

MINUTES OF THE 29TH MEETING OF NATIONAL SHIPPING BOARD (NSB) NEW DELHI HELD ON 18TH DECEMBER 2025 AND 19TH DECEMBER 2025 AT 09:30 HRS AT THE HOTEL FOUR POINTS, VISHAKHAPATNAM ANDHRA PRADESH

The 29th Meeting of the National Shipping Board (NSB) New Delhi was held on 18th December 2025 and 19th December 2025 at 09:30 in the Conference Hall of Hotel Four Points, Vishakhapatnam Andhra Pradesh.

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

Attendees:

Board Members Present:

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 Raghu R Nair, Commodore, Naval Operations, Indian Navy, New Delhi
9. Dr. K. Murali, Professor, IIT Madras, Chennai (Online)
10. Shri Shantanu Kalita, Advisor, Indian Ports Association, New Delhi (Online)
11. Ms. Sanjam Sahi Gupta, Director, Sitara Shipping Limited, Mumbai
12. Shri Madhu S Nair, CMD, Cochin Shipyard Limited, Kochi
13. Shri Anil Laxman Devli, Chief Executive Officer, Indian National Shipowners Association, Mumbai
14. Capt. Savio Ramos, General Secretary, MUI

Board Member absent without prior leave of absence:

15. Shri Mandeep Singh Randhawa, In-charge Maritime Administration Division, Ministry of Ports, Shipping and Waterways, New Delhi (Absent)

Board member yet to be nominated by the concerned Ministry:

16. Representative of the Ministry of Petroleum & Natural Gas (Shri Davinder Kumar & Shri Pankaj Sehgal were present on behalf of the Ministry pending official nomination)

Member Secretary:

17. Captain Nitin Mukesh, Secretary NSB
18. Captain Ravi Sikarwar, Assistant Secretary NSB (Absent)

Permanent Invitees to the Board:

19. Shri AK Bansal, Representative from Inland Waterways Authority of India, Noida, U.P. (Absent)
20. Shri Sushil Mansing Khopde, Additional Director General of Shipping, as representative from DG Shipping Mumbai (Absent)

Directorate General of Shipping, Mumbai:

21. Shri Jitendra Jadhav, Assistant DG National Shipping Board
22. Shri Shubham Jain, Consultant DGS

Vishakhapatnam Port Authority:

23. Shri. Durgesh Kumar Dubey, IRTS dy. Chairperson, VPA
24. Shri. D. Ramana Murthy, FA&CAO, VPA
25. Shri. B. Samba Murty, Secretary, I/C, VPA
26. Dr. S. Usha Devi, Chief Medical Officer, VPA
27. Shri. G. Ram Sekhar Yaaji, Traffic Manager, VPA
28. Shri. Ch. Ram Prasad, Chief Mechanical Engineer, VPA
29. Shri. Ramachandra Murthy, Chief Engineer, VPA
30. Capt. T. Srinivas, dy. Conservator, VPA
31. Shri. T. Arun Prasad, IES, Chief Vigilance Officer, VPA
32. Shri. Satish Kumar Bajpai, Sr. Commandant, CISF, VPA
33. Shri. R.N. Hari Krishna, Advisor, VPA
34. Shri. A. Venu Prasad, Advisor, VPA

Dredging Corporation of India Limited:

35. Captain Krishna Mohan Choudhary, General Manager (Business Development & Coordinating Head of Departments)
36. Shri. Nielkhawseim, Joint General Manager (Ops)
37. Shri. K. Rajesh, Joint General Manager (Finance)
38. Shri. A.K. Dasgupta, Joint General Manager (HR-Fleet Personnel) & Head of Legal
39. Shri. B. Durga Prasad Babu, Joint General Manager & Head of Materials
40. Shri. Santosh Tiwari, Deputy General Manager (Tech)
41. Shri. Ch. Visweswara Rao, Deputy General Manager (HR)

Hindustan Shipyard Limited:

42. Mr. R. V. Ramana, GM(SRC)
43. Ms. M. Bhanu Priya, AGM(BDD)
44. Ms. L. Swathi, Manager (BDD)
45. Mr. Rajasekhar, Manager (SRC)

- 46. Mr. E. Kiran, Director Finance and Commercial will lead HSL team
- 47. Mr. Hemant Khatri, Commodore, Honorary Advisor
- 48. Mr. P. Srinivasa Rao, Manager (BDD)

Andra Pradesh Maritime Board:

- 49. Shri. Abhishek Kumar, IAS, CEO APMB
- 50. Shri. K. Dharmasastha, Port Officer, APMB

Associations:

CMMI, Visakhapatnam:

- 51. Capt. Sushil Shankar, Chairman
- 52. Capt. C. Vasudev, Deputy Chairman

The Institute of Marine Engineers (India):

- 53. Samavedam Venkata Durga Prasad, Governing Council Members
- 54. Dr DS Anand (Shahji), Chairman Visakhapatnam Branch
- 55. Dr Varaha Siva Prasad Vanthala, Vice Chairman Visakhapatnam branch
- 56. V. Lakshmi Pati Rao, Hon. Secretary (Visakhapatnam branch)

J M Baxi & Company:

- 57. Ms. Matta Taabu, Sr. Executive
- 58. Mr. Sankar Mahesh, Manager

Hindustan Institute of Maritime Training Chennai Vizag Visakhapatnam Kalpakkam (MTI)

- 59. Dr Sanjeev S Vakil, MD HIMT CEO Hind

Centurion University

- 60. Sudeep Chaudhary

Indian Maritime University (IMU-Vizag)

- 61. Prof. K. M. Sivakholundu

Visakhapatnam Chamber of Commerce, K Ramabrahmam & Sons Private Limited

- 62. Krishna Kumar Dutt VP, VP VCCI Vizag Chamber Of Commerce, CMD Ramabrahmam & Sons Private Ltd Visakhapatnam

Rice Exporter, Raipur (online)

63. Shri Naresh Jain

Centre for Excellence in Maritime & Shipping:

64. Captain Gopi Krishna Sivam IN

Container Manufacturers (online):

- 65. Ms Padmini Bansal SM Containers
- 66. Shri Kirit Soni Saurashtra Chamber of Commerce
- 67. Hasmukh Viradiya APPL Containers Limited
- 68. Captain Pankaj Kumar Diamond Blue Shipping Solutions
- 69. Shri Rudra Sriram PCM Containers & Engineering
- 70. Shri Vatsal Jubilant Containers Limited
- 71. Shri Bharat Sood Jupiter Wagons Limited
- 72. Shri Tridip Mitra Transafe Services Limited
- 73. Shri Shubham Transafe Service Limited
- 74. Shri Harshit Jain Vazron Industries

Mercantile Marine Department (MMD):

- 63. Shri. Arbind Kumar Choudhary, Engineer and Ship Surveyor MMD, Visakhapatnam
- 64. Shri. Killi Mohana Rao, Principal Officer, MMD, Visakhapatnam

Date 18.12.2025. Session 1: 10.00 A.M. to 1.30 A.M.

1. Opening of the Meeting:

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 29th meeting of the NSB.

1.2. The Chairperson of the National Shipping Board commenced the meeting by extending a warm welcome to all board members and the other participants. On behalf of the Board, he expressed heartfelt thanks to Shri M. Angamuthu IAS, Chairman Vishakhapatnam Port Authority (VPA) & his entire team for organizing the meeting and ensuring excellent arrangements that made the stay and overall experience comfortable for everyone. The Chairman remarked that the ensuing sessions would provide a valuable opportunity for productive discussions and collaboration among the members and the various stakeholders.

2. Confirmation of the minutes of last NSB meeting held on 13/11/2025 and 14/11/2025 at Kolkata West Bengal:

2.1. The minutes of the last meeting which was held on 13/11/2025 and 14/11/2025 (the minutes of were circulated to the members of the Board in advance) **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 25/06/2023:

3.1. The Secretary NSB informed the board to drop this agenda henceforth as either the actions have been completed or they have been carried forward under new agenda. The Board dropped the agenda.

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

4.1. 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

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

5.1. 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

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

6.1. 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

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

7.1. 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

8. Finalisation of the Vision statement, Mission Statement, Core Values & Strategic Objectives of the National Shipping Board:

8.1. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** made a presentation (**Annexure V**) on the Vision, Mission, Core Values and Objectives of the National Shipping Board. She informed the Board that the version being presented was the final version, incorporating inputs received from **Shri Shantanu Kalita Advisor IPA** and feedback provided by the other members during the previous meetings.

Discussion on the Vision Statement of the NSB:

8.2. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** stated that the proposed Vision Statement seeks “**to position India as a global maritime leader through sustainable growth, innovation, inclusivity, and global collaboration, with a focus on strengthening India’s tonnage and maritime assets, advancing world-class maritime infrastructure, and aligning with Maritime India Vision 2030 and Maritime Amrit Kaal 2047**”. She further highlighted that seafarers and the maritime workforce have been placed at the core of progress in the vision framework. She noted that while the vision statement may appear slightly long, it was intentionally framed to accommodate all key suggestions and perspectives shared by members, ensuring comprehensive representation of the Board’s mandate and priorities.

8.3. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, responded that the Vision statement should clearly reflect what the Board seeks to achieve in practical terms, including sustainability initiatives such as ship recycling, innovation, inclusivity, global collaboration, strengthening of maritime and human assets, and should be in alignment with existing Government vision documents.

8.4. The Board agreed that these elements had already been adequately captured in the proposed Vision statement and observed that the Vision Statement, in its current form, comprehensively addressed all critical aspects. **The Board accordingly agreed that the Vision Statement may be finalized based on these observations. Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA would finalize the framework accordingly.**

Action: Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA

Discussion on the Mission Statement of the NSB:

8.5. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** then read out the finalized Mission Statement, which focuses on “**shaping forward-looking, evidence-based maritime policies that promote safe, green, equitable, and AI-enabled shipping; ensure fair labour practices and seafarer welfare; strengthen Indian tonnage through safety, training, and regulatory alignment; and honour India’s maritime heritage, while fulfilling the statutory advisory mandate of the National Shipping Board under the Merchant Shipping Act, 2025.**”

8.6. **Commodore Raghu R. Nair from Indian Navy** informed the Board that he had shared the inputs earlier suggesting that the Mission Statement should explicitly include the aspect of security, not limited only to physical security but covering the broader concept of maritime security. He further observed that the draft mission included terms such as safe, green, equitable, and AI-enabled shipping, and sought clarity on whether AI-enabled would also encompass autonomous technologies, noting that significant developments are underway in this area, particularly within Indian shipyards. He added that Maritime Autonomous Surface Ships (MASS) are fundamentally reliant on AI-based systems. He emphasized that maritime security should be explicitly reflected as a core pillar of the maritime ecosystem. He stated that security should be understood in a comprehensive sense, encompassing not only physical security but also the safety and security of shipping operations, seafarers, fishermen, and coordination among all maritime agencies. He suggested that while the Vision statement is broad and directional, the Mission statement may be an appropriate place to clearly articulate the security dimension. Responding to this, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, agreed that security is fundamental and proposed incorporating the word “secure” alongside “safe” in the phrasing. He suggested a formulation such as “*safe, secure, green and equitable*”, followed by reference to technology-driven shipping, including AI-enabled systems, to balance safety, security, sustainability, inclusivity, and technological advancement.

8.8. **Shri Ajithkumar Sukumaran Chief Surveyor** observed that while the draft Mission statement refer to *AI-enabled shipping*, it may be prudent to avoid being overly specific to a single technology. He suggested that instead of explicitly using the term *AI-enabled*, the wording could be broadened to refer to technology-driven or future-ready shipping, noting that while artificial intelligence is currently prominent, technological priorities may evolve over time. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, acknowledged the observation and emphasized the need for the Mission statement to remain forward-looking yet sufficiently flexible, so that they remain relevant despite future technological shifts.

8.9. **Shri Rakesh Singh President ICCSA** observed that the term “*equitable*” is generally more closely associated with labour, welfare, and social inclusion, rather than industrial or commercial aspects. He suggested that the positioning of the word could be refined so that equity is clearly linked to labour and welfare outcomes.

Clarifying this point, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated that *equity must remain a core principle*, as without it, disadvantaged groups—including women and underrepresented communities may be excluded from the maritime ecosystem. **Shri Rakesh Singh President ICCSA** responding to this, reiterated that his suggestion related only to word placement, proposing that equity be explicitly tied to labour and welfare, while the industrial component focus on safety, security, sustainability, and technology. From a drafting and language perspective, **Commodore Raghu R. Nair from Indian Navy** suggested refining the phrasing to refer to *“fair and equitable labour and welfare ecosystems”*, noting that policies already exist and the emphasis should be on the ecosystem and practices that operationalize them.

8.10. **Shri Rakesh Singh President ICCSA** further suggested that the phrase *“strengthen and modernize Indian tonnage”* be explicitly included, noting the increasing emphasis on modernization across the sector.

8.11. **Shri Rakesh Singh President ICCSA** observed that while the Vision appropriately aligns with long-term national frameworks such as Maritime India Vision and Maritime Amrit Kaal, the Mission appears to reference the Merchant Shipping Act specifically. He pointed out that India’s maritime governance is supported by multiple legislations, including the Indian Ports Act and coastal-related statutes, and suggested that the language should not appear restricted to a single Act. Responding to this, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, clarified that the National Shipping Board has been constituted under the Merchant Shipping Act, which provides the statutory mandate. However, he agreed that the language could be kept more generic, allowing the Board’s advisory role to extend across the broader maritime ecosystem while remaining anchored in its legal foundation.

8.12. The Board agreed that current discussions comprehensively addressed all the critical aspects. **The Board accordingly agreed that the Mission Statement may finalized based on these discussions. Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA would finalize the framework accordingly.**

Action: Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA

Discussion on the Core Values of the NSB:

8.13. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** informed the Board that the proposed Core Values had been circulated for the past two months and had not received substantive comments. She noted that the current set of Core Values include **“sustainability, integrity, inclusivity, innovation, collaboration, technical excellence, and a human-centric approach.”**

8.14. **Shri Rakesh Singh President ICCSA** expressed the view that the list of Core Values appeared extensive and suggested that it might be useful to consider

narrowing them down for sharper focus. Shri Rakesh Singh suggested that while the existing Core Values may be retained for the time being, security should be explicitly added, given its foundational importance to the maritime sector. He noted that the Core Values could be revisited later, if required, once the objectives are further refined. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** clarified that Core Values are largely symbolic and directional in nature, and therefore having a broader set is acceptable. However, he emphasized that security and safety are missing elements, and reiterated that maritime safety and security must feature prominently, as no maritime growth or development is possible without them.

8.15. **Commodore Raghu Nair from Indian Navy** stated that his earlier input had been limited to the inclusion of security because he had reviewed the Core Values only in text form. Upon reviewing the presentation during the meeting, he observed that the proposed values could be effectively structured into a simple and memorable acronym, which would aid communication and recall. He suggested that by rationalising the list specifically by dropping one of the repeated elements such as innovation and incorporating security, the Core Values could be aligned into an acronym such as “STITCHES / STITCH”, representing sustainability, technology driven / innovative, integrity, Transparency, collaboration, human-centric, equity / inclusivity, and security. He noted that such an acronym would make the values easier to register and recall across stakeholders. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** supported this approach and suggested that instead of limiting the value to *technical excellence*, the term could be broadened to simply “excellence”, reflecting high standards across all dimensions of NSB’s work rather than only technical aspects. She noted that this would further strengthen the acronym-based framework and make the Core Values more intuitive and inclusive.

8.16. The Board members broadly agreed that using a clear, concise acronym for the Core Values would enhance clarity, memorability, and stakeholder engagement, while ensuring that critical elements such as security, excellence, and a human-centric approach are explicitly embedded. **The Board accordingly agreed that the Core Values Framework may finalized based on these discussions. Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA would finalize the framework accordingly.**

Action: Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA

Discussion on the Strategic Objectives of the NSB:

8.17. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** then read out the finalized Mission Statement, which were as under

8.17.1. Advise the Government of India on shipping, maritime infrastructure, infrastructure:

8.17.1.1. The Board agreed for no change in this objective.

8.17.2. Support green and digital shipping through research, consultation, and policy guidance:

8.17.2.1. **Shri Rahul Modi President CCTA** suggested that the terminology be broadened to include expressions such as eco-friendly or climate-friendly, particularly in view of emerging fuels such as hydrogen and alternative energy sources. He emphasized that the objective should reflect practical transitions already underway in the sector. **Shri Ajithkumar Sukumaran Chief Surveyor and Shri Rakesh Singh President ICCSA** noted that the phrase “green and sustainable shipping” is already widely accepted across policy and international platforms. It was agreed that the wording be refined to “support green and sustainable shipping through research, consultation and policy guidance”, ensuring consistency with prevailing national and global usage.

8.17.2.2. The Board agreed that the suggestions would be consolidated, with refinements to wording and scope, ensuring that the Strategic Objectives clearly address green and sustainable shipping.

8.17.3. Strengthen domestic capabilities in shipbuilding, repair and recycling aligned with global standards:

8.17.3.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, suggested replacing the word “*domestic*” with “*international*” to reflect India’s aspiration to compete globally. **Shri Rakesh Singh President ICCSA** further suggested explicitly adding *capacity building* to the objective, highlighting that indigenous capability development particularly for components and systems is a major challenge. He noted that ongoing efforts are already underway to increase indigenous content, especially in defence-related shipbuilding, with a long-term aim of progressively increasing the indigenous share, including hull structures. He clarified that export orders may continue to allow flexibility based on customer requirements. At this stage, **Prof. Murli (Dr. K. Murali)** emphasized that inland waterways should be explicitly reflected in the strategic objectives. He noted that the term *maritime infrastructure* may not automatically capture inland waterways, which face distinct technical and policy challenges. Drawing from his review of the sector over several years, he pointed out that growth in inland waterways has remained modest, in the range of 5–7%, and requires focused intervention. He stressed that the National Shipping Board should clearly articulate its role in advising on reforms and growth strategies specific to inland waterways. Responding to this, **Shri Rakesh Singh President ICCSA** clarified that inland waterways and modal shift issues are being addressed in depth under a dedicated subgroup chaired by him. He agreed that while inland waterways are a critical and underutilized mode of transport, shipbuilding and repair constitute a separate, focused agenda and should be treated independently within the objectives. He suggested that modal shift and inland waterways could be addressed either through a separate strategic objective or clearly positioned under maritime infrastructure, depending on how the objectives are finally structured. **Shri Sameer**

Kumar Khare, IAS (Retired), Chairperson sought clarification on how inland waterways should be categorized within the strategic framework, noting that the terminology itself often leads to misunderstanding. Shri Rakesh Singh responded that the distinction between projections and ground realities in inland waterways is frequently misunderstood and would require careful explanation. He reiterated that the issue would be comprehensively covered under the relevant subgroup and appropriately reflected in the final objectives.

8.17.3.2. The Board agreed that the suggestions would be consolidated, with refinements to wording and scope, ensuring that the Strategic Objectives clearly address green and sustainable shipping, capacity building, global competitiveness, and the distinct role of inland waterways and modal shift, while avoiding overlap and maintaining clarity.

8.17.4. Foster coordination among sports, shipping companies, training institutions, and stakeholders for integrated growth:

8.17.4.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, observed that all entities listed are already stakeholders within the maritime ecosystem. He questioned the need to qualify only a few categories and suggested that the wording be broadened to explicitly include State Maritime Boards, so that the objective reflects a more comprehensive and inclusive approach to coordination. Adding to this, **Shri Rakesh Singh President ICCSA** emphasized that one of the most critical stakeholders currently missing from many policy and coordination frameworks is the cargo owner. He stated that cargo owners play a decisive role in determining the success of shipping and logistics initiatives, particularly in coastal and inland water transport. He noted that this gap would be examined further in discussions with the Andhra Pradesh Maritime Board, where the role and engagement of cargo owners would be specifically addressed.

8.17.4.2. The Board noted the suggestions and agreed that the objective should be reframed to reflect **broader stakeholder coordination**, explicitly covering cargo owners, State Maritime Boards, and other relevant participants across the maritime and logistics value chain.

8.17.5. To ensure the welfare, safety, and social protection of Indian seafarers in line with the MLC 2006:

8.17.6. Promote decent working conditions, mental health, and family wellbeing for seafarers:

8.17.7. Reinforce tripartite consultation among government, employers, and workers in maritime governance:

8.17.5-7.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, suggested that these objectives could be merged into a single comprehensive objective to improve clarity and avoid fragmentation. **Shri Rakesh Singh President ICCSA** agreed with

the Chair's suggestion and proposed that, in the interest of time and coherence, Objectives 5, 6, and 7 (including gender considerations) be integrated into one holistic statement. He noted that these themes are closely interlinked, as workforce welfare, social dialogue, gender inclusion, and future skilling collectively define the sustainability and resilience of the maritime human capital ecosystem. He further informed the Board that he would work closely with Ms. Sanjam Sahi Gupta & Shri Shantanu Kalita to draft a single consolidated objective capturing all these dimensions in a structured and balanced manner.

8.17.5-7.2. The Board noted the suggestions and agreed that the objective should be reframed to reflect **broader stakeholder coordination**, explicitly covering capturing all these dimensions in a structured and balanced manner.

8.17.8. Develop future ready skills in area such as alternative fuels & propulsion technologies, autonomous vessels, advanced navigation systems and climate adaption & mitigation strategies:

8.17.8.1. The Board agreed with above wording for this objective.

8.17.9. Promote gender diversity, youth participation, and inclusion in the maritime workforce:

8.17.9.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, clarified that gender diversity should not be narrowly interpreted and must be understood in a comprehensive sense. He stated that inclusion should extend beyond male–female representation and should explicitly cover all segments of society, including SC/ST/OBC communities, youth, and persons with special abilities, wherever they are technically eligible and suitably employable within the maritime ecosystem. He further observed that several maritime support functions such as crew services, port services, housekeeping, and allied shore-based activities offer meaningful opportunities for participation of persons with disabilities, and these aspects should be reflected in the objective. Based on the discussion, the Chairperson suggested that the wording be simplified and aligned with globally accepted terminology by emphasizing *inclusion* as the overarching principle.

8.17.9.2. It was broadly agreed by the Board that the objective may be rephrased to focus on gender diversity and youth participation, aimed at ensuring an inclusive maritime workforce, drawing from internationally recognized frameworks such as Diversity, Equity, and Inclusion (DEI)

8.17.9.10. Track global maritime trends and recommend measures for India's blue economy leadership:

8.17.10.1. **Commodore Raghu R. Nair from Indian Navy** observed that the Blue Economy framework is led by NITI Aayog and extends far beyond shipping into fisheries, offshore energy, coastal livelihoods, and environmental domains. He expressed concern that this objective may not yield measurable or attributable

outcomes for NSB, as the Board represents only a subset of the broader blue economy ecosystem. The Chairperson agreed with the observation that direct blue economy leadership outcomes are not entirely within NSB's control, and clarified that NSB's role should be positioned as complementary rather than overarching. **Shri Rakesh Singh President ICCSA** clarified that the Blue Economy represents the entire ecosystem, of which shipping and maritime activities form a significant but partial component. He stated that NSB's role should be positioned as one important contributor within the larger Blue Economy framework, rather than as the sole driver. He suggested that this relationship should be clearly reflected in the objectives, noting that the Blue Economy functions more as a vision- or mission-level goal, while individual objectives contribute toward achieving it. He further proposed that instead of keeping Blue Economy as a standalone objective, it could be appropriately reflected under the first strategic objective, positioning NSB's advisory role as contributing to national Blue Economy goals, including the targeted 8–9% GDP contribution, an exercise he noted he had earlier been involved in.

8.17.10.2. It was agreed by the board that this objective should be reworded to reflect NSB's advisory role.

8.17.11. Build public awareness of India's maritime heritage, achievements and sustainable future:

8.17.11.1. Commodore Raghu R Nair from Indian Navy suggested that the objective could be more effectively articulated by emphasizing the concept of "maritime consciousness." He proposed that instead of only stating awareness-building, the objective may read along the lines of enhancing maritime consciousness through public outreach, particularly in coastal states, by highlighting India's maritime heritage, achievements, and sustainable maritime future. **Shri Rakesh Singh President ICCSA** emphasized the importance of making the objective measurable and outcome-oriented. He stated that awareness-related objectives should translate into quantifiable deliverables, such as outreach initiatives undertaken, audiences reached, and institutions engaged. He shared this as a personal deliverable commitment, noting that he had been reflecting on this issue for a considerable time. He proposed that maritime awareness should begin at the school education level, suggesting that basic concepts of maritime trade and shipping be introduced in Class 7 or Class 8 curricula. He explained that while sectors such as railways, roadways, aviation, and inland transport are commonly referenced in educational material, maritime trade and shipping remain largely absent. He suggested including a simple introductory module covering fundamental concepts such as ports, port–starboard orientation, and the role of shipping in national and global trade, to familiarize students early with the maritime sector. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated that this issue had earlier been raised by Ms Sanjam Sahi Gupta, and informed the Board that she is already working on writing of maritime stories, including narratives of women seafarers, as a means to strengthen awareness and representation. **Ms Sanjam Sahi Gupta Director Sitara Shipping** informed the Board that she has authored a book

featuring stories of around 10 women seafarers from across the world, along with profiles of female shipowners and senior women professionals in the maritime sector. She sought guidance on whether the focus should remain India-centric or retain a global perspective, highlighting that the global approach provides a broader and more inclusive narrative. She further proposed releasing the book in Hindi and other regional languages to widen outreach. She informed that the written content and internal illustrations are complete, with only the cover design pending, and offered to share a copy with the Chairperson. Ms. Sanjam Sahi Gupta sought clarification from the Chair on whether the proposed book should focus exclusively on Indian women seafarers and women professionals in the Indian maritime sector, instead of maintaining a global perspective. Ms. Gupta further requested clarity on timelines and deadlines, indicating that once confirmed, she would be able to complete the revised version and present it at the appropriate forum as part of the awareness and outreach initiatives. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** advised that both the Indian & Global perspectives are important and the matter could be taken up with the education department for further consideration and possible integration into educational and awareness initiatives once the material is made ready by her and presented before the Board. **Capt. Nitin Mukesh Secretary NSB** informed the Board that the Directorate General of Shipping has already taken up this initiative as part of its awareness and gender inclusion efforts. He stated that increasing the participation of female seafarers is a key focus area under the DG Shipping's flagship programme "Sagar Mein Samman", which forms part of the five-year agenda of the Directorate. **Shri Milind Kandalgaokar General Secretary NUSI** informed the Board that NUSI operates a GP Rating Training Institute and, in both the previous and current training batches, 10 women candidates have been enrolled. He stated that the entire training expenditure is being borne by NUSI, and employment for these women seafarers has also been secured, with Anglo-Eastern committing to provide placements. **Shri Sameer Kumar Khare, IAS (Retired) Chairperson**, appreciated the initiative and remarked that such efforts demonstrate positive progress across the sector. He requested NUSI to share details of this initiative through its magazine with all NSB members, so that similar best practices can be disseminated and encouraged across the maritime ecosystem.

8.17.11.2. It was agreed by the board that this objective should be reworded to reflect gist of above discussions.

8.17.12. **Maritime security and National energy security:**

8.17.12.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, emphasized that the composition of the National Shipping Board itself reflects national strategic priorities, including the presence of the Indian Navy, Indian Coast Guard, and energy sector stakeholders. He stated that this objective should acknowledge linkages with maritime security and national energy security, particularly the role of oil, petroleum, and natural gas, as these are critical components of India's maritime and economic interests. Shri Sameer Khare, Chairperson, emphasized that the Strategic Objectives

must explicitly include “Security”, and clarified that this should also cover aspects of energy security, given its critical importance to the maritime ecosystem and national interest.

8.17.12.2. The Board agreed that the security-related elements should clearly find place within the objective’s framework with suitable wording.

8.17.13. Fairness and transparency in recruitment and examination systems:

8.17.13.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, emphasized that fairness and transparency in recruitment and examination systems must be explicitly reflected in the strategic objectives. He highlighted that fair and equitable recruitment practices, transparent examination systems, and stakeholder consultation mechanisms are essential, as the credibility of the maritime ecosystem depends on young seafarers and aspirants perceiving the system as fair. He expressed concern that many young men and women are currently being exploited, and stressed that addressing this issue must form a core objective of the NSB, alongside broader policy and growth considerations.

8.17.13.2. The Board agreed that the fairness & transparency in the recruitment & examination system should clearly find place within the objective’s framework with suitable wording.

8.17.14. Maintaining par-excellence work standards amongst seafarers:

8.17.14.1. **Ms. Sanjam Sahi Gupta Director Sitara Shipping highlighted** that while there is an impending global shortage of seafarers, feedback from several foreign shipowners indicates concerns regarding the long-term performance and professional discipline of Indian seafarers. She noted that Indian seafarers are generally perceived as well-trained, motivated, and disciplined during initial voyages, but in some cases tend to become less consistent in performance over time. She emphasized that maintaining par-excellence work standards is critical to sustaining India’s reputation in the global maritime labour market. She further stressed the need to ensure that training quality, professional attitude, and service delivery standards of Indian seafarers remain globally competitive and world-class. In this context, she suggested that India should consider hosting a large-scale international seafarer engagement and recruitment platform, like “Crew Connect” held annually in Manila, where global shipowners and shipping companies directly interact with seafarers. She proposed that organizing an event of comparable scale in India could strengthen global visibility, employability, and quality benchmarking of Indian seafarers.

8.17.14.2. The Board agreed that maintaining par excellence work standards amongst seafarers should clearly find place within the objective’s framework with suitable wording.

8.17.15. Promotion of Cruise Tourism:

8.17.15.1. **Shri Milind Kandalgaokar General Secretary NUSI** additionally pointed out that the cruise industry is a significant segment of the maritime sector and emphasized that it is too large and important to be ignored, indicating that due consideration should be given to it in the Board's deliberations and objectives.

8.17.15.2. The Board agreed that promoting cruise tourism should clearly find place within the objective's framework with suitable wording.

8.17.16. **Setting up of training Institutes by foreign Shipowners in India:**

8.17.16.1. **Ms. Sanjam Gupta Director Sitara Shipping** raised the issue of encouraging foreign shipowners to establish their own maritime training institutes in India, noting that shipowners typically recruit seafarers from institutes they operate or control. She observed that several foreign shipowners have set up institutes in countries such as the Philippines and questioned how India could be positioned as a preferred destination for such institutes. She suggested that appropriate incentives could be considered to encourage foreign shipowners to establish institutes in India, which would naturally lead to greater recruitment of Indian seafarers. At the same time, she clarified that such institutes would remain commercial operations, and if shipowners choose not to set them up, it should not be made mandatory. **Shri Rakesh Singh President ICCSA** responded that this issue is already under discussion within his subgroup, where extensive stakeholder consultations have taken place. He stated that one of the proposals being examined is to offer port-related incentives, such as deferred rebates or concessions in port and berthing charges, to foreign-flag vessels that employ a defined percentage of Indian nationals. He emphasized that this approach focuses on employment outcomes rather than mandating institute creation. He further reiterated that a key objective discussed earlier was to upgrade Indian maritime education and training institutions, starting from IMU and extending downwards, to achieve global standards of competence, so that Indian institutions become the first choice for students instead of overseas institutes such as those in the UK or Europe.

8.17.16.2. The Board agreed that employment-oriented training should clearly find place within the objective's framework with suitable wording.

8.17.17. **Ship ownership, ship financing, and augmentation of tonnage as strategic objectives:**

8.17.17.1. **Shri Rakesh Singh President ICCSA** pointed out that while the mission and vision statements refer to strengthening Indian tonnage, certain enabling aspects such as ship ownership, ship financing, and augmentation of tonnage have not yet been explicitly addressed and may need consideration separately from shipbuilding.

8.17.17.2. The Board agreed that Indian tonnage enabling aspects such as ship ownership, ship financing, and augmentation of tonnage should clearly find place within the objective's framework with suitable wording.

8.17.18. Topics of the sub group as strategic objectives:

8.17.18.1. The board agreed that the topics of the newly formed sub groups should also be treated as strategic objectives.

8.17.19. The Board agreed to conclude the discussion by noting that the matter should be concluded and finalized, and the Board should now move forward towards finalization of the framework. **The Board accordingly agreed that the Strategic Objectives Framework may finalized based on these discussions. Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA would finalize the framework accordingly.**

Action: Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA

9. Finalization of the Communication strategy of the NSB:

9.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** informed the Board that the social media handling by the NSB has been somewhat chaotic so far, with multiple people intervening, assumptions being made, and posts being shared without clear coordination. He stated that the Board should discuss to resolve the issue and clearly define who is authorised to operate the official social media handles, so that there are clarity, consistency, and proper governance going forward.

9.2. **Shri Jitendra Jadhav Assistant DG Shipping** sought clarification on whether tweets were being issued from the official NSB handle, noting that he had not seen or received any recent tweets. He suggested that updates related to NSB meetings should be posted on the same day, preferably by the evening, and observed that only one or two tweets had been posted in the last month, which was inadequate. He suggested that NSB could consider hiring a professional social media agency for regular content creation and management. He mentioned that DG Shipping has already engaged an agency for similar purposes and proposed that, through the appropriate process, NSB could also appoint an agency to handle content professionally and on a consistent basis.

9.3. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** suggested that the social media activities need not necessarily be outsourced immediately and could also be handled by an individual or even an intern, as it is not overly complex. She clarified that while a WhatsApp group exists for social media coordination, it has been somewhat chaotic and requires better structure. She acknowledged that although a strategy had been planned earlier, it could not be executed due to evolving priorities and the absence of a single, clear approval at different stages. She proposed a revised and practical approach, stating that one person should act as the single point of contact, who has proximity to the Chair and real-time knowledge of events. He would coordinate and provide photographs, while content flow would be more structured and event-based. She emphasized moving towards an execution-ready social media strategy aligned with real-time inputs. She further outlined proposed content pillars to

be implemented immediately. These include real-time coverage of events such as meetings (including posting group photographs on the same day), “throwback” posts to cover missed events and past milestones, and a dedicated focus on member spotlights. She suggested allocating a specific weekday (e.g., Wednesday) for featuring member profiles and contributions. To ease execution, she proposed capturing short videos or photographs with quotes from members present at the meeting itself, rather than following up later. She also mentioned that industry news and NSB-related updates could be included at a later stage, with initial focus remaining on real-time updates, throwbacks, and member features. She further explained the proposed posting schedule, stating that every Thursday would be designated as “Throwback Thursday” to cover past meetings, milestones, and missed events, while current events would be posted in real time, such as the ongoing meeting. She mentioned that while NSB is currently active on Twitter, the same content can be simultaneously shared on Instagram and Facebook through linked posting, provided dedicated pages are created for the National Shipping Board. During the discussion, it was observed that Twitter and LinkedIn are more aligned with professional and policy-oriented engagement. Ms. Gupta acknowledged this view and agreed that while Instagram is important for visibility and outreach, Facebook may be avoided at this stage, with focus remaining on Twitter, LinkedIn, and Instagram.

9.4. Shri Rahul Modi President CCTA clarified that when posting on social media, it is important to tag (code) relevant NSB associations such as CCT and other member associations so that the content gains wider visibility, is recorded, and shared within stakeholder networks. He emphasized that at least one post per week should be made to maintain regular engagement and visibility. He suggested the creation of a dedicated WhatsApp group comprising himself, Shri Jitendra Jadhav, and a few other identified members to coordinate and discuss proposed social media posts before publication. He stated that this group could jointly decide what content should be posted and on which days, such as Saturdays or Thursdays. He further proposed that, in addition to existing platforms, the National Shipping Board should create its own Facebook and Instagram pages to enhance outreach and visibility. He suggested that DGS print media channels could be leveraged for wider dissemination of NSB-related information. He further explained that DGS maintains WhatsApp groups of print media contacts. He suggested that NSB could coordinate with the concerned officer in DGS, share NSB press notes through WhatsApp, and request circulation to print media using this existing mechanism, following the established communication practice. Shri He stated that the social media strategy for the National Shipping Board should be finalised within the current week. He stated that posts could clearly mention participation of senior officials as NSB members, which would enhance public visibility. He added that NSB should be consistently tagged or referenced in all communications, as this would strengthen public recognition of the Board’s role. He also remarked that, for the first time in several terms, ports are actively engaging with NSB, and this opportunity should be highlighted through effective communication.

9.5. **Capt. Nitin Mukesh Secretary NSB** informed the Board that the Directorate General of Shipping already has a dedicated social media team, which regularly posts updates on events the very next day, including photographs and videos. He highlighted that this mechanism is already functional and actively used for timely dissemination of information related to maritime events.

9.6. **Shri Ajith Kumar Chief Surveyor DGS** stated that in case any required information is not forthcoming from the Directorate General of Shipping, the issue should be flagged so that alternate arrangements can be made.

9.7. **Shri Pankaj Verma DIG Indian Coast Guard** explained the Indian Coast Guard's established social media and media-handling mechanism, stating that all Coast Guard social media handles and Public Relations functions are under his direct control. He clarified that there is a single-point approval system wherein he personally clears all social media posts as well as print and electronic media releases. Inputs are received from operational units or regions, drafts are prepared by the PRO, vetted by him, and released immediately, even outside office hours. He emphasised that social media today operates 24×7 and should not be delayed by multi-layer approvals. He suggested that the National Shipping Board should follow a similar model, with one approving authority, while allowing inputs from all members. He also noted that AI-based tools can be used safely for drafting social media content, given that the information is in the public domain. He further observed that many posts by organisations like IRS highlight individual participation in meetings, and suggested that NSB should ensure its institutional identity is consistently reflected even in such posts.

9.8. **Commodore Raghu R. Nair from Indian Navy** suggested that, since the National Shipping Board is a statutory body, an official press release mechanism through the Press Information Bureau (PIB) should be adopted. He recommended issuing short PIB releases, as many journalists covering the maritime and shipping sector rely primarily on PIB notifications rather than social media posts.

9.9. **Shri Shantanu Kalita Advisor IPA** confirmed that he is in regular contact with the PIB and Ministry social media officials, including the officer from the Navy dealing with media matters in the Ministry of Ports, Shipping and Waterways. He stated that once content is prepared, it can be circulated immediately through established PIB and Ministry media groups. He observed that the core challenge is not content creation but the absence of a clearly defined process flow, specifically regarding content generation, approval authority, and release timelines. He concluded that once these process gaps are addressed, NSB can smoothly operationalise its social media and press communication strategy. He informed the Board that there is a dedicated PIB Shipping Division within the Ministry, handled by the concerned officer, and that PIB will publish official releases promptly once content is shared. He indicated that NSB should coordinate directly with this channel for wider and formal dissemination. He explained that the original intent was to leverage the existing Ministry team for operational support. He pointed out that there are already around 10–12 officials within

the Ministry who are familiar with the subject matter and are capable of handling tasks such as drafting support, grammar checks, copy editing, and posting, without requiring additional budgetary approvals. He clarified that content creation in terms of policy direction and messaging must come from NSB, while the Ministry team can efficiently handle execution once content is shared. He described this as a “low-hanging fruit” that can be implemented immediately, provided there is a single point of contact and a streamlined process. He reiterated that once the process flow is clearly defined, execution would naturally follow without friction.

9.10. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, responded that DGS cannot directly manage NSB social media, as DGS itself has engaged external agencies for its own communication, and NSB must therefore function independently. He clarified that the National Shipping Board will independently create its own social media pages, develop its own content, and post directly without relying on external agencies or Ministry-controlled handles. He emphasized that NSB will take full ownership of content creation and posting. He clearly articulated what constitutes a proper social media strategy for the National Shipping Board. He stated that the strategy must specify which NSB social media handles are active, which events need to be covered, the timeline within which posts must be published after an event, and the authority responsible for approving content prior to publication. He emphasized that these elements together define a structured social media strategy. He directed that Shri Jitendra Jadhav Assistant DG Shipping should collect information on seafarer-related communication channels from relevant stakeholders, identify media channels engaged by DGS, and similarly obtain details of coastal shipping-related channels from Shri Rahul Modi. He emphasized that engagement with these identified channels should commence immediately. He advised that a dedicated WhatsApp group be created for social media coordination, with Shri Jitendra Jadhav as the administrator. All NSB members were advised to share details of their respective activities and developments in this group for potential dissemination. He further clarified that all social media content generated through this mechanism will require approval from Chairperson prior to release. He informed the Board that instead of “**Social Media**” strategy, the board should have comprehensive “**Communication Strategy**” covering Print Media, Electronic Media (Telecast / Podcast / webcast etc.), social media & any other form of Communication. He will frame the contours of the “Communication Strategy” & share them with Ms Sanjam Sahi Gupta & Shri Shantanu Kalita for further development & finalization. He advised that, pending formalisation of this strategy, the Board should begin operating immediately as per the consensus reached in the meeting. He made a strong appeal to all members to consistently and explicitly use the name of the **National Shipping Board (NSB)** in all communications, posts, and references. He underlined that unless members themselves actively “own” the NSB identity in public communication, the institution will not gain the recognition it deserves. He stated that though the Board has been constituted, NSB has not not adequately recognised as an institution by the Ministry itself, and therefore optics and ownership are crucial at this stage. He emphasised that NSB must first assert its own

identity before expecting others to recognise it. He confirmed that he would personally take responsibility for vetting and approving all social media content in the initial phase. He clarified that the Board would not hand over its handles to multiple persons and that content approval would remain centralised. He reiterated that NSB must be clearly mentioned in every possible communication, including social media posts and press interactions. He further informed that the responsibility for preparing the website of NSB has now been taken over from the Directorate General of Shipping to NSB office due to inordinate delays in DGS. He stated that the proposal has already been finalised on the GeM portal and has been forwarded to DGS through Capt. Nitin Mukesh for necessary processing. He expressed confidence that the approval would be received within a short time. He informed that once the approval is received, the Board will proceed with the website rollout.

9.11. **The Board** observed that the communication strategy for the National Shipping Board needs to be finalised soon. **The Board accordingly agreed that the Communication Strategy of the NSB should be finalized in next 15 days. Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA would finalize the Communication Strategy of the NSB in next 15 days.**

Action: Ms Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA

10. Update on Submission of Personal deliverables by each member of the National Shipping Board:

10.1. It was informed that NSB members namely **Ms. Sanjam Sahi Gupta, Shri Rakesh Singh, Shri Ajith Sukumaran, Shri Arun Sharma, Commodore Raghu Nair, Shri Pankaj Verma, Captain Savio Ramos & Shri Milind Kandalgaonkar** have submitted their personal deliverables, However, remaining NSB members **Shri Rahul Modi, Shri Anil Devli, Shri Shantanu Kalita, Prof K. Murali, Shri Madhu Nair, Shri M. S. Randhawa & representative of MoPNG** have yet to submit their personal deliverables.

10.2. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** further requested that all members who have not yet submitted their personal deliverables to do so by end December 2025, as the annual report of the National Shipping Board is required to be submitted after March each year, in accordance with NSB rules 1960 as amended from time to time, detailing the activities and contributions of the Board and its members.

10.3. The Board requested the defaulting NSB members to submit their personal deliverables within this month without fail.

Action: Shri Rahul Modi, Shri Anil Devli, Shri Shantanu Kalita, Prof K. Murali, Shri Madhu Nair, Shri M. S. Randhawa & representative of MoPNG

11. Roadmap for establishing a National Shipbuilding Training Academy:

11.1. **Prof Dr. K. Murali from IIT Madras** informed the Board that he had shared a set of slides (**Annexure VI**) summarising his Roadmap. He explained that the presentation covers training, R&D, and innovation, with a strong linkage to the shipbuilding sector. He noted that these proposals are aligned with the NAVIC cell discussions that have been ongoing in the Ministry over the past one and a half to two years. He further stated that the second part of the presentation focuses specifically on shipbuilding training and upskilling, structured at three levels: academic programmes, certification programmes, and training programmes. Dr. Murali mentioned that all three areas have been covered with a brief summary and requested the members to review the slides and provide their suggestions and advice.

11.2. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** sought clarification on whether the work being presented involved redesigning curricula for existing courses.

Dr. K. Murali clarified that the proposal does not involve curriculum development at this stage. He explained that the work focuses on creating a roadmap for establishing a National Shipbuilding Training Academy. Detailed aspects such as curriculum design, course content, and structure would be taken up at a later stage. He further informed that discussions are underway with foreign partners to enable world-class training within this ecosystem, and that coordination is ongoing with the DG Shipping's office to locate the proposed academy at the Thoothukudi (Tuticorin) shipbuilding cluster. He requested members to review the proposal and provide their inputs. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** sought clarification on whether the proposed National Academy at Thoothukudi (Tuticorin) would function under the Ministry of Shipping. **Dr. K. Murali** clarified that the proposed academy would be created under the Shipbuilding Fund and is envisaged as a joint venture involving DG Shipping, IIT Madras, and Cochin Shipyard Limited. He stated that this institutional structure is being explored as the preferred model for establishing the proposed National Shipbuilding Training Academy.

11.3. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** noted that DG Shipping is also proposing a centre of excellence in the Mumbai region and observed that this appears to be a separate initiative. **Shri Ajithkumar Sukumaran CS DGS** explained that the proposal being discussed falls under the Shipbuilding Fund and is distinct from regular training institutes. He clarified that the concept is of a Centre of Excellence, aligned with the IMO framework, which has five continent-wise centres. India is proposing one such Centre initially for South Asia, now extended to the Indian Ocean region, with the Ministry of External Affairs as a partner and involvement of BIMSTEC countries. He noted that this Centre of Excellence would focus on identified verticals such as research and development and allied strategic areas, and not on routine certificate-based training. Existing institutions like the Maritime Training Academy (MTA) of Shipping Corporation of India would continue their regular training functions alongside this initiative.

12. Finalisation of NSB Comments on the proposed NSB Rules 2026 under the New Merchant Shipping Act 2025:

12.1. **Capt. Nitin Mukesh Secretary NSB** informed the Board that, as of date, no formal comments on the proposed NSB Rules, 2026 have been received from any NSB member except those submitted by Shri Sameer Kumar Khare IAS (Retired), Chairperson. He indicated that the Directorate General of Shipping is awaiting consolidated inputs from the Board.

12.2. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** clarified that he had already submitted detailed comments on the draft rules and emphasised that these should be adopted after proper discussion and consensus in the board. He pointed out that several provisions present in the existing rules have been omitted in the draft NSB Rules 2026 inadvertently and need to be reincorporated. He emphasized that under the new Merchant Shipping Act, 2025, specific rules for the Chairperson of the NSB ought to have been framed, which are currently missing.

TA / DA to Board Members:

12.3. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** highlighted that the existing NSB rules still mandate travel by train for all members, including the Chairperson, and require special ministerial permission for air travel, with no provision for business class or even AC taxis. He noted that these provisions date back to 1990, when even Joint Secretaries were not entitled to AC travel, and that while Government norms have evolved over time, NSB rules have not kept pace. He stated that this lack of empathy and updating has placed NSB members at a disadvantage for decades. He specifically highlighted that the draft NSB Rules 2026 refer to TA / DA & hotel expenses being provided as per the Finance Department Office Memorandum No dated _____ and that this aspect needs to be clearly interpreted and implemented. Instead of mentioning the contents of the O.M. in Annexure I of the draft NSB Rules 2026, it would be better to just mention the O.M. in Annexure I with an addition “as amended from time to time”. He stressed that the Board should not dilute its position, particularly on entitlements and status, given its statutory character under the Merchant Shipping Act, 2025. Responding to this, **Shri Ajithkumar Sukumaran** observed that linking NSB entitlements to the relevant Finance Ministry Office Memoranda, as amended from time to time, is the correct approach. He stated that doing so would automatically ensure parity with serving government officials and eliminate the need for repeated amendments.

12.4. **Shri Rakesh Singh President ICCSA** highlighted the need to clearly provide for reimbursement of TA / DA & hotel expenses for the NSB meetings. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson, IAS (Retired)**, responded firmly that all NSB members are entitled to reimbursement of expenses as per the NSB rules 1960 as amended from time to time and requested members to carefully read the provisions. He expressed concern that despite being a statutory body, the NSB’s entitlements had not been adequately addressed for decades, noting that the last amendment to

relevant rules date back to 1990. He emphasised that members should claim reimbursements and entitlements as per rules, as failure to do so weakens the institutional standing of the Board. **Shri Jitendra Jadhav Assistant DG shipping** informed the members that a standard reimbursement claim form would be circulated to all, enabling members to submit their claims in a uniform manner.

Eminent Persons:

12.5. **Shri Rakesh Singh President ICCSA** raised a query regarding the classification of NSB members as “eminent persons” and whether such a status would entitle members to a different set of facilities. He pointed out that the concept of “eminent persons” exists separately in government norms and questioned how NSB members are categorised in this context. Responding to this, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** explained that when the Government notifies someone as an “eminent person,” it is explicitly stated in the notification itself. He observed that while the Board could argue that its members are eminent by virtue of experience and standing, the formal designation depends entirely on Government notification. **Shri Rakesh Singh** further added that official members on the Board are generally in Pay Level 14, whereas other non-members are categorised equivalent to Pay Level 11, which technically distinguishes eminent persons (Joint Secretary level and above) from non-eminent members.

Term of the Board:

12.6. **Shri Rakesh Singh President ICCSA** flagged a fundamental issue in the rules, namely that the Board’s term is limited to only two years, after which a new Board is to be re-constituted. But there is no provision to ensure continuity between two successive / consecutive boards. He stressed that such systemic concerns must be formally highlighted to the Government. He observed that the framing of the new NSB Rules presents an important opportunity to address such governance and structural issues upfront. He suggested that provisions be clearly incorporated to ensure continuity and clarity, particularly relating to constitution of future Boards before the expiry of the term of the existing Board. He clarified that his concern was specifically with the **legal loopholes in the rules**, particularly those relating to the term of office, manner of filling casual vacancies, travelling and other allowances payable to members of the National Shipping Board, which are distinct from service conditions. He pointed out that the Act already provides flexibility by stating that these matters shall be “as may be prescribed,” and that the Act itself does not restrict the tenure of members, except in the case of Members of Parliament. He noted that while the current Board has been constituted through a Gazette notification for a two-year term, legally the Act does not prohibit a longer tenure. He therefore proposed that the rules should clearly state that the term of a member shall be as may be prescribed through notification, and further provide that existing members shall continue to hold office until a new Board is constituted. He emphasized that this continuity clause is essential to avoid institutional vacuum and disruption of work. He also stated that, in practical

terms, a minimum of three years is required for any Board to function meaningfully, and continuity beyond that should be legally protected. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** supported the need for continuity and stated that a proper justification should be placed by the Directorate General of Shipping. He emphasized that the minimum term of the Board should be three years. He further stated that the rules should clearly provide that the Board shall continue until a new Board is constituted, to ensure uninterrupted functioning and institutional continuity. **Shri Ajith Kumar CS DGS** suggested that before finalizing the tenure provision, the practices followed by other statutory boards may be examined. He observed that if precedents exist where boards or councils have longer tenures, those practices could provide a sound justification for extending the NSB's term. **Capt. Nitin Mukesh** confirmed that, as a practical step, the proposal could be framed to prescribe a **three-year term**, with a continuation clause stating that the existing Board shall remain in place until the new Board is formally constituted, and that this proposal would be forwarded to the Ministry for consideration. **Shri Rakesh Singh President CCTA** made an important conceptual observation that the Merchant Shipping Act 2025 does not prescribe a term for the Board itself, but only provides for the constitution of the Board. He stated that the Board can be a perpetual body, with individual members having fixed tenures, similar to the Railway Board or Banking Boards, where the institution continues while members rotate. He suggested that this model could be explored to ensure continuity, institutional memory, and stability, instead of dissolving and reconstituting the Board every few years.

Independent Budgetary allocation outside the DG Shipping Control:

12.7. **Shri Rakesh Singh President ICCSA** raised the issue of the absence of an independent budgetary provision for the NSB outside the DG Shipping Control. He observed that many operational difficulties, including those related to social media handling and outreach, stem from the lack of an earmarked budget outside the DG Shipping Control. He noted that there is no explicit mention of a separate budgetary allocation for the Board outside the DG Shipping Control in the rules and questioned how DG Shipping Control is hampering activities despite financial provisioning. He referred to certain clauses that mention assistance routed through the DG Shipping, but stated that these do not substitute for a clearly defined independent budget.

Inadequate Budgetary Provision:

12.8. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** clarified that the core issue lies in the discontinuous nature of the Board's constitution. When a Board is not constituted regularly without break or lapses between terms, budgetary allocations are drastically reduced or withdrawn. He emphasized that if the NSB is treated as a continuously functioning statutory body with continuity, regular budgetary allocations would automatically follow, and such financial constraints would not arise.

Contribution from the Stakeholders- Conflict of Interest:

12.9. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** shared her experience from her tenure on the Board of the World Maritime University, where similar funding challenges were addressed by forming an endowment committee. She explained that funds were mobilized from industry stakeholders and associations, and operations were sustained through interest income generated from the endowment. She suggested that, given the collective reach of NSB members within the industry, even modest contributions from stakeholders could generate substantial support for the Board's functioning. Responding to this suggestion, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** cautioned that such an approach would create a clear conflict of interest. He explained that since the NSB is a statutory advisory body to the Government, accepting funds from industry stakeholders could compromise, or be perceived to compromise, the independence of its advice. He stated that if the Board were to advise the Government while simultaneously receiving funds from the same entities, questions would arise regarding impartiality and credibility.

Emergency decision-making by circulation

12.10. **Commodore Raghu Nair from Indian Navy** suggested regarding emergency decision-making. He pointed out that while the rules currently provide for an emergency meeting to be convened within 14–15 days upon request by at least five members, an additional provision allowing emergency decision-making by circulation could be introduced. He explained that this would allow urgent decisions to be taken through email circulation without the need to physically convene a meeting, which would greatly ease operational constraints. He further elaborated that decision-making by circulation is a standard practice across Government of India departments and suggested that incorporating such a provision—either explicitly in the rules or as part of the Board's internal procedure—would provide much-needed flexibility. He cautioned, however, that once such provisions are embedded in formal rules, amendments become more difficult, whereas internal procedures allow quicker adaptation. Responding to this, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** observed that Board has been empowered to devise its own procedure as per the Act and rules framed therein. He reiterated that when the Government seeks urgent views, the Board resort to this plenipotentiary power.

Constitution of the Board – Role of DG Shipping:

12.11. **Shri Rahul Modi President CCTA** sought clarity on the institutional positioning of the NSB, questioning whether the Board functions under the administrative umbrella of the Directorate General of Shipping or directly under the Ministry of Ports, Shipping and Waterways. He also queried whether Board membership is recommended by the DG Shipping or decided independently by the Ministry. In response, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson**, clarified that there is no mandatory provision anywhere mandating that Board members must be recommended by the DG Shipping though it may be a practice. He stated that the appointment of NSB members is entirely the prerogative of the Central Government and ultimately the Ministry, who

may appoint any person deemed suitable. He underlined that DG Shipping's recommendation is not a mandatory requirement under the Act.

Assessment of Annual Performance of the Board Members:

12.12. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** raised the question of whether the NSB, as a statutory advisory body, has defined Key Performance Indicators (KPIs) or performance benchmarks against which its effectiveness can be assessed. Responding to this, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated that there is a provision of submission of Annual Report under the existing rules. He informed that he intends to introduce a peer-review based performance framework, like practices followed in corporate and banking boards. He explained that members would be requested to declare their individual deliverables, which would then be circulated confidentially among peers for assessment. Based on this peer review, a consolidated performance note would be submitted to the Hon'ble Minister, reflecting how the Board and its members have performed against stated deliverables. He cautioned that while ambitious deliverables are welcome, members must be prepared for peer scrutiny if such commitments are not fulfilled, noting that this approach enhances accountability and credibility of the Board.

Terms & conditions for appointment of the Chairperson and non-official members:

12.13. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated that there are no terms & conditions of appointment of Chairperson NSB have been fixed under the NSB rules. His own T&C were issued in on 29th August 2025 after six months of his joining the Board on 1st May 2025. He further highlighted that even after that he did not receive his honorarium for another two months from Finance Division of DG Shipping., He informed that the procedure followed for fixing Honorarium is also questionable as his honorarium is fixed at approximately ₹60,000 p.m. net, which is paltry as compared to Chairpersons of other Statutory Boards / Tribunals / Ombudspersons. He noted that objections were also had been raised on his TA / DA citing the NSB Rules 1960 which were not amended since 1990, under which air travel was not permissible Suo-moto. He observed while other statutory boards follow the updated Finance Department circulars, the DG Shipping continued to follow outdated provisions in NSB Rules 1960 which were last amended in 1990, indicating a lack of empathy towards Board members. Shri Sameer Kumar Khare, IAS (Retired), Chairperson also highlighted a procedural inconsistency, noting that the Rules of Procedure refer to the constitution of "committees" and not "subgroups." He stated that, technically, all subgroups would eventually need to be formalized as committees through appropriate rule alignment. He further remarked that ideally, the term of a Board should be three to five years and that this issue should have been addressed at the stage of drafting the Act itself. He expressed concern over the absence of administrative support, stating that the Chairperson has not been provided any dedicated staff and that for the past six months there has been indecision on whether

staff support should be provided by the DG Shipping or by the Government. As a result, he has been functioning without institutional support. He reiterated that members seeking reimbursement should submit their claims to Capt. Nitin Mukesh, as per the prescribed process.

12.14. **Capt. Nitin Mukesh Secretary NSB** noted that, in addition to members' terms, the terms and conditions of the Chairperson must also be explicitly provided for in the rules, and that this issue should be addressed while finalizing the draft.

12.15. **Ms. Deeksha (Legal Consultant DG Shipping)** informed the Board that the draft NSB Rules have been framed strictly based on the Merchant Shipping Act, 2025, which itself is ambiguous in several areas. Due to this ambiguity, the rules tend to appear restrictive. She explained that three technical rounds of meetings had already been held, during which issues relating to tenure were discussed. She clarified that the drafting guidance provided to DG Shipping was to align the rules with the new Merchant Shipping Act as well as the earlier NSB Rules of 1960 as amended from time to time. She further stated that while the Act allows matters to be prescribed through rules, no specific suggestions had been formally received regarding additional terms and conditions for the Chairperson or Members. She emphasized that if the Board provides concrete suggestions such as tenure, conditions of service, or procedures through a resolution, DG Shipping would be able to incorporate them into the rules, as there will not be a separate opportunity later. She requested that any such inputs be formally conveyed to DG Shipping.

12.16. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** clarified that the existing terms and conditions of official members and M.P.s are broadly fixed, but a serious ambiguity in respect of the Chairperson and non-official members. He further pointed out that while Salary & allowances of Chairpersons of other statutory boards / tribunals / ombudspersons are treated at par with Secretaries to the Government of India or more, the Honorarium of Chairperson of the National Shipping Board is paltry as compared to them based on last Pay drawn and is subjected to pension deductions and inferior entitlements, which creates inconsistency and inequity. He further stated that there is no clarity in the rules on entitlements such as government accommodation or house rent in lieu thereof. He illustrated this by stating that if a non-government professional is appointed as Chairperson of NSB, there would be no clarity on what Honorarium or entitlements such a person would receive. He emphasized that non-official members, who are expected to be of the rank equivalent to Joint / Additional Secretary, are currently receiving benefits equivalent only to Director-level officers, which is inconsistent with their stature and responsibilities.

12.17. **Shri Ajithkumar Sukumaran CS DGS** stated that once members are appointed—other than the Chairperson & M.P.s, all members whether official or non-official should be treated equally, and their terms and conditions should also be equal. He emphasized that whatever facilities and entitlements are available to official members should, as a principle, also be extended to non-official members. He

suggested that the Chairperson's entitlements should be aligned to an appropriate seniority level, possibly Level 15 or Level 16, while members may be aligned at Level 14, so that parity and clarity are maintained.

12.18. **Shri Rahul Modi President CTA** pointed out that there is confusion between pay scale levels and the actual entitlements notified. He stated that while members are effectively being treated as Level 11 in practice, some notifications reflect Director-level equivalence at Level 13 or higher, creating further ambiguity. He stressed the need for clear alignment so that members are not inadvertently downgraded in terms of benefits.

12.19. **Capt. Nitin Mukesh** informed the Board that the legal team can incorporate whatever terms and conditions are formally recommended by the Board for both the Chairperson and Members. He clarified that if the Board collectively decides and submits clear recommendations, DG Shipping can incorporate them verbatim into the rules.

12.20. **Shri Shantanu Kalita Advisor IPA** emphasized that two issues were extremely critical for the effective functioning of the National Shipping Board. He pointed out that although the Board had been constituted nearly seven to eight months earlier, there were still no clear guidelines or defined frameworks governing its functioning, apart from the mandatory constitution itself. He stated that this moment presented a crucial opportunity to resolve these structural issues permanently for the future. He highlighted that a two-year tenure was inadequate, as a significant portion of the initial months is spent in familiarisation and coordination, and substantive outcomes often take three to four months to materialise. He further noted that frequent changes in membership—especially where government nominees retire and new members join—result in constant churn, reducing continuity and institutional effectiveness. He therefore strongly advocated revisiting both the tenure and the pay-level framework, suggesting that the Board itself should formally decide these matters and incorporate them into the rules.

12.21. **Prof. Dr. K. Murali** clarified that the relevance of pay levels arises primarily in determining eligibility criteria for appointment to the Board, rather than only for remuneration, and therefore needs careful consideration while framing the rules.

12.22. **Shri Pankaj Verma** observed that the existing Gazette notification constituting the National Shipping Board specified a tenure of two years and had been issued under the old Act, which now stands repealed. He pointed out that a fresh notification would eventually be required under the new Act to revise the tenure period. In response, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** clarified that the saving clause in the new Act ensures continuity of all actions taken under the old Act. He further stated that when a new notification is issued under the new Act, the tenure could be revised from two years to three years. **Shri Pankaj Verma** concurred that, in addition to amending the rules, a fresh Gazette notification would indeed be required to operationalise the revised tenure.

12.23. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated his personal view that non-official members of the National Shipping Board should, at a minimum, be entitled to facilities equivalent to those of a Joint Secretary to the Government of India. He explained that if eminent professionals from bodies such as INSA, FOSMA, and other leading maritime institutions are expected to contribute meaningfully, the engagement must be dignified and commensurate with their stature. He further stated that the Chairperson, irrespective of whether drawn from government service or the private sector, should enjoy facilities equivalent to a Secretary to the Government of India or more, so that individuals with deep domain expertise feel encouraged to accept the responsibility. He undertook to examine relevant provisions, including Form 34X and comparable frameworks, and committed to preparing a draft outlining the proposed terms and conditions for the Chairperson and Members. He assured the Board that he would circulate his considered proposal to all members within ten days. He also clarified that under the new Merchant Shipping Act, earlier notifications issued under the repealed Act continue to operate by virtue of the saving clause. He further stated that even if the present Board continues under the existing two-year notification, it is imperative to correct the framework for future Boards. He stressed that a Board constituted merely as a ceremonial body, without adequate time and authority to render meaningful advice, would not serve its statutory purpose. He proposed that the rules should clearly specify a three-year tenure for the Board, with an explicit provision that the Board shall continue until a new Board is constituted, thereby ensuring continuity and avoiding governance gaps. He clarified that the rules, being subordinate legislation, would take precedence over notifications, and once the rules are amended, the notification would necessarily follow under the new Act. He concluded by stating that responsibility must now be clearly assumed to carry these changes forward.

12.24. **The Board** observed that the above discussions could be treated as inputs from the board. **The Board accordingly agreed that Secretary NSB could re-frame the draft NSB Rules 2026 based on above inputs.**

Action: Secretary NSB

13. Finalisation of NSB Comments on promotion of Coastal Shipping in India and Placement of Inadequate number of Coastal Vessels by SCI along the Indian Coast leading to increase Coastal Freights:

13.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** informed the Board that, owing to the intervention of Shri Shantanu Kalita, Advisor IPA, the Ministry of Ports, Shipping & Waterways has, for the first time, formally sought inputs from the National Shipping Board (NSB) and requested for NSB representation in its internal discussions. He noted that a recent discussion on Coastal Shipping was attended by Shri Anil Laxman Devli, CEO INSA, Shri Rakesh Singh, President ICCSA and Shri Rahul Modi President CCTA. He stated that NSB is now required to submit a consolidated view on the promotion of coastal shipping to the Ministry for further consideration.

13.2. **Shri Rahul Modi President CCTA** informed the Board that a meeting chaired by the Secretary was held on 2 December 2025 to deliberate on promotion of coastal shipping. The meeting was attended by three NSB members representing CCTA, INSA, and ICCSA, along with about 12–13 participants including shipping lines and Cochin Shipyard Limited (CSL). He stated that the discussion largely focused on measures to strengthen coastal cargo movement. He explained that, on behalf of CCTA, it was suggested to

- introduce an incentive scheme like the Scheme for Incentivizing Modal Shift of Cargo (2018), which provided incentives to cargo owners, should be reintroduced. The earlier scheme documents were submitted hand-to-hand to the Secretary, who indicated that the proposal would be examined positively.
- implement priority berthing for coastal vessels, which, although provided for on paper, lacks an effective monitoring mechanism.
- establish dedicated coastal cargo gates at ports, on the lines of red and green channels at airports. Shri Modi noted that the Secretary took note of these points and indicated that a follow-up meeting with ports and stakeholders would be convened in the coming month.
- mandate or encourage PSUs and large corporates to commit a defined percentage of their cargo to coastal shipping was discussed, emphasizing that assured cargo volumes are critical for viability. The Secretary acknowledged this long-standing demand and expressed readiness to convene a meeting with PSUs to explore the way forward, though PSU representatives present in the meeting did not offer specific comments at that stage.
- expedite setting up of the proposed “Bharat Line” envisaged as a coastal shipping line led by Shipping Corporation of India (SCI) with participation from entities such as CONCOR and ports. He expressed concern that, despite repeated discussions, progress on this initiative has been slow, and urged the Ministry to expedite action so that vessels are deployed for coastal services. In this context, a point raised by Shri Deepak Tiwari (CSL) regarding open competition and cabotage-related aspects was also discussed, including differing views between INSA and CSL. He highlighted that while cargo availability exists as evidenced even during the COVID period—the mismatch in freight rates is a major deterrent. By way of example, he pointed out that coastal rates on the Kandla–Cochin sector have increased from around ₹40,000 earlier to about ₹68,000 at present, making coastal transport unviable for many north–south movements. He expressed concern that the absence or withdrawal of SCI vessels from coastal routes leads to uncertainty, which in turn allows private operators to raise rates further. He raised concern that SCI, despite being a PSU and a key pillar of coastal shipping policy, appears to be treating coastal operations as a secondary option, deploying vessels primarily on international charters and returning to coastal routes only intermittently. He noted that this lack of consistent commitment undermines confidence in the

coastal sector, especially when SCI is expected to play a leadership role in initiatives such as the Bharat Line.

- avoid frequent movements of SCI vessels in and out of coastal service often citing repairs or charter pool arrangements—create rate volatility and adversely impact cargo owners.

