARD

Presented by

Captain of Ports

Introduction

Captain of Ports Department, Government of Goa

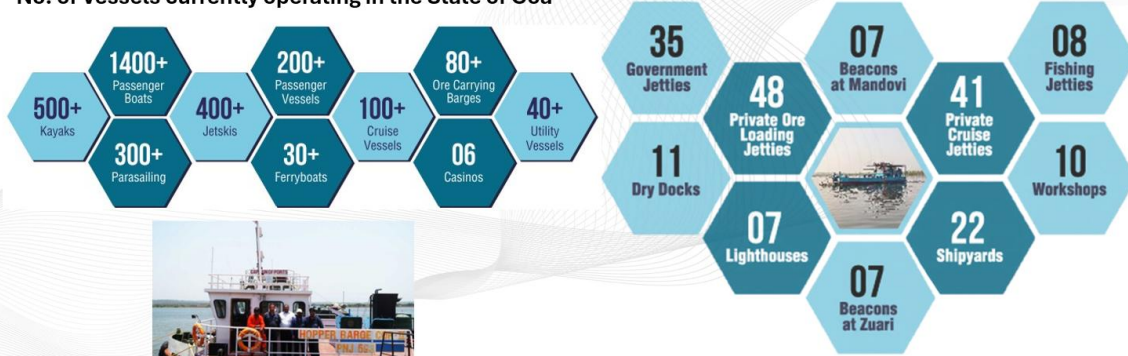
The Captain of Ports Department was established in 1912 to oversee the administration and development of the state's inland waterways and Non-Major ports.



Resources & Infrastructure

- ❖ A small coastal state with an estimated population of ~18 lakhs
- ❖ Largely dependent on **Tourism, Water Sports, Inland Water Tourism, Mining, Agriculture & Fishing**

No. of Vessels currently operating in the State of Goa



3

Resources & Infrastructure

Non-Major Ports:

Panjim Port	Betul Port	Terekhol Port
Chapora Port	Talpona Port	

Out of 09 rivers in state, 06 declared as National Waterways

River	NW
Mandovi	NW-68
Zuari	NW-111
Cumbharjua Canal	NW-27
Chapora	NW-25
Mapusa	NW-71
Sal	NW-88



4

Maritime Development at Present

State Government

NEW PORT JETTY (185 m) with TERMINAL BUILDING fully equipped with port and security controls and providing other amenities for Passengers and Stakeholders is expected to be completed by February 2026.
(Taken up by Captain of Ports)



State Government under PPP mode

TRAINING AND CAPACITY BUILDING – GIME Maritime school under Captain of Ports Goa has transformed into Goa institute of Maritime Excellence (GIME) under PPP mode in collaboration with Ganpat University, Gujarat



Central Government



Installation of **4 FLOATING JETTIES** has been **successfully installed**. Additionally, **10 FLOATING JETTIES will be installed by March 2026** (Fully funded by IWAJ), enhancing berthing facilities and boosting community development

5

About SMWTC

State Maritime and Waterways Transport committee (SMWTC) has been formed for the Goa State.

The Captain of Ports Department has appointed Project Management Consultant (PMC) for the preparation of SMWMP. The Maritime Master Plan for the state of Goa is under preparation and will be completed by March 2026.

Current Status:

- Preliminary Assessment completed
- Situational Assessment is in progress
- Next milestone: Vision and Strategic Framework Formulation, which will include Prospective Projects and Strategies for Development

6

About

Sagarmala and Sagarmala 2.0



Sagarmala Programme

Sagarmala is the flagship initiative of the Government of India aimed at promoting **port-led development** by harnessing India's long coastline and navigable waterways to drive economic growth.

Relevance to Goa

Funding support requested for:

Integrated development of **ports, waterways and logistics infrastructure**

Support for projects aligned with **Maritime Amrit Kaal Vision 2047**

Emphasis on **sustainable development**, green energy and smart port solutions

Enables funding and structured implementation of priority maritime projects through State Maritime & Waterways Master Plans

7

About

IWAI



Inland Waterways Authority of India (IWAI)

IWAI is a statutory authority under the Ministry of Ports, Shipping and Waterways, Government of India, established for the development, regulation and promotion of Inland Water Transport (IWT)

Relevance to Goa

Funding support requested for:



Six rivers in Goa declared as **National Waterways**



Full Funding and implementation support for **floating jetties**, dredging and navigational infrastructure



Enhancing **year-round navigability**, tourism, freight movement and regional connectivity



Supporting sustainable and low-carbon transport solutions

8

GOA SHIPBUILDING SECTOR

Overview

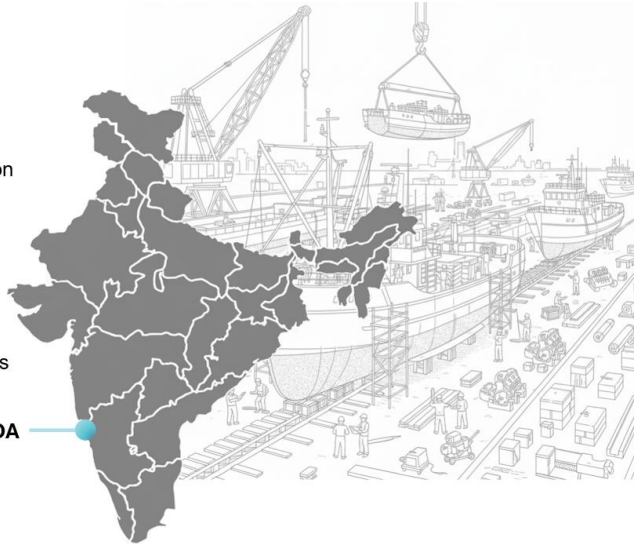
Goa has historically been an important maritime region on India's western coast, supporting coastal trade, fishing, and inland navigation.

The state's river systems and natural harbours have enabled the growth of small and medium shipyards over several decades.

Unlike large industrial shipyards, Goa's maritime sector is primarily driven by:

- A. Privately owned workshops
- B. Family-operated boatyards
- C. MSME repair units

GOA



These units form the operational backbone for regional marine transport and tourism.

GOA SHIPBUILDING SECTOR

Geographic Distribution of Shipyards

Vasco-da-Gama / Mormugao Port

- Location of Goa Shipyard Limited
- Suitable for large vessels.

Zuari River & Tributaries

- Strategic inland waterway with industrial and port linkage.
- Potential sites for compact repair clusters and mini-harbour jetties.
- Draft 3.2m (Low Tide) | Air Draft of 11.8m

Mandovi River Corridor (Panaji–Campal–Old Goa)

- Concentration of passenger terminals and tourism craft.
- Suitable for small repair slips and modular floating jetties.
- Supports urban water transport and cruise vessel maintenance.
- Draft 3.2m (Low Tide) | Air draft of 9m

Chapora & Northern Rivers

- Serves fishing and tourism boats in North Goa.
- Suitable for small-scale boat repair yards.

Cumbarjua Canal

- Critical connector between Mandovi and Zuari.
- Navigation constrained by draft and bridge clearances.



GOA SHIPBUILDING SECTOR

Significance

- Goa has about ~40+ units (shipbuilding + repair) and boat building facilities.
- 56+ active supporting ecosystem companies, covering equipment suppliers, design engineering and auxiliary service providers.
- Strategic Maritime Cluster – Konkan Maritime Cluster has been established.
- Vessels built in Goa has been exported to Europe, Middle East, and South Asian markets.
- Goa's Shipbuilding expertise is of more than 6 decades old, which was traditionally built based on demand in Iron Ore Mining in Goa and Fishing Industry.
- In commercial vessel segment, Goa has highest share of about 40% in India.
- Employs about 3,000+ direct employment and ~18,000 indirect employment.
- Goa's total shipbuilding capacity is estimated to 55,000DWT/Year – one of leading state in India.
- Estimated generation about ₹ 5.18 lakhs/DWT [\$6000/DWT] (second highest revenue/DWT in country)

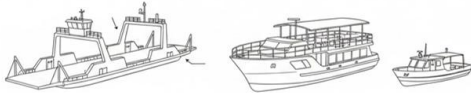


GOA SHIPBUILDING SECTOR

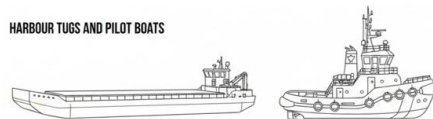
Structure of Goa's Shipbuilding Sector

Primary vessel categories:

INLAND WATERWAY FERRIES



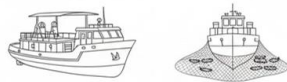
HARBOUR TUGS AND PILOT BOATS



TOURIST BOATS AND CRUISE TENDERS



FISHING TRAWLERS AND PURSE SEINERS



BARGES AND DREDGER SUPPORT CRAFT



PATROL AND SUEVILLANCE VESSELS



Capacity range: 20 DWT to 1,000 DWT



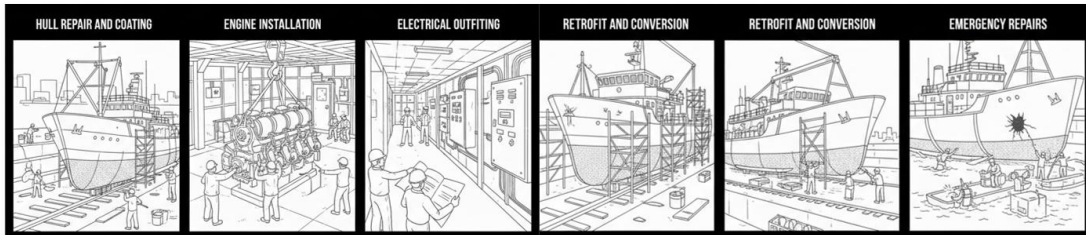
GOA SHIPBUILDING SECTOR

Structure of Goa's Shipbuilding Sector

The sector is composed of four major segments:

1. Small boatyards (wooden/FRP vessels)
2. Medium repair yards (steel vessels)
3. Fabrication and outfitting units
4. Marine engineering and electrical service providers




Activities include:







GOA SHIPBUILDING SECTOR

MSME and Private Shipyards

MSME and private shipyards:

-  Account for the majority of vessel repairs and routine maintenance in the state
-  Provide cost-effective services to local operators
-  Stable Employment Generation

They serve essential sectors:

-  Inland water transport
-  Fisheries
-  Tourism
-  Port services

Their development directly supports inclusive and decentralised industrial growth.

•Some private shipyards in Goa are already exporting green technology vessels to the European markets.

GOA SHIPBUILDING SECTOR

Factors influencing location



Navigable depth



Road connectivity



Land availability



Environmental sensitivity & Other Statutory Permissions



Bridge Height & Air Draft Availability

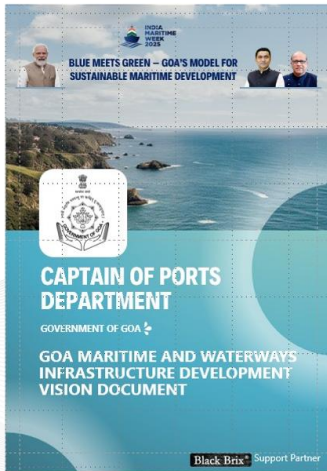


GOA SHIPBUILDING SECTOR

Sr No	Details
1	<p>SBFA Scheme: Green tug or hybrid tug which had subsidy of 20% has been reduced to 15% in new scheme. In New SBFA Scheme a Cap of INR 100 Cr has been imposed for Green or Hybrid Tug for 20% Subsidy. We request to be removed.</p>
2	<p>Limited Funding Options for Small Ships: New SBFA Scheme grants Infrastructure Status for only vessels above 1500 GT. Almost 55-60% of vessels registered under Indian Flag are below 1500 GT. We request to revisit this and provide Infrastructure status to Vessels above 500 GT.</p>
3	<p>For Export Shipbuilding Orders: For Export Shipbuilding Order, There is duty exemption from Customs, But an applicable IGST is levied on the items imported and remains paid up till the project is completed and refund has to be applied after exports. This makes capital employed for project duration plus 6 months, which is unnecessary cost, adding to 1-2% overall making Indian Shipbuilder less competitive in Global Markets.</p>
4	<p>Support for MSME Shipyard for Business Development and Trade Promotion activities Request to introduce trade promotion schemes for shipyard to market or take part in national and international trade fairs. Continuous business is important for Shipyards and support from Government or incentive or subsidy for participating or doing trade promotion will be very helpful</p>
5	<p>Research and Development Fund In Shipbuilding Industry, we are importing almost 40% of items from China, Korea & Japan. Mainly items like Deck Equipment, Anchor, Chain, Navigation, Communication, Safety, OWS, STP, etc are mostly imported or assembled in India. If MOPSW, Can provide dedicated fund for research, innovation and development. Department can encourage projects synopsis to be submitted and then select the project for funding.</p>



Goa Maritime and Waterways Infrastructure Development Vision Document



Launched by Hon'ble CM and Hon'ble Minister (Ports) of Goa at India Maritime Week 2025

Focused on:

- **Shipbuilding Promotion Plan**
- **Marine Infrastructure Development Plan**
- **Human Resource Modernization with GIME**
- **One Vision, One Authority** : Proposal of Goa Maritime Board

KEY PROPOSED PROJECTS UNDER SAGARMALA

Maintenance Dredging

Maintenance dredging is required for maintenance of navigational channel at various locations including:

Cumbarjua Canal (NW-27)

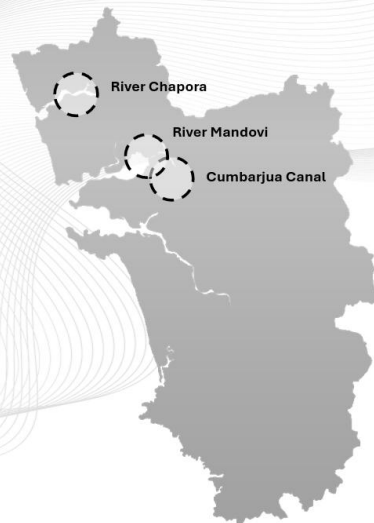
River Mandovi (NW-68)

River Chapora (NW-25)

With a total estimated cost of ₹ 150 Cr. This will make it navigable throughout the year.



Proposed under Sagarmala



Total Cost : 150 Cr

19

Construction of Breakwater and Remote-operated mooring buoys



1. Construction of 1.2- 1.5 km breakwater (350 Cr) in North Goa is proposed with a jetty (₹ 50 Cr) and channel for which dredging is required (₹ 250 Cr).

Benefits

- Sheltered Berthing/ Anchorage/ Mooring
- Tourism Activities
- Improve Interstate Connectivity and Accessibility
- Berthing and Operation of Ferries, Cruise Vessels, RoRo, RoPax and other vessels

2. Remote-operated mooring buoys for larger vessels will be set up supporting EXIM trade in Panaji port anchorage.

Proposed under Sagarmala



Total Cost : 650 Cr

20

Renewable Energy Facility & Fuel Stations

Establishing a network with approximately **10 Green Hydrogen Fuel Stations/ Electric Vessel Charging Stations / Shore Power Connections** and a **Renewable Energy Facility** strategically distributed across Goa's inland waterways.



This initiative will be stepping stone for the **gradual shift from traditional fossil fuels to zero-emission alternatives** for the coastal shipping, tourism and inland waterway fleet. Each facility will have an estimated cost of ₹ 50 lakhs.

Green Hydrogen Plant is proposed to be set up in South Goa

Proposed under Sagarmala



Total Cost : 50 Cr

21

Cold Storage

Construction of two (02) Cold Storage Facilities under consideration at Captain of Ports jetties, one in North Goa and one in South Goa, at an estimated cost of ₹15 Cr each.

The facilities will support **Fisheries And Pharmaceutical** cargo by ensuring preservation of products, reducing post-harvest losses, enabling cold-chain compliance and improving handling and logistics efficiency at COP jetties

Proposed under Sagarmala



Fisheries



Pharma



Total Cost : 30 Cr

22

Disaster Management

Proposed under Sagarmala

Procurement and Maintenance of Disaster Response Equipment.



The Government of Goa through Captain of Ports Department, has signed a MoU with the HITES – Central PSU for the upgradation of disaster management in the State of Goa. It will include

- strengthening of Jetties and waterfront infrastructure
- oil spill preparedness
- dredging of rivers
- construction of retaining walls
- strengthening of SAR
- AI-enabled surveillance and monitoring system
- underground cabling
- development of cyclone shelters
- building coastal road infrastructure



Total Cost : 40 Cr

23

Coastal Community & Cruise Jetties

Proposed under Sagarmala

Planned Construction of seven (07) Coastal Community Jetties.

Improve Passenger and Vehicular Water Transport

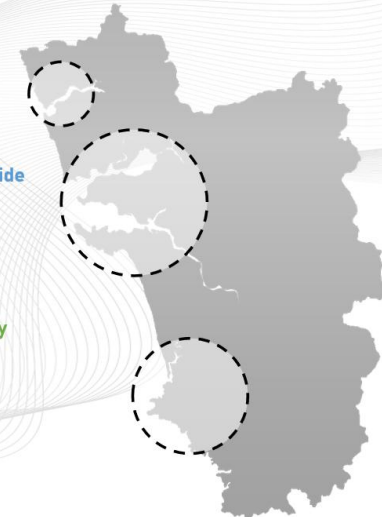
The infrastructure will boost Tourism and Trade



Enhance Coastal Connectivity and provide Safe Berthing

Coastal Community Development

livelihood generation and contribute to economic growth



Total Cost : 100 Cr

24

Mini Harbour Jetty & a comprehensive Warehousing and Cargo Handling Facility

Proposed under Sagarmala

Establish a **Mini Harbour Jetty** and a comprehensive **Warehousing and Cargo Handling Facility** along the Zuari River to centralize essential port operations and trade for the state.



This critical infrastructure project involves the construction of the new jetty and the simultaneous upgradation of port infrastructure including essential equipment upgrades.

These interventions will directly **benefit surrounding industrial estates by**

Reducing transit time and costs

Enhancing operational capacity and efficiency

strengthening Goa's overall maritime infrastructure

Total Cost : 100 Cr

25

Ship Hull Repair & Assembly Facility at Betim

Proposed under Sagarmala

The **Ship Hull Repair and Assembly Facility at Betim** is proposed as a vital **Port-led Industrialization project** aimed at supporting the domestic ship building, which is restricted due to severe air draft constraints because of low railway and road bridges



Beyond repair activities, this facility is strategically designed to **enhance shipbuilding capabilities**, specifically focusing on the construction of **high air draft vessels**.

The key component is the procurement of a **Goliath Gantry Crane** (200-ton capacity, 30-40m span) for heavy hull block handling. This facility will strengthen state's shipbuilding capacity for making domestic shipyards to compete in global market

Total Cost : 125 Cr

26

Holistic Island Development Project in Goa

Holistic Island Development Project: This state-of-the-art island development project will be taken up as global showcase for tourism to promote island tourism.



Proposed under Sagarmala



Total Cost : 200 Cr

27

Coastal Protection Work

Coastal Protection Work consisting of **seawalls, groynes and revetments at Sal and Chapora in Goa.**

This project is essential for

- River embankment, navigation channel and Critical Maritime Assets



Proposed under Sagarmala



Total Cost : 30 Cr

28

Upgradation of Navigational Aids

Upgradation of Navigational Aids on National Waterways (including Mandovi, Zuari and Cumbarjua canal) is a catalyst for boosting safety and economic efficiency.

This installation of **modern aids, lighthouses, lighted buoys, marker posts** will enable 24-hour operability, increasing the window for **commercial and passenger traffic, minimizing delays and efficient / safe movement of goods and people.**



Proposed under Sagarmala

Total Cost : 5 Cr

29

Water Taxi Terminal network

A **Water Taxi Terminal network** is proposed to utilise the state's extensive inland waterways to provide a fast, reliable and eco-friendly public transport system. KMRL has been appointed by IWAI to conduct feasibility study for water taxi network in Goa.

The network will

Reduce dependence on road transport

Ease congestion in urban areas and major corridors

Improve daily commuting efficiency.



This enhances connectivity and **provide riverine and island communities with dependable access to the mainland.**

Proposed under Sagarmala

Total Cost : 100 Cr

30

Bridge Pier Fendering

Bridge Pier Fendering in Goa is a critical infrastructure safety measure aimed at protecting the state's vital river crossings, such as those over the Mandovi and Zuari rivers, from potential collision damage by vessels. The project ensures the long-term structural integrity and service life of the bridges, safeguarding a crucial part of the road network while enhancing navigational safety.



Proposed under Sagarmala



Total Cost : 5 Cr

31

Marine Slipway Development

Marine Slipway Development Britona will provide essential infrastructure for the inspection, repair and maintenance of other vessels, ensuring the longevity and efficiency of the Goan Inland vessels and Inland fleet.



By offering modern, dedicated repair site, the project will include conversion to green technology which will enhance ship repair capability

Directly support the livelihoods of thousands of people engaged in the sector.

Proposed under Sagarmala



Total Cost : 50 Cr

32

Floating Concrete Jetty at Panaji Port

Construction of a floating concrete jetty with Steel guide Piles (200m) near the Coastal Security, Panaji.

The steel guide piles is intended to provide a more durable and efficient berthing facility, unlike temporary pontoons.



By providing a stable platform for safe and quick embarkation, disembarkation, and vessel maintenance, the jetty will be a crucial asset in providing more berthing facilities to cater the demand of increase in river cruise vessel.

Proposed under Sagarmala



Total Cost : 100 Cr

33

KEY PROPOSED PROJECTS UNDER STATE GOVERNMENT

34

Vessel Traffic Management System on National Waterways, Goa

Proposed under State Government

VTMS implementation at Panaji port is essential for enhancing maritime safety and security, ensuring efficient vessel movement and minimizing risk while navigating within port limits. This infrastructure includes **Radar, AIS and CCTV** will be augmented by **Maritime Drone Surveillance** to provide real-time presentation of vessel traffic, coastal security, and environmental protection.



Total Cost : 50 Cr

35

Submarine Tourism at Panaji Port

Proposed under State Government (PPP Mode)

Goa plans to introduce submarine tourism, offering an immersive view of the Arabian Sea, including coral reefs and marine life.



36

Patrol Boat, Multi-Purpose Electric Boat, Fire Fighting and Tug Vessel

Proposed under Centre/ State funding

Goa state will add a new Patrol boat, Multi-Purpose Electric Boat, Fire Fighting and Tug Vessel in its fleet to enhance coastal security, safety and environmental monitoring



37

KEY ISSUES PERTAINING TO MARITIME SCENARIO IN THE STATE

38

Bridge Clearance Planning with Mandatory Consultation



1. Prior consultation with the non-major port is essential during the planning and construction of new rail or road bridges to determine necessary clearances.
2. Vertical and navigational clearances must be aligned with specific vessel air-draft requirements to ensure unobstructed passage.
3. A template for bridge clearances should be established by the MoPSW/ IWAI.
4. Many existing bridges have inadequate vertical clearance, which bottlenecks the movement of large cargo and passenger vessels with high air drafts.



39

Fast-tracking of Regulatory Clearances (CRZ and ASI)



1. Installations for critical security and navigational equipment located near ports located by the Archaeological Survey of India (ASI), should be considered for exemption.
2. A specific allotment of up to 100 square meters of land should be permitted for these essential security installations.
3. Statutory clearances, specifically Coastal Regulation Zone (CRZ) approvals, should be fast-tracked to prevent delays.
4. The primary goal is to facilitate the timely installation of critical infrastructure necessary for port security and operations.



40

State-Based Vessel Registration and Regulation



1. The Jalyan-Navic Portal provides a centralized online system for vessel registration.
2. While such operations may be best suited for regions with lower river traffic, in Goa, which experiences heavy inland waterway traffic, the same should be regulated and managed by the State Port Authority and the preference should be given to the locals.
3. Approvals must only be granted after a detailed assessment of:
 - Current river traffic density.
 - Navigational safety protocols.
 - The specific carrying capacity of the river in question to prevent over-congestion.



41

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41

Integration of Cargo and Vessel Data Platforms



1. Currently, multiple central-level digital platforms are being used to manage cargo data and vessel information.
2. Inefficiencies arise because the same datasets are handled by different agencies, leading to redundant work.
3. Platforms should be simplified and integrated into a unified system to ensure single-point data handling and to streamline processes.



42

Integrated EDI System for Non-Major Ports



1. Panaji Port is a non-major port with minimal EXIM (Export-Import) cargo volumes compared to the nearby major port, e.g. Mormugao Port Authority (MPA).
2. Establishing a completely independent EDI system for Panaji Port would require substantial financial expenditure.
3. These high setup costs would likely result in increased operational charges, making it more expensive for local exporters to do business.
4. A more cost-effective and practical approach is to implement an integrated EDI system linked directly with the Major Port.
5. Leveraging the existing infrastructure of the Major Port would streamline data handling while keeping the port competitive for small-scale shippers.



43

Operational Navigational Constraints on National Waterways



1. The major rivers forming part of inland water transport routes, including National Waterways, are constrained by the formation of sandbars, which adversely affect navigability.
2. The Captain of Ports Department proposes that a detailed technical study be undertaken to:
 - (i) assess the impact of sandbar formation on navigability;
 - (ii) identify feasible mitigation measures to prevent or minimize the formation of sandbars;and
 - (iii) ensure the river remains navigable throughout the year.