13.3. **Shri Rahul Modi President CCTA** explained that his intervention on the role of SCI was deliberate and necessary. He stated that SCI is currently earning revenues from coastal operations and is not incurring losses; however, it prefers international charters where returns are higher. He drew a parallel with situations in other transport sectors, stating that when the Hon'ble Prime Minister and the Government are actively promoting coastal shipping, a PSU like SCI cannot limit its role only to profit maximisation. He emphasized that SCI, as a public sector undertaking, also has a duty to support national objectives, including the development of coastal shipping.

13.4. **Shri Rahul Modi President CCTA** concluded by stating that these issues were conveyed to the Secretary, who took note of them. He also mentioned that Shri Rakesh Singh and Shri Anil Laxman Devli raised additional vessel-related concerns during the meeting, which were also acknowledged by the Secretary for further examination.

13.5. **Shri Rakesh Singh President ICCSA** informed the Board that two meetings on coastal shipping and modal shift had been held, one of which referred by the Chairperson and another held on Saturday with a wider agenda, though coastal shipping and modal shift were substantively discussed in both. He stated that the Secretary and the Director General of Shipping were present, along with several stakeholders, and that the understanding was that within the broader term “coastal shipping,” the present policy focus is specifically on modal shift from road and rail to waterways. He emphasized that while the NSB's views may align with the Ministry on several aspects, there would also be areas of divergence, and therefore the subgroup constituted by the NSB & headed by him would submit an independent assessment to the Board. He highlighted a key structural challenge: out of nearly 1,000 notified coastal vessels, only about 78 are cargo-carrying vessels and remaining includes tugs, dredgers, offshore support vessels, and marine services vessels. He explained that apart from cargo vessels, there are around 5–6 small passenger vessels operating in captive and dedicated services such as between the mainland and Minicoy Island / Lakshadweep, which do not compete in the commercial cargo market. He clarified that, based on the breakup sought during earlier meetings, only around 72 vessels can be considered active cargo-carrying coastal vessels in the broader commercial sense. From his association's membership of around 780 vessels, only 72 are cargo carriers (most of which are engaged in captive trade) and remaining includes tugs, dredgers, offshore support vessels, and marine services vessels. He cited JSW, a member of the association, as a clear example of cargo-led growth, noting that JSW has projected the deployment of around 30 vessels of approximately 8,000 DWT by 2030 to serve the Amba River / NH-28 corridor, where cargo is assured. He emphasized that where cargo demand exists, private investors are willing to bring in

vessels, and referred to the RSV-4 class vessels as successful examples of this model. He cited JSW as a strong example, noting that its captive coastal operations are expanding rapidly and are projected to carry nearly 45 million tonnes by 2030, demonstrating that assured cargo leads to viable shipping. Similarly, Ambuja Cement was cited as another example where committed cargo has led to successful coastal operations, including orders for larger vessels. He stressed that this clearly shows that “where cargo is assured, shipping flourishes,” regardless of whether the trade is captive or open. However, Shri Rakesh Singh highlighted that inland waterways present a different challenge. While cargo demand exists, operators are unable to provide a sustainable and commercially viable service due to operational uncertainties. He specifically pointed out issues such as vessels being held up for extended periods—sometimes up to a week at the Bangladesh border—which large players or PSUs may be able to absorb, but private Indian operators cannot afford, thereby undermining service reliability and financial viability. Shri Singh stated that the long-standing proposal of mandating PSUs to commit a fixed percentage of cargo to coastal shipping has been discussed for nearly two decades, but in practice markets tend to find their own equilibrium. He noted that the Secretary acknowledged the classic “chicken-and-egg” problem of cargo versus tonnage. He observed that

- the real challenge lies in clearly identifying where cargo exists and how it can be matched with suitable vessels. In this context, he pointed out that on the East Coast, there is still uncertainty regarding cargo availability and vessel deployment, and this issue would need to be examined closely with inputs from State Maritime Boards, particularly Andhra Pradesh, and port-level data.
- in 2016, a detailed study was commissioned by the association through KPMG, recommending direct incentives to shippers—around ₹500 per tonne per nautical mile—to promote coastal shipping. Although the study was positively received by the then Minister, it did not progress further after being referred to the Ministry of Finance. He informed the Secretary that this study remains a ready reference and could be revisited, either by the NSB or through an updated analysis.
- while technically large vessels carrying bulk cargo along the coast qualify as coastal shipping, such movements have existed for decades and do not fully meet the original policy intent. He reiterated that the core objective of coastal policy was short-sea shipping, involving smaller vessels over shorter distances to reduce pressure on road and rail networks. He suggested that major ports such as Visakhapatnam, Chennai, and Mumbai could function as hubs serving surrounding regions, but stressed that the crucial missing link remains the alignment between cargo availability, port connectivity, and appropriate vessel deployment.
- there is a reasonable cargo potential on the northern-to-southern West Coast, but highlighted that return cargo remains insufficient, making it difficult even to cover bunker costs. He noted that such imbalances are common along long coastlines due to uneven production and consumption patterns, but argued that

additional policy support is required to make services sustainable. In this context, he referred to earlier discussions on reducing fuel costs, including the proposal for 5% GST on bunker fuel, and linked this with broader issues such as seafarer welfare.

- though SCI commitment to coastal shipping cannot be overlooked but also noted that SCI remains a commercial entity with responsibilities to its shareholders, even while discharging national obligations as a PSU. He suggested that SCI could be encouraged to take calculated risks in piloting innovative models, such as smaller container vessels for first-mile and last-mile connectivity, an area where private operators lack the financial capacity to experiment. He pointed out that SCI has already formed a subsidiary, Indian Coastal Shipping Limited, based in Kolkata, which has chartered vessels for inland and coastal operations, and that SCI is currently absorbing losses in some cases, including vessels delayed near the India–Bangladesh border due to operational constraints.

13.6. **Shri Rakesh Singh President ICCSA** stated that the subgroup would consolidate all these observations, including points raised by Shri Rahul Modi, and submit a comprehensive note to the Chairperson, focusing strictly on modal shift, while clearly articulating both convergences and differences with the Ministry's current approach.

13.7. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated that the concerns discussed in the Board today have already been communicated to the Secretary by the NSB members Shri Rahul Modi & Shri Rakesh Singh during the meeting held by Secretary MoPSW on 2nd December 2025. However, it is also necessary that the inputs from the subgroup, particularly on coastal shipping and SCI's role, be provided to the Ministry at the earliest possible time.

13.8. **Shri Rakesh Singh President ICCSA** informed the Board that he has initiated discussions on introducing a single multimodal document for multimodal transport in domestic trade, and that preliminary consultations have already begun with the legal cell of DG Shipping, drawing upon the Directorate's experience in handling multimodal transport frameworks in EXIM trade. **Shri Rahul Modi President CCTA** clarified that the issue of a single multimodal document with a unified GST framework cannot be addressed solely by DG Shipping in the domestic context, as domestic multimodal transport spans rail, road, and waterways. He pointed out that while DG Shipping administers the Multimodal Transport Operator (MTO) regime for EXIM cargo, domestic multimodal documentation falls under the jurisdiction of the Logistics Division (DPIIT/Commerce Ministry). Accordingly, any domestic multimodal document would need to be issued through the logistics authorities rather than DG Shipping Mumbai alone. Responding to this, **Shri Rakesh Singh President ICCSA** acknowledged that a coastal-only multimodal document would not, by itself, resolve the issue, and clarified that multimodal transport merely requires the use of two or more modes, without mandating that one leg must be waterborne.

13.9. **Shri Rakesh Singh President ICCSA** noted that Shri Ash Mohammad, DDG (Legal) who has long experience in this domain, has indicated that, if required, the matter could be escalated to the Special Secretary (Logistics), Ministry of Commerce. He added that since the National Shipping Board's mandate is focused on shipping, the intention is to promote a framework where one leg of the multimodal movement is water-based, while coordination with the logistics authorities would be pursued for the broader domestic multimodal policy and documentation framework. **Shri Rahul Modi President CCTA** emphasized that coastal shipping and inland waterways cannot function effectively without a multimodal framework, as shipping by itself is never a single-mode operation, either in India or globally. He stated that while coastal shipping falls within the mandate of the Ministry of Ports, Shipping and Waterways, multimodal transport necessarily involves road and rail linkages and therefore requires coordination with the Logistics Division (DPIIT). He stressed that the Ministry should formally request DPIIT to develop and notify a domestic multimodal document/framework applicable to coastal shipping, without which coastal and inland waterways operations would remain constrained. **Shri Rakesh Singh President ICCSA** responded that inland waterways and coastal shipping authorities function as separate entities with jurisdiction over waterways, and effective connectivity with rail and road is essential for both. He stated that IWAI should also be consulted to assess whether they see merit in such an initiative, as inland waterways face similar challenges. He acknowledged that the issue is complex and extends beyond the immediate scope of discussion.

13.10. **Shri Rakesh Singh President ICCSA** further expressed concern about the future of Indian domestic coastal operators considering large global container lines such as MSC and CMA CGM entering coastal trade under the Indian flag. While welcoming this from a national tonnage perspective, he cautioned that these large operators, due to their integrated global services and volumes, can offer coastal legs at significantly lower rates compared to standalone Indian coastal operators, potentially impacting their viability. He noted that market forces cannot be resisted and that while Indian investments in coastal shipping are a concern, restricting larger players would go against the broader national objective. He further elaborated that coastal shipping should not be viewed narrowly, as it forms part of a larger maritime ecosystem that includes tugs, dredgers, offshore support vessels, and marine services vessels. He pointed out that port expansion, dredging requirements, offshore energy activity, and marine services will automatically generate demand for such vessels, and these segments should also be seen as integral to coastal and domestic shipping policy. **Shri Rahul Modi President CCTA** stated that the issue he was raising was being examined under a different subgroup, but he nonetheless wished to place his concern on record. He observed that most container operations in coastal shipping are currently dominated by foreign-linked entities. He pointed out that among Indian coastal container operators, only TCI, with a very small fleet of two vessels, and SCI are Indian, while other major operators such as DP World and Abu Dhabi Ports are foreign entities operating coastal vessels in India. In this context, he suggested that if

large global container lines such as CMA CGM or MSC seek to reflag vessels under the Indian flag and avail Indian facilities, the Government could consider mandating a minimum obligation, such as operating one or two vessels on coastal routes. He clarified that this was his suggestion and placed it before the Board for consideration.

13.11. **Shri Sameer Kumar Khare, IAS (Retired)**, Chairperson sought clarification on whether INSA was opposing the relaxation of cabotage norms. Shri Rakesh Singh responded that INSA and ICSA have maintained a consistent and joint position for over 10 years on cabotage policy. He stated that where Indian capacity already exists, cabotage or an Indian version of cabotage (Right of First Refusal) should be retained to protect domestic investments. However, where no Indian capacity exists, relaxation should be allowed to enable capacity creation and technology induction. He clarified that Indian operators are strongly opposed to opening cabotage in sectors such as tugs, OSVs, and dredgers, where domestic capacity is already available, but support allowing foreign participation in segments such as Ro-Ro vessels, Ro-Pax vessels, and container vessels of 300–400 TEU capacity, where Indian capacity is absent. He stated that this approach had earlier been accepted by the Directorate and successive Secretaries. Shri Rakesh Singh cited a past coastal shipping case study and candidly acknowledged that an earlier initiative had failed due to incorrect vessel selection. He explained that vessels were procured from Japan under Japanese coastal classification and were designed to operate at speeds of 25–30 knots, consuming approximately 40 tonnes of fuel per day, as they were meant for time-sensitive cargo such as fresh fish for sushi markets. In contrast, Indian coastal operations typically run vessels at speeds of around 12 knots, with fuel consumption expectations of 13–14 tonnes per day. Even when operated at economic speeds, the Japanese vessels consumed 20–22 tonnes of fuel per day, rendering them commercially unviable from the outset.

13.12. **Shri Rakesh Singh President ICCSA** further stated that while the Government had directed major ports to create coastal berths and provide tariff concessions of around 40% for coastal cargo, these tariffs were linked to the US dollar. As the dollar exchange rate increased from approximately ₹50 to ₹90, port costs also rose proportionately, negating the intended benefit.

13.13. **Shri Rakesh Singh President ICCSA** emphasized that coastal shipping in India remains “coastal only in name,” as coastal cargo continues to be handled within customs-notified zones, unlike ports such as Jakarta or Kuala Lumpur, where dedicated coastal gates operate seamlessly without customs-related delays.

13.14. **Shri Rakesh Singh President ICCSA** highlighted that coastal shipping challenges are interconnected with broader infrastructure segments. He noted that India requires approximately 400 tugboats, has around 70–80 dredgers, and operates about 100 offshore support vessels (OSVs/MSVs). He stressed that coastal shipping, offshore support, port development, and inland waterways are all part of a larger maritime ecosystem and that policy interventions must be coordinated across multiple

ministries, including the Ministry of Finance and the Ministry of Home Affairs, and not confined solely to the Ministry of Ports, Shipping and Waterways.

13.15. **Shri Rahul Modi President CCTA** highlighted that immigration and customs procedures remain a key operational challenge for coastal shipping. He stated that while the concept of a dedicated coastal gate is well understood, its implementation varies across ports. He cited Kandla Port as an example where customs officials are physically present and coastal operations are handled more pragmatically, indicating that workable models already exist within the system.

13.16. **Shri Rakesh Singh President ICCSA** added that certain ports have already provided both a coastal cargo complex and a secondary mechanism to facilitate coastal movements.

13.17. **Shri Rakesh Singh President ICCSA** added that certain ports have already provided both a coastal cargo complex and a secondary mechanism to facilitate coastal movements. He expressed optimism that the upcoming Union Budget may further support coastal shipping through customs rationalisation measures. He informed the Board that, in coordination with officers from DG Shipping, including Capt. Meena, an SOP is being drafted to streamline coastal cargo handling. The proposed SOP focuses on an intimation-based system rather than a permission-based system, supported through digital upload–download portals. He mentioned that several colleagues have already shared inputs for this SOP and noted that the absence of such streamlined procedures continues to pose challenges at ports such as Mumbai Port.

13.18. **Shri Rakesh Singh President ICCSA** expressed optimism that the upcoming Union Budget may further support coastal shipping through customs rationalisation measures.

13.19. **Shri Rakesh Singh President ICCSA** informed the Board that, in coordination with officers from DG Shipping, including Capt. Meena, an SOP is being drafted to streamline coastal cargo handling. The proposed SOP focuses on an intimation-based system rather than a permission-based system, supported through digital upload–download portals. He mentioned that several colleagues have already shared inputs for this SOP and noted that the absence of such streamlined procedures continues to pose challenges at ports such as Mumbai Port.

13.20. **Shri Rakesh Singh President ICCSA** concluded that any policy discussion on coastal shipping and multimodal transport must adopt a holistic view of the entire maritime infrastructure and services ecosystem, rather than focusing only on cargo movement. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** urged that the relevant data discussed should be formally shared with the National Shipping Board, so that the Board has a clear, evidence-based understanding of the ground realities while deliberating on policy matters.

Action: Shri Rakesh Singh President ICCSA

14. Implication of registration of Vessels owned by foreign companies in Gift City vis-à-vis the registration of domestically owned vessels in DTA and the formal stand to be taken by NSB on this issue.

14.1. As Shri Anil Devli CEO INSA who was to brief the Board on this agenda item was not present in the meeting, it was agreed to defer this agenda item to the next NSB meeting.

Action: Shri Anil Devli, CEO INSA

15. Proposal to constitute a new sub-group on emerging technologies like Autonomous Vessels / Advance Navigation & Engine Systems / Alternate Fuels & Propulsion Technologies / Green Shipping Technologies / Climate Adaptation & Mitigation Strategies

15.1. The Board agreed to create a new Subgroup (Sub-Group 13) on emerging technologies like Autonomous Vessels / Advance Navigation & Engine Systems / Alternate Fuels & Propulsion Technologies / Green Shipping Technologies / Climate Adaptation & Mitigation Strategies with Shri Arun Sharma CMD IRS as Chair of the sub group.

Action: Shri Arun Sharma CMD IRS / Secretary NSB

16. Proposal to constitute new sub-group on reducing the logistic cost in the Maritime Sector including promotion of multimodal logistics:

16.1. The Board agreed to create a new Subgroup (sub-group 14) on reducing the logistic cost in the Maritime Sector including promotion of multimodal logistics with Shri Rahul Modi President CCTA as Chair of the sub group.

Action: Shri Rahul Modi President CCTA / Secretary NSB

17. Engagement with NSDC & FFFAI on skilling:

17.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** stated that the subgroup on skilling (**sub-group 11 chaired by Shri Arun Sharma CMD IRS**) could actively engage with the National Skill Development Corporation (NSDC). He explained that NSDC has substantial funds available and, once the specific requirements of the maritime industry are clearly articulated, they can design appropriate courses. He highlighted that NSDC-certified courses carry national as well as international recognition, and that NSDC has conducted extensive state-wise skill gap assessments. He suggested that surplus skilled manpower identified by NSDC could be channelised towards the maritime sector, which would be a beneficial option for addressing skill requirements. He additionally highlighted the importance of incorporating logistics and freight forwarding skill requirements into the objective. He informed the Board that he had recently held discussions with the Federation of Freight Forwarders Association of India (FFFAI), during which significant gaps in skills related

to freight forwarding, logistics coordination, and multimodal integration were highlighted. Given their extensive industry experience, he suggested that FFFAI be included in the consultation framework for this objective, so that the skill development agenda reflects the full maritime–logistics value chain rather than being confined only to ship-centric competencies.

17.2. **Ms. Sanjam Sahi Gupta Director Sitara Shipping** informed the Board that a specialised course for women in maritime had earlier been designed and funded by the International Maritime Organization (IMO). She mentioned that due to the success of the course, it was subsequently adopted by the World Maritime University for execution. She offered to share details of this course for reference and possible replication.

17.3. The Board agreed to both the proposals and advised Sub-group on Skilling to act accordingly.

Action: Shri Arun Sharma CMD IRS / Ms. Sanjam Sahi Gupta Director Sitara Shipping

18. Composition and Terms of Reference (TOR) of the newly constituted Subgroups of the Board:

18.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson, NSB** informed the Board that as per decision of the Board in the previous NSB meetings, the composition and Terms Of Reference of each of the sub- group have be suggested by the concerned sub group members based on the needs of the Shipping sector / Industries / relevant Stakeholders & the ongoing initiatives of the Government namely Maritime Amrit Kal Vision (MAKV)- 2047 / Maritime India Vision (MIV)- 2030 / PM Gati shakti (National Masterplan for Multimodal Connectivity) / Ease of Doing Business- Ease of Living / Make In India / Aatma Nirbhar Bharat. Accordingly, so far 14 sub-groups have been constituted (including 12 sub-groups constituted in this meeting today). However, few sub-groups have yet to finalise composition & TOR.

18.2. Shri Shantanu Kalita Advisor IPA submitted a presentation (**Annexure VII**) as to how his sub group on International Maritime Heritage will move ahead to translate 'Research' to Action' in a phase-wise manner. While appreciating his efforts, the board advised him to discuss the entire roadmap with a small coordinating committee mentioned in Para 18.3. below.

Action: Shri Shantanu Kalita Advisor IPA

18.3. The Board emphasised the need for a structured and long-term approach in finalising the scope and composition of all NSB sub-groups. The board agree to form of a small coordinating committee of NSB, comprising **Shri Sameer Khare, chairperson NSB / Shri Anil Laxman Devli, CEO INSA / Shri Rahul Modi, President CCTA / Shri Rakesh Singh, President ICCSA / Shri Ajithkumar Sukumaran CS DGS**, to oversee this process. It was decided that over the next one

month, this coordinating group would hold dedicated one-hour consultations with each sub-group to fine-tune their Terms of Reference (ToR), scope of work, deliverables, and composition. **Shri Rahul Modi President CCTA** was requested to take responsibility for coordinating and scheduling these meetings with each of the sub-groups. Following these consultations, the finalised ToRs and group compositions will be formally approved by the Board, after which Capt. Nitin Mukesh, Secretary, NSB, will issue the official notifications constituting the sub-groups.

Action: Shri Sameer Khare, chairperson NSB / Shri Anil Laxman Devli, CEO INSA / Shri Rahul Modi, President CCTA / Shri Rakesh Singh, President ICCSA / Shri Ajithkumar Sukumaran CS DGS

19. Proposal to rename newly constituted “sub-group” as “Committee” as per the provision in the NSB Rules 1960 as amended from time to time - Rules of procedure for conduct of Board Proceedings:

19.1. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** clarified that the existing NSB Rules 1960 as amended from time to time provide for e constitution of ‘committees’ and not ‘sub-groups’; accordingly, he informed that henceforth all such sub-groups should be referred to as committees, and this nomenclature should be carried forward in subsequent agenda items and documents

19.2. The Board agreed to rename newly constituted “sub-group” as “Committee” as per the provision in the NSB Rules 1960 as amended from time to time - Rules of procedure for conduct of Board Proceedings.

Action: All NSB Members / Secretary NSB

The session was concluded at this stage.

Date: 18/12/2025 Session II: 01.00 PM to 02.00 PM

20. The deliberations in the session II included interaction of the members with the the Container Manufacturing Unit. The deliberations are enclosed at **Annexure VIII**. The presentation by Translate is at **Annexure VIIIA**.

The session was concluded at this stage.

Date: 18/12/2025 Session III: 2.45 PM to 4.00 PM

21. The deliberations in the session II included interaction of the members with the officials of the Vishakhapatnam Port Authority in the State of Andhra Pradesh. The deliberations are enclosed at **Annexure IX**. The presentation by VPA is at **Annexure IXA**.

The session was concluded at this stage.

Date: 18/12/2025 Session III: 04.00 PM to 05.30 PM

22. The deliberations in the session II included interaction of the members with the officials of the Dredging Corporation of India. The deliberations are enclosed at **Annexure X**. The presentation by DCIL is at **Annexure XA**.

The session was concluded at this stage

Date: 19/12/2025 Session I: 09.30 AM to 11.00 AM

23. The deliberations in the session I included interaction of the members of the Hindustan Shipyard Limited. The deliberations are enclosed at **Annexure XI**. The presentation by HSL is at **Annexure XIA**.

The session was concluded at this stage

Date: 19/12/2025 Session II: 11.00 AM to 11.30 AM

24. The deliberations in the session Included interaction of the members of the Andra Pradesh Maritime Board. The deliberations are enclosed at **Annexure XII**. The presentations by APMB are at **Annexure XIIA & XIIB**.

The session was concluded at this stage.

Date: 19/12/2025 Session III: 12.30 AM to 02.00 PM

25. The deliberations in the session III included interaction of the members with the Stakeholders representatives of the CMMI, Visakhapatnam, The IME (India) Visakhapatnam Branch, Marine Corporation of India K, J M Baxi & Company, IMU Vizag, Hindustan Institute of Maritime Training Chennai, Visakhapatnam Kalpakkam (MTI), Centurion University Odisha etc. The deliberations are enclosed at **Annexure XIII**. The presentation by ISTC IMU & Centurion University Odisha are at **Annexure XIII A & XIII B**.

The session was concluded at this stage.

Date: 19/12/2025 Session IV: 12.30 AM to 02.00 PM

26. Visit to the Centre of Excellence in Maritime & Shipbuilding (CEMS):

26.1. The activities in the session IV included visit to the Centre of Excellence in Maritime & Shipbuilding (CEMS) (**Annexure XIV**).

The session was concluded at this stage.

27. Next Board Meeting:

27.1 The Board agreed to hold its next meeting in First fortnight of February 2026 at

Goa and the Secretary NSB was advised to take up with the concerned Regional MMDA under Directorate of the Shipping & Chairman Goa Port Authority to make necessary arrangements for the meeting.

Action: Secretary NSB / All Members

28. Vote of thanks:

28.1. 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.

.....

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 12/11/2025	Status on 15/12/2025
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	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:	DG Shipping	The proposal is under finalization in the DG Shipping.	The proposal is under finalization in

		It was felt by the board that the DGS Mumbai should be requested to do the needful in time bound manner.			the DG Shipping.
4.	7.6	Invitation of the representative of Maritime State Development Council (MSDC): 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).
5.	7.7	Monthly Updates: 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	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 matter of upgradation of the website pending with DG Shipping. Once the Website is upgraded, the monthly updates would be provided.
6.	8.1	Presentation 1: Sagar Setu (NLP-M) Maritime Single Window: 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 MoPSW (Director MA).	The action is pending. No update was provided by the MoPSW (Director MA).

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 Minutes of 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 12/11/2025	Status as on 15/12/2025
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 pending. is	Action pending. is
2	1.4	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	Secretary NSB	Action pending. is	Action pending. is

		offices of Ministry of Ports, Shipping & Waterways (MoPSW) for taking up with MoPNG for early nomination.			
3.	10.6	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.	DG Shipping	Action pending.	is Action pending. is
4.	11.6	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.	DG Shipping	Action pending.	is Action pending. is
5.	19.2	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.	Secretary NSB	Action pending.	is Action pending. is

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 pending.	is	Action pending.	is
7.	23.1	<p>Secretarial Assistance to the Board: The Board advised Secretary NSB & Director (MA)MoPSW to do the needful immediately.</p>	Secretary NSB & Director (MA) MoPSW	Action pending.	is	Action pending.	is
8	24.1	<p>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.</p>	Secretary NSB & Director (MA) MoPSW	Action pending.	is	Action pending.	is
9.	25.1	<p>Upgradation of the NSB Website: The Board advised the Secretary NSB to do the needful immediately.</p>	Secretary NSB	Action pending.	is	Action pending.	is
10.	28.2	<p>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.</p>	All Board Members	Action pending.	is	Action pending.	is

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 on 12/11/2025	Status on 15/12/2025
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.	The action is pending.
9.	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
10.	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
11	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	Secretary NSB	The action is pending	The action is pending

		Board advised the Secretary NSB to do the needful immediately.			
12.	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 action is pending

Annexure IV

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

S.N o.	Para No. in the minutes	Action to be taken	Who was to take action	Status on 15/12/2025
1.	2.1	The Board advised the Secretary NSB to upload the confirmed minutes on the NSB weblink on DG Shipping Portal.	Secretary, NSB	Completed
2.	3.1	The Board perused the status action taken (25/06/2023) and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.	Secretary, NSB	To be dropped
3.	4.1	The Board perused the status action taken (30/05/2025) and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.	Secretary, NSB	Completed
4.	5.1	The Board perused the status action taken (16/07/2025) and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.	Secretary, NSB	Completed
5.	6.1	The Board perused the status action taken (25/08/2025) and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.	Secretary, NSB	Completed

6.	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 pending.
7.	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	The action is pending.
8.	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	Completed
9.	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	Completed
10.	10.2	The Board advised Shri Anil Devli to start preparations for the same immediately.	Shri Anil Devli CEO INSA	Completed
11.	11.5	The session concluded with all members thanking the FRRO representatives for an open and productive discussion, noting that the interaction brought greater clarity and coordination among maritime and immigration authorities.	Secretary NSB / All Members	Completed

12.	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	The action is pending.
13.	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	Completed.

Strategic Direction of the National Shipping Board

Evolution of Vision, Mission, Core Values, and Objectives

 Compiled for review and finalization

By Sanjam Gupta, Member of NSB

Context:

- **Draft Vision, Mission, Core Values, and Objectives prepared by Sanjam Gupta.**
- **Shared with members and stakeholders for feedback.**
- **Inputs received from: Capt. Savio Ramos (MUI), Shri Milind Kandalgaonkar (NUSI) & Shantanu Kalita (Member, NSB)**
- **Final version integrates all suggestions for a balanced, human-centric, and globally aligned maritime strategy.**

National Shipping Board

We are a statutory and advisory body constituted under Section-4 of the Merchant Shipping Act, 2025. We consult, advise, and help shape India's maritime future, with our recommendations historically contributing to the growth of Indian tonnage and supporting major port development.

Final Version – Overview:

Strategic Direction of the National Shipping Board (Incorporating inputs from NSB Members and NUSI)

The final version aligns India's maritime goals with sustainability, innovation, seafarer welfare, and international collaboration – ensuring a human-centered, AI-enabled, and globally connected maritime future.

Final Version

Vision Statement:

“To position India as a global maritime leader through sustainable growth, innovation, inclusivity, and global collaboration—strengthening Indian tonnage and maritime assets, advancing world-class 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, green, equitable and AI-enabled shipping; ensure fair labour and welfare; strengthen Indian tonnage, safety, training and regulatory alignment; and honour India’s maritime heritage while fulfilling our statutory advisory mandate under the Merchant Shipping Act, 2025.”

Final Core Values:

Sustainability | Integrity | Inclusivity | Innovation | Collaboration | Technical Excellence | Human-Centric Approach

Final Strategic Objectives (1–5):

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 line with the MLC, 2006.

Final Strategic Objectives (6–11):

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 for India's Blue Economy leadership.
11. Build public awareness of India's maritime heritage, achievements, and sustainable future.

National Shipping Board:

**Charting India's Course Toward a Sustainable, Inclusive, and
Globally Influential Maritime Future**

"Together, we navigate towards excellence."

National Shipbuilding & Ship Research Academy (NSSRA)

(A World class skill development and Research Academy at Tuticorin Shipbuilding Cluster)

Vision and Objectives

NSSRA aims to create a holistic shipbuilding innovation environment through the following core activities:

- Transforming ITI technicians, diploma holders and engineering graduates into maritime professionals through certificate courses in shipbuilding, ship design, project management, and repair.
- Creating a ship design centre with emphasis on green ship technologies such as electric propulsion and hydrogen-based systems.
- Developing state-of-the-art computational tools and research test facilities for ship design and repair.
- Providing access to international standards, guidelines, and technical information related to ship design, testing, and compliance.
- Establishing a collaboration hub with international partners for workforce development and joint R&D.
- Integrating modern industrial technologies with maritime applications.

NSSRA will create **certification courses of 3 months to 24 months duration** imparting skilling and training of international standards in the area of ship building, ship design and repair as well as project management. NSSRA will also partner with CSL and other international players in creating such certificate courses with hands-on experiences. IIT Madras will provide these certificate courses creating global visibility for the students and **transform these young diploma and engineering students.**

Further, IIT Madras with the **existing facility at Discovery Campus** will create expertise in the area of **ship building with industry focus** and the students from NSSRA will get exposed to these **industry oriented research activities**. Through NSSRA, **indigenous ship design** will be promoted in collaboration with shipyards. The other major area is the **fishing boat and vessels in the Inland Waterways**, the certificate courses will be tailored for these areas.

1. Academic Programs and Skill Development

2.1 Purpose and Focus of the Industry Cell

The initiative functions as a dedicated **Industry Cell**, specifically structured to bridge the critical gap between academic certification and the specialized demands of the maritime sector. The NSSRA targets a broad demographic, **ranging from unskilled labour requiring on-the-job learning to ITI graduates and qualified civil, mechanical or electronics engineers**. A primary objective is to address the significant lack of awareness in standard ITI courses regarding maritime applications, converting general technicians into specialized professionals required for the ship building industry. By acting as a centralized training hub, the NSSRA ensures that the workforce is not just theoretically qualified but possesses the specific, high-demand skills required to support heavy industry operations.

2.2 Advanced Training for Engineering Professionals

For the engineering cohort, the curriculum focuses on high-level competency in naval architecture and structural integrity. This includes training in **advanced design vetting and critical vessel stability calculations**, which are essential for seaworthiness. The program leverages state-of-the-art computational tools, offering deep dives into **Computational Fluid Dynamics (CFD) and Finite Element Method (FEM) analysis**. This ensures that mechanical and hull engineers are capable of validating complex structural and hydrodynamic designs effectively.

2.3 Vocational Track for Technicians and Skilled Workers

Simultaneously, the vocational track focuses on the essential trades that drive shipyard production and project management. This includes comprehensive training in **ship fabrication, hull surface preparation, blasting, and painting, alongside specialized corrosion protection techniques** like the installation of sacrificial anodes and Impressed Current Cathodic Protection (ICCP) systems. A significant emphasis is placed on **welding mastery**—covering TIG and Arc welding—and fitting. To ensure global employability, IIT Madras will partner with international players in this field, making these credentials valid and recognized by shipyards anywhere in the world.

2.4 Industry Integration and Real-World Exposure

The training model is built on active industry integration through strategic tie-ups with operational shipyards. This allows for immersive learning environments where trainees gain exposure to critical infrastructure such as **dry docks and ship lifts**. By simulating real-world workflows, the NSSRA ensures that whether training unskilled labour or polishing the skills of a technician, the final output is "**suitable manpower**"—a workforce that is technically competent, safety-conscious, and ready to supply the immediate needs of the **maritime industry**.

2. Certification Courses for Diploma and Engineering Students

3.1 Foundation in Naval Architecture

The program establishes a strong technical foundation in naval architecture, specifically focusing on **ship geometry and hull forms**. Students learn to interpret **lines plans** and understand the critical relationship between **hull shape, hydrostatics, stability, resistance and propulsion, seakeeping and maneuvering calculations**. This technical knowledge is immediately applied to the creation of General Arrangement plans, where spatial planning is optimized for operational efficiency and safety. Crucially, all design instruction is framed within the global regulatory environment, ensuring that students thoroughly understand the Safety of Life at Sea (**SOLAS**) standards and **MARPOL** pollution prevention regulations that dictate modern vessel compliance.

3.2 Understanding the Shipyard Production Workflow

The course certification also explores the comprehensive shipyard workflow, tracking the vessel's journey **from initial steel cutting and panel fabrication to block assembly and final erection**. This production phase places a heavy emphasis on structural integrity and quality assurance. Different certificates will be floated for the students like training to identify common welding flaws and utilize various Non-Destructive Testing (**NDT**) methods to guarantee that every weld meets rigorous maritime standards, ensuring the safety and durability of the structure under construction.

3.3 Ship Repair and Maintenance Certification

Beyond new construction, the other certification courses address the high-pressure environment of **ship repair and maintenance**. Detailed instruction is provided on **dry-docking procedures**, covering the essential logistics of bringing a vessel out of the water for hull cleaning and survey. Students learn methodologies for defect

assessment and steel renewal, gaining the skills necessary to evaluate aging vessels and determine the scope of repairs required to return them to seaworthy condition.

3.4 Specialized Tracks for Fishing and Inland Waterway Vessels

Recognizing that the maritime sector extends well beyond deep-sea shipping, the certificate course includes specialized tracks dedicated to the unique engineering requirements of **fishing fleets and Inland Waterways vessels**. These sectors operate under distinct operational constraints and regulatory frameworks, requiring a departure from standard ocean-going ship theory. The certificate courses are specifically tailored to address these nuances, ensuring that the training is relevant to the actual vessels operating in coastal and riverine environments. This targeted approach fills a significant skills gap, providing professional technical support to sectors that are often serviced by an unorganized workforce.

3.4.1 Fishing Sector Module and Inland Waterways Module

For the fishing sector, the coursework places a critical emphasis on **small-craft stability and seakeeping**, which are paramount for safety during high-risk net hauling operations. The training covers the specific material sciences involved in **maintaining Fiber Reinforced Plastic (FRP) and wooden hulls**, which dominate this market, distinct from the steel-centric commercial shipping industry. Furthermore, the certificate course integrates modern catch-preservation technologies, teaching students how to install and maintain efficient **refrigeration and cold storage systems** directly on board, thereby increasing the economic value of the catch and modernizing the fleet's capabilities.

Simultaneously, the Inland Waterways module addresses the specific hydrodynamics of riverine navigation, focusing on the **design and maintenance of shallow-draft vessels, barges, and passenger ferries**. Engineers and technicians learn to tackle unique challenges such as hull optimization for fuel efficiency in shallow waters and the protection of propulsion systems against silt and riverbed debris.

3.5 Managerial and Project Oversight Skills

The comprehensive training equips graduates with the managerial acumen required to oversee these complex projects. This includes mastering **supply chain management for critical, long-lead items** like engines and propellers to prevent production delays. Students also learn to develop accurate **cost estimations**, understanding the distinct commercial differences between standardized **new builds and unpredictable repair work**. Finally, the program covers the **management of Classification Society surveys**, teaching future professionals how to prepare for and navigate mandatory inspections to maintain a vessel's license to operate.

3. A Dynamic Collaboration Hub with Sustainable Maritime Innovations

4.1 Zero-Emission and Green Propulsion Technologies

The proposed Ship Design Centre will serve as a pioneering hub for sustainable maritime innovation, specifically dedicated to accelerating the industry's transition toward **zero-emission technologies**. At its core, the centre will focus on the research, development, and integration of **green propulsion systems**, moving beyond traditional fossil-fuel dependence to explore **advanced electric and hybrid architectures**.

This includes the rigorous testing of high-capacity battery storage systems for short-sea shipping and the engineering of sophisticated hydrogen fuel cell powertrains for long-haul voyages. By centralizing this expertise, the facility aims to bridge the gap between theoretical green energy concepts and commercially viable vessel designs, ensuring that the next generation of ships is both environmentally compliant and operationally efficient.

4.2 Advanced Simulation, Computational Tools, and Safety Modelling

NSSRA will be equipped with **state-of-the-art computational laboratories** and simulation platforms capable of **modelling complex hydrodynamic and thermodynamic** scenarios. Engineers and researchers will utilize these tools to **optimize hull forms** for reduced resistance, thereby maximizing the efficiency of electric propulsion systems. The facility will also prioritize the **safety and feasibility of handling alternative fuels**, conducting advanced risk assessments for hydrogen storage and bunkering infrastructure. This creates a controlled environment where novel engineering solutions can be vetted against international safety standards before physical prototyping begins, significantly reducing the development cycle for green technologies.

4.3 Retrofitting and Fleet Modernization

Beyond technical R&D, NSSRA functions as a collaborative ecosystem, linking academic research with the practical needs of shipyards and fleet operators. It will actively work on **retrofitting solutions for the existing fleet, designing modular power** units that can replace conventional diesel engines in aging vessels.

4.4 High-Fidelity Simulation and Physical Test Facilities

The establishment of NSSRA revolves around the creation of a state-of-the-art infrastructure designed to revolutionize ship design and repair capabilities. This includes the deployment of advanced computational tools for high-fidelity simulation, such as

Computational Fluid Dynamics (CFD) and Finite Element Analysis (FEA), alongside physical research test facilities necessary for hydrodynamic testing and structural validation. It functions as a technological bridge actively connecting the recent advancements such as **digital twin, automation, and advanced materials** directly with the maritime sector.

4.5 Digital, Automation & Future Shipyard Technologies

NSSRA academy will incorporate **AR/VR-based immersive simulators** for hands-on training, **robotics for precision welding and hull inspection**, and **drone-assisted systems for ship survey and maintenance**. **AI-driven predictive maintenance** tools will be introduced to enhance reliability and reduce operational downtime, while smart manufacturing practices and automated panel lines will expose trainees to next-generation production environments. Together, these innovations align India's shipbuilding ecosystem with **global Industry 4.0 shipyard standards**, ensuring that the workforce is prepared for the technological demands of the future maritime sector.

4.6 Centralized Knowledge Repository and Standards Access

Complementing this technological backbone is a dedicated mandate to serve as a premier knowledge repository for the industry. NSSRA will provide centralized access to a comprehensive library of **international standards, regulatory guidelines, and technical data, covering every aspect of ship design and testing**. By aggregating information from global bodies like the International Maritime Organization (IMO) and major Classification Societies, the facility ensures that designers and engineers are not only aware of current compliance requirements but are also prepared for upcoming regulatory shifts. This access is critical for ensuring that indigenous designs meet rigorous global benchmarks for safety, environmental performance, and operational efficiency.

4.7 International Collaboration and Knowledge Exchange

NSSRA is envisioned as a dynamic collaboration hub, linking local potential with international expertise to drive both workforce creation and high-level Research & Development. By forging strategic partnerships with **global maritime leaders, universities, and technology providers**, NSSRA facilitates a two-way exchange of knowledge and talent. This ecosystem supports **joint R&D initiatives** that tackle complex industry challenges while simultaneously cultivating a globally competent workforce. Through these international alliances, the centre fosters an environment of continuous innovation, ensuring that the local maritime sector is not merely a consumer of technology but an active participant in shaping the future of the global shipping industry.

4. Implementation plan:

1. The academic and center hub will be established at Tuticorin with the help of a proposed shipbuilding cluster at Tuticorin, where the students undergo regular certificate courses.
2. The research facility for ship building and design will be at NTCPWC, Thaiyur, IITMadras.
3. Certification will be provided by IITMadras along with TAFE, Australia, IMU and other international partners.

Theme 7: Enhance India's position in maritime research and innovation


1. Innovation Ecosystem

2. Skill Development

3. Academia led regional collaboration



Challenges for limited innovation in Maritime Sector

 Start-ups	Limited presence of technology driven start-ups in the maritime sector
 Maritime Research	Limited collaborative approach for research, low citations (42 citations per million inhabitants), maritime institutes working in silos and limited incentives for research
 Training	Lack of accreditation, limited collaboration with international institutes and lack of latest technology to provide training
 Faculty	Long lead time to professorship, remuneration & empowerment and industry expertise

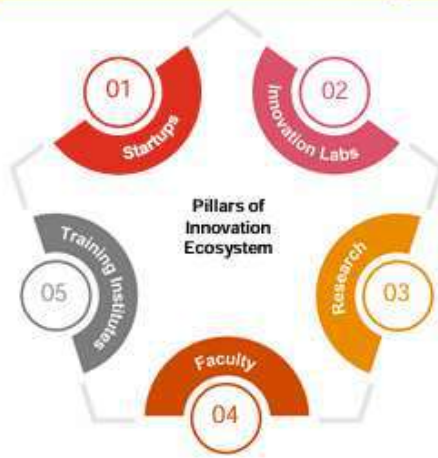
Singapore - Innovation Ecosystem bringing following elements together

- **Industry** - Port & Shipping Operation, Maritime Services & Engineering
- **Solution providers** - R&D Community, technology developers, startup accelerators and venture capitalists
- **Enabling environment** - Collaborative platforms (Living labs, R&D centers), match making (R&D workshops, smart port challenges etc.) and funding support (R&D funds, technology adoption funds and venture capitalists)

➔ **Helped Singapore to rank 8th in Maritime Technology and 5th rank in Maritime Finance & Law amongst 30 largest maritime cities in the world in 2019**

MAR-a-THON is an Innovation Ecosystem under Maritime Innovation Hubs at IITM, IITB, IITKgp & IMU.

USHUS in an Innovation Ecosystem created by CSL



- 01 Startups**
Policy for promoting start ups in the maritime sector through a network of Incubators and Accelerator(s) across Maritime Institutes, Universities and Private Sector
- 02 Innovation Labs**
Developing Innovation labs across IMU, Future IMUs, NTCPWC, CICMT and CEMS to provide technology based solutions to the challenges in the maritime sector and CoE in IIM, Ahmedabad & IIFT, Delhi
- 03 Research**
Developing an ecosystem of Maritime Knowledge Clusters across IMU Chennai, Future IMUs, NTCPWC, CICMT, CEMS and NINI
- 04 Faculty**
Policy framework for enabling maritime professionals as faculties across Maritime University(ies) and institutes
- 05 Training Institutes**
Solutions for improving training ecosystem through accreditation, collaboration and availability of technology

Aspirational Vision 2047
1

Key initiatives (2/2)

1.5 Promoting research in the maritime sector through establishing Maritime Knowledge Clusters

- MKC to be established in IMU, NTCPWC and CICMT and will collaborate with CEMS, NINI, State Maritime Institutes, foreign universities, industry players and relevant ministries such as MoPSW, MoES etc. to formulate research problems on the needs of industry and national importance
- Chair Professors in each of the MKC to guide on collaboration amongst Clusters and industry / academia
- Creation of a maritime research fund pool under MKC to promote the research activities
- Blue Economy Research Fellowship can be developed to attract researchers in the maritime sector

1.6 Strengthening faculty base maritime education

- Allow flexibility to maritime institutes faculties for working in the industry and to undertake independent research projects
- Allow mariners as associate professors and professors depending upon their qualification and competency certifications
- Senior maritime professionals can be appointed as permanent faculty or visiting faculty
- Faculty development initiatives to be introduced by providing trainings, upskilling certifications, etc.

1.7 Strengthening the maritime training institutes

- NAAC accreditation for Maritime Training Institutes (MTIs) to help them:
 - Partnerships with major international institutes for students & faculties exchange for training in technologies available in other geographies
 - Develop e-Learning platforms that would help in adoption of technology for providing the necessary trainings.
 - Enhance the training equipment with latest technologies to help the students upskill and stay relevant for the job, on board & ashore


1.8 Initiatives for promoting cruise crew skill development


- Develop training institutes at key cruise locations in India such as Mumbai, Goa, Kerala for sea cruise and Kolkata & Guwahati for river cruise
- Maritime training institutes and IMU can collaborate with hospitality management institutes such as Institute of Hotel Management and Cruise Service Providers to develop training programs
- Seafarers employed at cruises to be trainers at these institutes
- Setting up of premiere institutes which mainly focusses on cruise crew skill development


Aspirational Vision 2047
4

Enhancing education, research and training facilities in maritime sector through building collaborations and partnerships

Key Objectives	KPI Targets		
----------------	-------------	--	--

 **Amongst the best maritime university in the works**

 **Enhancing Research and Innovation in the maritime sector**

 **Augmenting industry expertise in the maritime education**

Metric	Status (as of 2021)	Target (2030)	Target (2047)
Number of Indian universities in Top 25 global ranking for maritime science	-	3-5	10-11
Number of research papers citations	42	2K+	5k+
Number of maritime startups in unicorn club	-	1	10
Percentage of research with industry collaboration	-	>60%	>80%





INDIAN MARITIME HERITAGE RESEARCH-TO-ACTION ROADMAP

Prepared for:
Indian Maritime Heritage Committee

Objective:
**To identify actionable measures for conservation, promotion,
education, tourism and global positioning of India's maritime heritage**

PURPOSE

- - Develop a national framework for maritime heritage promotion
- - Convert research into implementable actions
- - Link heritage with tourism, education and livelihoods
- - Provide clear ownership, timelines and KPIs



WHAT IS MARITIME HERITAGE

- - Tangible: ports, docks, lighthouses, shipyards, vessels, shipwrecks
- - Intangible: navigation traditions, festivals, boatbuilding skills
- - Natural-cultural: coasts, islands, rivers, estuaries
- - Living heritage of coastal and riverine communities



WHY MARITIME HERITAGE MATTERS

- - India's civilisational maritime identity
- - Heritage tourism and local employment
- - Education and youth awareness
- - Coastal community empowerment
- - Maritime diplomacy and soft power



RESEARCH METHODOLOGY

- - National inventory and asset mapping
- - Field-based pilot case studies
- - Stakeholder consultations
- - Global best practice benchmarking
- - Legal, institutional and financial analysis



KEY CHALLENGES IDENTIFIED

- - Fragmented governance and ownership
- - Absence of national inventory and standards
- - Poor interpretation and visitor experience
- - Limited community participation
- - Lack of sustainable funding models



VISION AND OBJECTIVES

- Vision:
- Position India as a globally recognised maritime civilisation

- Objectives:
- - Protect and revive heritage assets
- - Create immersive heritage experiences
- - Integrate heritage into education and tourism
- - Ensure sustainability and community ownership



THEMATIC PILLARS

- - Heritage conservation and adaptive reuse
- - Living maritime traditions
- - Heritage tourism and experience creation
- - Digital heritage and storytelling
- - Education and youth engagement
- - Governance and financing



NATIONAL ACTION FRAMEWORK – 0 TO 12 MONTHS

- - National Maritime Heritage Inventory Portal
- - Standard signage and interpretation guidelines
- - 10 pilot heritage sites for quick upgrades
- - Digitisation of priority archives
- - Oral history documentation



NATIONAL ACTION FRAMEWORK – 1 TO 3 YEARS

- - Maritime Heritage Circuits (coastal & riverine)
- - Lighthouse and dock heritage clusters
- - Museum modernisation programs
- - School and university engagement
- - PPP models for heritage reuse



NATIONAL ACTION FRAMEWORK – 3 TO 7 YEARS

- - National Maritime Heritage Mission
- - Dedicated heritage funding mechanisms
- - UNESCO and international collaborations
- - Global maritime heritage events
- - Technology-led immersive experiences



FLAGSHIP INITIATIVES

- - National Maritime Heritage Portal
- - Lighthouse Tourism Program
- - Port City Heritage Redevelopment
- - Traditional Boatbuilding Revival
- - Coastal Heritage Cruise Circuits



GOVERNANCE STRUCTURE

- - National Steering Committee
- - Technical Secretariat
- - State Maritime Heritage Cells
- - Industry and Port Partner Forum
- - Community advisory groups



EXPERT GROUPS TO BE INCLUDED

- - Marine archaeologists
- - Heritage conservation architects
- - Maritime historians
- - Museum and archive specialists
- - Anthropologists and sociologists
- - Tourism and PPP experts
- - Legal and environmental experts



FUNDING AND SUSTAINABILITY

- - Central and state budgetary support
- - Port-led CSR contributions
- - PPP and concession models
- - Ticketing and experience-based revenues
- - International grants and collaborations



KEY PERFORMANCE INDICATORS

- - Number of assets conserved
- - Visitor footfall and revenues
- - Community employment generated
- - Educational outreach metrics
- - Digital engagement and global visibility



EXPECTED OUTCOMES

- - Preserved and activated heritage assets
- - Increased tourism and employment
- - Enhanced national maritime identity
- - Strong global positioning of India's maritime legacy
- - Sustainable heritage governance model



CONCLUSION

- India's maritime heritage is a strategic national asset.
- A structured, action-oriented approach can convert heritage
- into culture, economy, education and diplomacy.



Date: 18/12/2025 Session II: 01.00 PM to 02.00 PM

MINUTES OF THE MEETING OF NSB MEMBERS HELD WITH THE REPRESENTATIVES OF CONTAINER MANUFACTURERS

Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB welcomed the participants and thanked all the NSB members for introducing themselves. He proposed that the session be structured such that the Secretary, Shri Nitin Mukesh, would invite the manufacturers one by one to share their perspectives. Each manufacturer would outline their key challenges and expectations from the Government of India. After all presentations and deliberations by the manufacturers the issues raised would be discussed in detail by the Board in a comprehensive and threadbare manner. Ms

2. **Ms. Madhvi (APPL – Container Manufacturer)** joining online thanked the Board for the opportunity and informed that APPL has been engaged in container manufacturing since 2022, having already delivered over 15,000 containers to both domestic and export markets. She highlighted that the core challenge faced by Indian container manufacturers is price competitiveness vis-à-vis China, primarily driven by **the high cost of steel** in India. She pointed out that containers are largely steel-intensive products and the steel price differential between India and China creates a significant cost gap. She stated that detailed presentations explaining the cost structure, pricing gap, and specific government support required have already been submitted to the Ministry and would again be shared with the Board after the meeting. She elaborated on the pricing gap, stating that Chinese containers are available in the range of USD 1,500–1,600 per TEU, whereas Indian manufacturers are unable to offer containers below USD 2,400 per TEU. It was highlighted that steel prices in China are around ₹40 per kg, while in India they are approximately ₹61 per kg. She further noted that ancillary industries supporting container manufacturing are not well developed in India, quality levels of local ancillaries lag global benchmarks, and mills in India typically supply standard sizes only up to 1,500 mm, whereas China offers much wider flexibility. It was mentioned that 97% of global containers are manufactured in China, while India's share is only about 0.5%. Daily global demand was cited at around 1,400–1,500 containers per day, emphasizing the scale disadvantage faced by Indian manufacturers.

3. **Shri Bharat Sood (Jupiter Wagons – Steel Industry perspective)** stated that apart from pricing, the **structure of the Indian steel industry** itself is a challenge. He pointed out **inflated prices of specific grades** such as E350 / quarter hard steel, **limited suppliers** (largely concentrated with a single major manufacturer), and **high BOQ (Bill of Quantity) thresholds**, which become unviable without continuous large orders. He stressed that **greater competition** among steel manufacturers and **availability of HR coils in required thicknesses** (from 2 mm upwards) from multiple

producers would help reduce prices. He emphasized that the steel industry must also contribute to lowering costs to enable container manufacturing to scale up in India.

4. **Mr. Harshit Jain (Vazron Industries)** suggested that the industry requires a **centralized or single platform/portal** where orders from government and public sector buyers could be aggregated. Such a mechanism would help set benchmarks, distribute volumes more evenly among manufacturers, and support the development of ancillary and BOP (Balance of Plant) suppliers. He drew an analogy with the LPG cylinder procurement model of IOCL / BPCL, where assured volumes helped the domestic ecosystem grow. He also suggested focusing container manufacturing development in specific regions or clusters to build scale.

5. **Shri Bharat Sood (Jupiter Wagons – Steel Industry perspective)** highlighted the **logistics and delivery disadvantage faced by hinterland manufacturers**. He explained that shipping lines typically prefer delivery at port locations such as JNPT, Mundra, Pipavav, or Mumbai, which benefits manufacturers located near ports. Hinterland manufacturers incur higher logistics costs—adding OpEx to CapEx—when transporting containers over 400–700 km to ports, reducing their competitiveness. He suggested enabling pickup and acceptance at ICDs/CONCOR locations, which would allow hinterland manufacturers to participate more effectively and support balanced industrial growth.

6. **One Container Manufacturing Group** echoed earlier concerns and emphasized that the key issues boil down to **steel cost, scale, and ancillaries**. Drawing from visits to Chinese container plants, he highlighted the enormous scale of operations in China, with production levels of around 500 TEUs per day, supported by high automation. He stated that while India may partially offset automation gaps with its young workforce, the **absence of scale and cost support** creates a chicken-and-egg problem. He noted that importing steel from China can sometimes be cheaper even after landing in India, but doing so defeats the Make in India objective. He informed that his group has been in the container manufacturing industry for over 35 years and that they are currently the only Indian company to have signed an MoU with Maersk to explore container manufacturing in India. He stressed that without targeted government support and nurturing; Indian manufacturers will struggle to compete on price and quality with global players.

7. **Shri Tridip Mitra, representing Transafe Services Limited (formerly part of the Balmer Lawrie Group, a Central PSU) now part of OM logistics**, made a presentation (**Annexure VIIIA**) and informed the Board that his company has been engaged in container manufacturing in India for nearly 30 years and currently operates three manufacturing facilities located at Kharagpur (East), Coimbatore (South), and Haryana (North). He stated that the combined installed capacity of these plants is approximately 2,500 TEUs per shift, which can be doubled with the addition of another shift. All facilities are fully integrated with in-house manufacturing using virgin steel. He emphasized that the challenges faced by his company are common across the

domestic container manufacturing industry and primarily stem from the **lack of scale and absence of a supporting ecosystem**. Despite adequate infrastructure and pan-India presence, manufacturers remain dependent on imported components from countries such as China, South Korea, and Vietnam, and face significant disadvantages due to higher steel prices in India compared to competing countries. He stressed that all these issues ultimately converge on a single core problem—insufficient scale of production, which prevents Indian manufacturers from achieving cost competitiveness. He submitted that unless scale is created through assured domestic demand, Indian manufacturers will continue to struggle despite having established facilities and technical capability. As a key suggestion, he supported the proposal that containers required for Indian trade should be sourced from domestic manufacturers, with restrictions on overseas procurement, in line with the 'Make in India' vision of the Government. He concluded by stating that creation of a robust domestic ecosystem and demand assurance is essential for the survival and growth of the Indian container manufacturing industry and thanked the National Shipping Board and the Ministry for providing the opportunity to present industry concerns. **Shri Ajith Kumar Sukumaran CS DGS** acknowledged the challenges highlighted by the industry and raised three exploratory questions for academic and policy consideration. He questioned the rationale for positioning India as a "China Plus One" destination unless cost or value advantages are created. He suggested exploring premium segments such as containers made from green steel, noting that European markets may be willing to pay a 30–40% premium under carbon-related regulations. He further proposed examining the feasibility of using scrap steel, including ship-recycling scrap, for green steel production, and suggested considering differentiated standards for containers meant for domestic, coastal, or inland use instead of insisting only on ISO standards. **Shri Mitra** responded that manufacturers are already producing containers to BIS and other non-ISO specifications to keep plants running, given limited ISO orders. He clarified that container scrapping economics are marginal and that scrap from containers themselves is not the issue. On green steel, he stated that as of now the industry has not practically explored scrap-based green steel due to technical and scale constraints. **Shri Rahul Modi President CCTA** clarified that the container manufacturing initiative has earlier been discussed at the policy level, including proposals such as container clusters. He noted that manufacturing containers directly from scrap steel is not presently feasible without changes in BIS standards, but these issues could be examined and rectified through coordinated policy intervention. **Shri Mitra** explained that container external walls use Corten (weathering) steel, which contains copper to provide corrosion resistance, and this grade is not easily suitable for re-rolling. Structural components, however, use other steel grades that may be re-rolled. He indicated that lack of R&D and data is a constraint in using scrap steel for such specialized grades. **Shri Ajith Kumar Sukumaran CS DGS** elaborated that simple re-rolling of scrap steel is not viable due to homogeneity and purity concerns, and that smelting is required. He informed that BIS and the Ministry of Science and Technology are examining alternate standards and processes. He reiterated that

scrap-based steel offers significant emission reduction benefits and merits further study. **Shri Mitra** agreed that green steel is conceptually valid and stated that discussions are ongoing with steel manufacturers. However, he stressed that the main constraint remains scale and minimum order quantities across multiple steel thicknesses. He pointed out that even if green steel premiums are accepted, Indian container prices would still only match normal Chinese container prices. He emphasized that without a trigger in the form of assured orders, steel manufacturers have no incentive to supply container-grade steel competitively. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that long-term sustainability cannot rely only on subsidies or PLI schemes and that ecosystem creation, cross-sector coordination and innovation are necessary. He suggested that government-facilitated studies and integrated approaches could help create durable solutions. **Shri Mitra** agreed that PLI or viability gap funding can only act as an initial trigger. He explained that container manufacturing requires investments of ₹150–200 crore per plant, which MSMEs cannot sustain without scale. Once an order book is created through policy support, investments, steel price negotiations, and ecosystem development would naturally follow. He reiterated that narrowing the cost gap with China to even 10% would activate China-Plus-One sourcing. **Shri Ajith Kumar Sukumaran CS DGS** referred to the “China +1” strategy, noting that for India to realistically emerge as the preferred alternative, there must be a clear rationale. Either Indian manufacturers must eventually become cost-competitive, or they must position themselves in a premium segment where differentiation is possible. In this context, he highlighted the potential of containers manufactured using green steel, observing that under mechanisms such as the Carbon Border Adjustment Mechanism (CBAM), European markets may be willing to pay a 30–40% premium for products made from green steel. Since many global shipping lines have European origins, he suggested that demand for green steel containers could emerge, like how Indian shipyards are increasingly focusing on green and technologically advanced vessels rather than conventional shipbuilding. He further suggested exploring the use of scrap steel, particularly from ship recycling yards, as it offers a more sustainable and emission-efficient pathway to green steel production. He asked whether the container manufacturing industry had examined or discussed the feasibility of using ship recycling scrap, not only from a cost perspective but also from the standpoint of emissions reduction. Finally, he raised the issue of standards for containers used within India. While international ISO standards are essential for global trade and hazardous cargo, he questioned whether such stringent standards are always necessary for domestic use, including coastal shipping, inland waterways, or non-hazardous cargo. He proposed examining the feasibility of an Indian or reduced standard for domestic containers, which could lower costs, support domestic manufacturing, and, if successful, eventually evolve into a globally accepted standard. **Shri Mitra** acknowledged the domain knowledge of the Board and clarified that the discussion was not about questioning regulatory understanding but about presenting the practical realities faced by container manufacturers. He explained that Indian manufacturers are not restricted only to ISO containers. Due to limited ISO

demand, manufacturers have diversified into BIS-standard containers and specialised containers, including export-oriented products, to keep plants operational. He stated that detailed information on these variants would be shared through a presentation after the meeting. On the issue of container scrapping, he clarified that his remarks were not about recycling containers themselves. He explained that a container typically has a lifespan of 20–25 years and, while its initial cost may be around ₹2.5–3 lakh, its scrap value at end-of-life is only about ₹50,000–₹60,000, making container scrapping a limited-value proposition. Hence, his concern was not centred on container scrap economics. In response, **Shri Ajith Kumar Sukumaran CS DGS** clarified that his question was specifically about the use of scrap steel from the ship recycling industry as a raw material for container manufacturing, not the scrapping of containers. He emphasised the potential linkage between ship recycling scrap, green steel production, and container manufacturing, particularly from the perspective of sustainability and emissions reduction. **Shri Rahul Modi President CCTA** then provided contextual background, explaining that container manufacturing has been discussed earlier at the highest level, including the idea of developing container manufacturing clusters (Container Cluster 2000) as part of broader initiatives in which NSB was involved. He noted that manufacturing containers directly from scrap is currently not feasible without changes in BIS standards, and these are precisely the kinds of technical and regulatory issues that need iterative discussion and correction. **Shri Ajith Kumar Sukumaran CS DGS** clarified that while direct re-rolling of scrap steel is not feasible, smelting scrap steel and then producing steel suitable for containers is technically viable. He highlighted that using scrap steel through this route could lead to an emissions reduction of around 40%, making it a strong candidate for green steel-based container manufacturing, aligned with future global sustainability requirements.

8. **Shri Kirit Soni Vice President Saurashtra Chamber of Commerce and Industries (SCCI), Bhavnagar President** explained that container manufacturing involves multiple grades of steel, each serving a specific functional purpose. The external walls of containers are typically made of weather-resistant (Corten) steel, whose higher copper content provides inherent corrosion resistance. In the event of scratches or paint damage during handling, the copper in the steel forms a natural protective layer, preventing further corrosion. This property makes Corten steel essential for external panels. In contrast, the structural components of containers use different steel grades, some of which may be more amenable to re-rolling or alternative processing routes. In response, it was noted that Corten steel production using scrap is currently constrained due to limited R&D, lack of data, and absence of established standards. Previous engagements with BIS and the Ministry of Steel were referenced, where the feasibility of alternative grades and standards has been discussed. **Shri Ajith Kumar Sukumaran CS DGS** clarified that the key technical challenge with scrap-based steel is not quality per se but homogeneity and traceability of scrap sources. Simple re-rolling is inadequate; instead, smelting and refining are required to achieve consistency. The Government is examining smelting-based models and has

constituted expert committees, including BIS and other agencies, to study the feasibility of alternative standards. He emphasized that using scrap steel for container-grade steel offers a significant green advantage, potentially reducing emissions by 30–40%, and asked whether the industry had explored this from a sustainability perspective. **Shri Soni** acknowledged that, while the green steel concept is theoretically sound, its practical adoption faces significant hurdles. Discussions have begun with steel manufacturers, but container manufacturers depend on steel producers for raw material decisions. The primary constraint remains **scale and minimum order quantities (MOQs)**. Container manufacturing requires **four to five different steel thicknesses**, each demanding a viable MOQ for steel mills to adjust rolling schedules. Even with conventional steel, this remains a challenge today. Green steel adoption would further require downstream processing into hollow sections and extruded members, compounding complexity. Additionally, even if European shipping lines are willing to pay a 35–40% green premium, this only brings Indian containers closer to—rather than below—Chinese price levels, given India’s already higher steel costs. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that long-term competitiveness cannot rely solely on subsidies or short-term price support. Instead, government-led ecosystem creation, targeted studies, and structured intervention are required to find sustainable solutions. Out-of-the-box approaches, rather than perpetual fiscal support, are essential for long-term viability. **Shri Soni** concurred, stressing that **PLI schemes, viability gap funding, and green steel development** must run in parallel. He noted that PLI-type interventions act as a trigger, not a permanent solution. India already has 8–10 container manufacturers across regions who can scale up immediately if demand materializes. However, meaningful scale requires substantial investment—typically ₹150–200 crore per plant which MSMEs cannot absorb without order certainty. A firm order book changes industry dynamics: it improves negotiation power with steel manufacturers, incentivizes production of specialized grades like Corten steel, and attracts FDI/FII investment. He illustrated that if an order of even 50,000 containers were committed by a major shipping line, the entire conversation with steel producers would shift. The industry is currently trapped in multiple “chicken-and-egg” situations, but all converge on one starting point: order visibility. Government support through PLI or viability gap funding can initiate this cycle, leading to scale, investment, ecosystem development, and gradual movement toward green steel and advanced manufacturing. He concluded that if India can reduce the current ~40% price gap with China to even 10%, a credible China+1 shift in container manufacturing would be realistically achievable.

9. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that the core strength of the National Shipping Board lies in its multi-sector representation, which enables holistic problem-solving rather than siloed approaches. He highlighted that issues related to container manufacturing intersect with several domains already represented on the Board, including PLI formulation, ship recycling, BIS standards, and certification by the Indian Register of Shipping (IRS). He suggested that the Board could facilitate a structured, cross-sector dialogue, bringing together stakeholders from container

manufacturing, ship recycling, steel, standards bodies, and certification agencies, with government support, to jointly explore feasible solutions. The Container Manufacturers collectively highlighted that India has adequate container manufacturing capacity spread across multiple regions, including facilities in the east, south, and north of the country, with the ability to double output by adding shifts. Despite this, the industry is unable to operate at scale. The central challenge repeatedly emphasized was the absence of scale, which underpins almost every difficulty faced by domestic manufacturers. A major cost disadvantage arises from **steel prices**, with Indian steel costing significantly more than Chinese steel. Since steel constitutes the **largest component of container cost**, this single factor creates a substantial pricing gap between Indian-made containers and Chinese imports. Stakeholders cited examples where Chinese containers are available at **USD 1,500–1,600 per TEU**, whereas Indian manufacturers cannot supply below **USD 2,400 per TEU**. This gap is further widened by limited availability of specialized steel grades, high minimum order quantities, and dependence on a small number of domestic steel suppliers.

10. **Shri Bharat Sood (Jupiter Wagons – Steel Industry perspective)** added that container manufacturing cannot be viewed in isolation and must involve Indian Railways, ports, and the steel sector. He highlighted the distortion caused by cheap imports of second-hand containers for domestic use and pointed to emerging large demand from sectors such as battery energy storage systems, data centres, and renewable energy, which also compete for steel. He stressed the need for coordinated planning across sectors.

11. **Shri Rakesh Singh President ICCSA** summarized the discussion by seeking clarity on domestic container demand, noting suggestions such as restricting imports for domestic use, and asked industry representatives to indicate the approximate size of the domestic requirement. **Capt. Pankaj Kumar (Diamond Blue Shipping Solutions)** stated that based on his recent interaction with CONCOR, the current demand pattern shows reduced requirement for dry containers, while demand is emerging mainly for specialised containers such as tank containers and cement tanks. Due to the fall in dry container volumes, CONCOR has not floated fresh tenders. **Shri Rakesh Singh President ICCSA** clarified that despite recent fluctuations, CONCOR had procured around 10,000 containers in the previous year, while CWC procured approximately 500 containers. He emphasized that once consolidated and reliable data on domestic demand (across all container types) is available, it would strengthen discussions with the Ministry.