44

GOA MARITIME SECTOR

Captain of Ports Department seek support for:

1. Infrastructure Development

- Development of jetties, slipways, and repair berths
- Creation of heavy-lift and outfitting facilities
- Expansion of berthing and waterfront access

2. Navigation & Waterways

- Maintenance dredging and channel improvement
- Installation and upkeep of navigation aids
- Ensuring adequate draft and vertical clearances

3. Green & Sustainable Initiatives

- Promotion of green shipbuilding and repair practices
- Support for electric and alternative-fuel vessels
- Development of clean energy marine infrastructure

4. Logistics & Operational Support

- Provision of tugs and auxiliary vessels
- Support for vessel movement and yard operations
- Strengthening of marine logistics systems

5. Safety, Regulation & Compliance

- Enhancement of maritime safety systems
- Strengthening oil-spill and pollution response
- Support in statutory and environmental clearances

6. Market & Demand Promotion

- Promotion of inland water transport services
- Support for tourism and ferry operations
- Encouragement of locally built and repaired vessels

7. Skill Development & Digital Systems

- Enhancement of maritime safety systems
- Strengthening oil-spill and pollution response
- Support in statutory and environmental clearances

Way Forward

- Holistic transformation of inland waterways and maritime infrastructure to drive economic growth, sustainable tourism, and regional connectivity.

Key Priorities:

- Modernizing port and jetty infrastructure.
 - Enhancing coastal shipping traffic.
 - Establishing an integrated water taxi network.
 - Developing interstate cruise connectivity.
 - Scientific dredging of navigational channels.
 - Adopting green and alternative marine technologies.
- Finalizing the **State Maritime & Waterways Master Plan (SMWMP)** to align with national objectives like **Maritime Amrit Kaal 2047**. A comprehensive blueprint for coordinated planning, regulatory clarity, and sustainable execution of all maritime and port-led projects.
 - Guided by the model **“Blue Meets Green – Goa’s Model for Sustainable Maritime Development,”** balancing growth with ecological preservation.
 - Waterfront development and next-generation infrastructure, including hydrogen-based marine fuel stations.
 - **Funding Request:** Seeking streamlined financial assistance under **Sagarmala 2.0**, specifically **100% Central funding for approved strategic projects.**

MINUTES OF THE MEETING OF THE MEMBERS OF NSB WIT THE MORMUGAO PORT AUTHORITY (MPA)

Date: 27/02/2026 Session I (cont.) : 10.30 AM to 12.00 PM

1, **The representative from the Mormugao Port Authority** stated that Mormugao Port, now referred to as the “**Golden Green Gateway**” was commissioned in 1885 and was declared a Major Port in 1963. He informed that the port historically functioned as a **mono-commodity port**, predominantly handling iron ore, and achieved peak cargo handling of approximately 50 million metric tonnes in 2010–11. He further stated that following the Supreme Court ban on iron ore mining, the port experienced a significant shift in its cargo profile and has since been transitioning from a mono-commodity port to a multi-commodity port to diversify operations and sustain growth.

LAYOUT:

2. **The representative from the Mormugao Port Authority** presented the layout and operational structure of the port and stated that Mormugao is one of the smaller major ports in India, with 11 berths and 6 mooring dolphins. He informed that, in line with Government of India policy, the port is transitioning towards the landlord model and has already achieved approximately 70% implementation under this framework. At present, most berths are operated under Public-Private Partnership (PPP), with the port authority directly operating only two berths. He stated that Berth No. 1 and the associated mooring berth are used for handling international and domestic cruise vessels, reflecting Goa’s importance as a tourism destination. Prior to COVID-19, the port handled more than 40 cruise vessel calls annually, which declined during the pandemic but has now recovered to approximately 20 cruise calls per year. He further informed that the port is developing a dedicated international and domestic cruise terminal, with approximately 80% of the work completed, and the facility will also include a marina to promote cruise tourism. He informed that Berths No. 5 and 6 are operated by JSW Port Limited and are used for import of coal and limestone and export of finished steel products such as HR and CR coils. Berth No. 7 is operated by Adani Ports and serves as a dedicated coal terminal. These terminals together handle approximately 10 million tonnes of coal cargo for domestic and hinterland industries. He further stated that Berth No. 8 is operated by the port authority and is used for handling liquid cargo, including petroleum, oil, and lubricants for domestic consumption. Berth No. 9, which previously served as a mechanized iron ore handling facility and was a key operational berth, has outlived its service life and is now planned for redevelopment as a modern multi-commodity berth through the PPP model. He noted that historically, this berth also supported barge operations transporting iron ore from local mines, with approximately 220 barges operating in the past, though such activity has declined following mining restrictions. He informed that Berths No. 10 and 11 have recently been developed under PPP, with a quay length of approximately 550 meters and a draft of 12.8 meters and are designed to handle multiple types of cargo except coal and coke, in compliance with court directives restricting such cargo to designated terminals. These berths have been

handed over and are expected to be fully commissioned shortly. He concluded that Mormugao Port is undergoing modernization and infrastructure redevelopment through PPP participation and berth reconstruction, including redevelopment of Berth No. 9, to strengthen its transition into a diversified, multi-commodity port aligned with national port development policy.

PORT FACILITIES AND SERVICES:

3. **The representative from the Mormugao Port Authority** presented the port's facilities and operational capabilities and stated that the port currently handles a wide range of cargo, including dry bulk, break-bulk, liquid bulk, and container cargo. He informed that container operations, which had previously been discontinued due to lack of infrastructure such as cranes, were restarted in November of the previous year under the PPP model. Since then, approximately 5–6 container vessel calls have already been handled, and container traffic is gradually increasing, although the port currently functions primarily as a feeder port. He stated that the port operates an indigenous Vessel Traffic Management System (VTMS), which enables real-time monitoring and efficient scheduling of vessel movements. He informed that this system was developed indigenously by IIT Madras through the **National Technology Centre for Ports, Waterways and Coasts (NTCPWC)**, replacing earlier foreign systems. He stated that most major ports in India have adopted this indigenous VTMS, and the system at Mormugao Port is operated and maintained by NTCPWC. He further informed that the port has implemented an advanced RFID-based gate access system integrated with the port weighbridge and terminal operating system, enabling automated monitoring and tracking of cargo movement. He also stated that the port has modernized its railway operations through installation of a solid-state interlocking signaling system and operates its own railway staff, which enhances efficiency in handling rail cargo movement. He highlighted that environmental protection is a key concern at Mormugao Port due to local sensitivities. He stated that a fully covered coal handling dome has been constructed under PPP at a cost of approximately ₹175 crore to prevent dust emissions and reduce environmental impact. He also informed that CSR activities, including medical camps and educational support, are undertaken primarily through PPP operators, while the port authority also contributes within its financial capacity. He stated that the port's financial position has been significantly affected following the ban on iron ore mining, which resulted in cargo volumes declining sharply from approximately 50 million tonnes to about 10–11 million tonnes within a short period. He informed that the port continues to face financial challenges due to reduced cargo volumes and ongoing pension and employee liabilities, and the port is currently operating with a negative financial balance. He stated that in response to the decline in iron ore cargo, the port diversified into coal cargo handling to serve hinterland industries such as JSW and NTPC. He informed that consultants have been engaged in the past to prepare a master plan for diversification and long-term development of the port. However, he noted that the port's hinterland is limited primarily to northern Karnataka and southern Maharashtra, and cargo generation from Goa itself is relatively limited. He further informed that redevelopment of Berth No. 9 into a multi-commodity berth and expansion of container handling facilities are part of the port's diversification strategy. He also stated that with the gradual resumption of iron ore mining in Goa, iron ore cargo exports are expected to increase in the future. He concluded that the port currently operates at approximately 70–75%

berth occupancy and is actively pursuing diversification, modernization, and infrastructure development to improve operational efficiency and financial sustainability.

CARGO TRAFFIC TREND:

4. **The representative from the Mormugao Port Authority** stated that the port experienced a sharp decline in cargo traffic following the ban on iron ore mining in Goa. He informed that the port had handled approximately 50 million tonnes of cargo in 2010–11, which declined significantly to about 39 million tonnes and further dropped to around 11.74 million tonnes in 2013–14 after mining and export of iron ore from Goa were banned. He stated that this ban had a severe impact on port traffic and overall operations. He further informed that after the ban was partially lifted, the port saw a recovery in cargo volumes, reaching around 33.18 million tonnes in 2016–17. However, he clarified that this increase was primarily due to export of previously mined iron ore stockpiles rather than fresh mining activity. He stated that since mining leases were cancelled and subsequently auctioned by the state government, mining activity has resumed only gradually, and as of now, only six mines have been auctioned, with only one mine operated by Vedanta having obtained all statutory clearances and commenced operations. He added that mining operations continue to face delays due to regulatory approvals and local transportation issues, resulting in unstable cargo flow. He informed that in order to diversify cargo and reduce dependence on iron ore, the port has started handling alternative commodities such as wood chips for industries like West Coast Paper Mills, with cargo volumes of approximately 0.5 million tonnes, and fertilizer raw materials for Paradip Phosphates (formerly Zuari Fertilizers), also around 0.5 million tonnes. However, he stated that the port has limited captive hinterland industries in Goa, and most cargo demand originates from neighboring Karnataka and Maharashtra, where competing ports are located closer to industries, creating competitive challenges. He further informed that the port is actively targeting pharmaceutical exports from Goa, noting that Goa accounts for a significant share of India's pharmaceutical exports. With container operations having resumed, the port is engaging with pharmaceutical companies to attract container traffic and improve cargo volumes, which is expected to help the port at least achieve operational break-even levels. Regarding financial performance, he stated that the port currently faces a book loss of approximately ₹10–20 crore annually. He clarified that this is not a cash loss but is primarily due to unfunded pension liabilities. He informed that the port has approximately 4,500 pensioners and an unfunded pension liability of around ₹4,400 crore. He stated that the port contributes to the pension fund periodically based on available profits but is unable to fully fund the liability in a short period due to financial constraints. He concluded that while cargo diversification efforts are underway and mining is gradually resuming, the port continues to face financial and operational challenges due to legacy liabilities, limited hinterland cargo base, and dependence on recovery of mining activity.

PRINCIPLE COMMODITIES HANDLED:

5. **The representative from the Mormugao Port Authority** informed that the principal commodities handled at the port comprise both import and export cargo, with dry bulk forming the dominant share. He stated that major import commodities include coal, limestone, liquid ammonia, fuel products, oxide cargo for Hindalco, and fertilizer raw materials for the fertilizer

plant in Goa. He further informed that iron ore handling has restarted, including export of iron ore originating from Karnataka, as Karnataka mines are logistically closer to Mormugao Port compared to other ports. He stated that export cargo primarily includes steel coils, HR and CR coils, and molasses. However, he informed that molasses handling has reduced significantly due to the imposition of a welfare cess of approximately ₹250 per tonne by the Government of Goa, which made exports commercially unviable. He stated that molasses was earlier transported from Maharashtra and North Karnataka through the port but has now declined due to this cess. He added that the port has requested the Government of Goa to reconsider or reduce the cess, noting that such a levy is not imposed by other states and has adversely affected cargo volumes. He informed that dry bulk cargo constitutes approximately 90% of total cargo handled at the port, primarily comprising coal, ores, and minerals. Liquid and break bulk cargo together account for approximately 5% each. He further stated that the liquid cargo terminal was primarily developed to handle POL (Petroleum, Oil and Lubricants) products and edible oil imports for regional consumption. However, edible oil cargo has declined significantly as most edible oil imports are now handled at Mangalore Port, where refinery infrastructure is available. He explained that the absence of refinery facilities in Goa has limited liquid cargo growth. He further informed that rail transport is the dominant mode of cargo evacuation at the port, accounting for approximately 70% of cargo movement, primarily to and from Karnataka. He stated that the port maintains its own railway siding infrastructure and that railway connectivity is critical to port operations. He highlighted that doubling of the Hospet–Vasco railway line, particularly in the Western Ghats section, is an important infrastructure requirement. He informed that approximately 50 km of railway doubling work remains incomplete, and completion of this project will significantly enhance cargo evacuation capacity and overall port throughput. He also stated that the port has berth-side capacity of approximately 65–66 million tonnes; however, storage space is constrained due to geographical limitations, including the presence of hills near the port area. He noted that improved railway evacuation infrastructure will help optimize cargo handling capacity despite storage limitations and support growth in overall port traffic.

CARGO TRAFFIC TREND:

6. **The representative from the Mormugao Port Authority** that the port continues to receive international cruise liner calls and expects around 12 international cruise calls during the current year, similar to the previous year. It was further stated that domestic cruise traffic has been growing significantly, with approximately 62,000 passengers handled annually, and projections indicate further growth as the operator plans to deploy an additional vessel in the circuit by 2028 and establish a home port arrangement. He clarified that the existing cruise terminal is currently operated by the port, while the upcoming international cruise terminal will be operated under a PPP model on O&M basis after completion. It was informed that construction was initially awarded in 2022 to a joint venture contractor (RCC and ACC), but due to poor performance, the contract was terminated and the remaining balance work, estimated at about five months, is being re-tendered. The project is supported under Sagarmala and Ministry of Tourism initiatives.

7. **The representative from the Mormugao Port Authority** informed that domestic cruise vessel calls at Mormugao Port are regular, with approximately one call per week outside the monsoon period, and passenger volumes are steadily increasing despite limitations in vessel size. The Board noted that domestic cruise growth represents a positive trend and an opportunity for ports like Mormugao to strengthen cruise tourism. He clarified that the domestic cruise vessel currently calling at the port is relatively smaller in size compared to international cruise vessels. It was informed that passenger throughput figures represent actual passenger movements, with approximately 4,000 passenger movements handled on each weekly call—around 2,000 disembarking and 2,000 embarking passengers. The Stakeholder further informed that the domestic cruise vessel operates at near full capacity, and annual passenger throughput has reached approximately 60,000 passengers. It was added that the operator is planning to deploy an additional, larger-capacity vessel around 2027–2028, which is expected to further increase passenger volumes and strengthen domestic cruise operations at the port. A query was raised on the tariff structure at various cruise terminals, he clarified that cruise tariffs have already been rationalized and composite tariffs are being followed across ports; however, operational challenges persist, particularly in relation to cruise terminal management and treatment of domestic cruise operators. It was noted that domestic cruise operators have raised concerns regarding inequitable treatment compared to international cruise operators, including in Mumbai Port where the cruise terminal is operated by a private operator.

8. **The Chairperson NSB Shri Sameer Kumar Khare IAS (Retd.)** observed that the NSB Cruise Sub-Group should examine operational models of various cruise terminals across ports, noting variations in operational arrangements and tariff structures. He emphasized the need to examine the basis of rationalization of tariffs and operational policies to ensure equitable treatment between domestic and international cruise operators.

Action: Chair, Sub -committee on Cruise and house boat tourism

INFRASTRUCTURE ENHANCEMENT:

9. **representative from the Mormugao Port Authority** highlighted the key infrastructure enhancement initiatives undertaken at the port over the last five years, with a focus on improving connectivity, sustainability, and capacity augmentation. It was informed that the port has developed a unique curved cable-stayed bridge providing direct connectivity to the port area. This bridge is among the first of its kind in India and has significantly improved evacuation efficiency and accessibility. The total port area is approximately 500 acres; however, effective usable land is constrained due to hill slopes and township areas. Around 200 acres are under active port operations, while approximately 40–50 acres remain vacant and reserved for future storage and infrastructure development. The Stakeholder noted that earlier attempts to monetize this vacant land were unsuccessful due to connectivity constraints and operational inefficiencies caused by double handling requirements. However, with improved connectivity now in place, utilization prospects are expected to improve. He further informed that the port has taken significant steps towards sustainability and green infrastructure. The port's operational requirements, including administrative and functional areas, are fully powered through solar energy, demonstrating a transition towards renewable energy usage.

Additionally, shore power facilities have been installed at select berths, particularly for Coast Guard vessels and port-owned vessels such as tugs and launches, thereby reducing emissions and improving environmental compliance. Efforts are underway to expand shore power facilities for commercial vessels, especially in the redevelopment of Berth No. 9, although implementation at PPP-operated berths remains dependent on operator participation due to economic considerations. It was also informed that the development of the new international and domestic cruise terminal is progressing, although it has faced minor litigation-related delays. The project is being implemented under a PPP model and will be operated by the selected concessionaire upon completion. The Stakeholder expressed confidence that the terminal will be operational in the upcoming cruise season, which is expected to significantly strengthen cruise tourism and passenger handling capacity at the port. Overall, the infrastructure enhancement measures undertaken reflect a strategic focus on improving port efficiency, sustainability, cruise tourism readiness, and long-term capacity expansion.

DEEPENING OF APPROACH CHANNEL:

10. **The representative from the Mormugao Port Authority** informed that the port has undertaken a major initiative for deepening of the approach channel with the objective of enabling direct handling of Cape-size vessels. At present, the channel depth is approximately 14 to 15 meters, which restricts the entry of fully laden Cape-size vessels. Due to this limitation, such vessels are presently required to undergo lighterage operations either at outer anchorage or at other ports before entering the berth, resulting in additional operational costs and inefficiencies. To address this constraint, the port is planning to deepen the approach channel to approximately 19.5 meters. This enhancement will enable Cape-size vessels to directly access the berth without lighterage, thereby improving operational efficiency, reducing turnaround time, and enhancing the port's competitiveness for handling bulk cargo, particularly coal and ore. He further informed that since the port is located at a river mouth, continuous siltation is a natural challenge. As a result, maintenance dredging is required on an annual basis to maintain the navigational depth. Approximately 2 to 2.5 million cubic meters of silt are required to be removed every year. The dredging operations are undertaken by the port through outsourcing to specialized dredging agencies, including both the Dredging Corporation of India and private contractors. It was noted that private dredging contractors have demonstrated higher efficiency, completing dredging operations typically within one month after the monsoon season, whereas earlier operations by DCI took relatively longer. The Nsb members noted the importance of sustained maintenance dredging to ensure the viability of the proposed channel deepening. He confirmed that the port has an established mechanism for annual maintenance dredging and will continue to undertake regular dredging to maintain the required depth and ensure uninterrupted access for larger vessels.

REDEVELOPMENT OF BERTH 9 FOR HANDLING GENERAL CARGO:

11. **The representative from the Mormugao Port Authority** informed that Berth No. 9 is currently lying unutilized and is proposed to be redeveloped into a multipurpose cargo handling berth. The redevelopment will involve reclamation and structural strengthening of the existing berth infrastructure, which had earlier been designed exclusively for mechanized iron ore handling. The project is proposed to be undertaken with financial support from the Government

of India, and the redeveloped berth will have an approximate quay length of **355 metres**, enabling it to accommodate larger vessels, including Capsize vessels. He explained that the earlier facility consisted of specialized mechanized systems including continuous unloaders, storage yards, and ship loaders, supported by finger jetties for barge operations. Barges from the hinterland used to discharge iron ore, which was aggregated, stored, and subsequently loaded onto vessels through mechanized ship loaders. The berth previously handled approximately **10–12 million tonnes of iron ore annually**. However, following the iron ore mining ban and the aging of the mechanized plant infrastructure, the facility was scrapped. Under the current redevelopment plan, the berth will be converted into a conventional flat multipurpose berth equipped with cranes and suitable infrastructure to handle a variety of cargo types instead of being restricted to iron ore. The design also includes provision for accommodating barges for cargo aggregation, particularly in anticipation of the potential resumption and scaling up of Goan iron ore exports. The port indicated that it has the potential capacity to handle up to **20 million tonnes of Goan iron ore**, and the redevelopment is intended to ensure future readiness. He further informed that earlier attempts to develop the berth under the PPP model were unsuccessful due to high construction costs and commercial viability concerns. Therefore, the port has decided to undertake the construction directly with government funding and subsequently offer the berth to private operators under an **Operation and Maintenance (O&M) model**, thereby ensuring operational efficiency while minimizing private sector capital burden. During the discussion, it was noted that similar infrastructure developed at other ports under Sagar Mala funding had faced utilization challenges due to lack of assured cargo. He acknowledged the importance of aligning infrastructure development with realistic cargo projections and emphasized that the redevelopment of Berth No. 9 is aimed at restoring cargo handling capacity, diversifying cargo mix, and strengthening the port's future operational capability.

12. **Shri Anil Devli CEO INSA** raised the issue of developing a dedicated ship repair facility at the port and sought clarification on whether the port had explored establishing a repair berth or dedicated ship repair infrastructure.

13. **The representative from the Mormugao Port Authority** informed that the port had earlier considered establishing a dedicated ship repair facility in the barge berth area under the PPP model, and tenders were invited. However, the proposal did not receive viable bids. Although one party participated in the pre-bid stage, their request involved relaxation in the Model Concession Agreement and commercial terms, including Minimum Development Obligations (MDO), which were not acceptable to the port. Consequently, the proposal did not progress further. It was clarified that the redevelopment of Berth No. 9 was not intended for ship repair or dry dock purposes, as the earlier plan for ship repair facilities was focused on the finger jetty area. The port has since allocated two finger jetties to the Indian Coast Guard for operational purposes, while the remaining jetties are proposed to be strengthened and developed to support ship repair and shipbuilding activities, particularly for smaller vessels. Discussions have already been held with local shipbuilding and repair stakeholders, who have expressed interest in utilizing these facilities.

14. **Shri Anil Devli CEO INSA** emphasized that Goa possesses a favorable maritime ecosystem and highlighted the lack of adequate ship repair facilities along the west coast of India, particularly for bulk carriers, tankers, offshore vessels, and other commercial ships. He noted that ship repair activities, including afloat repairs, present a viable revenue-generating opportunity for ports, especially in regions with an existing maritime cluster and vessel traffic. Further, it was pointed out that ports need not necessarily establish full dry dock infrastructure initially. Instead, they may facilitate afloat repair operations by providing berths with basic utilities such as power supply, water, crane access, and logistical support for repair personnel and equipment. Such facilities would allow vessels requiring minor repairs, maintenance, or lay-up to utilize port infrastructure, thereby generating additional revenue while enhancing port service capability.

15. **The representative from the Mormugao Port Authority** acknowledged that historically, afloat repairs had been permitted at certain berths, including Berth No. 9, on a case-by-case basis, with operators arranging cranes and other equipment independently. However, recognizing the potential of ship repair as a growth segment, the port has now earmarked two jetties specifically for ship repair activities. The port further informed that it intends to develop these facilities as common-user infrastructure and is planning to issue tenders in the near future to attract private participation in establishing a ship repair ecosystem.

16. **Shri Rakesh Singh President ICCSA** emphasized that ship repair represents a significant untapped opportunity for Indian ports, particularly on the west coast, where a large number of offshore support vessels, coastal vessels, and merchant ships operate. He noted that, apart from granting facilities to private ship repair operators under PPP, ports could also consider providing repair berths on a spot-allotment basis to shipowners requiring temporary repair or lay-up facilities. Such an approach would maximize berth utilization and create additional revenue streams without requiring major capital investment.

17. **The representative from the Mormugao Port Authority** agreed with the suggestion and stated that the port intends to develop ship repair facilities in a manner that supports both permanent ship repair operators and common-user access for shipowners. The port emphasized that it would ensure that the facilities are non-captive and accessible to multiple users, thereby strengthening the maritime service ecosystem and enhancing the port's overall operational and commercial viability.

ROPEWAY FROM MORMUGAO TO DONA PAULA:

18. **The representative from the Mormugao Port Authority** informed the Board that a ropeway project from Mormugao to Dona Paula is being planned as a tourism infrastructure initiative to provide direct connectivity between North Goa and South Goa and to promote tourism. He stated that the total length of the project is approximately 5.1 km, with the ropeway cable length of about 4.6 km. He further informed that the Detailed Project Report (DPR) has been prepared by Indian Port Rail & Ropeway Corporation Limited (IPRCL) and has already been submitted to the Government of Goa for their consideration and approval. He clarified that the ropeway project is primarily a State Government tourism project and the port is only facilitating the project as it falls partly within the port jurisdiction. He added that the port is not

funding the project and implementation will be undertaken by the Government authorities concerned.

PORT FACILITIES BEST PRACTICES:

19. **The representative from the Mormugao Port Authority** informed the Board that the port has implemented several digital and technology-driven best practices to improve operational efficiency and transparency. He stated that the port has adopted an indigenous Vessel Traffic Management System (VTMS) developed by NTCPWC, IIT Madras, and an enhanced electronic VTMS (eVTMS) wherein pilots input real-time operational data through tablets once onboard the vessel. He added that this enables direct integration with the port operating system, resulting in real-time monitoring and significantly reducing paperwork. He further informed that the port has implemented RFID-based gate access systems integrated with web-based platforms and Automatic Number Plate Recognition (ANPR) cameras, enabling automated vehicle entry and exit monitoring. He stated that all operational information is digitally displayed and recorded, thereby minimizing manual intervention. However, CISF personnel continue to conduct necessary security checks and monitor activities through CCTV surveillance and control rooms on a 24×7 basis. He also informed that the port was among the first in India to implement SAP-based ERP systems in 2009, resulting in substantial digitization of port processes and achieving nearly paperless operations since 2010. He added that the SAP system is integrated with the National Logistics Portal (Marine) and RFID systems, ensuring seamless data exchange and operational coordination. He further stated that while the port has its own IT team, most IT operations and maintenance are outsourced to specialized agencies to ensure efficient system management.