12. **Shri Rakesh Singh President ICCSA** questioned the claim that China's low steel cost is due to recycling and sought clarity on what type of scrap China uses (ship, rail, or other sources) and how quality is maintained. **Capt. Pankaj Kumar (Diamond Blue Shipping Solutions)** responded that, based on information from Chinese sources, government incentives and long-standing policy support play a major role in keeping container manufacturing costs low in China, though he acknowledged the information may not be fully verified. **Shri Rudra Shriram (PCM Containers and Engineering)**

added that China's high consumption of Corten (weathering) steel across railways, infrastructure and container manufacturing ensures continuous demand and economies of scale. He noted that raw material sourcing and recycling practices in China are better addressed by steel industry experts, as container manufacturers do not have full visibility on that aspect.

13. **Ms. Sanjam Gupta Director Sitara Shipping** raised the possibility of greener materials such as bamboo flooring and carbon-absorbing technologies used internationally. **Shri Rudra Shriram (PCM Containers and Engineering)** responded that bamboo flooring and other green innovations are already used in China but require large-scale plantations and supply chains. He cited examples such as water-based paints adopted industry-wide in China, noting that such green transitions are only viable at scale. **Ms. Sanjam Gupta Director Sitara Shipping** suggested exploring innovative green technologies, citing examples such as Seabound's carbon-capturing solutions and green container initiatives in Europe. She offered to share this information with industry stakeholders to assess feasibility, even if only at an exploratory level. **Shri Ajith Kumar Sukumaran CS DGS** explained that the issue fundamentally lies with the steel industry and scale, not container manufacturers alone. He outlined that steel production is either from virgin ore or scrap through smelting and purification, but in India iron ore is currently cheaper than scrap. Scrap-based steel becomes viable mainly when green steel incentives and carbon benefits are factored in. Without such incentives, steel manufacturers have little motivation to change their production systems.

14. **Shri Rahul Modi President CCTA** informed the Board that detailed data on domesticated containers imported from China (used for domestic operations after paying customs duty) has already been submitted to the Ministry and can be shared with the Board. He expressed doubt that China is producing Corten steel purely from scrap, noting that this issue has been discussed earlier with BIS and remains technically uncertain. He highlighted that DG Shipping has already conducted studies on container manufacturing and classification, and pointed out that IRS certification costs could be significantly reduced, potentially saving ₹4,000–5,000 per container, thereby offering immediate relief to manufacturers. **Shri Arun Sharma CMD IRS** stated that IRS has been involved from the beginning and has certified several container manufacturing plants across regions to CSC standards. However, actual orders remained far lower than projected (for example, a proposed 50,000-container order reduced to about 6,000). He identified high steel prices as the single biggest cost driver. He suggested that one possible solution could be aggregating national demand, floating a consolidated tender, and distributing orders among manufacturers at a common rate. He clarified that IRS certification charges are already at cost-to-cost levels and can be reduced further if volumes increase. **Shri Rahul Modi President CCTA** supported IRS's role and urged manufacturers and shipping lines to route certifications through IRS, noting that higher volumes would automatically reduce certification costs and strengthen the domestic ecosystem.

15. **Shri Bharat Sood (Jupiter Wagons – Steel Industry perspective)** stated that domestic container manufacturing has survived largely due to demand from CONCOR, Adani Ports, DP World, Pristine and Darcel, rather than shipping lines alone. He stated that these entities together have supported demand for around 25,000 containers for domestic use, routed through ICDs and CTOs, which has kept the industry viable over the last few years.

16. **Capt. Nitin Mukesh Secretary NSB** requested all members and stakeholders to share their presentations, letters, and any supporting material either during the meeting, by email, or through WhatsApp. He emphasized that these documents would be useful for further examination and future reference.

17. **Shri Sameer Kumar Khare, IAS (retired) Chairperson National Shipping Board**, thanked all container manufacturers for participating and sharing detailed ground-level inputs. He observed that the deliberations clearly showed container manufacturing in India to be an evolving sector with several unresolved structural challenges. He summarized the key issues highlighted by manufacturers as the significant steel cost differential vis-à-vis China, the underdeveloped ancillary ecosystem, the absence of sustained and predictable demand, and the fact that no single intervention can support the sector in isolation. He noted broad consensus that multiple actions must proceed in parallel. He further stated that before NSB formulates its recommendations to the Government, it is essential to study the manufacturers' presentations and receive their suggestions in writing. This, he said, would allow the Board to develop a holistic understanding and engage meaningfully with concerned ministries such as the Ministry of Railways, Ministry of Commerce, and DPIIT. He cautioned that schemes like PLI or direct subsidies may provide short-term relief but are not sustainable long-term solutions. Incremental measures alone, such as cost reductions through alternate certification agencies, while useful, would not bridge the substantial cost gap. He emphasized the need for deeper, component-wise cost assessment and more innovative, out-of-the-box approaches before final recommendations are made.

18. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** concluded the deliberation by once again thanking all participants and formally closing the discussion on container manufacturing.

TRANSFAE SERVICES LTD

A Group Company of OM Logistics



Introduction

Transafe Services Limited is a **OM GROUP** company

TSL has specialized in design and manufacture of all type of standard ISO Containers & Tanks various special containers for marine, highway, and railway, offshore containers and integrated equipment containers.

With more than 30 years of professional experience, TSL is now one of the most trusted manufacturers of standard & special containers in India.

We are an ISO 9001: 2015 & ISO 45001 : 2018 company

- World economies embraced NIEO
- The principal vertical of our business remains to be the container
- The carrier that offers several advantages over conventional break bulk transportation through road, rail or short sea
- Indian Container Leasing Company...began its journey as the subcontinent's pioneering logistics service provider
- A process that ensures...reliable transshipment, safety from weather, pilferage and accident
- Deeply involved in multi-modal evolution in India
- In-depth knowledge of depot and container yard operations
- A process that ensures...reliable transshipment, safety from weather, pilferage and accident
- In 2006, we were rechristened as Transafe Services Limited
- Our initial services covered standardized container based solutions, via...purchase/finance lease/operating lease
- Today, we provide focused customized solutions for different segments





Our Values

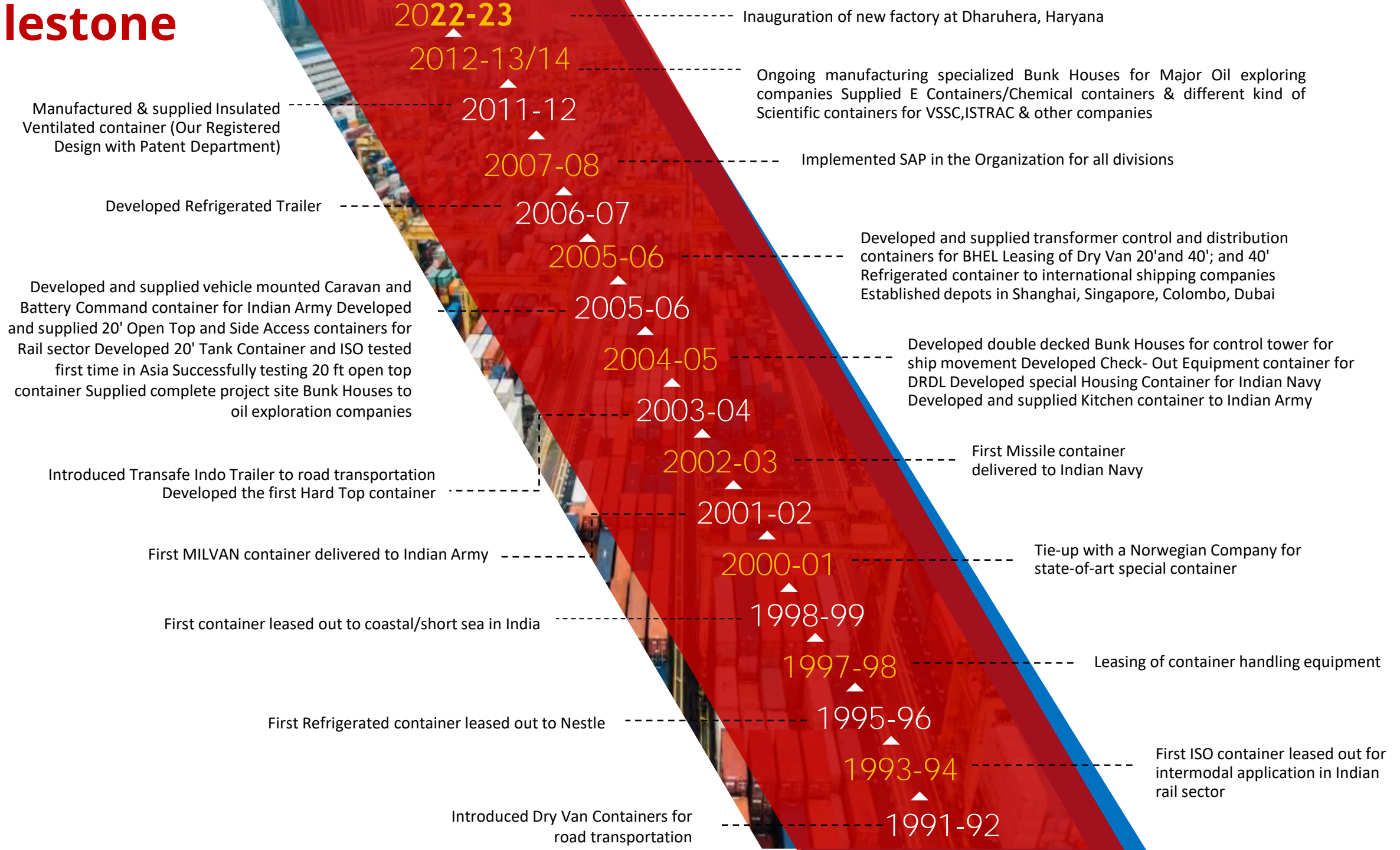
Mobility To achieve 360-degree mobility in all the segments of our operations

Accessibility...Complete access to our products and services for our customers and esteemed stakeholders

Customization...We believe in providing products and services that are totally customizable and create value for the end-users

Transparency...We believe in offering a process that is completely transparent and transfer our social values through the quality of services

Milestone

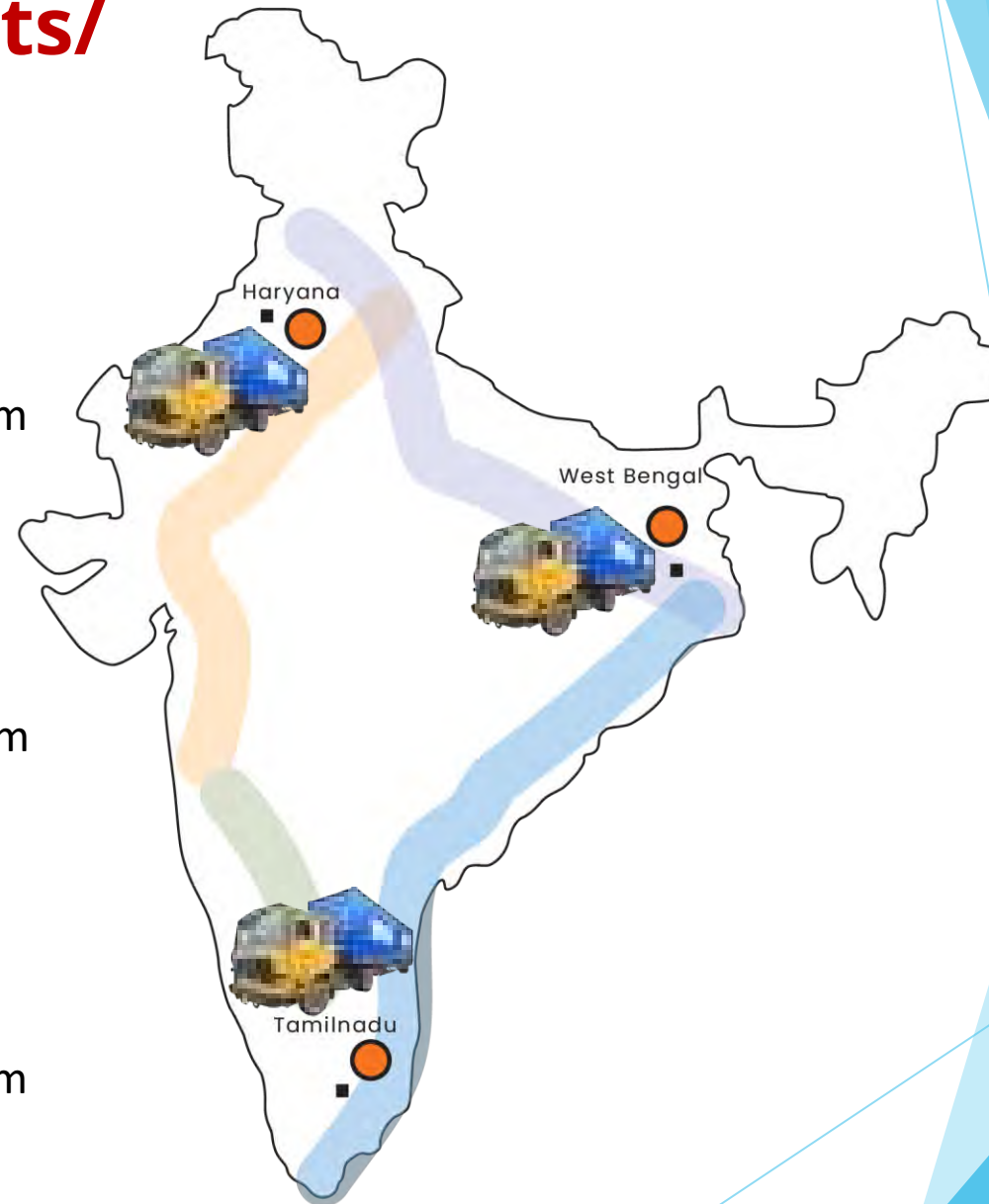


Our Manufacturing Units/ Presence

Kharagpur : West Bengal
Area : Total 2.9 Acres/Covered 3100 Sq. m
Capacity : 1000 TEUs / Year with extendable capacity

Coimbatore : Tamil Nadu
Area : Total 2.3 Acres/Covered 1400 Sq. m
Capacity : 500 TEUs/ Year with extendable capacity

Dharuhera : Haryana
Area : Total 2.0 Acres/Covered 2000 Sq. m
Capacity : 1000 TEUs / Year with extendable capacity



Facilities

Each of the workshops are equipped with modern facilities to produce containers of varying design and under effective quality measures. Some of the major available facilities are:



Shearing & Bending M/c



Jigs for Sub-Assemblies



Welding Platforms



Boxing Jig



Blasting Booth



Painting Booth



ISO Test Rig



Shower Testing Area

Testing Instruments

Each of the workshops are equipped with all the necessary instruments required in different stages during manufacturing of our products. Few of them are mentioned here under:

- Digital Coating Thickness gauge
- Steel Scale
- Profile Gauge (Weld Gauge)
- Pitch gauge
- Radius gauge
- Bridge cam weld gauge
- Welding gauge (Digital)
- Manual & Digital Micrometre
- Digital Vernier Calliper
- Bevel protractor
- Taper scale
- Digital Surface Profile Gauge
- LUX meter
- Cross hutch cutter Depth
- Digital Clamp Meter
- Pressure Gauge
- Humidity Meter | Digital Thermo Hygrometer
- Height Gauge (Analog)
- Coating Thickness Gauge(Digital)
- Laser Distance Meter
- Digital Gloss Meter
- Surface Roughness Comparison
- Measuring tapes

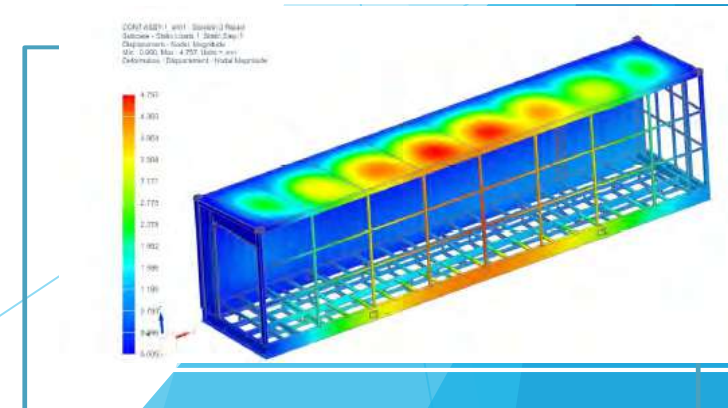
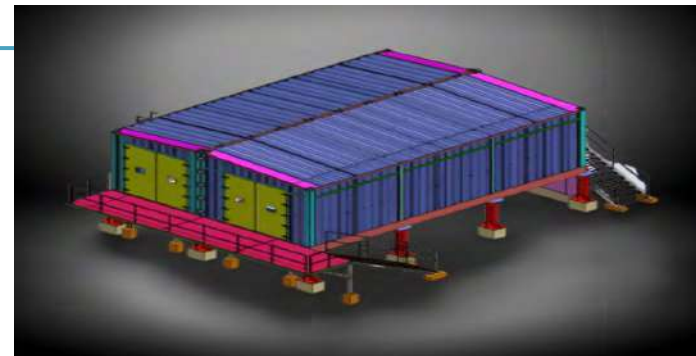
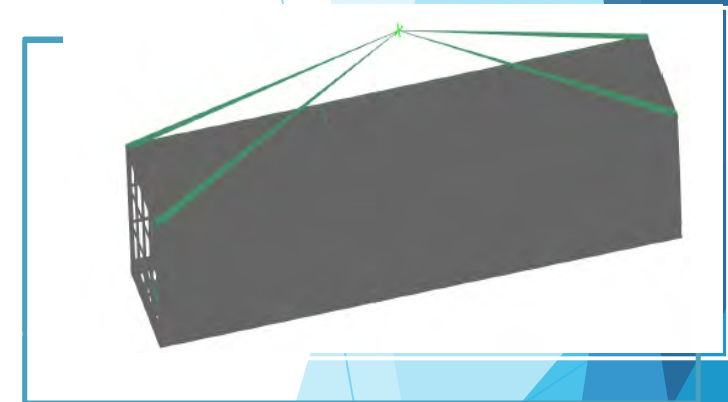
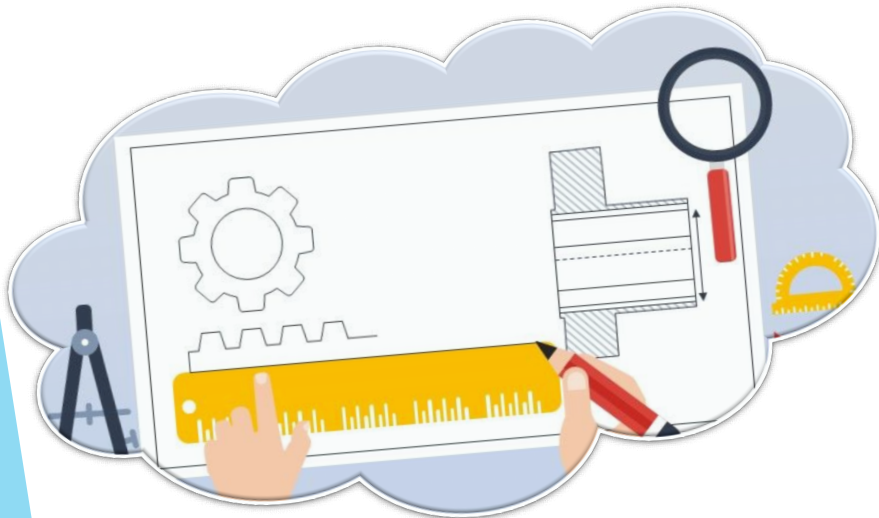


Design Capabilities

- We have two Design centers located at Kolkata, West Bengal & Dharuhera, Haryana equipped with modern drafting and modeling tools/Softwares.
- We do carry out structural analysis of our designed products by using modern internationally accepted analysis softwares to validate stability & strength of new designs.

Few of the commonly used softwares are:

- AutoCAD-2022
- Ares Commandar-2023
- Siemens NX-2022
- Solidworks-2023



Transafe Products

Our products are delivered to both domestic and overseas markets. Modularized integrated equipment have been widely used in transportation, storage, construction, oil field, telecom, space and research, scientific sectors, power industries, de-fence services & off shore use.

PRODUCT TYPE

- ISO Freight Containers
- Offshore Containers
- Electrical Substation containers (E-House)
- Solar battery container (BESS)
- Tank Container
- Bunk House Containers.
- Gen-Set/ Compressor enclosure Containers
- Refrigerated Containers (Reefer)
- Special Purpose Containers
- Vehicle Mounted Containers



ISO Freight Containers

Based on the cargo and the loading method we offer the following containers.

Types of ISO Freight Containers:

Dry Van Container

Containers with doors at one or both end(s). These can be of standard height or high Cube.

Side Access containers

Containers with doors on one or both sides as well as end doors.

Open Top/Flexi Top Containers

The top is completely open to facilitate top loading of cargoes. If required can be covered with tarpaulin



Hard Top Containers

It is equipped with a removable steel roof. Suitable for heavy cargo, tall cargo and loading from top by crane.



Flat rack Containers

Mainly used to transport heavy-lifts and over height or over width cargo.



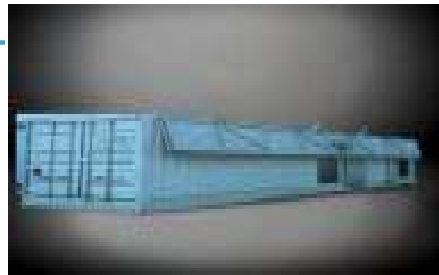
Insulated-Ventilated containers

Used especially for cargoes which have to be passive ventilated in transit.



Coil-Tainers

@ 0



ISO TANK CONTAINERS

Tank containers are used for liquid cargo.

Stuffs like: Spirits, sweet oils
Chemicals: Hazardous materials, such as fuels, toxic substances, corrosion protection agents

Capacity : 20, 000 to 26,000 L

Shell material :

1. Stainless Steel; 316L
2. Carbon steel with lining by special paint

Discharge Location :

End bottom / side bottom at center of the tank on both sides & Top Discharge

Refrigerated & Insulated Container

Refrigerated container has an integral refrigeration unit for controlling the temperature inside the container upto -25° C.

Insulated Containers are used in particular for voluminous and light goods (e.g. milk, fruit, flowers, etc).



Bunk House Containers

Silent Features of Bunk Houses :

- Comfort commensurate with efficient functional utility.
- Optimized design for light weight construction.
- Easy transportability in difficult terrains.
- High strength to withstand

Type of Bunk Houses

- Single Bed VIP Bunk House
- 2 Bed Bunk House
- 4 Bed Bunk House
- 8 Bed Bunk House
- Office Bunk House
- Kitchen Bunk House
- Dining Bunk House
- Medic Bunk House
- Toilet & Bath Bunk House
- Stores Bunk House & many..



Bunk House Internals:



Office Bunk House



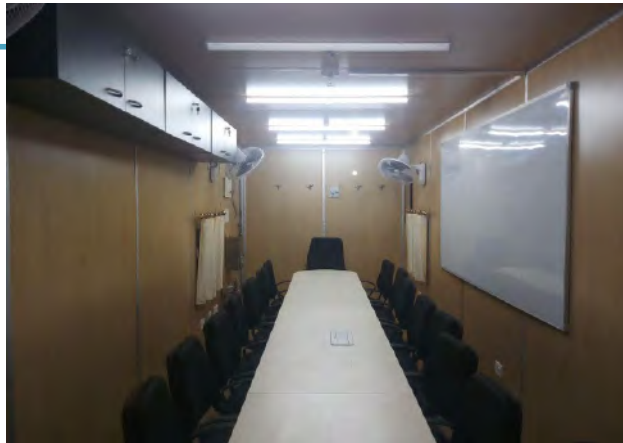
Kitchen Bunk House



Locker Room Bunk House



Living Room Bunk House



Conference Bunk House



Storage Bunk House

Bunk House Internals:



Manager's Cabin Bunk House



Geo-Lab Bunk House



Canteen Bunk House



Dispensary Bunk House



Medical Room Bunk House



Dining Bunk House

Transafe Offshore Containers

WE MANUFACTURE & SUPPLY DNV CERTIFIED OFFSHORE CONTAINERS , BASKETS, WORKSHOP TO DIFFERENT OIL & GAS INDUSTRIES.

OUR PRODUCT LINE

1. OFF-SHORE CONTAINERS
2. OFF-SHORE BASKETS
3. OPEN TOP CONTAINERS,
4. OFF-SHORE WORKSHOPS.
5. OFF-SHORE BUNK HOUSES AS PER DNV 2.7-2

DNV 2.7-1: 2006, THE STANDARD FOR CERTIFICATION OF OFFSHORE UNITS, ENSURES THAT THE CONTAINER CAN WITHSTAND THE RIGOROUS OFFSHORE LIFE. THE DESIGN PROCESS ALSO HAS TO CONSIDER ANY ASSOCIATED PERMANENT EQUIPMENT FOR HANDLING, FILLING, EMPTYING OR SAFETY. FURTHERMORE, THE CHOICES OF MATERIAL & PROTECTION & THE EASE OF REPAIR AND MAINTENANCE HAVE TO BE SUCH THAT THE EQUIPMENT IS SUITED TO REPEATED USE.



Workshop/ Laboratory Containers

- DNV 2.7-1 / EN12079 CERTIFIED
- INSULATED & AIR CONDITIONED
- FITTED WITH EXTENDABLE MONORAIL & CHAIN PULLEY BLOCK
- EQUIPPED WITH COMPRESSOR, TROLLEY, VACUUM PUMP & BELL JARS,
- TRANSFORMER TO SUITE RIG POWER SUPPLY, ETC.



Containers for Power/ Utility Sectors

E House (Containerized substation)

These containers are custom built for mounting Electrical panels & act as a containerized substation at Power Generation & other Industries. False flooring is provided for laying of cable ducts. E-rooms containers are insulated for maintaining controlled environment inside the container.

Features of an E-House:

- Container enclosure designed to accommodate weight of all electrical panels, switchgears, transformer & other electrical equipments.
- Insulation (Fire-Retardants)- Rockwool/ Glass-wool/ Mineral-wool etc, to keep the temperature maintained.
- HVAC to keep the temperature appropriate for operations.
- Fire detection & suppression system to ensure the safety at time of a fire hazard.
- Door access & control system for restricted entry.
- CCTV & surveillance system for monitoring.
- Illumination & standard electrical as per project requirement.



Types of E-Houses:

1. E-House for Electrical Substations.
2. E-House for Material handling equipments like: Luffing, Stacker, Reclaimers etc.
3. Control Room E-House.
4. E-House for Machine Room.

E-House for Material Handling Equipments

E Houses & Operator cabin for machines like Luffing Stacker, Side Scrapper Reclaimer, Bridge Reclaimer, Slewing Stacker, Full Porter Reclaimer, Cranes etc

E-Room Containers EMI Shielded

We are fully equipped to carry out physical testing as per ISO norms. Test facilities are installed at our works to validate the new designs



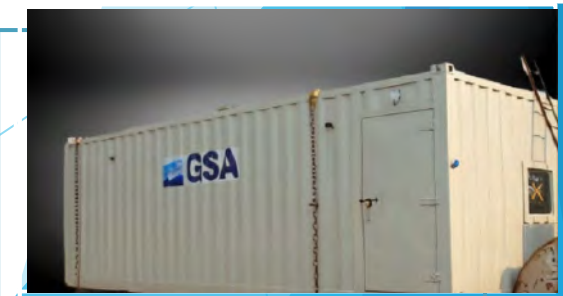
Transformer Containers

- Transformer housing container for Solar Power Station
- Module of 3 units – 2 Transformer + 1 Inverter
- Size approximately 18 m Length x 4.1 m width x 3.8 m height.
- PUF Insulated
- Painted MS inner paneling
- Internal Electrification & air conditioning as per requirement
- IP rating as per standard norms.



Control Room Containers

Contains control stations/ panels for various industrial equipments.



BESS/ Solar Inverter Containers

- Battery Energy Storage System (BESS) is a containerized solution that is designed to store and manage energy generated from renewable sources such as solar and wind power.
- BESS containers are a cost-effective and modular way to store energy, and can be easily transported and deployed in various locations.



Major E-House Projects



Siemens A/c Air Liquide, Nagpur



Linde A/c PED Schott Glass



HZL Barmer, Rajasthan



Linde A/c PED Dahej, Ludhiana.



Siemens A/c Tata Steel, West Bokaro



Siemens A/c St. Gobain, Rewari

GEN-SET Containers

Genset Containers

- Acoustic enclosure designed to house upto 2000 KVA gen sets.
- MS outer shell, painted to marine standard.
- ISO certified enclosures on request



Genset Containers EMI Shielded

- Acoustic enclosure designed to house upto 2000 KVA gen sets.
- MS outer shell, painted to marine standard.
- ISO certified enclosures on request



Insulated Ventilated Container

The passively ventilated container is designed for transporting perishable horticulture produce over long distance/duration at lower cost, maintaining desired freshness and quality of produce.

Insulated ventilated containers are thermally insulated with PUF, along with Gel coated glass reinforced plastic sheet inner lining. Insulated ventilated containers are thermally insulated with PUF, along with Gel coated glass reinforced plastic sheet inner lining,



Key Features

Ensuring optimum air flow from all sides and bottom to maintain excellent cargo freshness during transit as well as at the destination point.

No external power or cold air from alternative source is required, thus saving on cost of transportation.

Allowing higher pay load as compared to existing refrigerated/actively ventilated containers, further economizing transportation costs.



Vehicle Mounted Containers

Introducing our innovative vehicle-mounted container, designed to offer unmatched flexibility and efficiency for transporting goods in a wide variety of industries. This state-of-the-art container seamlessly integrates with commercial vehicles, providing a highly versatile and secure solution for cargo transportation.

Applications:

Logistics & Freight: Ideal for delivery services, ensuring goods are transported safely and efficiently across cities or countries.

Construction & Engineering: Suitable for carrying tools, equipment, and materials to construction sites, offering easy access and organization.

Emergency Services: Provides rapid deployment of essential supplies and equipment in urgent situations, ensuring readiness and accessibility.



Special Customized Containers

Custom containers for Strategic & Research Application

- We manufacture special custom containers for ISRO Group companies-VSSC, LPSC, URSC, SDSC etc, Indian Navy, De fence, NIOT, LRDE and other prestigious organizations.
- We have supplied custom containers to carry different Satellite hardwares & space research equipment used in esteemed projects like Mangalyaan, Chandrayan-I, II & III, Aditya L1 & manufacturing for the upcoming projects as well.



Some of the Projects executed for ISRO Group companies:



Our happy customers



Quality Policy

Transafe Service Limited has established its Quality Policy specifically to enable the company to achieve sustainable growth by providing reliable and defect-free quality products that meet or exceed the expectations and requirements of its customers and other key stakeholders (including employees of the company as internal customers).

We at **Transafe Service Limited** need to demonstrate and carry out all our activities in a legal, ethical and effective manner.

This level of quality will be achieved through a constant and focused approach of monitoring, analysis, reviewing and upgrading our processes, technologies, skills of our personnel and resources through application of audited system of company, regular management reviews and through the we effective application and adherence to the requirements of the recognized international standard **ISO 9001:2015**.

Successful achievement of this policy involves all our employees and workers, all of whom are individually responsible for the quality of their work and have been made aware of this fact and how they may contribute towards overall organizational improvement through the quality work performance.

We hereby ensure to communicate our Quality Policy to all existing and new staff, and other parties who may be impacted upon by the performance of **Transafe Service Limited** in the discharging of our business. The Quality Policy and objectives will be reviewed on a regular basis to ensure its continuing suitability.

All executive policy requirements are rolled out thru manufacturing Head.

ISSUE No./DATE :-01/03.08.2021
Rev. Date: 01/04/2023


C.M.D
(For Transafe Services Limited)



Transafe Services Limited is dedicated and committed to manage its business process through continual improvement on management system and to the fullest satisfaction of its clients, employees, contractors, stakeholders and organization.

We at Transafe Services Limited commit ourselves to ensure

- the health and safety of all our employees including customers, contractors, stakeholders and other intested parties,
- the Prevention of injury and ill health as far as reasonably practical
- the compliance to health and safety laws, regulations and all applicable legal and other requirements, eliminate hazards and reduce OH&S risks.
- compliance with **ISO 45001:2018** requirements,
- communication of OH&S responsibilities and accountabilities among all and provide consultation and participation of workers and worker's representatives
- continual improvement in OH&S management and its performance,

To honor these commitments **Transafe Services Limited** has appointed designated members of staff to, as far as reasonably practical to

- identify hazards and updating hazards data base.
- take all reasonable and practical steps to improve work safety conditions
- be responsible for occupational health and safety and provide adequate trainings to ensure employees and component to do their work
- prevent accidents and cases of work related illness and provide adequate control of OH&S risks arising from work activities
- communicate among all personnel working for and on behalf of Transafe Services Limited, the importance of Occupational Health and Safety and provide them with knowledge to work and contribute for it.

We shall periodically review our OH&S Policy and Objectives to ensure its continued adequacy with **ISO 45001:2018** requirements, and its appropriateness to corporate responsibility. This policy is made available to the interested parties as appropriate, to communicate our commitment towards **Occupational Health and Safety** and our approach to achieve it.



Thanking You

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the right side of the frame, creating a modern, layered effect against the white background.

Date: 18/12/2025 Session III: 02.45 PM to 04.00 PM

MINUTES OF THE MEETING OF THE NSB MEMBERS HELD WITH THE OFFICIALS OF VISAKHAPATNAM PORT AUTHORITY

Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB welcomed the participants and conveyed his personal appreciation to Shri Durgesh, Deputy Chairperson Vishakhapatnam Port Authority (VPA) & his team, and the Shri Angamuthu Chairman of Visakhapatnam Port Authority for the excellent arrangements and attention to detail. He remarked that, having visited several ports, the arrangements at Vizag were exceptional and deserved special appreciation.

2. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** introduced himself as the Chairperson of the National Shipping Board, stating that the Board was constituted on 30 April 2025 and its tenure commenced on 1 May 2025. He explained that the National Shipping Board is a statutory body created under the Merchant Shipping Act, 1958, and its existence dates to the enactment of the Act. He stated that the Board is constituted for a two-year term and its primary objective is to engage with stakeholders to assess the effectiveness of government interventions and to provide structured feedback to the Government on policy fine-tuning and recalibration. He elaborated that the Board follows both a top-down and bottom-up approach. Under the top-down approach, the Board examines how government policies are being implemented on the ground and whether any recalibration is required. Under the bottom-up approach, the Board actively engages with stakeholders to capture their inputs and advise the Government on policy gaps or areas requiring attention. He emphasized that this process helps bring forward issues that may not otherwise receive direct government focus. informed that, as part of its mandate, the Board has already interacted with a wide range of stakeholders, including port authorities, shipyards, private sector entities, ship owners, ship recyclers, customs clearance agencies, freight forwarders, housing brokers, and associations connected with seafarer employment and welfare. He highlighted that the Board's mandate is therefore broad and covers multiple dimensions of the maritime sector. He stated that, in the same spirit, the purpose of the meeting at Visakhapatnam Port Authority was to understand the port's current operations, future, and challenges. He added that the Board was keen to learn whether the port requires any form of government support or policy intervention, and that these discussions would form the basis for conveying informed recommendations to the Government.

3. Two videos were screened by the Visakhapatnam Port Authority (VPA). **The first video** showcased Visakhapatnam Port as one of India's 12 major ports on the East Coast, highlighting its unique advantage as a natural harbour with deep waters and tranquil basins protected by Dolphin's Nose Hill and Ross Hill. It was emphasized that the Port has played a pivotal role in transforming Visakhapatnam from a small fishing village into a major industrial hub and a vibrant city, popularly known as the City of Destiny. The video highlighted that the Port of Visakhapatnam has evolved into a mega major port, capable of handling vessels of up to 200,000 DWT in the outer harbour and 120,000 DWT in the inner harbour. The Port has developed expertise in handling

a wide range of cargo including bulk, break-bulk, liquid cargo, LPG, and containers, positioning it among the world's busiest seaports. The Single Point Mooring (SPM) facility in the outer harbour enables handling of Very Large Crude Carriers (VLCCs). The port's overall cargo handling capacity was stated as 136 million metric tonnes per annum, supported by strong international connectivity and robust rail and road linkages, including a 10-lane road connection to NH-16 for seamless cargo evacuation. Special emphasis was placed on the Visakhapatnam Container Terminal, which has the deepest draft among all Indian major ports and has achieved 19th rank globally in the Container Port Performance Index. The terminal features a 845-metre quay length with a 16-metre draft, equipped with state-of-the-art container handling infrastructure. The Port's adoption of advanced IT and digital systems was highlighted, including an integrated ERP system, RFID-enabled gates, video surveillance with analytics, Vessel Traffic Management System (VTMS), and mobile container scanners, enhancing efficiency, security, and operational excellence. The video also covered the modernisation of the fishing harbour undertaken under the Pradhan Mantri Matsya Sampada Yojana, aimed at driving a Blue Revolution through sustainable and responsible fisheries development. The Port's CSR and social initiatives were highlighted, particularly in education, healthcare, and skill development, undertaken in collaboration with CEMS and IMU. Under the Harit Sagar Initiative, the Port's commitment to sustainability was emphasized, including adoption of green technologies, waste reduction, wastewater treatment through STPs, reduction in carbon intensity, and alignment with the Government's Panchamrit decarbonisation targets. Infrastructure supporting environmental protection, such as covered storage sheds of 100,000 sq. m. to reduce air pollution and a state-of-the-art truck parking terminal, was also highlighted. The video further outlined VPA's alignment with Maritime Vision, Viksit Bharat 2047, and its focus on economic growth, technological upgradation, social empowerment, infrastructure development, and sustainability. Adoption of the Landlord Port Model to encourage private investment was highlighted, with six PPP projects operational and four under construction, all expected to be operational by end-2026. Multiple ISO certifications and prestigious awards were showcased, including recognition for logistics performance, cleanliness, renewable energy usage, and environmental management. **The second video** focused on Visakhapatnam as a tourism and cruise destination, blending coastal beauty with heritage. It introduced the Visakhapatnam International Cruise Terminal, positioned as a new global gateway for cruise tourism. The terminal spans 4,580 sq. m., is designed to handle over 2,000 passengers at a time, and features a 180-metre berth expandable to 300 metres, capable of accommodating large international cruise liners. The facility includes luxury arrival lounges, globally compliant safety systems, and world-class passenger amenities, reflecting India's hospitality standards. The cruise terminal was presented as a flagship initiative of the Visakhapatnam Port Authority to promote cruise tourism and global maritime connectivity.

4. The screening of the videos was followed by a detailed presentation (**Annexure IXA**) by the Deputy Chairman VPA. He explained that the port was identified as a strategic location in the 1860s due to its natural harbour and later developed with support from the Bengal Nagpur Railway to facilitate mineral movement. Over time, it transitioned from a modest port into a highly mechanised, multi-cargo major port, now

ranked 19th globally in container port performance (2023–24). Administratively, the port has evolved through multiple ministries and is currently governed under the Major Port Authorities Act, 2021, reflecting broader maritime sector reforms. Visakhapatnam Port is unique among Indian major ports in handling all cargo types, including POL, LPG, iron ore, coal, fertilisers, containers, break-bulk, and project cargo. It is the only major port with an 18.5-metre draft, enabling **Capesize** (a very large dry bulk carrier too big to pass through Panama or Suez Canal) vessel handling. The Outer Harbour, developed through sea reclamation, supported large-scale iron ore exports and now focuses on domestic supply and value addition. The port has been a pioneer in PPP models and is transitioning to the landlord port model, with several PPP terminals operational and others under construction. Cargo volumes have shown strong growth, with a target of 90 MMT in the current year. Rail evacuation stands at 56%, with a goal to increase it to 70%. Given its location within the city, the port places strong emphasis on environmental management, spending about ₹100 crore annually on pollution control. Key initiatives include covered storage sheds, conveyor-based cargo handling, dust suppression, wastewater treatment, renewable energy adoption, and a large-scale greenbelt plantation drive targeting one million trees. A notable proposal highlighted was replacing tarpaulin-covered coal wagons with chemical spray technology to reduce dust pollution nationwide. The Visakhapatnam Port Authority highlighted the development of covered storage sheds to handle bulk and dusty cargo, in line with NGT guidelines and eco-friendly environmental initiatives. These facilities help mitigate dust pollution and improve cargo handling efficiency.

5. The **Visakhapatnam Port Authority representative** informed that the port is also promoting cruise tourism on the East Coast through a newly developed cruise terminal, supported jointly by the port and the Ministry of Tourism, with plans for ferry and cruise services linking Visakhapatnam with other regional destinations. The port has also witnessed growing interest in the cruise sector, with an international cruise vessel calling at Visakhapatnam in April 2024, attracting significant attention from cruise operators. While the cruise industry on the eastern coast of India is still at a nascent stage, it is steadily developing. Currently, the cruise season on both the eastern and western coasts runs from October to February, due to weather conditions. Established cruise hubs such as Goa, Kochi, and Mumbai dominate the west coast, whereas the east coast is gradually emerging. To support this growth, ferry services have been initiated between Visakhapatnam, Chennai, and Sri Lanka, and a private operator (Kautilya Group) is planning to deploy a permanent vessel on the eastern coast, which is expected to lead to sustained cruise and ferry operations in the region. The International Cruise Terminal at Visakhapatnam was developed under a non-PPP model, with 50% investment by the port and 50% grant support from the Ministry of Tourism, Government of India. Plans are also underway to develop public promenades near the cruise terminal, ensuring safety compliance and greater public engagement, with the aim of positively changing public perception about port activities.

6. In terms of performance and recognition, Visakhapatnam Port Authority:

- Achieved 19th rank globally in the Container Port Performance Index
- Ranked 4th among Indian major ports in productivity

- Secured 1st rank among the cleanest ports, outperforming not only ports but also other major government organisations, including IMU and CSL

7. **Shri Ajith Kumar Sukumaran CS DGS** appreciated the overall presentation by the Visakhapatnam Port Authority, especially the slides highlighting the port's national and global rankings, and stated that these achievements were encouraging and a matter of pride. He then raised a clarificatory question purely for academic understanding, seeking an explanation on how the conclusion was reached that vehicular pollution contributes more significantly to air pollution than pollution arising from port operations. Responding to the query, the **Visakhapatnam Port Authority representative** explained that the conclusion was based on observed air quality data, particularly from 11 November 2024, coinciding with Deepavali. On that day, particulate matter levels in Talcher, a major open-cast coal mining area, were around 200, whereas Visakhapatnam recorded levels close to 400, comparable to Delhi. He highlighted that while port cargo—especially coal handling—has remained stagnant or even reduced in recent years, the city has witnessed rapid urbanisation and a sharp increase in vehicular traffic. Drawing from personal experience, he noted the stark contrast between the relatively quiet city during 2007–08 and its current dense urban activity. He concluded that if port operations were the primary cause, pollution levels should have declined with reduced coal handling, and therefore the rise in pollution is largely attributable to vehicular emissions and urban growth, even as the Port Authority continues sustained efforts to minimise environmental impact from port activities. **Shri Ajith Kumar Sukumaran CS DGS** clarified that when discussing pollution, it should not be limited only to particulate matter (PM2.5 and PM10). Air pollution also includes gaseous emissions such as nitrogen oxides (NOx) and sulphur oxides (SOx). He pointed out that regulatory scrutiny by the National Green Tribunal (NGT) and Pollution Control Boards is often focused primarily on-air pollution, but within that, responsibility must be clearly attributed. Emissions such as SOx and NOx largely originate from refineries and fertilizer industries like HPCL, not directly from port operations. The Port Authority, in his view, is mainly held accountable for dust-related pollution arising from cargo handling. He further added that port-related pollution must be assessed across multiple parameters. These include emissions from port equipment, cargo-handling machinery, and, importantly, emissions from vessels calling at the port. By way of illustration, he mentioned that emissions from a single large cruise ship could potentially exceed the cumulative emissions of an entire city. Therefore, port pollution cannot be assessed narrowly, and a holistic evaluation of ship emissions, equipment emissions, and allied activities is essential. The **Visakhapatnam Port Authority representative** responded that a comprehensive study had been conducted through NEERI, which assessed pollution sources holistically, including emissions from vessels.

8. The **Visakhapatnam Port Authority representative** explained that emissions from international ships are a global issue, and under the Maritime India Vision (MIV), ports have been mandated to reduce such emissions. As part of this mandate, the port has initiated steps towards shore power supply, although this remains at a nascent stage globally due to varying vessel specifications and technical constraints. As an interim green initiative, the port has introduced green tugboats as a pilot project, in line with

Ministry directives, acknowledging that large-scale transition will take time given the magnitude of investments in the shipping industry. He further elaborated on other mitigation measures undertaken by the port. Diesel locomotives operating within the port have been significantly reduced due to near-complete electrification, with numbers brought down from around 15 to about five, and expected to reduce further. On the road transport side, the port is promoting the shift to CNG and electric vehicles, engaging terminal operators and coordinating with NITI Aayog. He noted that private operators such as the GM Bakshi Group have already introduced electric vehicles at JNPA and similar adoption is expected at Visakhapatnam. While public perception often associates pollution primarily with coal handling, he emphasized that the port is technically addressing emissions across all fronts, even as it continues efforts to manage public concerns and environmental expectations. **Shri Ajith Kumar Sukumaran CS DGS** referred to the Maritime India Vision (MIV) roadmap on shore-to-ship power supply, which is structured in three phases. He specifically sought clarity on the progress of Phase One, which focuses on providing shore power to small craft and port-operated vessels. He pointed out that Phase One standards were notified several years ago and emphasized that these standards are already well-defined, including technical specifications and operating ranges. He noted that for larger vessels as well, international standards have been issued and adopted, and the Government of India has already mandated their implementation. His observation was that Phase One should not face major technical hurdles, as it applies to relatively uniform and smaller craft. The **Visakhapatnam Port Authority representative** responded that initiatives under Phase One have already been taken forward. A contract has been awarded, and implementation is underway. The port plans to provide shore power through mobile power supply units, initially targeting cruise vessels and other compatible ships. However, he highlighted that a key constraint remains the variation in vessel parameters, which affects universal compatibility and slows down seamless implementation. Despite this, the port has begun execution and intends to progressively extend shore power facilities to vessels that are technically capable of using them, in line with MIV objectives. The **Visakhapatnam Port Authority representative** stated that the port is committed to implementing shore-to-ship power supply as envisaged under the Maritime India Vision (MIV) 2030. He clarified that the standards for shore power were mandated by the Ministry and have already been issued, nearly two years ago. Following the issuance of these standards, most ports have begun aligning their plans accordingly. However, he emphasized that effective implementation must be phased and market-driven, as it involves coordination with the shipping industry. He described the situation as a classic “chicken-and-egg” problem—ships cannot be mandated to comply unless port-based infrastructure is first in place. Nevertheless, he reaffirmed that the port has already initiated action and remains committed to progressing in a phased manner. **Shri Ajith Kumar Sukumaran CS DGS** urged The **Visakhapatnam Port Authority representative** to maintain clarity on Phase One, Phase Two, and Phase Three targets under MIV 2030. He reiterated that the MIV clearly defines phased implementation timelines and that the Government of India has already issued the necessary standards. He emphasized that ports must first comply with these standards and create the required shore-based infrastructure. Only after this

compliance can ships be mandated to align with shore power requirements. His key point was that regulatory enforcement on vessels is contingent upon ports fulfilling their responsibilities under the notified standards.

9. **Shri Ajith Kumar Sukumaran CS DGS** highlighted that under Maritime India Vision (MIV) and the Harit Sagar initiative, clear guidelines have already been issued on pollution monitoring, including defined parameters and methodologies covering both port operations and ship-related emissions. He also referred to occupational health and safety compliance, noting that adoption of ISO 45001 was identified—during detailed discussions in the Navic Cell—as the baseline standard that all government organisations and ports should follow before progressing to higher levels of safety and health management. Additionally, he sought clarification on whether the port faces any challenges related to electricity distribution, particularly issues concerning DISCOMs, licensing, or regulatory approvals, which some ports have cited as constraints. The **Visakhapatnam Port Authority representative** confirmed that Visakhapatnam Port Authority has already implemented ISO 45001 along with other relevant ISO certifications and is fully compliant with occupational health and safety requirements. On renewable energy, he clarified that the port's entire internal power requirement is met through solar energy, making its own operations green. However, this does not extend to large industrial consumers within the port ecosystem such as HPCL, Coromandel Fertilizers, or NALCO. The port follows a power-balancing model wherein the solar energy generated is supplied to the state power grid, and an equivalent amount is drawn back, thereby offsetting fossil fuel usage. He further noted that this approach ensures that any future shore-to-ship power supply would also be backed by green energy, though distribution and regulatory aspects would need to be examined carefully. He stated that Visakhapatnam Port Authority is among the first ports to implement a 10 MW solar power project. He noted that some other ports, including JNPA, have faced challenges because DISCOMs have not permitted direct distribution. In Vizag's case, the port generates solar power and transfers it to the state power grid, from which an equivalent amount is drawn back to meet port requirements. This arrangement currently avoids direct distribution constraints, but he acknowledged that issues related to ship-side power supply and distribution would need to be examined further. He emphasized that matters such as tariff structures and permissions for supplying shore power to ships fall under state and central policy decisions, and are beyond the port's direct control. **Shri Ajith Kumar Sukumaran CS DGS** clarified that when shore power (ship-to-shore power) is provided, it must be certified green power with proper sustainability credentials so that ships can legitimately claim carbon credits. He pointed out that several ports face regulatory hurdles, as electricity regulatory authorities often do not grant licenses for supplying power directly to ships, treating it as a distribution activity with tariff implications. He underlined that this becomes a commercial issue as well, since ships will seek competitively priced power. While noting that Visakhapatnam Port may not currently face these constraints, he highlighted the broader regulatory and tariff challenges that need resolution for large-scale implementation of green shore power.

10. **Shri Milind Kandalgaonkar GS NUSI** raised a query on whether seafarers are provided shore leave and welfare facilities at the port. The **Visakhapatnam Port Authority representative** informed that seafarers are granted shore leave and necessary passes. A recreational centre for seafarers has been established within the port premises. However, its usage is relatively low because Visakhapatnam Port is in the heart of the city, unlike many ports that are remote. As a result, seafarers often prefer to visit nearby city facilities such as hotels (e.g., Hotel Dolphin). Despite low footfall (around 2–3 seafarers per day), the port continues to invest in and upgrade the recreational centre. **Capt. Nitin Mukesh Secretary NSB** highlighted that a seafarers' club of around 13,000 sq. ft. has been financed, and referred to an earlier indication from NUSI regarding provision of two cars for seafarers, seeking clarity on any concrete proposals or arrangements. In response, The **Visakhapatnam Port Authority representative** clarified that the port provides a dedicated pilot boat for seafarers in addition to the recreational centre, reaffirming the port's commitment to basic welfare and facilitation measures for seafarers visiting Visakhapatnam Port.

11. **Shri Arun Sharma CMD IRS** suggested that, looking at the long-term horizon (next 40–50 years), ports should seriously consider nuclear power as a clean and sustainable energy solution. He highlighted that while nuclear-powered ships may still take time to become mainstream, floating nuclear power plants are already operational in Russia. Such plants can supply zero-emission electricity not only to port operations—cranes, cargo-handling equipment, and shore power—but also to adjacent industrial users such as HPCL, BPCL, and nearby urban areas. He noted that India has recently passed legislation allowing private participation in nuclear power, opening opportunities for ports either to invest directly or attract private investors. Though capital-intensive, he emphasized that adopting nuclear power could position the port as a global first-mover in green energy, with support available from international technology providers such as Russian nuclear companies. The **Visakhapatnam Port Authority representative** responded that the port leadership had already explored this option, having visited Russia in July and held discussions with companies operating nuclear-powered icebreakers and floating nuclear technologies. He explained that Russia is developing these solutions partly due to strategic and geopolitical considerations, including alternative shipping routes outside NATO and US influence. However, in the Indian context, he cautioned that nuclear power involves significant strategic, security, and policy implications, especially given the presence of a Naval Headquarters in Visakhapatnam. While acknowledging that private players and even Indian Railways have shown interest in nuclear-powered electricity for infrastructure use, he stressed that such initiatives can move forward only after a clear national policy framework is established. Until then, he described nuclear power as a high-risk, nascent option that requires holistic government-level decision-making before adoption. **Shri Arun Sharma CMD IRS** responded to concerns on risk by drawing a historical parallel from the 1980s–1990s, when LPG imports were first handled at Visakhapatnam Port, despite the terminal being located in the heart of the city and close to Indian Navy offices. At that time, LPG handling was considered extremely high risk. He noted that the Indian Register of Shipping (IRS) conducted a detailed HAZOP study, after which a phased and highly controlled operating regime was adopted—initially permitting LPG discharge only over weekends

when naval office occupancy was minimal. Discharge would begin on Friday night and the vessel would sail out by Monday morning. His point was that new high-risk technologies have historically been introduced safely through strong technical studies, regulatory controls, and phased implementation, and nuclear power could be approached in a similar manner. The **Visakhapatnam Port Authority representative** countered by highlighting current regulatory constraints and heightened risk sensitivity. He pointed out that even ammonium nitrate, a basic industrial requirement, has not received clearance for the past four years, particularly after the Beirut explosion incident. This, he argued, reflects the present regulatory environment where authorities are extremely cautious, making approval for something as sensitive as nuclear power far more complex. He emphasized that if clearances for ammonium nitrate itself are stalled, nuclear energy would face even greater scrutiny and resistance under current conditions. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** observed that while the examples cited were valid, the core issue lies in the absence of a comprehensive regulatory regime governing how such high-risk technologies would be managed within cities. He noted that international regulations on nuclear-powered commercial infrastructure are still largely in the draft stage, with operational use currently limited mostly to military vessels using pressurised water reactors. He acknowledged that Russia and some Arctic cities operate floating nuclear plants but stressed that these function under very specific national regulatory frameworks.

12. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** enquired the Visakhapatnam Port Authority about the ultimate capacity of the port, whether it is approaching saturation, and what roadmap exists for future capacity augmentation. The **Visakhapatnam Port Authority representative** explained that the ultimate capacity of Visakhapatnam Port is about 145 million tonnes per annum. With existing infrastructure, the port is comfortably handling around 90 million tonnes and may be stretched up to 100 million tonnes, beyond which further expansion within the current port limits would be difficult. To address future growth, the port is exploring alternative expansion strategies, including investments outside the port's existing geography. He cited examples such as exploring participation in new ports through SPVs, interest in projects like Mulapeta Port proposed by the State Government, and involvement in a shipbuilding cluster at Dugarajapatnam. He emphasized that while the port is open to investing in Andhra Pradesh, if the State Government does not come forward, the port is prepared to invest in projects in other states, and such decisions should not later be questioned. He explained that the ultimate capacity of Visakhapatnam Port is about 145 million tonnes per annum. With existing infrastructure, the port is comfortably handling around 90 million tonnes and may be stretched up to 100 million tonnes, beyond which further expansion within the current port limits would be difficult. To address future growth, the port is exploring alternative expansion strategies, including investments outside the port's existing geography. He cited examples such as exploring participation in new ports through SPVs, interest in projects like Mulapeta Port proposed by the State Government, and involvement in a shipbuilding cluster at Dugarajapatnam. He emphasized that while the port is open to investing in Andhra Pradesh, if the State Government does not come forward, the port is prepared to invest in projects in other states, and such decisions should not later be questioned.

13. **Ms Sanjam Sahi Gupta Director Sitara Shipping** raised questions on gender diversity and women's participation at the port. She asked about the male–female ratio, the presence of women in operational roles, and whether there are women in senior positions. She noted that one senior woman professional (DTM Shipping) is associated with the port ecosystem and highlighted initiatives by GM Bakshi Group, which has been promoting women-only or women-led initiatives in parts of the maritime sector. She further enquired whether the port has any specific initiatives or benefits for women employees, such as maternity-related or welfare measures beyond statutory requirements. The **Visakhapatnam Port Authority representative** informed that VPA being a Central Govt PSU is following all the Govt guidelines in the behalf.

14. **Shri Rakesh Singh President ICCSA** began by recalling his long association with Visakhapatnam Port, noting that he first visited the port as a cadet in 1980, when the city had minimal infrastructure and only Hotel Dolphin existed. Drawing from this perspective, he raised several policy-linked questions. First, he sought an update on the status of Green Tug Transition Programme (GTTP) – Phase I, particularly whether the port is progressing as per schedule and whether adequate shore power supply is being ensured for battery charging of green tugs, as envisaged under the programme. He then raised a substantive concern regarding coastal berths, clarifying that the issue was not about coastal cargo movement per se, but about whether Visakhapatnam Port has a designated or preferential coastal berth. He explained that a true coastal berth should allow free coastal movement with simplified procedures within the customs-notified area, including ease in customs, immigration, and CISF processes, as intended under coastal shipping policy. Further, he asked whether the port has implemented the latest BOI / DG Shipping notifications relating to sign-on, sign-off, and shore leave for Indian crew on Indian vessels operating within port limits. He emphasized that the intent of these reforms was to eliminate intermediaries and agents where immigration clearance is not required, and cautioned against continuing legacy practices that defeat the purpose of policy simplification. The **Visakhapatnam Port Authority representative** explained that Visakhapatnam Port is handling substantial coastal cargo, highlighting that AMNS (ArcelorMittal–Nippon Steel) is operating an 11 million tonne pellet plant within the port premises, with cargo moving through a PPP terminal. He reiterated that the port fully complies with ministry directions and will implement any new instructions as soon as they are formally issued. He elaborated at length on the pollution mitigation challenge, particularly relating to the proposed use of a copolymer chemical for coal dust suppression. Despite the solution being successfully used in the United States and Europe, permission has not been granted locally. Initial proposals to apply the chemical in stackyards were rejected due to concerns over groundwater contamination. A subsequent proposal to apply it on railway wagons which would help reduce coal dust pollution across the entire transit route was also not approved. The stakeholder pointed out that studies conducted by NEERI, Hyderabad had found no objection, and some approvals had already been granted for use on coal elsewhere. He emphasized that for the past four years, the port has been caught in regulatory indecision: while being blamed for pollution, practical solutions proposed by the port are not being cleared. He argued that allowing application on railway rakes would significantly reduce dust emissions nationally, as coal transported by rail loses around 0.5% of its material to air pollution

during transit, affecting cities far beyond Visakhapatnam, such as Bhilai. In his view, approving this solution would reduce overall environmental impact, not merely shift pollution elsewhere.

15. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** asked the port authority to clearly outline the key challenges currently faced by Visakhapatnam Port. He further sought clarification on the land availability with the port, to understand future expansion constraints. In response, the **Visakhapatnam Port Authority representative** succinctly identified pollution as the primary challenge faced by the port, followed by acute land scarcity, which limits any further organic growth within the existing port area. He informed the Chair that the port currently has approximately 7,500 acres of land, beyond which expansion within the city limits is extremely difficult. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** observed that most of the available port land has already been allotted and noted that only about 100 acres remain unutilized, with the balance area comprising hilly terrain and mangrove zones, which cannot be developed due to CRZ and environmental restrictions. He highlighted that this leaves very limited scope for further expansion within the existing port area and asked whether there were any other major challenges faced by the port. The **Visakhapatnam Port Authority representative** confirmed that only around 100 acres of usable land is left and reiterated that expansion within the port limits is constrained due to environmental sensitivities. Consequently, the port is actively requesting the State Government for support and is also exploring investment opportunities outside the current port area, as suggested by the Chair, to sustain future growth. On additional challenges, the **Visakhapatnam Port Authority representative** emphasized that evacuation infrastructure, particularly railway connectivity, is a critical concern. Robust rail infrastructure is essential for seamless forward and backward logistics, but several railway projects have not progressed as planned. He expressed hope that these projects would gain momentum over the next two years, especially as Visakhapatnam Port also plays a coordinating role for rail and road infrastructure in Andhra Pradesh. He noted that the declaration of the new railway zone headquarters is underway, with the General Manager already appointed and further notifications expected by April, although full operationalization may take a few more months. Addressing road connectivity, the **Visakhapatnam Port Authority representative** stated that the port has coordinated closely with NHAI, providing land for infrastructure development. A 10-lane road is being developed between Sheela Nagar and Visakhapatnam Port, along with improvements on the Sheela Nagar–Sabbavaram stretch. Additional road connectivity is also being planned near the airport side. Overall, the port is adopting a holistic infrastructure development approach, flagging connectivity issues not only for Visakhapatnam but for the wider Andhra Pradesh region to ensure smooth logistics and future growth.

16. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** sought clarity on how the newly constructed cruise terminal at Visakhapatnam would achieve capacity utilisation and how it is proposed to be operated. He specifically asked about the traffic assumptions on which the terminal was designed, given that cruise vessel calls on the eastern coast are currently limited and seasonal. He also probed the operational model for the terminal, noting that infrastructure alone would not ensure viability unless

supported by sustained cruise traffic and a clear operating strategy. The **Visakhapatnam Port Authority representative** explained that the cruise sector on the eastern coast is still at a nascent stage and that traffic buildup would take time. At present, cruise vessels typically operate on the east coast mainly between April and September, which is not the peak tourist season. However, one operator is proposing to deploy a dedicated vessel for the eastern coast, which is expected to improve traffic and regularity. The cruise terminal has been designed to handle around 2,000 passengers at a time, while the maximum footfall achieved so far has been about 1,005 passengers. To ensure utilisation, the port is undertaking vigorous marketing efforts, including outreach in cities such as Mumbai, and exploring multiple operational models. These include operation through a PPP mode with revenue sharing, a simple O&M model, or engagement of private players once traffic stabilises. Since the terminal has been developed through grant funding from the port and the Ministry of Tourism, the port is keeping its approach flexible, recognising that private operators will commit only after the business potential becomes visible. **Shri Rakesh Singh President ICCSA** observed that while the Visakhapatnam Port Authority has developed a well-equipped and modern cruise terminal—comparable to those at Mumbai, Kochi, and Goa—with facilities such as immigration, customs clearance, check-in/check-out, and quick turnaround, infrastructure alone is not sufficient to ensure cruise success. He emphasised that the key missing link is a well-defined tourism circuit connected to Visakhapatnam. He stated that unless cruise passengers are offered attractive, well-organised, and easily accessible tourism destinations and experiences beyond the terminal, it would be difficult to sustain cruise traffic and repeat calls. He highlighted that successful cruise ports integrate port infrastructure with strong hinterland tourism connectivity, and without such linkage, cruise terminals may remain underutilised despite having world-class facilities. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** stated that since investment has already been made by the Ministry of Tourism, it is equally important for the tourism authorities to now come forward and actively support utilisation and ecosystem development around the cruise terminal. **Shri Rakesh Singh President ICCSA** pointed out that destinations like Goa and Cochin have a natural advantage because their tourism circuits are already well established and globally known, unlike Visakhapatnam where the tourism ecosystem is still evolving. He clarified that the intent of the discussion was not to criticise but to realistically understand the challenges highlighted by the Chairperson NSB and the port authorities, acknowledging that developing cruise tourism on the eastern coast will take time. The **Visakhapatnam Port Authority representative** further elaborated that countries like Japan have already made significant investments in Buddhist tourism infrastructure in India. He cited examples such as Gaya, Lumbini, and Sarnath, where facilities have been developed with foreign support, and mentioned that Japan invested around ₹400 crore in establishing a Buddhist university at Siddharth Nagar (near the India–Nepal border). He also noted that key road corridors connecting Buddhist sites such as Sarnath and Kushinagar have been developed with foreign assistance and are of very high quality. He emphasised that similar initiatives around Visakhapatnam could significantly strengthen the cruise tourism circuit, but such efforts must be led by the Ministry of Tourism and State Government, with the port playing a facilitative role. **Shri Jitendra**

Jadhav Assistant DG Shipping informed the meeting that the Ministry of Tourism has existing schemes such as Swadesh Darshan and PRASAD, under which funding support for tourism infrastructure, including cruise-linked development, can be explored. He indicated that large investments are possible through these schemes and assured that the matter would be examined further. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** highlighted learnings from other ports, particularly Mumbai Port Authority, where cruise terminal development has gone beyond a standalone passenger facility. He cautioned that while offering concessions to foreign cruise operators to attract traffic the terminal charges for the domestic Cruise operators have been increased manifold, such charges could adversely impact domestic cruise tourism. He stressed the need for a balanced and judicious policy approach so that domestic operators are not crowded out. The **Visakhapatnam Port Authority representative** explained that at Mumbai, the GM Bakshi Group-developed cruise terminal functions as a broader economic hub, with facilities such as convention centres and meeting spaces, which enhances commercial viability. He noted that replicating such a model in Visakhapatnam is difficult due to acute land constraints, as the port does not have surplus land for ancillary commercial development. The **Visakhapatnam Port Authority representative** further pointed out that during discussions under the Navic Cell, one of the major operational challenges identified for cruise tourism is related to immigration, customs, and security procedures. Managing immigration clearance, customs checks, and security screening for up to 2,000 passengers at a time is complex and time-consuming. He noted that while safety and security considerations are critical, the current processes are cumbersome and continue to pose a bottleneck. This issue, according to him, remains unresolved and is a key challenge for scaling up cruise tourism operations at the port.

17. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** enquired whether the Visakhapatnam Port Authority is involved in disaster response operations when incidents occur in or around the port area, and sought clarification on whether there are any port security-related issues. The **Visakhapatnam Port Authority representative** confirmed that the port actively supports disaster response efforts, even in cases where the incident falls outside its direct jurisdiction. He referred to the fire incident at the fishing harbour, which is operated by the State Government and not by the Port Authority. Despite this, the port was among the first responders, deploying its fire-fighting services, equipment, and manpower. Senior port officials were personally involved in managing the situation, and coordinated support was provided by the Indian Navy, Coast Guard, CISF, and the State Marine Police. Through effective crisis management and inter-agency coordination, the incident was brought under control within a short time.

18. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** thanked Shri Durgesh Dy Chairman VPA for his detailed presentation and appreciated the proactive role played by the Visakhapatnam Port Authority in emergency response and coordination.

19. The meeting ended with vote of thanks form the chair to the Dy Chairman VPA & his team.



VISAKHAPATNAM PORT AUTHORITY

(Cleanest Major Port In India)

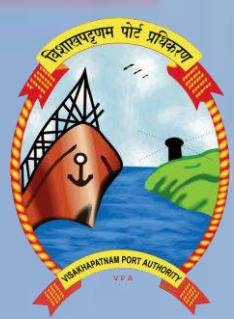
Welcomes

NATIONAL SHIPPING BOARD

Members

18th December, 2025

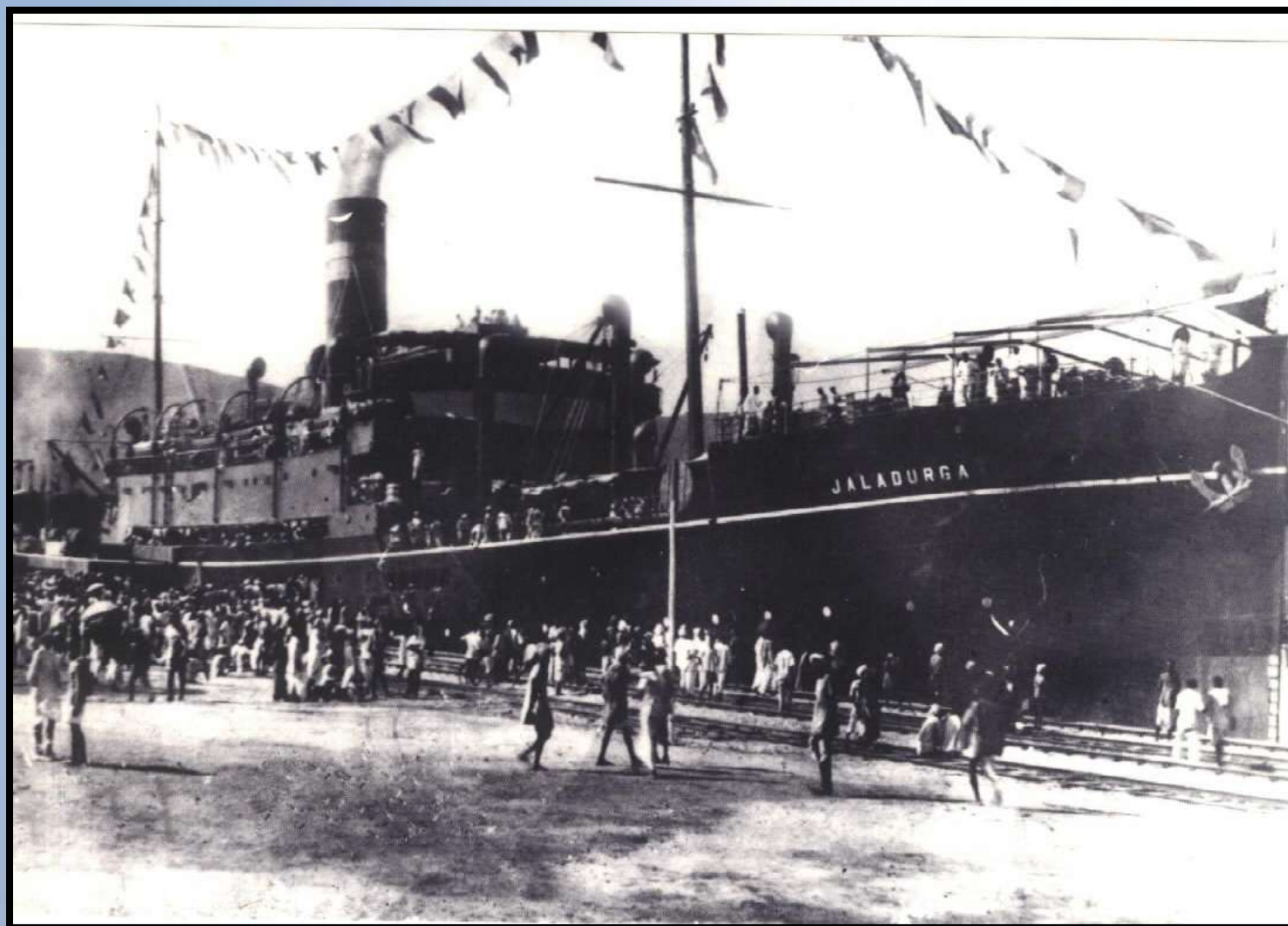




GENESIS

2

S.S.Jaladurga - First ship



Transport through Bullock Carts



- **Constructed in 1933 with Rs.3.78 Cr**
- **3 berths – EQ-1, EQ-2 and EQ-3**
- **Cargo throughput 1.3 Lakh tonnes**
- **Rail Link from Calcutta to Madras and branch line from Raipur brought Visakhapatnam on the maritime map of India.**

ADMINISTRATION OF THE PORT

1925-35

RAILWAY BOARD (Built by Bengal Nagpur Railway between 1927 & 1933 to provide sea outlet for Manganese ore of the Central Provinces - Madhya Pradesh)

1935-37

COMMERCIAL DEPARTMENT – under Govt of India Act 1935 this came under commercial department

1937-42

COMMUNICATION DEPARTMENT - Later on it was brought under Communication Department

1942-44

WAR TRANSPORT DEPARTMENT (Assumed military importance due to World war II & came under purview of War Transport department)

1944-46

DEFENCE (WAR) DEPARTMENT (Fully Under control of Ministry of Defence – World war II threat was on India also. Visakhapatnam faced onslaught of Japanese aircrafts.)

1946-56

BENGAL NAGPUR RAILWAY (After end of 2nd world war it was again transferred to Bengal Nagpur Railways)

1956-64

MINISTRY OF TRANSPORT (In 1957 War Transport department renamed as Ministry of Transport)

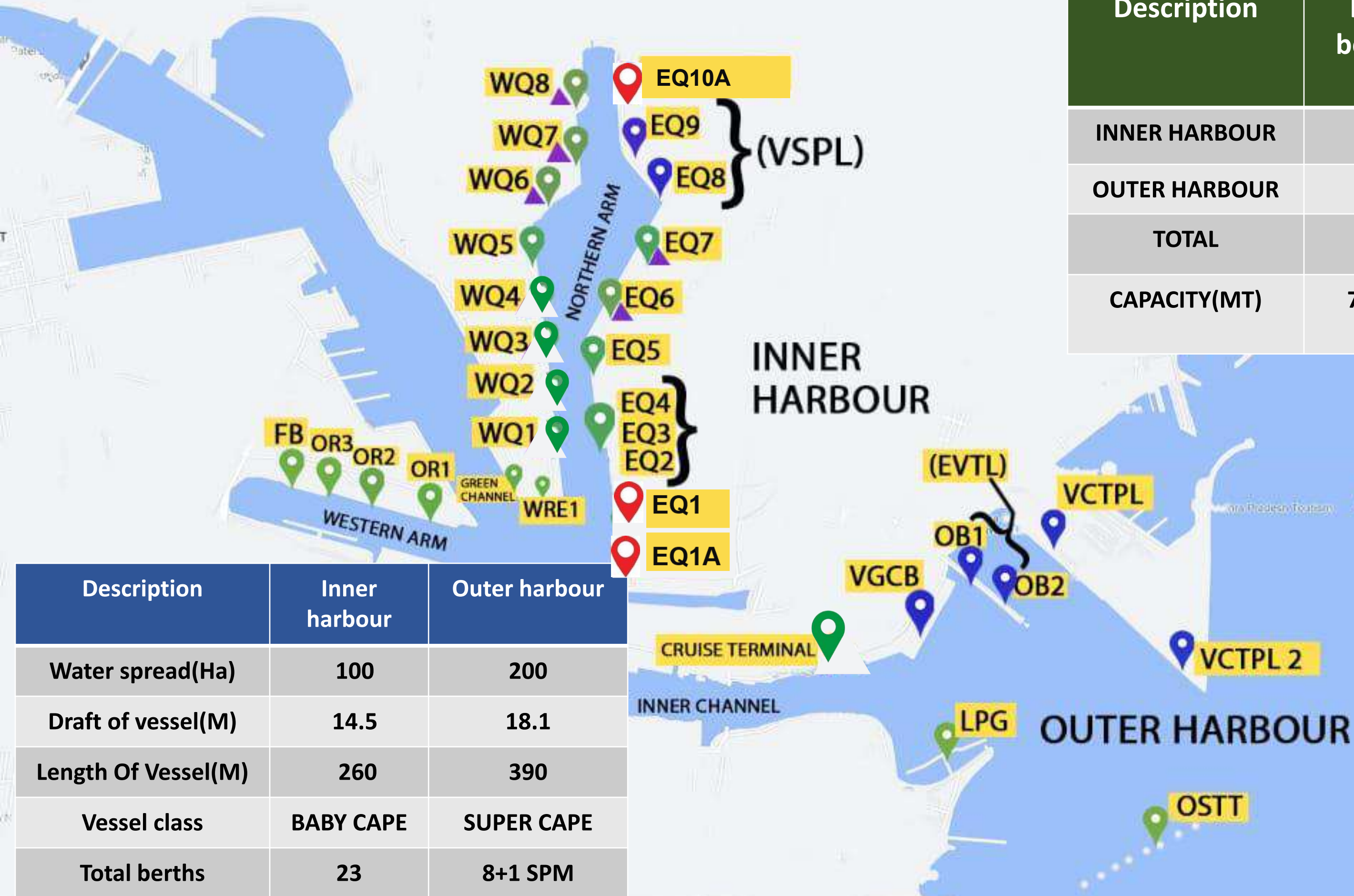
1964-2021

MAJOR PORTS ACT, 1963

2021-onwards

MAJOR PORTS AUTHORITY, 2021

VISAKHAPATNAM PORT LAYOUT



Description	Port berths	PPP/BOT /O&M Berths	Total
INNER HARBOUR	17	6	23
OUTER HARBOUR	3	5	8
TOTAL	20	11	31+1 SPM
CAPACITY(MT)	78.01	63.59	141.60 MTPA

- 📍 PORT BERTHS
- 📍 PPP BERTHS
- 📍 ONGOING PPP BERTHS
- 📍 O&M BERTHS



Description	Inner harbour	Outer harbour
Water spread(Ha)	100	200
Draft of vessel(M)	14.5	18.1
Length Of Vessel(M)	260	390
Vessel class	BABY CAPE	SUPER CAPE
Total berths	23	8+1 SPM



CARGO PROJECTIONS (in MMT)

CLEANEST PORT IN INDIA



“ The Only Indian Port To Enter Into Top -20 In CPPI ”

5

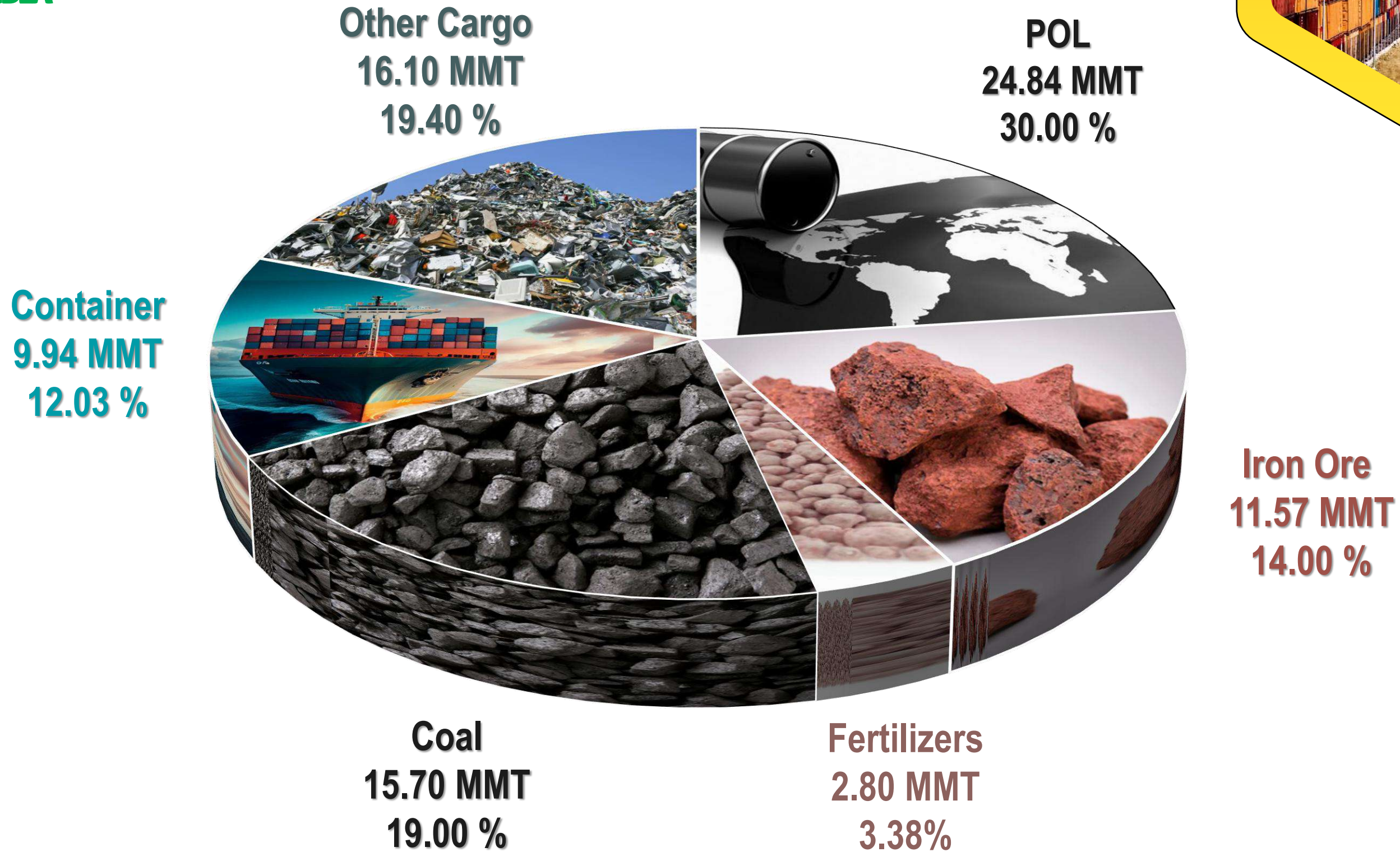




CLEANEST PORT IN INDIA


CARGO PROFILE 82.62 MMT (FY 24-25)

6





MAJOR CLIENTS



POL

HPCL



Fertilizers

IPL

INDIAN POTASH LIMITED

Iron Pellets



Arcelor Mittal NS

Alumina



NALCO




CONTAINERS

MAERSK



SAIL



CONTAINERS

MSc



Fertilizers

Coromandel International



PPP BERTHS

1. VIZAG GENERAL CARGO BERTH (VGCB)



2. ESSAR VIZAG TERMINAL Pvt. Ltd. (OB-1 & OB-2)



3. VISAKHA CONTAINER TERMINAL Pvt. Ltd. (VCTPL 1)



4. VIZAG SEAPORT Pvt. Ltd. (EQ-8 &9)



5.VCTPL 2



Implementation Plan for achieving the PPP/O&M Targets

VPA is already operating 12 number of berths under PPP

PPP Projects Under construction - Concession Agreements Awarded

“Mechanization of WQ-7&8 Berths through PPP Mode on DBFOT basis”

“Mechanization of EQ-7 Berth through PPP Mode on DBFOT basis”

“Revamping of existing West quay-6 terminal in the Northern Arm of inner harbour of Visakhapatnam Port”

“Development and Mechanization of existing East Quay-6 berth in the Inner Harbour of Visakhapatnam Port”

(Timeline for Completion of above projects likely between November 2026 to 31st March 2027)

New Proposals

Operation & Maintenance of existing EQ1 terminal (Completed)

Operation and Maintenance of existing EQ-10 Berth (Completed)

Operation and Maintenance of existing EQ-3 & EQ-4 Berths

Operation and Maintenance of West Quay berths WQ-1,2&3

Note* : 02 number O & M Terminals shall be envisaged from the 3 number berths WQ 1 and WQ 2 & 3 and 02 number O & M Terminals shall be envisaged from the 2 number berths i.e EQ 3 and EQ 4

(Timeline for Completion of above projects under O&M model is 5 Months i.e. by 31st March 2026)

80 bedded Golden Jubilee hospital under O&M Model - Timeline for Completion is 8 months

Implementation Plan for full mechanization of all Berths

Total Berths : **32** (including all Mechanized ,Non Mechanized , Oil berths and others.)

S.no	Present status	By March 2027	By March 2030
1	16 No's. Berths Fully Mechanized (PPP,OIL Berths and Non PPP Berths)	Operational	<ul style="list-style-type: none"> 27 No's Berths of VPA shall be Mechanized by 31st March ,2027 4 No's Berths (having less draft)shall be Mechanized by 2030 1 No berth is for Cruise terminal (under operation)
2	3 No's. PPP Berths under Construction Phase	Operational by 31 st March 2027	
3	2 No's Semi Mechanized (PPP) Berths under construction Phase	Operational by 31 st March 2027	
4	1 No Semi Mechanized (O&M mode) berth is under operation	Operational	
5	4 No's Semi-Mechanized Berths under bidding process	Award by 31 st March 2026	
6	5 No's Non Mechanized berths <ul style="list-style-type: none"> 1 No Berth ORS Jetty awarded on O&M Mode 4 No's berth are having less draft vessels 	1 No berth already Awarded	
7	1 No's Cruise Terminal	Operational	

Total : 32 Berths

Harith Sagar & Sustainability



Fully Automated SCADA Based Dust Suppression System



Treated Water From 10 MLD STP, Being Used For Dust Suppression



Automated Water Sprinkling System



Truck Tyre Washing Facility

SPACE MANAGEMENT AND BEAUTIFICATION OF VPA



DEVELOPING VISAKHAPATNAM PORT AS GREEN PORT

GREEN BELT DEVELOPMENT

- Total green Area 2440 acres including developed Green area of 630 acres
- Initiated One million Plantation Drive in and around the city





Deployed Mechanical Road Dust Sweeping Machines as part of Green Port Initiatives for effective cleaning of roads.

Deployed CNG buses for CISF personnel as part of Green Port Initiatives.





**Installed 770 KW Solar Power Plants
utilizing the roof top spaces**

- **First Major Port run on entirely with solar power**
- **10 MW Solar Photovoltaic Power Plant at a cost of Rs.60 Crores**
- **Generation of 178 lakh units per annum**



Beach Nourishment work



Carrying out beach nourishment program as part of CSR activity to control sand erosion at R.K beach and also for city beautification.



Mechanization of Cargo Handling



15



Mechanized coal handling facility at VGCB enables to discharge cargo through closed conveyor system and transport by Rail Wagons with SILO which eliminates dust emission during operations.



ENVIRONMENTAL MONITORING-Covered storage sheds



16



Constructed 4 no's covered storage sheds for storage of Bulk cargo at R-11,R-10,R-2 area to prevent fugitive emissions.



VIZAG INTERNATIONAL CRUISE TERMINAL





Vizag International Cruise Terminal

The Vizag International Cruise Terminal is a State-of-the-art Cruise terminal with World-class infrastructure & amenities such as lounges, passenger gangways, restaurants, etc. to accommodate 2000 passenger vessels.

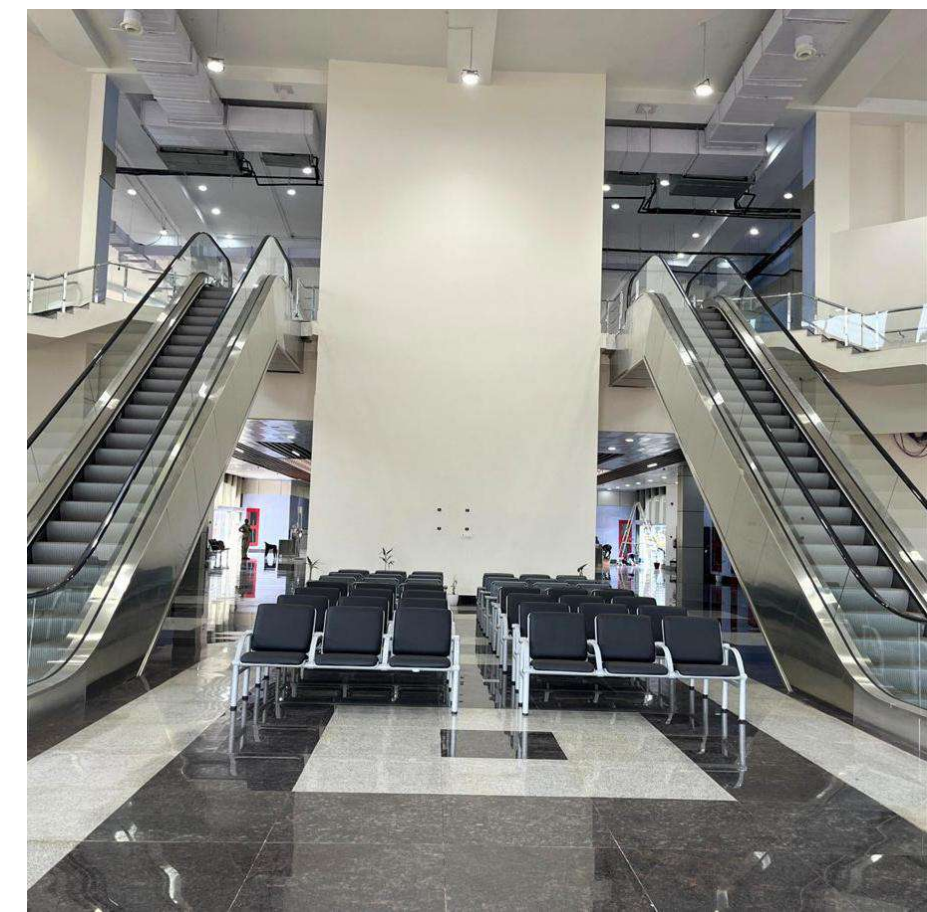
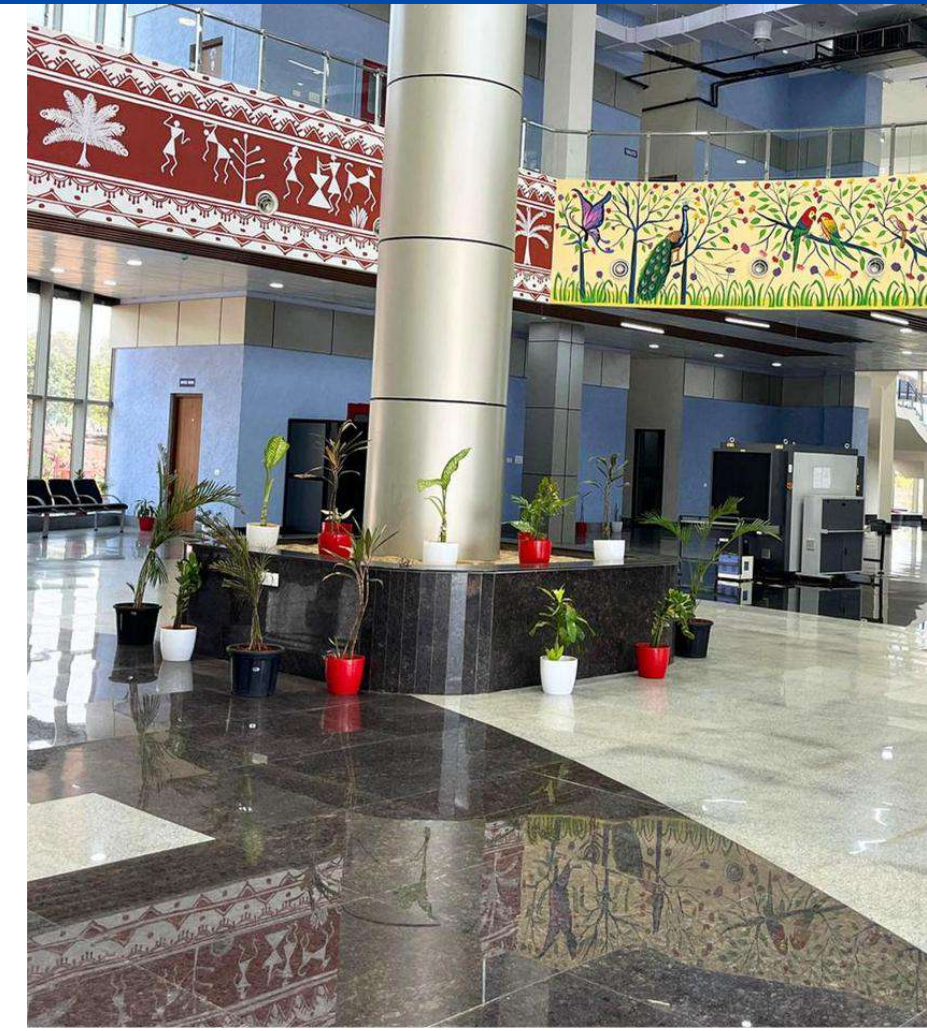
18



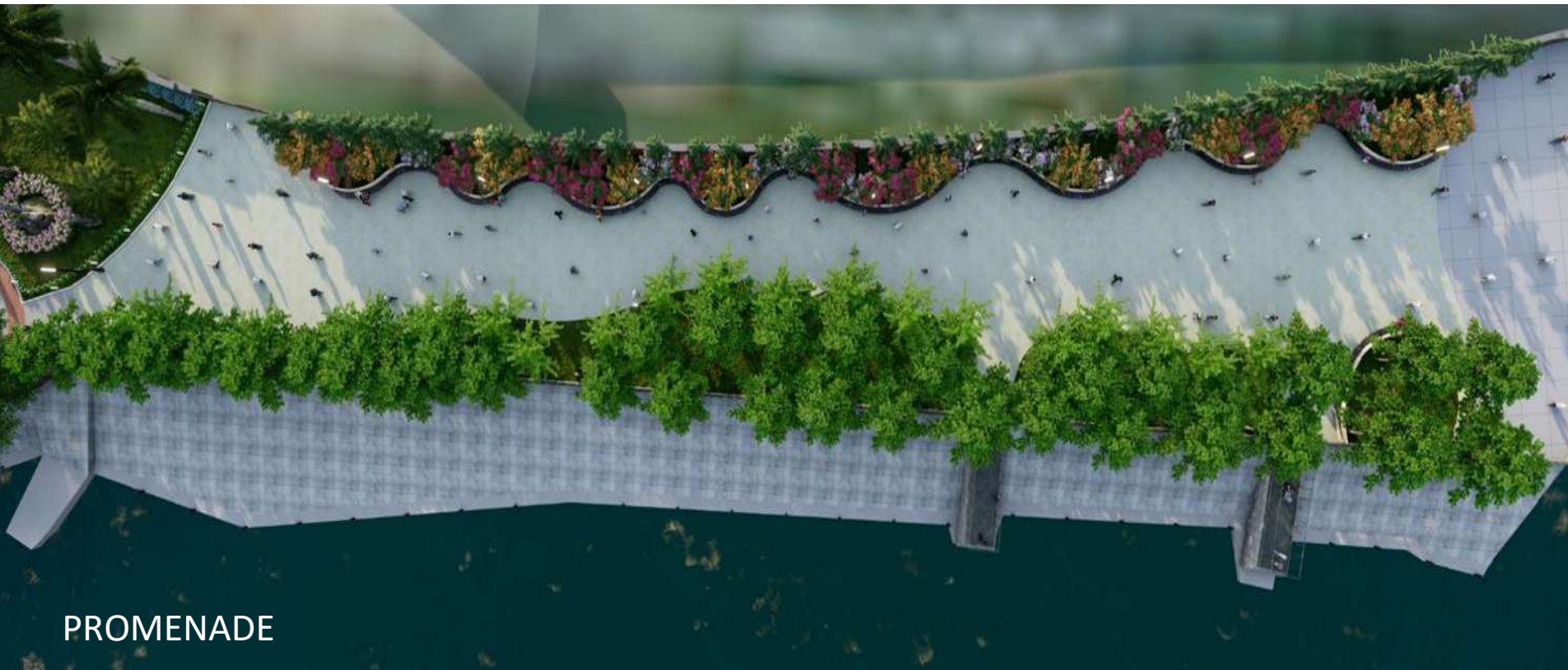
Details of Terminal Building	
SITE AREA	12,660 sq. m
AREA OF TERMINAL BUILDING	4,580 sq. m
PARKING SPACE	150 cars , 20 Buses
Details of Berth	
BEAM	Upto 43 m
DRAFT OF THE VESSEL	Upto 8.8 m
LENGTH OF BERTH	180 m
LOA	Upto 331 m (4 mooring dolphins)



VISAKHAPATNAM CRUISE TERMINAL – INFRASTRUCTURES



PROPOSED PUBLIC PROMENADE DEVELOPMENT NEAR CRUISE TERMINAL



PROMENADE

- A major public promenade is being developed near the Vizag International Cruise Terminal.
- The project aims to enhance the overall cruise experience for passengers and visitors.
- It will play a key role in attracting more tourists to the city, boosting the local economy.
- The development is a significant step towards upgrading the city's infrastructure to support growing international cruise traffic.

- The promenade will feature a scenic waterfront with stunning views of the coastline.
- Viewing decks will be incorporated, offering visitors an elevated perspective of the sea and surroundings.
- These decks provide an opportunity for the public to connect with nature and the ocean.
- The space aims to enhance mental well-being by offering a peaceful and refreshing environment.
- The decks are designed to integrate seamlessly with the natural landscape, enhancing the overall aesthetic appeal of the promenade.



VIEWING DECKS

PROPOSED PUBLIC PROMENADE DEVELOPMENT NEAR CRUISE TERMINAL



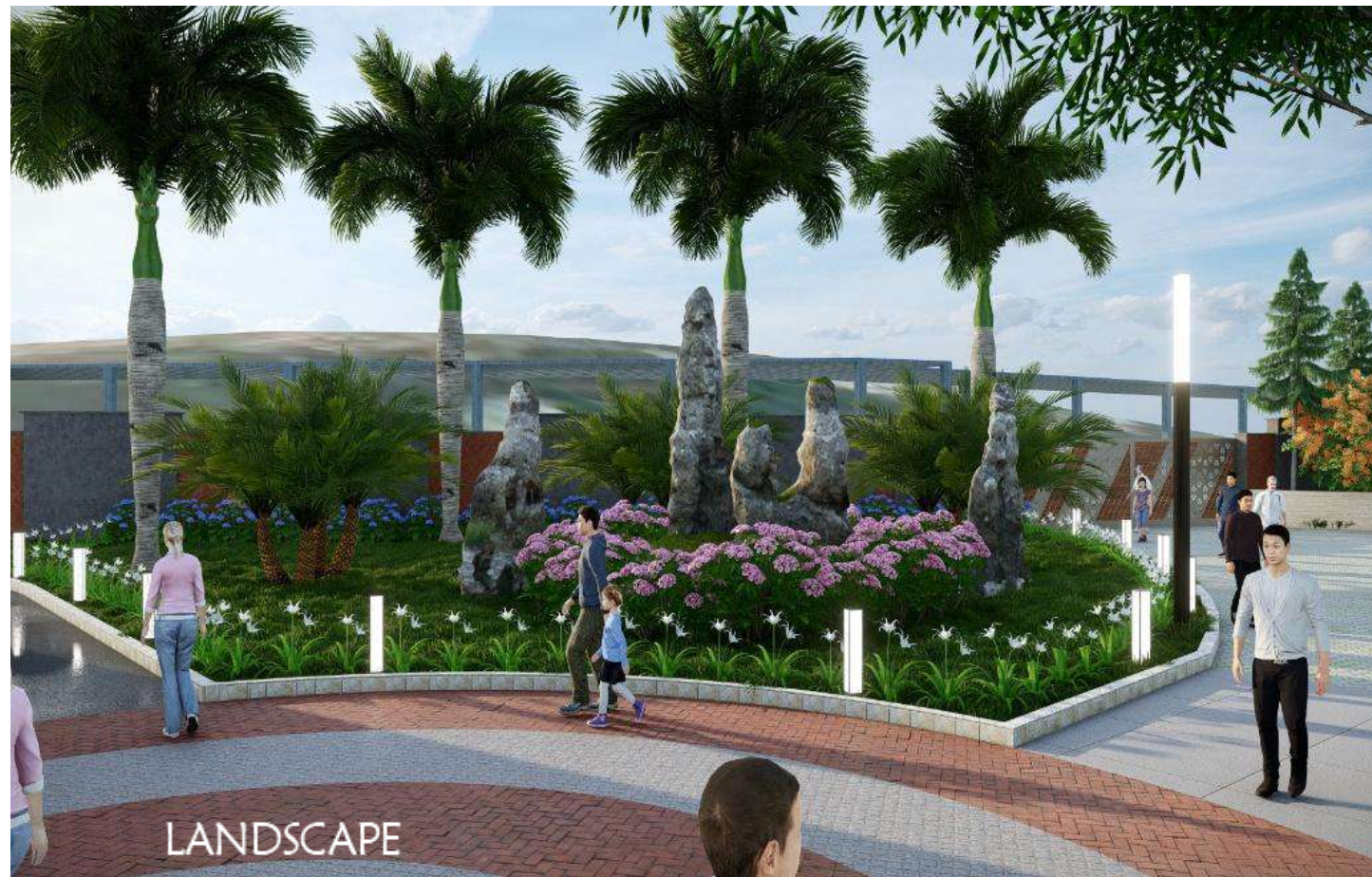
BERTH NEAR TERMINAL BUILDING



FOOD COURT AND RETAIL AREA



TOILETS



LANDSCAPE



TICKET COUNTER



GAZEBOS

**CHILDREN'S
PLAY AREAS,**

PARKING,

COURTS, PLAZA



Current status -VPA

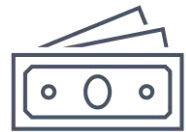


19th position **globally** in the Container port Performance Index Ranking

6

1

4th Rank Among Major Ports- Cargo Handling



46% Cargo Handled on PPP

5

2

4th Rank Among Major Ports- Productivity



Cargo throughput (Million Tonnes) 125.40 (MT) in 2047

4

3

Track length - 186 (ETKM)





Appreciations

सर्बानंद सोनोवाल
SARBANANDA SONOWAL



पत्तन, पोत परिवहन और जलमार्ग मंत्री
भारत सरकार
Minister of Ports, Shipping and Waterways
Government of India

June, 2024

Letter of Appreciation

I extend my heartfelt congratulations to the Visakhapatnam Port Authority (VPA) on the extraordinary dual achievement of securing a place within the top 20 rankings in the World Bank's Container Port Performance Index. It is a moment of great pride to acknowledge that VPA has attained the 20th position globally with an index point of 62.29 in 2023 and the 19th position in the Container Port Performance Index.

The port's remarkable performance, characterized by efficient management of container ships, reduced turnaround times, and a significant decrease in berth idle times, underscores the high standards upheld at Visakhapatnam Port. This milestone is a testament to the unwavering commitment and strategic vision that have driven the port to new heights of excellence.

The collaboration between Public-Private Partnership (PPP) operators at Visakhapatnam Port is particularly noteworthy and aligns seamlessly with the goals of the Maritime India Vision 2030. This achievement possible with the steadfast support of all stakeholders, including Government Agencies, Railways, Customs, and the State Government, whose collective efforts have been instrumental in this success.

I would like to express my sincere appreciation for the exemplary leadership of Dr. M. Angamuthu and his dedicated team at the Visakhapatnam Port Authority. Your commitment to excellence has set a new benchmark in the maritime community. Ministry will continue to provide all possible support to the Port for its ongoing improvements, ensuring that it remains at the forefront of progress among Major Ports.

Wishing you continued success and many more future achievements!

(Sarbananda Sonowal)

Dr. M. Angamuthu, IAS
Chairperson,
Visakhapatnam Port Authority,
Andhra Pradesh, India

Copy to: Secretary (PSW), Transport Bhawan, New Delhi



Room No. 201, Transport Bhawan, 1, Sansad Marg, New Delhi - 110001
Ph. : 011-23717422, 23717423, 23717424 (O), 23356709 (F)
E-mail : minister-shipping@gov.in; Website : www.shipmin.gov.in



First in India

9 Ports of India made it to TOP 100 Ports of the world for 2023

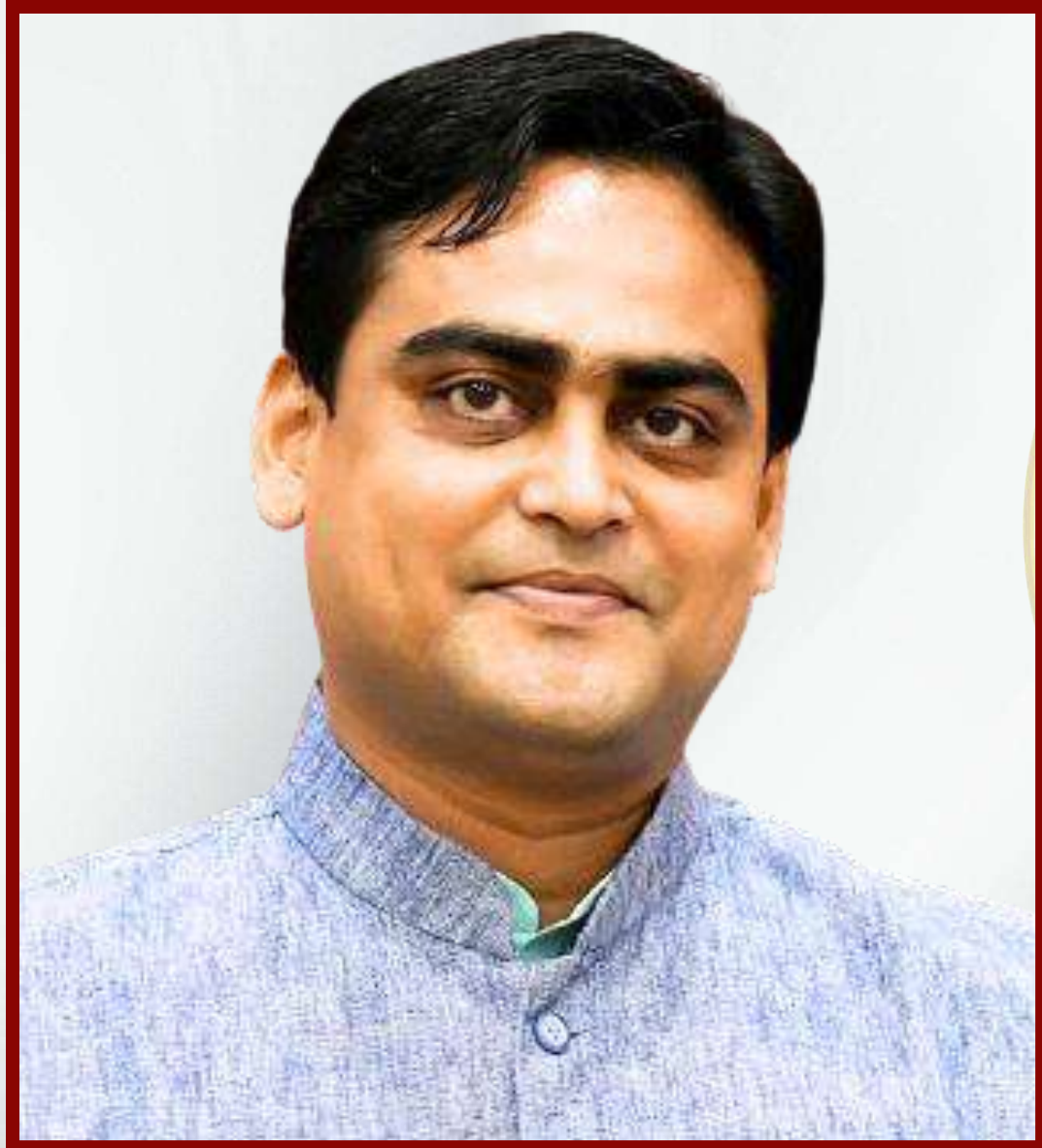
Visakhapatnam Port at 19 in 2023 improved tremendously from 115 in 2022



*as reported by World Bank and S&P Global Marketing Intelligence



Appreciations



Shri Shantanu Thakur
Hon'ble Minister of State
for Ports, Shipping and Waterways



शांतनु ठाकुर
SHANTANU THAKUR

राज्य मंत्री
पत्तन, पोत परिवहन और जलमार्ग मंत्रालय
भारत सरकार
Minister of State
For Ports, Shipping and Waterways
Government of India

G20
Azadi Ka
Amrit Mahotsav

D.O. No. 05.../MoS/ST/PS&W Date: 19 June, 2024

To,

The Chairperson,
Visakhapatnam Port Authority,
Visakhapatnam, Andhra Pradesh-530035.

Sub: Achievement of Visakhapatnam Port - Breaks into Top 20
in World Bank's Container Port Performance index.

Dear Chairperson,

It is with immense pride and pleasure that I write to extend my heartfelt congratulations to the Visakhapatnam Port Authority on its recent outstanding achievement of breaking into the top 20 rankings in the World Bank's Container Port Performance Index (CPPI). I am particularly delighted to note that the VPA has secured the prestigious 19th position in this globally recognized index.

The operational efficiency of ports in handling container ships evidenced by Key Performance Indicators, TRT, and an impressive berth idle time stands as a testament to the exemplary standards upheld at Visakhapatnam Port.

It is particularly commendable that the concerted efforts of Public-Private Partnership operators at Visakhapatnam Port are being recognized in alignment with the Maritime India Vision 2030 directives.

At this pivotal moment, it is imperative to extend recognition to the steadfast backing of all stakeholders, Government Bodies, Railways, Customs, and the State Government, for their collaborative efforts.

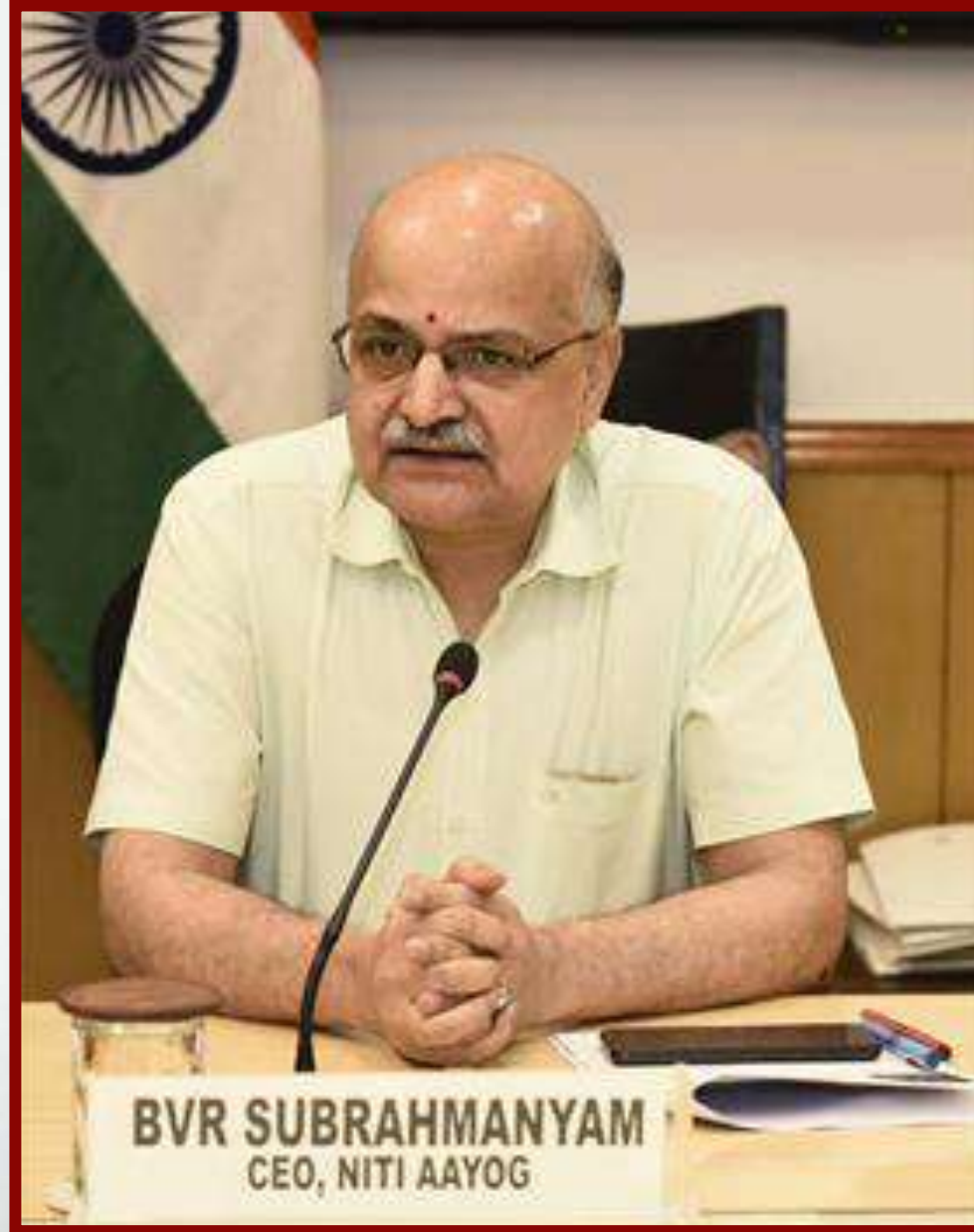
Secretary

SAGARMALA

कार्यालय: कक्ष सं. 203, परिवहन भवन, 1, संसद मार्ग, नई दिल्ली-110 001, दूरभाष : 91-11-23710189 / 356
Office : Room No. 203, Transport Bhawan, 1, Parliament Street, New Delhi-110001, Tel. : 011-23710189/356
Resi. : Thakurnagar Thakubari, P.O. Thakurnagar, P.S. : Gaighata, Dist. 24 Parganas (N), Pin : 743287
दूरभाष / Phone: 03215-254099, ई-मेल / Email : shantanu.thakur20@sansad.nic.in, shantanuthakur2019@gmail.com



Appreciations



Shri B.V.R. Subrahmanyam
CEO, NITI Aayog



बी. वी. आर. सुब्रह्मण्यम
B.V.R. Subrahmanyam
मुख्य कार्यकारी अधिकारी
Chief Executive Officer



भारत सरकार
नीति आयोग, संसद मार्ग
नई दिल्ली - 110 001
Government of India
National Institution for Transforming India
NITI Aayog, Parliament Street,
New Delhi - 110 001
Tel. : 23096576, 23096574
E-mail : ceo-niti@gov.in

28th June 2024

Dear Angamuthu,

I am indeed very happy to learn that the Visakhapatnam Port Authority has attained the 20th position among container ports across the globe as per the "The Container Port Performance Index 2023", a study undertaken by the World Bank Group and S&P Global Market Intelligence. It is also heartening that Visakhapatnam Port Authority has been adjudged 19th among the best performing container ports in the world.

2. This achievement of Visakhapatnam Port Authority underscores the importance of the ability of Visakhapatnam Port Authority to handle container ships deftly and maintaining standards of operational excellence at the port. I am also happy to note the commendable impact of collaborative efforts between Public-Private Partnership operators and Visakhapatnam Port Authority.

3. I take this opportunity to express my sincere appreciation for your exemplary leadership and that of your dedicated team at the Visakhapatnam Port Authority for this excellent global recognition. I compliment your commitment to excellence in establishing new benchmarks in the port sector.

4. I wish you all the best and extend my good wishes in your endeavours to bring more laurels. I have no doubt that under your leadership the Visakhapatnam Port Authority will help India on its path to Viksit Bharat@2047.

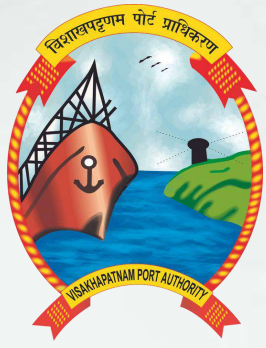
with best wishes,

Yours sincerely,

[B. V. R. Subrahmanyam]

Dr. M. Angamuthu
Chairperson
Visakhapatnam Port Authority
Visakhapatnam





THE ONLY MAJOR PORT THAT PUBLISHED A BRAILLE CALENDAR FOR THE VISUALLY IMPAIRED



VISAKHAPATNAM PORT AUTHORITY
2025

JANUARY						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

2025

We Must Be Treated As Equals And Communication Is The Way We Can Bring This About.
-Louis Braille





*Thank
you*

Date: 18/12/2025 Session III: 04.00 PM to 05.30 PM

MINUTES OF THE MEETING OF THE NSB MEMBERS HELD WITH THE OFFICIALS OF DREDGING CORPORATION OF INDIA

Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB welcomed all participants to the meeting on behalf of the National Shipping Board (NSB). He explained that the NSB is a statutory body constituted under the Merchant Shipping Act and has been in existence since 1958. The Board is reconstituted by the Government of India every two years, and its primary mandate is to advise the Ministry of Ports, Shipping and Waterways on matters related to shipping and maritime development. He highlighted that the Board engages extensively with stakeholders to understand their operational challenges, assess the implementation of government policies, and provide structured feedback to the Government. Stakeholders include ports, shippers, ship owners, ship recyclers, ship repairers, and classification societies essentially covering the entire maritime ecosystem. Based on these consultations, the Board submits its recommendations to the Hon'ble Minister. He informed that the present Board was constituted in May 2025 and, since then, the board has interacted with several port authorities and shipyards. He mentioned that the Board had interacted with the Visakhapatnam Port Authority earlier in the day and had visited Hindustan Shipyard Limited the previous day. He emphasized that the Dredging Corporation of India is a key stakeholder in the maritime sector, playing a critical role not only in port operations but also in inland waterways. He underlined that without effective dredging, shipping operations cannot function efficiently.

2. In the beginning, DCIL made a video presentation. The video presentation highlighted the critical role of dredging in the evolution and sustainability of maritime trade and port operations. It explained that natural sedimentation caused by soil erosion and maritime activities leads to siltation in ports and harbours, restricting navigational depth and impeding vessel movement. To address this national requirement, the Government of India established Dredging Corporation of India Limited (DCIL) on 29 March 1976, with its headquarters at Visakhapatnam, as a public sector enterprise dedicated to meeting the country's dredging needs. DCI was presented as India's premier dredging organisation, providing dredging and allied services to major and non-major ports, Indian Navy, shipyards, fishing harbours, inland waterways, and other maritime institutions. Its core function is to deepen and maintain safe navigational channels essential for EXIM trade and maritime connectivity. The presentation emphasized that dredging acts as a lifeline for ports and harbours, as inadequate dredging can lead to operational inefficiencies, increased shipping costs, delays, and loss of competitiveness in global trade. The video detailed DCI's fleet strength, comprising state-of-the-art Trailing Suction Hopper Dredgers (TSHDs), Cutter Suction Dredgers, and Backhoe Dredgers. With a cumulative hopper capacity of approximately 59,000 cubic metres, DCI is capable of dredging around 60 million

cubic metres annually, accounting for nearly 50% market share in India against an estimated national dredging requirement of 120 million cubic metres. DCI undertakes a wide range of dredging activities, including capital dredging, maintenance dredging, beach nourishment, land reclamation, shallow water dredging, inland water dredging, reservoir desiltation, sand mining, and project management consultancy. Almost all maintenance dredging at Indian seaports is carried out by DCI in accordance with statutory requirements. The presentation also outlined DCI's extensive client base, which includes all major Indian ports, Cochin Shipyard Limited, Inland Waterways Authority of India, Indian Navy, naval establishments, fishing harbours across both coasts, and industrial clients such as refineries. Internationally, DCI has extended its services to countries including Bangladesh, Sri Lanka, Bahrain, Taiwan, and Dubai. DCI operates a state-of-the-art soil laboratory to assess dredged material and promotes beneficial reuse of dredged material, aligning with the principle of converting "waste into wealth." Under the Make in India and Atmanirbhar Bharat initiatives, DCI has placed orders for the construction of India's first 12,000 cubic metre Trailing Suction Hopper Dredger at Cochin Shipyard Limited, marking a significant milestone in indigenous dredger construction. The video also showcased the DCI Dredging Museum, which documents the organisation's technological evolution and historical milestones. The presentation concluded by emphasizing the dedication, skill, and commitment of DCI's workforce, who operate round-the-clock to ensure uninterrupted navigational access at Indian ports. DCI reaffirmed its commitment to supporting India's maritime trade, port efficiency, and overall economic growth, ensuring that shipping operations remain unhindered across the country.

3. The DCIL presentation (**Annexure XA**) commenced with an overview of the organisation's background, evolution, and current operational profile. The DCI's origins date back to 1966, when dredging activities were directly under the Central Government. It was managed by SCIL (Shipping Corporation of India Limited) from 1968 to 1976, after which Dredging Corporation of India Limited was formally incorporated in 1976. Over the years, DCI evolved into a listed entity, with listings on BSE, CSE, and NSE, and underwent multiple disinvestment phases between 1992 and 2016. In 1999, DCI was conferred Mini Ratna status. As of now, DCI has a market capitalisation of approximately ₹2,350 crore and is completing 50 years of service in March 2026. It commands nearly 80% market share in maintenance dredging in India and ranks among the top global dredging companies.

4. The organisation currently operates nine state-of-the-art dredgers, supported by highly skilled manpower and modern digital technologies. DCI has three regional offices—Kolkata (East Coast), Kochi (South), and Mumbai (West)—which oversee dredging operations across all major Indian ports. The Kolkata office supervises ports such as Haldia, Paradip, Visakhapatnam, and Ramayapatnam; the Kochi office oversees ports including Karwar, New Mangalore, Cochin Shipyard, Tuticorin, Ennore, and Chennai; while the Mumbai office covers Kandla, Mormugao, JNPA, Mumbai, Dabhol, and Goa.

5. The DCIL highlighted its expanding operational scope beyond maintenance dredging to include capital dredging, inland waterway dredging, beach nourishment, land reclamation, project management consultancy (PMC), dam and reservoir desiltation, and beneficial reuse of dredged material. Inland dredging operations have commenced in the past year under the Inland Waterways Authority of India (IWAI), particularly on NW-1, NW-2, and NW-16, mainly in the northeastern region and Kolkata stretch. Beach nourishment works, especially at Visakhapatnam, were highlighted as an important coastal protection measure.

6. The presentation placed special emphasis on reservoir and dam desiltation, noting that since independence, large-scale desiltation has been minimal, leading to capacity reductions of nearly 40% in several reservoirs. Funding constraints have been a major challenge. Recent discussions involving the Ministry of Home Affairs and Ministry of Jal Shakti have proposed a shared funding model between the Centre and States, with DCI identified as a potential nodal agency for execution. DCI has already prepared DPRs for projects such as Bisalpur Dam (Rajasthan) and Bhakra Nangal, though implementation is pending due to funding and policy issues. International agencies from the Netherlands and Italy have shared advanced solutions, including deep cable dredging technologies suitable for large reservoirs with depths of 80–90 metres.

7. Regarding fleet status, DCI acknowledged that some dredgers are over 40 years old, with the oldest dating back to 1977. While DG Shipping has introduced age restrictions for vessels, dredgers are expected to be exempted considering their specialised role and operational necessity. Under the Make in India initiative, DCI has placed an order for a 12,000 cubic metre Trailing Suction Hopper Dredger at Cochin Shipyard Limited, in collaboration with IHC Netherlands. Although construction timelines have exceeded the original schedule, the project represents a significant milestone in indigenous dredger construction.

8. Operationally, DCI currently undertakes approximately 55 million cubic metres of maintenance dredging annually using its own fleet and an additional 25 million cubic metres through subcontracting, totalling around 80 million cubic metres, primarily at major ports. With the induction of the new dredger, DCI aims to increase this capacity to 85 million cubic metres. Subcontracting is undertaken mainly for high-volume ports such as JNPA, where demand exceeds in-house capacity, with subcontractors being foreign-origin companies registered in India. **Shri Rakesh Singh President ICCSA** sought clarity on whether there exists a national-level estimate of annual dredging requirements for maintenance dredging across major and non-major ports, including capital dredging. He emphasised that such consolidated national projections are important to guide investment decisions, particularly for private players considering induction of additional dredging equipment and capacity. In response, **the DCIL representative** stated that the currently assessed maintenance dredging requirement for major ports stands at approximately 129 million cubic metres per annum. This estimate primarily covers ports where dredging is undertaken through public or

competitive mechanisms. The figure does not fully include non-major or minor ports, as several of these ports particularly captive ports operated by private players such as Adani carry out dredging through in-house or captive dredging arrangements, estimated at an additional ~20 million cubic metres annually. **Shri Rakesh Singh President ICCSA** reiterated that without a formal, nationally consolidated projection (covering major, non-major, and captive ports), it becomes difficult to attract long-term private investment into dredging assets and technology. He noted that, based on broader understanding, the total national dredging requirement (including major and non-major ports) could be closer to 200 million cubic metres annually, but acknowledged that this is not currently backed by an officially notified dataset. The DCIL representative agreed that beyond the currently identified 129 million cubic metres, future projections and expansion requirements would require a more structured assessment and formal procedure. It was also noted that increasing national dredging demand would necessitate additional dredging capacity, manpower, and equipment, and DCIL has already initiated steps in this direction, including engagement during Maritime India Dialogues (MID) and collaboration with domestic manufacturers for inland dredging equipment.

9. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** observed that if DCIL is expected to undertake a larger share of national dredging work in the future, capacity augmentation in terms of fleet and skilled manpower would be essential, and such planning must be aligned with credible national demand estimates. **the DCIL representative** informed the Board that an MoU has already been submitted and the process of fund mobilisation is underway. Once funds are arranged, DCIL plans to proceed with fleet expansion in line with the Hon'ble Prime Minister's announcement under Maritime India Vision (MIV), which envisages investment of approximately ₹4,000 crore in dredging equipment. DCIL has already prepared its internal plans for procurement; however, capacity constraints at Indian shipbuilding yards and limited availability of suitable yards pose challenges. It was also clarified that DCIL vessels, including older dredgers, are classed with IRS, and the oldest vessels are also under IRS classification.

10. **Shri Rakesh Singh President ICCSA** raised a concern regarding the shortage of qualified officers and crew for dredgers, based on inputs received from members, and sought confirmation from DCIL. In response, **the DCIL representative** acknowledged that there is an acute shortage of trained dredging manpower, primarily due to high attrition. DCIL remains the main organisation that trains dredging personnel, but with the entry of private players such as Adani, ISDPL, and others, trained manpower is increasingly migrating to these organisations. This has significantly impacted DCIL's operational manpower availability. The stakeholder further highlighted that there is a very limited national pool of specialised dredging professionals, and private players are competing for the same talent. Importantly, DCIL does not currently have a dedicated dredging training ship, which further constrains structured training capacity. **Shri Ajith Kumar Sukumaran CS DGS** enquired whether there exists any formal or

structured training scheme for dredging personnel like merchant shipping training systems. **The DCIL representative** explained that earlier there existed a structured framework known as the “All India Dredging Cadre”, which has since been discontinued. Under this system, DCIL conducted All-India competitive examinations to induct dredge cadets, DCIL conducted All-India competitive examinations to induct dredge cadets. Cadets underwent 18 months of structured onboard training. They subsequently appeared for Dredge Mate Grade-II and Grade-I Certificates of Competency (CoC), With further sea service, officers progressed to Dredge Master Grade-II and Grade-I CoC. **Shri Ajith Kumar Sukumaran CS DGS** clarified that his concern was not about the existence of officers, but about the mechanism to build and sustain a dedicated pool of dredging professionals. He specifically asked whether DCI has any captive training system, structured induction programme, or long-term mechanism to attract and retain talent in the dredging sector, as earlier highlighted. **The DCIL representative** responded that DCI annually inducts DNS (Diploma in Nautical Science) cadets and provides them structured onboard shipboard training. After completing training, these cadets become eligible to appear for Certificates of Competency (CoC) and progress through the ranks as Second Officer, Chief Officer, and Master. Similarly, on the engine side, trainees progress from Fourth Engineer to Chief Engineer. DCI follows standard maritime training pathways and functions as a tonnage-tax company, aligned with DG Shipping norms. However, **the DCIL representative** highlighted that the most acute shortage is not at officer level but at the dredging-specific workforce level, particularly dredge hands and deck crew with specialised dredging skills. While engineers can still be sourced from tanker or other merchant vessel backgrounds, retaining them is a challenge. Many personnel leave after receiving training, and attrition remains high. Additionally, a significant proportion of senior expertise currently available comprises retired personnel aged 60+, who are being re-engaged to meet operational needs. **Shri Rakesh Singh President ICCSA** explained why he raised this issue, stating that manpower shortages are being observed across the coastal shipping sector, but the problem is more pronounced in dredging due to its specialised nature. He noted that there appears to be a supply gap in trained manpower, which cannot be bridged quickly and may take several years. Given DCIL’s role as the premier national dredging agency, he sought to understand whether DCIL is undertaking any specific initiatives beyond standard DNS induction, to systematically address this manpower gap and build a sustainable dredging talent pipeline.

11. **The DCIL representative** informed the Board that DCI has been in discussions with IHC/ISC Netherlands to establish a dedicated dredging training institute within DCI premises. He stated that earlier, the Ministry and the Government of Andhra Pradesh had identified Antarvedi as a possible location and had even provided some land for setting up such an institute, but the proposal did not materialise at that time. He further shared that discussions have recently resumed, and a proposal is now at a very preliminary stage, with an indicative allocation of up to ₹900 crore being considered for establishing a specialised dredging training institute. The original intent

was to locate the institute within DCI's own premises, and deliberations with stakeholders and the Ministry are ongoing.

12. **Shri Rakesh Singh President ICCSA** observed that while a shore-based training institute is an important step, the larger and more critical challenge lies in availability of onboard training slots. He emphasised that without adequate shipboard training opportunities, candidates cannot qualify for competency examinations, rendering shore training ineffective. He pointed out that DCIL appears to have limited accommodation capacity onboard dredgers, which restricts the number of trainees who can be placed at sea. Drawing parallels with recent regulatory relaxations in the engineering side (such as 12-hour onboard and 12-hour shore-based training models), he suggested that similar innovative mechanisms need to be explored for dredging officers. He stressed that unless onboard training capacity is increased, the manpower shortage will persist despite policy support from the Directorate. **The DCIL representative** acknowledged the concern and confirmed that onboard accommodation is indeed a major constraint, especially on newer dredgers where no additional training berths have been provided. He informed that DCI has already approached the Directorate General of Shipping seeking regulatory flexibility, including adoption of a 12-hours onboard / 12-hours off-board training model once the new dredger is delivered. He further stated that DCIL is actively examining what model would work best, as dredgers are highly capital-intensive assets, but without adequately trained manpower, operational efficiency suffers. He also highlighted that trained personnel often leave DCI after gaining experience, particularly when overseas opportunities arise, aggravating retention challenges. **The DCIL representative** added that DCIL is exploring a dual or modular certification approach, where officers obtain a basic certificate with additional endorsements, enabling them to serve on multiple vessel types. This, he noted, is a practical and realistic approach to improve employability while ensuring skill availability across vessel segments, and discussions on this approach are ongoing. **Shri Rakesh Singh President ICCSA** noted that a significant number of officers from the Dredging Corporation of India (around fifty or more) had submitted representations to the Secretary (Shipping) seeking inclusion under the STCW framework. He recalled that earlier dredging personnel were not covered under STCW-95 and flagged this as an important issue affecting the workforce.

13. **The DCIL representative** briefly outlined the current contracts and work portfolio of the corporation. DCIL has secured long-term maintenance dredging contracts with several major ports, including Syama Prasad Mookerjee Port Authority (SMPA), Paradip Port Authority, and Jawaharlal Nehru Port Authority (JNPA), with some contracts extending up to five years (till 2030 in the case of JNPA). Additional contracts are in place with New Mangalore Port Authority (till 2026), Cochin Port Authority, Deendayal Port Authority, and Puducherry, where channel dredging work is currently underway.

14. On subcontracting, **the DCIL representative** clarified that DCIL follows an open tender process in all cases. For long-term contracts (such as five-year engagements), tenders are typically floated for three to four years, whereas for shorter-duration works, tenders are issued specifically for the contract period. The stakeholder further mentioned that mangrove log dredging was completed in 2023, capital dredging at Paradip Port Authority is planned for 2025–26, and recent coastal rock dredging work awarded by JNPA is scheduled to be taken up during the current year.

15. **The DCIL representative** informed that the Dredging Corporation of India has been awarded a three-year consultancy by the Inland Waterways Authority of India (IWAI). Under this engagement, DCIL is involved in inland waterway projects including NW-1 at Haldia for a multimodal transport jetty, NW-2 on the Brahmaputra River, and NW-16 on the Barak River. He emphasized that NW-2 is currently a key area of concern and discussion for DCIL, given its strategic importance and operational challenges. Clarifying the scope, he explained that this is a consultancy assignment, not direct execution using DCIL's own dredging equipment. IWAI has defined the works in stages—two stages in NW-2 and one stage in NW-16. For maintaining the Least Available Depth (LAD), tenders are floated and L1 contractors are selected to carry out the dredging work, with DCIL overseeing the process under the consultancy framework. Thus, the work is effectively sublet through open tendering under DCI's supervision. On NW-2, the stakeholder clarified that DCI's mandate is limited strictly to the Indian stretch of the waterway. The Bangladesh stretches (from Chandpur to Chilmari) is outside DCIL's scope and is handled separately by the Bangladesh authorities. Within the Indian jurisdiction, particularly up to Dhubri, the mandate is to maintain a sub-2-metre LAD on the Brahmaputra River, as specified by IWAI. **Shri Rakesh Singh President ICCSA** highlighted that NW-2 has strong potential as a viable trade route, provided a reliable LAD is maintained, as it can compete effectively with road and rail transport. He pointed out that the most critical and challenging segment lies in the Bangladesh stretch, which significantly affects the overall viability of the route. He sought clarity on mandates and execution responsibility, noting that the Bangladesh portion is being handled directly by IWAI and local agencies using their own dredgers and manpower, while DCI's role is confined to the Indian section. In response, it was reaffirmed by **the DCIL representative** that DCIL's responsibility is only for the Indian portion of NW-2, with no operational control over the Bangladesh stretch. The discussion underlined that coordination across jurisdictions and consistent depth maintenance remain key challenges for realizing the full potential of NW-2 as an inland waterway corridor. **The DCIL representative** explained that for inland waterways, particularly under IWAI, Bangladesh and Indian agencies primarily operate small cutter suction dredgers. Bangladesh authorities do not possess large trailing suction hopper dredgers and therefore also sublet dredging work to private operators. IWAI currently owns around 14 small river-type cutter suction dredgers (around 400 capacity), of which only 8–9 are operational, many of them being managed through private operators. In NW-1, especially stretches such as Farakka–Triveni and Farakka–Kahalgaon, dredging work has also been subcontracted to

private players such as NIPL and Knowledge Marine Engineering Works (KMEW). These stretches generally have adequate natural depths of 2.5–3.0 metres, and dredging is mainly required during the lean season (October–March) when water releases under the Indo-Bangladesh Water Treaty reduce water levels. Responding to queries on NW-2, **the DCIL representative** candidly stated that DCI has no visibility or operational control over dredging activities in the Bangladesh stretch, as that portion is entirely handled by Bangladesh authorities/IWAI using their own arrangements. DCIL's role remains confined to the Indian stretch only, and therefore it has no clarity on execution challenges or performance on the Bangladesh side, which significantly affects overall corridor viability. On a separate query regarding the Kerala West Coast Canal, **the DCIL representative** clarified that DCIL is not currently associated with that project. While DCI had earlier engaged in river dredging, its involvement reduced post-2000, and current IWAI activities in Kerala are being handled independently without DCIL's participation.