SUSTAINABLE PRACTICES:

20. **The representative from the Mormugao Port Authority** informed the Board that the port has implemented comprehensive environmental and sustainability measures in view of the ecological sensitivity of Goa. He stated that advanced dust control initiatives have been deployed, including mobile hoppers equipped with inbuilt water jet sprayers to suppress dust during cargo handling. He added that coal transportation is carried out through fully enclosed conveyor systems, which automatically close during operation to prevent dust emissions. He further informed that automated water sprinkling systems are installed for open cargo storage areas, and a covered dome facility has been developed for coal storage to prevent dispersion of dust particles. He further informed that the port has implemented advanced nanoparticle-based dust immobilization systems and dry fog systems at wagon loading points to enhance dust suppression. He stated that automated silo-based wagon loading systems enable efficient loading of approximately 3,900 tonnes of coal into railway rakes within about 55 minutes, and wagons are covered with tarpaulin before leaving the port to prevent spillage. He added that wheel wash systems have been installed for trucks exiting the port to prevent dust and cargo residue from spreading outside port premises. He informed that the port has significantly expanded its solar power capacity from 200 kW in 2016 to 3 MW in 2025, and plans are underway to add an additional 3 MW capacity. He further informed that the port has undertaken water conservation measures by laying a 1.8 km pipeline to utilize treated sewage water from the Goa Government's sewage treatment plant for dust suppression and pollution control,

instead of allowing such treated water to be discharged into the sea. He added that the port recovers only the cost of infrastructure from PPP operators without any profit motive. He further informed that the port has achieved approximately 33% green cover within the port premises in line with the Harit Sagar Green Port Guidelines of the Ministry, thereby meeting long-term environmental targets ahead of schedule. He also informed that shore-to-ship power supply facilities have been provided at the cruise berth for Indian Coast Guard and Navy vessels, contributing to reduced emissions and improved environmental performance.

21. **Shri Rakesh Singh President ICCSA** enquired about the Port's plan for implementation of the Green Tug Transition Programme (GTTP), noting that the Ministry has directed all major ports to adopt green tugs in a phased manner. He sought clarification on whether the Port intends to procure green tugs and the implementation model being considered.

22. **The representative from the Mormugao Port Authority** informed that the Port is presently under financial stress and the cost of green tugs is significantly higher compared to conventional fossil fuel-based tugs, almost double in capital and operational expenditure. He stated that due to financial constraints, the Port had requested financial assistance from the Ministry under the Sagarmala programme to support implementation of GTTP.

23. **Shri Rakesh Singh President ICCSA** observed that several ports, including financially stronger ports, are adopting a charter model wherein private operators provide green tugs on long-term charter, thereby avoiding capital expenditure by the Port. He further noted that recent tender models also require the tug operator to provide charging infrastructure, reducing the financial burden on the Port.

24. **Shri Anil Devli CEO INSA** advised that considering the Port's financial position, adopting a charter-based model would be more economically feasible than investing capital in building or owning green tugs. He emphasized that this approach would allow the Port to comply with environmental requirements while minimizing financial stress.

25. **The representative from the Mormugao Port Authority** clarified that the Port's primary concern relates to increased operational costs associated with green tugs, which could result in higher vessel-related charges and affect the Port's competitiveness and vessel traffic. He further informed that Sagar Mala funding support may be available either through grants or through financing from Sagar Mala Finance Corporation, depending on project viability. He added that certain environmentally important infrastructure projects may receive grant support even if they are not commercially viable.

26. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** clarified that Sagar Mala Finance Corporation operates as a financing institution and evaluates projects based on viability and expected returns, while grant-based funding may be provided separately by the Ministry for priority projects.

27. The Board noted the financial constraints expressed by the Port and observed that charter-based procurement of green tugs may be a viable option to comply with GTTP requirements without incurring significant capital expenditure. The Port was advised to examine suitable implementation models in consultation with the Ministry and Sagarmala authorities.

28. **Shri Rahul Modi President CCTA** stated that in order to improve the Port's revenue, there are two key opportunities, namely cruise terminal operations and container services. He expressed concern that container services previously initiated at the Port did not receive adequate operational support, particularly due to non-availability of cranes. He recalled that vessel operators had invested significantly to initiate container services, but the lack of infrastructure and support resulted in financial losses. He emphasized that restarting container services with proper infrastructure and operational support is critical, as Goa has significant container cargo potential. He further suggested that the Port should actively engage with vessel operators, cargo owners, EXIM freight forwarders, and associations such as INSA and IXA, and conduct stakeholder consultations to rebuild confidence and attract container operators.

29. **The representative from the Mormugao Port Authority** clarified that container operations are presently being handled through a PPP operator, with flexibility in tariff structures subject to ceiling limits. He informed that the Port has provided incentives such as 100% waiver on Vessel Related Charges (VRC) for coastal container vessels to promote services. He further stated that new infrastructure, including cranes and container handling facilities, has now been established through PPP investments, and the Port is operationally ready to support container services. He added that despite availability of cargo volume and the Port's efforts to engage with multiple shipping lines and operators, many operators remain cautious due to past disruptions and are currently adopting a wait-and-watch approach. He expressed confidence that container services would gradually expand as operator confidence improves.

30. **Shri Rahul Modi President CCTA** reiterated that rebuilding stakeholder confidence is essential and suggested that the Port should organize stakeholder meetings with cargo generators, EXIM freight forwarders, and vessel operators to demonstrate operational readiness and facilitate service restoration. He emphasized that adequate cargo volume exists and that proactive engagement is necessary to attract operators.

31. **Shri Anil Devli CEO INSA** advised that the Port should undertake a detailed cost-benefit and logistics analysis comparing container movement via Goa Port versus alternative routes such as JNPT or Gujarat ports. He emphasized that demonstrating economic viability and cost competitiveness is essential to convince vessel operators and cargo stakeholders. He further stated that once clear economic advantages are established and communicated, cargo volumes and operator participation are likely to increase.

32. The Board noted the concerns raised regarding past operational challenges and emphasized the need for confidence-building measures, stakeholder consultations, and economic assessment to support sustainable container service operations at the Port.

33. **Shri Rahul Modi President CCTA** explained that during earlier attempts to establish feeder container services, vessel operators faced resistance from existing feeder transport operators, which discouraged exporters from supporting the new service. He stated that exporters were concerned that if they shifted cargo to the new feeder service, they would lose support from existing operators in the future. He emphasized that freight forwarders and vessel operators require active support from the Port in mobilizing cargo and building confidence

among exporters. He suggested that the Port should engage directly with major corporates and exporters to encourage cargo commitment and assure them of sustained service reliability.

34. **The representative from the Mormugao Port Authority** acknowledged the concern and stated that the Port, along with its PPP terminal operator, has already initiated outreach efforts with exporters, importers, and shipping stakeholders. He clarified that although the Port is not formally mandated to undertake commercial cargo solicitation, it has proactively participated in meetings and industry forums to promote container services and extend necessary support. He further explained that the situation reflects a “chicken-and-egg” challenge, where shipping lines seek firm cargo commitments before starting services, while exporters prefer confirmed liner services before committing cargo. He informed that currently a coastal container service operated by SCI connecting Tuticorin–Goa–Kandla is functioning, and exporters have expressed interest in additional connectivity, particularly to Mundra, which would provide access to Far East and European trade routes. He stated that SCI has indicated willingness to start Mundra service if a minimum cargo commitment of around 200–250 containers is assured. He expressed optimism that this threshold may be achieved in the near future. He further informed that the Port has already approved incentives, including waiver of Vessel Related Charges (VRC) and similar concessions, for new container operators for an initial period of six months to encourage service initiation and ensure break-even viability. He added that the PPP terminal operator has also agreed to extend supportive terms to facilitate container traffic growth.

35. **Shri Anil Devli CEO INSA** noted that the Port should continue proactive stakeholder engagement and ensure wider outreach among vessel operators and cargo stakeholders to promote awareness and participation in container services.

36. **The representative from the Mormugao Port Authority** stated that the Port is open to organizing stakeholder consultations, including meetings in Mumbai, and assured that vessel operators, industry associations, and cargo stakeholders would be involved to promote container operations.

37. **Shri Rahul Modi President CCTA** emphasized that engagement should focus on actual cargo generators, freight forwarders, and vessel operators, rather than only industry associations, and reiterated that container services and cruise operations represent the most viable long-term growth opportunities for the Port, particularly given uncertainties in iron ore traffic. He suggested that the Port coordinate with NSB, INSA, and other associations to organize targeted stakeholder consultations.

38. **The representative from the Mormugao Port Authority** agreed and confirmed that the Port would coordinate with NSB and relevant industry associations to organize stakeholder meetings and promote container service development.

AIR QUALITY MONITORING:

39. **The representative from the Mormugao Port Authority** informed that the Port has installed a continuous ambient air quality monitoring system integrated with the Goa State Pollution Control Board and Central Pollution Control Board, enabling real-time monitoring

of environmental parameters both within the port area and surrounding city. He stated that if wind speed exceeds permissible limits, the system triggers alarms through anemometers and cargo operations are immediately suspended until conditions normalize, ensuring compliance with prescribed environmental standards. He further stated that the Port was among the first in India to introduce green ship incentives under the “Harit Shree” initiative, providing incentives to vessels meeting Environmental Ship Index (ESI) criteria. He added that the Port is an active member of the Indian Ports Association and had received recognition for its environmental initiatives, including participation and acknowledgement by international port and harbour associations.

40. **Shri Ajith Kumar Sukumaran CS DGS** enquired whether stakeholder consultations were undertaken while implementing green initiatives and emphasized the importance of ensuring that incentives and environmental measures genuinely benefit compliant vessels and meet sustainability objectives. He also noted that shore power and other green initiatives must be supported by renewable energy sources to ensure that ships receive environmentally sustainable power.

41. **The representative from the Mormugao Port Authority** clarified that the Port has invested in solar power generation, including a 3 MW solar plant and additional planned capacity, as part of its transition towards renewable energy. He stated that the Port has taken initial steps towards green transition and intends to expand renewable energy usage over time. He further informed that the Port has received accreditation as a Green Port based on audit and certification by competent authorities, recognizing its environmental performance and compliance with green port criteria. He stated that the certification was granted following an independent audit process and reflected the Port’s progress in implementing sustainable practices.

42. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that while certification is a positive step, ports must continue aligning with Ministry guidelines, defined environmental targets, and globally accepted sustainability standards, and should focus on measurable outcomes rather than certification alone.

43. **The representative from the Mormugao Port Authority** acknowledged the observations and stated that the Port’s green certification was obtained through formal auditing and evaluation against defined criteria, and reiterated the Port’s commitment to progressively enhancing environmental performance in accordance with national guidelines and sustainability targets.

FINANCIAL PERFORMANCE:

44. **The representative from the Mormugao Port Authority** informed that the Port’s annual income is in the range of approximately ₹500–600 crore. He stated that there was a slight dip in income during the last financial year due to reduced cargo traffic, but the Port expects to achieve improved performance in the current financial year with revenue likely to reach around ₹600 crore. He further stated that the Port has an operating surplus of approximately ₹200–250 crore. However, he clarified that financial and miscellaneous expenditures, particularly pension-related liabilities, significantly impact overall financial performance. He informed that

the Port has around 4,500 pensioners and is required not only to make regular pension payments but also to fund the deficit in pension liability, which contributes substantially to the negative financial position reflected in the accounts.

CRS INITIATIVES UNDERTAKEN BY THE PORT:

45. **The representative from the Mormugao Port Authority** informed that the Port is maintaining public toilet facilities at the upper jetty area near the Port offices, which involves financial expenditure despite the Port's constrained financial position. He clarified that although the Port is not mandated to undertake CSR activities due to its deficit status, it continues to undertake certain CSR-related initiatives.

46. **Shri Pankaj Verma DIG Indian Coast Guard** appreciated the Port's cooperation and stated that the green initiatives undertaken by the Port, particularly pollution control measures, are commendable. He further informed that during major marine incidents in the previous year, the support provided by the Port, including mobilization of equipment and turnaround of vessels, was highly efficient and better than several other ports. He also requested the Port to complete and verify its Oil Spill Contingency Plan at the earliest and assured full support from Coast Guard Headquarters, if required.

47. **Shri Ajith Kumar Sukumaran CS DGS** referred to a recent drifting incident involving a Naphtha carrier and sought clarification regarding the Port's emergency preparedness to handle such contingencies.

48. **The representative from the Mormugao Port Authority** informed that the Port has a Disaster Management Plan and Crisis Management Plan in place in accordance with the guidelines of the Ministry of Ports, Shipping and Waterways and aligned with the National Disaster Management framework. He added that the Port's plan is shared with the State Government and integrated with the State Disaster Management Plan to ensure coordinated emergency response.

49. **Shri Pankaj Verma DIG Indian Coast Guard** added that DG Shipping has also issued relevant SOPs in 2025 to strengthen preparedness and response mechanisms.

50. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** suggested exploring joint collaboration with nearby ports or State Governments, including Maharashtra, Goa, or Karnataka, given the Port's technical expertise but limited land availability.

51. **The representative from the Mormugao Port Authority** informed that the Port has already explored development opportunities at Vijay Durg in coordination with Maharashtra authorities, though the proposal did not progress due to local issues. He further stated that the Port is exploring feasibility of developing cargo handling and shipbuilding/ship repair facilities in waterfront areas under its jurisdiction, possibly in collaboration with the Government of Goa. He clarified that while the Port has control over the water area, adjoining land belongs to other entities, and therefore development would require coordination with the State Government and landholding authorities.

52. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** thanked the Port officials for the presentation and detailed briefing. He suggested that the Port may organize a stakeholder conference involving INSA, ICCSA, and CCTA to explore opportunities for improving cargo traffic, particularly container operations. He also emphasized exploring the feasibility of developing ship repair facilities, both for larger vessels and barges, to diversify revenue streams.

Action: Chairman Murmugao Port Authority

53. The presentation by the Murmugao Port Authority is at **Annexure XVIIIA**.

54. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** concluded the discussion by thanking the Port officials for their detailed presentation and participation.

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Mormugao Port

The Golden 'Green' Gateway



LEGACY OF MORMUGAO PORT



1878

A Treaty was signed at Lisbon between Government of Portugal and Great Britain regarding their trade and a railway between their colonies in India



1885

Commissioned as one of the India's oldest natural harbor under the Anglo-Portuguese Treaty of 1878



1963

Mormugao Port was declared as a major port under the Indian Ports Act 1908



2010

Highest ever cargo handling recorded of 50 MTPA out of which 40 MTPA was Iron Ore.

PORT LAYOUT



- > One of the oldest ports in the country; commenced operations in 1885
- > Major commodities presently handled are Iron Ore, Coal & Coke, Steel products, POL, General Cargo and Containers.
- > Present Rated Capacity is 63.40 MTPA
- > Mormugao Port, Goa is a preferred destination for Cruise vessels
- > The Port is well connected through Road, Rail, Inland waterways and Airways all located within a radius of 4 kms.

PORT FACILITIES & SERVICES



Dry Bulk Handling
Dedicated berths, high-capacity unloaders and extensive storage with dust suppression for coal, iron ore, and more.

Break Bulk Handling
Multiple berths, mobile cranes, and transit sheds for machinery, steel, project cargo, and bagged goods.

Container Handling
Comprehensive infrastructure for seamless, secure, and efficient international containerized trade.

Liquid Bulk Handling
Modern jetties for petroleum, chemicals, and edible oils, ensuring safe and environmentally compliant handling.

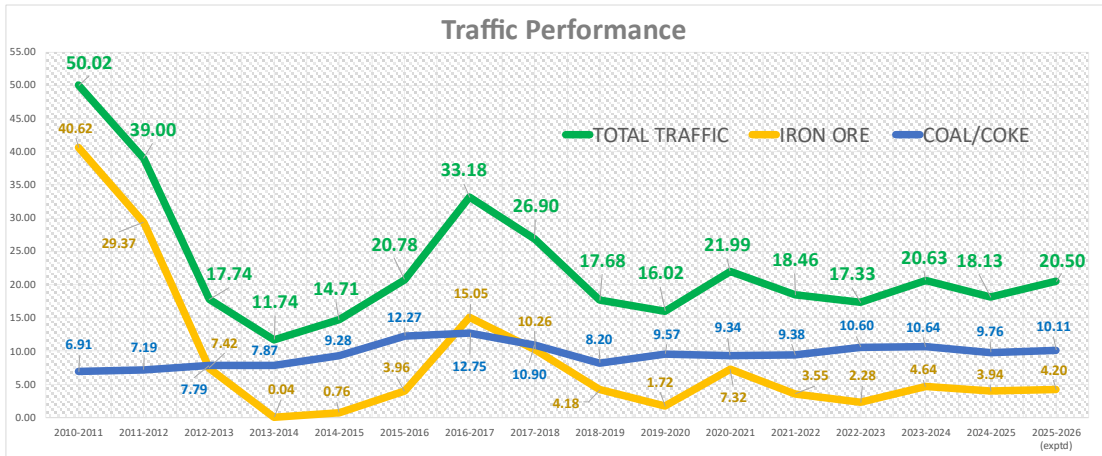
Indigenous VTMS
Real-time vessel monitoring for enhanced navigational safety, optimized traffic flow, and efficient scheduling.

Signalling & Telecommunication System.
Enables safe and efficient train movements, centralized control, & dedicated telecommunication links for real-time operations & coordination

Covered Sheds
Spacious, weather-protected storage for sensitive cargo, preserving quality and ensuring uninterrupted operations.

RFID Gate Access
Streamlined, contactless vehicle and personnel authentication for reduced wait times and enhanced security.

CARGO TRAFFIC TREND

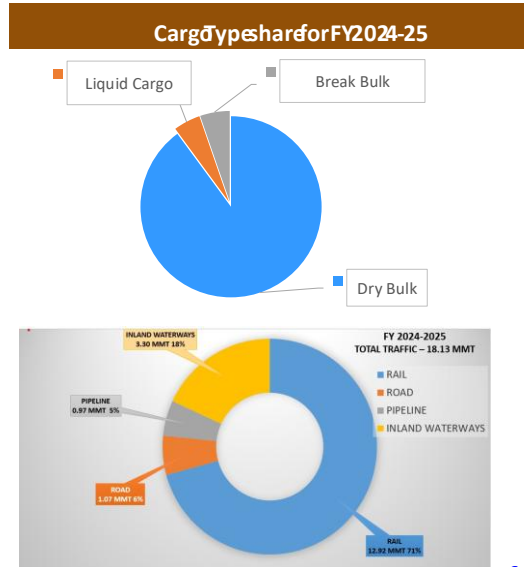


Mormugao Port has recorded consistent growth in total cargo throughput and is now handling nearly twice the volume compared to its lowest level in 2013-14.

PRINCIPAL COMMODITIES HANDLED



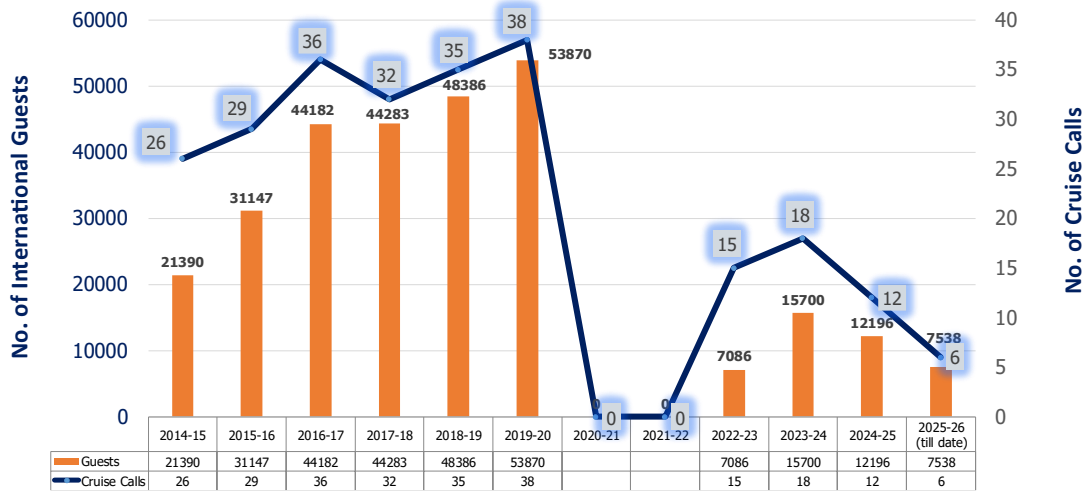
IMPORT	EXPORT
➤ Coal/Coke	➤ Iron Ore
➤ Limestone	➤ Steel Coils/Slabs
➤ Liquid Ammonia	➤ Molasses
➤ POL Products	➤ CR/HR Coils
➤ Bauxite	➤ Granite
➤ Fertilizers	➤ Caustic Soda
➤ Iron Ore	➤ Pig Iron / Slag
➤ Phosphoric Acid	
➤ Gypsum	



CRUISE TRAFFIC TREND



International Cruise Calls

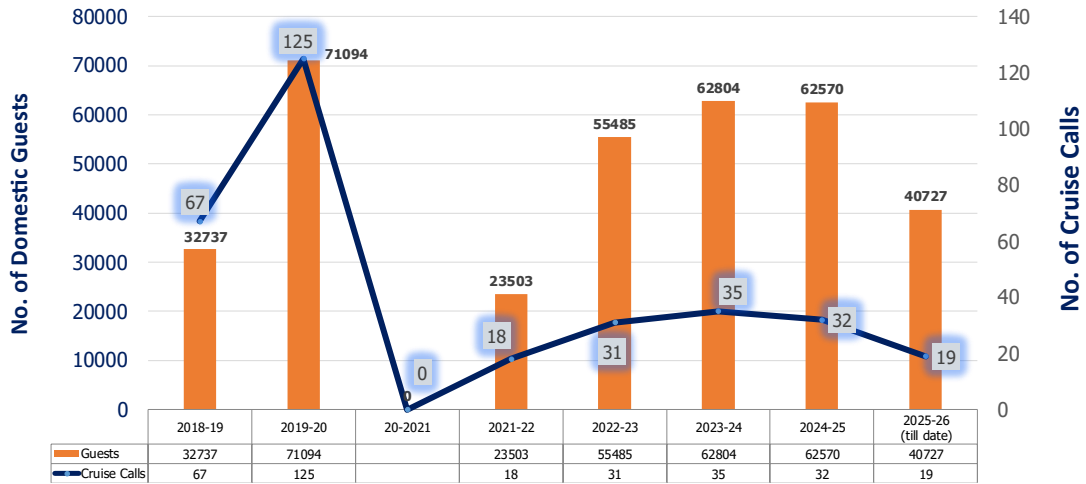


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CRUISE TRAFFIC TREND



Domestic Cruise Calls

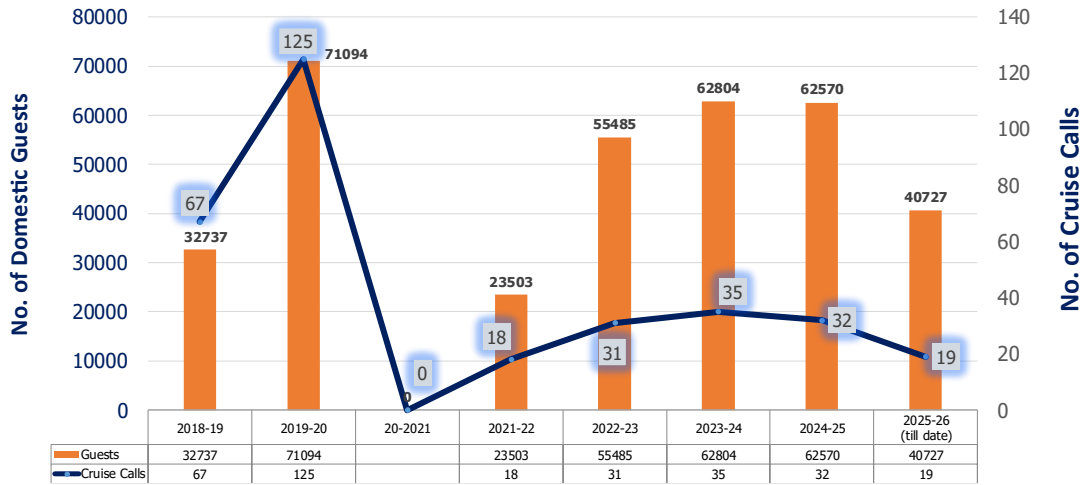


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CRUISE TRAFFIC TREND



Domestic Cruise Calls



INFRASTRUCTURE ENHANCEMENT



Investment in last 5 years

Mormugao Port has recorded steady infrastructure investment across port modernization, renewable energy, connectivity, sustainable practices and public-private partnership projects.

Projects worth ₹1016 Crores has been completed in last 5 years through Government Budgetary Support, Internal Resources and PPP funding.



UPCOMING INTERNATIONAL & DOMESTIC CRUISE TERMINAL

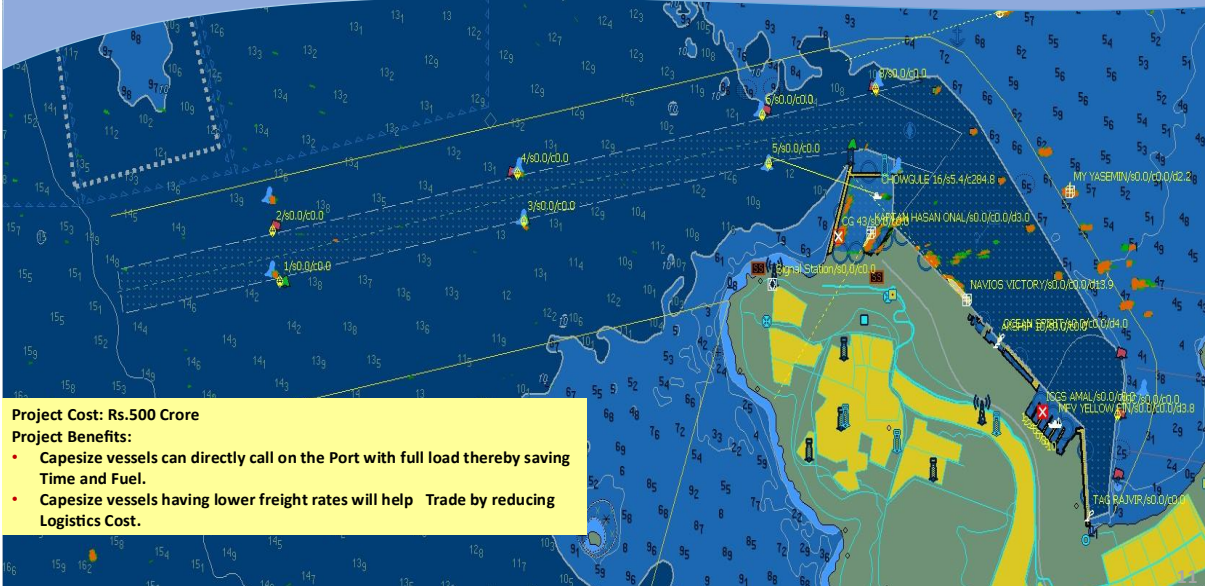


PROJECT COST : (EPC) - 101.72 Cr.
O&M – PPP - 21 Cr.
EXPECTED COMPLETION : 2026

Project Benefits:

- Cater to the needs of the Cruise passengers.
- Provide boost to the Tourism Industry in Goa.
- Generate employment for around 3000 persons for operation of taxis, baggage clearances, restaurants, housekeeping, cottage industries manufacturing local handicrafts and other related activities
- Boost to the State economy.

DEEPENING OF APPROACH CHANNEL

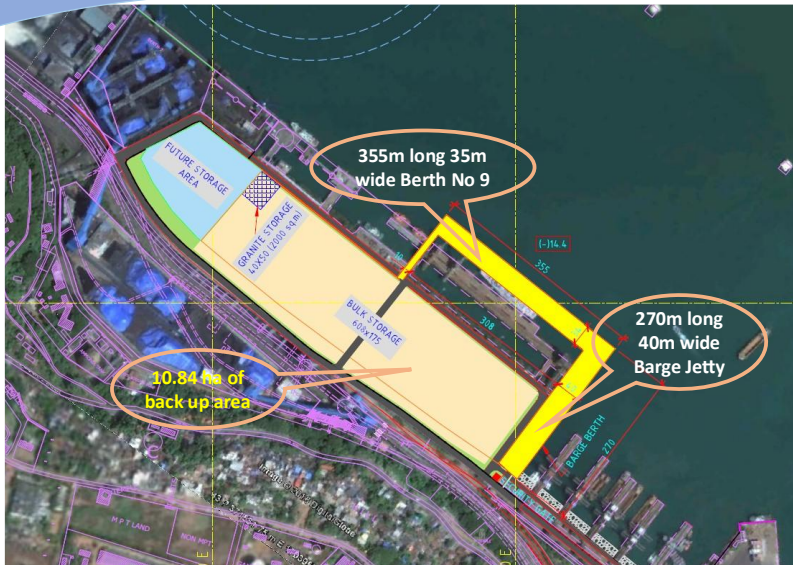


Project Cost: Rs.500 Crore

Project Benefits:

- Capesize vessels can directly call on the Port with full load thereby saving Time and Fuel.
- Capesize vessels having lower freight rates will help Trade by reducing Logistics Cost.

Redevelopment of Berth-9 for handling General cargo



Developments include: -

- Project Cost: Rs.740 Cr
- Redevelopment of new Berth-9
- Providing 3 Harbour Mobile Cranes
- Development of barge jetty- 270m
- Ship to Shore Power Supply

12

ROPEWAY FROM MORMUGAO TO DONA PAULA



Project Benefits:

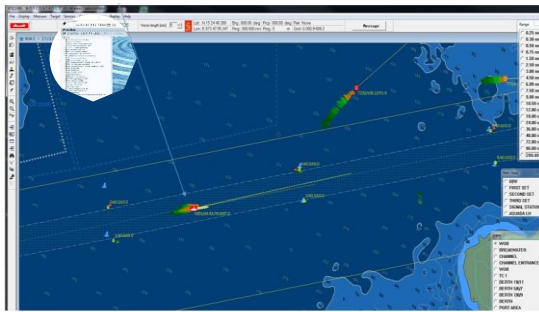
- Increase the footfall of Tourists in the State
- Decrease the travel time from Vasco (South Goa) to Dona Paula, Panjim (North Goa)
- Employment Generation in the State.
- Reduce Air pollution due to reduction in travel by Road

13

PORT FACILITIES BEST PRACTICES



Indigenous VTMS



Mormugao Port operates a 24x7 Signal Station to continuously monitor vessel movements within the port limits.

Additionally, an indigenous iVTMS developed by the National Technology Centre for Ports, Waterways and Coasts (NTPWC), IIT Madras, under the Atmanirbhar initiative, has recently been installed at the Port to enhance surveillance and traffic management.

RFID Based Gate Access System



Mormugao Port implemented a web-based RFID access control system in 2016, integrated with SAP ERP and weighbridges. In its recent upgrade, the system has been further integrated with mParivahan and Sarathi.

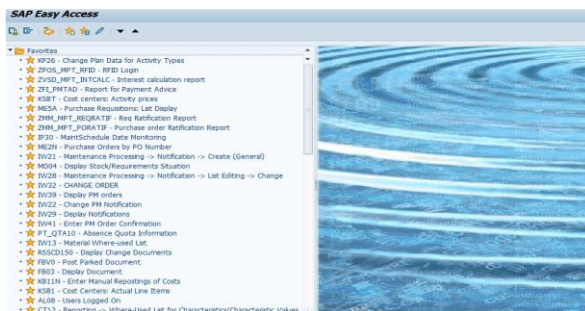
This system has enhanced Ease of Doing Business (EoDB), strengthened security, and significantly reduced congestion at the Port's entry and exit gates.

14

PORT FACILITIES BEST PRACTICES



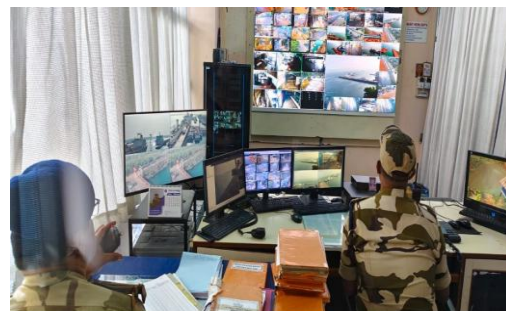
Digital Initiatives



Mormugao Port implemented SAP ERP in 2009 and has consistently upgraded its IT systems, with the latest transition to SAP S/4 HANA with RISE. The POS is integrated with the National Logistics Portal-Marine (NLP-M), the RFID-based GAS, and payment gateways, enabling seamless operations and improving EoDB.

Cyber Security is ensured through regular vulnerability assessments and penetration testing through IIT Kanpur and continuous network monitoring through SIEM and threat detection systems.

24 x 7 CCTV Control Room



Mormugao Port operates a 24x7 CCTV Control Room, monitored by CISF personnel, providing continuous surveillance of all operational areas and ensuring the safety and security of port operations.

15

SUSTAINABLE PRACTICES



Comprehensive Dust Control Initiatives



Mobile Hopper Water Jet Sprays



Closed Conveyors



Realtime dust monitoring and Automated Sprinkler System



Covered Dome



Nano Particle Based Dust Immobilization System



Automatic Wagon Loading System



Dry Fog Dust Suppression at Wagon Loading System



Automatic Wheel Wash System

1
2

SUSTAINABLE PRACTICES



Using Renewable Energy



2016: Pioneered with 200 KW rooftop solar installation, establishing Mormugao's commitment to clean energy.



2025: Commissioned 3 MWp Solar Power Plant



2026: Additional 3 MWp Capacity expansion planned

1
7

SUSTAINABLE PRACTICES



Conservation of Water



In addition to installing three Sewage Treatment Plants (STPs) with a combined capacity of 1,310 m³, Mormugao Port has laid a 1.8 km pipeline for reuse of treated sewage water sourced from the Sewerage Infrastructure Development Corporation of Goa Ltd. (SIDCGL).

The treated water is used for gardening and dust suppression within the port operational area, resulting in complete elimination of groundwater usage for dust control.

18

SUSTAINABLE PRACTICES



Green Cover



Mormugao Port has achieved the 33% green cover target set for 2027 under the “Harit Sagar” Green Port guidelines document of the Ministry of Ports, Shipping & Waterways (MoPSW)

Shore to Ship Power supply



Mormugao Port is providing Shore-to-Ship Power Supply to port vessels and Indian Coast Guard vessels berthed at the port, helping reduce air emissions within the port ecosystem. Port is also actively exploring the extension of Shore-to-Ship Power Supply to coastal and EXIM cargo vessels at Berth No. 9, proposed for redevelopment.

19

The Golden 'Green' Gateway



Mormugao Port Authority becomes first Accredited Green Port of India

22

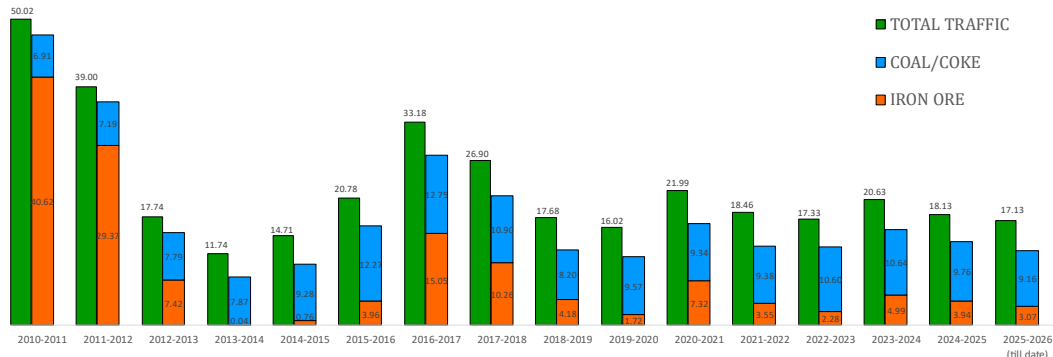
Description	FY 202223	FY 202324	FY 202425
Operating Income	467.83	566.53	542.97
Operating Expenditure	283.65	300.63	302.20
Operating Surplus	184.18	265.90	240.77
Finance & Misc. Income	18.16	19.35	20.19
Finance & Misc. Expenditure	212.75	299.08	290.10
Net Surplus	(-) 10.41	(-) 13.83	(-) 29.14
Operating ratio (%)	60.63	53.06	55.66
Cost per ton (INR)	163.64	145.74	166.72

23

CARGO TRAFFIC TREND



TRAFFIC PERFORMANCE



Mormugao Port has recorded consistent growth in total cargo throughput and is now handling nearly twice the volume compared to its lowest level in 2013–14.

2
4

CSR INITIATIVES UNDERTAKEN BY PORT

FINANCIAL YEAR 2025-26		
1.	Maintenance of Public toilets at Upper Jetty and Sada. Yearly cost of approx. Rs.5,28,000/- lakhs	4,40,000
2.	Maintenance of Public toilets near Children's Park . approx.. Rs.2.50 lakhs per year.	2,08,330
3.	Maintenance of Children's Park at Headland- Yearly cost of approx. Rs.7,30,000/- lakhs.	6,08,330
4.	Providing premises at Re.1/- for running of Anganwadi for the benefit of children's to the nearby location of MPA.	0
5.	Providing premises at Re.1/- for running of Secondary School at Baina run by Private Educational Society.	0
6.	Sweeping of Public roads at Vasco by using road sweeping machine, Yearly Cost Rs.6.50 lakhs.	5,41,660
7.	Providing premises at free of cost for running of Secondary and Higher Secondary School aided by Goa Educational Board.	0
8.	Providing premises free of cost for running of Asha Deep School at Headland for special children run by charitable Society.	0
9.	Providing premises at Re.1/- for St. Christopher Church, Headland (Pre-liberation).	0
10.	Grants Provided to Port run Schools	0
11.	Payment of Electricity Bills of Ashadeep School -School for Special Children	34,565
12.	Spraying of Water for Dust Suppression.Cost including Water Tankers & Labour payment for 03 years (Rs.83,95,300 per year)	69,96,080
13.	CSR support for snakes and Snakebite Awareness Program in Schools in Mormugao, Goa	1,50,000
14.	Supply of old rails for repair of temporary Fishing Jetty at Vasco Bay carried out by Directorate of Fisheries	5,82,000
15.	Hindi Promotion and Propagation" activity through an Online Drawing Competition for special children during Hindi Pakhwada - 2025.	5,000
16.	Sponsorship to Swastik Cultural Association for conducting Swarmangesh Musical Festival - 2025.	25,000
TOTAL Expenditure for 2025-26 (as on 31st January 2026)		95,00,055/-



MINUTES OF THE MEETING OF THE MEMBERS OF THE NSB WITH THE GOA SHIPYARDS LIMITED

Date: 27/02/2026 Session I (contd.): 12:00 PM to 01.30 PM

1. **The representative from Goa Shipyards Limited** informed that the Goa Shipyard Limited was established in 1957 during the Portuguese period and subsequently it became a Defense Public Sector Undertaking (DPSU) in 1967. He stated that the shipyard is recognized as an R&D center by the European Space Agency (ESA) for indigenous design of warships. He further informed that the shipyard has undergone significant modernization in recent years and functions as a comprehensive facility providing end-to-end solutions including design, construction, after-sales support, and refit services. He also highlighted that the shipyard has delivered a large number of vessels to the Indian Navy, Indian Coast Guard, friendly foreign countries, and other stakeholders, including the Indian Army.

EXPECTATIONS FROM MOPSW / STATES / STATE MARITIME BOARDS:

2. **The representative from Goa Shipyards Limited** informed that most State Government shipbuilding policies are aligned with the requirements of domestic shipyards and that the industry has actively provided inputs during policy formulation. He further stated that the Maritime Development Fund, which was earlier released in a single tranche, is now being released in stages, which is beneficial. He added that shipyards are now able to access both Central Government and State Government financial support simultaneously, which has significantly strengthened financial viability and project execution.

3. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** enquired about India's competitiveness in global shipbuilding in terms of cost, delivery schedules, and quality.

4. **The representative from Goa Shipyards Limited** responded that India is presently not cost-competitive compared to major shipbuilding nations such as China, which are approximately 30–40% cheaper due to substantial government subsidies and economies of scale. He stated that while India is competitive in the build phase of complex warships, the initial design phase takes longer, particularly for sophisticated vessels such as frigates, where design alone may take around two years. He further explained that countries such as Japan and South Korea benefit from high levels of automation and standardized production lines, enabling faster and more efficient construction, especially for commercial vessels such as container ships. He added that quality standards in Indian shipyards are steadily improving, supported by classification societies such as Indian Register of Shipping (IRS) and international classification agencies. He noted that increased automation would further enhance quality, as much of the welding work in India is still manual. He highlighted that Indian shipyards are gaining experience through export orders, including dredgers built for foreign clients with stringent quality requirements, which is improving overall capabilities. He also informed that global market conditions are creating new opportunities for Indian shipyards, as European

shipowners are increasingly diversifying away from China and shipyards in Japan and South Korea are operating at full capacity. He stated that during recent international exhibitions such as Euro port, Indian shipyards received encouraging responses from global shipowners, indicating growing confidence in India's shipbuilding capability. He emphasized that with continued government support through schemes such as Shipbuilding Financial Assistance and the Maritime Development Fund, and with scaling up over the next 5–7 years, India has the potential to become globally competitive in shipbuilding.

5. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** further enquired whether the current shipbuilding support schemes require any modifications or improvements.

6. **The representative from Goa Shipyards Limited** stated that the Shipbuilding Financial Assistance and related policy measures introduced by the Ministry of Ports, Shipping and Waterways have been beneficial and have incorporated concerns of both public and private shipbuilders. He mentioned that while the policy framework is supportive, the primary challenges in expanding shipbuilding capacity, particularly through Greenfield shipyards, relate to land acquisition, environmental clearances, and local resistance. He emphasized that in Goa, expansion is extremely difficult due to local opposition and infrastructure constraints, and similar challenges are likely to be faced in other coastal states. He added that unless these issues are addressed with strong government support, India may miss the opportunity to capitalize on the current global demand for shipbuilding.

7. **Shri Rakesh Singh President ICCSA** enquired about the timeline for construction of Medium Range (MR) tankers and offshore supply vessels and whether the shipyard has the present capability to undertake such projects.

8. **The representative from Goa Shipyards Limited** responded that these projects are part of their future plans and that the current facilities do not have the capacity to build such large vessels. He stated that once the proposed Greenfield shipyard is established, which is expected to take approximately four years, the shipyard will be able to undertake construction of MR tankers and similar vessels.

9. **Shri Ajith Kumar Sukumaran CS DGS** asked whether the shipyard is exploring expansion opportunities similar to Cochin Shipyard, which has successfully expanded its repair and shipbuilding operations across multiple locations.

10. **The representative from Goa Shipyards Limited** informed that the shipyard had earlier proposed to develop ship repair facilities at Berth No. 9 of Mormugao Port Authority, where approximately 40,000 square meters of space was available behind the berth. He stated that the proposal was submitted with the intention of utilizing the berth for ship repair and floating dry dock operations. However, the Port Authority decided to redevelop the berth as a multi-cargo facility, and therefore the proposal could not be taken forward. He further explained that alternative options involving development of dry dock facilities at finger jetties were also examined, but these were found financially unviable due to lack of sufficient land behind the berths and the high cost of reclamation, dredging, and associated infrastructure. He further stated that the shipyard is currently evaluating significant investment plans, including development of infrastructure on GIDC land, establishment of repair and shipbuilding facilities, and development of a Greenfield shipyard. He indicated that the total investment

required would be substantial and that financial viability, availability of land, and government support would be critical factors in taking forward these projects. He also highlighted that ship repair infrastructure such as ship lifts and dry berths would allow repair of multiple vessels simultaneously, unlike a conventional dry dock which can handle only one vessel at a time. He noted that India currently lacks sufficient ship repair infrastructure despite having a large number of vessels, and development of such facilities would generate significant employment and strengthen India's maritime industrial ecosystem.

11. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** asked the shipyard representative to elaborate on their expectations from the Government and what additional support would be required beyond the existing financial assistance and policy measures.

12. **The representative from Goa Shipyards Limited** stated that the two most critical requirements are continued financial assistance and institutional support in setting up new shipbuilding and repair facilities. He explained that while land allotment may be facilitated by state governments, the process of obtaining environmental clearances, addressing local concerns, and securing various statutory approvals often leads to significant delays. He emphasized that despite the existence of single-window clearance mechanisms, in practice multiple agencies are involved and coordination challenges arise. He suggested that a designated authority, such as the State Maritime Board or another empowered agency, should take responsibility for coordinating all approvals, resolving local issues, and facilitating infrastructure development, including dredging and environmental clearances. He added that without such coordinated support, shipyard projects may face prolonged delays and risk losing global market opportunities.

13. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** enquired whether the capital expenditure for expansion would be financed through internal resources or external funding.

14. **The representative from Goa Shipyards Limited** responded that the shipyard plans to utilize a combination of internal funds and financial assistance from Sagarmala Finance. He explained that external financial support is essential during the initial years of infrastructure development, as shipyards do not generate immediate returns and require sustained investment support until operations stabilize and revenues begin to flow.

15. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** further asked how the shipyard plans to address global price competitiveness, especially given India's cost disadvantage and the requirement for indigenous content under government assistance schemes.

16. **The representative from Goa Shipyards Limited** stated that one of the challenges in global shipbuilding contracts is compliance with indigenization requirements while simultaneously meeting shipowner specifications, which often mandate specific imported equipment and components. He noted that the indigenization requirement was initially proposed at 40% but was subsequently reduced to 30% after consultations with industry stakeholders. He stated that while achieving 30% indigenization is feasible, flexibility during the initial years is necessary to enable Indian shipyards to compete globally and gradually develop domestic vendor capabilities. He explained that the Ministry had allowed proportional

assistance in cases where indigenization falls below the prescribed threshold, which provides some operational flexibility while encouraging domestic capability development.

17. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** asked about vendor ecosystem development, ancillary industries, and availability of skilled manpower.

18. **The representative from Goa Shipyards Limited** stated that availability of skilled manpower remains a major challenge, as trained personnel are frequently recruited by overseas shipyards, particularly in the Middle East, due to higher wages. He emphasized the need for large-scale skill development initiatives supported by state governments and coordinated with industry requirements. He informed that the shipyard has already established skill development centers and has committed to setting up additional training facilities as part of its expansion plans. He further stated that vendor ecosystem development is also an area requiring focused attention. He informed that Indian shipyards are working collaboratively to consolidate procurement requirements in order to provide vendors with long-term demand visibility, improve economies of scale, and encourage domestic manufacturing. He added that coordinated procurement among shipyards would help strengthen the vendor base, reduce costs, and improve competitiveness of Indian shipbuilding in the global market.

19. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that during bidding processes, Public Sector Shipyards and Defence Public Sector Shipyards often compete with each other, which results in reduced profitability despite sufficient business availability in the sector.

20. **The representative from Goa Shipyards Limited** acknowledged this concern and stated that although there is adequate business volume available for Indian shipyards, competition among DPSUs and PSUs has significantly reduced profit margins. He cited examples of projects executed during the COVID period for the Indian Coast Guard, which were undertaken at very low margins and, in some cases, resulted in losses, though these were compensated through other profitable projects. He emphasized that projects awarded on nomination basis tend to be more financially viable, whereas competitive bidding leads to aggressive price undercutting among domestic shipyards. He further stated that shipyards have suggested that each yard be assigned projects aligned with its specialization and capability, particularly for a limited period, to ensure financial sustainability and optimal utilization of capacity.

21. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** noted that similar suggestions had been made by other shipyards, including proposals that shipyards should specialize in specific vessel categories and, wherever appropriate, form consortiums for global tenders instead of competing against each other domestically.

22. **The representative from Goa Shipyards Limited** informed that while nomination-based allocation has not been agreed to as a general policy, certain measures have been introduced by the Ministry of Defence for Line of Credit (LoC) export projects. He cited the example of export orders to Vietnam, where specific shipyards were designated to bid for particular vessel categories, thereby avoiding internal competition among DPSUs. However, he reiterated that shipyards have consistently requested nomination-based allocation for certain categories of projects, but the proposal has not yet been accepted.

23. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** enquired whether shipyards had formally submitted proposals or Standard Operating Procedures to the Government outlining recommended reforms for the shipbuilding sector.

24. **The representative from Goa Shipyards Limited** confirmed that such proposals, including nomination-based allocation and other sectoral reforms, had been submitted to the Ministry of Defence. He agreed to share these recommendations with the National Shipping Board for further consideration and policy review.

25. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** further emphasized the importance of strengthening vendor ecosystems and ancillary industries. He noted that during previous interactions with shipyards, constraints such as lack of critical components, including valves and castings, and shortage of skilled manpower had been highlighted. He observed that expansion of shipyard capacity alone would not be sufficient unless supply chain and skill availability challenges were addressed simultaneously.

26. **The representative from Goa Shipyards Limited** concurred and stated that lack of consistent demand volumes discourages vendors from investing in manufacturing capacity. He explained that in some instances, vessel construction was delayed due to non-availability of relatively small but critical components, which illustrates the fragility of the domestic supply chain.

27. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** highlighted the importance of demand aggregation and long-term order visibility to encourage private investment. He stated that potential investors require assurance of sustained demand over a multi-year horizon before committing capital to shipbuilding and ancillary manufacturing facilities.

28. **The representative from Goa Shipyards Limited** acknowledged that many Indian shipowners continue to place orders with foreign shipyards due to cost advantages and capacity constraints in India, which further affects domestic ecosystem development.

29. **Commodore Raghu Nair from IN** added that the Ministry of Defence has been deliberating on the nomination versus competitive bidding issue for several years. He explained that while DPSUs have advocated nomination-based allocation for certain projects, the Ministry has raised concerns that such practices may limit opportunities for private sector participation. He stated that DPSUs have suggested that nomination could be selectively applied based on shipyard capacity and specialization, with oversight by a high-level committee to ensure fair allocation.

30. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that while nomination-based allocation may ensure stability, competitive bidding helps achieve cost efficiency, and therefore a balanced approach may be required.

31. **The representative from Goa Shipyards Limited** responded that nomination-based allocation does not imply absence of cost scrutiny. He explained that pricing under nomination is evaluated by expert costing committees, including representatives from financial advisors, service headquarters, and technical experts. He cautioned that aggressive underbidding in competitive tenders can result in project delays, contract terminations, and financial stress, ultimately affecting national capability and timelines.

32. **Shri Ajith Kumar Sukumaran CS DGS** stated that since the shipyard already has infrastructure, skilled manpower, and capacity, it should be able to compete effectively with private players.

33. **The representative from Goa Shipyards Limited** responded that pricing differences are largely driven by material costs, and their in-house design capability does not significantly increase costs. However, they highlighted that public sector shipyards face disadvantages in procurement processes, which limits competitiveness compared to private shipyards.

34. **Shri Pankaj Verma DIG ICG** emphasized that PSU shipyards must strictly follow government procurement procedures such as open and global tendering, which increases timelines and reduces flexibility. He stated that these procedural requirements make it difficult to compete with private or foreign shipyards, particularly in ship repair where timelines are short and procurement delays directly affect delivery schedules. He noted that procedural reforms in procurement could significantly improve competitiveness.

35. **The representative from Goa Shipyards Limited** further elaborated that public sector procurement constraints prevent them from selecting the most efficient vendors directly, as they must comply with prescribed tendering procedures. This often results in delays, cancellations, and inefficiencies, affecting both cost and timelines.