16. **The DCIL representative** explained that while DCIL had earlier handed over some dredgers to the Inland Waterways Authority of India (IWAI) and exited inland dredging, it has re-entered inland dredging over the last two years. However, DCIL currently does not possess dedicated equipment for inland dredging, as regulatory responsibility differs—DG Shipping is the competent authority under the Merchant Shipping Act, whereas IWAI is the competent authority under the Inland Vessels Act. Competency assessment and regulation therefore fall under different legal frameworks. The stakeholder noted that inland waterways such as those in Kerala are strategically important, as they run parallel to roads and railways in a state with limited land for further surface transport expansion.

17. During the discussion, **Shri Rahul Modi President CCTA and Shri Rakesh Singh President ICCSA** raised concerns about width constraints, encroachments, and land acquisition challenges, particularly in Kerala (including areas like Alappuzha and Maradu), where minimum width requirements reportedly cannot be met due to local resistance. **The DCIL representative** clarified that such issues are primarily under IWAI's jurisdiction, not DCIL's, and similar challenges exist in the Northeast. For example, in the Barak River, stretches earmarked by IWAI for maintaining the Least Available Depth (LAD) were also allotted to state mining departments for sand mining, creating conflicts in maintaining navigability. Channel marking, surveys, and LAD monitoring are undertaken by IWAI, with surveys conducted every 15 days or more frequently when river morphology changes.

18. Finally, **the DCIL representative** reiterated the challenge of **aging dredger fleet**, stating that DCI's fleet has an average age of about 25 years, with the oldest dredger being 48 years old and the newest around 13 years. This aging profile continues to pose operational and renewal challenges, especially as inland dredging requirements increase.

19. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** enquired about the financial health and cash surplus position of the Dredging Corporation of India Limited (DCIL). In response, **the DCIL representative** acknowledged that DCIL's financial position is currently constrained and not very comfortable. While the corporation has been generating revenues in the range of about ₹1,000 crore annually over the last six years, its capital requirements are significantly higher. The immediate capital investment needs are estimated at around ₹2,500 crore, and there are limitations in raising this scale of funds internally, which has become a major barrier for fleet renewal and capacity expansion. On the availability of government support, **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** asked whether DCIL could avail benefits under the Maritime Development Fund (MDF). **The DCIL representative** confirmed that DCIL has already approached both the Maritime Development Fund and Sagarmala Development initiatives, particularly for procurement-related financing, and discussions are ongoing at the Ministry level. However, he pointed out that certain restrictions exist, as dredging was not explicitly included in the initial design of some shipping-focused financing frameworks, though representations have been made to address this gap. **Shri Rakesh Singh President ICCSA** clarified that dredgers are, in fact, eligible under the Shipbuilding Financial Assistance Scheme (SBFAS), noting that dredgers above 10 metres in length are covered. He explained that under the scheme, conventional dredgers can receive financial assistance of up to 20% of the project cost, which can increase to 25% if green technologies are incorporated. He emphasized that dredgers are not excluded and fall within the ambit of Sagarmala-linked incentives. **The DCIL representative** confirmed that dredgers were formally included in the relevant schemes around 2022, coinciding with DCIL's first recent dredger procurement, and earlier ambiguities have since been resolved. He informed the Board that DCIL has already submitted a detailed capacity augmentation proposal to Sagarmala Development and the National Development Corporation Finance Limited. The proposal envisages procurement of three trailing suction hopper dredgers, one cutter suction dredger, and six water injection dredgers, with an overall project cost of approximately ₹3,900 crore, for which financing support is being actively pursued. **Shri Rakesh Singh President ICCSA** highlighted that under the new and fine-tuned Shipbuilding Financial Assistance Scheme (SBFAS), dredgers are clearly and fully covered, as reflected in the Cabinet Note. He emphasized that dredgers are unequivocally part of the scheme and that there should be no ambiguity at the Ministry level regarding their eligibility. In response, **the DCIL representative** clarified that for the dredger *Udhavari*, which is currently under construction, shipbuilding financial assistance has already been availed, with a subsidy of 15% approved and provided by the Ministry. This confirmed that the scheme is operational for dredgers in practice as well. He further pointed out a structural issue in DCIL's revenue model, noting that despite eligibility for subsidies, the corporation faces persistent cash-flow challenges due to large receivables from ports themselves. Since many of DCIL's clients are also its shareholders—such as major ports including Kolkata—payments for dredging services are often delayed, leading to substantial outstanding dues. He observed that

this accumulation of receivables continues to strain DCIL's finances, despite policy support mechanisms being in place. **The DCIL representative** explained that DCIL is facing significant **financial constraints**, primarily due to long-pending receivables from ports. While earlier recoveries were adjusted mainly against penalties and liquidated damages, a substantial amount remains outstanding—some dues pending for 7–8 years, amounting to nearly ₹100 crore. Additionally, legacy projects such as the Sethusamudram project have receivables pending for over 15 years; although reduced from about ₹258 crore to ₹68 crore, these amounts are yet to be fully realized. Despite periodic discussions and occasional Ministry intervention, matters are often referred to the concerned ports, resulting in prolonged delays. These factors collectively act as a major barrier to fresh capital investment.

20. **The DCIL representative** informed that another major challenge is the **high cost of repair and maintenance** of dredgers. Compared to merchant vessels, dredgers incur significantly higher maintenance costs because most spare parts are OEM-specific and must be imported. Lead times for spares are long, costs have escalated sharply—especially post-Ukraine war, with prices increasing by 40–70%—and dependency on foreign suppliers remains high. Repair slots at ship repair yards such as CSL and HSL are limited, dry-docking availability is constrained, and delays are frequent, impacting fleet readiness and operational continuity.

21 **The DCIL representative** also highlighted **capacity constraints in shipbuilding**. Currently, Cochin Shipyard Limited (CSL) is the only yard building large dredgers under the Make in India initiative. The first indigenous dredger has already seen delays, with delivery slipping from March 2025 to March 2026, and future dredgers are expected to take 30 months or more. Although HSL is expected to enter dredger construction, this will require technology partnerships, as no Indian yard has prior experience in building dredgers at scale. These limitations hinder rapid fleet renewal despite policy support.

22. There is also an acute **shortage of trained manpower** across ranks, especially specialized dredging personnel. While DG Shipping's support for common certification may help in the long run, the absence of dedicated dredging training facilities and limited simulation-based training options continue to pose challenges. Discussions with international partners like IHC (Netherlands) for simulation-based training are ongoing but not yet finalized.

23. A critical structural issue raised was the **lack of indigenous, class-approved equipment manufacturers**. DCIL vessels are classed, and only class-approved spares and machinery can be installed. India has a very limited base of such suppliers (around 3,800 class-approved manufacturers) compared to countries like China (around 16,000). Even basic equipment such as engine-coupled fire pumps is not available domestically with class approval. As a result, DCIL is forced to depend on imports and OEMs. Although Indian PSUs like BHEL and BEML manufacture many components, these are not class-certified for commercial maritime use. Bridging this

certification gap—through coordination between industry, classification societies, and manufacturers—was identified as a key opportunity to reduce import dependence and strengthen alignment with the Atmanirbhar Bharat roadmap.

24. **Shri Ajith Kumar Sukumaran CS DGS** highlighted that there is a clear gap between industry needs and class certification processes. He emphasized that since DCI and similar organizations are deeply involved in field operations, they should proactively engage with classification societies to bridge this gap. According to him, classification societies are primarily concerned with ensuring minimum quality and safety standards. If Indian manufacturers can meet these standards, there should be no fundamental obstacle to getting their products certified, especially for domestic use. **The DCIL representative** responded that one of the key issues is the absence of a robust and visible centralized database of indigenous manufacturers and equipment that can potentially be class-certified. While such data may exist in fragments, it is neither comprehensive nor easily accessible. This lack of visibility and coordination makes it difficult for operators to identify suitable domestic alternatives and initiate certification with classification societies. He further highlighted that the low volume of maritime demand discourages manufacturers from seeking individual class approvals, as the approval process is costly and time-consuming. As a result, operators are forced to import even basic items—such as portable emergency fire pumps—at high cost, often replacing them every few years due to wear and corrosion. This dependency significantly increases lifecycle costs for vessels. He agreed that resolving this issue would not benefit DCIL alone but would support the entire shipbuilding and maritime ecosystem in India. He noted that the problem is not technological capability but a lack of structured communication and alignment between industry, classification societies, and domestic manufacturers.

26. **Shri Ajith Kumar Sukumaran CS DGS** further suggested that while international standards (IMO / SOLAS–driven requirements) are essential for foreign-going vessels, domestic operations especially in inland and coastal waters could adopt a differentiated, nationally defined quality assurance framework. Such a framework could allow fit-for-purpose equipment that meets Indian safety and operational needs without unnecessary over-compliance.

27. **Shri Rakesh Singh President ICCSA** proposed formally including DCIL representatives in the ongoing multi-stakeholder discussions involving classification societies, IRS, and DG Shipping. He emphasized that inputs from dredging operators are critical, as dredging is a specialized segment with unique operational requirements that must be reflected in any pragmatic certification and indigenization framework.

28. **Shri Ajith Kumar Sukumaran CS DGS** sought clarity on how Dredging Corporation of India (DCIL) monitors and manages the performance of its aging dredger fleet. He specifically asked whether there is a structured methodology or Key Performance Indicators (KPIs) in place to assess efficiency, capacity utilisation, fuel consumption, and overall operational performance, rather than relying on ad-hoc or

“firefighting” extensions as vessels age. **The DCIL representative** responded that continuous performance monitoring mechanisms are in place, though operational constraints exist due to the advanced age of certain dredgers. Some equipment and engine spares for very old dredgers have become obsolete, forcing DCIL to resort to measures such as cannibalising parts from decommissioned vessels to keep others operational. While scrapping and fleet renewal had been planned, delivery of new dredgers has been delayed, necessitating interim arrangements. Addressing performance assessment, he clarified that DCIL does not rely solely on vessel age. Instead, vessels undergo regular statutory inspections, underwater surveys, and periodic dry-docking. Engine overhauls restore full load-carrying capacity, while replacement of propulsion components such as blades helps maintain operational efficiency—often achieving up to 90% efficiency post-maintenance. Fuel efficiency metrics are tracked on a per-cubic-metre dredged basis, with fuel consumption trends monitored over multi-year periods. Production indicators such as average dredged quantity per operating hour or per kilometre are also reviewed continuously. He emphasized that despite some dredgers being over 40 years old, their operational performance remains comparable to vessels around 25 years old due to rigorous maintenance and repair regimes. However, challenges persist on the dredging equipment side, particularly delays in procuring spares from foreign OEMs. Extended dry-dock periods—sometimes far exceeding planned timelines—disrupt fleet deployment and affect DCIL’s ability to meet urgent port dredging requirements, as vessels cannot be easily redeployed without impacting other ports.

29. The meeting ended with vote of thanks from the Chair to the entire DCIL team.

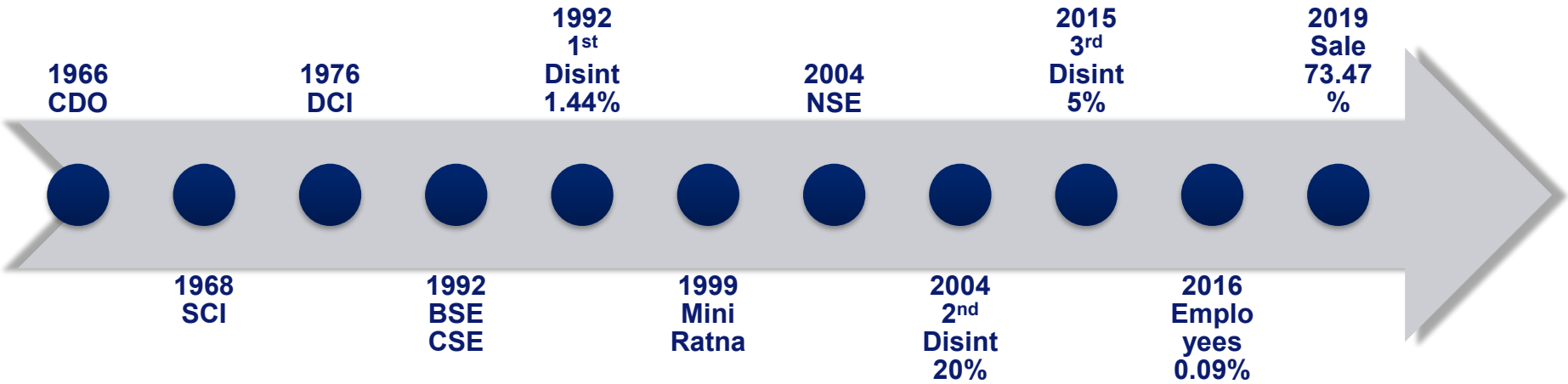


DREDGING CORPORATION OF INDIA LIMITED



CORPORATE PRESENTATION

ANTECEDENTS OF DCI





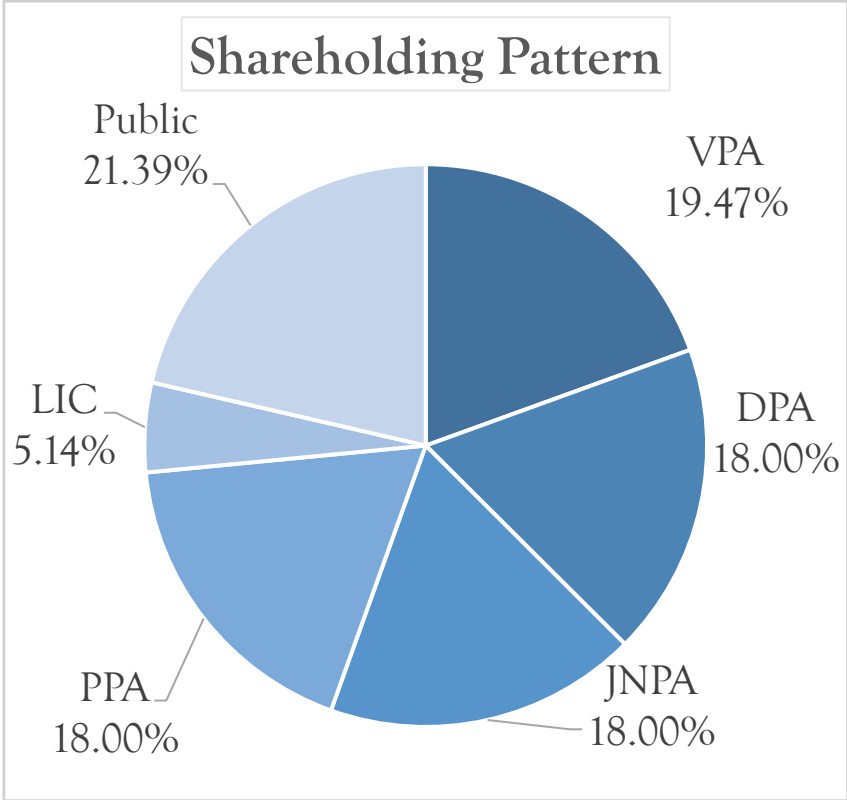
PROMOTERS AND SHAREHOLDING STRUCTURE

Strategic Disinvestment

- GOI's 73.47% Stake in DCI Acquired by 4 Major Ports for Rs.1,049 Cr in March 2019

Promoter consortium

- Management Control taken over by Visakhapatnam Port Authority (VPA), Paradip Port Authority (PPA), Jawaharlal Nehru Port Authority (JNPA) & Deendayal Port Authority (DPA).





KEY HIGHLIGHTS OF DCI

VALUE



- Premier Dredging Company in India
- 50 years of strong legacy
- 80% market share in Indian Maintenance dredging.
- Top 11 in Global Ranking
- Market Cap multi-fold to Rs.2350crs (Nov 2025)

RESOURCES



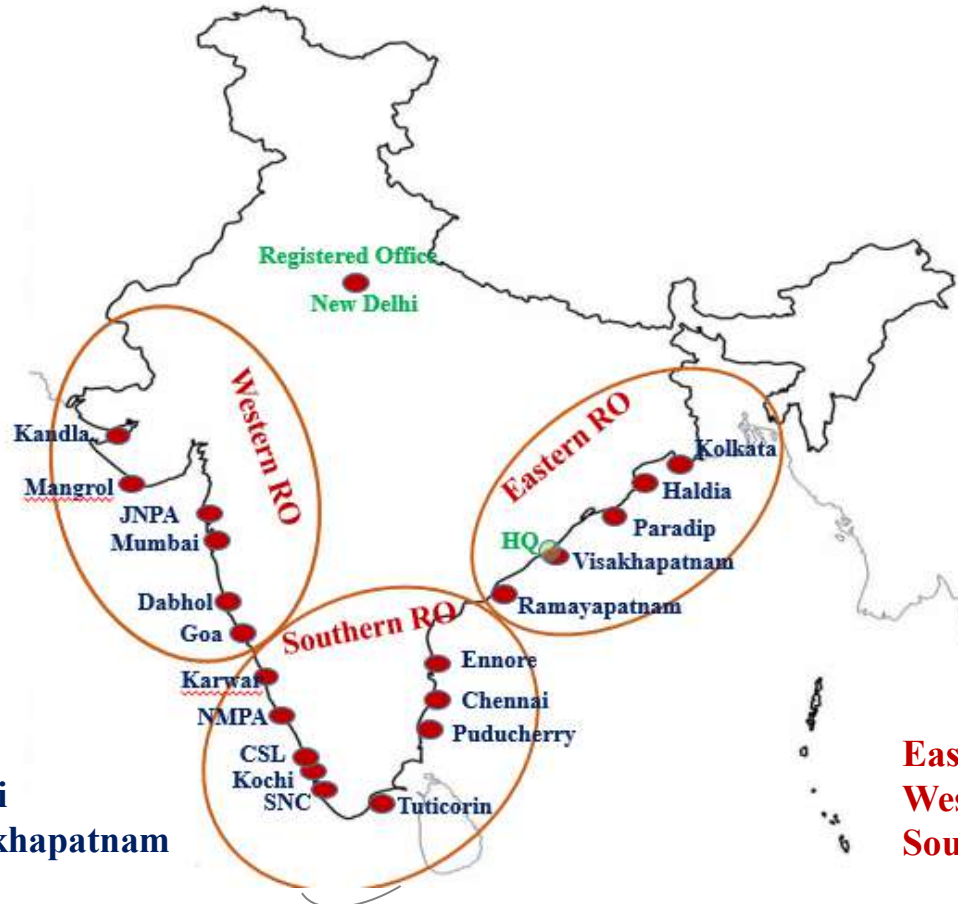
- 9 nos State of Art Vessels
- Strong Board with Visionary and Eminent leaders.
- Powered with Unique Skillset Personnel
- Driven by Digital and State of the Art Technology
- 3 Regional offices - SRO, WRO and ERO to focus on Indian Coast of 11,099 Km .
- Registered Office in New Delhi.
- Corporate Office in Visakhapatnam.

AVENUES



- Strengthening of Capital Dredging
- Foray into Foreign Markets
- Venturing into Inland waterways
- De-siltation of Dams & Reservoirs
- Strengthening Financial Position
- Capacity Augmentation with an investment of Rs.3360crs within span of 5 years
- Capacity Building - Center of Excellence, Skill Development, Ship Building and Ship Repairs

FOOT PRINTS OF DCI



Registered Office: Delhi
Corporate Office: Visakhapatnam

Eastern Regional Office: Kolkata
Western Regional Office: Mumbai
Southern Regional Office: Kochi



ISO 14001 : 2015
ISO 9001 : 2015
APPROVED BY IRQS



IRQS
A DEPARTMENT OF
INDIAN REGISTER OF
SHIPPING



MGMT.SYS.
RvA C 071
DUTCH ACCREDITATION
COUNCIL RvA

INTERNATIONAL SAFETY MANAGEMENT (ISM)

- Holding a valid Document of compliance (DOC)

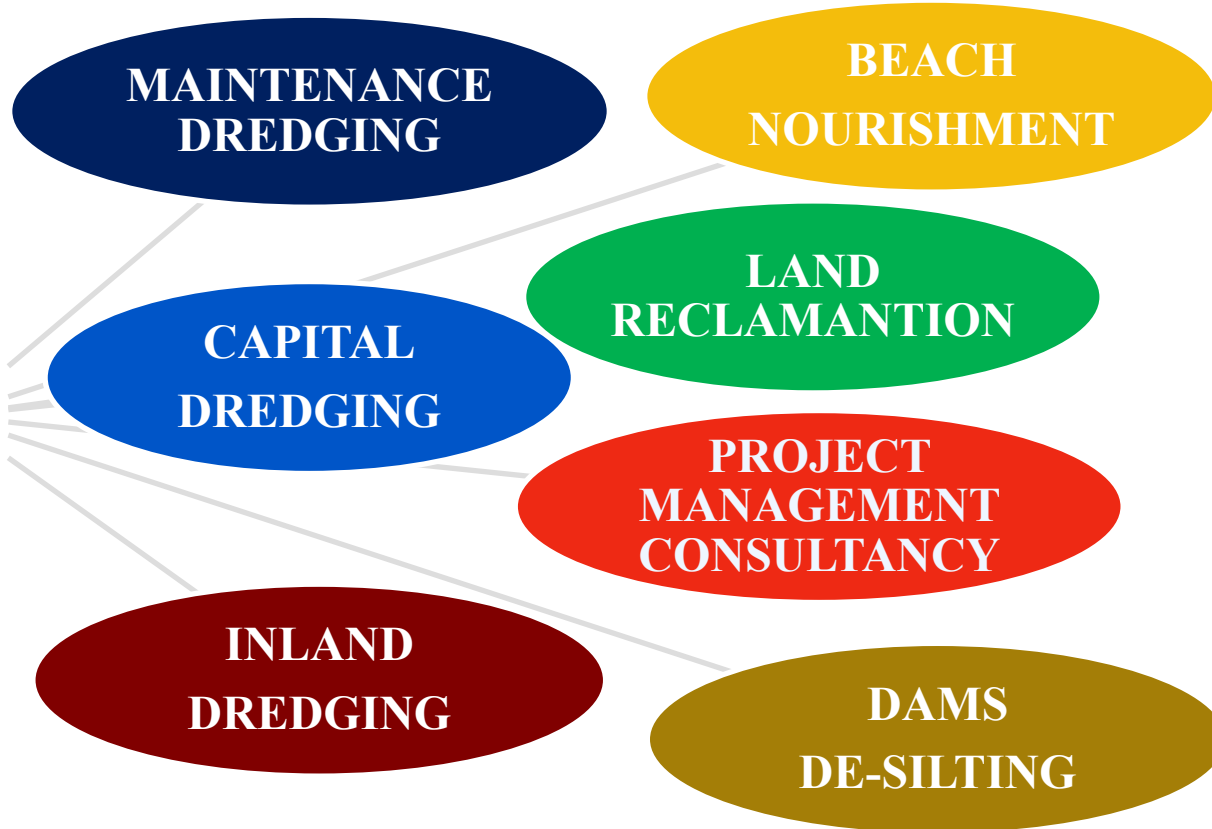
QUALITY MANAGEMENT SYSTEM

- Certified for Quality Management System (ISO 9001:2015) (QMS) by Indian Register of Shipping (IRQS).

ENVIRONMENT MANAGEMENT SYSTEM

- Certified for Environmental Management System (ISO 14001: 2015).

Certification of ISO 45001:2018 is under process.

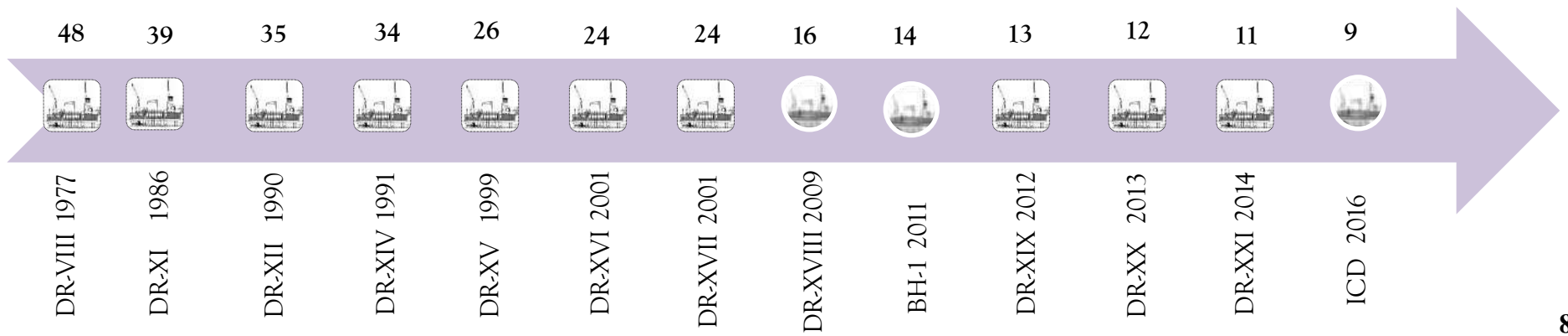
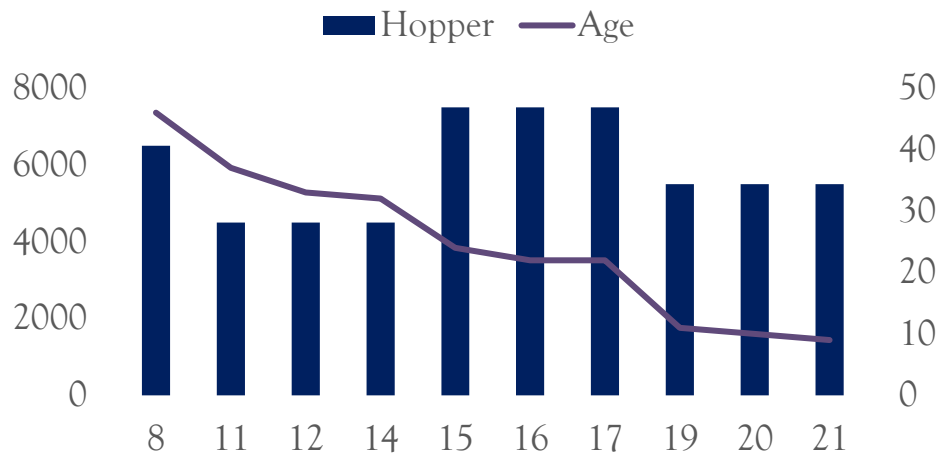




Equipment Status - Own and Operate

- Nine (9) Trailing Suction Hopper Dredger
- One (1) Cutter Suction Dredger
- One (1) Backhoe - Dumb Non-propelled
- One (1) Inland Cutter Suction Dredger
- Auxiliary Crafts to assist the main fleet

* Cumulative hopper capacity: 54,500 CuM
 * Average age of the fleet is more than 25 years



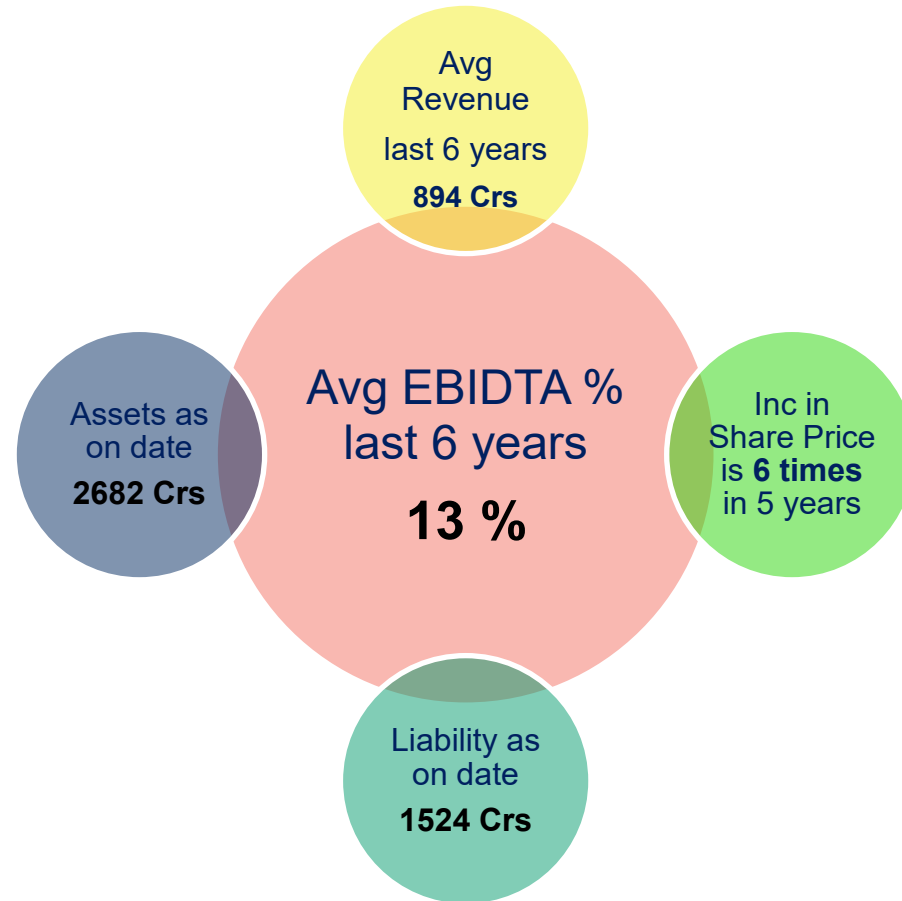


INDIAN MAINTENANCE DREDGING

MARKET - 2025

Market Potential of the Dredging Industry

Sl.No.	Name of the Port	Approx. Qty. (Million Cum)	DCI Existing Share (million Cum)			DCI Targeted Share (M.cum)
			Own	Sub Cont.	Total	
1.0	Major Ports	85	55	25	80	85
2.0	Defence :					
2.1	DGNP, Visakhapatnam	1			1	1
2.2	SNC, Kochi	2			0	2
2.3	WNC, Mumbai	2			0	2
3.0	Others (CSL & KLPL)	2			0	2
	SubTotal -A	92	55	25	81	92
4.0	Minor /Private Ports:					
4.1	Adani Ports	25				
4.2	Kakinada Port	2				2
4.3	Karwar Port	1				1
4.4	RGPPL, Dabhol	1				1
4.5	Jaigarh Port	2				2
4.6	Karaikal Port	3				3
4.7	Lovagan/ Chowgle Port	3				3
	SubTotal -B	37				12
	Grand Total (A+B)	129	55			104





Particulars	As on 31-Nov-25
Shore	165
Floating	
Regular	<i>57 (including Sea fearers on leave)</i>
Contract	<i>312 (on board strength)</i>
Total	534

ON GOING MAINTENANCE PROJECTS



Port	Type of Dredging	Quantity (M Cum)	Period of Work	Dredgers Deployed
SMPK	Maintenance	8.5	5 years (2024-29)	DR- XII, XIV, XIX & XXI
PPA	Maintenance	8.5	6 months (2025-26)	Sub contracted
PPA	Capital	0.1	1 year (2025-26)	Sub contracted
VPA	Maintenance	0.2	1 year (2025-26)	DR-XVI / XXI
JNPA	Maintenance	26	5 years (2025-30)	1 st year - Sub contracted
NMPA	Maintenance	6	3 years (2023-26)	DR-XVI
CoPA	Maintenance	24.0	2 years (2024-26)	DR-VIII, XV & DR-XX
DPA	Maintenance	7.25	3 years (2024-27)	DR-XVII
PDY	Maintenance	0.2	6 months (2025-26)	Sub contracted

DCI Dredge -VIII undergoing Drydock at CSL, Kochi

STATUS OF DREDGING CONTRACTS WITH MAJOR PORTS



Sl. no.	Name of work	Port	Value of contract	Contract period	Contract quantity	Dredgers deployed	Remarks
1	Maintenance Dredging in Hooghly Estuary in the Shipping Channel of Syama Prasad Mookerjee Port, Kolkata	SMPK, Kolkata	Rs.2015.88 crs	5 years w.e.f. 01.08.2024	49.5 M. CuM	DR-XII, DR-XIV, DR XIX, DR-XXI	Depth 5.5m maintained against 5.2m
2	Maintenance dredging of 8.5 Million CuM of Paradip Port Authority for one year i.e. for the year 2025-26.	PPA, Paradip	Rs.159.9 crs	6 months w.e.f. 01.05.2025	8.50 M. CuM	Sub-contracted to M/s. Van Oord for 6.5 M Cum	Completed work before October 2025
3	Dredging for the maintenance of channels and Basins at Cochin port for the year 2024-25	CoPA, Kochi	Rs.156.50 crs	1 year w.e.f. 01.08.2024	24.0 M.CuM	DR-VIII, DR XV, DR-XX	Monthly target quantity being achieved. Extended for another one year, 2025-26
4	Post Monsoon Maintenance Dredging at New Mangalore Port for the year 2024-25 to 2026-27	NMPA, Mangalore	Rs.183.98 crs	3 years w.e.f. 01.10.2024	19.5 M.CuM	DR-XVI	Commenced Dredging for the year 2025-26 w.e.f. Sep'25 and about 2.3 Mcum dredged till Nov'25.
5	Dredging in the Navigational Channel, Kandla Creek & along-side Cargo Berths/ Oil Jetties at Deendayal Port Authority for the year 2024-27	DPA, Kandla	Rs.445.52 crs.	3 years w.e.f. 09.08.2024	Maintenance: 21.12 M.CuM Capital: 0.56 M CuM	DR-XVII	Required depth being maintained.
6	Maintenance dredging of Mumbai Harbour Channel and JN Port Channel for the year 2025-26	JNPA, Mumbai	Rs.255.40 crs.	7 months w.e.f. 01.11.2025	22.96 M. CuM	Sub-contracted to M/s. Van Oord	Dredging commenced from 27 th Nov, 2025.
7	Shore pumping and sand trap dredging at Visakhapatnam Port Authority	VPA, Vizag	Rs.57.27 Cr	3 years 2022-25	2.14 L Cum / year	Dr-XXI	The job is completed on 26.10.2025 and contract under finalisation from 2025-26
8	Maintenance dredging at Pondicherry Port during 2024-25	Pondicherry	Rs.28.96 Cr	3-months	2.0 L Cum	DR-XIX w.e.f. 11.07.25	Work sub-contracted to M/s. KMEW w.e.f. 11.09.2025 and expected to complete by Jan'26

STATUS OF DREDGING CONTRACTS WITH IWAI



Sl. no.	Name of work	IWAI Awarded to DCI	Tender called	Tender opened / finalised	L-1 Party	Progress & Financial	Issues
1	NW-2(1) (Bangladesh Border to Jogighopa - 108 Km) – Rs.77.20 Crs	25.07.2024	09-08-2024	Rs 61.76 crs (Excl GST)	M/s. Dharti Dredging Dredging commenced on 03.12.2024	1. Billed Rs. 15.65 Cr Excl GST. 2. LAD is maintaining throughout stretch as per tender	1. FY 2024-25 seasonal dredging completed on 15.04.2025. 2. Commenced 2025-26 season of LAD maintenance w.e.f. 15 th Oct'25.
2	NW-2 (2) (Jogighopa to Pandu - 147 Km) – Rs. 66 Cr	25.07.2024	09-08-2024	Rs 52.88 crs (Excl GST)	M/s. Dharti Dredging Dredging commenced at terminal on 07.12.2024	1. Billed Rs.13.3 Cr Excl GST 2. LAD is maintaining throughout stretch	1. FY 2024-25 seasonal dredging completed on 15.04.2025. 2. Commenced 2025-26 season of LAD maintenance w.e.f. 15 th Oct'25
3	NW-16 (Bhanga to Badarpur - 10.5 km) – Rs. 44 Cr	25.07.2024	09-08-2024	Rs. 33.50 Cr(Excl GST)	M/s. KMEW	Work for 2024-25 could not commence due to late mobilisation of equipment by sub-contractor M/s.KMEW and by that time, 1st season was missed	Commenced 2025-26 season of LAD maintenance w.e.f 15 th Oct'25.
4	Undertaking dredging at Haldia reach and MMT channel, Haldia	14.08.2024	First tender 01.10.2024 (cancelled) Retender - 04.12.2024	Rs.208.05 Cr (Excl GST) (Rs.160.14Cr + Rs. 47.91Cr)	M/s. Palegia Marine Services Pvt Ltd. Mumbai	WO placed on 10.01.2025. Mob-90 days.	Commenced dredging w.e.f. 12 th August 2025 and 5 th Dec'25 at MMT-Haldia and Haldia Reach respectively.
5	Third party survey on Nomination to NTCPWC, Chennai	Offer sent to IWAI on 12.11.2024	----	----	LOA placed on NTCPWC.	Third party surveys commenced at NW-2 – 1 st and 2 nd Stretch	Third party surveys are under progress.

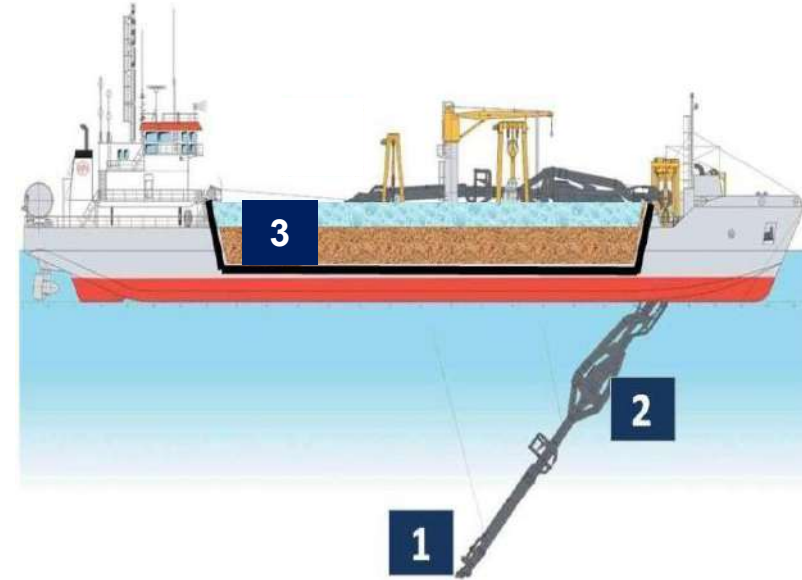
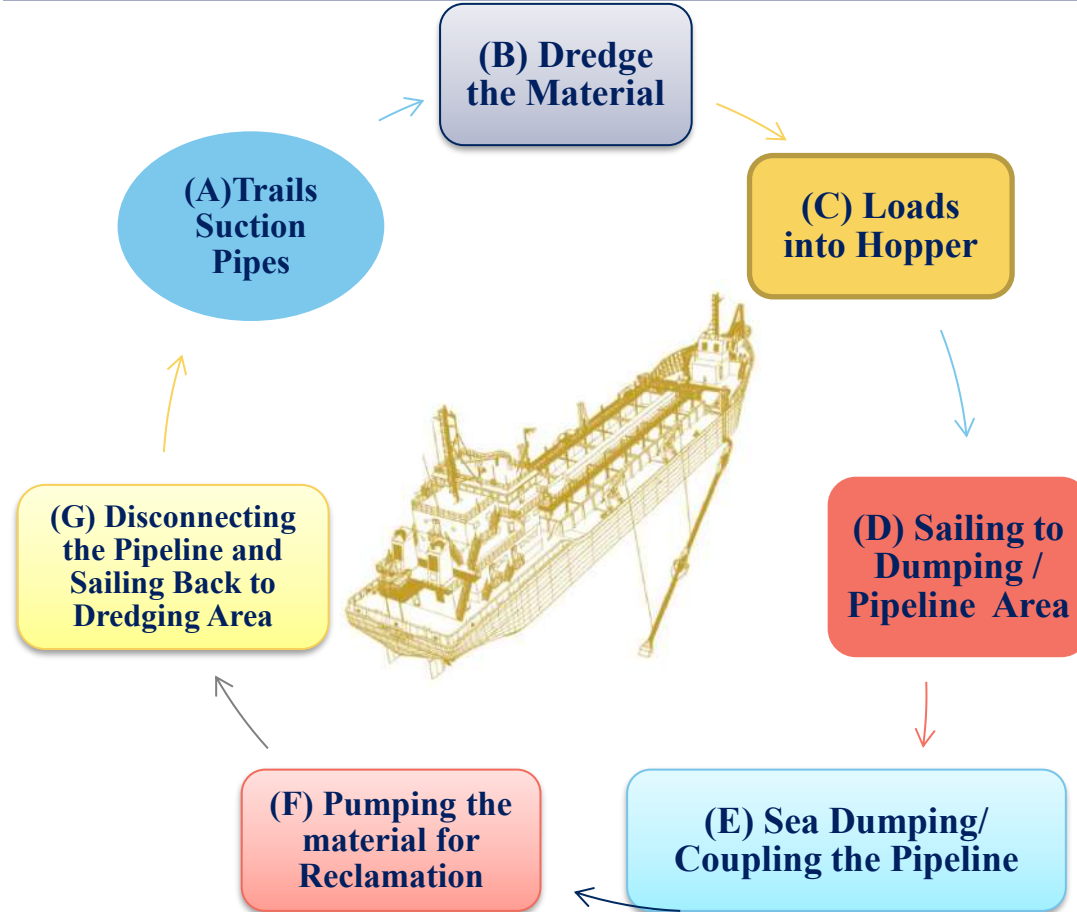


Port	Type of Dredging	Quantity (L Cum)	Period of Work	Dredgers Deployed
MANGROL	Rock	1.4	2022-23	Sub contracted – Weathered rock (Rock was dredged without any pre-- treatment or controlled blasting)
PPA	Capital	1	2025-26	Sub contracted
JNPA (Coastal Berth)	Rock	0.16	2025-26	Sub-contract (Rock strength up to 170MPA to be dredged with pre-treatment and controlled blasting)



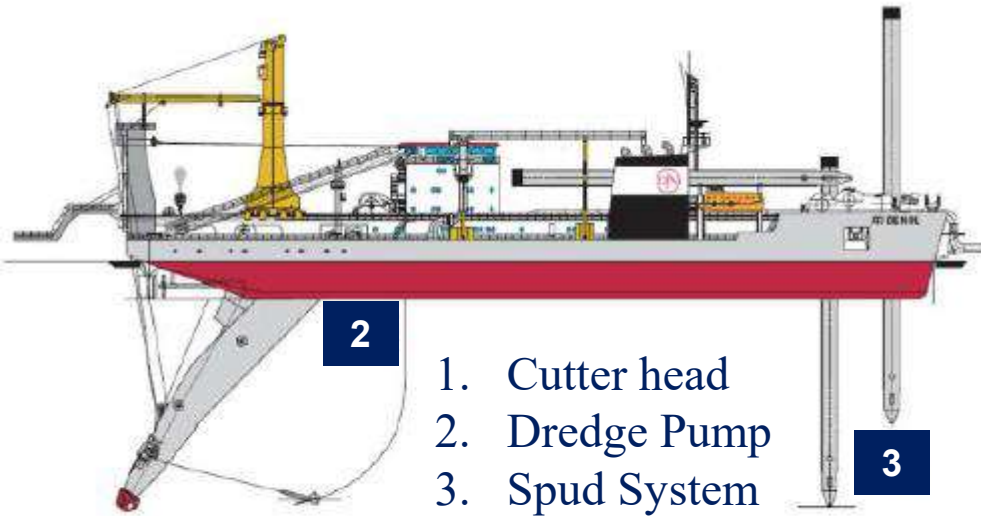
Customer	Type of work	Quantity (M Cum)	Period of Work	Service provided
IWAI	Consultancy	nil	3 Years	Consultancy services providing for improvement of performance of IWAI Dredgers
VPA	Phase-III- Rock Dredging		2013-14	Provided for PMC services for rock dredging works for VPA-deepening of Inner harbor TC and Channel
VPA	Deepening of OC	20	2013-14	Provided for PMC services for rock dredging works for VPA-deepening of Outer harbor TC and Channel
IDCO	Capital	10	2026-27	Providing consultancy services including DPR and project execution.

TRAILER SUCTION HOPPER DREDGERS – WORKING PRINCIPLE



1. Drag head
2. Dredge pump
3. Hopper

CUTTER SUCTION DREDGERS – WORKING PRINCIPLE



1

(A)
Lowers its
Cutter
Head



(B)
Loosens
the earth /
Material



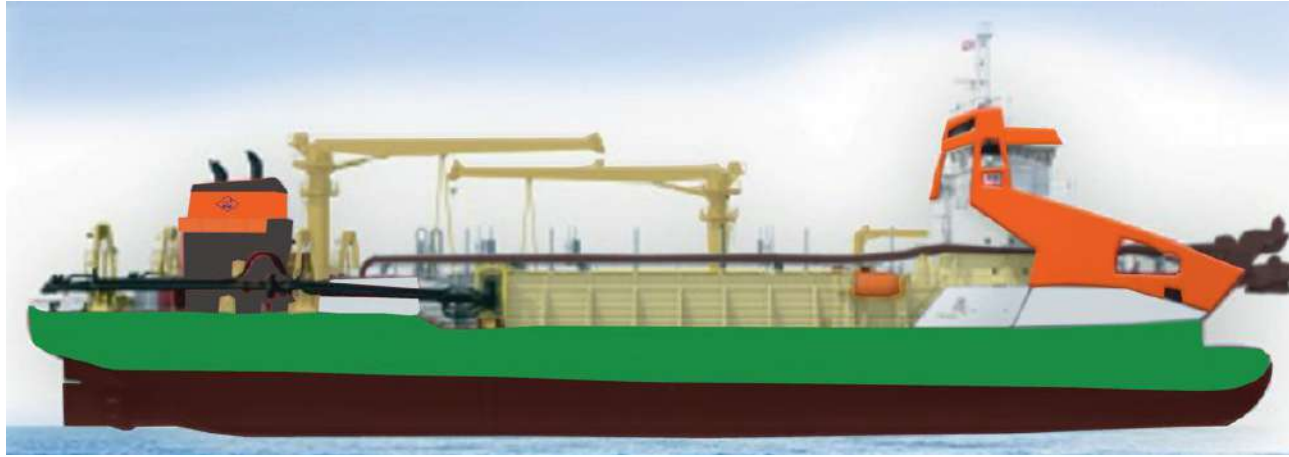
(C) Sucks the
material to the
Suction Mouth



(D) Material
transported by
Centrifugal
Pump



(E) Discharge
through
Pipeline or
Barge



75
आज़ादी का
अमृत महोत्सव

THANK YOU

Registered Office:

Core-2, 1st Floor, 'Scope Minar', Plot No.2A & 2B,
Laxmi Nagar Dist. Centre, Delhi-110091

Tel. No.: +91 011 2244 8528;

Fax: +91 011 2244 8527

Corporate Office:

"Dredge House", Seethammadhara, Visakhapatnam- 530 022,
Andhra Pradesh, India

Tel. No.: +91 0891 2523250; Fax: +91 0891 2560581

Website: www.dredge-india.com

Day 2: 19.12.2025 Time 09:30 AM to 11:00 AM

MINUTES OF THE MEETING OF NSB MEMBERS WITH HINDUSTAN SHIPYARD LIMITED

Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB welcomed the participants on behalf of the National Shipping Board (NSB) and explained that it is a statutory body constituted under the Merchant Shipping Act, with a legacy dating back to 1959. The current Board has been operational since May 2025 and has, over the past six months, held extensive interactions with ports, shipyards, and other maritime stakeholders across the country. He stated that the core mandate of the NSB is to advise the Ministry on maritime policy by assessing the effectiveness of existing policies and identifying areas where new guidelines or refinements are required. An equally important role of the Board is to understand stakeholder concerns and communicate gaps or implementation challenges to the Government.

2. The presentation (**Annexure XIA**) by **the HSL Representative** began with an overview of Hindustan Shipyard Limited (HSL), highlighting its unique position in India's maritime ecosystem. HSL is the only greenfield shipyard in India established specifically for commercial shipbuilding. An aerial view of the shipyard was shown to emphasize its scale, layout, and planned infrastructure. The historical background of HSL was traced to its origins in 1941, when the foundation stone was laid by Seth Walchand Hirachand. His vision was rooted in economic nationalism—questioning why Indian trade between India and the UK should rely solely on British-flagged ships. Importantly, the shipyard was established without British institutional support; instead, it was funded by Indian industrial houses, notably the Scindia group, and was initially known as Scindia Shipyard. The legacy of Indian shipping was also recalled through the launch of SS Loyalty in 1919, the first ship under the Indian flag, commemorated today as National Maritime Day. Post-independence, the shipyard was nationalized in 1961 and renamed Hindustan Shipyard Limited. For several years thereafter, HSL remained profitable and built many commercial vessels. Many senior officers of the Indian Register of Shipping and marine engineers sailed on ships constructed by HSL during this period. However, from the early 1980s onwards, the shipyard gradually slipped into losses due to multiple factors, resulting in nearly four to five decades of financial stress. In 2007, for strategic reasons linked to submarine construction at Visakhapatnam, the Ministry of Defence proposed the transfer of HSL from the Ministry of Shipping. Although initially opposed, the transfer eventually took place with assurances of defence orders. However, these assurances did not materialize immediately, and the shipyard continued to incur losses until around 2020. A key point highlighted was that despite these challenges, HSL remained the only shipyard in India dedicated exclusively to commercial shipbuilding, even after the transfer.

3. **The HSL Representative** emphasized HSL's planned greenfield design, based on a UK study by Gibbs & Cox / EPSCO, which ensured a linear flow of material, clear segregation between shipbuilding and ship repair, and operational efficiency. This design differentiates HSL from legacy shipyards that evolved organically over time. In terms of infrastructure, HSL houses the largest covered dry dock in India, over 200 meters in length and 58 meters in width, designed for round-the-clock operations throughout the year. The shipyard also has three slipways, which remained underutilized for over two decades due to lack of orders. One slipway is currently being upgraded to handle vessels up to 245 meters, suitable for both commercial and defence requirements. Additionally, HSL has a dedicated wet basin, critical for ship repair activities, as only about 25% of repair work requires dry docking, with the remainder carried out afloat in calm waters. A major institutional strength highlighted was the complete separation of shipbuilding and ship repair operations. The ship repair division functions almost like an independent shipyard, with its own director, human resources, commercial systems, and financial powers. Drawing from decades of experience, it was emphasized that shipbuilding and ship repair are fundamentally different businesses—they differ in technology, skill sets, procurement cycles, decision-making speed, and turnaround expectations. While shipbuilding projects span 3–5 years, ship repair jobs often need completion within 2–4 months, necessitating a completely different operational mindset.

4. In the current scenario of commercial ship repairs in India, only two shipyards have developed dedicated, end-to-end capabilities encompassing specialized infrastructure, skilled human resources, capital investment, and autonomous management and financial structures. These are Hindustan Shipyard Limited (HSL) and Cochin Shipyard Limited (CSL). The HSL has a fully covered dry dock and an independent ship repair ecosystem, enabling year-round operations with reduced weather dependency and faster turnaround times. Similarly, CSL has established an International Ship Repair Facility, designed to meet global standards and attract both domestic and foreign vessels for repair and refit works. Together, HSL and CSL currently represent the core national capacity for large-scale, high-value commercial ship repair in India, particularly for vessels requiring covered dock facilities and specialized repair infrastructure.

5. Moving ahead, **the HSL Representative** highlighted the dimensions and capacity of the three slipways, which were already touched upon earlier. It was emphasized that, even today, no other shipyard in the country has the unique capability of operating two dedicated dry docks and three slipways for shipbuilding simultaneously. At the time these facilities were developed, they were the largest in India. Subsequently, larger dry docks have come up at Pipavav Shipyard (under Swan Group) and Cochin Shipyard Limited, but the combination of multiple dry docks and slipways available at HSL remains unmatched.

6. **The HSL Representative** also covered the outfit jetty, which is a critical infrastructure for shipbuilding and ship repair activities. The jetty has a continuous

length of approximately 500 meters, with additional berthing facilities extending the total available berth length to around 1.2 kilometres. In case of additional requirements, berths of the Visakhapatnam Port Authority (VPA) are also available. For instance, whenever an aircraft carrier of the Indian Navy visits, it is berthed at the VPA jetty, with operational support provided jointly by the Navy and HSL as required. Given that Visakhapatnam is a natural harbour with deep draft, berthing constraints are not a limiting factor for large naval or commercial vessels. At the time these facilities were established, the dry docks at Hindustan Shipyard Limited (HSL) were the largest in the country. Subsequently, larger dry docks have been developed at Pipavav Shipyard under the Swan Group and at Cochin Shipyard Limited. However, the integrated capability of HSL—combining multiple dry docks with slipways—remains a distinctive strength.

7. **The HSL Representative** then highlighted the outfit jetty, which is an essential infrastructure for shipbuilding and ship repair activities. The outfit jetty has a continuous length of about 500 metres, with additional berthing facilities extending the total available berth length to nearly 1.2 kilometres, as observed during the visit. If further berthing is required, additional berths of the Visakhapatnam Port Authority (VPA) are available. For example, whenever an Indian Navy aircraft carrier visits Visakhapatnam, it is berthed at the VPA jetty, with operational and technical support provided jointly by the Navy and HSL as required. This ensures that berthing capacity is not a constraint. Visakhapatnam is a natural harbour, offering a guaranteed draft of 10 metres, which, with dredging, can be enhanced to 12–13 metres. The harbour is fully sheltered, making it a significant asset. Such consistent deep-draft conditions are generally not available along the West Coast of India, further strengthening Visakhapatnam's strategic advantage.

8. In terms of shipbuilding capability, HSL continues to enjoy a strong reputation, particularly in steel construction. Industry veterans with over four decades of experience have consistently acknowledged HSL's superior workmanship in steel shipbuilding. This strength is a legacy developed over decades, beginning from the era of riveted ships. However, it was also noted that shipbuilding requires multiple competencies, and each shipyard has its own specific areas of strength.

9. The turnaround story of HSL was then presented through financial performance indicators. The company's turnover increased from approximately ₹403 crore about five years ago to nearly ₹1,783 crore, representing more than a fourfold increase. Similarly, the company moved from a loss of ₹85 crore in FY 2020–21 to a profit of approximately ₹213 crore in FY 2024–25. It was emphasized, however, that this transformation was not merely about financial numbers or credit ratings. The turnaround was driven by comprehensive internal reforms, particularly in human resources, including motivating employees, empowering teams, providing exposure and confidence, and aligning internal processes with supplier and customer management. This holistic approach ultimately delivered sustainable results.

10. **The HSL Representative** then outlined the current order book. As on date, there are no commercial shipbuilding orders, except for two tugboats ordered by Visakhapatnam Port Authority, which were awarded on a nomination basis. These orders were not awarded through open competitive bidding. The speaker explained that earlier attempts by VPA to procure vessels through competitive tenders faced challenges. In one instance, a private shipyard emerged as the lowest bidder but failed to deliver the vessel with the required quality and within the stipulated timeframe. Subsequently, tenders were restricted to Public Sector Undertakings (PSUs), but even this approach encountered legal and procedural complications. Eventually, it was decided to negotiate with the technically qualified lowest bidder and award the order, highlighting the complexities involved in ship procurement under the current regulatory and tendering framework.

11. **The HSL Representative** showcased the commercial shipbuilding profile of HSL. Although the global commercial shipbuilding market experienced a boom during 2008–09, HSL was unable to capitalize on this opportunity due to its transition under the Ministry of Defence. Other Indian shipyards also largely refrained from entering the commercial market during this period due to relatively low profit margins, while defence orders were more lucrative. Nevertheless, HSL has built a wide range of vessels over the years, including bulk carriers, cargo vessels, passenger vessels, drill ships, wellhead platforms for ONGC, and other specialized vessels. This diverse experience underscores the depth of technical expertise available at HSL in commercial shipbuilding. It was noted that over the last five years, there has been very limited activity in the commercial shipbuilding segment in India, particularly in the construction of large cargo vessels. No Indian shipyard has secured major orders for cargo carriers during this period, as most such orders have continued to be placed with shipyards in China, South Korea, and other international markets. The only notable developments in commercial shipbuilding have been limited to tug construction, such as recent electric tug (e-tug) orders secured by Cochin Shipyard Limited (CSL). These developments have largely emerged due to specific port-driven requirements, where ports floated rotational tenders, divided into multiple packages, with each port awarding one e-tug contract. While these are positive signs, they remain niche developments rather than large-scale commercial shipbuilding growth.

12. Against this backdrop, Hindustan Shipyard Limited (HSL) has identified several priority areas for transformation, including modernisation of infrastructure, adoption of green initiatives, enhancement of global competitiveness, and development of a highly skilled and agile workforce. These initiatives are driven by two major factors. First, defence shipbuilding itself has become highly competitive, with rising expectations from the Ministry of Defence, Indian Navy, and Indian Coast Guard in terms of quality, timelines, and cost efficiency. Second, there is intense competition across the shipbuilding ecosystem, involving Defence Public Sector Undertakings (DPSUs), other public sector shipyards such as CSL (which enjoys certain structural advantages), and private shipyards. Within the private sector, competition is

particularly strong from large players such as L&T and Swan, along with approximately six smaller private shipyards that are also highly competitive. Depending on the size and category of vessels, competition is often cut-throat, with six to eight shipyards responding to almost every Coast Guard or Navy tender. This intense competitive environment has become a key driver for efficiency, innovation, and survival. Without continuous transformation and capability enhancement, shipyards would struggle to remain relevant. A third major driver of transformation has been the policy push under Maritime India Vision (MIV) 2030 and the proactive initiatives taken by the Ministry of Ports, Shipping and Waterways since around 2021. The momentum gained during events such as Indian Maritime Week in Mumbai, where HSL participated for the first time and presented technical papers, marked a turning point. Subsequent policy directives and sustained engagement under MIV 2030 have led to extensive consultations, brainstorming sessions, and stakeholder outreach.

13. It was highlighted by **the HSL Representative** that senior leadership from the Ministry, including former Secretaries and officials from institutions such as Indian Maritime University (IMU) and Indian Register of Shipping (IRS), have actively engaged with shipyards and other stakeholders across the country. These interactions have included site visits, data collection, cluster development discussions, and policy deliberations.

14. The establishment and active role of the National Shipping Board (NSB) was also acknowledged by **the HSL Representative** as a significant step forward. The HSL emphasized that such open, structured, and continuous engagement with stakeholders, coupled with free and frank discussions, is unprecedented in the maritime sector. This inclusive and consultative approach has been both inspiring and motivating, providing confidence to industry stakeholders, and encouraging them to align with national maritime objectives and move decisively towards future growth and competitiveness.

15. Regarding greenfield expansion, it was noted by **the HSL Representative** that almost every shipyard today is exploring opportunities for expansion. In the case of Hindustan Shipyard Limited (HSL), the focus has been on aligning expansion plans with the development of new greenfield ports in Andhra Pradesh being planned by the State Government. The fundamental premise of HSL's proposal is that a shipyard cannot operate in isolation; it must be integrated with a port ecosystem that includes navigational channels, breakwaters, and supporting marine infrastructure. Accordingly, HSL proposed to the Government of Andhra Pradesh that any new shipyard development should be co-located with a port to ensure operational viability and efficiency. In this context, senior HSL officials, including the Director (Finance), personally met the State leadership to present the proposal. The Hon'ble Chief Minister expressed keen interest, and among the three proposed greenfield ports, Mullapeta, located approximately 100 kilometres from Visakhapatnam, was identified as the most suitable location. HSL formally requested the allocation of around 200 acres of land at Mullapeta. While waterfront availability is often a constraint for

shipyard development, it was clarified that this location has adequate frontage, and any limitations can be addressed through land reclamation, particularly in areas with loose soil conditions. Preliminary layout studies indicate that a 300-metre dry dock can be constructed at this site, making it well-suited for a commercial shipyard. The proposal further emphasises the advantage of co-location and clustering, with Visakhapatnam continuing as a maritime hub. The identified land at Mullapeta is largely unoccupied, non-contentious, and can be made available without major displacement issues. This project, if approved, can provide a significant boost to India's commercial shipbuilding capacity. The initial plan is to develop the new facility as a purely commercial shipyard, while allowing operational flexibility and mutual support between the existing HSL facility and the new yard, depending on capacity requirements and specialised strengths.

16. **The HSL representative** also briefly referred to Dugarajapatnam, another site that has been earmarked by the State Government and has received media attention based on a report prepared by RITES. According to the report, the project would require an initial investment of approximately ₹28,000 crore, which could escalate to over ₹50,000 crore, with a gestation period of seven years or more. However, concerns were expressed regarding the feasibility of this site due to the presence of a nearby lake and unfavourable geological conditions. Based on earlier studies and expert consultations, **the HSL representative** conveyed limited optimism regarding the viability of Dugarajapatnam for near-term development.

17. In contrast, the Mullapeta proposal was described as immediately actionable, with the potential to become operational within approximately 18 months, given its relatively lower complexity and readiness. Addressing queries related to the construction of very large vessels such as VLCCs and large FRMX vessels (350–400 metres), it was noted that demand projections for such vessels over the next decade are minimal. Accordingly, **the HSL representative** suggested that HSL should focus on areas where it has demonstrated strengths and achievable outcomes, rather than attempting to cater to every vessel category. The emphasis should be on building a strong and sustainable niche, delivering timely results, and scaling progressively based on proven demand.

18. On the green shipping sector, **the HSL Representative** explained that Hindustan Shipyard Limited (HSL) has been among the earliest movers in India. The initiative was launched nearly three and a half years ago, following a detailed assessment of global market trends. As part of this exercise, HSL's teams and business partners undertook extensive international benchmarking visits across Europe, Turkey, the United States, Korea, and the Netherlands, including ports such as Amsterdam. These studies helped identify technology gaps, best practices, and areas where India could build long-term competitive strength in green shipbuilding. Based on these assessments, HSL entered strategic collaborations with a Korean research and development company for hydrogen fuel cell technology and electric propulsion systems. Partnerships were also established with leading design houses, and

coordination was undertaken with Korean Register (KR) to work in conjunction with Indian Register of Shipping (IRS), enabling classification society collaboration and knowledge transfer. Particular attention was given to energy storage solutions, especially in view of global concerns over battery-related fire incidents. After detailed evaluation, HSL opted for Lithium Titanium Oxide (LTO) batteries from Toshiba, which are fire-safe though relatively expensive. It was clarified that, at scale, battery cells can be sourced internationally while battery manufacturing and battery management systems (BMS) can be developed in India, in partnership with a leading Indian power electronics company. A critical focus area in this ecosystem has been charging technology. Conventional chargers currently operate at 240–220 volts and require over six hours for charging, which is operationally unsustainable for port vessels. In contrast, an Indian company has developed a high-capacity 11 kV input solid-state charger, based entirely on Indian intellectual property (IPR). This technology is the outcome of over three and a half years of R&D, with the company having invested approximately €20 million at the Australian Institute of Technology. The facility was visited by senior national leadership, including the Hon'ble Prime Minister, during an earlier engagement. The charger is now ready and is scheduled for final trials at a laboratory in Visakhapatnam, where global leaders in power electronics are expected to participate. The charger can deliver up to 2 MW of power within one hour, representing a significant breakthrough in rapid charging for electric tugs and port vessels. While the global market is actively awaiting this product, its international launch is planned only after validation trials in Austria, in line with existing global tie-ups. The Indian launch was initially planned during India Energy Week in Delhi, but the event was subsequently cancelled. Consequently, the company now intends to proceed with demonstrations and trials independently.

19. **The HSL Representative** highlighted a key strategic concern arising from recent E-tug tenders, where some bidders have proposed supplying proprietary foreign chargers. This raises serious issues related to IP ownership, data security, and operational dependency, as charger-vessel communication protocols and software control remain with foreign entities. Any defect or restriction in such systems can potentially immobilize the entire asset, and there is also a risk of sensitive operational data being transmitted overseas. Despite these risks, such compromises are often made in pursuit of achieving L1 status in tenders. In this context, it was strongly recommended that charging infrastructure be treated as a strategic national asset, and that Make-in-India solutions be actively encouraged wherever credible domestic technology is available. The HSL Representative requested that members of the National Shipping Board be invited to witness the upcoming trials, so that the performance and capability of the indigenous charger can be independently assessed and appropriately supported in policy and procurement decisions.

20. **The HSL Representative** stated that after studying the 810 key action points of Maritime India Vision (MIV) 2030, it is evident that shipyards—particularly Hindustan Shipyard Limited (HSL)—have a significant role to play across multiple dimensions,

far beyond conventional shipbuilding and ship repair. These include training and skilling, cluster formation, MSME development, research and development, and ecosystem creation. However, he emphasized that successful delivery of these objectives ultimately depends on the availability of time, intellectual capital, and skilled human resources, not merely financial allocations. While adequate policy intent and opportunities exist today, sustained outcomes require long-term capacity building and institutional commitment.

21. Turning to green tug and new technology development, **the HSL Representative** noted that the current experience with E-tugs has been disappointing. He highlighted that new technology can enter a country only through three possible pathways. The first is in-house R&D, which demands time, investment, and a strong innovation culture—something that has historically been underdeveloped in India when compared to countries like Germany, where R&D is deeply embedded. The second pathway is outright technology purchase, which is extremely expensive and commercially unviable unless there are large assured volumes. Some private players have followed this route and gained a temporary market advantage. The third and most practical pathway, as demonstrated successfully in the defence sector, is a prototype-led reverse engineering model. Under this approach, one prototype is built using the best available global technology through shipyards and technology partners. Once operational data and performance are available domestically, technologies can be benchmarked, selectively adopted, and progressively indigenised. This is how India's defence manufacturing ecosystem evolved over decades, gradually increasing indigenous content to nearly 80%. He explained that this model was originally envisioned for E-tugs, where each shipyard would develop a prototype, allowing India to compare technologies and select the most suitable one before scaling up. However, this approach was not adopted. Instead, E-tugs were tendered largely as charter services, shifting the focus away from shipyards and technology developers to commercial operators, whose primary consideration is lowest cost rather than technology, innovation, or Make-in-India objectives. As a result, technological depth has suffered, shortcuts have been taken, and no major industry players have participated in recent E-tug tenders. Established operators and large DPSU or private shipyards are conspicuously absent, indicating structural flaws in the tendering approach. He cautioned that due to these missteps, India has effectively lost time and may need another two to three years to regain technological leadership in electric tug systems. He stressed that India now stands at a critical inflection point with hydrogen fuel cell technology, where a similar mistake must not be repeated. Hydrogen fuel cell tugs are already operational in Korea, with at least 12 vessels deployed, and capacities of up to 250 MW fuel cells having been demonstrated. HSL's technology partners have presented this capability to the Indian Ports Association and invited stakeholders to witness operational deployments firsthand. HSL has expressed readiness to build a hydrogen fuel cell tug as a first-of-its-kind prototype in India, provided there is policy support and clarity on funding mechanisms. The HSL Representative emphasized that while hydrogen technology is costlier than electric

alternatives at present, failing to adopt it early would once again place India behind global competitors. He noted that although Memoranda of Understanding have been signed during recent maritime events, MOUs alone are insufficient unless they are translated into executable contracts backed by funding and policy assurance. The HSL Representative urged that India must capture emerging green technologies at the first opportunity, even if initial costs are higher, as early adoption is critical for long-term competitiveness, technology ownership, and true Make-in-India outcomes in the maritime sector.

22. **Shri Rakesh Singh President ICCSA** recalled that HSL had made a presentation on hydrogen fuel cell technology almost a year earlier, which he had personally attended along with other stakeholders. As a ship owner, he found the concept promising, particularly as a substitute to battery-hybrid systems, and noted that the industry was initially enthusiastic. However, he expressed concern that no tangible progress or follow-up had been visible since then. **The HSL Representative** responded that the initiative had progressed at the policy level. During Indian Maritime Week in October, an MoU worth ₹500 crore was signed between the Indian Ports Association (IPA) and HSL for development of a hydrogen tug, including long-term maintenance, training, and technology transfer. However, the key challenge remains funding, as IPA is not the procuring authority and does not directly finance asset acquisition. The first hydrogen tug is expected to cost ₹200 crore or more, making it unsuitable for conventional commercial evaluation. He emphasized that hydrogen tugs must be viewed as strategic technology demonstrators, not purely commercial assets, and cautioned against adopting a charter-based model, which has earlier hindered technological advancement. **Shri Rakesh Singh President ICCSA** acknowledged the relevance of the proposal and sought clarity on two aspects: Whether hydrogen fuel cells can meet the space and power requirements (4–6 MW energy storage) currently addressed by battery systems in tugs; and Whether hydrogen technology genuinely offers better indigenisation potential compared to batteries. **The HSL Representative** confirmed that proven hydrogen fuel cell tug designs already operate in Korean waters, developed in partnership with a Korean technology provider. The proposed configuration includes modular fuel cells (up to 1 MW) combined with battery support, and can meet operational energy requirements. On indigenisation, he explained that while the initial system may involve 55–60% imports, hydrogen technology offers greater long-term domestic manufacturing potential. Hydrogen storage, generation, and fuel cell development are already advancing rapidly in India across sectors such as railways, automobiles, and power, with significant public and private investment. In contrast, marine-grade batteries remain highly import-dependent and costly, often priced several times higher than Chinese alternatives. Addressing cost concerns, he drew parallels with solar panels and LED lighting, which were initially expensive but became affordable as volumes increased. He argued that all transformative technologies begin at a higher cost, and early adoption is essential to achieve scale, cost reduction, and self-reliance. He stressed that without an overarching government policy framework to support first movers and strategic technologies, India risks

continuing a cycle of superficial “Make in India” labelling without real technological ownership. **Shri Rakesh Singh President ICCSA** stated that it would be useful to understand how hydrogen fuel cell technology is already being deployed in other industries within India, and at what scale. He suggested that such examples could serve as case studies to justify why the same technology can be replicated in the maritime sector, particularly for tugs. **The HSL Representative** responded that detailed material already exists and would be shared. He informed the members that a 58-page technical application and proposal covering hydrogen fuel cell technology had been submitted to the Indian Ports Association (IPA) in May of the current year. He assured the members that the same documentation and supporting details would be forwarded again for reference.

23. **Shri Rakesh Singh President ICCSA** then explained the background of the green tug specifications developed by IPA in consultation with IRS and other stakeholders, of which he is also a member. He clarified that the only major difference between a conventional tug and a green tug is the power system, i.e., the energy storage system (battery-based). To ensure interchangeability and commercial viability, IPA grouped major ports based on similar operational profiles (such as 1.5–2 hour duty cycles), instead of allowing each port to frame its own specifications. This was done to ensure that ship owners could deploy tugs across ports without restriction. IPA finalised these specifications and circulated them to all major ports, following which ports began issuing tenders. He noted that Kandla Port has already awarded a tender under a 15-year charter model, which was essential for ship owners to justify investment. Some other ports attempted similar tenders but faced operational or commercial issues. He further highlighted that Phase-I of the Green Tug Transition Programme (GTTP) requires only two green tugs per major port, but by 2047, all major ports are expected to operate only green tugs, with the expectation that private ports will follow. However, he pointed out two concerns from a ship owner’s perspective, The cost differential, which is currently close to 100% higher than conventional tugs; and, The rapid evolution of technology, especially in batteries, where prices and performance benchmarks change within months, creating the risk that today’s technology may become obsolete quickly. In response, **the HSL Representative** explained that to build confidence among ship owners, HSL had proposed a 15-year Annual Maintenance Contract (AMC) model, supported by a comprehensive life-cycle costing framework. Under this model, HSL would remain accountable for performance, with back-to-back warranties from technology providers and OEMs, ensuring that the asset owner is protected against failures or obsolescence. He cautioned against low-cost, short-term solutions where builders exit responsibility after delivery. **The HSL Representative** acknowledged that the initial capital cost of hydrogen tugs is high, but highlighted that operational costs are significantly lower, with hydrogen fuel costs estimated at approximately ₹3.75 per mile. Over a 15-year life cycle, this results in cost parity or even savings compared to battery-electric alternatives. He emphasized that the first hydrogen tug should be seen not merely as the purchase of a vessel, but as the acquisition of a strategic technology. He concluded by stressing a fundamental

structural issue: ports are profit-driven operational entities, and their mandate does not include absorbing technology risk or funding innovation. Therefore, expecting ports alone to invest in first-of-its-kind green technologies is unrealistic. He argued that technology induction must be supported by an overarching policy framework, with government backing for early adoption, if India is to gain long-term benefits in indigenous capability, energy transition, and maritime technology leadership. **Shri Rakesh Singh President ICCSA** noted that while the hydrogen fuel cell technology presented by HSL was technically impressive, the cost implications remain a significant concern. He observed that battery-based green tugs are already approximately twice as expensive as conventional diesel tugs, whereas hydrogen-based solutions could be nearly four times more expensive at the initial stage. He further highlighted an inherent operational limitation of both battery and hydrogen technologies, namely their logistical dependence on proximity to ports and shore-based infrastructure due to charging and refuelling requirements. He questioned whether hydrogen fuel cell technology has yet been deployed on any ocean-going vessels, indicating that large-scale and long-range maritime applications are still evolving. Responding to these concerns, **the HSL Representative** emphasized that the evaluation of green technologies should be undertaken on a full life-cycle cost basis rather than purely on initial capital expenditure. He explained that as global emission norms become more stringent, conventional vessels may face additional financial burdens in the form of carbon pricing or mandatory carbon credit purchases, which are not presently reflected in comparative cost assessments. He clarified that hydrogen-powered systems can support continuous operations ranging from six to ten hours, depending on vessel configuration, which is sufficient for harbour tug operations. He also explained that hydrogen power generation can be integrated onboard either through compressed storage systems or containerised hydrogen generators. Citing developments in Germany, he noted that 20-foot containerised hydrogen generator units are already available and can be installed onboard vessels, although such technologies are currently offered on a sale-only basis without technology transfer. He stressed that adoption of such systems depends on placing an initial order and that maritime applications must align with India's broader national push on green hydrogen, clean energy transition, and COP commitments.

24. **Shri Arun Sharma CMD IRS** sought clarification on the commercial structure being followed for green tug deployment and asked whether ports are procuring these vessels or acquiring them through charter arrangements. He specifically enquired whether the prevailing model was a bareboat charter, a time charter, or included call and put options. In response, **the HSL Representative** clarified that under the Green Tug Transition Programme, ports are not purchasing the tugs but are instead opting for a fifteen-year time charter model. Under this arrangement, ports procure only the tug services that meet GTTP specifications, while the responsibility for asset ownership, capital investment, operations, maintenance, and associated risks remains entirely with the charterer or ship owner. Ports pay a fixed annual charter hire, while fuel and energy costs are reimbursed, and vessel management remains with the

chartering entity. He clarified that the arrangement is strictly a time charter and not a bareboat charter. Although policy provisions allow ports to build and own tugs, in practice all ports have preferred the charter model. He further noted that this procurement structure has resulted in shipyards not participating in the bidding process, with tenders being contested solely by charter companies. Major established operators such as Ocean Sparkle have not yet entered the bidding process and are currently adopting a wait-and-watch approach, reflecting market caution arising from high capital costs, evolving technology standards, and uncertainties regarding long-term operational performance.

25. Moving ahead on the challenges, **the HSL Representative** highlighted that one of the key issues faced by the sector is the lack of demand aggregation and long-term order visibility. He explained that, at present, each port has independently floated tenders for a single electric tug under the ETUG / GTTP framework. As a result, large and established players are hesitant to participate, since there is no assurance of scale or continuity. Each port specifying a different design, technology, and source of supply further fragments the market and discourages serious investment. He emphasized that a more viable and sustainable approach would be to place an initial order for a single technology-demonstrator vessel with clearly defined performance benchmarks. If the vessel proves effective, operationally reliable, and meets Make-in-India objectives, the contract should include a conditional option for follow-on orders of four to five additional vessels. Such conditional volume assurance would provide confidence to technology providers, shipyards, and operators to invest in development, localization, and capacity creation. In the absence of this incentive-based model, the stakeholder observed that serious players are unlikely to commit the required time, capital, and technical resources, whereas a structured aggregation-led approach has a much higher likelihood of success. He then elaborated on a broader systemic challenge relating to role clarity, policy design, and decision-making frameworks, drawing parallels with the current situation in Indian defence shipbuilding. He noted that defence shipbuilding is going through a very difficult phase due to aggressive undercutting, where orders awarded over the last few years have gone below even the Acceptance of Necessity (AoN) cost approved by the Government. This situation has arisen because, for almost every category of vessel, six to seven players are allowed to bid, provided they meet minimum eligibility. Although the Defence Acquisition Procedure (DAP) 2020 introduced a Capacity Assessment Committee to address this, the process remains highly subjective, allowing bidders who do not fully qualify to find alternative ways to get included. As a result, while procurement agencies may benefit from lower costs in the short term, the long-term consequences are severe—there is virtually no investment in R&D, no meaningful technological improvement, and continuous cost-cutting at every stage just to survive. He explained that competitive shipbuilding today operates on extremely thin margins of around 4–5 percent, with enormous execution risks that can easily wipe out profits. Some shipyards manage to survive only because they can cross-subsidize competitive orders using nomination-based defence contracts such as aircraft carriers,

submarines, or destroyers, while also benefiting from improved market visibility and stock valuation whenever a new order is announced. However, this model does not lead to consolidation of expertise or specialization; instead, the industry is becoming “jack of all trades and master of none.” He cautioned that defence authorities themselves are now struggling to correct this outcome. Drawing from real-life examples in the oil and gas sector, **the HSL Representative** highlighted how the absence of a clear policy framework leads to paralysis in commercial shipbuilding as well. In one case, an oil and gas operator intended to order four platform supply vessels (PSVs) as a pilot before scaling up to 30 vessels. After detailed engagement and preparatory work by HSL, objections were raised questioning why only one shipyard was being considered. This led to the formation of committees, prolonged deliberations, and fear of litigation, ultimately resulting in a global tender being floated—ironically undermining the Make in India objective. Two years later, no order has yet been placed. In another example involving replacement of offshore rigs, exclusive design tie-ups created an indirect monopoly, leaving other capable Indian yards excluded. Despite repeated representations to the concerned ministries, no resolution emerged, and the operator eventually chose to hire rigs from abroad instead of building in India.

26. **The HSL Representative** concluded by emphasizing that overly rigid procedures, combined with fear-driven decision-making, are discouraging owners from placing orders and undermining domestic capability creation. He urged that a clear policy framework be developed—especially for commercial shipbuilding—that enables owners to place orders with confidence, protects decision-makers acting in good faith, and prevents the sector from falling into the same trap currently affecting defence shipbuilding. He suggested that a structured categorisation of shipyards is essential to bring clarity and efficiency into shipbuilding procurement. He explained that, particularly for smaller vessels, there are only four or five private shipyards in the country that are genuinely capable, and competition should be restricted to a limited number of qualified yards rather than opening tenders indiscriminately. According to him, vessels up to a certain deadweight tonnage (DWT) could be earmarked for a defined set of shipyards, while mid-sized container and cargo vessels should realistically be limited to yards such as HSL, CSL, L&T and Swan, and heavy or complex vessels to only one or two yards like Swan and CSL. Without such categorisation, tenders end up comparing incomparable capabilities, leading to undercutting, delays, and eventual failure of projects. He noted that similar categorisation ideas have been discussed with the Defence Secretary and under the Defence Procurement framework over the last two and a half years, but implementing them remains difficult due to institutional hesitation and fear of scrutiny. He further observed that foreign shipowners, despite a strong demand for shipbuilding and order books in China and Korea being full until 2029, are hesitant to place orders in India. While they are keen to look at India and Vietnam as alternatives, they remain cautious due to the lack of clear policy signals and certainty in the Indian system—essentially waiting to see “who puts the first foot forward.” This hesitation mirrors the situation

seen in green tug and new technology adoption, where everyone prefers to wait and watch rather than take the first risk. Responding to this, it was noted that green tug (GTTP) designs have already been approved and that shipyards are free to propose solutions once a shipowner secures a tender. However, hydrogen-based technologies remain a separate and more complex issue.

27. **The HSL Representative** then highlighted that some private shipyards, such as Chowgule Shipyard, are successfully building vessels for foreign owners, with their order books already full with Norwegian and other overseas clients. He clarified that Chowgule falls into the category of capable small shipyards and that its success stems largely from strong leadership, sustained focus on business development, and proactive global outreach. He contrasted this with public sector undertakings, observing that Indian PSUs have traditionally been weak in global marketing, international outreach, and business development, as these were never part of their core operating culture. In contrast, shipyards like Chowgule and CSL benefited from stable leadership and long-term vision, which enabled them to build international credibility. He pointed out that even sectors like defence are now recognising this gap, with initiatives such as engaging defence attachés, setting up defence pavilions abroad, and encouraging shipyards to actively pursue export markets. He suggested that organisations like IRS, which have global presence and field expertise, could play a larger role as an extension of India's maritime brand. In conclusion, he emphasized that building "Make in India" as a global brand will require coordinated effort across ministries, classification societies, shipyards, and industry stakeholders, combining technical capability with strong global marketing and outreach.

28. **The HSL Representative** highlighted that one of the most critical challenges facing shipbuilding today is the retention of skilled manpower. While skill gaps have been formally recognised by the Ministry of Shipping and the Ministry of Skill Development, and efforts are underway to address them, he argued that the real problem lies elsewhere. He clarified that he was not referring to engineers or designers, but to core shop-floor skills such as hydraulic fitters, engine fitters, electrical and electronics fitters—skills that are fundamental to shipbuilding. Shipbuilding, he noted, is inherently risky, involving confined spaces, fire hazards, and strict compliance with MARPOL, SOLAS, and other safety regulations. Despite this, the wages paid to such skilled workers are extremely low, often far less than what is earned by an IT data operator or similar roles, making the profession unattractive and unsustainable. He pointed out that while the government prescribes minimum wages for unskilled labour, there is no structured wage framework for skilled labour. As a result, there is little incentive for workers to upgrade their skills or remain in the sector. His key proposal was to introduce a structured system of skill certification linked to experience. He explained that unlike professionals who accumulate recognised qualifications over time—such as degrees or postgraduate certifications—skilled workers receive no formal recognition beyond their initial ITI qualification. After that, there is no system to certify additional skills, experience, or progression, which leaves workers unmotivated

to learn or improve. Consequently, even highly capable workers are not paid more in India and often leave the sector or migrate elsewhere in search of better opportunities. To address this, he proposed a formal programme under which skilled workers are periodically assessed—at milestones such as three years, six years, and mid-career levels—and awarded government-recognised certificates of skill and experience. These certifications should be directly linked to minimum wage levels or pay bands prescribed by the government. Whether the worker is employed directly by a PSU, a private shipyard, or through a contractor (who currently accounts for nearly 80% of shipbuilding labour), the employer or contractor should be mandated to pay wages corresponding to the certified skill level. He argued that this would improve skill quality, productivity, and retention, ultimately reduce build time and improve overall shipyard efficiency. He also challenged the common perception that Indian labour is cheap. According to him, unskilled or inadequately skilled labour may take four days to complete a task that a well-trained worker can finish in one day. When productivity and rework are factored in, Indian shipbuilding manpower costs are higher than in many other countries. The issue, therefore, is not wage levels alone but the absence of a structured system that rewards skill, efficiency, and quality. He concluded by emphasising that systematic skilling, reskilling, upskilling, certification, and linking these to differentiated pay scales—as repeatedly advocated at the national level—are essential if India wants to build a sustainable, competitive shipbuilding workforce for both domestic and global markets.

29. **The HSL Representative** stated that PSUs are restricted from floating global tenders up to ₹200 crore, a provision originally intended to promote Make in India. However, the core problem, he explained, lies in the unequal competitive environment that emerges once a tender is issued. Private shipbuilders—whether Chowgule, L&T, Swan, or others—are not bound by the same restrictions as PSUs and are free to import equipment and materials at lower costs and shorter lead times. This allows them to build faster and cheaper, often without stringent type approvals or rigorous testing, resulting in PSU shipyards losing out and, paradoxically, undermining the very objective of Make in India. He further argued that this creates an inherently unfair competition and leads to unrealistic project timelines. While he has raised this issue repeatedly in defence-related forums, the response has consistently been that such conditions cannot be imposed on private shipbuilders. His counterpoint was clear: when the buyer is the Government of India—as in the case of defence and Coast Guard orders—it has every right to prescribe binding tender conditions applicable to all bidders to ensure a level playing field. Without this, PSUs are structurally disadvantaged despite complying with stricter procurement norms. He also stressed that shipbuilding is not only about cost but equally about time. Project delays are most often driven by late delivery of equipment and materials. Indian MSMEs, while rightly supported and protected through policy measures, frequently struggle to meet delivery timelines and quality standards. When delays occur, the burden and penalties fall squarely on the shipyards, not on the MSMEs. In many cases, MSMEs are even able

to recover liquidated damages, while shipyards absorb the losses. This imbalance, he concluded, has become a significant operational challenge for the shipbuilding industry and needs urgent policy-level attention if timelines, competitiveness, and Make in India objectives are to be realistically achieved. The clarification was sought on the restriction related to import of equipment below ₹200 crore, particularly on what constitutes “equipment” and how this restriction is applied in practice. It was clarified that, in effect, any individual item of equipment costing below ₹200 crore cannot be freely imported by a PSU without multiple permissions and prior approvals. While approvals are technically possible, the process is time-consuming, and in shipbuilding—where timelines are critical—such delays directly translate into cost overruns and execution risks.

30. A further concern was raised by **the HSL Representative** in the context of export-oriented shipbuilding and owner-supplied equipment. In many international contracts, foreign shipowners insist on supplying critical equipment such as propulsion systems or power plants, which may individually cost well below ₹200 crore. In such cases, the shipyard is contractually bound to accept and integrate owner-supplied equipment. The question raised was how the current restrictions apply in such scenarios, as they appear to conflict with established global shipbuilding practices. Responding to this, **the HSL Representative** explained the issue through a practical example involving a tug order placed by Visakhapatnam Port Authority. The propulsion system required for the tug was not manufactured in India and was available only from two foreign suppliers. Although the port authority, as the owner, left the choice of supplier to the shipyard, the PSU shipyard was unable to procure the propulsion system directly because government approvals were not forthcoming. In DPSUs, the approval chain is particularly stringent, with proposals often requiring clearance up to the Defence Secretary and, in some cases, even the Cabinet Secretary, making timely procurement virtually impossible. It was further pointed out that, in practice, even for equipment costing above ₹200 crore, PSUs are often informally instructed not to proceed with imports without explicit ministry-level approval, effectively nullifying the flexibility that the General Financial Rules might otherwise allow. The situation becomes even more complex when dealing with foreign shipowners who specify makes in the contract. Despite contractual provisions, internal finance and audit mechanisms within PSUs insist on seeking ministry approval to remain “procedurally safe,” leading to paralysis in execution. **The HSL Representative** emphasized that this is a fundamental issue that needs clear policy resolution. If the shipowner—whether an Indian port or a foreign client—explicitly specifies or supplies equipment, the import restriction should not apply to the shipyard. Without such clarity, contracts become unworkable, discouraging both domestic and foreign orders. Supporting this view, it was observed that countries like China achieved dominance in shipbuilding by avoiding half measures. In the early stages, Chinese yards focused on hull construction and basic outfitting, allowing owners complete freedom to source machinery and equipment globally. Over time, domestic capability was built gradually, moving from basic fabrication to higher levels of indigenization. Attempting to force indigenization

prematurely through rigid controls, without providing viable domestic alternatives, only renders contracts inexecutable.

31. The broader point underscored was that shipbuilding challenges cut across multiple ministries and cannot be addressed through partial or fragmented measures. If India is serious about reviving and scaling up its shipbuilding sector, especially for global competitiveness, these procedural and policy bottlenecks must be addressed decisively and holistically, rather than through incremental or symbolic reforms. **The HSL Representative** emphasized that these issues have been persistent pain points over many years and that resolving them has become urgent for the survival and growth of the shipbuilding sector. Unless the same procurement and compliance framework applies uniformly to all players, the objective of fair competition and meaningful “Make in India” implementation cannot be achieved. In the absence of clarity and parity, organizations inevitably find workarounds, which defeat the intent of policy. By way of example, it was candidly explained that when HSL is unable to directly procure essential imported equipment due to restrictions, the work is sometimes outsourced to a small firm, with design and procurement support provided informally from the shipyard’s side. This leads to innovation being pushed in the wrong direction, with energy spent on bypassing rules rather than strengthening indigenous capability.

32. **The HSL Representative** further stressed that for any industry to sustain itself, a **reliable supply chain** is critical. A supply chain cannot survive on one-off, short-term transactions; it needs long-term commitment and predictability. However, PSUs are often required to repeatedly float tenders for even minor items through portals such as GeM, making it impossible to nurture stable supplier relationships. This results in chronic shortages of spares and delays, as every small requirement must go through a fresh procurement cycle. In contrast, global best practices, which he observed firsthand while working with Italian shipyards, involve pre-qualifying a limited number of competent suppliers for each category and sourcing from them consistently. Such a system balances competition with reliability and quality, whereas an open-ended market approach frequently leads to failure of critical components supplied by inexperienced MSMEs, causing high-value ships to remain stuck in dry dock over the failure of a single pump or valve.

32. **The HSL Representative** suggested that India needs to evolve a more **pragmatic procurement framework**. One approach could be to issue an Expression of Interest, pre-qualify three or four competent suppliers, and then freeze that list for a defined period, with all tenders restricted to these vendors. Another suggestion was that once a shipyard has won an order through competitive tendering and is bound by a fixed price, it should be allowed to subcontract work to another PSU at negotiated rates without being forced into fresh tendering, as the competitive discipline has already been established. A third practical measure proposed was that if one PSU has already procured an item through a competitive tender, another PSU should be allowed to procure the same item at the discovered rate, instead of repeating the entire tender

process and losing valuable time. At present, significant manpower in commercial departments is consumed in repeatedly “reinventing the wheel,” which undermines efficiency. **Shri Arun Sharma CMD IRS** responded by pointing out that, in ship repair practice, major overhauls typically rely on owner-supplied spares, as owners are best placed to anticipate requirements and procure them in advance. In foreign-going vessels, this model largely works because spares are sourced abroad and brought in duty-free, reducing availability and pricing issues. He expressed difficulty in understanding why shipyards should be responsible for ordering spares on behalf of owners. In response, **the HSL Representative** clarified that while this model works well for private and foreign owners, the problem arises primarily with Indian government-owned fleet such as SCI & BCI. These organizations often have limited procurement flexibility and depend on shipyards for sourcing spares. Although technical specifications are prepared well in advance, unforeseen issues frequently emerge once equipment is opened during dry docking, leading to additional spare requirements. At that stage, technical superintendents often lack the authority or time to procure these items and turn to the shipyard for support. Similar challenges arise with other government entities, including delays in sourcing even basic items such as paints. These constraints, he explained, are specific to government-owned fleets and are a significant contributor to delays in repair and refit projects.

33. **The HSL Representative** then moved to another issue, highlighting the critical importance of **order visibility**. He explained that if shipyards have advance visibility of likely orders over the next three to five years—particularly from SCI and other Indian owners—it would fundamentally change their ability to plan. If there is clarity that certain vessels will be placed with a specific shipyard, or that competition will be limited to a small group such as HSL and CSL, the shipyard can take a calculated commercial risk. With such foresight, it becomes feasible to maintain spare inventories, enter long-term arrangements with suppliers, or negotiate commitments whereby suppliers agree to deliver critical items within a defined timeframe, such as 30 days, once an order materializes. Without this visibility, such planning is simply not possible. He emphasized that this challenge is not unique to one organization but is systemic and global in nature, affecting even strategic agencies like the Coast Guard and the Navy. Based on his interactions with senior leadership, including the DG Coast Guard, he observed that decisions on allocation of similar vessels between East Coast and West Coast shipyards are often taken only six months in advance. This lack of forward planning prevents shipyards from establishing stable supply-chain arrangements or investing in preparedness. As a result, neither suppliers nor shipyards are enabled to plan, and every order becomes a reactive exercise rather than a structured program.

34. **The HSL Representative** then spoke about the need for global tie-ups, noting that all major shipyards have to pursue international collaborations to remain competitive. He explained that HSL has already entered several such arrangements, including MoUs with Fincantieri, DSME of Korea, and the Naval Group of France. He added that, even after his retirement, he has continued to engage with industry experts and

foreign partners. In this context, he emphasized that the current geopolitical situation presents a significant opportunity, particularly with Russian companies. He recalled that during his tenure he had explored collaboration with Russian partners for modern deep-sea fishing trawlers equipped with advanced freezing and processing facilities, but the timing was not conducive then. He stated that the situation has now changed after recent geopolitical developments, and with Russia facing embargoes on European equipment, Indian industry has a timely opportunity to step in. He stressed that Indian shipyards could supply Made-in-India products, supplement gaps with selective imports where needed, and build strong business partnerships. He underlined that this opportunity requires a commercial, business-driven mindset and urgent action.

35. In response to a question from **Shri Rakesh Singh President ICCSA** on the status of HSL's order book, **the HSL Representative** candidly stated that while the notional order book stands at around ₹18,000 crore, in practical terms it is largely dependent on a single project relating to auxiliary fleet support vessels, comprising about five ships expected around 2027. Beyond this, there are no firm commercial orders in hand. He expressed concern that from December 2026 onwards, HSL's steel shop could remain idle due to the absence of confirmed work, highlighting the seriousness of the situation. **Shri Rakesh Singh President ICCSA** then shared the perspective of ship owners, stating that he represents operators with a large number of coastal vessels who would prefer to build ships in India, especially smaller vessels. However, he pointed out that there is a weak connection between ship owners and shipyards. Often, owners do not know which shipyard has capacity, what kind of vessels can be accommodated, or when slots are available. He mentioned that a portal is being developed in coordination with the Directorate to address this gap, where shipyards can provide real-time information on available slots and vessel-building capabilities. This, he explained, would allow ship owners to make informed decisions and improve engagement between buyers and builders. **The HSL Representative** welcomed this initiative and acknowledged that such a platform would be extremely useful. He agreed that HSL should actively participate and update its information. He further accepted that beyond such systemic tools, there is a strong need for shipyards to proactively reach out to ship owners, both domestic and international. He noted that, historically, HSL has relied largely on PSU clients such as SCI and has not sufficiently engaged private ship owners. He agreed with the observation that today's market is customer-driven, and unless shipyards take the initiative to approach potential clients, opportunities will continue to be missed. He concluded by affirming that HSL recognizes this gap and must strengthen its outreach and engagement with ship owners to remain relevant and competitive.

36. **The HSL Representative** stated that HSL has been engaging with the Ministry of Shipping for a considerable period and has regularly submitted suggestions and representations. He noted that most of these suggestions have been positively received and incorporated into policy or procedural frameworks. Many of these were

routed through ISBA on behalf of HSL. One key issue highlighted was the Shipbuilding Financial Assistance (SFA) scheme, where HSL had requested that the effective date of the contract should be considered based on the actual commencement of financial commitment rather than merely the date of signing. He explained that in several cases, advance stage payments are received before formal signing, and those dates should logically be treated as the effective contract date. He acknowledged that such strategic and operational concerns have largely been addressed.

37. **The HSL Representative** further mentioned that the remaining issues are largely procedural in nature, such as indemnity requirements and corporate guarantees. HSL has suggested alternatives like replacing bank guarantees with other assurance mechanisms, which are still under consideration. He emphasized that what is now required is greater confidence and certainty in the availability and continuity of shipbuilding financial assistance. Based on experience, he observed that utilization of the assistance was limited earlier, partly due to the structure of the scheme and partly due to low shipbuilding activity. With the revised framework now providing for stage-wise payments, he noted that it would be important for shipyards like HSL to pass on these benefits to customers to make Indian shipbuilding more competitive. Responding to this, **Shri Ajith Kumar Sukumaran CS DGS** clarified that low utilization of funds in the past was primarily because actual ship production itself was low. In the absence of shipbuilding activity, there was naturally limited scope for drawing down the allocated assistance. He added that while funds may be earmarked, their utilization depends entirely on projects materializing. He concluded by noting that these aspects would need further clarification and discussion, but overall the intent and framework of the scheme are aligned with reviving shipbuilding activity.

38. **The HSL Representative** raised several concerns related to the Maritime Investment Fund, particularly in the context of Greenfield shipyards. He pointed out that the fund manager fee for equity participation has increased to around 6–8 percent, whereas it was originally envisaged at about 1.5 percent. He noted that despite representations made, this remains a concern because the investment is essentially coming from a government-backed fund routed through a fund manager, and such high fees significantly impact project viability. He also highlighted that detailed procedural and documentation guidelines for the Maritime Investment Fund are still awaited. While some aspects are handled by the Directorate General of Shipping and others by different authorities, the lack of clarity and unified guidance creates uncertainty for investors. Another issue he flagged was the limitation of interest incentives to a loan tenure of only 15 years, whereas Greenfield shipyard projects typically require long-gestation financing of 20–25 years due to extended development and infrastructure creation periods. He emphasized that restricting incentives to shorter tenures undermines the financial feasibility of such large infrastructure projects.

39. On Greenfield expansion and clustering, **the HSL Representative** acknowledged the government's initiative to promote clusters and expressed appreciation for Andhra

Pradesh being identified, including Dugarajapatnam. However, he stressed that while projects have been identified on paper, actual grounding and execution have not yet begun, which is a major concern. He explained that detailed project reports prepared earlier had envisaged a comprehensive structure: marine infrastructure development through a special purpose vehicle involving the Government of India, Visakhapatnam Port Authority, and the Government of Andhra Pradesh with an estimated investment of around ₹3,500 crore for breakwaters, navigation channels, and turning circles; port development in phases with investments of around ₹6,000 crore; and shipyard development requiring approximately ₹23,000 crore. At the time those reports were prepared, provisions such as 49 percent government equity participation, interest incentives, and other fiscal support now envisaged under maritime policies were not factored in. He emphasized that these elements must now be fully incorporated and that the initial kick-start through marine infrastructure development is critical before downstream investments can materialize.

40. **The HSL Representative** also touched upon brownfield expansion, noting that while the scope of eligible activities has gradually expanded—from a narrow list to a broader definition covering production capacity and productivity enhancement—there are still practical challenges. In particular, he pointed out that incentives such as the 25 percent support continue to be linked with requirements like bank guarantees. He suggested that for PSUs, alternatives such as corporate guarantees or indemnity bonds should be accepted. Additionally, he highlighted the issue of credit risk in commercial shipbuilding, where delayed or defaulted payments by private shipowners can severely impact shipyards. Although insurance-based credit risk coverage has been discussed as a solution, he noted that clear guidelines have yet to be finalized and the matter remains at the discussion stage. **Shri Ajith Kumar Sukumaran CS DGS** responded by acknowledging the stakeholder's concerns while also presenting the perspective from the other side. He noted that private and smaller shipyards often argue that public sector shipyards benefit from legacy infrastructure and state-supported resources, which makes it difficult for private players to compete on equal terms. He emphasized that some balancing mechanism is therefore inevitable. On green projects, he agreed that they are not driven purely by commercial viability but also by social and environmental imperatives that society must collectively bear. He highlighted that under the Shipbuilding Financial Assistance (SBFA) scheme, the government is already offering an upfront subsidy of up to 25 percent for green projects without stringent conditionalities, which is a significant support by global standards. However, he cautioned that long-term sustainability in the commercial sector cannot be achieved through restrictive measures on sourcing or categorization, as such restrictions would not stand legal or market scrutiny. He also pointed out that shipowners remain cautious because of depreciation risks and rapid technological obsolescence in green technologies, which makes capital-intensive investments inherently risky. **Shri Rakesh Singh President ICCSA** added that, as a shipowner, he does not support restrictive practices such as limiting yards by region or rigid categorization, as these go against free enterprise and choice. He acknowledged,

however, that the government's renewed push through shipbuilding finance and subsidies is unprecedented and has narrowed the cost gap between India and countries like China. From the shipowners' perspective, the remaining concern is not just cost but the credibility of Indian yards to deliver quality vessels on time, which is critical for building confidence among domestic buyers. In response, **the HSL Representative** clarified that he was not advocating restrictions but only practical guidelines to ensure fair competition by matching vessel size and complexity with appropriate yard capabilities, so that capacity is used efficiently without blocking high-value infrastructure for small vessels. He explained that such de facto categorization already exists in practice, especially in defence shipbuilding, where certain yards have naturally developed niche expertise over decades. He highlighted HSL's dilemma of being perceived neither as a preferred defence warship yard nor as a commercial yard, despite much of its historical output being commercial vessels. On subsidies, he reiterated that clearer procedural guidelines are essential so that shipyards and customers have confidence that the promised benefits will materialize.

41. The discussion then turned to the disconnect between declared capacity and actual utilization. **Shri Ajith Kumar Sukumaran CS DGS** expressed surprise that HSL had idle capacity when shipowners frequently seek exemptions to build abroad citing lack of capacity in India, calling this a serious disconnect between industry segments. Rakesh Singh supported this view and mentioned that a portal is being developed with the Directorate General of Shipping to provide real-time visibility of yard capacity and capabilities, which would help bridge the information gap between shipowners and shipyards. **The HSL Representative** emphasized that beyond visibility, shipyards must demonstrate timely delivery to earn shipowner confidence. He suggested exploring mechanisms such as a right of first refusal or cost-matching models, similar to ship repair practices, where domestic capacity is first exhausted before permitting foreign construction, without compromising on cost or competition. He shared past experiences where commercial shipbuilding risks materialized severely, including cases where delayed vessels were rejected by owners, leading to massive losses, and instances where foreign financiers were unwilling to back projects in Indian yards due to perceived risks. He stressed that commercial shipbuilding carries much higher risk than defence, where assured stage payments and acceptance mechanisms provide stability.

42. Finally, **the HSL Representative** outlined broader systemic issues requiring policy attention, including the need for infrastructure-status-linked long-term financing, more robust banking support for both domestic and foreign buyers, clearer models such as open-book estimates, assured stage payments in commercial shipbuilding, safeguards against outright rejection of delayed vessels, and a stronger focus on indigenous design capability. He cautioned that capacity assessment mechanisms must avoid excessive subjectivity and consider technology tie-ups and design strength, not just physical capacity. He concluded that while recent policy reforms and engagement from the Ministry are highly encouraging, sustained confidence-building

measures are essential if India is to revive commercial shipbuilding alongside defence and truly realize the Make in India vision by 2047. **Shri Arun Sharma CMD IRS** clarified that commercial shipbuilding does provide for stage-wise payments, including milestones such as keel laying, launching, outfitting, and delivery. He explained that owners are protected through refund guarantees backed by banks, under which payments made for incomplete stages are refunded if the project runs into difficulty. He highlighted a key distinction between defence and commercial shipbuilding: while defence contracts are rarely cancelled regardless of the outcome, commercial contracts contain clauses linked to delivery time, performance parameters such as speed and fuel consumption, and market conditions. If these thresholds are crossed, owners retain the right to cancel, and some do exercise this option when market dynamics change. He emphasized that this fundamental difference must be kept in mind, as commercial shipbuilding operates under a very different risk and decision-making framework. In response, **the HSL Representative** clarified that he had not stated that commercial shipbuilding lacks stage payments, but that these are limited to four or five milestones, whereas defence contracts typically provide around fourteen structured stages. His core concern was cash flow, particularly for MSMEs that form the backbone of the shipbuilding supply chain, as fewer milestones mean longer gaps between payments. He further noted that while performance parameters like speed and fuel consumption are indeed critical, defence contracts address non-compliance primarily through graded financial penalties rather than outright cancellation. He suggested that a similar approach could be explored in commercial shipbuilding, where higher penalties could be imposed up to a defined threshold, with cancellation reserved only for extreme delays where market conditions genuinely justify it.

43. **The HSL Representative** then expanded on broader ecosystem issues, stressing that challenges related to MSME capacity, timely material supply, and workforce and procedural differences between defence and commercial shipbuilding must be addressed holistically. He observed that the mindset, human resources, and operating procedures in commercial shipbuilding are significantly different from defence projects, making it difficult for shipyards to switch seamlessly between the two. He emphasized that this is where the role of the National Shipping Board and the Ministry becomes important, as policies need to be framed with a clear understanding of these distinctions and appropriate categorisation. He further suggested that, wherever feasible, incentives should be designed to encourage Indian owners and Indian-flag vessels to be built in India during the initial phase. Such incentives should be structured so that neither the owner nor the shipbuilder incurs undue loss, and can then be tapered gradually as competitiveness improves. He also underscored the importance of strengthening India's classification ecosystem by ensuring that ships built or repaired in India are classed with Indian classification societies, either independently or through dual classification. This, he said, is critical for building indigenous knowledge, databases, and technical capability, drawing on his experience in Europe where countries consistently rely on their own classification societies.

44. **The HSL Representative** also highlighted the need to adopt artificial intelligence in ship design and plan approval processes, both within shipyards and classification societies, cautioning that missing this transition would put Indian shipbuilding at a disadvantage. He stressed the importance of expanding global outreach through consultants and export-focused strategies, and pointed to the strategic potential of the Andaman and Nicobar Islands due to their proximity to major sea lanes, while noting that mainland ports like Visakhapatnam and Durgarajapatnam are geographically farther from these routes.

45. **The HSL Representative** identified further opportunities in ship recycling, subject to focused R&D on pollution control, and stated that any new large greenfield shipyard, such as Durgarajapatnam, would require a public–private–foreign partnership model to succeed. He also pointed out the absence of domestic model-testing facilities for commercial shipbuilding, which currently forces Indian yards to rely on overseas institutions. In ship repair, he noted that the primary competition comes from Colombo Shipyard and Dubai, and that technology upgrades and skill development are essential to remain competitive.

46. Additional opportunities were highlighted **by the HSL Representative** in coastal shipping and coastal cruising along the East Coast, where there is clear demand for small and medium passenger vessels, although ownership and operational models remain unclear. He also referred to the unmet demand for containers, noting that India continues to import them despite domestic capability potential. Concluding his substantive remarks, he raised concerns about arbitration clauses in commercial contracts, where foreign buyers often insist on foreign jurisdictions such as London, Singapore, or Norway. He warned that without clear government guidelines supporting Indian arbitration venues, Indian shipyards face reputational and financial risks in unfamiliar legal environments.

47. In closing, **the HSL Representative** thanked the Chair and members for the opportunity to present these views on behalf of HSL and expressed willingness to submit all points in writing.

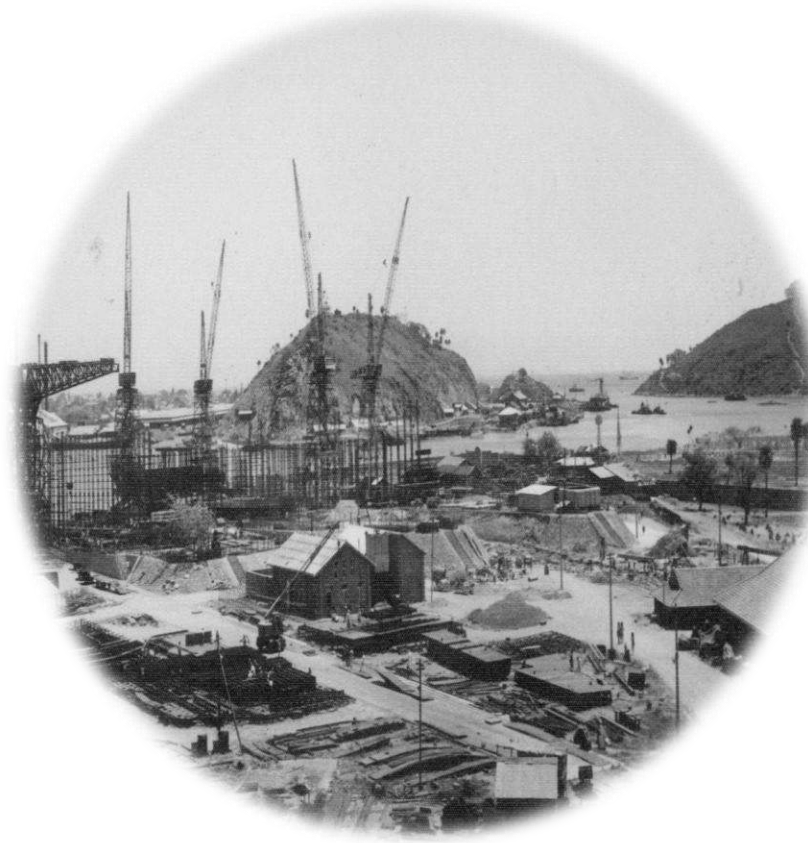
48. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB** welcomed the detailed discussion and requested that the presentation and associated inputs be formally shared. He informed the participants that a dedicated subgroup of the NSB would engage further with the stakeholder to compile these issues and escalate them to the Ministry at the appropriate forum, and thanked all participants for their contributions.



**PRESENTATION ON CAPABILITIES OF
HINDUSTAN SHIPYARD LTD**



NATIONAL SHIPPING BOARD
19 Dec 25



BRIEF BACKGROUND OF HSL



1941

Established as Scindia Shipyard

1952

Incorporated as Hindustan Shipyard Ltd

1961

Nationalised under Ministry of Shipping

1961 to
2010

Built mainly commercial vessels & Oil Rigs

2010

Brought under Ministry of Defence



03 STRATEGIC BUSINESS UNITS



Shipbuilding

201 Ships



Ship Repairs

2033 Ships



Submarine Refits

06 Submarines

3





- ❑ Largest Covered Building Dock
- ❑ Capacity of 80,000 Dwt
- ❑ Size - 247 X 53 X 11.5 m
- ❑ Undocking draft 8 m
- ❑ Multiple docking facility
- ❑ Cranes with Lifting Capacity of 300T



03 Slipways

Slipways	Size & Capacity
Slipway 2	140m x 22.7m 15,000T Dwt
Slipway 3	185m x 29.0m 30,000T Dwt
Slipway 4 (Under Augmentation- Completion by Jan 26)	235m x 37.5m 45,000T Dwt



Total Installed Capacity

- Installed shipbuilding capacity: ~170,000 Dwt (All facilities combined)

Infrastructure Augmentation of approx. **Rs 550 Cr** under progress





Outfit Jetty with Waterfront of 457 m with 10 m depth

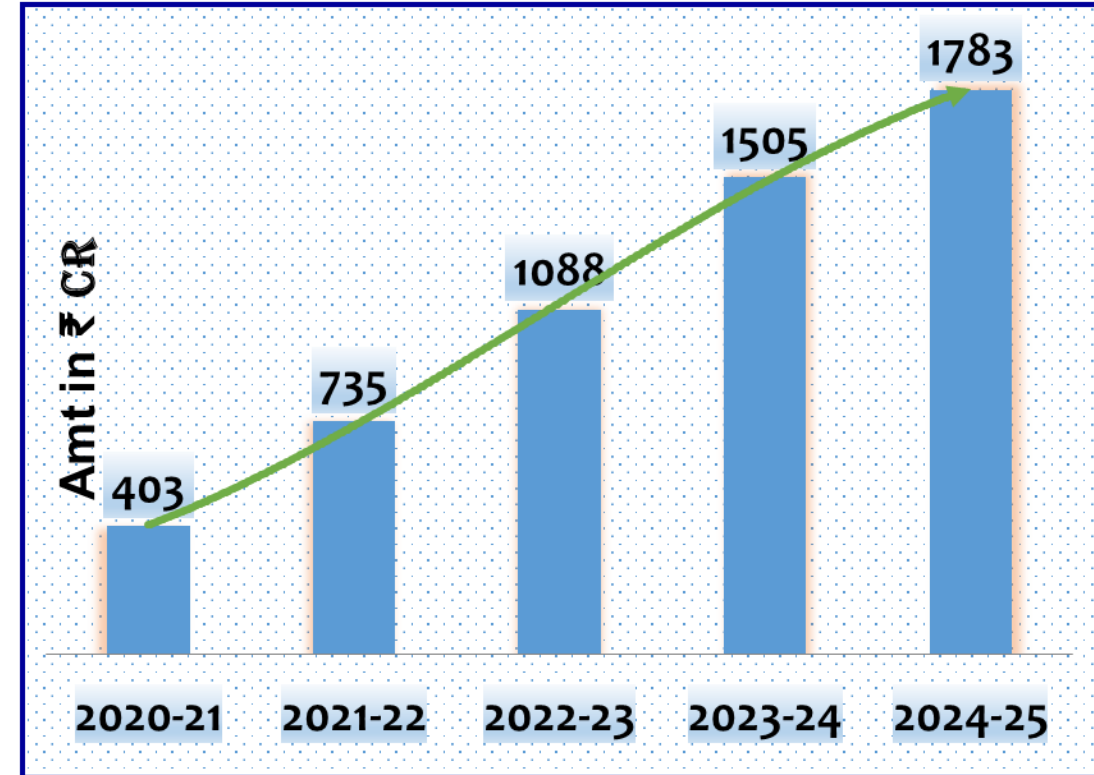


- Best in steel conversion Capabilities**
- Infrastructure exists to build Conventional ships, Warships, Merchant / Offshore ships & Submarines**
- Exclusive Dry dock (244x38m) for repairs of all kinds of Ships & Oil Rigs**
- Only Shipyard for retrofitment of EKM Submarines**
- Specialized expertise in high-precision welding for Submarine Pressure Hulls**
- 450+ qualified welders**
- High-capacity major storage spaces & workshops**



Key Financial Metric	Transformation in last 05 years
Total Income (In Crs)	>350% increase
PBT (In Crs)	85% YoY increase
Networth (In Crs)	Turned positive after 43 Years
Credit Rating	BBB to A
Order Book (In Crs)	10 x Growth

TOTAL INCOME



Granted with Mini-Ratna Status on 14 Oct 25



Project	Customer
Diving Support Vessel (01)	Indian Navy
Fleet Support Ships (05)	Indian Navy
60T BP Tug (02)	VPA

Availability of nearly 40% Spare Capacity with our current order book.



Diving Support Vessel



Fleet Support Ships



DEFENCE SECTOR



Diving Support Vessel



Ocean Surveillance Ship



Offshore Patrol Vessel

MARITIME SECTOR



53k Bulk Carrier



1200 Passenger Vessel



Grab Hopper Dredger

OIL SECTOR



Drill Ship

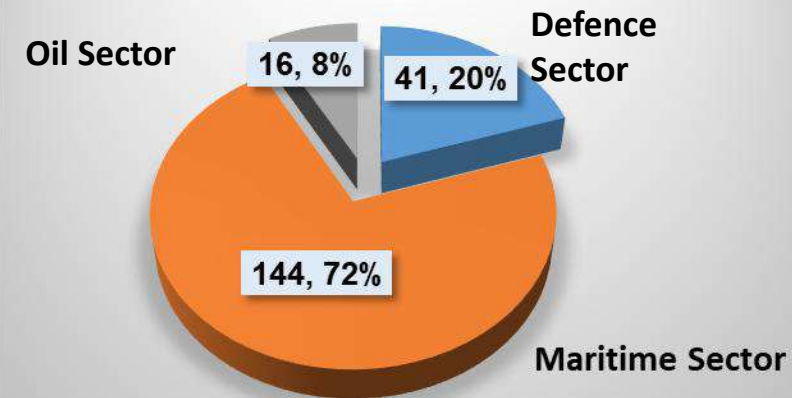


Wellhead Platform

Oil Sector – 16 Vessels

Type	Nos
Drill Ship	01
OPSV	04
Oil Well Heads	11

201 Ships Built



Maritime Sector – 144 Vessels

Type of Vessels	Numbers
Cargo Vessels	66
Bulk Carriers (53K, 42K, 30K and 27K T)	38
Passenger Ships (100, 150, 700 and 1200 Pax)	12
Barges and Floating Cranes	07
Tugs & Auxiliary Crafts	21





**BUSINESS PROSPECTS
COMMERCIAL SECTOR**



Aligned with the **Maritime India Vision 2030** and **Amrit Kaal Vision 2047**, HSL is committed to enhancing India's shipbuilding prowess through:

Modernization: Infrastructure augmentation in progress for Advanced shipbuilding facilities.

Active exploration of Green Field Expansion.

Green Initiatives: Actively participating in GTTP, adhering to ASTDS for Conventional tug construction, and developing vessels with reduced emissions.

Global Tie-ups: To access cutting-edge technologies, entered into collaborations with reputed Global firms viz. M/s Fincantieri, Italy, DSEC, Korea and M/s Naval Group, France.

Workforce Development: Continuous skilling of regular & Contract Workmen and Unnamed Group Insurance Policy for Workmen.

- ❖ HSL expansion aligns with MoPSW's long-term shipbuilding demand forecast (59 ships projected by MoPNG by 2030).
- ❖ For construction of Very Large Vessels, HSL is actively planning for green field expansion.
- ❖ HSL in active deliberations with APMB for establishment of a new, large-scale shipyard for construction of large vessels
- ❖ Signed MoU with APMB for exploring Greenfield expansion at Mulapeta, Srikakulam / Dugarajapatnam region of AP



- Strategic Partnership Agreement with **M/s Lotus Wireless, Visakhapatnam** and **M/s Vinssen & M/s DSEC South Korea** for Green Vessels / Tugs Technology under GTTP
- Collaboration with **M/s Toshiba, Japan** for LTO Batteries
- Developed Customized **e-Tug solution** with varied BP capacities from 50T to 70T
- Obtained **ASTDS GTTP** Compliance certificate from IRS
- Developed design for **Hydrogen Tugs and Hydrogen Pilot Boats**

Visit of M/s Vinssen, South Korea Team to HSL



Visit of M/s Toshiba, Japan Team to HSL



- Construction of “Function to do Ships”
 - ✓ Offshore & Specialized Vessels viz. PSVs, AHTS, Cable- laying vessels etc.
 - ✓ Merchant Ships viz. Bulkers, Tankers, Gas Carriers, General Cargo ships etc.
- Repair of Commercial Vessels
- Port & Maritime Infrastructure
 - ✓ Floating Docks & Pontoons
 - ✓ Conventional and Green Tugs
 - ✓ Hydrogen Pilot Crafts
 - ✓ Floating Crane
- Heavy Engineering & Fabrication Structures viz. Offshore modules, Foundations





**CHALLENGES &
REQUIRED
POLICY INTERVENTION**



Policy interventions needed:

❑ Demand Aggregation & Order Visibility

- ❖ Indian shipyards face lack of long-term demand visibility.
- ❖ MoPSW Initial projections of 112 vessels later reduced to 59Nos
- ❖ Uncertainty in capacity utilization, manpower deployment and Greenfield expansion

Suggested Intervention –

- ❖ Facilitate centralized demand aggregation across Government agencies.
- ❖ Orders to be distributed among shortlisted Indian shipyards under OBE model



❑ Export Orders – Low Conversion

- ❖ Indian shipyards operate at lack of price competitiveness in export markets
- ❖ Multiple yards bidding for same tenders results effort duplication & cut-throat competitiveness

Suggested Intervention –

- ❖ Government-supported export coordination / nodal mechanism for opportunities
- ❖ Reduces redundant bidding & improved conversion ratios.



❑ **Green Tugs – Current Challenge**

- ❖ Long-term chartering tenders from Ports (15 years)
- ❖ Excludes shipyards from direct participation.

Suggested Intervention - Allow direct procurement from Indian shipyards.

❑ **Economies of Scale –**

- ❖ Minimum order quantity of 04 or more to ensure viability
- ❖ Ecosystem setup process.
- ❖ Justify investment in technology transfer



❑ **Retention of Skilled Manpower in Shipbuilding**

- ❖ Shipbuilding is highly Labour and skill-intensive industry.
- ❖ Yards invest significantly in training but face high attrition due to order uncertainty, project-based employment.

Suggested Intervention –

- ❖ Assured minimum annual order flow for shipyards.
- ❖ Introduction of Skill Retention Incentives
- ❖ Structured apprenticeship aligned with long-term employment continuity.



Policy interventions needed:

❑ **Restriction on Import of Equipment below ₹200 Cr (GTE)**

- ❖ Many marine systems viz. Propulsion systems lack mature indigenous alternatives
- ❖ Prior approval from administrative ministry for import of equipment below 200 Crs
- ❖ This results in schedule slippages, cost escalation and contractual risks

Suggested Intervention –

- ❖ Recommend reduction of the threshold limit value to Rs **20 Crs**



❑ **Spares Availability & Import Issues in MRO / Refits**

- ❖ Ship repair and MRO projects impacted by limited indigenous availability of critical spares, long import lead times, customs delays
- ❖ These constraints lead to schedule overruns, cost escalation.

Suggested Intervention –

Fast-track import and customs clearance mechanisms for MRO spares



❑ **Global Tie-ups for Niche & Advanced Vessel Segments**

- ❖ Indian shipyards face limitations in accessing advanced designs and technologies for niche segments.
- ❖ Individual yards lack scale and leverage for independent global collaborations.

Suggested Intervention –

- ❖ Facilitate Government-supported tie-ups with leading global shipyards to accelerate technology absorption & build indigenous capability





MoPSW 4 PILLAR APPROACH



Shipbuilding Financial Assistance Scheme

- Effective date of contract be considered
- Indemnity/corporate bonds be considered in place of BGs
- More confidence and assurance to be given

Maritime Investment Fund

- Cap on Fund Management Fee (0.6~0.8% p.a of committed corpus)
- Operational guidelines for Shipyards to be provided

Interest Incentivization Fund

- Term Loan Period be Increased from 15 to 25 Years

Greenfield Expansion

- More funds for multiple clusters

Brownfield Expansion

- Indemnity/corporate bonds be considered in place of BGs

Credit Risk Coverage

- Product level information and on boarding process of applications to be provided





Thank You



Hindustan Shipyard Ltd – 84 Glorious Years in Service to the Nation

Date: 19/12/2025 Session II: 11.00 AM to 12.30 PM

MINUTES OF THE MEETING OF NSB MEMBERS WITH ANDHRA PRADESH MARITIME BOARD

Shri Sameer Kumar Khare, IAS (Retired), Chairperson NSB welcomed the participants on behalf of the National Shipping Board (NSB) and explained that it is a statutory body constituted under the Merchant Shipping Act, with a legacy dating back to 1959. The current Board has been operational since May 2025 and has, over the past six months, held extensive interactions with ports, shipyards, and other maritime stakeholders across the country. He stated that the core mandate of the NSB is to advise the Ministry on maritime policy by assessing the effectiveness of existing policies and identifying areas where new guidelines or refinements are required. An equally important role of the Board is to understand stakeholder concerns and communicate gaps or implementation challenges to the Government. He observed that coordination between the Central Government, State Governments, and the maritime sector remains limited, with many States independently pursuing maritime initiatives. He emphasized the need for experience-sharing, particularly for newer maritime boards, by learning from established institutions such as the Gujarat Maritime Board. He also highlighted the importance of avoiding duplication of efforts and strengthening collaboration between major ports, non-major ports, and State Maritime Boards.

2. **The CEO APMB** presented (**Annexure XIIA**) an overview of Andhra Pradesh's maritime and economic landscape, highlighting the State's strong natural and infrastructural advantages. Andhra Pradesh has a long coastline of about 1,053 km, access to deep-draft ports with depths of 16 metres and above, nearly 50 coastal creek locations suitable for shipbuilding, and three inland waterways, providing a strategic edge in water-based connectivity and logistics.

3. **The CEO APMB** informed that the Andhra Pradesh Maritime Board (APMB) was constituted under the APMB Act, 2019. Although it is a relatively new institution, the Board has been proactive since its inception and has facilitated investments of around USD 1.1 billion exclusively in the port sector, marking a significant milestone. While systems are still stabilising due to the Board's recent establishment, substantial progress has already been achieved. The Board comprises senior secretaries from industry, investment and infrastructure, and finance departments, along with a political chairperson, reflecting a balanced administrative structure. The core functions of APMB include administrative and strategic planning, port development, regulation, partnerships, and financial management. The Board functions as a corporate body, with the authority to raise loans, enter partnerships, and promote infrastructure and allied industries. Following the enactment of the APMB Act, all assets, liabilities, and responsibilities of the earlier Directorate of Ports were transferred to the Board, including control over approximately 45 metres of waterfront. The Board is responsible

for environmental management, utilisation, development, and commercialisation of the waterfront.

4. **The CEO APMB** stated that at present, Andhra Pradesh has one major port at Visakhapatnam, five operational non-major ports, and four Greenfield ports under development. These Greenfield port projects have made significant progress, with more than 80% of breakwater construction already completed, and the remaining works progressing steadily. He outlined the status of Greenfield port development in Andhra Pradesh, highlighting Mulapeta Port as a key project located close to Visakhapatnam, with targeted operations by June 2026. Mulapeta will have a total planned capacity of about 83 MMTPA, with Phase I capacity of around 23–24 MMTPA, and an initial waterfront length of 1.86 km. The State Government is developing the Greenfield ports through Special Purpose Vehicles (SPVs) under the Andhra Pradesh Maritime Board (APMB), with APMB providing equity support while the SPVs raise loans. Funding is supported through APMB's internal revenues from operational ports, including significant revenues from Kakinada and ports operated by Adani, supplemented by borrowings. Among the projects, Kakinada Greenfield Port is being developed under a PPP model by Kakinada Gateway Private Limited, promoted by Aurobindo Group. For Mulapeta, Machilipatnam, and Ramayapatnam ports, the government is constructing the basic port infrastructure, after which private players will be invited to develop cargo-handling facilities under concession agreements. Construction progress on the marine side is largely complete, with remaining work mainly administrative and civil. The stakeholder expressed confidence that two ports will be handed over to private operators by next year, with the remaining port expected to follow by early 2027, noting that internally the target is to complete all three by next year itself due to steady financial flows and good construction progress. He explained that Detailed Project Reports (DPRs) for the ports were prepared collaboratively by the Government before handing them over.

5. Turning to the fishing harbour network in Andhra Pradesh, **the CEO APMB** highlighted that the State currently has four fishing harbours—Visakhapatnam, Kakinada, Machilipatnam, and Nizampatnam. Phase I works are largely complete, with Juvvaladinne almost 99% finished and Uppada, Nizampatnam, and Machilipatnam each over 85% complete. These projects are nearing completion and will soon be operational. For Phase II, five additional fishing harbours were initially proposed; however, one was dropped as studies did not support it, and efforts are ongoing to secure approval for the remaining four. These projects were earlier considered under Sagarmala, but progress was delayed due to local issues, following which Sagarmala proposed to place them in a “deemed deferred” category. The State has requested reconsideration, citing a change in government, infusion of State funds, and partial support from the Department of Fisheries, emphasizing that deferral would adversely impact the fishing community. For Phase I fishing harbours, Government of India support was received only for the Juvvaladinne harbour, while works at Uppada, Nizampatnam, and Machilipatnam were largely taken up using Andhra Pradesh

Maritime Board (APMB) funds due to urgency. The Board infused nearly ₹700 crore from its own resources, as neither significant Central nor State government funding was available for these projects. Requests have been made to include these harbours under Sagarmala, including DO letters to the Government of India and concerned Ministers, highlighting the substantial benefits to the State.

6. Regarding the shipbuilding cluster, **the CEO APMB** informed that Dugarajapatnam (**Annexure XIIB**) has been identified as a key location, with a total planned area of about 3,300 acres, of which around 1,000 acres are earmarked for a shipbuilding cluster. Andhra Pradesh is the first State to complete and submit the Technical Feasibility Report (TEFR) to the Ministry, supported by VPA, sending a positive signal. Land acquisition is being handled by APIIC, with around 2,029 acres already under process. The Ministry has indicated that in-principle approval can be sought, for which an SPV is to be formed jointly by APIIC (State side) and VPA (Central side). Draft SPV documents have been shared and are under consideration. Under the proposed arrangement, the State Government will bear land acquisition costs, while the Central Government will support harbour construction. It was also highlighted that Dugarajapatnam was promised under the Andhra Pradesh Reorganisation Act as an additional port to be supported by the Central Government, and the State reiterated the need for this port-cum-shipbuilding cluster in line with that commitment. The State is also a frontrunner in land acquisition, with the process already initiated and the Technical Feasibility Report (TEFR) completed. Apart from one other State, no other State has completed the TEFR, which confirms that the project is viable and “good to go,” with no major deficiencies except technical aspects related to harbour and breakwater construction that will be addressed during execution. The project is envisioned as a major port, with the harbour and breakwaters designed to accommodate port operations as well as shipbuilding, which is considered economically more efficient than developing multiple smaller facilities. Out of the total waterfront, around two kilometres are proposed for shipbuilding activities, while the remaining frontage will be used for port development.

7. Regarding Machilipatnam, **the CEO APMB** explained that the the State Government is already constructing the port and breakwaters, with about 82.1% of breakwater works completed. While dredging is still pending, sufficient depth has already been achieved to support shipbuilding activities if required. To encourage early activity, about 152 acres of harbour land have been earmarked for a small to medium shipbuilding player to establish facilities alongside the port. The proposed shipbuilding facility at Machilipatnam is planned within the sheltered area created by the port breakwaters, enabling ships to enter and exit safely. As shipbuilding vessels arrive without cargo, very deep draft is not essential; however, the port already offers a depth of up to 16 metres, which can also be utilised for shipbuilding activities. An area of about 152 acres has been earmarked for this purpose. The internal RFP for establishing a shipbuilding yard has been prepared and has undergone multiple rounds of review. Financial and technical eligibility criteria, including turnover

requirements, lease charges, and other commercial terms, have been finalised. The RFP is currently being fine-tuned to remove any potential legal inconsistencies, given that this is one of the first instances of a State framing a dedicated RFP for shipbuilding. Once this final review is completed, the RFP will be floated. The proposed site offers nearly one kilometre of waterfront, which is adequate for constructing reasonably large vessels, and expressions of interest have already been informally gauged, with clearer interest expected post-RFP.

8. With respect to Mulapeta, **the CEO APMB** stated that the present port layout does not provide sufficient sheltered waterfront to immediately support a shipyard. Additional breakwaters would be required to create calm waters for construction, assembly, and trials. While nothing concrete has been taken up at present, Mulapeta's proximity to Visakhapatnam allows for the possibility of future arrangements with VPA or other interested stakeholders. Mulapeta also falls within the Visakhapatnam Economic Region, identified by NITI Aayog, where shipbuilding has been included as part of the broader economic vision. Recent reviews chaired by the Hon'ble Chief Minister have reiterated shipbuilding as a priority sector within this regional development plan.

9. **The CEO APMB** highlighted that the State's assessment is that Andhra Pradesh is relatively ahead of other States in terms of preparedness for shipbuilding clusters, although the Government of India is yet to finalise the selection of three to four clusters nationwide. During the discussion, **Shri Rakesh Singh President ICCSA** observed that many States are still constrained by reclaimed land, which involves higher costs, environmental clearances, and longer timelines. In contrast, Andhra Pradesh has a clear advantage as shipbuilding support was already promised to the State earlier, and land acquisition is being carried out directly through the district administration, enabling faster execution. With land acquisition progressing at a rapid pace and the Technical Feasibility Report already completed, the State is well positioned compared to others in advancing shipbuilding cluster development.

9. On inland waterways, **the CEO APMB** stated that Andhra Pradesh has three notified waterways, with particular focus on the Godavari River. A dedicated Inland Waterways Authority of Andhra Pradesh (APIWA) has been constituted to implement the Inland Waterways Authority of India (IWAI) guidelines at the State level. In response to a query by **Shri Rakesh Singh President ICCSA**, it was clarified that APIWA's mandate is primarily to facilitate development of terminals, mobilise private participation, and handle regulatory and operational coordination, while water level maintenance continues to remain with IWAI and the irrigation department. Two terminals have already been constructed by IWAI, and additional terminals are being planned through private participation. Although inland waterway projects pose challenges in traffic measurement and revenue assessment, private interest has begun to emerge, and the State is working closely with IWAI to finalise RFPs and accelerate implementation. The Godavari River is a key focus area. Around 62 km of the river falls under the notified National Waterway of the Government of India, while the remaining stretch is

under the State Government, together providing seamless connectivity from Muktyala, a major commercial region, to Kakinada Port. The Andhra Pradesh Inland Waterways Authority (APIWA) is responsible for mobilising private players, facilitating partnerships, and attracting private investment, while the Inland Waterways Authority of India (IWAI) maintains the Least Available Depth (LAD) in notified stretches. IWAI has waived user charges to encourage participation. Private operators have indicated that a depth of around 2–2.6 metres would be adequate for low-draft barges, enabling gradual commercial utilisation. At present, the Godavari is largely used by local dredgers, sand operators, and fishing communities, with limited commercial movement. With improved depth and systems in place, cargo such as cement, construction materials, agricultural produce, rice, and aqua products is expected to shift to waterways, reducing road distance and logistics costs. Connectivity to Kakinada Port would further enhance domestic and export movement.

10. On shipbuilding, **the CEO APMB** stated that Andhra Pradesh is actively engaging with potential investors. The proposed cluster infrastructure includes four dry docks, outfitting jetties, and a 25,000-tonne ship lift, capable of accommodating large global players. While discussions are ongoing with companies such as JM Bakshi and Hyundai, firm commitments are expected only after the Government of India formally notifies the shipbuilding clusters. As only three to four clusters are likely to be approved nationwide, investor mobilisation depends on final selection. The State has therefore moved ahead independently. An RFP for a medium-scale shipyard at Machilipatnam, with about 1 km of waterfront and adequate depth, is in final stages and expected to be floated shortly to cater to immediate demand. This is seen as a gap-filling measure while larger clusters are finalised. Delays in cluster declaration could otherwise impact ship delivery timelines targeted around 2028.