36. **Shri Arun Sharma CMD IRS** clarified that in commercial ship repair contracts, procurement of spares is typically the responsibility of the vessel owner rather than the shipyard, which helps avoid delays due to procurement issues. He also highlighted that shipbuilding prices are market-driven and fluctuate significantly depending on demand and supply conditions. He cited examples where ship prices varied widely over short periods, indicating that pricing is influenced by market cycles rather than fixed cost structures.

37. **The representative from Goa Shipyards Limited** informed that adequate space is available in upcoming brownfield expansion areas to establish training and skill development infrastructure, and shipyards are willing to support training initiatives. He also suggested adopting alternative contracting models such as open-book estimation, where actual costs are transparently assessed and a fixed profit margin is agreed upon. He noted that this could ensure transparency while maintaining financial viability. However, he mentioned that some organizations still prefer global tendering despite such proposals.

38. **Shri Arun Sharma CMD IRS** observed that cost-plus models had faced criticism historically due to lack of cost discipline, but acknowledged that structured transparent models could address cost concerns.

39. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that market prices do not always reflect the true cost due to inefficiencies, monopolies, or limited competition. He stated that nomination-based contracting could be viable if transparency mechanisms are implemented. He further emphasized the need for balanced strategies combining competition and nomination to ensure both efficiency and sustainability.

40. **The representative from Goa Shipyards Limited** cited examples where material cost fluctuations significantly impacted project costs, particularly during and after COVID-19, demonstrating the sensitivity of shipbuilding costs to global supply chain and market

conditions. He also emphasized that trust and transparency between government and shipyards are critical to ensure project viability and timely execution. He suggested adopting land acquisition and approval models similar to those used by national infrastructure projects such as highways and PM Gati Shakti, to accelerate shipyard development and expansion. They highlighted that streamlined approval processes and coordination with state governments would help avoid delays due to environmental clearances, local issues, and regulatory approvals.

41. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** agreed that fast-tracking approvals depends largely on coordination with state governments and political commitment. He assured that the Shipping Board could facilitate engagement with state governments to expedite approvals where required.

42. **The representative from Goa Shipyards Limited** added that investment in DPSU shipyards also supports private shipyards and ancillary industries, as DPSUs subcontract work to smaller private shipyards, thereby strengthening the overall maritime ecosystem.

43. **The board agreed that the NSB Sub-committee on Ship Building & Repairs should examine these issues and submit report to the board.**

Action: Chairs of Sub-committees on Ship Building & Repairs

44. The presentation of the Goa Shipyards Limited is at **Annexure XVIII**.

45. The meeting ended with vote of thanks from the Chair.

XX

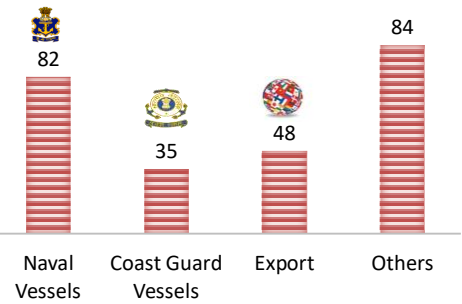


History, Ownership & Financials

OVERVIEW



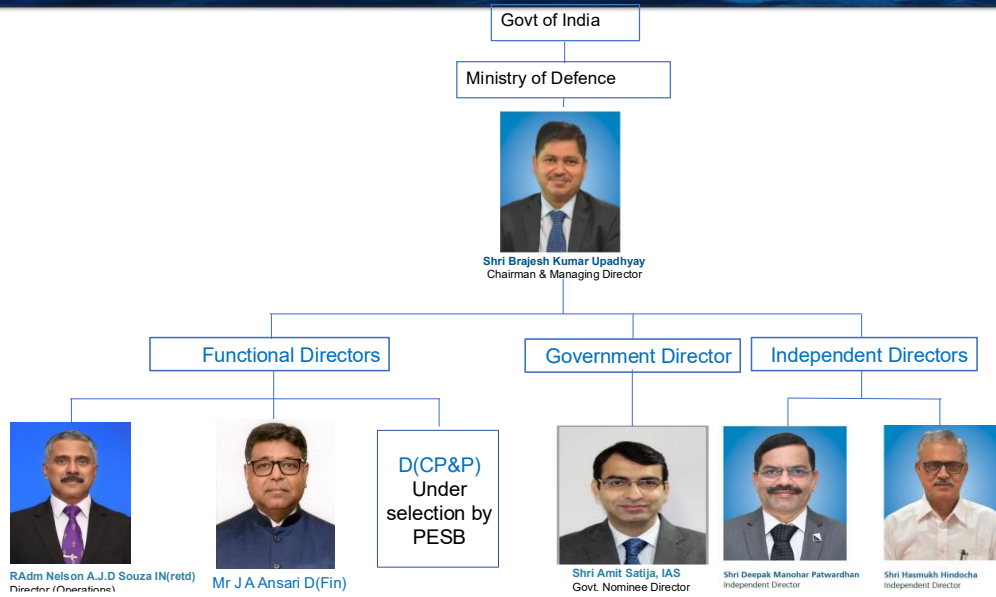
- Estd - 1957 (Estaleiros Navais de Goa)
- 1967 - DPSU
- DSIR recognised R&D centre - indigenous designs of warships
- Modernised shipbuilding infrastructure
- One stop solution for shipbuilding
 - Design
 - Construction
 - After sales support (ILS)
 - Refits



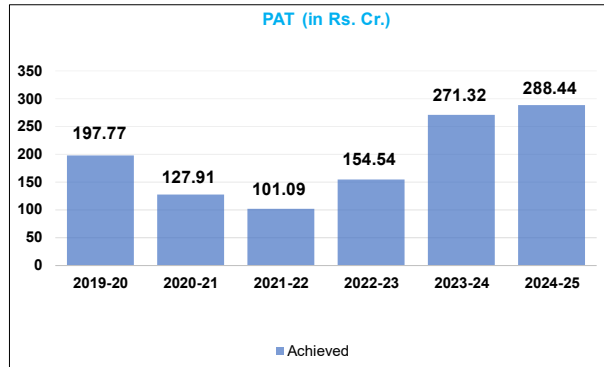
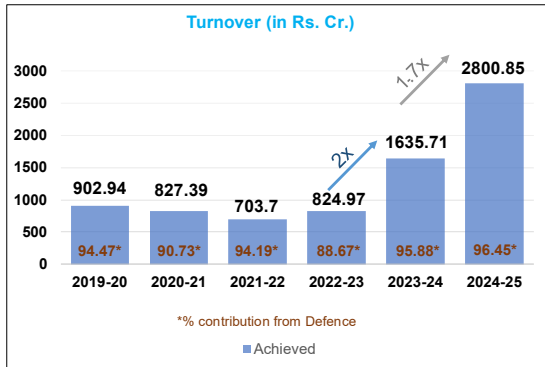
423 Platforms delivered since inception



COMPOSITION OF BOARD OF DIRECTORS



Present Status - Financial



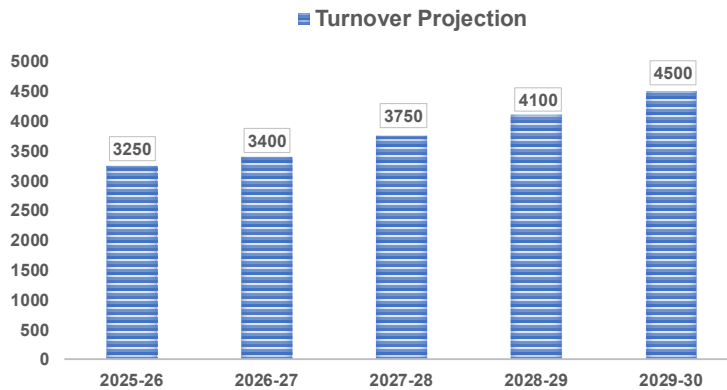
• Turnover (Value of Production) increased 1.7x to Rs 2800 Cr over Previous Year

CARE CREDIT RATING
 Long - Term "AAA"
 Short - Term "A1+"

Future Projections – Financials



Order book as on 31 Mar 25 : Rs 16193.04 Cr



GSL emerged L2 for NGC Project - 18000 Cr (approx.)

Projects Under Execution



FDN for Sri Lanka [EXPORT]

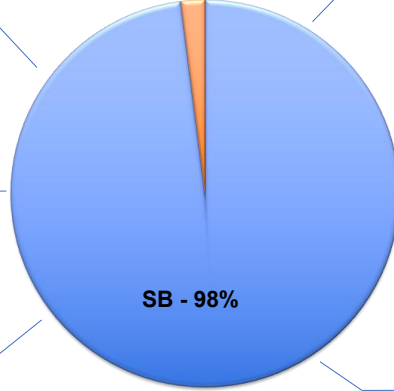


Dredger for JDN, Belgium [EXPORT]



08 FPVs for ICG

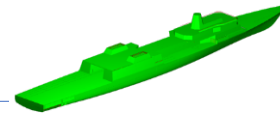
GES & SR- 2%



02 P1135.6 Frigates for Indian Navy



02 PCVs for ICG



07 NGOPV for Indian Navy

Products Delivered - Shipbuilding



22 OPVs to ICG(74 -105M)



4 Naval OPV to IN



2 OPVs to Sri Lanka Navy



2 FPVs to Mauritius Coast Guard



11 FPV for ICG



4 Missile Craft to IN



2 Sail Training Ship to IN



2 Hydrographic Survey Vessel to IN



2 Landing Craft Utility to IN



4 XFAC to IN

Products Delivered - GES



NBCTF to IN



DCTF to IN



DCS to Myanmar Navy



4 Fuel Barges to IN



01 Autonomous FIB to IN



11 FIBs to Mauritius Coast Guard



Survival at Sea Training Facility FPR for ONGC



Shore Based Training Facility for IN

Niche Technology Development



Autonomous Underwater Vessels

Prototype development of unmanned underwater vessels in progress.



SMART Ship for Indian Navy

Prototype development of Smart Medium sized Autonomous ship for ASW operations; case under consideration by MoD



Tie-ups with Academia

Tie-ups with Centre for Geospatial AI and Digital Twins (CGDT), a unit of IIT, Hyderabad and other reputed technical institutes



Reduction of Radar Cross Section (RCS) for Naval Warships

- RCS simulation software 'CEM Expert Marine' indigenously developed
- RCS simulation software using HF radar technology, customized specifically for marine vessels.



Autonomous Surface Vessel (ASV) - Mine Counter Measure Project

- Project Sanction Order received from Indian Navy under for prototype development, in progress



Green Tech

GSL has signed MoU with Damen Shipbuilding for development of green tech vessels like e-Tugs.

AUTONOMOUS FAST INTERCEPTOR BOAT



Collaborations with Global OEMs



GSL has MoUs/Collaborations with leading OEMs worldwide:





Track Record



Recent Projects

115 M. POLLUTION CONTROL VESSEL



Length Overall : 114.5 M
 Breadth : 16.5 M
 Speed : 22 Knots
 Draught (mean) : 4.5 M
 Displacement : 4585 Tons
 Propulsion : 2 x 7200 KW, CPP
 Ongoing Construction : 2 nos

102 M. OFFSHORE PATROL VESSEL



Length Overall : 102.00 M
 Breadth (mid) : 11.5 M
 Draught (mean) : 3.5 M
 Displacement : 2037 full load
 Speed : 22 Knots
 Propulsion : 2 x 9500 KW, CPP
 Nos of ships delivered : 4 nos

105 M. ADVANCED OFFSHORE PATROL VESSEL



Length Overall : 105.00 M
 Breadth (mid) : 13.60 M
 Draught (mean) : 3.65 M
 Displacement : 2400 T
 Speed : Not less than 25 Knots
 Propulsion : 2 x 9000 KW, CPP
 Nos of ships delivered : 17 nos + 07 Next Gen under construction

90 M. OFFSHORE PATROL VESSEL



Length Overall : 93.89 M
 Breadth : 12.60 M
 Draught (mean) : 3.60 M
 Displacement : abt. 1840 T
 Speed : 26 knots
 Propulsion : 2 x 9000 KW, CPP
 Nos of ships delivered : 3 nos.

75 M. OFFSHORE PATROL VESSEL



Length : 74.80 M
 Breadth : 11.40 M
 Draught : 3.20 M
 Displacement : 1180 T
 Speed : 22 knots
 Propulsion : 2 x propellers
 Nos of ships delivered : 2 nos

FRIGATE



Length overall : 124.80 M
 Breadth overall : 15.20 M
 Std displacement : 3300 T
 Draught @ (Std displacement) : about 4.3 M
 Max Draught : NMT 6.80 M
 Ongoing Construction : 2 nos

50 M. FAST PATROL VESSEL



Length Overall : 50.44 M
 Breadth (mid) : 7.50 M
 Depth (max) : 4.35 M
 Draught (max) : 2.10 T
 Displacement : 270 T
 Speed : 35 knots
 Propulsion : Water Jet system
 3 x 2720 KW & CPP
 Nos of vessels delivered : 12 nos + 08 nos under construction

2000 CuM TSH Dredger



Length Overall : 63 M
 Breadth (mid) : 15 M
 Draught (max) : 5 M
 Displacement : 2975 T
 Speed : 11.6 knots
 Propulsion : Diesel Electric / Hybrid (Through Energy Storage System, ESS)
 Diesel Generators : 3 X 1280 KW
 Nos of vessels : 01 no. under construction (Exports)

Technological Capabilities & Upgradations

Classification & Certification Processes Used



Modernisation



Before Modernisation

Consultant: M/s. Royal Haskoning BV, The Netherlands



After Modernisation

Cost: INR 1400 Crs (approx.)

Modernisation



Facilities Added in Modernisation

- Ship lift. 6000T capacity
- Ship Assembly Workshop - 02 nos
- Construction berth – 03 nos
- Outfit and Commissioning Jetty 105 mtr
- GRP Workshop & Mold Bay
- Transfer area - 17471.95 Sqmtr.
- Repair berth – 02 nos
- New Repair Jetty - 250 mtr
- Berthing Jetty - 136 mtr
- MCMV Command, Control & Design Office Building



Ship Lift

Modernisation



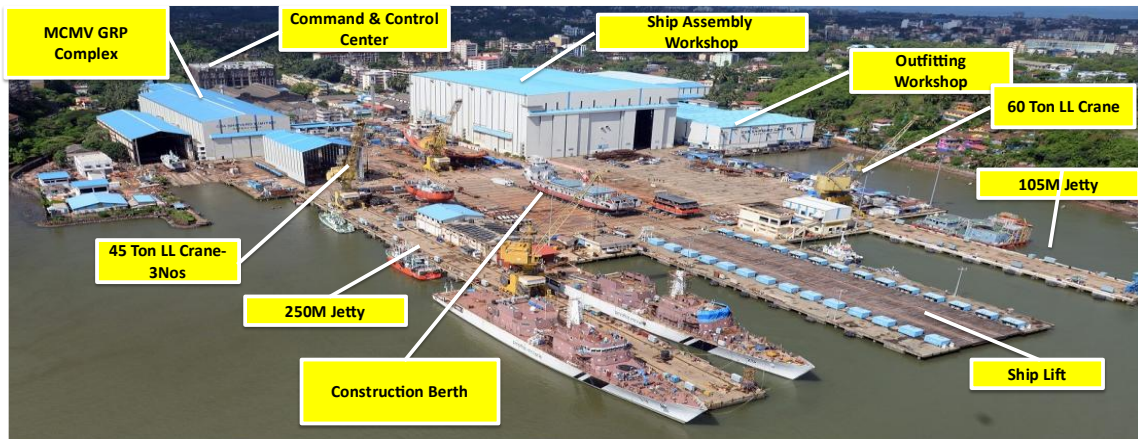
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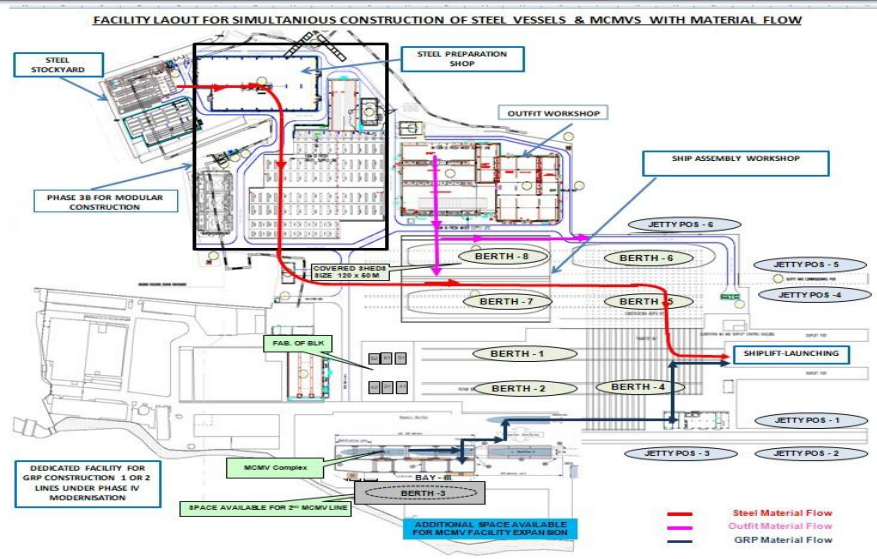
Ship Lift

Modernisation



- State-of-art infrastructure for construction of vessels up to 135 m long and 25 m wide
- Capacity for concurrent construction of 14 steel hulled ships at various stages
- Infrastructure augmentation over last 10 years at a cost of Rs 1400 Cr
- Only DPSU shipyard with a shiplift & ship transfer area - higher flexibility

Yard Material Flow Layout



Core Strength and Unmatched Capability



Goa Shipyard Limited (GSL)

- **Proven** over 7 decades of Naval shipbuilding / ship repair **expertise**
- **State-of-the-art** ship building facilities/ **infrastructure**
- Established **Quality assurance standards** for naval platforms
- Responsible for hull construction, outfitting, final assembly, integration, and trials
- First Design Centre amongst shipyards recognised by DSIR. Over 75 Design engineers with most advanced design captive software and designing ships for last three decades.
- Shipyard credited for designing its own ships for over three decades.
- Consistently rated as one of the best performing shipyards of country.
- Undertaking construction of P1135.6 class frigates - highly weapon /sensors intensive platforms.

Shipbuilding Potential & Expansion Roadmap

Shipbuilding Potential

Defence Platforms

- | | |
|--------------|-------------|
| ➤ Domestic | Rs 2,14,000 |
| Cr | |
| ➤ LoC Orders | Rs |
| 4,000 Cr | |

Export & Commercial Sector

- | | |
|---------------------------------|-------------|
| ➤ Commercial Vessels (Exports) | Rs 3,000 Cr |
| ➤ Commercial Vessels (Domestic) | Rs 2,500 Cr |

Total – Rs 2,23,500 Cr



Capability: Types of Vessels

➤ Indigenous Capability

Defence

- Frigates
- Corvettes
- Offshore Patrol Vessels
- Pollution Control Vessels
- Survey Vessels
- Missile Craft
- MCMVs
- FPVs
- Landing Craft Utility

Commercial

- TSH Dredger
- Floating Docks
- Ocean Going Tugs
- Platform Supply Vessels
- Multi Purpose Vessels
- Heavy Lift Cargo Vessel
- Chemical Tankers
- Offshore Support Vessels



Capability: Types of Vessels

➤ In Collaboration With Global Shipyards

- Electric Tugs
- Heavy Duty TSH Dredgers
- Cable Laying Vessel

➤ Targeted Construction in Future

- Vessels upto 12000 DWT & 200 mtrs long



Expansion Program

- Present geographical constraints at GSL in tonnage & depth, restricts yard's capability to handle large sized vessels
- Need to overcome capacity constraints to obtain more domestic & export commercial orders outlined in MIV 2030/MAKV 2047, MoPNG and large defence orders
- GSL's two fold approach for capacity expansion:
 - **Brownfield Expansion**
 - **Greenfield Expansion**



Brownfield Expansion



Capacity Expansion – Floating Dock



Aim

- Overcome tonnage constraints at GSL by acquiring Floating Dock for docking/ undocking operations of large sized vessels
- Cost-Effective Installation and Maintenance
- Versatility and Adaptability – Mobility and Scalability
- Operational Efficiency



Capacity Expansion – Outlying Unit V

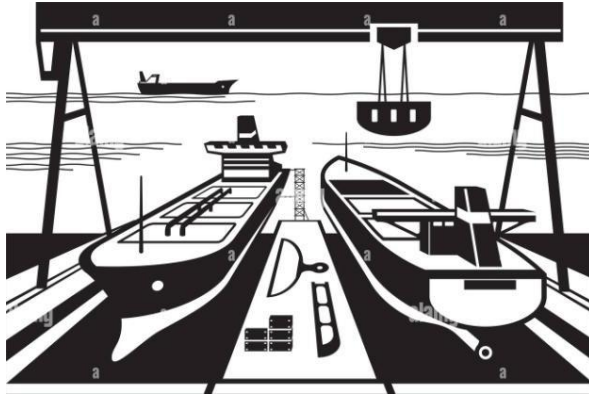
Aim

- Overcome Input material constraint
- Satellite unit of GSL - area 11500 sq. mtrs.
- Planned for Steel Preparation Shop with CNC cutting, Shot blasting & Priming etc

Target Date - FY2027-28

Status – Budget allocated, initiated procurement action for equipment





Greenfield Expansion



Projected Shipbuilding Outcomes - Commercial Sector

Vision outlined in MIV 2030 & MAKVi 2047

		2030	2047
Coastal Fleet	Total fleet size in GT	4.8 Million GT	12.6 Million GT
	% of fleet built in India	41%	82 %
EXIM Fleet	Total fleet size in GT	31 Million GT	88 Million GT
	% of fleet built in India	2 %	67 %
Shipbuilding Output per Annum in India		0.6 Million GT (Global top 10)	4.5 Million GT (Global top 5)

MoPNG Requirement

Vessel Type	Qty
VLCC	4
MR Vessels	30
LR Vessels	5
VLGC	24
VLEC	3
Suesmax	13
Aframax	6
Offshore Vessels	25



Setting Up of Greenfield Shipyard

- Seeks to contribute meaningfully to Gol's endeavour of Shipbuilding Clusters to align with vision outlined in MIV 2030 & MAKV 2047
- Facility to develop infrastructure for large sized Commercial & Warships, integrated with Ship Repair facility & Skill Development Centre
- Require 200 acres of land with 300-500 m waterfront preferably in envisaged Shipbuilding Cluster
- Will serve as a comprehensive maritime infra hub with end-to-end solutions in shipbuilding, ship repairs & Marine Engineering
- Intrinsically aligned with "Atmanirbhar Bharat" & "Make in India" priorities
- Significant contribution towards employment generation, regional industrialization & fortification of coastal industrialization
- Actively engaged with Gujarat, AP & Maharashtra Maritime Boards for land allocation
- AIP for suitable land allocation by MMB expected soon
- Partnership with a Global yard for export oriented programs, MoU being signed.



Technical Requirements of Greenfield Shipyard

Description	Criteria
Purpose	Shipbuilding & Ship Repair to meet Defence/MIV 2030/MAKV 2047 requirements
Vessel size	Defence: 60 – 200 m long Commercial: Mid -sized vessels
Vessel Type	Defence Sector : Destroyers, Tankers, Frigates, Corvettes, OPVs, MCMVs, FPVS, etc. Commercial Sector : Ro-Ro, Container Vessels, LPG Containers, MR Tankers, PSVs, Dredgers, Tugs, etc.
Location Preference	Collaborated with envisaged Shipbuilding Cluster in Gujrat/Andhra/Maharashtra/Tamil Nadu/Kerala
Area	200 acres coastal site Waterfront: 300 – 500 m Draught: 10-15 m at zero tide (Channel depth to be maintained by Port Authority)
Accessibility	Road networks, Resource availability, Proximity to Marine Shipbuilding ecosystem, Suitable for a housing colony of 500 staff in future

Budget: Rs 1500-2000 Cr **Timeline:** 2026-30

www.IndiaShipyard.com
GOA SHIPYARD LTD

Expectations from MoPSW/State Govts/Maritime Boards

MoPSW support and priority intervention solicited for :

- Long term lease/Concessional Land Allotment preferably in cluster location
- Dedicated MDF to support Greenfield shipyard/CAPEX
- Common user Infrastructure developed and maintained by Govt- Dredging, roads, power supply
- Fast-tracked Environmental/CRZ/Statutory clearances- Single-window system
- Development of ecosystem and Skilling/R&D/Technology Support
- Public procurement preference to Indian shipyards by SCI/ONGC/MoPNG
- Capital Grant/subsidy for Brownfield Expansion
- Long term Policy support visibility
- Demand Aggregation from Govt Sector to boost shipbuilding industry





गोवा शिपयार्ड लिमिटेड
Goa Shipyard Ltd

A Premier **DEFENCE**
PUBLIC SECTOR UNDERTAKING
of GOVT. OF INDIA
MINISTRY OF DEFENCE



FORGING The Future
of Maritime Power

Thank you!



MINUTES OF THE MEETING OF THE MEMBERS OF THE NSB WITH CMEC
(CENTRE FOR MARITIME ECONOMY AND CONNECTIVITY)

Date: 27/02/2026 Session III: 12:00 PM to 01.30 PM

1. **1. The representative of the CMEC** thanked the Chair and members for allowing the Centre for Maritime Economy and Connectivity (CMEC), established under the Ministry of Ports, Shipping and Waterways (MoPSW), to make the presentation. He informed that CMEC has been established as a Centre of Excellence by MoPSW with the objective of strengthening maritime sector research, policy support, and stakeholder integration.