11. **The CEO APMB** informed that Andhra Pradesh currently has five operational ports. Gangavaram and Krishnapatnam are operated by private concessionaires (Adani), with the State holding a small equity share and earning revenue but not participating in operations. Kakinada Anchorage Port is the only port directly operated by the State, while Kakinada Deep Water Port is privately operated with revenue sharing. Other facilities such as Ravva Port (Vedanta) operate under specialised models like single buoy mooring for crude oil exports. Unlike states such as Gujarat, Andhra Pradesh Maritime Board is a relatively new entity and does not manage ports under a landlord model. Its primary focus is on creating new infrastructure, developing ports, promoting shipbuilding clusters, attracting private investment, and enabling regulatory facilitation rather than day-to-day port operations. The Board signs and administers concession agreements, with its headquarters located in Vijayawada, not at individual ports. At present, the Andhra Pradesh Maritime Board operates with very limited manpower. For example, Shri Dharma Shastra, Port Officer, is stationed at Kakinada Anchorage Port, which is the only functional port directly operated by the State. However, he is also responsible for port-related compliances, security, and regulatory oversight for the entire state, as there are no dedicated port officers posted individually at each port.

12. **The CEO APMB** informed that the formation of the Special Purpose Vehicle (SPV) for the shipbuilding cluster is under active discussion with Visakhapatnam Port Authority (VPA), which is the Central Government nominee. The Ministry has indicated that in-principle approval can be sought even before land acquisition or SPV formation, and the State intends to apply shortly. However, anchoring a large strategic player will ultimately require support and a policy-level decision from the Ministry of Ports, Shipping and Waterways, for which the Board seeks guidance and backing. It was clarified that the SPV is proposed as a 50:50 partnership between the State and the Centre, with VPA representing the Central Government and APIC representing the State. While regular interactions are taking place, most operational coordination is routed through VPA.

13. **The CEO APMB** also highlighted that Andhra Pradesh notified its Maritime Policy in 2024, making it one of the few states to do so. Under this policy, the State offers a comprehensive incentive package to attract shipbuilding investment. This includes a 5% incentive on the cost of building the first five ships, recognising that typical shipyard margins range between 5–8%. Additional incentives include GST reimbursement for 10 years (subject to caps), incentives up to 25% of Fixed Capital Investment, 50% concession on water and electricity charges, full exemption from electricity duty, reimbursement of R&D expenditure up to ₹1 crore (limited to 5% of capital investment), and complete exemption from stamp duty and registration charges for land transfer or lease. The State also supports up to 75% of pre-feasibility study costs and provides non-fiscal incentives such as single-window clearances and facilitation support. These incentives apply to new shipyards coming under the Andhra Pradesh Maritime Board's jurisdiction and are intended to encourage new entrants, particularly during the initial years or first few vessels.

14. **The CEO APMB** stated that in addition, the State has initiated the Andhra Pradesh Logistics Infrastructure Corporation (AP LINK) to reduce logistics costs and strengthen supply chains. The logistics function has been transferred to the Maritime Board, recognising ports as key logistics nodes. AP LINK is envisaged as a holding and investment platform that will monetise mature logistics assets such as ports, warehouses, and transport infrastructure, reinvest capital, and create a cascading funding mechanism. A comprehensive logistics master plan is also being prepared with expert consultants, including retired senior railway officials, to address current bottlenecks, seasonal agricultural logistics issues, and long-term logistics requirements over the next 15 years. The stater is proposing the creation of AP LINK (Andhra Pradesh Logistics Infrastructure Corporation) as an integrated logistics and asset-monetisation platform. The concept is to pool mature logistics assets such as ports, warehouses (including those under agriculture and warehousing departments), and select monetizable state highways, use their existing and future revenues as collateral, raise capital, and reinvest in new infrastructure. This cascading approach is expected to create a “snowball effect” for rapid logistics development. The proposal is under active discussion and is likely to be placed before the Cabinet shortly. Given

that logistics costs currently account for nearly 14–15% of GDP, compared to a global benchmark of 7–8%, the State leadership is keen to systematically remove bottlenecks and improve efficiency.

15. It was highlighted by **the CEO APMB** that logistics infrastructure cannot be sustained without a strong industrial base. Accordingly, Andhra Pradesh has aligned its maritime initiatives with its broader industrial and MSME policies. Through APIC, the State has enabled advance land acquisition with transparent digital access, allowing investors to identify, book, and acquire industrial land parcels online and commence operations swiftly. This ecosystem support complements the State's Maritime Policy and is designed to ensure that ports and waterways have sufficient cargo-generating industries.

16. **The CEO APMB** highlighted that the non-availability of salt lands along the coastline, has emerged as a critical bottleneck for port expansion, external rail–road connectivity, shipbuilding clusters, and coastal industrial development. Although Central Government policies permit transfer of salt lands for public infrastructure on long-term lease, administrative delays, ongoing litigations, and expiring leases are impeding timely development. The issue was noted as national in nature, affecting multiple coastal States, and requiring policy-level intervention. He also flagged critical bottlenecks related to salt lands, which are emerging as a major constraint for port-led and coastal industrial development, not only in Andhra Pradesh but across coastal states. Large tracts of coastal land are held under long-term salt leases at nominal values, yet during land acquisition for ports or industrial projects, leaseholders initiate litigation claiming disproportionate compensation and disruption of business, despite salt production being largely stagnant or shifted to private facilities. Although Central Government policy permits transfer of such lands to States—either free of cost for public purposes or at concessional rates (e.g., 25% of circle rate for 99-year lease), with legal liabilities also transferable—implementation has remained slow due to procedural and legal complexities. In Andhra Pradesh alone, approximately 21,000 acres of salt land exist along the coast, and ongoing port projects at locations such as Mulapeta are facing delays due to unresolved salt land issues. The State has conveyed its willingness to assume legal liabilities associated with these lands, in line with updated Central Government policies, to expedite industrial and port development. It was requested that the Ministry consider enabling faster transfer of salt lands—particularly in areas not proximate to major ports—to State Governments or State Maritime Boards to unlock stalled projects. He further informed that Andhra Pradesh has emerged as the second-largest handler of cargo among non-major ports, after Gujarat, and is poised to scale rapidly. Cargo handling has already crossed 120 MTPA and is expected to rise significantly with the commissioning of new ports, taking aggregate capacity towards 350 MTPA. Given this growth trajectory, the State requested policy-level support and advance relief—especially on land-related constraints such as salt lands—to sustain momentum, attract port-linked industries, and ensure optimal utilisation of port infrastructure.

17. **The CEO APMB** raised an additional request concerning customs notification and ISPS compliance for new ports under construction. It was explained that for the three upcoming ports, notification under Section 7 of the Customs Act is essential at an early stage to legally recognise them as ports for customs purposes, followed by Sections 8A and 8B for defining port limits and operational requirements. However, Customs authorities have linked Section 7 notification to prior ISPS and NSPC compliance, creating a “chicken-and-egg” situation for greenfield ports that are still under construction. The CEO APMB clarified that achieving full ISPS/NSPC compliance requires near-complete port infrastructure and significant expenditure, which is impractical at the construction stage. A request was therefore made for procedural relaxation, allowing Section 7 (and subsequently 8A/8B) notification for new ports based on construction milestones (e.g., breakwaters, dredging, and berth completion), with ISPS/NSPC compliance to be ensured prior to commencement of commercial operations. **Capt. Nitin Mukesh Secretary NSB** informed the CEO APMB that ISPS compliance is mandatory as per MHA directives and clarified that the understanding is to require ISPS compliance once port construction reaches around 80% completion and before commercial operations begin. **The CEO APMB** reiterated that Customs authorities are insisting on ISPS/NSPC even before Section 7 notification and requested support from DG Shipping / MoPSW through a formal communication to CBIC to resolve the logjam. **Shri Rakesh Singh President ICCSA** suggested that the State submit a step-by-step procedural proposal, clearly mapping construction stages to regulatory approvals, which could then serve as a standard model for other greenfield ports nationwide. **Shri Ajith Kumar Sukumaran CS DGS** emphasized that while port development is largely driven by private investment, sovereign responsibilities relating to safety, security, environment, and emergency response remain critical. He sought clarity on the competent authority responsible for these functions. **The CEO APMB** confirmed that all statutory and sovereign functions earlier vested with the Director of Ports now rest with the Andhra Pradesh Maritime Board (APMB), which acts as the single nodal authority for safety, security, and compliance across all ports in the State. **Shri Ajith Kumar CS DGS** further highlighted the need for robust risk assessment and emergency preparedness, citing recent maritime casualties and pollution incidents, and stressed that timely response mechanisms are essential to mitigate reputational and environmental damage. The discussion also covered fishing harbour security and management, with the Stakeholder noting that although APMB’s role is primarily investment and construction, interim security arrangements have been put in place through private security agencies, recognising the broader safety and security implications of fishing harbours.

18. The ship recycling was flagged by **Shri Ajith Kumar Sukumaran CS DGS** as an important but missing vertical in the State’s maritime roadmap. He noted Andhra Pradesh’s significant potential for developing sustainable ship recycling facilities, like the ecosystem created by the Gujarat Maritime Board and referred to earlier communications from DG Shipping to the State Government. The Stakeholder acknowledged the potential and indicated that while no concrete policy has yet been

formulated, ship recycling could be integrated with future port–shipbuilding cluster developments, such as at Dugarajapatnam. **Shri Rahul Modi President CCTA** highlighted the need to identify and engage credible private players for ship recycling, suggesting that Andhra Pradesh stakeholders be formally associated with the existing Ship Recycling sub-group / committee functioning under the Chairmanship of the NSB. He invited the State representatives to participate in committee deliberations and to visit Jamnagar, where best practices and operational models could be examined jointly, enabling structured discussions on licensing, private participation, and ecosystem development in ship recycling.

19. **Shri Rakesh Singh President ICCSA** congratulated the Andhra Pradesh Maritime Board (APMB) team, particularly Capt. Dharma and Abhishek, for being among the first states to effectively implement the new Inland Vessels (IV) Rules, noting that Andhra Pradesh’s compliance levels are currently among the highest based on stakeholder feedback. He sought specific data on the number and category-wise details of inland vessels registered in Andhra Pradesh, including cargo-carrying capacity, highlighting that such data is currently fragmented at the national level. He further emphasized the need to assess the potential for domestic and short-sea coastal cargo movement, particularly in a hub-and-spoke model between nearby ports (e.g., Visakhapatnam–Chennai and other regional corridors). The objective is to determine whether gaps in coastal cargo movement are due to lack of vessels, insufficient cargo aggregation, or weak cargo–vessel connectivity. He proposed developing a standard data format (proforma) to be circulated to all ports and maritime boards to systematically capture this information, which would help shape future coastal shipping policy interventions. In response, **the CEO APMB** informed the Board that Andhra Pradesh has approximately 750 inland vessels registered and confirmed that the State has already initiated internal data collection from its ports regarding inland and coastal cargo movement, including incentives offered for coastal shipping. He noted that a recent meeting on coastal cargo primarily focused on major ports, but APMB has instructed its ports to compile and share relevant data, which would be consolidated and shared with NSB.

20. **Shri Ajith Kumar Sukumaran concluded** by underlining that the current phase of maritime sector reform is marked by unprecedented stakeholder engagement, with frequent consultations and policy discussions. He encouraged Andhra Pradesh officials and other stakeholders to actively participate in meetings and consultations convened by the Ministry, DG Shipping, and allied bodies—both virtual and physical—to ensure that practical, ground-level inputs are adequately reflected in policy formulation and implementation.

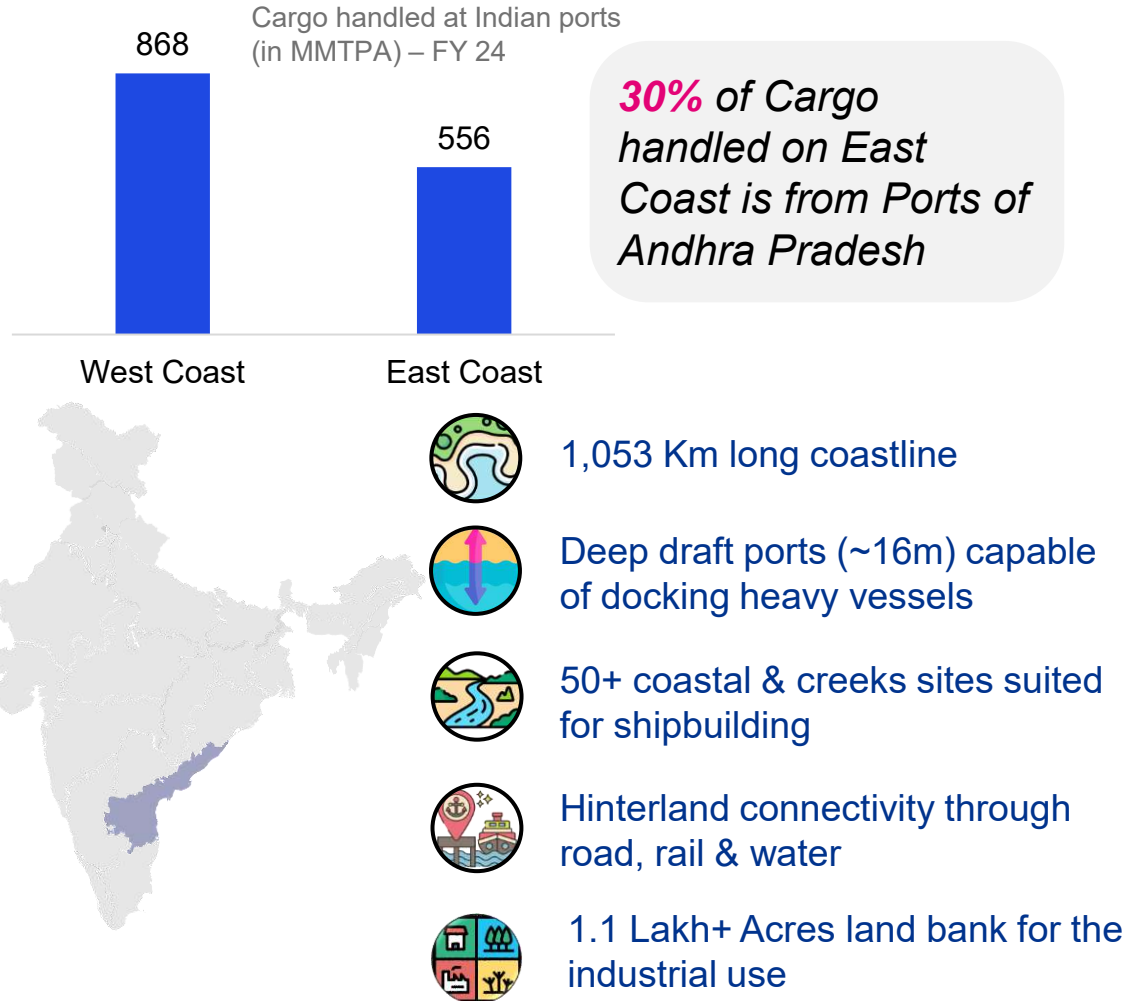
21. the meeting ended with Vote of Thanks from the Chair to the APMB Team.

**Presentation by
Andhra Pradesh Maritime
Board (APMB)**

Interaction with NSB

Andhra Pradesh – State Economic Snapshot

Aspiring to make Andhra Pradesh Maritime Gateway to the East



Andhra Pradesh has set target to become USD 2.4 Tn economy by 2047

Geographical spread

162,968 sq km

India's 8th largest state

Population Size

49.6 Million

5% of India's population

Nominal GSDP FY24

USD 171.5 Bn

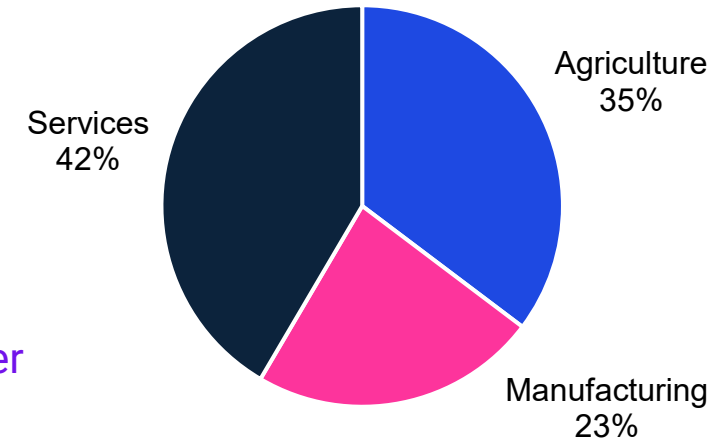
5% of India's GDP share

Exports FY24

USD 21 Bn

India's 6th Largest exporter

Services contribute 42% of state's economy



APMB Act & Overview

APMB Act, 2019

- Enacted on December 19, 2019 (Act No. 16 of 2019). APMB constitutes APMIDCL, RPDCL, MPDCL, BPDCL, Fishing Harbors, Fish Landing Centers, Integrated Aqua Parks
- Empowers APMB to drive planning, regulation, port development, port connectivity & maritime sector growth
- Aims to facilitate rapid development of port sector, hinterland, and offshore areas in Andhra Pradesh
- Establishes the Andhra Pradesh Maritime Board (APMB) as a statutory authority for all non-major ports in AP
- Transfers powers, assets, liabilities & regulatory functions from the Directorate of Ports to the Board.



Establishment of APMB

- The Board is a corporate body with perpetual succession and authority to own property, contract, sue & be sued
- With the consent of the President of India, constituted by Government notification
- Board composition: 5–15 members, including Secretaries of E&I&I, Fisheries, Finance, Industries, GoI representatives, Customs, Navy, Coast Guard & CEO as Member-Secretary.
- Includes independent experts with experience in maritime trade, port policy and PPP frameworks.

Core Functions & Duties

1



Administrative & Strategic

- Administrative control over port areas
- Planning and development of port sector
- Protection of sovereign rights over waterfront land
- Implementation of government policies
- Information provision to Government

2



Port Development & Operations

- Promotion of non-major ports
- Connectivity projects and inland infrastructure
- Operation and maintenance of ports
- New port development with security clearance
- Ferry services and inland water transport

3



Regulatory & Control

- Regulation of navigation within port limits
- Supervision of port works and third-party contracts
- Rate framing for Board services
- Security compliance (ISPS Code)
- Appointment of Port Facility Security Officer

4



Financial & Partnerships

- Private developer contracts and monitoring
- Equity stakes in Special Purpose Vehicles
- Grants and loans for maritime infrastructure
- PPP projects as per GoI guidelines
- Master plan development and studies

5



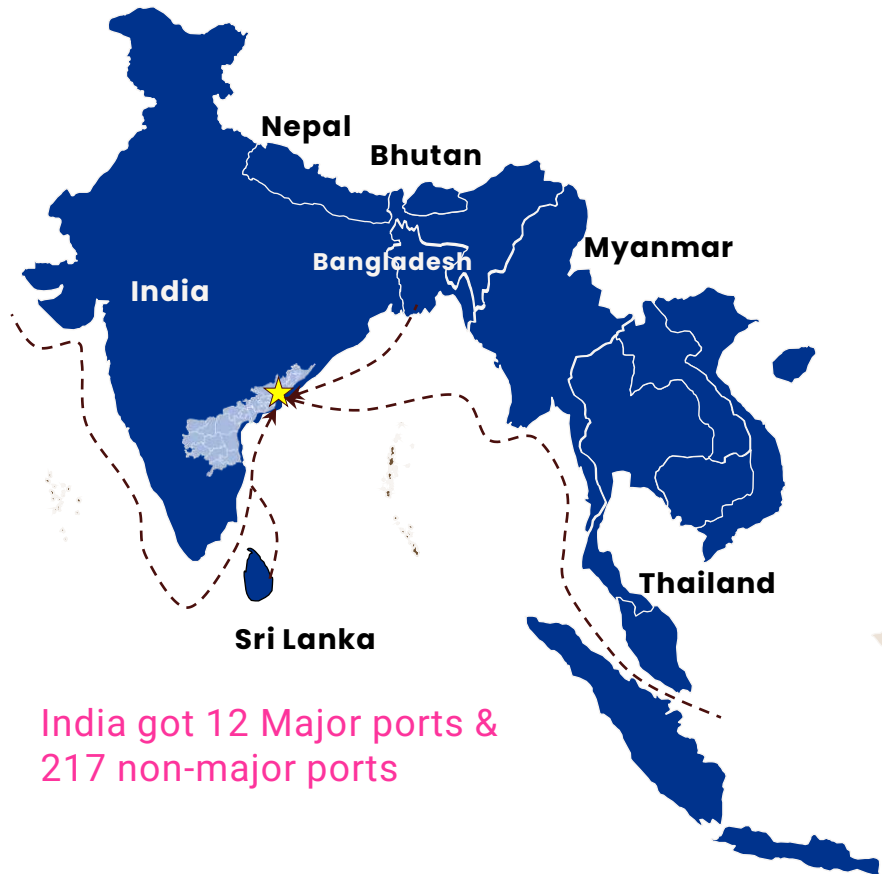
Infrastructure & Allied

- Navigational aids (lighthouses, beacons, buoys)
- Land acquisition for port infrastructure
- Industrial promotion in port areas
- Tourism and skill building activities
- Environmental enhancement of areas

Andhra Pradesh stands a Global Gateway to the East

GoAP's vision is to have a port-shipyard-fishing harbor every 50 km along our coast

AP has 1,053 Km long coastline



India got 12 Major ports & 217 non-major ports

1 
MAJOR PORT

5 
OPERATIONAL
NON-MAJOR PORTS

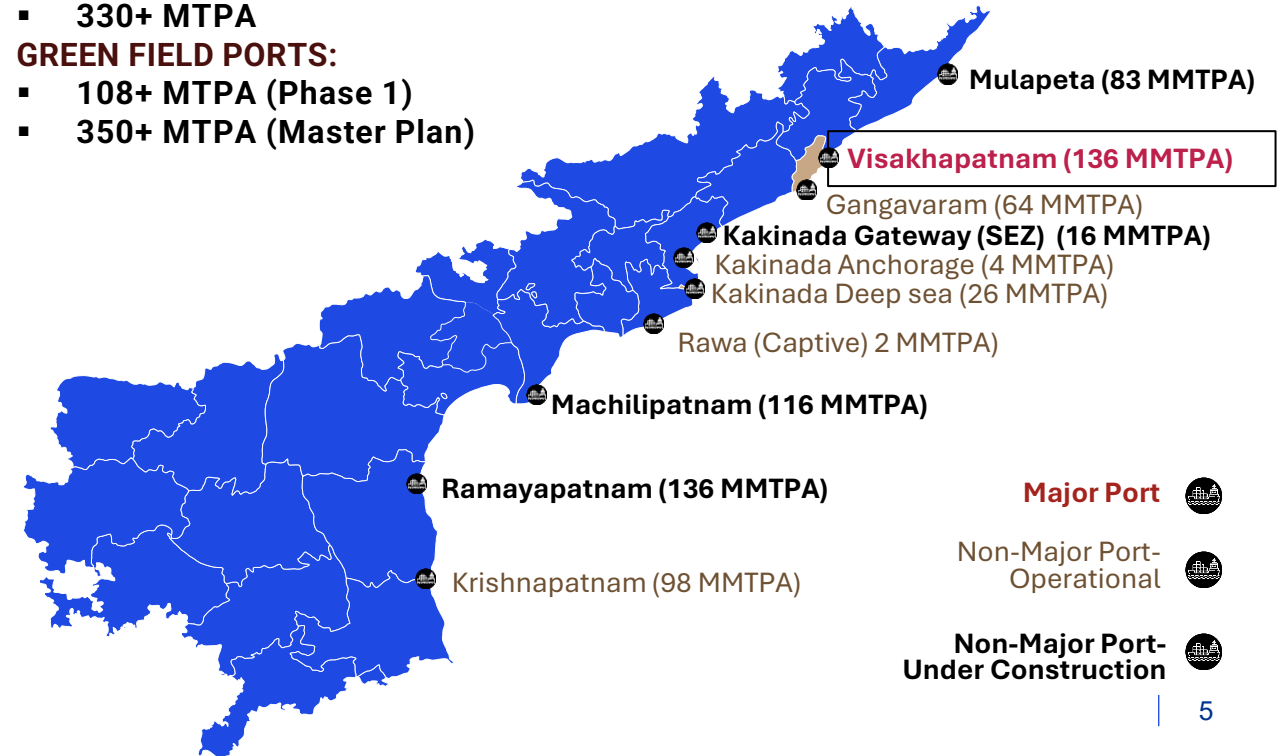
4 
GREENFIELD PORTS
UNDER CONSTRUCTION

OPERATIONAL PORTS:

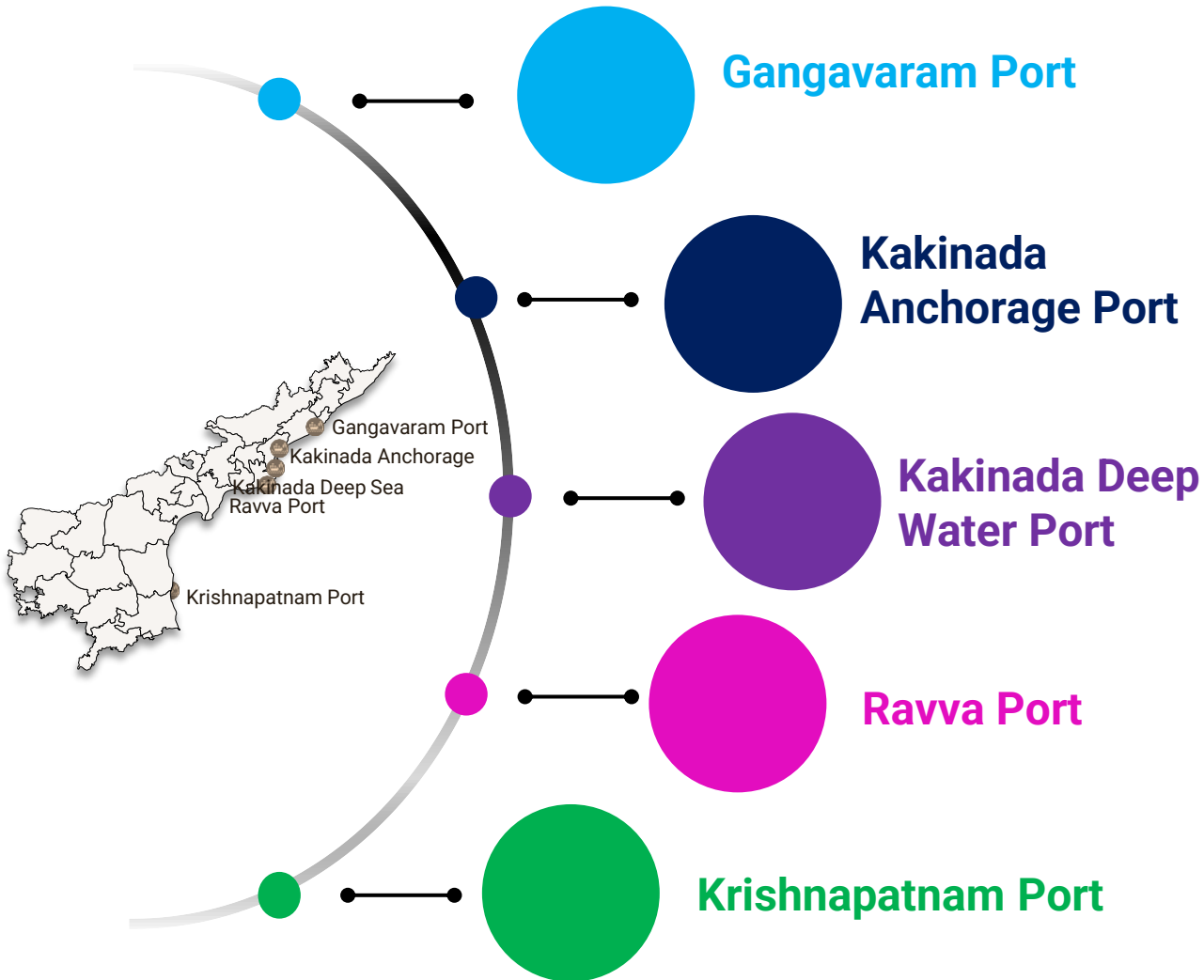
- 330+ MTPA

GREEN FIELD PORTS:

- 108+ MTPA (Phase 1)
- 350+ MTPA (Master Plan)



Snapshot of Operational Ports



- **Cargo Handled (2023-24):** 37.24 MMTPA
- **Imports:** Dry Bulk: 26.72MMTPA; Break Bulk: 0.11MMTP;
- **Exports:** Dry Bulk: 10.20 MMTPA; Break Bulk: 0.22MMTPA; Others:
- **Main Cargo Handled:** Coal, Iron

- **Cargo Handled (2023-24):** 2.44 MMTPA
- **Imports:** Nil
- **Exports:** Rice: 2 MMTPA; Cement: 0.44 MMTPA
- **Main Cargo Handled:** Rice, Maize, Cement

- **Cargo Handled (2023-24):** 17.93 MMTPA
- **Imports:** Liquid Bulk: 3.4 MMTPA Dry Bulk: 9.1 MMTPA; Break Bulk: 0.1 MMTP; Container: 0.1MMTPA
- **Exports:** Dry Bulk: 2.98 MMTPA; Break Bulk: 1.91 MMTP; Container: 0.34 MMTPA
- **Main Cargo Handled:** Fertilizer, Edibe Oil, Coal

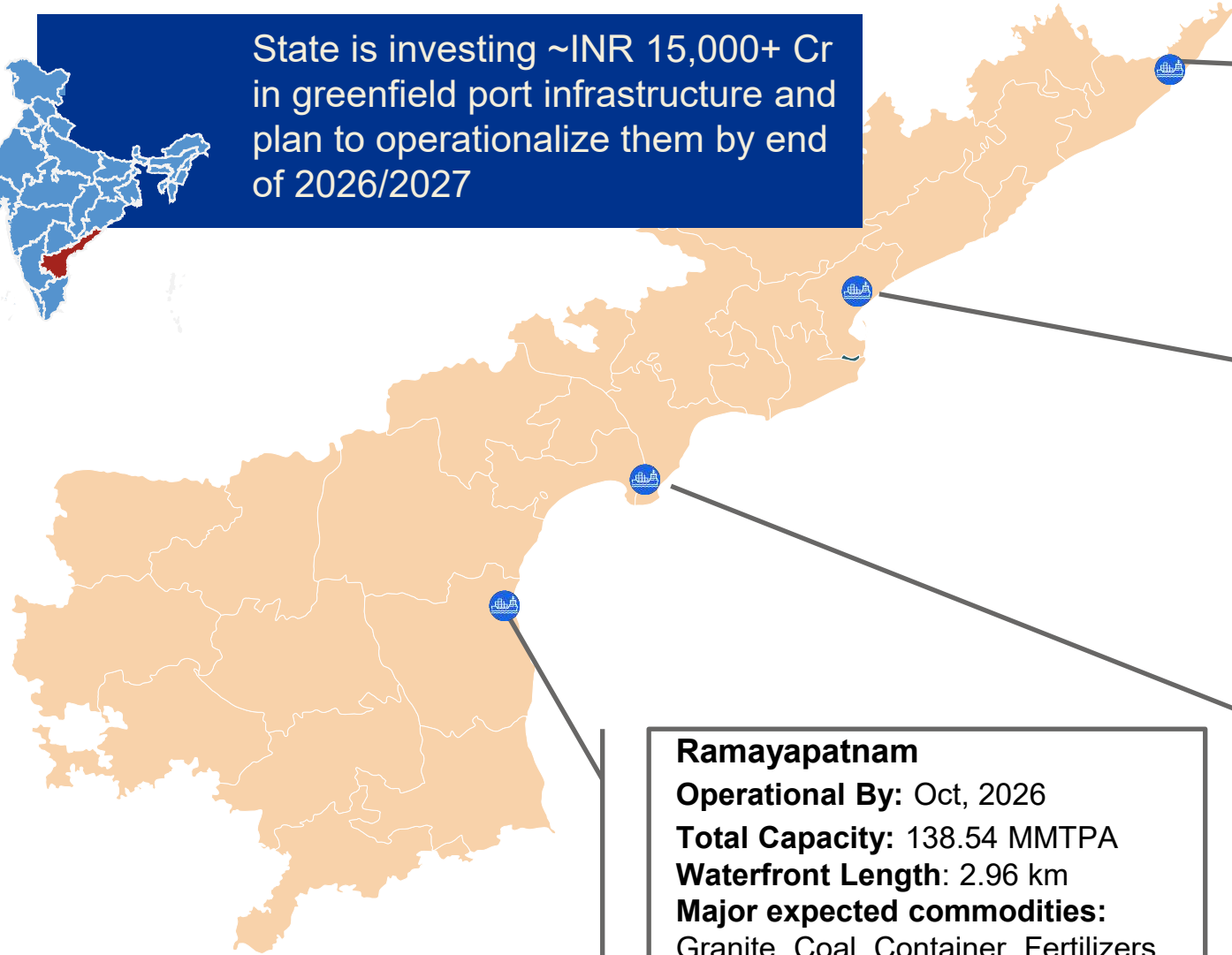
- **Cargo Handled (2023-24):** 0.65 MMTPA
- **Imports:** Nil
- **Exports:** Crude Oil: 0.65 MMTPA
- **Main Cargo Handled:** Crude Oil

- **Cargo Handled (2023-24):** 59.19 MMTPA
- **Imports:** Liquid Bulk: 2.25 MMTPA Dry Bulk: 49.75 MMTPA; Transhipment: 0.48 MMTP; Container: 0.38 MMTPA
- **Exports:** Dry Bulk: 5.04 MMTPA; Break Bulk: 0.34 MMTP; Container: 0.43 MMTPA; Transhipment: 0.51 MMTPA
- **Main Cargo Handled:** Fertilizer, Edibe Oil, Coal

Greenfield Ports: 350+ MMTP Port capacity



State is investing ~INR 15,000+ Cr in greenfield port infrastructure and plan to operationalize them by end of 2026/2027



Mulapeta Port
Operational By: Jun, 2026
Total Capacity: 83MMTPA
Waterfront Length: 1.86 km
Major expected commodities: Coal, Edible Oil, Container, Limestone, Fertilizers, Agri, Iron ore

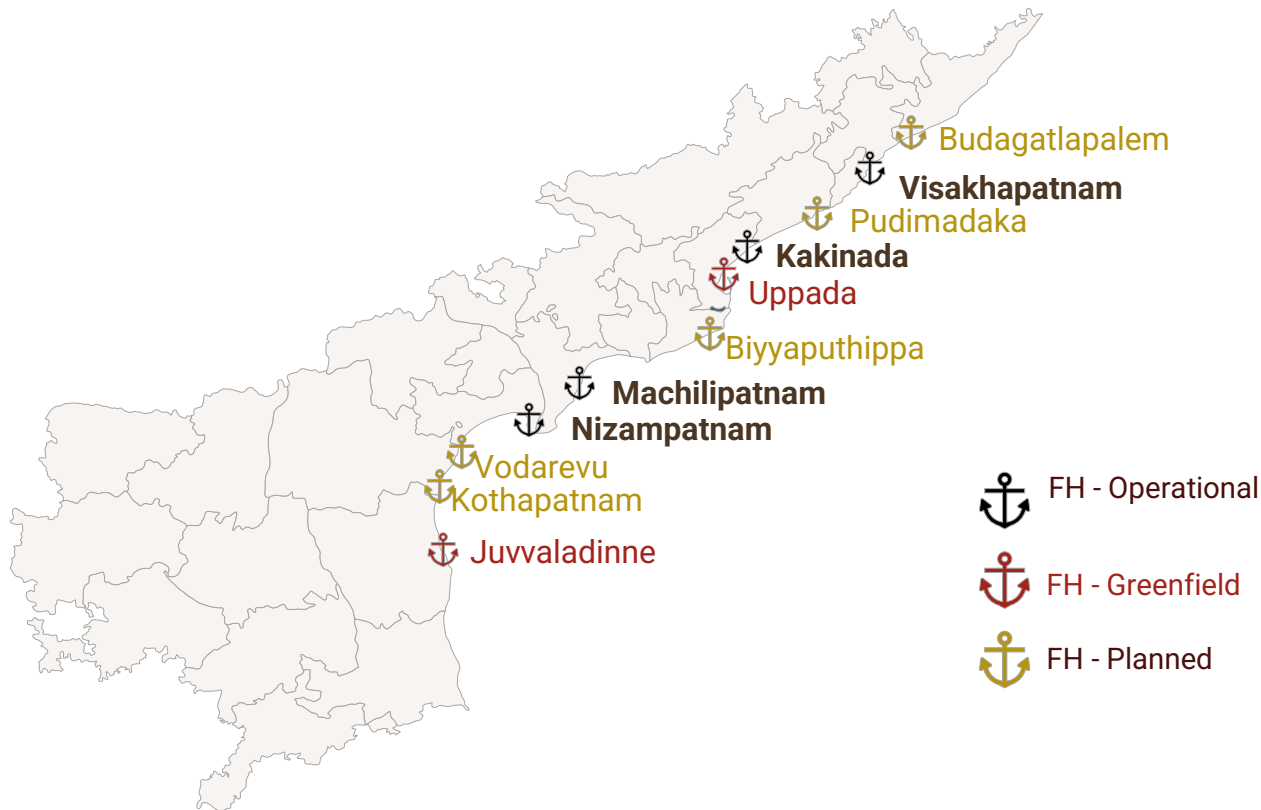
Kakinada Gateway (SEZ)
Operational By: Dec, 2027
Total Capacity: 16 MMTPA
Waterfront Length: 1.73 km
Major expected commodities: Coal, Cement, Alumina, Limestone, Steel Products

Ramayapatnam
Operational By: Oct, 2026
Total Capacity: 138.54 MMTPA
Waterfront Length: 2.96 km
Major expected commodities: Granite, Coal, Container, Fertilizers, Edible Oil, Iron, Cement

Machilipatnam
Operational By: Dec, 2026
Total Capacity: 115.97 MMTPA
Waterfront Length: 2.18 km
Major expected commodities: Granite, Agri, Coal, Container, Fertilizers, Cement

State has extensive Fishing Harbor network

Commercial activities along the fishing harbors contribute to coastal communities and the blue economy



04 Operational Fishing Harbours

Visakhapatnam FH
Kakinada FH
Machilipatnam FH
Nizampatnam FH

Fishing Harbours (Phase – I)

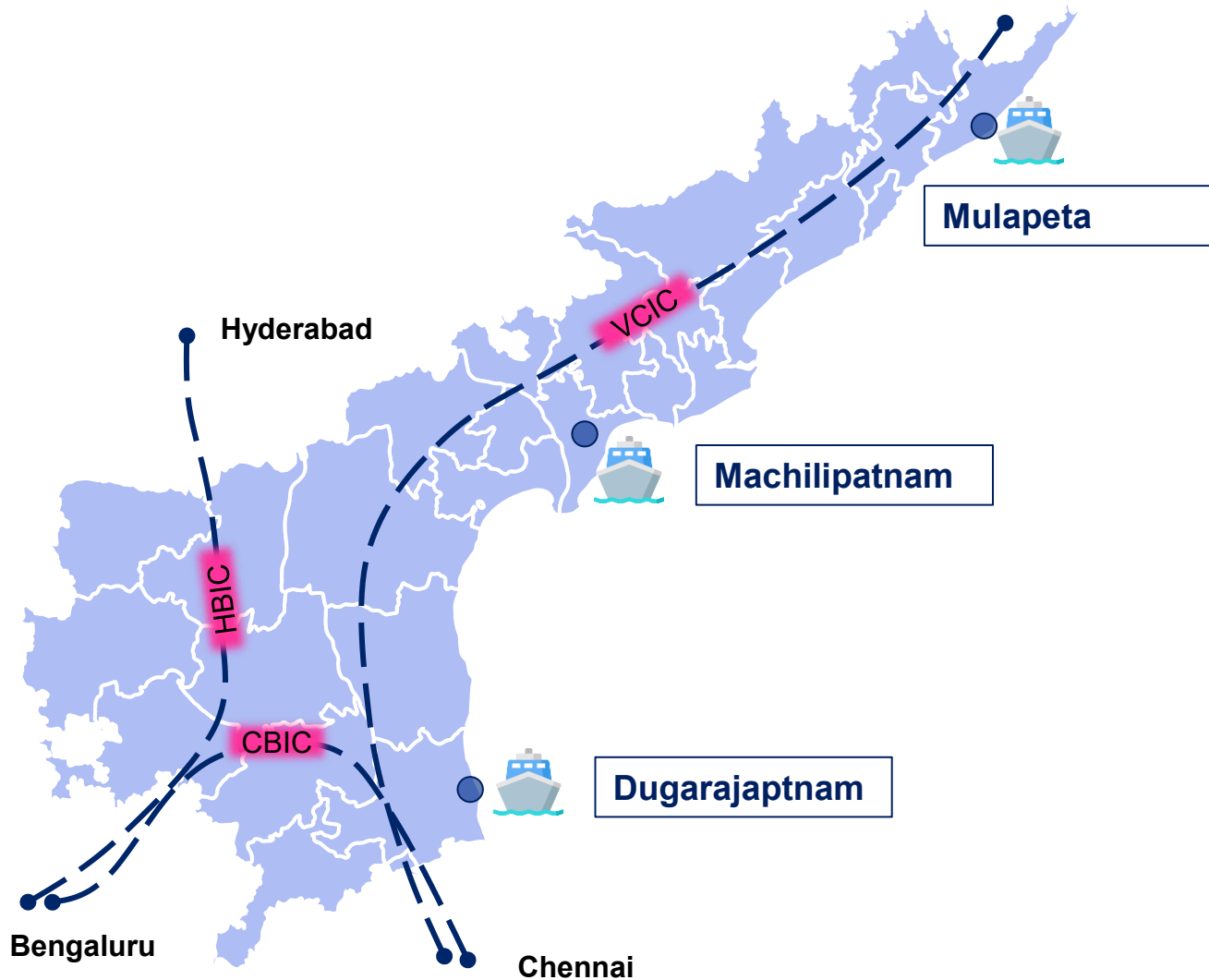
Juvvaladinne (Nellore)
Uppada (Kakinada)
Nizampatnam (Bapatla) – Upgradation
Machilipatnam (Krishna) – Upgradation

Fishing Harbours Phase – II

Budagatlapalem (Srikakulam)
Pudimadaka (Anakapalle)
Kothapatnam (Prakasam)
Vodarevu (Bapatla)
Biyyaputippa (West Godavari)

Shipbuilding Clusters in the State

To make Andhra Pradesh the first choice for shipbuilding in the eastern Indian Ocean region—where nations come to build, repair, and recycle ships. Anchored by Dugarajapatnam for large vessels and supported by agile coastal shipyards, we aim to power India’s maritime growth and set global standards in shipbuilding excellence.



Proposed Shipbuilding Clusters in the State

Site	Land Area	Depth*	Waterfront	Connectivity
Dugarajapatnam	1000 acres	16m	~2km	Rail, NH, Port
Machilipatnam	152 acres	16m	~1 km	NH, near Amaravati
Mulapeta	155 acres	17m	~1km	NH Access

* Post Dredging

Dugarajapatnam Salient Features

Sl. No.	Component	Core Area (acres)
1.	Shipbuilding activities	1,000
2.	Port activities	688
3.	Green Cover	450
4.	Ancillary industries & social infrastructure	1,350
Total (landside area)		3,488



Annual Capacity of 1-1.2 million GT



2.1 kms waterfront between breakwaters



Depth of ~18m



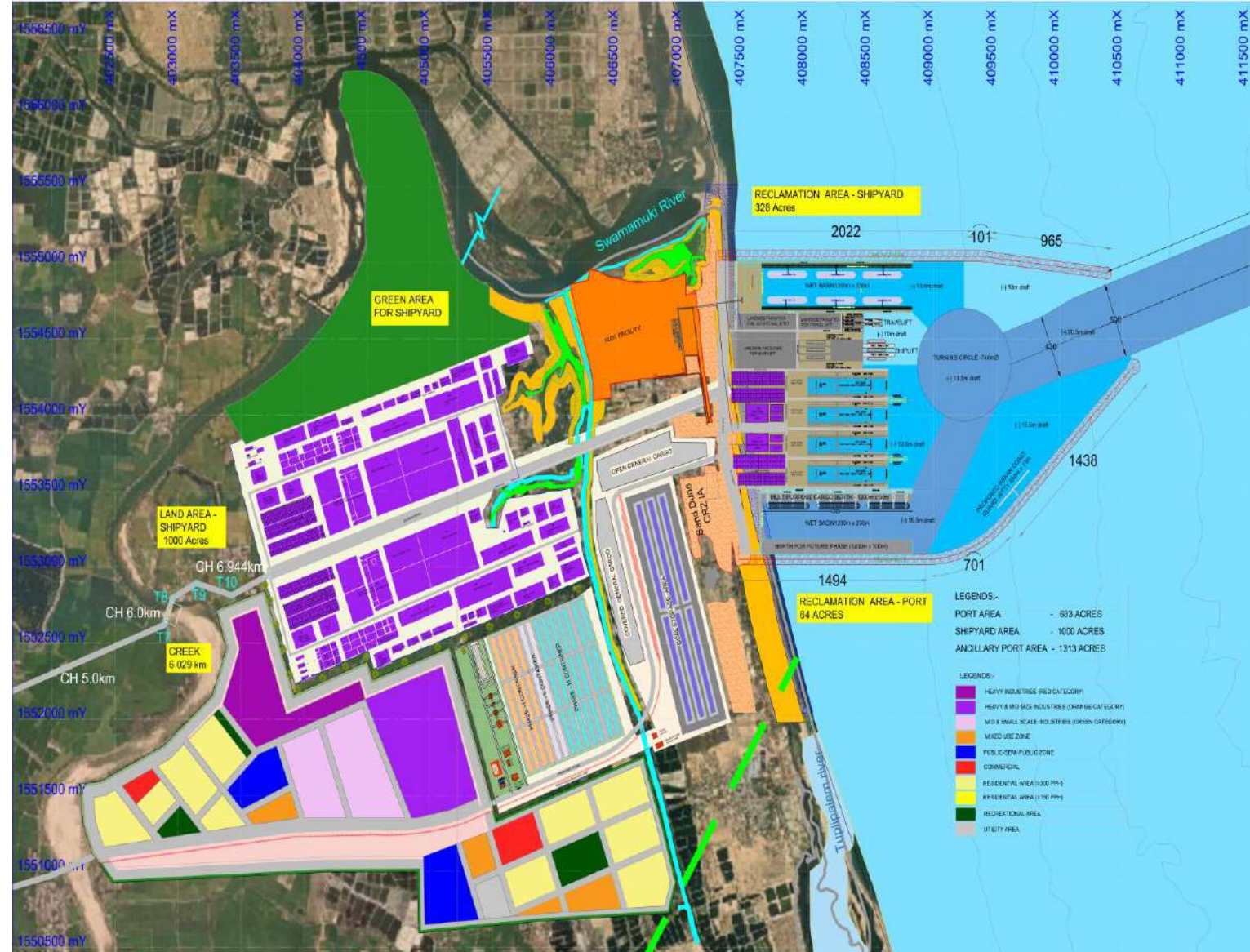
4 Dry Docks (420m * 100m)



2 Outfitting Jetties (1200m * 30 m)
Can handle six vessels at a time



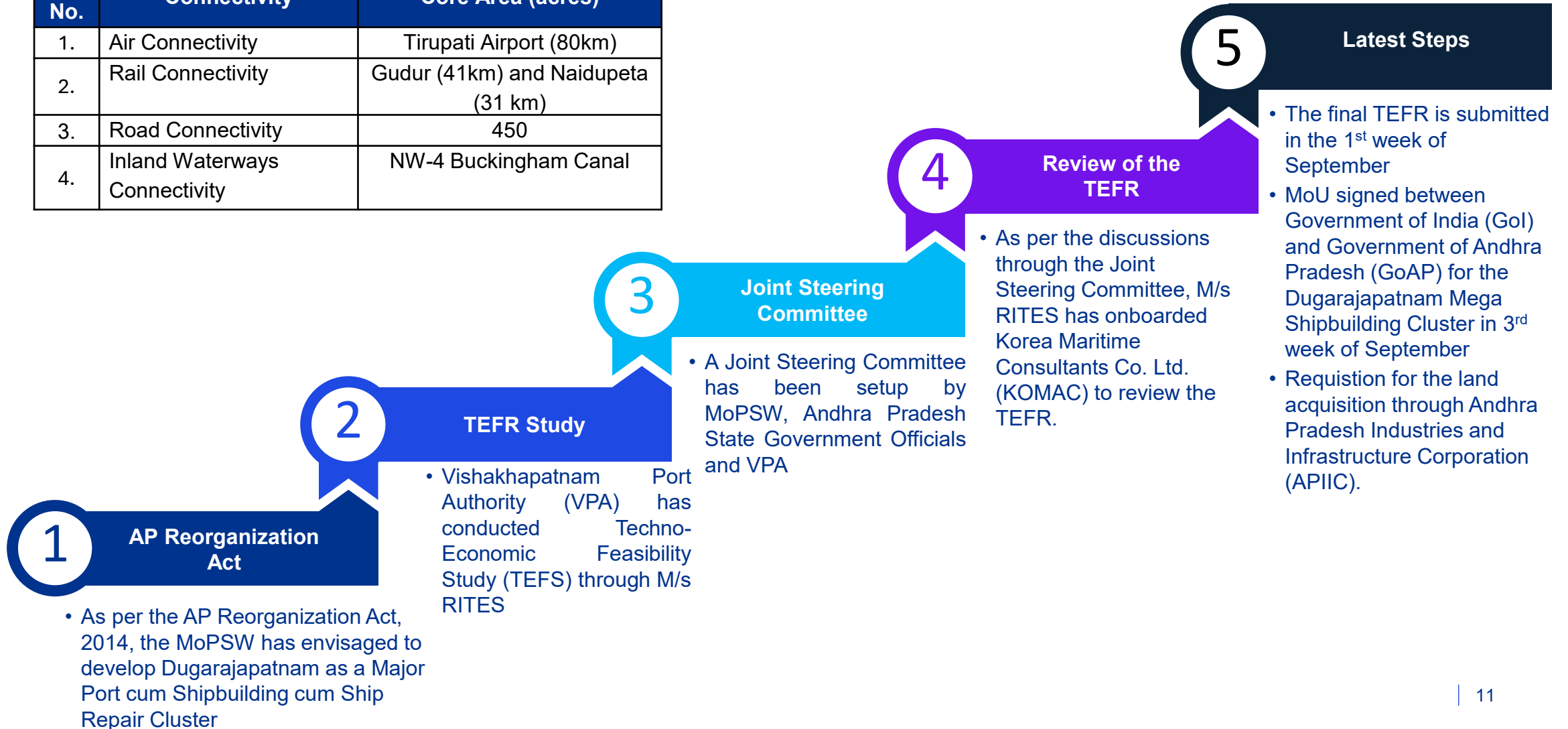
Ship lift capacity of 25,000 Tonnes



Dugarajapatnam Layout

Dugarajapatnam Details

Sl. No.	Connectivity	Core Area (acres)
1.	Air Connectivity	Tirupati Airport (80km)
2.	Rail Connectivity	Gudur (41km) and Naidupeta (31 km)
3.	Road Connectivity	450
4.	Inland Waterways Connectivity	NW-4 Buckingham Canal



Dugarajapatnam Request to Go!

SPV Formation

- Formation of a Special Purpose Vehicle (SPV) for development of the National Mega Shipbuilding Cluster at Dugarajapatnam.
- SPV to act as the nodal implementation agency for planning, development, financing and operations.
- Facilitates land development, infrastructure creation, investment mobilization and approvals coordination.

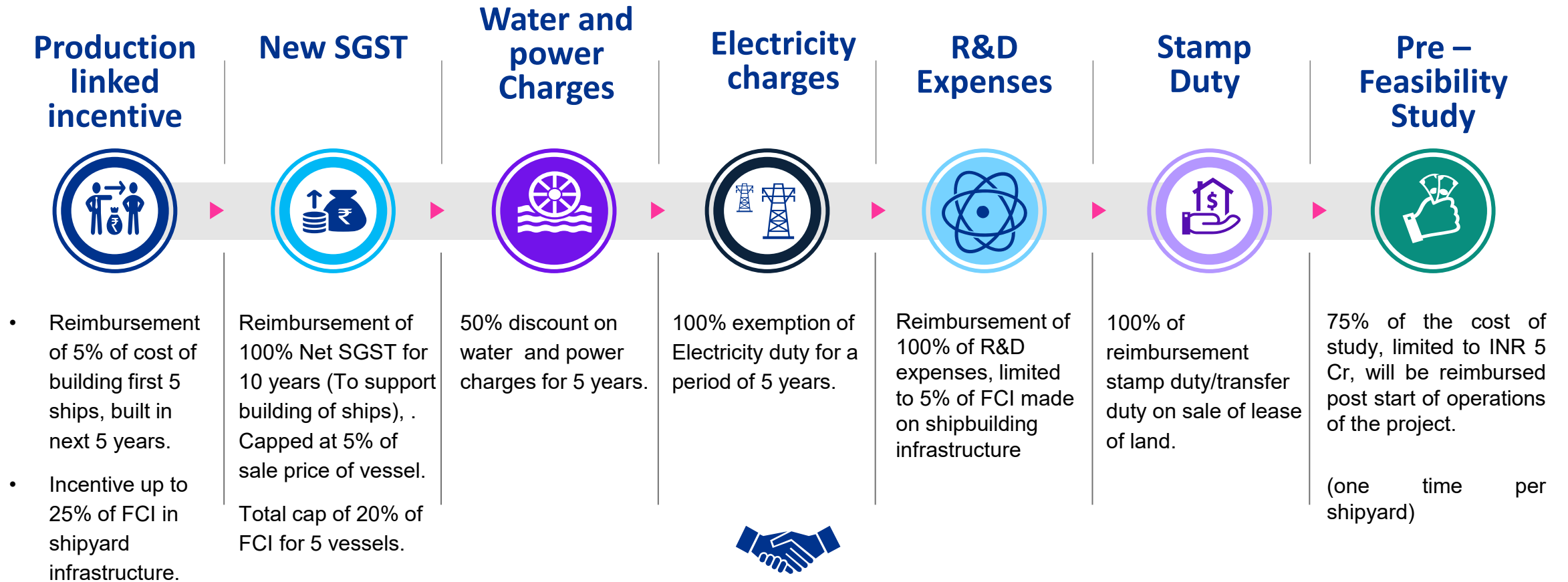
In Principle Approval

- Seeking In-Principle Approval for development of the National Mega Shipbuilding Cluster at Dugarajapatnam.
- Approval to enable initiation of DPR preparation, SPV formation and stakeholder consultations.
- Allows commencement of statutory, financial and technical preparatory actions.
- Acts as the first formal milestone towards full project approval and implementation.

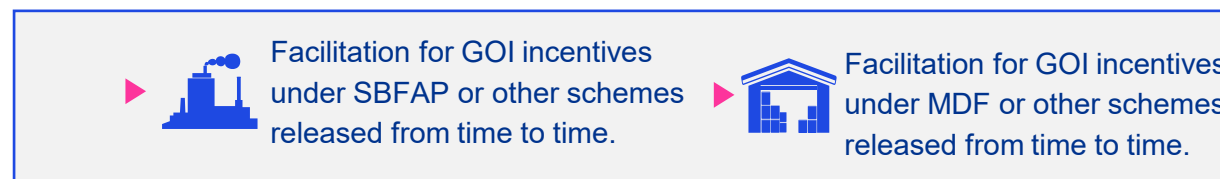
Identification of Anchor Shipyard

- Identification of an Anchor Shipyard to serve as the core industrial driver of the cluster.
- Anchor shipyard to lead capacity creation, technology induction and ecosystem development.
- Supports transfer of global best practices, skills and advanced shipbuilding technologies.
- Identification of the Anchor Shipyard through JV Model of International Shipyard and a National Shipyard

Incentives for Shipbuilding as per AP Maritime Policy-2024

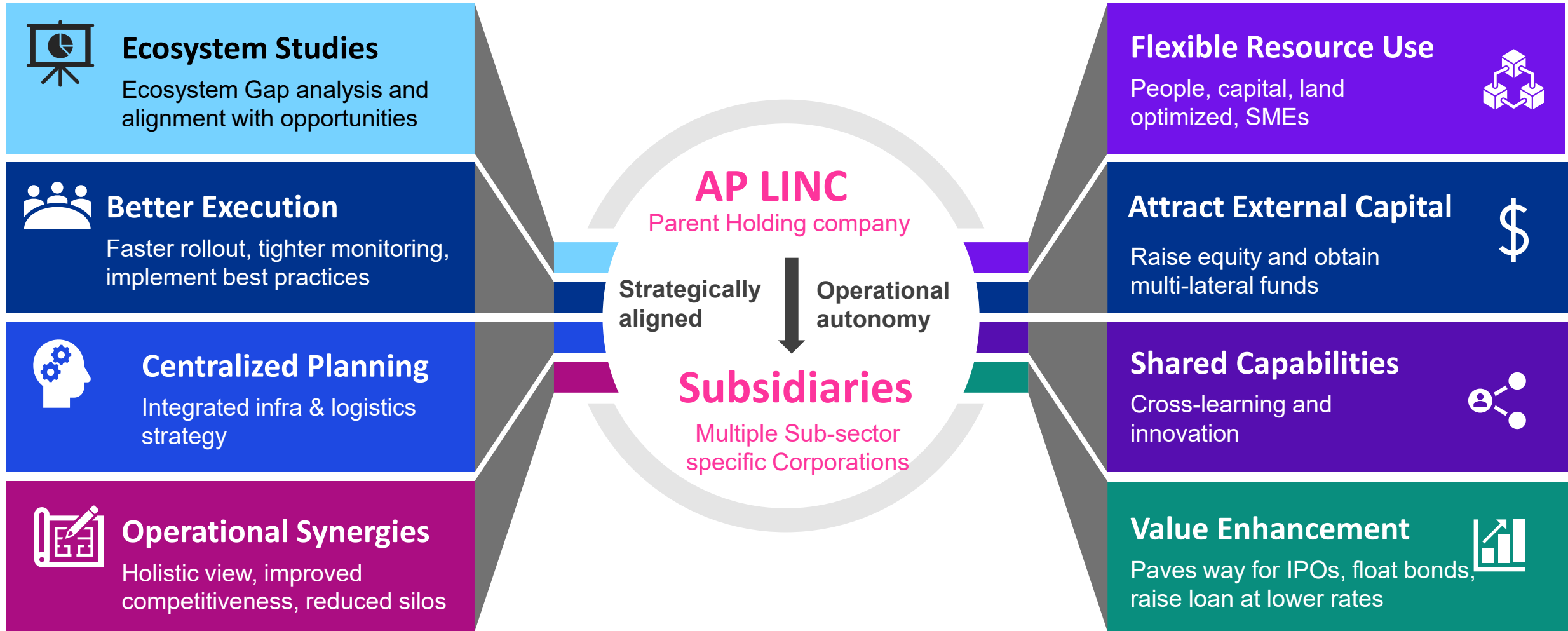


Non fiscal incentive



We are creating a unifying entity for easy governance

AP-LINC envisaged to bring various corporations under one entity and raise capital for logistic projects

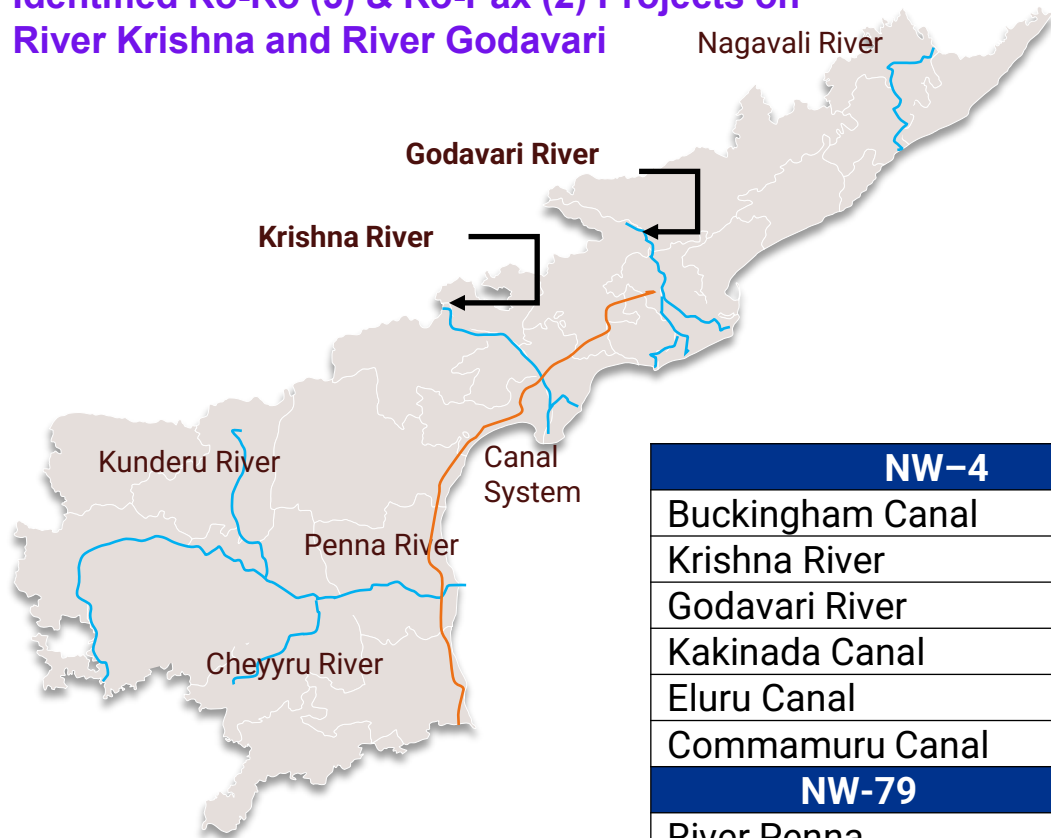


Exploring to leverage our river systems for IWT

National Waterways (NW-4, NW-79, NW-104) offering potential for cargo movement & multimodal connectivity

900 km of Navigable National Waterways in Andhra Pradesh

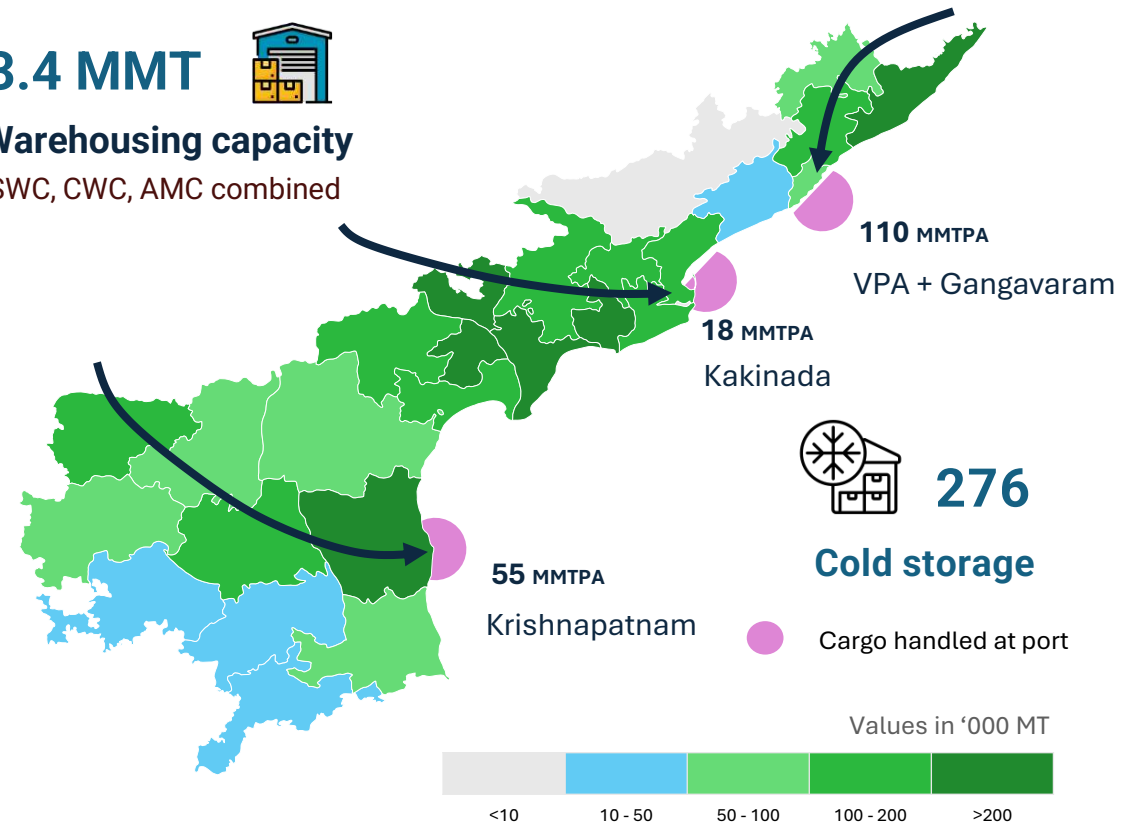
Identified Ro-Ro (5) & Ro-Pax (2) Projects on River Krishna and River Godavari



NW-4	
Buckingham Canal	258 km
Krishna River	82 km
Godavari River	171 km
Kakinada Canal	50 km
Eluru Canal	139 km
Commamuru Canal	113 km
NW-79	
River Penna	29 km
NW-104	
River Tungabhadra	58 Km

Intensity Map of Warehouse capacities indicate direction of cargo movement towards the ports

3.4 MMT 
Warehousing capacity
SWC, CWC, AMC combined



Best Incentive Package for Manufacturing Industries

Investment Categories

MSME	Upto 125 Cr	
Sub Large	Upto 500 Cr	
Large	Upto 1000 Cr	
Mega	Upto 5000 Cr	Tailor made incentives
Ultra Mega	Above 5000 Cr	

Investment Band have been adjusted in different sector policies

AP Industrial Development Policy

Defining Mother policy for all sectoral policies

Major Incentive heads

Capital Subsidy

12%-15% of capital Investment

Employment Subsidy

8%-10% of Investment
linked to Employment multiplier

Decarbonization Subsidy

15%-35% of Investment
on specific clean & efficient technologies

Top-up on PLI schemes

10% addition on GoI incentive

Power Cost Reimbursement

1 Rs per unit for 2 yrs
for sub-large categories

Net SGST reimbursement

100% for 5 yrs
for sub-large & large categories

Projects Proposed under Sagarmala

A total of 36 new projects have been proposed by APMB under the Sagarmala scheme, with a combined estimated cost of ₹5,179.32 Cr*.