1. **2. The representative of the CMEC** stated that the vision of CMEC is to act as a catalyst for transforming the maritime sector by promoting research, enhancing maritime connectivity, and supporting policy development. He added that the Centre is initially focused on improving stakeholder integration at both national and international levels, and meetings such as the present one are critical for facilitating such integration and engagement with industry stakeholders. He further informed that CMEC undertakes research on maritime economy, logistics, connectivity, and sustainable maritime policies. The Centre also conducts training programmes, workshops, and knowledge dissemination activities related to the blue economy and maritime sector development. He stated that the Centre publishes findings and organizes conferences and forums to share knowledge and policy insights with stakeholders.

1. **3. The representative of the CMEC** informed that during India Maritime Week held in October, CMEC conducted five sessions, including three “Amrit Kal” sessions, which focused on key maritime policy and industry issues. These sessions included discussions on innovative mechanisms for ship financing, global tonnage tax systems, and international best practices in ship registration. He stated that leading experts and industry stakeholders participated in these sessions and the findings and recommendations were shared with the Ministry and relevant stakeholders for policy consideration. He further informed that CMEC also acted as a knowledge partner to Dredging Corporation of India for conducting sessions on dredging technologies, capacity augmentation, and waste-to-wealth opportunities from dredged material. He highlighted that dredged material is often treated as waste but has significant potential for productive use in areas such as land development, afforestation, and construction. He cited the example of dredged material in the Hooghly river region, which is currently disposed of elsewhere despite having potential beneficial uses, including supporting afforestation efforts in regions such as Sundarbans. He emphasized that better management and utilization of dredged material could provide environmental and economic benefits.

1. 4. **The representative of the CMEC** informed that during the India Maritime Week, extensive bilateral engagements were held with international maritime stakeholders. He stated that more than 80 countries participated in the event and approximately 20 bilateral meetings were conducted during that period. These engagements helped strengthen maritime cooperation and explore opportunities for collaboration across various maritime sectors.
1. 5. **The representative of the CMEC** further stated that CMEC acted as a knowledge partner to the Ministry of Ports, Shipping and Waterways (MoPSW) in developing talking points, briefing materials, and background notes to support stakeholder integration and international engagement. He emphasized that CMEC's role extends beyond government-to-government coordination and also includes facilitating industry-to-industry and multi-stakeholder engagement. He explained that CMEC actively works to connect relevant stakeholders across the maritime ecosystem and ensures that appropriate industry participants, government agencies, and international partners are brought together for collaboration. He added that the Centre also supports follow-up actions to sustain and strengthen these engagements beyond initial meetings. He informed that during India Maritime Week, CMEC released a comprehensive report of approximately 400 pages covering key aspects of the maritime sector. He stated that the report includes detailed analysis of maritime trade, investment and finance, maritime corridors, cruise tourism, blue economy transformation, maritime security and cooperation, human capital development, and policy dynamics. He requested the Hon'ble Members of NSB to review the report, which has been provided in printed form and is also available for download on the CMEC website. He explained that the report was prepared to provide both Indian and international stakeholders with a holistic understanding of opportunities, challenges, and investment potential in India's maritime sector. He further informed that the report highlights that India's maritime sector requires an estimated investment of USD 1 trillion to achieve the goals of Viksit Bharat. He emphasized that shipbuilding and maritime activities have a multiplier effect of nearly eight times, and therefore such investment has the potential to significantly expand India's overall economic output and strengthen the maritime ecosystem.
1. 6. **The representative of the CMEC** further informed that the current year has been designated as the India-ASEAN Year of Maritime Cooperation and that CMEC is undertaking initiatives to promote maritime collaboration, technology development, and innovation. He stated that a hackathon involving India and ASEAN countries is being conducted to encourage innovation and technology solutions in maritime domains. He also informed that CMEC is working with universities to introduce maritime economy and connectivity subjects at undergraduate and postgraduate levels, in order to build awareness and develop skilled human resources for the maritime sector. He highlighted the importance of developing indigenous maritime technologies and creating a national repository of maritime technology capabilities. He explained that many Indian companies already supply components and technologies to global OEMs, but these capabilities are not always fully recognized or integrated into domestic maritime projects. He emphasized the need to identify such indigenous capabilities and

promote their participation in national maritime and naval projects. He further informed that CMEC is also working on international collaboration, digitization initiatives, and development of knowledge repositories for the Ministry.

1. **7. The representative of the CMEC** stated that CMEC operates under RIS (Research and Information System for Developing Countries), which is a policy think tank established by the Ministry of External Affairs, and that the Centre was established in 2023 by the Ministry of Ports, Shipping and Waterways to develop focused expertise on maritime economy and connectivity. He added that CMEC contributes to the Ministry and other stakeholders across multiple thematic areas aligned with the Maritime Amrit Kaal Vision and supports policy development, stakeholder integration, and sectoral growth.
1. **8. The representative of the CMEC** informed that CMEC has been working across all thematic areas of the Maritime Amrit Kaal Vision and has contributed through policy inputs, publications, stakeholder integration, and outreach activities. He stated that several stakeholders such as DG Shipping and IWAI have benefited from such advisories and engagement, and similar support could also be extended to the National Shipping Board (NSB). He further stated that while NSB has constituted 12 working groups and subcommittees, there is no dedicated working group focusing exclusively on research and development, innovation ecosystem, and maritime cluster development. He emphasized that such a dedicated focus area is critical for achieving self-reliance in maritime technology and capability development and requested that NSB consider either incorporating this aspect within existing working groups or establishing a separate mechanism to address R&D and innovation in the maritime sector. He further informed, based on his experience in naval ship design and integration including participation in indigenous shipbuilding programs such as aircraft carriers and warships, that similar institutional mechanisms exist within defence establishments for technology integration and dual-use infrastructure development. He suggested that NSB could leverage similar frameworks to strengthen maritime technology development and civil-military collaboration. He also highlighted the importance of strengthening international maritime cooperation through institutional representation abroad. He stated that India currently has limited technical representation overseas compared to other maritime nations and suggested that India may consider appointing maritime counsellors or maritime representatives in key foreign locations to facilitate maritime collaboration, technology exchange, and industry integration. He further emphasized the importance of coastal community development and recommended adoption of a KPI-driven approach to monitor and enhance socio-economic and environmental outcomes in coastal regions. He suggested that structured evaluation frameworks could be developed under the aegis of NSB, potentially with support from third-party organizations, to ensure measurable progress in coastal community upliftment and maritime ecosystem development. He also highlighted the need to strengthen national maritime services, including maritime law, arbitration, insurance, logistics coordination, and salvage services. He stated that India currently lacks adequate domestic capacity in several maritime service domains, resulting in reliance

on foreign jurisdictions such as Singapore for arbitration and related services. He suggested that NSB should focus on developing domestic capabilities in maritime services to strengthen India's maritime ecosystem and reduce external dependence. He further emphasized the importance of multimodal integration, including strengthening inland waterways, coastal shipping, container logistics, and connectivity infrastructure. He stated that structured stakeholder integration and coordinated policy interventions could help accelerate development of multimodal maritime logistics and improve overall efficiency of the maritime sector. He reiterated that CMEC would be willing to support NSB through research, stakeholder engagement, and policy inputs in these areas.

1. **9. Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** thanked the stakeholder for the presentation and informed that the purpose of introducing CMEC to NSB members was to highlight the availability of specialized expertise within the Ministry and to enable NSB working groups and committees to utilize CMEC's knowledge and research capabilities. He stated that CMEC's experience in stakeholder engagement and policy research could help NSB identify priority areas and strengthen its advisory role. He further informed that the suggestions provided would be deliberated upon by the Board, and appropriate actions would be considered. He also invited members to seek clarifications or raise queries, noting that the representative of the CMEC was available to provide further inputs.

10. Shri Pankaj Verma DIG ICG stated that the Coastal Community Development initiative discussed could be aligned with the Vibrant Village Programme launched by the Ministry of Home Affairs (MHA), which was initially focused on land border villages and is now being extended to coastal villages. He informed that the Coastal Vibrant Village Programme aims to cover thousands of coastal villages and includes components such as capacity building, infrastructure development, youth empowerment, and technology integration. He suggested that the National Shipping Board and relevant stakeholders may coordinate with MHA to support coastal community development initiatives, particularly through technology infusion and skill development for youth in coastal areas.

1. **11. The representative of the CMEC** responded that technology-driven interventions can significantly enhance coastal livelihoods. He explained that satellite and remote sensing technologies can provide precise data regarding vegetation, water requirements, and environmental conditions without requiring physical surveys. He stated that similar technological solutions could be applied in aquaculture, fisheries, and other coastal occupations to improve productivity and livelihood opportunities. He emphasized that the National Shipping Board could play an important role in guiding stakeholders and state agencies in adopting structured, technology-driven approaches for coastal community development.

12. Shri Ajith Kumar Sukumaran CS DGS observed that while documentation and policy frameworks exist, the key challenge lies in implementation. He emphasized the need to identify responsible agencies and develop mechanisms to ensure effective execution of such programs on the ground.

1. 13. **The representative of the CMEC** further highlighted existing institutional frameworks such as the Unnat Bharat Abhiyan initiative launched by the Ministry of Education, under which higher education institutions including IITs and other universities have adopted villages and are contributing to development activities through technical support and community engagement. He stated that over 3,600 institutions have adopted multiple villages under this initiative and are contributing through technical expertise, student engagement, and structured monitoring mechanisms. He also referred to the Common Service Centres (CSCs) established by the Ministry of Electronics and Information Technology, which currently provide digital services in rural areas. He suggested that CSCs could be leveraged further for capacity building and technical guidance for coastal communities without requiring significant additional infrastructure, thereby enabling faster implementation of development initiatives.

14. **Shri Rahul Modi President CCTA** raised the issue of lack of a standardized domestic multimodal transport document in India. He stated that while multimodal transport operators use different documents for road, rail, coastal shipping, and air transport, there is no unified domestic multimodal transport document similar to that available for EXIM cargo under Multimodal Transport Operator (MTO) provisions. He highlighted that this results in operational inefficiencies, fragmented insurance coverage, and higher logistics costs. He requested whether RIS/CMEC could undertake research and provide recommendations to develop standardized domestic multimodal transport documentation.

1. 15. **The representative of the CMEC** acknowledged the importance of this issue and agreed that standardized documentation is essential for seamless multimodal transport integration. He stated that internationally recognized conventions and standardized systems enable efficient cargo movement across modes, and similar harmonization is required for domestic cargo movement in India. He informed that the Government has already planned development of 32 multimodal logistics parks, although implementation progress is currently limited. He further stated that harmonization of documentation and standards would improve logistics efficiency, reduce costs, and lower carbon footprint. He suggested that RIS/CMEC could work with relevant industry stakeholders, including multimodal transport operators and logistics associations, to study the issue and provide recommendations for standardization and policy support.

16. **Shri Rahul Modi President CCTA** further clarified that the existing Multimodal Transport Operator framework primarily applies to EXIM cargo and does not address domestic multimodal cargo requirements. He highlighted that domestic multimodal transport involves different operational and insurance requirements and emphasized the urgent need for standardized documentation and regulatory clarity for domestic multimodal logistics. He suggested that the National Shipping Board may consider constituting an appropriate forum or mechanism to address this issue and develop standardized domestic multimodal transport documentation and policy framework.

1. 17. **The representative of the CMEC** stated that the appropriate institutional platform for addressing multimodal integration is the PM Gati Shakti National Master Plan (NMP 2.0), which includes participation from all major stakeholders such as Railways, Ministry of Road Transport and Highways, Ministry of Ports, Shipping and Waterways, and other logistics-related agencies. He informed that Captain Rakesh Singh had also participated in recent discussions held on 19 January, where recommendations regarding multimodal integration and standardization were deliberated. He assured that the recommendations and relevant documents would be shared with the concerned stakeholders. He emphasized that development of standardized multimodal documentation should be pursued jointly by industry stakeholders along with regulatory and enabling agencies. He further stated that DPIIT must also be involved in the process, as logistics coordination is primarily driven by DPIIT under the PM Gati Shakti framework.

18. **Shri Rahul Modi President CCTA** reiterated that while multimodal infrastructure initiatives are progressing under PM Gati Shakti, the absence of standardized documentation for domestic multimodal transport remains a major gap. He informed that he had already submitted a proposal on this issue when PM Gati Shakti was launched and reiterated the urgent need for a unified multimodal transport document for seamless cargo movement across different transport modes within India.

19. **Shri Ajith Kumar Sukumaran CS DGS** referred to discussions on monetizing emission reductions from ship recycling and carbon credit mechanisms and sought clarification on the progress made in implementing recommendations prepared by various agencies, including TERI. He emphasized the importance of translating such recommendations into actionable implementation rather than limiting efforts to documentation and advisory outputs.

1. 20. **The representative of the CMEC** responded that discussions have already been initiated with industry stakeholders regarding carbon credit trading and emission reduction frameworks. He stated that efforts are underway to digitize processes and develop datasets for ship recycling and carbon emission reduction tracking, particularly starting with Alang. He informed that further steps would be taken to initiate implementation-level activities, including sending technical teams to engage with stakeholders and operationalize data collection and mapping processes.

21. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that while concept papers and advisory reports are useful, the focus must now shift towards actual implementation. He urged implementing agencies and operational stakeholders present in the meeting to actively utilize the recommendations and ensure execution on the ground.

1. 22. **The representative of the CMEC** clarified that CMEC/RIS functions as an advisory and research body under the Ministry and that initial implementation support does not necessarily require significant financial investment, but rather coordination among stakeholders and initiating pilot-level actions. He reiterated that their team is prepared to support implementation by facilitating stakeholder coordination, data mapping, and policy integration.

23. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that CMEC represents a valuable institutional resource for the Ministry and the National Shipping Board, particularly in providing global best practices, research support, and policy inputs in areas such as ship recycling, gender diversity, maritime services, and sustainability. He noted that CMEC's repository of international data and policy frameworks can assist the National Shipping Board in formulating evidence-based recommendations.

1. 24. **The representative of the CMEC** explained that CMEC utilizes both paid and open data sources, including databases from the World Bank, Ministry of Commerce, and other international and national agencies. He informed that RIS also subscribes to specialized databases to support research and policy analysis. He further stated that the Ministry of Statistics and Programme Implementation (MoSPI) is in the process of releasing a revised Blue Economy statistical framework with an updated base year, which will improve measurement and analysis of maritime sector contributions. He emphasized that building comprehensive maritime data repositories will require incremental efforts through coordinated data collection, stakeholder engagement, and institutional collaboration, and that such data would be critical for policy planning, trade analysis, and maritime sector development.

25. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that data reliability and cross-verification remain major challenges across sectors, including maritime. He recalled that during his tenure in the Ministry of Finance, the World Bank had assisted over several years in reconciling discrepancies and strengthening national databases. He emphasized that data remains a weak link and stressed the need to identify reliable institutional sources for maritime data collection and validation. He sought clarity on which agency should be relied upon as an authentic and authoritative source for maritime data compilation.

26. **Shri Arun Sharma CMD IRS** stated that historically India has relied on international agencies such as Clarkson's and similar organizations for maritime data, but emphasized the need to develop indigenous data capabilities. He suggested leveraging domestic institutions such as the Indian Register of Shipping (IRS), which already collects substantial information on ship classification, incidents, accidents, ship ownership, and shipbuilding activity. He informed that discussions had already been initiated with CMEC for possible collaboration in data collection and development of an authentic and indigenous maritime database to reduce reliance on external sources.

27. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** emphasized the importance of having a centralized, authentic, and consolidated database similar to commodity-wise trade data published by the Ministry of Commerce, which enables informed policy decision-making. He stated that a similar verified and reliable maritime database, compiled by DG Shipping or an authorized institutional mechanism, would be critical for evidence-based policymaking and sectoral planning.

28. **Shri Ajith Kumar Sukumaran CS DGS** informed that DG Shipping already collects and publishes a significant amount of maritime data through annual reports, including vessel registration, casualty data, emissions, fuel consumption, and regulatory compliance

information. He stated that data related to Indian-flagged vessels is largely available within DG Shipping's domain. However, certain specialized or advanced analytical data requirements fall outside the current institutional scope. He supported the proposal for structured collaboration between DG Shipping, CMEC, and IRS to strengthen maritime data systems and analytical capabilities.

29. **Shri Arun Sharma CMD IRS** emphasized the need to adopt a structured approach to maritime data development, including identifying what data is required, defining its purpose, identifying reliable sources, and establishing mechanisms for compilation and analysis. He stated that once such a framework is developed, the data can be made available for stakeholders to generate actionable insights and support sectoral growth.

1. 30. **The representative of the CMEC** informed that historically the Transport Research Wing (TRW) of the Ministry had maintained extensive maritime and transport databases, but its scope has reduced over time. He emphasized that strengthening institutional data infrastructure such as TRW should be pursued in parallel with new collaborative efforts. He suggested that coordinated efforts between CMEC, DG Shipping, and other agencies could help rebuild comprehensive maritime data systems.

31. **Shri Ajith Kumar Sukumaran CS DGS** highlighted that certain environmental and emissions-related data is already being collected through collaboration with IRS, including fuel consumption, emission levels, and vessel technical parameters. He noted that such datasets can be used for modeling and scenario projections. He explained that international organizations use mathematical modeling and trend analysis based on existing data to forecast future fuel demand, emission scenarios, and fleet composition, and emphasized the importance of building similar modeling capabilities in India.

1. 32. **The representative of the CMEC** informed that TERI had recently released a report on projections for alternative maritime fuels, which could support future planning. He emphasized that data-driven modeling and projections would be critical to support India's maritime growth and investment planning, particularly given the estimated requirement of USD 1 trillion investment in the maritime sector to achieve Viksit Bharat goals.

33. **Shri Arun Sharma CMD IRS** further informed that new regulatory and compliance-related data requirements are emerging, including tracking vessels subject to international sanctions, ship detentions, vessel quality performance, and compliance trends. He emphasized the need to establish a "single source of truth" maritime database to ensure consistency and reliability of information. He suggested that a collaborative framework between DG Shipping, CMEC, IRS, and international partners could address these requirements. He proposed that technical assistance could be sought from international organizations such as the World Bank and Asian Development Bank to support maritime data capacity building. He stated that these institutions could provide technical experts to help develop robust maritime data systems, improve methodologies, and strengthen institutional capabilities. He suggested that within two weeks a structured roadmap should be prepared outlining data requirements, sources, methodologies, and implementation mechanisms. He further noted that emerging technologies

such as digitalization and artificial intelligence could significantly enhance maritime data collection, validation, and analysis capabilities, and emphasized the importance of building institutional capacity to utilize such technologies effectively.

34. **Commodore Raghu Nair from IN** stated that maritime data ownership is currently fragmented across multiple agencies, including DG Shipping, Indian Register of Shipping, Indian Coast Guard, and various ministries. He cited the example of the Diversionary Committee chaired by Secretary (MoPSW), where inputs from multiple sectors such as fertilizers, steel, and logistics are required to assess strategic supply chain resilience during contingencies. He emphasized that maritime-related data exists across diverse domains, including fisheries, tourism, shipping, and logistics, and suggested the need to establish a comprehensive national maritime data repository covering all segments of the maritime domain.

35. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** clarified that the purpose of engaging institutions such as the World Bank or Asian Development Bank would be to help define the overall maritime data architecture, including identifying key data verticals, data requirements, collection methodologies, validation mechanisms, and presentation formats. He emphasized that this would be a one-time technical capacity-building exercise, after which domestic institutions should independently sustain and maintain the data systems. He further observed that currently there is no clarity on data ownership across departments, and significant effort would be required to identify custodians of various datasets and integrate them into a unified system.

1. 36. **The representative of the CMEC** highlighted that maritime data forms part of the broader blue economy framework, which spans multiple sectors beyond shipping, including fisheries, coastal communities, and ocean-related industries. He informed that the Ministry of Earth Sciences is developing a blue economy accounting framework aligned with international standards, supported by the Deep Ocean Mission. He suggested that maritime data development efforts could also be supported through such cross-ministerial initiatives, as blue economy data requires contributions from multiple sectors and ministries.

36. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** emphasized the need for a nodal agency responsible for compiling and presenting authoritative maritime data. He stated that while multiple stakeholders generate data, there must be a designated institutional authority to consolidate and authenticate it. He identified the Transport Research Wing (TRW) of the Ministry of Ports, Shipping and Waterways as the official nodal body for maritime and transport data compilation, with DG Shipping serving as the primary authoritative source for seafarer and vessel-related data. He noted that although IRS possesses extensive technical data, it is not fully accessible to all stakeholders.

37. **Shri Ajith Kumar Sukumaran CS DGS** explained that each agency maintains domain-specific datasets, such as DG Shipping maintaining ship and seafarer data, while other agencies maintain technical, operational, or training-related information. He noted that data requirements are dynamic and evolving, citing recent regulatory requirements to track



RIS
Research and Information System
for Developing Countries
विकासशील देशों की अनुसंधान एवं सूचना प्रणाली



CMEC
Centre for Maritime Economy
and Connectivity
समुद्री अर्थव्यवस्था व संयोजन केंद्र

CMEC INTERCATION
WITH NSB

Feb 2026

Vision Statement

To be a leading global knowledge resource centre and catalyst for transforming India's maritime sector, by providing evidence-based inputs towards sustainable accelerated growth of India's maritime sector, through stakeholder integration at national, bilateral, regional and multi-lateral levels.



Mission Statement

Mission Statement:

- Conduct research on maritime trade, connectivity
- Promote efficient, inclusive, sustainable maritime policy
- Empower stakeholders via training and workshops
- Forge partnerships nationally and internationally
- Provide technology insights for blue economy
- Support green initiatives and maritime innovation
- Disseminate findings through publications, conferences, platforms



CMEC Role in IMW



CMEC Sessions at the Global Maritime India Summit (GMIS)

CMEC organized five thematic sessions during the Global Maritime India Summit (GMIS), held as part of the India Maritime Week (IMW) from 27–31 October 2025.

Amrit Kaal Sessions — 27 October 2025

CMEC organized three expert-led sessions under the Amrit Kaal series at the Global Maritime India Summit (GMIS), focusing on:

- **Global Practices in Ship Registration**
- **Innovative Mechanisms for Ship Financing**
- **Global Tonnage Tax Regimes**

Moderators & Chairs

- Session 1: Dr. Shishir Shrotriya, Head, CMEC
- Sessions 2 & 3: Cmde Sujeet Samaddar (Retd.), Visiting Fellow, RIS and Chaired by: Director General, DG Shipping and Chairman, IFSCA

The sessions featured thought-provoking insights from leading industry experts and policymakers, fostering dialogue on innovation and competitiveness in India's maritime ecosystem.



CMEC Sessions at the Global Maritime India Summit (GMIS)

CMEC organized five thematic sessions during the Global Maritime India Summit (GMIS), held as part of the India Maritime Week (IMW) from 27–31 October 2025.

2. Sagar Samridhi Sessions on Dredging — 30 October 2025

The CMEC team participated as Knowledge Partner for two sessions jointly organized with the Dredging Corporation of India (DCIL) on:

- **Session 1: Advancements in Dredging Technology & Capacity Augmentation**
- **Session 2: Waste to Wealth Opportunities in India**

Both sessions were conceptualized and curated by CMEC, and moderated by Capt. S. Divakar, Managing Director, DCIL, and Dr. Shishir Shrotriya, Head, CMEC, respectively.



CMEC Engagement in Bilateral Meetings and Joint Working Groups (JWGs)

• CMEC served as the Nodal Knowledge Partner for the Joint Working Groups (JWGs) with Denmark, the Netherlands, and Norway, and supported the conduct of Ministerial-level Bilateral Meetings with Sri Lanka, Italy, Singapore, Saudi Arabia, Myanmar, Norway, and the Netherlands.

• In addition, CMEC contributed through the preparation of talking points, background notes, and stakeholder coordination for various events and sessions during the India Maritime Week (IMW) — supporting the Hon'ble Union Minister, Minister of State (MoS), and Secretary / Spl. Secy, Ministry of Ports, Shipping and Waterways (MoPS&W).



Release of India Maritime Report

CMEC launched the India Maritime Report 2025–26 at a function chaired by Shri Nitin Gadkari, Hon'ble Minister for Road Transport and Highways, was the Chief Guest and delivered the Keynote Address.

- **Theme:** “*Uniting Oceans, One Maritime Vision: India’s Maritime Strides*”
- **Structure:** 10 comprehensive segments
 - Maritime Heritage
 - Maritime Trade, Investment & Finance
 - Building Resilient Maritime Corridors
 - Towards a Green Future
 - Technological Leap in Shipping
 - Transforming the Blue Economy
 - Cruise Tourism Opportunities
 - Human Capital & Skilling
 - Maritime Security & Cooperation
 - Policy Dynamics for a Viksit Maritime Sector



Key Significance: The findings of this Report underscore the benefits of a united global maritime vision. India today stands at a pivotal juncture — an extraordinary moment offering a real opportunity for transformation. With the maritime sector poised for rapid expansion and nearly USD 1 trillion in investment opportunities across various segments, the Report serves as a valuable reference for policymakers, industry leaders, and both domestic and international investors.

CMEC – Ongoing

2026

1. Conduct of India-ASEAN Hackathon as part of India ASEAN year of Maritime Cooperation 2026.
2. Introduce maritime subjects at academic institutes (UG/PG levels)
3. Facilitate conduct of at least 20 Joint Working Groups (JWGs)

2027-28

1. Develop a database of technologies and stakeholders from India and abroad, including maturity levels, to promote innovation and technology adoption

Brief Description - Work Handled by CMEC

1. Briefs for Maritime Collaboration as Executive summaries; Country Dossiers etc.
2. Talking points / Briefs for conduct of Bilateral Meetings, JWG and Ministerial Foreign Visits
3. Inputs and follow up on IC Div. Activities
4. Development and Deployment of Maritime Interactive Knowledge Repository (MIKR)



Brief Description - Work Handled by CMEC

5. Policy Briefs / Research Publications
6. Conduct of Events like Maritime Knowledge Series
7. Strategic Partners in various events
 - ASEAN Ports conclave
 - India ASEAN Hackathon



Proposals for the Apex Body iro MAKV Focus areas

Relevance of Coordination by NSB

Theme	Key Focus Areas
Safe, Sustainable, and Green Maritime Sector	Standardization of national safety rules and drives green maritime protocols.
Ocean, coastal, and river cruises	Coordinated tourism development across ports, IWAI, states, and private cruise operators.
Enhance modal share of coastal shipping and IWT	Coastal cargo incentives, IWT corridors, multimodal hubs, dredging strategy, reg. reforms for ease of doing business.
Maritime clusters	Integrating shipyards, ports, logistics, and suppliers into coordinated regional maritime clusters.
Maritime professional services	Development of maritime legal, insurance, arbitration and finance ecosystems.
World class next gen ports	Smart port tech, PPP reforms, deeper drafts, automation, port community systems V2.0.
Tech and Innovation	Maritime R&D, indigenization, and digital innovation networks.
Enhance Indian tonnage	Tonnage tax reforms, easier ship registry, ship financing tools, Indian-flag competitiveness.
Shipbuilding, repair, and recycling	Harmonizing shipyard policy, PSU-DPSU-Private sector shipyard coordination, promotes domestic design capability, and improves global competitiveness.
Education, research, and training	National maritime talent and research strategy across IMU, IITs, and industry.
India's global maritime presence	India's role in IMO, IALA, IORA, BIMSTEC, and bilateral maritime partnerships.

Proposal - Advisories to Existing Maritime Institutions by NSB

Organization / Board	NMAB Advisories
DG Shipping	National maritime governance strategies ; Inter-state coordination; Inter-agency coordination
IWAI	Centre- State Focus on Integrated River cruise / cargo routes, freight corridors, and maritime governance
Major Port Authorities / Port Trusts / IPA	Strategic Port investment, logistics reforms, and strategies .
State Maritime Boards (Gujarat, Maharashtra, Kerala, TN, etc.)	Integrate State development with national framework; Harmonize and advice development
Sagarmala Development Company	Project Prioritization; Maritime Cluster and CEZ development
Public and Private Shipyards	Align industrial strategy, shipbuilding modernization, and technology roadmaps. Drive DPSU-PSU and Private Sector Shipyard synergy for desired national objectives in shipbuilding
Maritime Training Institutes	Align curriculum with national maritime skills strategies. Accelerated implementation
Indian Coast Guard	Coordinate search & rescue, coastal security and Disaster Response preparedness
MoEFCC & Coastal Regulation Authorities	Harmonize CEZ development
MoES, Min of Fisheries & Blue Economy Agencies	Fisheries, Aquaculture, and Blue Economy strategies. Support to Deep Sea Fishing and strengthen ecosystem
Maritime & Ocean Research Institutes	Supply scientific evidence, analytics, and strategic forecasts to Apex Body.
Research and STI Institutes	Accelerated development of Maritime priorities and Maritime related Technologies and Innovation

NSB role in Whole of Govt. Approach

The sub-working groups could provide **whole-of-government coordination** across maritime strategy, development, regulation, investment planning, innovation, and international engagement.

Each Working Group will feed NSB

- **Chairperson:** Designated Head (Organisation)
- **Co-Chair:** Industry Leader / Domain Expert
- **Members:** Cross-sectoral (Govt, Industry, Academia, States, R&D, Navy/ICG as needed)
- **Technical Sub-Groups:** Formed where required
- **Frequency:** More than NSB
- **KPIs** driven by MAKV
- **Coordination :** Member Secy.



WG 1: Maritime R&D and Innovation Ecosystem and Cluster Development

Themes:

Accelerate indigenous maritime technologies, smart ports, and harbors, advanced marine equipment capabilities.

Lead By	<i>IRS</i>
Members	Tech companies, Academia, Classification societies, CMEC Coordinated organisations of DST, MoES and Ministry of Defence (iDEX), NTCPWC
Outputs	KPI Driven - Innovation pilots, maritime data exchange, Digitalization, MAITRI

WG 2 : Shipbuilding - Civil Military Fusion

Theme

Integrate naval, coast guard, and civilian maritime capabilities for dual-use infrastructure and strategic shipbuilding capacities

Lead By	<i>CSL / IRS</i>
Members	SAI, Indian Navy, Coast Guard, MoPSW, CSL, MDL, GRSE, Private Shipyards, Port authorities,
Outputs	KPI Driven - Shipbuilding programs, Shared infrastructure, Multi-modal logistics coordination and efficiency parameters like Port Capacities & Cargo throughput; PPP

WG 3: International Maritime Cooperation

Themes:

Position India as a strategic maritime partner through technology, logistics, shipbuilding, and standards collaboration.

Lead By	<i>Centre for Maritime Economy & Connectivity (CMEC)</i>
Members	Indian Missions (Maritime Counsellors) , DGFT, MoPSW, Rep. MEA, CMEC, DPIIT, IPA
Outputs	KPI driven - Bilateral cooperation MoUs, Joint Agreements, Technology access frameworks, maritime investment Domestic & International

WG 4: Coastal Community Development

Themes:

Social, Economic, Environmental enablement

Lead By	<i>ICSSA</i>
Members	MTIs, Ports and Logistics Stakeholders
Outputs	KPI driven – Costal Community Development Index

WG 5: National Maritime Services

Themes:

Create an integrated Maritime Services for Ship Registration / M. Law/ Insurance / Finance / Logistics coordination, and industrial cluster growth.

Lead By	<i>IRS</i>
Members	Maritime Services, Navy, Coast Guard, Ministry of Commerce, Industry associations, states, logistics councils, IPA
Outputs	KPI – Driven National Maritime Services, Investments, FDI blueprint, Maritime Cluster Growth

WG 6: Multi-modal Integration; Port & Maritime Infra

Themes:

Multi-modal integration; Coastal Shipping, Capacity Development

Lead By	<i>IPA</i>
Members	Local administrations, Research institutions like CMEC, NCoEGPS, State Maritime Boards, LPAI, NHAI, IPA, IWAI, RITES, Academic Institutes
Outputs	KPI Driven – Multi-modal terminal development; Corridors; Capacity and Capability Building

CMEC Collab. With NSB

–Inclusion of CMEC’s participation in meetings and official visits to provide insights, offer recommendations, and gather inputs from stakeholders for effective decision-making

MINUTES OF THE MEETING OF THE MEMBERS OF NSB WITH THE STAKEHOLDERS (e-DOT SOLUTIONS / DIRECTORATE GENERAL OF LIGHTHOUSES & LIGHTSHIPS (DGLL) / INTERNATIONAL MARITIME FEDERATION (IMF))

1. e-DOT SOLUTIONS:

1. **The representative from e-DOT Solutions** informed the Board that their company is engaged in developing AI-based marine simulation and visualization technologies for ports, coastal areas, and inland waterways. He explained that instead of a conventional presentation, a demonstration was shown using a simulation model of Mumbai Port created using Unreal Engine technology. He stated that the simulation replicates real-world port conditions, including berth layouts, currents, and wind effects, and is designed to support pilot training, operational planning, and situational awareness. He further explained that the simulation model was developed using publicly available Google Maps data, demonstrating that such systems can be created without requiring highly specialized proprietary datasets. He noted that major ports may already possess certain types of navigational and simulation data for pilot training; however, smaller ports, coastal ports, and riverine ports lack such structured simulation and visualization systems. He emphasized that currently, training in such areas is largely conducted through on-the-job exposure and practical handling of vessels and barges, which may not provide structured and risk-free training environments. He highlighted that such AI-based simulation systems can provide realistic training environments, enabling pilots, operators, and port personnel to practice navigation and operational procedures safely before actual deployment. He further informed that their company is also working on integrating real-time CCTV feeds with AI-based analytics into the simulation platform, which would allow real-time visualization and monitoring of port operations within a unified interface. He stated that such integration would enable port authorities to monitor vessel movements, plan operations more efficiently, and improve situational awareness without relying on multiple independent monitoring systems. He emphasized that while such technology may currently appear to be an advanced visualization tool, its practical applications include training, operational planning, safety management, and real-time decision support. He suggested that such simulation and AI-enabled visualization systems could be particularly useful for coastal ports, inland waterways, and smaller ports in India, where structured digital training and monitoring infrastructure is currently limited. HeStakeholder explained that the simulation platform can be converted into a real-time operational system by integrating live CCTV feeds, allowing visualization of dynamic conditions such as vessel movement, traffic density, lighting changes, and sunset or night navigation scenarios. In response to a query from Goa Port, the Stakeholder clarified that the entire platform has been developed in-house from scratch using publicly available sources such as Google Earth imagery, Google Maps photographs, and visual references, without access to restricted or classified infrastructure datasets. He informed that their company has already created simulation models for Mumbai Port, Singapore Port, and other international

ports, and is currently developing a detailed digital model of Goa Harbour, including its rivers and inland waterways.

2. **The representative from e-DOT Solutions** further stated that in several foreign jurisdictions, port authorities provide complete digital infrastructure datasets including 3D building models and port geometry, which facilitates accurate and efficient simulator development. However, in India such data is generally not shared due to security restrictions, requiring their team to manually construct digital representations of port infrastructure, including buildings and shoreline features. He informed that their technology has been used internationally, including collaboration with Wärtsilä in Finland, where such digital models are integrated into professional maritime simulators used for training pilots and vessel operators. He highlighted the financial and institutional challenge associated with deployment of such systems, noting that while major ports may have the resources to invest in simulation and digital training tools, smaller ports such as Ratnagiri, Jaigarh, inland river ports, barge terminals, and fishing harbours lack dedicated funding mechanisms to adopt such technology. He emphasized that the adoption of such systems would depend on identifying clear operational use-cases, stakeholders, and monetization models. He further informed that their company had earlier developed a GPS-based barge tracking system for the Goa Barge Owners Association nearly two decades ago, using SMS-based GPS transmission in the absence of internet connectivity, and that the system was successfully used to track approximately 50–75 barges. On navigational applicability, he clarified that Electronic Navigational Charts (ENCs) are available for major ports and official navigation channels but are not available for many inland rivers such as the Mandovi and Zuari rivers or other inland waterways in India. He explained that ENC-based navigation requires licensed Electronic Chart Display and Information Systems (ECDIS) along with chart updating and maintenance, and therefore such data cannot be freely used. However, he emphasized that their simulation platform is primarily intended for training, planning, visualization, and operational familiarization rather than certified navigation.

3. **Shri Ajith Sukumaran CS DGS** raised a concern regarding the source and accuracy of navigation data for rivers and inland waterways, stating that unlike ports where sailing directions and pilotage information are documented, inland rivers such as Mandovi and Zuari are not comprehensively documented, and such navigation-critical data cannot be derived solely from Google-based imagery. The Member sought clarification on how accurate navigational references for such river systems are obtained in the absence of official hydrographic and ENC datasets.

4. **The representative from e-DOT Solutions** clarified that the simulation platform incorporates depth and tidal data wherever such information is available. He informed that for Goa rivers, bathymetric depth data and tidal information had already been digitized earlier during the preparation of digital charts in 2003–2004, based on surveys conducted by the Captain of Ports using approximately 24–26 hydrographic charts originally surveyed around 1998–2003. He stated that these depth and tidal datasets are being integrated into the current Unreal Engine-based simulation system to improve accuracy for visualization and training purposes. However, he acknowledged that such detailed survey and depth data may not be

available for many national waterways and inland rivers, where regular hydrographic surveys have not been systematically conducted and where channel morphology continues to change due to sedimentation and tidal patterns.

5. **Shri Santosh Patil Sr VP IRS** suggested that the developers may coordinate with the National Hydrographic Office (NHO), Dehradun, which is responsible for preparation of official hydrographic charts, to obtain authenticated depth and navigation-related datasets. He further noted that relevant bathymetric and hydrographic information may also be available with the Survey of India or other government agencies responsible for geospatial mapping and hydrographic surveys.

6. **Shri Arun Sharma CMD IRS** emphasized that while such simulation platforms are useful for training and visualization, they cannot be used for actual navigation unless the underlying hydrographic and charting data is officially approved and authorized under international maritime regulations and standards. He cautioned that training based on inaccurate or non-certified navigation references could create operational risks if the real navigation environment differs from the simulated environment.

7. **The representative from e-DOT Solutions** clarified that the system is not intended to replace Electronic Navigational Charts (ENCs) or official navigation systems, but is designed as a training, visualization, and familiarization tool. He explained that the platform replicates real-world visual references used by barge operators and fishermen, such as landmarks, shoreline features, buildings, and navigational cues, thereby enabling realistic training environments. He further stated that the platform could also support applications such as fishing area familiarization, coastal community training, barge operator training, and maritime education.

8. **Commodore Raghu Nair from IN** enquired about additional applications beyond ship handling simulators and navigation training.

9. **The representative from e-DOT Solutions** explained that the platform can be used for multiple applications including training of fishermen, inland vessel operators, and barge operators, as well as visualization of fishing zones and coastal navigation routes. He stated that the system simplifies complex chart-based navigation information into intuitive visual formats that are easier for non-technical users such as fishermen to understand. He further informed that the platform is cloud-based and already supports collision-avoidance training based on COLREGs (International Regulations for Preventing Collisions at Sea), and is currently being developed independently without external funding. He stated that the company plans to complete modeling of Goa rivers and subsequently approach the Inland Waterways Authority of India, barge owners, and other stakeholders for adoption and scaling of the platform. He added that the system is designed to be affordable, with estimated operational costs of approximately USD 50–60 per vessel per month, making it economically viable for training institutions and operators.

10. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** enquired about existing clients and institutional adoption.

11. **The representative from e-DOT Solutions** responded that the current river modeling initiative is self-funded and in development stage, and that the company intends to demonstrate the completed system to relevant authorities and stakeholders for potential adoption, institutional deployment, and funding support.

12. **The representative of the IMF** observed that while simulation technology and digital training tools are useful for basic familiarization and procedural training, they cannot replicate the real-world stress, responsibility, and decision-making pressure experienced onboard when navigating high-value vessels. She emphasized that critical soft skills, situational judgment, and command responsibility can only be fully developed through actual sea experience. She further noted that there have been proposals in some forums to substitute a portion of mandatory sea-time with simulator-based training, and cautioned that such changes require careful consideration, as excessive reduction in sea-time may adversely affect competency and preparedness of seafarers.

13. **The representative from e-DOT Solutions** responded that advanced simulators are designed to replicate challenging operational scenarios such as adverse currents, wind conditions, and collision risks, thereby allowing trainees to experience complex situations and practice response strategies. However, he acknowledged that simulators cannot completely replicate the psychological stress and accountability associated with real vessel operations.

14. **Shri Ajith Kumar Sukumaran CS DGS** stated that simulator-based training has become an essential and globally accepted component of maritime training, particularly for exposing trainees to rare or hazardous scenarios that may not be encountered during regular sea service. He clarified that simulators are intended to complement, rather than replace, actual sea-time and onboard experience.

15. **The representative from e-DOT Solutions** reiterated that while simulator-based training is valuable, it should not substitute essential onboard training. She expressed concern over the progressive reduction in mandatory sea-time requirements over the years and emphasized that real vessel exposure remains critical for developing operational competence and confidence.

16. **Captain Savio Ramos General Secretary MUI** whether the software platform had applications beyond simulator-based training, noting that many organizations such as the Navy, Coast Guard, and maritime training institutes already utilize simulators, and sought clarification on additional business use-cases and applications of the developed database and visualization platform.

17. **The representative from e-DOT Solutions** responded that apart from simulator-based training, the platform could support multiple applications including maritime visualization, route familiarization, coastal and inland navigation training, fisheries familiarization, and operational planning. He stated that increased exposure and adoption would enable identification of broader institutional and commercial applications over time.

18. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** thanked **the representative from e-DOT Solutions** for presenting the software and noted that such technology platforms

have potential utility across multiple maritime domains, and that wider exposure and adoption would help identify suitable use-cases and stakeholders for implementation.

2. DIRECTORATE OF LIGHTHOUSES & LIGHTSHIPS (DGLL):

1. **The representative from DGLL** informed the Board that the Directorate provides aids to navigation services along the entire Indian coastline, covering approximately 7,500 kilometers across the East and West coasts. DGLL maintains around 204 lighthouses and provides uninterrupted visual and radio navigation services to mariners. In addition to visual aids, DGLL operates several radio navigation systems including Differential Global Positioning System (DGPS), RACON, NAVTEX transmitters, and the National Automatic Identification System (AIS). The AIS data and other navigation-related information are shared with agencies such as DG Shipping and the Indian Coast Guard. DGLL also operates a training institute in Kolkata for capacity building in navigation and lighthouse operations. The DGLL Stakeholder sought clarification on the expected role of DGLL in relation to the National Shipping Board (NSB).

2. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** stated that the purpose of the discussion was to understand DGLL's system of functioning, including integration of navigation data across both coasts, adoption of new technologies, and progress in lighthouse tourism development. He also sought DGLL's assessment of the public response to lighthouse tourism initiatives and whether the expected outcomes were being achieved.

3. **The representative from DGLL** informed that 75 lighthouses have already been developed as tourist destinations and inaugurated, and approximately 10 more lighthouses are in the pipeline. He further stated that infrastructure such as amphitheatres, musical fountains, and visitor amenities has been developed at several lighthouse locations, resulting in increased public footfall and growing interest in lighthouse tourism.

4. **Shri Jitendra Jadhav Assistant DGS** enquired whether DGLL had received any financial assistance from the Ministry of Tourism for lighthouse tourism development. The DGLL Stakeholder responded that, to his knowledge, no direct financial assistance had been received from the Ministry of Tourism.

5. **Shri Ajith Kumar Sukumaran CS DGS** enquired about the future relevance of lighthouses in the era of autonomous ships and advanced electronic navigation systems. The DGLL Stakeholder responded that lighthouses continue to serve an important role, particularly for fishermen operating in coastal waters, and remain essential navigation aids. He further enquired whether DGLL levies lighthouse dues and whether fishermen are required to pay such charges.

6. **The representative from DGLL** clarified that lighthouse dues are levied on merchant ships, while fishermen are not charged for navigation services. Shri Ajith Kumar Sukumaran observed that questions may arise in future regarding the continued levy of lighthouse dues if ships increasingly rely on satellite navigation systems. The DGLL Stakeholder responded that DGLL continues to provide essential services including DGPS and AIS support, which remain critical for maritime navigation.

7. **Commodore Raghu Nair from IN** highlighted the continued operational relevance of terrestrial navigation aids, citing recent incidents of GPS jamming in international waters,

including areas near the Bab-el-Mandeb Strait and the Persian Gulf, where ships were compelled to rely on terrestrial navigation including lighthouses and chart-based navigation. He further stated that DGLL's DGPS stations provide positional correction signals essential for accurate navigation and that DGLL's terrestrial AIS network feeds critical vessel movement data into national maritime security systems, including Coast Guard networks and the upcoming National Maritime Domain Awareness (NMDA) project. He emphasized that DGLL's infrastructure plays an important role in maritime safety, coastal security, and national maritime data integration.

8. **The Board** noted the continued strategic and operational importance of DGLL in providing navigation safety, supporting coastal security, and contributing to maritime domain awareness, and emphasized the need for continued integration of DGLL systems with national maritime data and security frameworks.

9. **Shri Jitendra Jadhav Assistant DGS** informed the Board that the Government of India has undertaken a major initiative to transform more than 75 lighthouses across the country, including those in Goa, Maharashtra and Tamil Nadu, into tourist destinations through public-private partnership models. He stated that significant investments, including projects valued at approximately ₹60 crore, have been made to develop museums, cafes, parks and other tourism infrastructure. As a result of these efforts, lighthouse tourism has witnessed a substantial increase, with visitor footfall reportedly increasing by nearly 400% between 2014 and 2023.

10. **Commodore Raghu Nair from IN** enquired whether DGLL has undertaken specific initiatives to highlight the maritime heritage value of historic lighthouses such as those at Prongs Reef, Kanhoji Angre, and other historically significant sites, and whether these locations are being promoted not only as tourist attractions but also as heritage landmarks linked to India's maritime legacy. The DGLL Stakeholder responded that many such historic lighthouses are already being developed and promoted as tourist destinations, and visitors are attracted by their historical structures and legacy, including those constructed during the British period. He stated that heritage value is inherently recognized through tourism development initiatives.

11. **Shri Ajith Kumar Sukumaran CS DGS** raised concerns regarding the long-term technological relevance of traditional lighthouse systems in view of rapid advancements in satellite-based navigation technologies. He noted that DGLL receives lighthouse dues from merchant ships and enquired what technological modernization measures DGLL is undertaking to enhance navigation safety and remain relevant to industry requirements.

12. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that while DGLL has expanded its activities into tourism and heritage promotion, the primary focus should remain on strengthening operational capacity and navigation services. He expressed concern regarding manpower shortages within DGLL, noting that recruitment has been limited and many functions are being performed through outsourced personnel. He emphasized that reliance on outsourced personnel may pose risks during emergency situations and stressed the need for strengthening institutional capacity through regular recruitment and long-term workforce planning.

13. **Commodore Raghu Nair from IN** emphasized the strategic importance of DGLL infrastructure for national security. He informed the Board that a significant portion of the coastal surveillance radar network is co-located at DGLL lighthouse sites, including radar stations, CCTV systems, and surveillance sensors. He further stated that DGLL infrastructure plays a critical role in supporting coastal surveillance, particularly in remote and strategically sensitive locations such as Lakshadweep and the Andaman & Nicobar Islands. He noted that DGLL facilities are integral to the national coastal surveillance network and the upcoming National Maritime Domain Awareness (NMDA) project, and that their relevance has increased significantly from a security perspective.

14. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** reiterated that DGLL is a strategically important national asset and emphasized the need to address manpower shortages and strengthen departmental capacity. He observed that many lighthouse stations are operated by limited personnel under challenging conditions and stressed the need for structured manpower planning, local community involvement, and sustainable staffing arrangements.

15. **The representative from DGLL** acknowledged the manpower constraints and stated that operating lighthouses in remote areas presents significant challenges. He agreed that outsourcing is not a permanent solution and expressed the need for strengthening manpower through regular recruitment and institutional support.

16. The Board noted the increasing importance of DGLL infrastructure not only for maritime navigation but also for national security, coastal surveillance, and maritime domain awareness. **The Board emphasized the need to strengthen DGLL's technical capabilities, manpower resources, and institutional capacity to ensure continued effectiveness and relevance in the evolving maritime environment.**

17. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** thanked **the representative from DGLL** for the deliberations.

3. GOA INTERNATIONAL CRUISE TERMINAL (GOA ICT):

18. **The representative of the Goa ICT** informed that Goa International Cruise Terminal is being developed by Mormugao Port Authority and that Goa ICT has been selected as the Operations, Management, and Maintenance (O&M) operator for a period of 30 years, extendable by another 30 years. He stated that the project is currently under construction and was originally expected to be handed over in October 2025. However, due to delays and subsequent termination of the contractor, a new contractor is to be appointed. It was further informed that approximately 60–70% of the construction work has been completed and the project may take an additional 10–12 months for completion, after which Goa ICT will invest approximately ₹40–50 crore in equipping the terminal and commence operations. He further stated that Goa has significant potential as a cruise destination and the cruise sector is expected to grow substantially, particularly in the domestic segment. He noted that cruise operations have currently been impacted due to geopolitical tensions in the Gulf region, resulting in cancellation of certain international cruise itineraries. However, domestic cruise operations

have shown promising growth, citing Cordelia Cruises operating over 120 cruises annually. He further mentioned that additional cruise vessels are expected to enter the Indian market in the near future, which will enhance cruise tourism prospects. He also informed that in his previous capacity as Traffic Manager at Mumbai Port Authority and nodal officer for cruise operations at major ports, he had identified three major areas requiring improvement for cruise sector development, namely infrastructure readiness, regulatory environment, and taxation framework. He highlighted that while infrastructure and regulatory processes have improved considerably, fiscal issues such as GST on cruise tickets (approximately 18%) and customs duty on fuel and consumables remain key challenges. He further stated that high taxation increases cruise costs in India compared to competing destinations such as Dubai and Singapore, thereby affecting competitiveness. He informed that a proposal had earlier been suggested to simplify customs duty calculation by applying a standardized per-passenger duty rate instead of detailed accounting of consumables, but the matter remains pending. He stated that major ports such as Mumbai, Cochin, New Mangalore, Chennai, and Visakhapatnam have already developed cruise infrastructure, while Goa cruise terminal is expected to significantly boost cruise activity once operational. He further stated that regulatory standardization through SOP frameworks has improved operational coordination among Customs, Immigration, and Port authorities. He informed that cruise infrastructure development at Goa International Cruise Terminal is being supported through funding from Ministry of Tourism and Sagar Mala, with approximately ₹100 crore investment shared between these sources. He reiterated Goa ICT's commitment to the project and expressed confidence that operations would commence once construction is completed.

19. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** observed that cruise sector taxation involves multiple components including GST on tickets and onboard services, and income taxation complexities related to cruise operators and associated service providers. He emphasized the need for the concerned NSB sub-committee to examine fiscal rationalization and develop a viable taxation framework to support cruise sector growth. He further highlighted that infrastructure charging models vary across ports and suggested that standardization or regulatory oversight may be required to ensure uniformity and promote domestic cruise competitiveness.

20. **The board agreed that the NSB Sub-committee on Cruise & House Boat Tourism should examine these issues and submit report to the board.**

Action: Chairs of Sub-committees on Cruise & House Boat Tourism

4. INTERNATIONAL MARITIME FEDERATION (IMF):

21. **The representative of the IMF** thanked the Chairman and members of the Board for providing the opportunity to present the views of the federation. She informed that IMF is an association representing ship owners, ship managers, recruitment companies, and maritime training institutes. She stated that the federation comprises around 56 member organizations and collectively represents approximately 10–12% of the recruitment segment in the maritime sector. She further stated that the federation wishes to highlight issues concerning recruitment

companies and maritime training institutes, which have been under discussion for some time. She clarified that the intention was not to propose entirely new reforms merely for the sake of change, but rather to emphasize the need for alignment and strengthening of existing systems. She noted that the maritime sector is witnessing rapid growth, and therefore the financial and training structures must evolve in a coordinated and phased manner to support the sector's expansion. She emphasized that the points being presented reflect the need to align financial mechanisms and training frameworks with the current and future requirements of the maritime industry, so that the ecosystem remains robust, competitive, and capable of supporting sustained growth. She stated that India Today stands at its inflection point in maritime development. Indian seafarers are present globally and are expected to increase at the fastest possible rate as India pursues Maritime Vision 2030 and Amrit Kaal Vision 2047. The question is whether our financial and human capital architecture in the Maritime sector is evolving at the same pace. She stated that **the Recruitment and Placement Services License (RPSL) framework** has played a vital role in ensuring accountability, transparency, and financial security within recruitment operations. She emphasized that the original intent behind introducing the RPSL regime was to ensure that recruitment companies operate within a regulated framework, thereby safeguarding the interests and welfare of seafarers and ensuring a structured recruitment system. She, however, highlighted that over time, the capital intensiveness associated with maintaining long-term bank guarantees has emerged as a structural challenge for compliant recruitment operators. She clarified that the issue is not related to the difficulty of compliance but relates to financial efficiency. She explained that in a manpower-intensive ecosystem, liquidity plays a critical role in enabling recruitment companies to invest in compliance systems, digital tracking, recruitment infrastructure, training, and overseas coordination. When **capital remains locked in the form of bank guarantees for extended periods**, it limits operational flexibility and restricts the ability of recruitment companies to expand and modernize their operations. She further emphasized that the concern is not about relaxing regulatory safeguards but about **modernizing financial instruments in line with evolving financial practices**. She noted that while bank guarantees were originally introduced to ensure financial protection for seafarers, alternative instruments such as insurance-based surety bonds could provide similar or better financial protection while improving liquidity for operators. She informed the Board that the Ministry of Finance has already permitted the use of surety **insurance bonds across ministries and public authorities**, and such instruments are now recognized as valid financial security mechanisms. She stated that the proposal does not involve introducing an entirely new concept but involves aligning the maritime recruitment framework with nationally recognized financial instruments already permitted under existing financial policies. She therefore suggested that the maritime sector, particularly recruitment companies and training institutes operating under the RPSL framework, may **examine the feasibility of allowing surety insurance bonds as an alternative to bank guarantees**, while ensuring that the principle of financial security and accountability for seafarers remains fully preserved. She further elaborated that integration of modern financial instruments such as insurance-based surety bonds would have systematic positive implications for the maritime recruitment ecosystem. It was emphasized that liquidity released from bank guarantees would not be withdrawn from the system but would instead be reinvested into compliance systems, recruitment networks, licensing technology, training

infrastructure, and quality assurance mechanisms. She informed that a survey was conducted recently covering not only member organizations of the International Maritime Federation (IMF), but also other recruitment companies representing approximately 20% of the recruitment market. The findings indicated that recruitment companies were not opposed to strengthening financial safeguards, including enhancement of financial security requirements, provided that modern instruments such as insurance bonds were adopted instead of traditional bank guarantees. It was emphasized that recruitment companies are committed to seafarer welfare and protection, and financial modernization would enable them to operate more efficiently while maintaining accountability. It was further stated that current bank guarantee requirements block working capital, thereby limiting operational flexibility and investments in recruitment quality, compliance, and digital systems. **Adoption of insurance-based surety bonds, which are already recognized and approved across other sectors by the Ministry of Finance and other Ministries, would allow recruitment companies to maintain financial security while improving capital efficiency.** She also informed that discussions have already been initiated with an insurance provider willing to offer such surety bond instruments, and that recruitment companies are prepared to comply with all regulatory safeguards under such a framework. It was requested that the Ministry examine and approve the use of insurance-based financial instruments as an alternative to bank guarantees, in alignment with national financial policy reforms, while preserving safeguards for seafarers and ensuring accountability of recruitment agencies.

22. **The representative of the IMF** further informed that the survey conducted among recruitment companies revealed an important strategic outcome. It was observed that several recruitment companies, which already possess operational experience, financial capacity, and industry exposure, have expressed **interest in expanding their activities into coastal ship owning.** It was highlighted that recruitment companies currently have capital resources tied up in regulatory financial instruments such as bank guarantees. If modern financial instruments such as insurance-based surety bonds are adopted and liquidity is eased, these companies would be better positioned to deploy capital into productive maritime investments, including acquisition or ownership of coastal vessels. She emphasized that this presents a significant opportunity for strengthening India's coastal shipping sector, which currently operates below its optimal capacity and requires greater private participation. Recruitment companies, being closely integrated with ship owners, crew management, and maritime operations, are well placed to diversify into ship owning and contribute to the expansion of coastal shipping. It was further stated that enabling such financial flexibility would not only improve recruitment operations but would also help channel domestic maritime capital into coastal fleet development, thereby supporting national objectives of enhancing coastal shipping capacity, improving logistics efficiency, and strengthening India's maritime ecosystem.

23. **The representative of the IMF** submitted that structured industry–training institute interaction platforms are essential to ensure that training policies and certification frameworks reflect operational realities of the maritime sector. It was emphasized that Maritime Training Institutes (MTIs) are currently producing approximately 7,000 to 8,000 trainee seafarers annually; however, a **significant number of these trainees are unable to obtain mandatory sea-time training due to limited availability of trainee berths on merchant vessels.** She

highlighted that a large number of smaller vessels, including fishing vessels, barges, and coastal vessels below 200 GRT, operate under state jurisdiction but their sea service is presently not recognized for certification and career progression purposes. **It was proposed that sea time on such vessels, even if not counted fully, may be partially recognized (for example, 25% to 33% equivalence) toward mandatory sea service requirements.** It was further submitted that such recognition would help bridge the existing training-to-employment gap and enable absorption of trainees who are otherwise unable to obtain onboard training opportunities. This would also support manpower availability in the coastal and near-coastal vessel segments, where crew shortages exist. Additionally, formal recognition and regulation of sea service on smaller vessels would help improve working conditions, ensure regulatory oversight, and prevent exploitation of personnel engaged in these sectors. She emphasized that enabling partial recognition of sea service on smaller vessels would strengthen the seafarer training ecosystem, improve employment opportunities, and support manpower availability for India's expanding coastal and inland maritime sectors.

24. **The representative of the IMF** stated that financial reforms and training reforms in the maritime sector must be viewed as interconnected components of a single ecosystem rather than as independent issues. She emphasized that when recruitment companies operate with higher liquidity and reduced financial constraints, their placement pipelines become more stable. This stability, in turn, enhances the sustainability of Maritime Training Institutes (MTIs), improves training quality, and strengthens India's global maritime workforce leadership. She highlighted that financial architecture and training architecture must be treated as complementary pillars supporting maritime sector growth. She further submitted that recruitment companies are currently required to provide bank guarantees as part of the licensing requirements for Recruitment and Placement Services Licenses (RPSL), and these guarantees are proposed to be enhanced under the forthcoming **Continuous Improvement and Performance Standards (CIPS)**. She proposed that surety bonds or insurance bonds, which have already been recognized and permitted by the Ministry of Finance and Ministry of External Affairs in other sectors, may be accepted as an alternative to bank guarantees. She explained that such insurance-based instruments would ensure financial security for seafarers while avoiding the blocking of large amounts of capital. Instead of locking funds as bank guarantees, recruitment companies could pay insurance premiums, with clear contractual clauses ensuring compliance and financial protection. She emphasized that the objective is not regulatory relaxation but financial modernization while maintaining full financial security for seafarers. She also stated that this issue had previously been raised **before the Directorate General of Shipping, but there has been no clarity regarding its progress or acceptance.** She clarified that this proposal relates specifically to insurance or surety bonds replacing bank guarantees and is distinct from seafarer insurance policies. Additionally, she reiterated her earlier submission that sea service on vessels below 200 GRT should be considered, at least partially, for sea-time recognition. She stated that if simulator training can be recognized toward sea-time requirements, then sea service on smaller vessels should also be considered. This, she submitted, would help address the shortage of trainee berths, improve trainee absorption, and strengthen the manpower pipeline, particularly in coastal and smaller vessel segments.

25. **Shri Ajith Kumar Sukumaran CS DGS** stated that the issue regarding insurance or surety bonds in lieu of bank guarantees had been raised earlier in DG Shipping meetings and is being examined under the Maritime Labour Convention (MLC) compliance framework, where new rules are under formulation. He stated that discussions on financial security mechanisms have been ongoing within appropriate regulatory committees. He further clarified that irrespective of whether financial security is provided through bank guarantees, insurance bonds, or any other mechanism, the primary objective remains ensuring adequate financial protection and security for seafarers. He indicated that the acceptability of alternative financial instruments would depend on their ability to meet regulatory requirements and ensure equivalent financial safeguards.

26. **Capt. Savio Ramos General Secretary MUI** stated that he was not aware of how many Recruitment and Placement Services License (RPSL) companies were unwilling to provide bank guarantees. He observed that the financial burden argument must be balanced against the need to protect seafarers, particularly in abandonment cases. He explained that in abandonment situations, even a single vessel may have around 20 crew members onboard whose food, wages, and repatriation expenses must be secured. He expressed concern that if financial security is not directly available, there is a risk that an RPSL company could cease operations or disappear, leaving seafarers unprotected. He also questioned whether insurance companies would reliably honor claims in such cases and emphasized, based on his personal experience with abandonment cases, that financial safeguards must be robust, dependable, and immediately enforceable.

27. **The representative of the IMF** clarified that recruitment companies were not refusing to provide financial security and were not opposed to bank guarantees per se. She explained that the industry's submission was that insurance bonds or surety bonds, which are already recognized financial instruments, could serve the same purpose without blocking large amounts of working capital. She stated that if the same financial guarantee could be provided through an insurance instrument, there would be no need to immobilize substantial sums such as ₹25 lakh or ₹1 crore in bank guarantees. She emphasized that this was fundamentally a matter of financial efficiency and modernization of the business model, not an attempt to dilute seafarer protection. She further explained that insurance-based instruments operate on contractual terms, and if all liabilities and conditions are clearly defined within the insurance policy, the insurer would be legally obligated to honor claims. She stated that recruitment companies would be willing to comply fully with all prescribed conditions and pay the required premiums to ensure financial coverage. She reiterated that the objective of the proposal was to maintain the same level of financial protection for seafarers while enabling recruitment companies to deploy their capital more efficiently within the maritime ecosystem.

28. **Another representative of the IMF** suggested that a structured insurance-based model similar to the LIC Group Gratuity Scheme could be explored for recruitment companies. He explained that such schemes provide coverage against financial liabilities, including death and employment-related risks, through payment of periodic premiums rather than blocking large capital amounts. He stated that actuarial assessment could determine the actual risk exposure based on historical abandonment cases and the total number of seafarers employed globally.

He emphasized that not all seafarers face abandonment risks simultaneously, and therefore insurance-based financial instruments could provide adequate protection at significantly lower financial cost compared to immobilizing ₹25 lakh or ₹1 crore as bank guarantees. He further proposed that such insurance policies could be assigned in favor of the Government, similar to maritime insurance policies assigned to banks to secure financial interests, thereby ensuring adequate protection of seafarers while preserving business liquidity.

29. **Capt. Savio Ramos GS MUI** expressed reservations regarding reliance on insurance mechanisms for immediate seafarer protection. He pointed out that insurance claims typically require submission of documentation and processing time before settlement, which may delay financial relief. He highlighted that in abandonment situations, seafarers require immediate assistance for food, wages, and repatriation, and cannot wait for insurance claim settlement. He questioned whether insurance-based systems could guarantee timely financial support and emphasized the importance of having directly accessible financial security to address urgent abandonment scenarios.

30. **The representative of the IMF** responded that delays also occur in the invocation and realization of bank guarantees, which can take several months to process. She stated that the objective of the proposal was not to weaken safeguards but to modernize the financial instrument while maintaining security for seafarers. She emphasized that insurance policies could be structured with specific contractual provisions to ensure timely payout, and that recruitment companies were willing to comply with stringent conditions and premium payments to ensure financial protection.

31. **Shri Ajith Kumar Sukumaran CS DGS** stated that the matter involves regulatory, legal, and operational considerations and should be examined by the competent authority familiar with Maritime Labour Convention (MLC) compliance, recruitment regulations, and seafarer protection frameworks. He emphasized that financial security mechanisms must ensure reliable protection for seafarers and should be evaluated comprehensively before any regulatory changes are considered.

32. **The representative of the IMF** raised concerns regarding the limited availability of trainee berths for seafarers graduating from Maritime Training Institutes (MTIs). She stated that approximately 7,000–8,000 trainees are generated annually, but many are unable to obtain onboard training opportunities. She proposed that sea service on vessels below 200 GRT, including coastal vessels and barges, be partially recognized as qualifying sea service. She suggested that such service need not be counted fully but could be recognized proportionately (for example, one-fourth or one-third equivalence) to help trainees gain practical exposure and address shortages in trained manpower for coastal and inland shipping sectors. She also pointed out that absence of formal recognition and regulatory documentation for smaller vessels leads to lack of standardized training records and potential exploitation of crew employed in such sectors. She suggested that Maritime Training Institutes could play a role in facilitating structured training opportunities on smaller vessels and that consultations with shipowners and regulators would be necessary to develop an acceptable framework.

33. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** summarized and confirmed that the key submission made by IMF were firstly the proposal to accept insurance or surety bonds in lieu of bank guarantees, as this would allow recruitment companies to provide financial security through premium-based instruments rather than blocking large sums of capital and secondly regarding consideration of sea service on vessels below 200 GRT for partial sea-time recognition and noted that these issues need further examination.

34. **The Board** observed the first issue involves balancing the financial burden on recruitment companies with the need to protect seafarers' interests. The board acknowledged that bank guarantees impose significant financial costs by blocking capital, whereas insurance bonds operate on premium-based models. However, the board noted that insurance coverage may involve complexities, including risk assessment by insurers based on operational conditions such as geographical risks and employment locations. The board emphasized that actuarial calculations and risk modeling would be necessary to evaluate the feasibility of such instruments. The board agreed that the proposal merits examination and requested a detailed written submission for further analysis. On the second issue the board observed that the primary regulatory limitation arises because vessels below 200 GRT typically do not maintain formal Articles of Agreement, which are essential legal records for verifying sea service. Without formal documentation, it becomes difficult to authenticate sea service for certification and regulatory compliance. The board noted that any proposal to recognize such service would require regulatory changes, including mandatory documentation and record-keeping requirements for smaller vessels. The board emphasized that such matters fall under examination and certification authorities and would require detailed evaluation.

35. The Board agreed to refer the above two issues for examination to DG shipping with a request to hold wider stakeholders' consultation on these issues and provide his findings to the board in the next meeting.

Action: DG Shipping / Secretary NSB

36. **Shri Sameer Kumar Khare IAS (Retd.) Chairperson NSB** expressed appreciation for the participation and contributions of all members and stakeholders and formally concluded the meeting.

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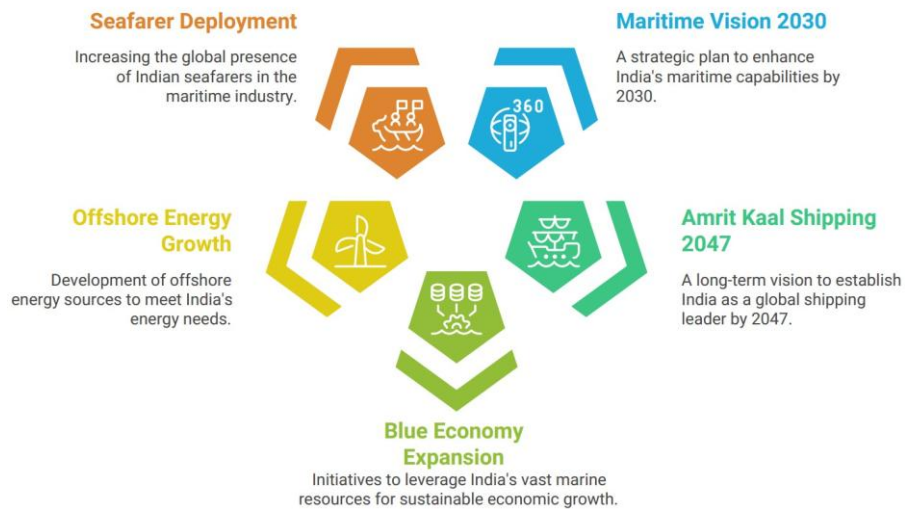


Strengthening India's Maritime Financial & Training Architecture



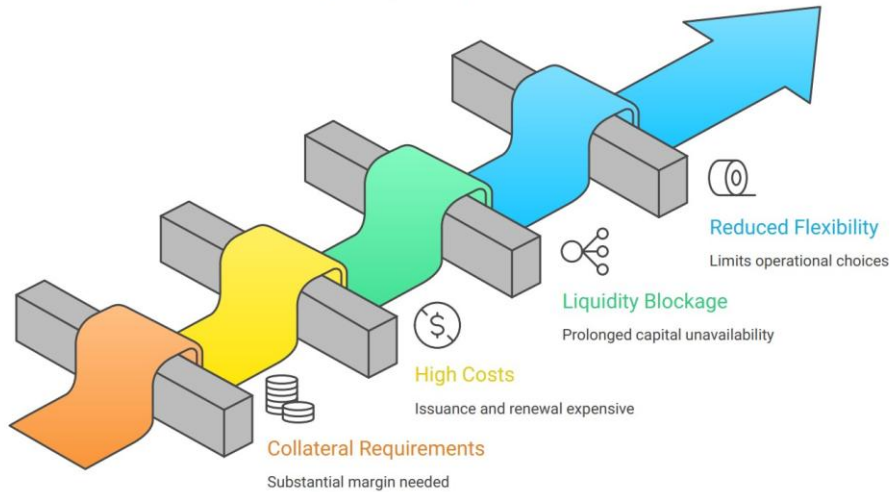
Presentation to - IMF Board of Directors
Presentation for - National Shipping Board (NSB) Conclave in March 2026
Presentation by - Mrs. Aishwarya Gupta Pilankar

Context: Foundations of Maritime Growth Trajectory



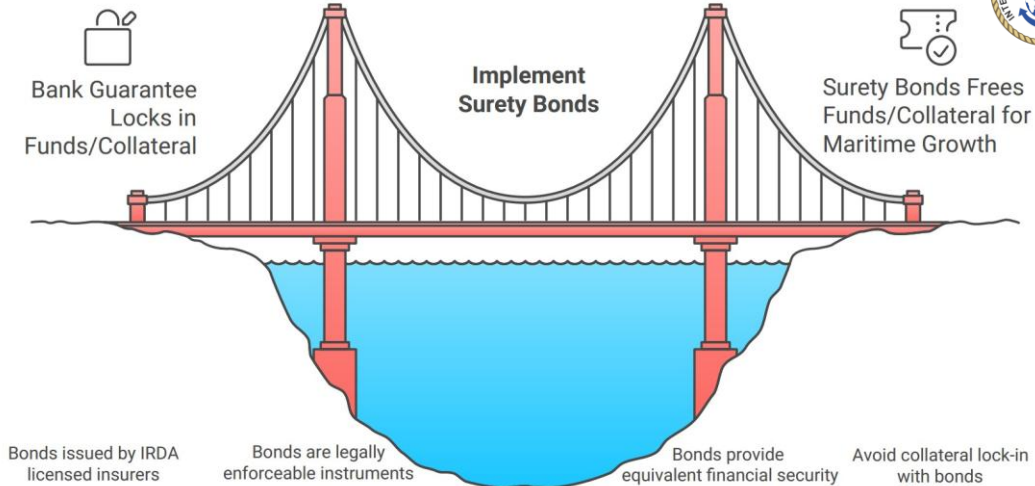
India's maritime ecosystem is expanding in scale and complexity. To sustain this growth, financial systems and training architecture must evolve in alignment with national ambition.

Structural Challenge: Capital Lock-In Under RPSL Framework



Under RPSL norms, licensees are required to furnish long-tenure Financial Bank Guarantees. In this manpower-intensive sector, capital efficiency directly impacts growth, compliance & overseas deployment capacity.

National Policy Enabler: Surety Insurance Bonds



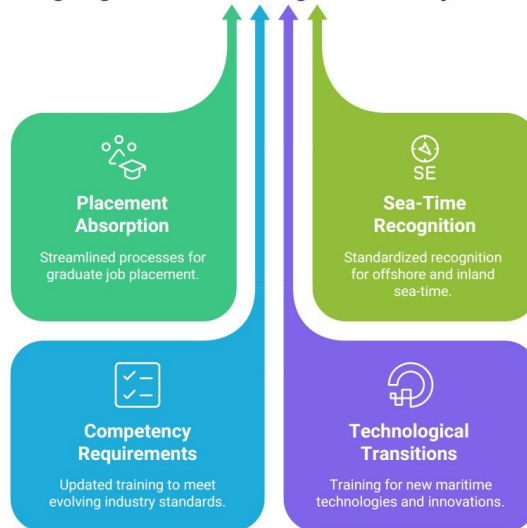
MoF (Dpt. of Financial Services) authorized acceptance of Surety Insurance Bonds in substitution of Bank Guarantees. Already adopted across Central Ministries, PSUs and statutory authorities, permitted for Overseas Recruiting Agents by MEA.

Strategic Implications WITH Existing RPSL Framework



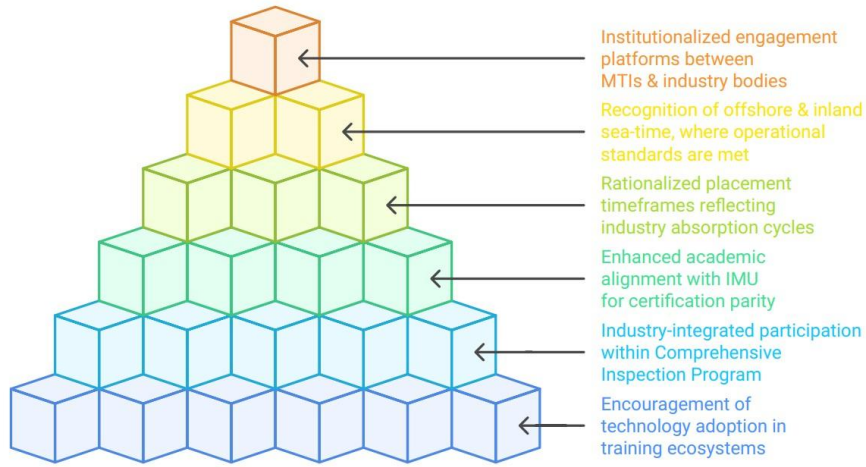
Acceptance of Surety Insurance Bonds under RPSL framework represents Financial Modernization, WITHOUT Relaxation of Safeguards.

Parallel Priority Aligning Maritime Training with Industry Needs



MTIs are strategic pillars of India's Blue Economy.
Diversity into offshore energy, inland waterways & tech-driven vessels,
Needs a training architecture dynamically aligned with industry realities.

MTI Strengthening Pyramid

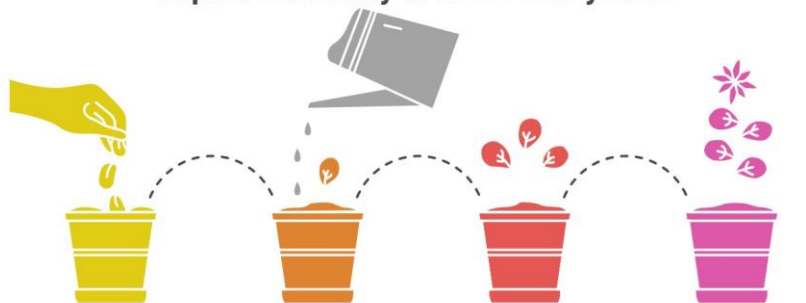


Constructive refinements aim to enhance relevance while maintaining regulatory standards.

Financial Reform & Training Reform Are Interconnected



Capital Efficiency in RPSL Ecosystem



Strengthens placement ecosystem

Supports MTI sustainability

Enhances manpower quality & absorption

Reinforces India's Global Maritime Workforce Leadership

Financial architecture and training architecture function as an integrated system.



Concluding Perspective

India's maritime ambitions require:

- Modern financial instruments
- Responsive training architecture
- Structured industry–regulator dialogue
- Sustainable manpower pipelines

Insurance modernization and MTI alignment represent complementary pillars in strengthening India's maritime ecosystem for the coming decades.



Governance Alignment

The proposed refinements:

- Respect existing regulatory framework
- Align with Maritime Vision 2030 objectives
- Support Amrit Kaal Shipping 2047 ambitions
- Reinforce India's global credibility as a seafarer-supplying nation
- Strengthen ecosystem resilience without diluting compliance

The objective is institutional alignment through collaboration



Thank You!