01

Port Development

8 Projects have identified worth of 2,055.2 Cr. for the Port Development

02

Coastal Community Development

11 Projects have identified worth of 1,581.62 Cr. for the Coastal Community Development

03

Port Modernization

5 Projects have identified worth of 195 Cr. for the Port Modernization

04

Port Led Industrialization

8 Projects have identified worth of 1220 Cr. for the Port Led Industrialization

05

Coastal Shipping and IWT

4 Projects have identified worth of 122 Cr. for the Coastal Shipping and IWT

Support from Gol

GoAP Request For Transfer of Salt Lands To DPIIT

(GoAP requested DPIIT, Gol to transfer the Gol Salt lands on "Free of Cost" as per Internal Policy Guidelines, 2024)

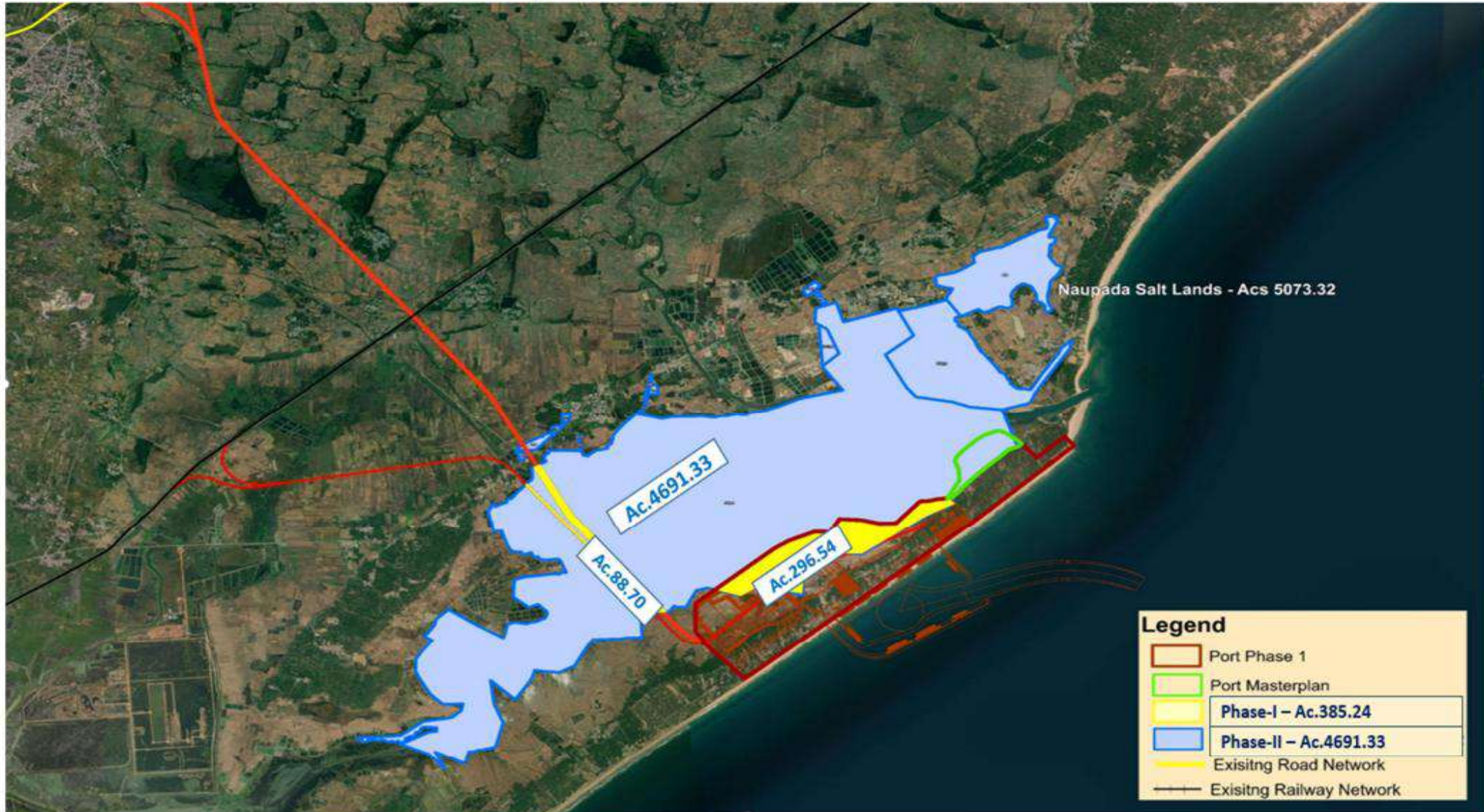
Location	Gol Salt Land (in acres)	Date	GoAP Communications with DPIIT
Machilipatnam	507.49	18.11.24	<p>D. No. Letter No. INI01-PORTS -320/2015, Dated: 18.11.2024 (Secretary, I&I GoAP to Secretary DPIIT)</p> <p>GoAP submitted comprehensive proposal for transfer of Ac. 507.49 cents of salt lands of Manginapudi, Thallapalem, Sirivellapalem H/o Manginapudi Villages of Machilipatanam.</p> <p>Further, informed that it is needless to mention final valuation of the land will be worked out after proper survey of salt lands duly excluding the extent of waterbodies etc., which are categorized to be transferred on 'Free of Cost' in Internal Policy Guidelines, 2024"</p>
Mulapeta	4691.33	14.02.25	<p>Letter No. INI01-PORTS/100/2021, Dated: 14.02.2025 (Secretary, I&I GoAP to Secretary DPIIT)</p> <p>GoAP requested to transfer for an extent of Ac. 4691.33 cents of salt land situated in Marripudu & Naupada villages, required for Phase-II development of Mulapeta Port & Port Led Industries.</p> <p>GoAP submitted comprehensive proposal for transfer of Ac. 4691.33 cents. Further, informed that it is needless to mention final valuation of the land will be worked out after proper survey of salt lands duly excluding the extent of waterbodies etc., which are categorized to be transferred on 'Free of Cost' in Internal Policy Guidelines, 2024"</p>
	385.224	17.02.25	<p>Letter No. INI01-PORTS/100/2021, Dated: 17.02.2025 (Secretary, I&I GoAP to Secretary DPIIT)</p> <p>GoAP furnished the proposal for transfer of GOI salt lands for an extent Ac. 385.224 cents in Naupada Village, required for providing Rail & Road connectivity of Mulapeta Port - Phase-I Development</p>

GoAP Request For Transfer of Salt Lands To DPIIT

Location / District	GoI Salt Land (in acres)	Date	GoAP Communications with DPIIT
Srikakulam, Bapatla, Krishna, Nellore, Tirupati	10,727.93	25.03.25	<p>Letter No. INI01-PORTS/100/2021 (1532658), Dated: 25.03.2025 (Secretary, I&I GoAP to Secretary DPIIT)</p> <p>GoAP submitted five comprehensive proposals for transfer of Ac. 10,727.93 cents of salt lands of Salt Commissioner, Gol to AP Maritime Board.</p> <p>Further, informed that it is needless to mention final valuation of the land will be worked out after proper survey of salt lands duly excluding the extent of waterbodies etc., which are categorized to be transferred on 'Free of Cost' in Internal Policy Guidelines, 2024"</p>
Kakinada; Prakasam, Tada, Anakapalli, Vizianagaram	3,307.35	09.04.25	<p>Letter No. INI01-PORTS/100/2021 (1532658), Dated: 09.04.2025 (Secretary, I&I GoAP to Secretary DPIIT)</p> <p>GoAP submitted five comprehensive proposals for transfer of Ac. 3,307.35 cents of salt lands of Salt Commissioner, Gol to AP Maritime Board.</p> <p>Further, informed that it is needless to mention final valuation of the land will be worked out after proper survey of salt lands duly excluding the extent of waterbodies etc., which are categorized to be transferred on 'Free of Cost' in Internal Policy Guidelines, 2024"</p>

Mulapeta Salt Land Map (Marripadu & Naupada)

Mulapeta Port – Marripadu & Naupada Salt Lands, Santhabommali mandal



Machilipatnam Salt Land Map (Manginapudi)



D.O. Letter to Gol on Salt Lands

M.T. KRISHNA BABU, I.A.S.
Special Chief Secretary to Government
Transport, Roads and Buildings Department &
Vice Chairman, AP Road Development Corporation &
Special Chief Secretary to Government
Infrastructure and Investment Department
Government of Andhra Pradesh



Room No. 213, 1st Floor, Building No.5,
A.P. Secretariat, Velagapudi,
AMARAVATI - 522 238.
Phone (O) : 0863-244 5340
email: prlsecy-trb@ap.gov.in

D.O Lr. No.INI01-PORTS/100/2021-PORT, Dt: 10.11.2025

Dear Sri Amardeep Singh Bhatiya Ji,

Sub: I&I Department- Transfer of Ac.5076.57cts of Naupada salt lands located at Mulapeta Port to AP Maritime Board- Proposals submitted on payment of cost basis-Decision pending-Early orders requested-Reg.

Ref:- 1. Letter No. INI01-PORTS/100/2021, dtd:14.02.2025 from the Secretary, I&I(Ports), Govt. of AP.
2. Letter No. INI01-PORTS/100/2021, dtd:17.02.2025 from the Secretary, I&I(Ports), Govt. of AP.

I wish to bring to your kind attention the urgent necessity for the transfer of 5076.57 acres of SCO salt lands situated at Naupada, Srikakulam District, to the Andhra Pradesh Maritime Board (APMB). These lands are indispensable for commissioning of the Mulapeta Greenfield Port.

2. The above salt lands form a contiguous and compact block located in the immediate vicinity of the Mulapeta Greenfield Port and an extent of **385.24 acres** is urgently required as it falls directly within the Port core area and for taking up the Road and Rail connectivity. While decision is underway on the above full extent, the block of 385.24 acres has become critical to develop the external infrastructure of Roads and Railways.

3. The State Government had sanctioned the construction of green field non major port at Mulapeta at an estimated cost of Rs 4361.9cr and 62critical % of the Port construction works are already completed. While Marine side works crossed 80%, external infrastructure progress is only at 15%. The Port is firmly scheduled for commissioning in June 2026.

4. The two proposals in reference 1st & 2nd cited, submitted by the State Government to transfer the above salt lands on payment of cost basis as per internal policy guidelines, 2024, are still pending with DPIIT.

5. Due to the delay in transfer of these salt lands, external Port connectivity work has not yet commenced which is critical for operationalization of the port. Further delay in granting approval and possession of the said salt lands is likely to jeopardize the project timelines, which are being closely monitored by the Hon'ble Chief Minister, who is keen to ensure that the port becomes operational as per schedule. Any further delay may impel the Prospective port-led industries to explore investment options elsewhere, posing a significant risk to the project viability.

6. Considering the advanced stage of port construction and the critical nature of this land for Port connectivity via Roads and Railways; and industrial development, I request you to issue necessary orders for the block of 385.24 acres of salt land transfer, while decision is underway on the full extent.

Regards,

Yours faithfully,


(M.T KRISHNA BABU)

To
Sri Amardeep Singh Bhatiya, IAS,
Secretary, DPIIT,
Ministry of Commerce & Industry,
Government of India, Udyog Bhavan,
New Delhi - 110011.

Fishing Harbour Details

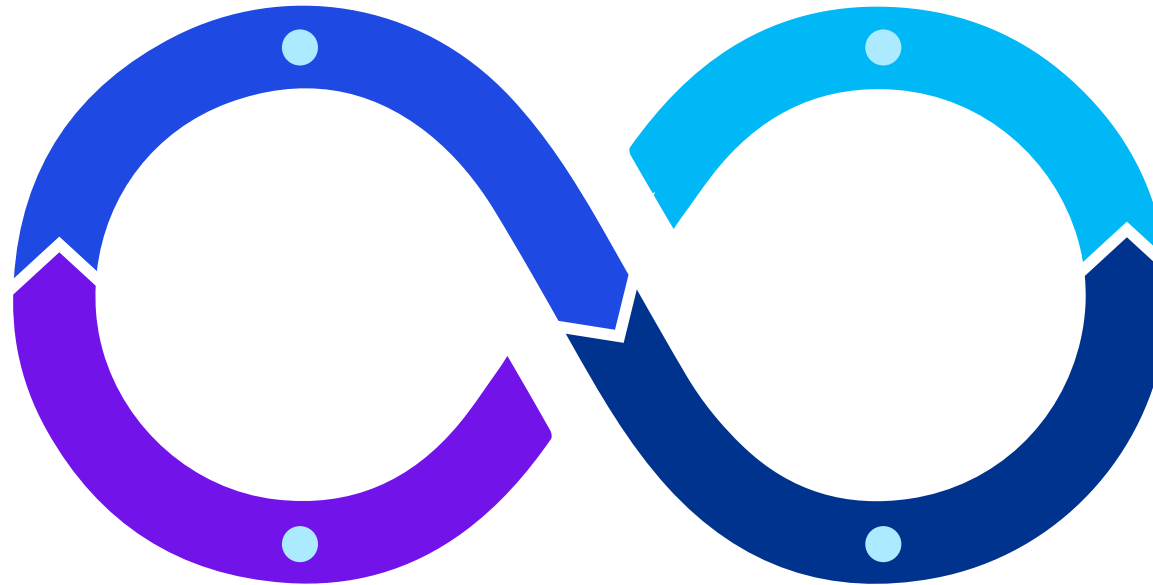
The total revised project cost for 4 Fishing Harbours is ₹1,522.80 Cr, against which an expenditure of ₹975.56 Cr has already been incurred, including ₹695.09 Cr infused by APMB. An additional ₹590.91 Cr is required to complete the balance works across the Fishing Harbours, including Vodarevu Fishing Harbour.

Juvvaladinne Fishing Harbor

- The project has a revised cost of ₹299.38 Cr, with significant funding support from Gol and GoAP. An expenditure of ₹282.43 Cr has already been incurred, and the harbour is at an advanced stage of completion.

Nizampatnam Fishing Harbor

- The harbour has a revised project cost of ₹371.37 Cr, with funding primarily supported through APMB infusion. Expenditure of ₹263.40 Cr has been incurred, with balance works requiring additional funding for completion.



Machilipatnam Fishing Harbour

- The harbour has a revised project cost of ₹369.71 Cr, funded mainly through APMB infusion. Works are progressing, with ₹228.98 Cr already spent and balance works pending.

Uppada Fishing Harbour

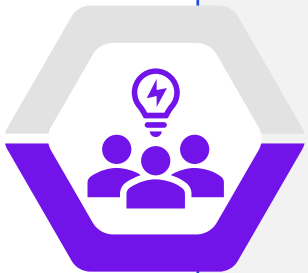
- The harbour has a revised project cost of ₹321.03 Cr, funded through APMB resources. Expenditure incurred stands at ₹200.75 Cr, and additional funds are required to complete the remaining works.

Along with above, Vodarevu fishing harbour, Prakasam district has been planned with DPR prepared by WAPCOS for a cost of about Rs 417.55 Cr. It is hereby requested to grant Rs 150 Crores for Vodarevu Fishing Harbour under the Sagarmala scheme.

Withdrawal from Deemed Deferred Category...



- The Ministry of Ports, Shipping & Waterways has informed the Government of Andhra Pradesh that the following fishing harbour projects will be placed under the “Deemed Deferred” category due to delays in construction.
 - Budagatlapalem Fishing Harbour (Srikakulam District)
 - Pudimadaka Fishing Harbour (Anakapalle District)
 - Kothapatnam Fishing Harbour (Prakasam District)



- The delay is because the State is revising the cost by adopting low-cost, sustainable harbour models to ensure efficiency and will expedite completion by August 2026.
- Significant expenditure has been incurred, and placing these projects under “Deemed Deferred” would impose a heavy financial burden. Therefore, the Ministry is requested not to withdraw the sanction and allow continuation under Sagarmala.

D.O. Letter to Gol on Deemed Deferred Category...

M.T. KRISHNA BABU, I.A.S.
Special Chief Secretary to Government
Transport, Roads and Buildings Department &
Vice Chairman, AP Road Development Corporation &
Special Chief Secretary to Government
Infrastructure and Investment Department
Government of Andhra Pradesh



Room No. 213, 1st Floor, Building No.5,
A.P. Secretariat, Velagapudi,
AMARAVATI - 522 238.
Phone (O) : 0863-244 5340
email: prsecy-trb@ap.gov.in

Lr.No.02/Sagarmala/APMB/2025, dated:02.12.2025

Sir,

Sub:- APMB – Fishing harbours Phase-II – Withdrawal of sanction of Non-performing projects under Sagarmala Scheme – Request not to withdraw the sanction – Reg,

Ref:- Lr.No.M-25021/13/2024-5M(e365146) dated:30.09.2025 of MoPS&W (Sagaramala-1)

Kind attention is invited to the reference cited.

It is inform that the Government of Andhra Pradesh has accorded administrative sanction for Rs.1580.00Crores for construction of fishing harbours at Budagatlapalem, Pudimadaka, Biyyaputippa and Kothapatnam vide G.O.Ms.No.11, I&I(Ports) Department, dated:19.08.2021.

Further the work was awarded to M/s Vishwa Samudra Holdings Pvt Ltd., Hyderabad on 20.10.2022, with an initial completion target of 19.04.2024.

The MoPS&W have sanctioned Rs.80 Crores each (Total 240 Crores) for 3 fishing harbours namely Budagatlapalem, Pudimadaka and Kothapatnam and out of which an amount of Rs.120 Crores has been released to the State Government.

In the reference cited, the Ministry of Ports, Shipping & Waterways has informed that the fishing harbour projects at Budagatlapalem (Srikakulam District), Pudimadaka (Anakapalle District), and Kothapatnam (Prakasam District) will be placed under the “Deemed Deferred” category due to delays in construction.

In this regard, it is to inform that based on the instructions of Hon'ble Chief Minister of Andhra Pradesh cost-effective and sustainable design alternatives are being explored for execution of above works.

::2::

In view of the above, the proactive steps are being taken to expedite the development of these fishing harbour works. Government has restructured the projects into low cost fishing harbours to expediate the work to help the fishing community in the area. This step is expected to reduce the financial burden on the Government and Fastrack the development of fishing harbours.

Therefore, it is earnestly requesting the Ministry that the Budagatlapalem, Pudimadaka, and Kothapatnam fishing harbour projects not to be moved to the deemed deferred category. These projects are being prioritized for fast-track implementation and are expected to be completed by August, 2026.

The State government is fully geared to take up the works immediately and ensure timely completion, thereby significant contribution to the coastal economy and livelihood enhancement of the coastal community.

Further, it is pertinent to mention that as certain expenditure has already been incurred, placing of these projects under Deemed deferred category would place huge financial burden on the GoAP.

Therefore, it is to request to not to withdraw the sanction for the fishing harbour projects at Budagatlapalem, Pudimadaka and Kothapatnam.

Regards,

Yours faithfully,

(M.T. KRISHNA BABU)

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



THANK YOU

Contacts:

Shri. M.T Krishna Babu IAS

Secretary to Government, Infrastructure & Investment

Email: prlsecy_ii@ap.gov.in

Shri. Abhishek Kumar IAS

CEO, AP Maritime Board

Email: ceo-apmb@ap.gov.in

Annexures

APMB - New Projects Proposed under Sagarmala (1/2)

Pillar 1 : Coastal Community Development				Pillar 2: Port Connectivity			
S. No	Name of Project	Tentative Project Cost (Cr)	Implementing Agency	S. No	Name of Project	Tentative Project Cost (Cr)	Implementing Agency
1	Development of fishing Harbour at Uppada	321.03	Department of Fisheries	12	Special repairs for approach road From Dairy farm centre to Kumbhakeshikam at Kakinada port	10	APMB
2	Development of fishing Harbour at Nizampatnam	371.37	Department of Fisheries				
3	Development of fishing Harbour at Machilipatnam	369.71	Department of Fisheries	13	4 lane connectivity road from Vakalapudi Light house to Annavaram (NH -16) (41 km) for Kakinada Gateway Port	1400	NHAI
4	Development of fishing Landing Centers at Biyyaputhippa	30	Department of Fisheries				
5	Development of fishing Harbour at Vodarevu	150	Department of Fisheries				
6	Establishment of regional Skill Development Centre at Machilipatnam	10	APMB / SEEDAP	14	Atchampeta Junction ((ADB road) to Kakinada Anchorage Port (13.15 km)	90.2	NHAI
7	Establishment of regional Skill Development Centre at Srikakulam/ Tekkali	10	APMB / SEEDAP				
8	Skill Development Centre for Shipbuilding at Duggarajapatnam/Nellore	30	APMB / SEEDAP	15	Construction of High-level bridge across Buckingham canal at Juvvaladinne Fishing Harbour at Nellore District	30	R&B
9	Development of Infrastructure facilities of R&R colony at Ramayapatnam	157.51	APMB				
10	Development of Infrastructure facilities of R&R colony at Mulapeta	82	APMB	16	4 lane road connectivity to Rawa port from NH216	75	NHAI
11	Development of Floating jetties and terminal development for de-embarking of passengers at proposed sea plane locations at Araku, Gandikota, Kakinada, Konaseema, Lambasingi, Nagarjunasagar, Prakasam Barrage, Rushikonda, Srisailam, Tirupati	50	APTDC	17	Development of 2nd railway siding & R&D yard for Ramayapatnam port	150	Indian Railways
				18	Development of 2nd railway siding & R&D yard for Machilipatnam port	150	Indian Railways
				19	Development of 2nd railway siding & R&D yard for Mulapeta port	150	Indian Railways
					TOTAL	2055.2	
	TOTAL	1581.62					

APMB - New Projects Proposed under Sagarmala (2/2)

Pillar 3: Port Modernization

S. No	Name of Project	Tentative Project Cost (Cr)	Implementing Agency
20	Development of Greenbelt, Bio-diversity plan at Ramayapatnam Port	20	APMB
21	Development of Greenbelt, Bio-diversity plan at Machilipatnam Port	20	APMB
22	Development of Greenbelt, Bio-diversity plan at Mulapeta Port	20	APMB
23	Construction of Wharf and Backup area development at Ex-Boc area in Kakinada anchorage port and infrastructure facilities (ISPS and VTMS)	15	APMB
24	Upgradation of 2 slipway at Kakinada anchorage port	120	APMB
TOTAL		195	

Pillar 4 : Coastal Shipping & IWT

S. No	Name of Project	Tentative Project Cost (Cr)	Implementing Agency
25	Urban Passenger Waterway System - connectivity between Amaravati & Vijayawada	50	APIWA
26	Establishment of Cargo terminal facility at river Godavari (Seethanagaram and Tadipudi)	50	APIWA
27	Establishment of RO-RO & ROPAX facilities in Godavari River	14.5	APIWA
28	Establishment of Floating jetties & Dumb barges in Krishna River (NW-4)	13	APIWA
TOTAL		127.5	

Pillar 5: Port Led Industrialisation

S. No	Name of Project	Tentative Project Cost (Cr)	Implementing Agency
29	Providing external power supply to Machilipatnam Port	50	APMB
30	Providing Water Supply to Machilipatnam Port	50	APMB
31	Port Area Development at Machilipatnam Port- Phase 01	300	APMB
32	Port Area Development at Krishnapatnam Port Phase 01	300	APMB
33	Port Area Development at Mulapeta Port Phase 01	300	APMB
34	Development of external road connectivity for Ramayapatnam Port Proxial Area Development	120	APMB
35	Development of Power supply for Ramayapatnam Port Proximal Area Development	50	APMB
36	Development of Water supply for Ramayapatnam Port Proximal Area Development	50	APMB
TOTAL		1220	

Total Cost of Projects Proposed: **Rs. 5179.32 Crs.**

Fishing Harbours – Sanction of Rs 590.91 Crores

- The Government of Andhra Pradesh has taken up the construction of Fishing Harbours along the AP Coast as a socio-economic upliftment for the welfare of the fishermen of the state. The Fishing Harbours not only help up the upliftment of economic status of fishermen and also generate foreign revenue for the Government Exchequer.
- In the regard, an agreement was concluded for the construction of four Fishing Harbours, and the works are presently in progress. The total project cost is Rs.1522.80 Crores.
- Out of total cost of Rs. 1522.80 Crores, an expenditure of Rs.975.56 Crores has already been incurred so far from the funds released by the Government of India (GoI), the Government of Andhra Pradesh (GoAP) and funds infused by the Andhra Pradesh Maritime Board (APMB). The balance amount required for completion of phase-1 Fishing Harbours and the financing over view is as follows :

#	Harbours	Project Cost Rs. Cr	Agreement Value	Revised Project Cost (after descoping)	GoI Funding		GoAP Released	Funds infused by APMB	Expenditure incurred	Balance Amount Required
					Sanctioned	Released				
a	b	c	d	e	f	g	h	i	j	k= e-f-h-i
1	Juvvaladinne	288.80	264.52	299.38	138.29	134.83	87.195*	695.09**	282.43	440.91
2	Nizampatnam	451.00	344.56	371.37	-	-	-		263.40	
3	Machilipatnam	422.00	322.00	369.71	-	-	-		228.98	
4	Uppada	361.00	273.5	321.03	-	-	-		200.75	
Total		1,522.8	1,204.58	1,361.49	138.29	134.83	87.195	695.09	975.56	440.91

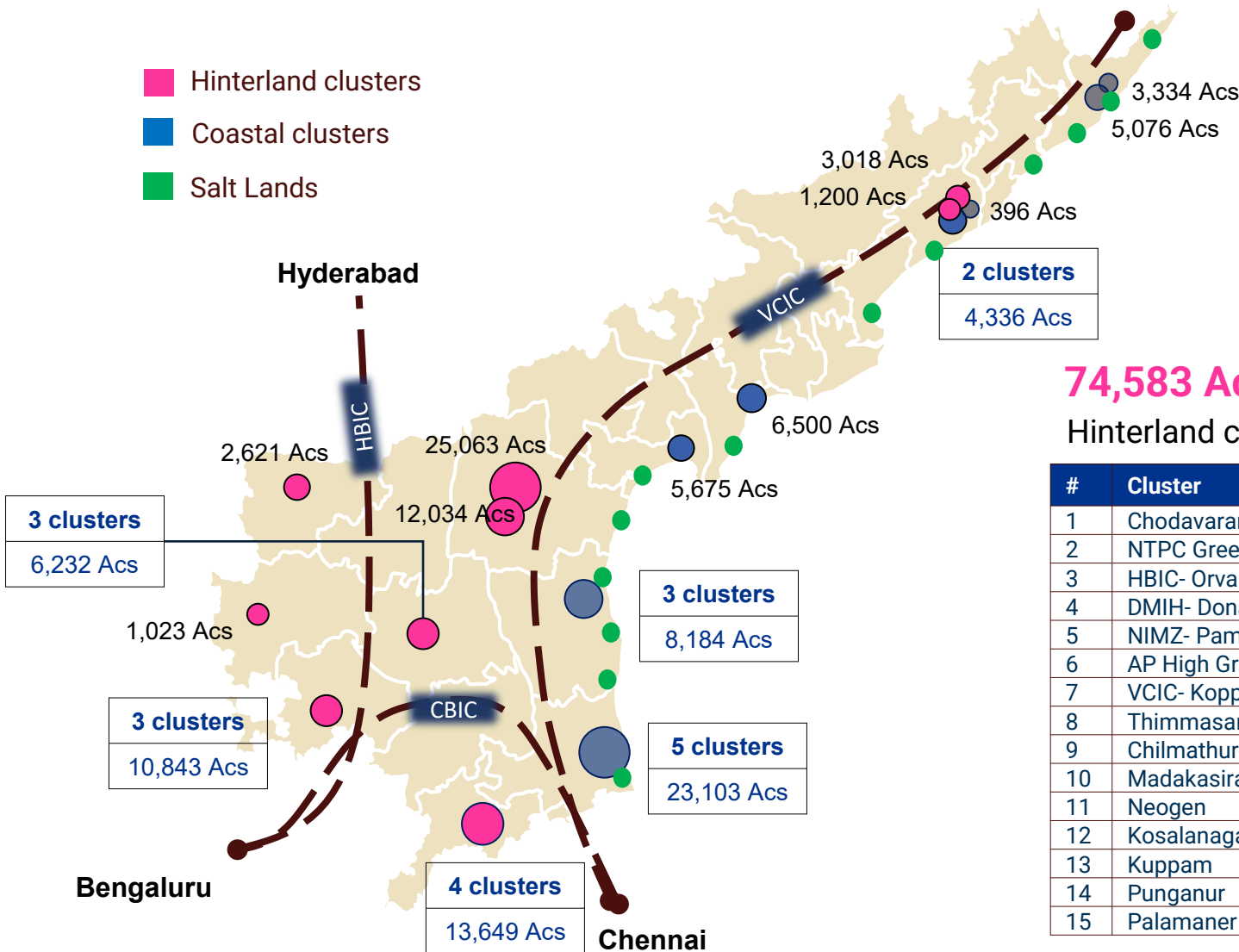
Fishing Harbours - Sanction of Rs 590.91 Crores

- Out of the four Fishing Harbours only Juvvaladinne Fishing Harbour received the financial support from the Sagarmala funds of both Gol & GoAP. The remaining three Fishing Harbours, did not receive any financial support.
- Along with above, Vodarevu fishing harbour, Prakasam district has been planned with DPR prepared by WAPCOS for a cost of about Rs 417.55 Cr. It is hereby requested to grant Rs 150 Crores for Vodarevu Fishing Harbour under the Sagarmala scheme.
- In view of the above, it is to request the H'ble Union Minister of Ports, Shipping and Waterways for India, to kindly extend financial support to the tune of Rs.590.91 Crores for completion of the balance works of the above Fishing Harbours as all the Fishing Harbours have achieved the physical progress of more than 70% along with consideration of addition of Vodarevu fishing harbour in Sagarmala Scheme.

Connectivity of Maritime Assets to Industrial Corridors

AP target investment attraction by 2030 is 30 Lakh Cr, which can generate demand for ports

- Hinterland clusters
- Coastal clusters
- Salt Lands



Corridor Land Bank: 91,031 Ac.

VCIC Corridor : 23,716 Ac. (4 Nodes)

CBIC Corridor: 14,217 Ac. (2 Nodes)

HBIC Corridor: 53,098 Ac. (3 Nodes)

21,000 Ac*

Salt Lands

74,583 Ac*

Hinterland clusters

#	Cluster
1	Chodavaram
2	NTPC Green
3	HBIC- Orvakal
4	DMIH- Donakonda
5	NIMZ- Pamur
6	AP High Gr. Steel
7	VCIC- Kopparthi
8	Thimmasamudram
9	Chilmathur-Lepakshi
10	Madakasira
11	Neogen
12	Kosalanagaram
13	Kuppam
14	Punganur
15	Palamaner

56,608 Ac*

Coastal clusters

#	Cluster
1	Mulapeta
2	Santhabommali
3	VCIC-Rambilli
4	Steel Cluster
5	AP Bulk Drug
6	VANPIC Port Ltd
7	Machilipatnam Port
8	Ramayapatnam Port
9	MIH Kavali
10	Kothapatnam (KPILC)
11	VCIC Srikalahasthi
12	Krishnapatnam Infra
13	VCIC Srikalahasthi
14	CBIC - KRIS City
15	Coastal Andhra

#	Location
1	Manginapudi
2	Krishnapatnam
3	Naupada
4	Naupada
5	Dugarajapatnam
6	Pundi
7	Sumadi
8	Calingapatnam
9	Pandaraka
10	Iskapalli
11	Chinnaganjam
12	Konada
13	Polavaram
14	Jagannayakpur
15	Penuoguduru
16	Guruzanapalli
17	Pakala
18	Kanuparthi
19	Tada

An aerial photograph of a large industrial port facility. In the foreground, a large blue gantry crane with 'MPS' and 'MAYAPUR' branding is visible. Below it, a large ship is docked at a pier. The background shows a vast industrial area with various buildings and structures. The text 'ESTABLISHING A PORT CUM SHIP BUILDING CUM SHIP REPAIR CLUSTER AT DUGGARAJUPATNAM IN ANDHRA PRADESH' is overlaid in white on a semi-transparent dark blue background.

**ESTABLISHING A PORT CUM SHIP BUILDING CUM SHIP REPAIR
CLUSTER AT DUGGARAJUPATNAM IN ANDHRA PRADESH**


DECEMBER 2025

PORT CUM SHIPBUILDING CLUSTER AT DUGGARAJPATNAM



 Existing Ports

 Ports under Construction

 Duggarajapatnam



- ❑ Targeting Global top 5 Shipbuilding position.
- ❑ Build 200,000 GT vessel by 2030.
- ❑ 1.3 MGTPA annual capacity for 8 vessels.
- ❑ Initial 1200m berth for 120,000 DWT ships.
- ❑ Future Expansion planned for 24,000 TEU ships.
- ❑ Requires 24 Million cum dredging; 392-acre land reclamation
- ❑ Upon Approval of Board, Final DPR submitted to MoPSW on 30th Sept 2025.

Total Investment 29,627 Cr

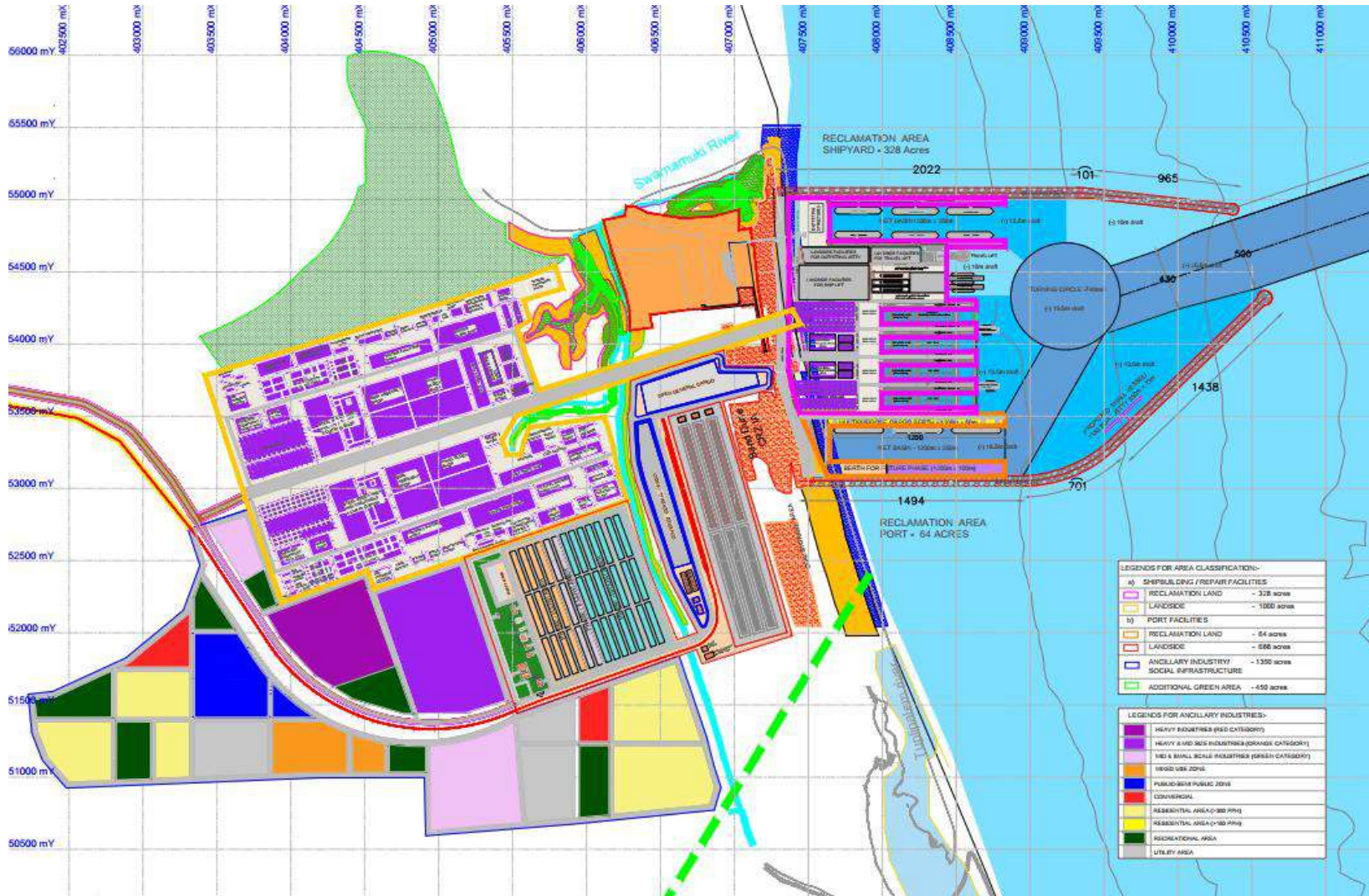
Concessionaire 23,965 Cr (80.9%)

SPV 5,662 Cr (19.1%)

DUGGARAJUPATNAM LAYOUT



Cleanest Major Port In India



❑ For Shipbuilding/ Repair Yard:

- ❑ On land = 1000 acres;
- ❑ Reclaimed = 328 acres

❑ For Port

- ❑ On Land = 680 acres;
- ❑ Reclaimed = 64 acres

❑ For Green Cover & Solar Plant

- ❑ On Land = 450 acres

❑ For ancillary Industries & Social Infrastructure

- ❑ On Land = 1350 acres

❑ Total

- ❑ On Land = 3480 acres;
- ❑ Reclaim = 392 acres

MODEL PARAMETERS & CURRENT STATUS



Sl. No	Description	Details
Shipyard		
1	Debt : Equity	70:30
2	Repayment Tenure	15 years + 5 years moratorium
3	Interest on long-term debt	7%
4	Interest on working loan	8%
5	Tax rate	28.60%
6	Cost of Equity	15.66%
7	Growth rate	5%

Project Status

- ❖ TEFR completed by RITES with comprehensive feasibility analysis
- ❖ KOMAC review and validation completed
- ❖ Joint Steering Committee meeting held on 11th Dec.2025
- ❖ SPV formation is under process
- ❖ [Duggarajapatnam Animation Video](#)



Cleanest Major
Port in India



Cleanest Major
Port In India

Thank You

VISAKHAPATNAM PORT AUTHORITY

Date: 19/12/2025 Session III: 12.30 PM to 02.00 PM

MEETING OF THE NSB MEMBERS WITH THE REPRESENTATIVES OF THE STAKEHOLDERS' ASSOCIATIONS

The **NSB Chairperson Shri Sameer Kumar Khare, IAS (Retired)**, welcomed the stakeholder associations and requested them to present the key operational issues. He reiterated that the National Shipping Board is committed to addressing challenges through both “bottom up and top down” engagement, and encouraged the Associations to provide focused, practical, and actionable inputs to support meaningful policy and operational improvements.

MTI-India Maritime University Vishakhapatnam Campus:

2. The representative made a presentation (**Annexure XIII A**) on Indian Ship technology Centre (ISTC). He informed that this new centre has been established under the Indian Maritime University (IMU) to support the Government’s initiative for strengthening shipbuilding capabilities, with the broader objective of positioning India among the top 10 shipbuilding nations by 2030. The centre’s mandate aligns with Maritime India Vision (MIV) 2030 at the institutional level and Maritime Amrit Kaal Vision (MAK 2047) at the national level. He outlined that the primary objective of the centre is to support Indian shipbuilders and designers by providing access to advanced hardware and high-end software platforms, particularly those that are otherwise unaffordable for mid- and lower-level stakeholders. It was stated that the centre proposes to create a shared repository of ship design and production software to enhance accessibility. He highlighted a critical gap in indigenous ship design, testing, and validation capabilities, noting that existing capacities are not at par with international standards and that India is currently highly dependent on foreign software packages, creating strategic vulnerability. The centre aims to address these gaps by strengthening indigenous capacity, facilitating skill development, and accelerating R&D and innovation in the shipbuilding and ship design ecosystem. It was further informed that the centre was inaugurated at the end of September and is presently in the formative stage. The proposed organizational structure includes multiple verticals such as ship design, validation, capacity building, standardization, emerging technologies, and data analytics, with governance inputs from the Ministry and IMU and oversight through a separate Governing Council. He stated that the centre also plans to establish regional centres in maritime clusters, as and when required, to support local skill development needs and applied R&D, and to maintain continuous engagement with State Maritime Boards and industry associations through two-way communication. A key area emphasized was skill development and capacity building, particularly for the shipbuilding workforce, which was described as a large and currently under-defined challenge. He highlighted that blue-collar trades such as welders, fitters, and similar roles are currently the most neglected, despite being

critical to shipyard operations. He pointed out that, unlike the shipping sector where STCW (Standards of training, Certification & Watchkeeping) clearly define competency requirements, the shipbuilding sector lacks uniform and documented standards across most trades. This makes it difficult to assess skill gaps, workforce volumes, regional distribution, and required interventions, especially as the shipbuilding sector scales up. While limited certification mechanisms exist (e.g., class certification for welders), most other trades lack structured competency frameworks.

MTI- School of Maritime Studies Centurion University Odisha:

3. The Representative submitted a presentation (**Annexure XIII B**) and informed that their institute has been functioning under the Directorate General of Shipping for the past four years and is conducting multiple DG-approved courses, including GP Rating, CCMC, ETO, GMA, DNS, and BSc. The primary concern highlighted was the difficulty in securing training berths for cadets, which is essential for completion of courses and certification. The stakeholder further stated that during visits to other countries, it was observed that governments sponsor dedicated training vessels, enabling institutes to easily place cadets for sea-time training. It was suggested that a similar mechanism in India—where DG Shipping—monitored training vessels are allocated to institutes on a rotational basis—would significantly help institutes in providing structured and effective training. The stakeholder also raised the issue of engagement of foreign faculty. It was pointed out that there is no explicit restriction under DG Shipping guidelines limiting faculty appointments to Indian nationals, given the international nature of the maritime industry. However, procedural difficulties are being faced in obtaining the Faculty Identification Number (FIN) for foreign faculty, which restricts their appointment. The stakeholder suggested that allowing faculty from IMO white-listed countries would promote exposure to global best practices, advanced technologies, and facilitate bilateral collaboration with international maritime institutes.

MTI- Hindustan Institute of Maritime Training Chennai / Vishakhapatnam:

4. The representative stated that HIMT is a 27-year-old maritime training institute, originally established in Chennai, currently operating three centres in Chennai and one centre in Visakhapatnam. He acknowledged the significant progress made by the Directorate General of Shipping (DGS) and the Mercantile Marine Department (MMD) over the past decade, particularly in terms of e-governance initiatives such as CIPS, improved transparency, and overall ease of doing business. He remarked that India has witnessed strong growth in the production of seafarers by Indian institutes, and that the guidance and support from DGS and MMD have been proactive and effective. It was specifically appreciated that communication with the Directorate is transparent and responsive, and no major operational concerns were presently faced by the institute. He formally expressed appreciation for the efforts of DGS and MMD. He informed that they have also been operating a maritime training institution in Vizag for the past eight years, receiving good support from MMD and DG Shipping. He highlighted that Visakhapatnam, being a strategic but geographically distant location,

requires further upgradation of MMD infrastructure, which was appreciated as steps have already been taken, including the development of a modern building.

The Institute of Marine Engineers (India) Vishakhapatnam Branch:

5. The Representative highlighted that despite strong national emphasis on shipbuilding and ship repairs, India remains uncompetitive in ship repair services due to taxation. Competing regional hubs such as Dubai, Singapore, and Colombo offer tax-free ship repair, whereas India levies 18% GST, making Indian yards unattractive for foreign vessels except for essential emergency repairs. It was emphasized that this GST burden directly impacts business decisions of ship owners and superintendents. Additionally, the stakeholder pointed out that until 1995–98, ship repairers earning foreign exchange were granted income tax exemption, which was later withdrawn. A request was made to reinstate income tax exemption on foreign exchange earnings from ship repairs and to exempt GST on repairs of foreign vessels, to bring India at par with regional competitors. He also requested that Visakhapatnam be granted Principal Officer (PO) status so that seafarers from Andhra Pradesh, Telangana, and Odisha can appear for examinations locally instead of traveling to distant cities. **Shri Rakesh Singh President ICCSA** welcomed the taxation issue being raised and informed that a meeting with the Secretary (Shipping) on indirect taxation was scheduled the same day, where this matter would be flagged. He noted that while comparisons with Dubai, Singapore, and Colombo are relevant, the Ministry often also examines parallels with other sectors such as civil aviation, where similar GST issues exist for repair of foreign aircraft. He suggested that this comparative argument could strengthen the case for GST exemption on foreign vessel repairs. He raised concerns about quality, productivity, and skill gaps in Indian shipbuilding. Drawing from personal sailing and shipbuilding experience, he stated that there is a mismatch between certification standards and actual workmanship. He emphasized that while subsidies are being introduced, they must be accompanied by mandatory skill development and structured training, similar to earlier STCW practices that combined onboard and shore-based training. He stressed that shipbuilding quality depends heavily on the skills of the workforce and that delays, poor productivity, and lack of specialized skills are key reasons why Indian yards lose orders. Early-stage, hands-on skill development was identified as critical. He proposed that if the MMD posts at Visakhapatnam are elevated to Principal Officer (PO) status, industry bodies would support and facilitate the conduct of maritime examinations locally, thereby strengthening regional maritime education and examination infrastructure. The stakeholder highlighted that smaller shipyards are facing acute shortages of trained manpower. While large public sector yards such as Cochin Shipyard Limited and Hindustan Shipyard Limited can attract skilled workers through extensive contractor networks, smaller yards struggle to access trained and experienced personnel. It was emphasized that systematic skill development and increasing the supply of trained manpower (“flooding the market with trained people”) would significantly help smaller yards scale up and remain competitive. He clarified the taxation position, noting that

18% GST is currently applicable on ship repair services, including repairs of coastal and domestic vessels. He raised the specific issue of GST applicability on foreign-going vessels, seeking clarity and parity in treatment. He explained that under the present law, GST is levied uniformly on all ship repair services, whether for the Navy, Indian merchant vessels, or foreign-flag vessels. However, he strongly argued that repairs undertaken for foreign-flag vessels should be exempted from GST, as competing ship repair hubs such as Singapore and Colombo do not levy taxes on repairs of foreign vessels, having designated their ports as free ports. This tax differential places Indian ship repair yards at a significant disadvantage. He further cautioned that while relief to foreign shipowners is essential to attract international business, domestic shipowners also deserve fiscal support if India genuinely intends to strengthen its shipping, ship repair, and shipbuilding ecosystem. He underscored India's marginal position in global shipbuilding, noting that India accounts for only about 0.6% of global shipbuilding output, despite having a long coastline of over 11,000 km. He expressed concern that without meaningful fiscal incentives and policy support for shipbuilders, repairers, and shipowners alike, India's ambitions in this sector would remain severely constrained.

Company of Masters Mariners of India (CMMI Vizag Branch):

5.1. The Representative stated that he & his colleagues were representing the Company of Master Mariners of India (CMMI), a professional body representing Master Mariners of Indian origin across the world. It was informed that CMMI has chapters across India and overseas, including locations such as Dubai, Hong Kong, and Singapore, with an overall membership of approximately 3,000 members. He explained that the primary objectives of CMMI are to represent the professional interests of Master Mariners, enhance their professional knowledge, and contribute to the improvement of working conditions of seafarers. Each chapter is headed by a chairman, and the organization regularly conducts technical meetings, along with annual general meetings held at its headquarters in Mumbai. It was also mentioned that CMMI has its own office located in Andheri, Mumbai. With specific reference to Visakhapatnam, the representative informed that the local chapter meets every couple of months and conducts technical meetings where a wide range of subjects relevant to the profession of Master Mariners are discussed. He further highlighted that CMMI enjoys consultative status with the Government, and the organization is consulted whenever new maritime laws or regulations are proposed. In addition, CMMI also conducts examinations on behalf of the Mercantile Marine Department (MMD). He noted that CMMI currently has an excellent working relationship with the MMD, Vizag and that MMD, Vizag has recently requested CMMI's assistance in conducting examinations at Visakhapatnam, which is presently under process. It was added that this initiative was discussed during the last technical meeting.

5.2. Another Representative highlighted a long-standing imbalance between the West Coast and East Coast in India's maritime ecosystem. He observed that historically, the West Coast has dominated shipping activities, including ship ownership, shipbuilding,

ship arrest litigation, regulatory presence, and institutional concentration, while the East Coast has not received commensurate attention, despite its growing potential. He referred to a vision articulated by Shri N. Chandrababu Naidu on port-led development, where the dense port network of Japan was compared with Andhra Pradesh's 1,000 km coastline, emphasizing the need for frequent, well-developed ports along the East Coast. According to him, this vision and momentum on the East Coast warrant stronger institutional and regulatory support. He further cited the Admiralty Act, noting that although jurisdiction for ship arrest is now available to all High Courts, in practice, Bombay-based firms continue to dominate, while East Coast legal and maritime service providers receive limited opportunities. He suggested that while the past cannot be changed, future policy and institutional decisions should aim to correct this imbalance. A key recommendation was the establishment of more regional offices of maritime regulatory bodies on the East Coast, including a stronger presence of national regulators, as there is currently no major DG Shipping-level institutional footprint on the East Coast. To reinforce the East Coast's potential, he mentioned that a Singapore-based maritime law firm (Raja & Tan) recently chose Visakhapatnam as the venue for a maritime seminar, citing strong future prospects in the region. He emphasized that if international stakeholders can recognize this potential, Indian regulators should also proactively support East Coast development. Speaking in his capacity as a representative of CMMI, he stated that with multiple port projects, shipyards, and maritime infrastructure initiatives emerging on the East Coast, CMMI possesses significant domain expertise across areas such as chartering, bunkering, ship repair, dredging, port development, and seafarer welfare. He requested that CMMI be given a consultative role, at least at the local or regional level, to support government bodies, ports, and regulators. He clarified that CMMI is not seeking top-level decision-making authority but is willing to contribute expertise and practical inputs to ongoing and upcoming maritime projects. He also noted that discussions often revolve around ports, MMDs, and authorities, while seafarers' perspectives are underrepresented, and emphasized that CMMI represents seafarers and can provide valuable inputs, particularly on welfare, training, and recreational facilities. The stakeholder concluded by reiterating CMMI's willingness to collaborate with the National Shipping Board, regulators, and port authorities to help strengthen the East Coast maritime ecosystem and reduce regional imbalances.

K. Ramabrahamam & Sons Private Limited:

6. The representative raised concerns relating to port operations and land availability, stating that most of the port land has been allocated under BOT (Build-Operate-Transfer) arrangements to large private and mechanized operators. As a result, manual stevedoring activities are declining, and availability of land for traditional/manual operations has become extremely limited. It was stated that earlier, small parcels of land (5-10 acres) were accessible, whereas currently land is largely controlled by major operators, making survival difficult for manual stevedores and associated labour pools. The stakeholder added that multiple representations had

been submitted to previous Chairpersons, including current chairman Shri Angamuthu, as well as to the Ministry, but the issue remains unresolved. He requested that the matter be examined, and suggested that certain berths or areas within ports be earmarked for manual stevedoring, so that not all berths are fully mechanized, thereby ensuring livelihood protection for manual workers.

J M Baxi & Company:

7. The Representative raised concerns that crew changes are currently not being permitted at Gangavaram Port, particularly for foreign nationals, due to immigration restrictions. She requested that this matter be taken up urgently to allow crew change operations, stating that this would facilitate smoother embarkation and disembarkation of seafarers, ease operational challenges for shipping companies, and generate additional revenue for the port. She further highlighted that crew change is also not permitted at Vizag Anchorage, except in emergency cases. Due to berthing delays, several manning agencies are requesting permission to sign on/sign off crew at anchorage, which is presently not allowed. She requested policy support to permit crew changes at anchorage locations as well. She highlighted that certain ports, such as Dhamra, have recently been notified for signing on/signing off of foreign seafarers, and suggested that Gangavaram should also pursue similar notification through local representations. The MMD Vizag clarified that crew change at anchorage is currently not permitted due to safety concerns, especially along the East Coast where weather and sea conditions are often rough. Although visa and port immigration clearances may exist, immigration authorities do not permit crew movements at anchorage, largely because personnel are not allowed to remain or process formalities at anchorage locations. **Shri Rakesh Singh President ICCSA** explained that Gangavaram Port does not presently have an Immigration Check Post (ICP), which is the principal reason foreign nationals are not allowed crew change there. He emphasized that this is not unique to Gangavaram and has been a common challenge at several newly developed ports, citing Dhamra Port as an example where it took several years to meet the requirements prescribed by the Bureau of Immigration (BoI). He stated that he would personally speak to the CEO of Gangavaram Port to ascertain the status of Immigration Check Post (ICP) facilities and progress on this issue. **Shri Ajith Kumar CS DGS** raised a clarification regarding Indian nationals holding Indian passports and CDCs but sailing on foreign-flag vessels. He questioned why such seafarers face restrictions on signing off at Indian ports, suggesting that the issue merits reconsideration, at least for Indian citizens. **Shri Rakesh Singh President ICCSA** elaborated that even in the case of Indian nationals, the Passport Act, 1921 and related rules apply once an individual leaves Indian territory on an international voyage. While exemptions have recently been secured for coastal vessels, international movements—regardless of nationality—still fall under passport and immigration control. Hence, immigration authorities cannot relax these requirements unless explicitly exempted by law or policy. The **NSB Chairperson Shri Sameer Kumar Khare, IAS (Retired)**, acknowledged the concerns raised and noted that ports

are being gradually converted into ICP-enabled ports, subject to availability of basic infrastructure and compliance with MHA and BoI requirements. He stated that the issue at Gangavaram Port needs to be examined in terms of existing facilities and confirmed that he has taken note of the concern and would engage with the concerned to explore possible solutions.

Port Welfare Committee of Andhra Pradesh:

8. Shri Manikanta introduced himself as a representative of the Port Welfare Committee of Andhra Pradesh (PWCA), established in 2005, and highlighted that the Committee is responsible for seafarers' welfare at ports including Krishnapatnam, Gangavaram, Visakhapatnam, and Kakinada. He emphasized that while several policy and infrastructure issues were discussed, seafarer welfare should not be overlooked. He specifically requested that dedicated seafarers' welfare buildings/clubs be provided within dock premises at all ports, noting that there are space and allotment challenges at Visakhapatnam and Kakinada ports. He requested the National Shipping Board to take cognizance of this issue so that seafarers' welfare is ensured uniformly at both major and non-major ports. The **NSB Chairperson Shri Sameer Kumar Khare, IAS (Retired)**, acknowledged the submission and advised Shri Manikanta to formally submit a representation addressed to the concerned port chairpersons / deputy chairpersons, with a copy marked to him. He assured that he would take up the matter at the appropriate level once the representation is received. **Capt. Nitin Mukesh Secretary NSB** clarified that under the Seafarers' Welfare Fund Society (SWFS), funding is available for seafarers' welfare facilities, including clubs. He informed that earlier funding was largely limited to operational support, but new provisions are now being planned to also fund construction of new welfare buildings. He stated that funding has recently been provided or is being planned for ports such as JNPA, Dhamra, Kolkata, Chennai, and Cochin (including infrastructure like sewage treatment plants). However, no formal proposal has yet been received from Visakhapatnam or Kakinada. He requested that a detailed proposal be submitted through proper channels, either via the port authority or the MMD, after which it can be considered by SWFS. Shri Manikanta recalled that earlier a seafarers' club existed at Visakhapatnam, housed in a building allotted by the port, but it was later discontinued due to lack of sustained support from the port authorities. Subsequently, the building was handed over to private operators linked to port development projects, resulting in the loss of the welfare facility. He stated that requests have been made to the port to construct a new seafarers' welfare building, but the port has asked the welfare body to deposit funds, which has become a constraint. **Shri Rakesh Singh President ICCSA** clarified that under the Merchant Shipping Act, 2025, the constitution of a Seafarers' Welfare Board is now mandatory (earlier it was optional under the 1958 Act). The Board's statutory mandate includes providing welfare facilities such as recreational clubs and welfare centres for all seafarers, irrespective of nationality and whether the port is major or non-major. He reiterated that the rules

are currently being drafted and encouraged stakeholders to submit formal proposals, assuring that the matter is now backed by statutory support.

Vote of thanks:

9. The meeting ended with vote of thanks from the Chair to all the stakeholder associations present in the meeting.



The Indian Ship Technology Centre



- ISTC is established as an Apex Centre under IMU at Visakhapatnam.
- To support indigenous shipbuilding capabilities, reduce reliance on foreign expertise.
- Contribute to position India among the top 10 shipbuilding nations by 2030.



Key alignments

- **Institutional :**

- MIV 2030 Initiative #10.10: Re-orient IMU campuses as Centres of Excellence.

- **Ministerial**

- MAK 2047 – Maritime AmritKal 2047
- National Ship Building Mission of MoPSW

- **National**

- Atmanirbhar Bharat, UN Sustainable Development Goals, Blue Economy Initiative, and Digital India.

Objectives

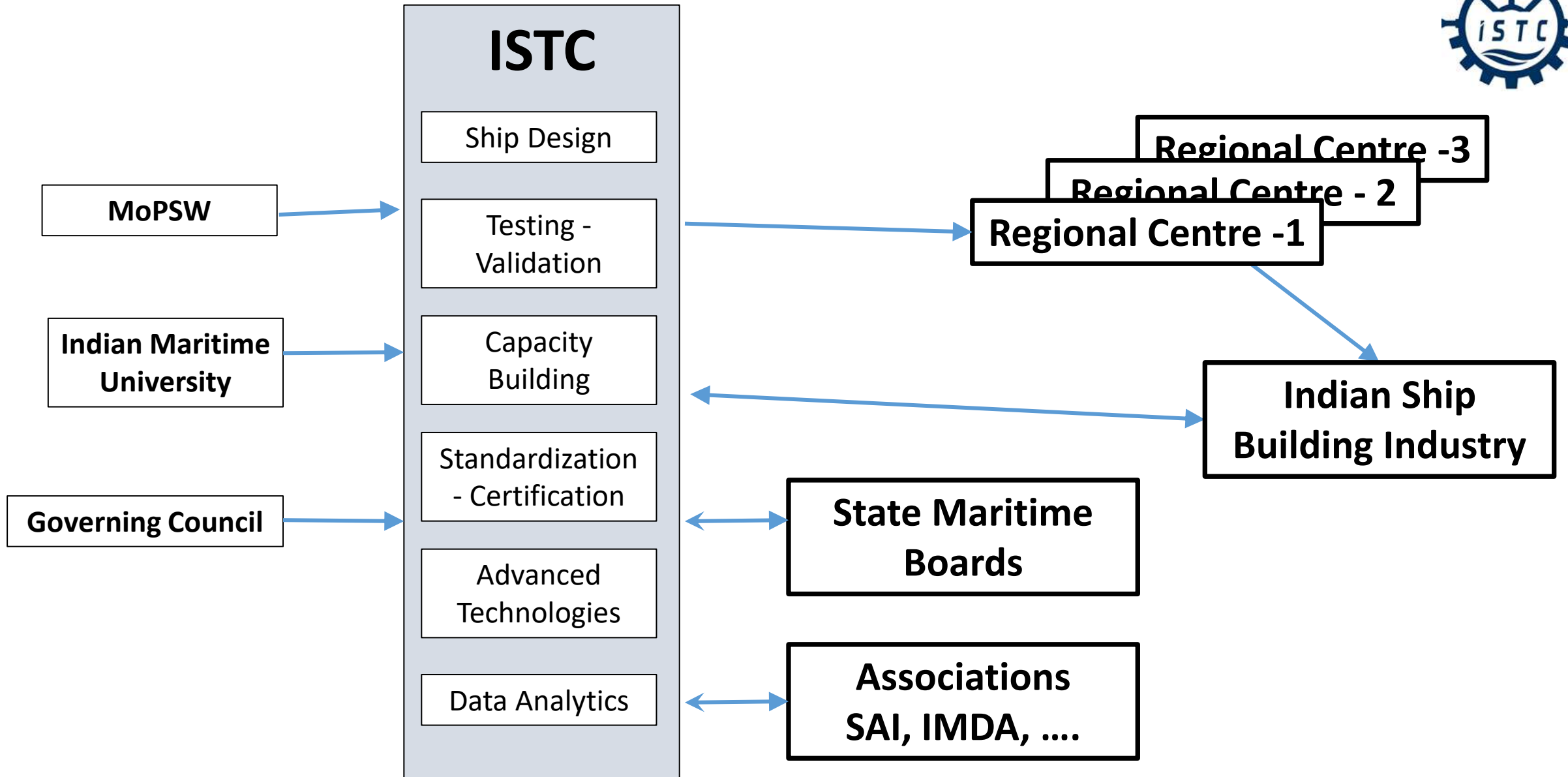


- **Support** Indian shipbuilders and designers by providing a platform with essential hardware and software resources SaaS.
- **Build** indigenous capacity in Ship Design, testing, validation. Numerical/ physical modeling facilities, and knowledge databases.
- **Indigenize** the ship design and production software presently monopolized by few foreign vendors
- **Facilitate** skill development, upskilling, and reskilling for the shipbuilding sector.
- **Accelerate** R&D output, support innovation in sustainable ship design practices

Organizational Structure and Governance



- **Apex Structure ISTC at Visakhapatnam:** Operates under IMU with a Governing Council
- **Regional Centres:** Each led by a Regional Director reporting to ISTC's Centre Director. Focus: 70% skill development, 30% localized R&D and consultancy.
- **Manpower:** Initial skeletal staff from IMU; phased recruitment of 50+ personnel at ISTC engineers, researchers, trainers and 20 per regional centre trainers, coordinators.
- **Legal Framework:** Independent centre under IMU; to be converted to a Section 8 company for autonomy in due course.
- **Nodal Oversight:** National Shipbuilding Mission as the overseeing agency.
- **Funding:** Presently for establishment of ISTC at IMU-V, Rs.71.6 Cr. (FY 2025 to 2030) has been sanctioned. A total of 305 Cr has been earmarked for ISTC activities under National Ship Building Mission.



Implementation plan



• ISTC Apex Establishment

- Upgradation/renovation of buildings and facilities at IMU Visakhapatnam.
- Recruitment and onboarding of core team engineers, researchers, administrators.
- Establishing IT infrastructure and implement SaaS, Integration of SDAF and HPCF with Ship Design
- Network with Domestic and foreign test facilities
- Expand / consolidation into designated verticals Advanced technology, Cluster development, Inland waterways

• Regional Centres Establishment

- Site selection and infrastructure development for three centres upcoming cluster sites.
- Setup of skill development labs, simulators, and training infrastructure at each centre.
- Initial staffing and training of regional teams.
- Integration with ISTC's SaaS platform for shared resources.
- Launch of localized programs aligned with regional shipbuilding clusters e.g., offshore in Mumbai, naval in Chennai.

Functional Verticals and Activities



1. Ship Design	1.1 Design & Analysis Facilities 1.2 Capacity Building for High-End Design Tools 1.3 SaaS Model for Small and Medium Industry 1.4 Industrial consultancy 1.5 Indigenization of S/W Tools
2. Testing & Validation	
3. Training and Skill development	
4. Standardization & Certification	
5. Advanced Technologies	
6. Maritime Cluster Development	
7. Inland waterways	

Functional Verticals and Activities



1. Ship Design	
2. Testing & Validation	2.1 Domestic Testing of Ship Models
3. Training and Skill development	2.2 Network and Optimize Domestic Capacity
4. Standardization & Certification	2.3 Single Window Service for Indian Yards
5. Advanced Technologies	2.4 Facilitate Creation of New Test Facilities
6. Maritime Cluster Development	
7. Inland waterways	

Functional Verticals and Activities



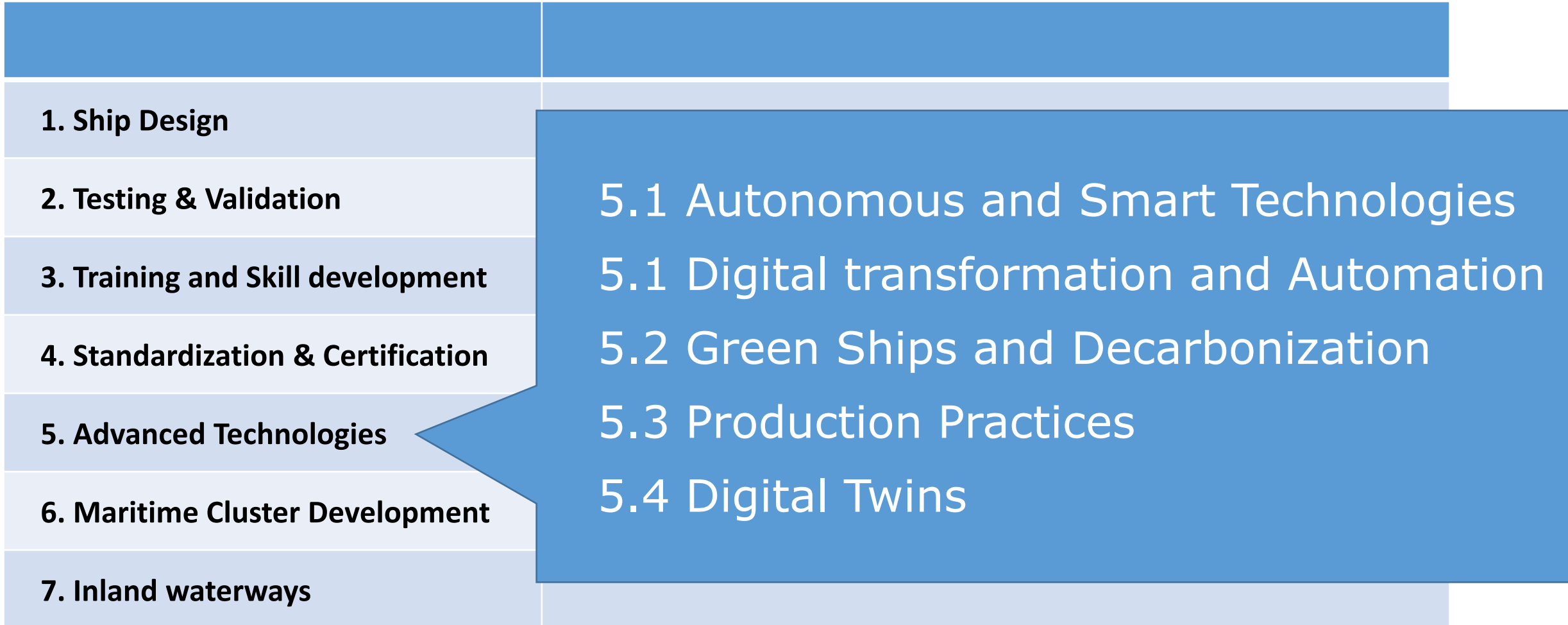
1. Ship Design	
2. Testing & Validation	
3. Training and Skill development	3.1 Technology Adaptation 3.2 Training Need Analysis 3.3 Networking Agencies 3.4 Infrastructure Creation 3.5 Training the Trainer 3.6 Mass Training
4. Standardization & Certification	
5. Advanced Technologies	
6. Maritime Cluster Development	
7. Inland waterways	

Functional Verticals and Activities



1. Ship Design	
2. Testing & Validation	
3. Training and Skill development	
4. Standardization & Certification	4.1 Training Content & Certifications 4.2 Contract Documentation 4.3 Material Testing 4.4 Supply Chain in Ancillary Industry 4.5 Facilitate Familiarization/Adaptation of new Standards
5. Advanced Technologies	
6. Maritime Cluster Development	
7. Inland waterways	

Functional Verticals and Activities



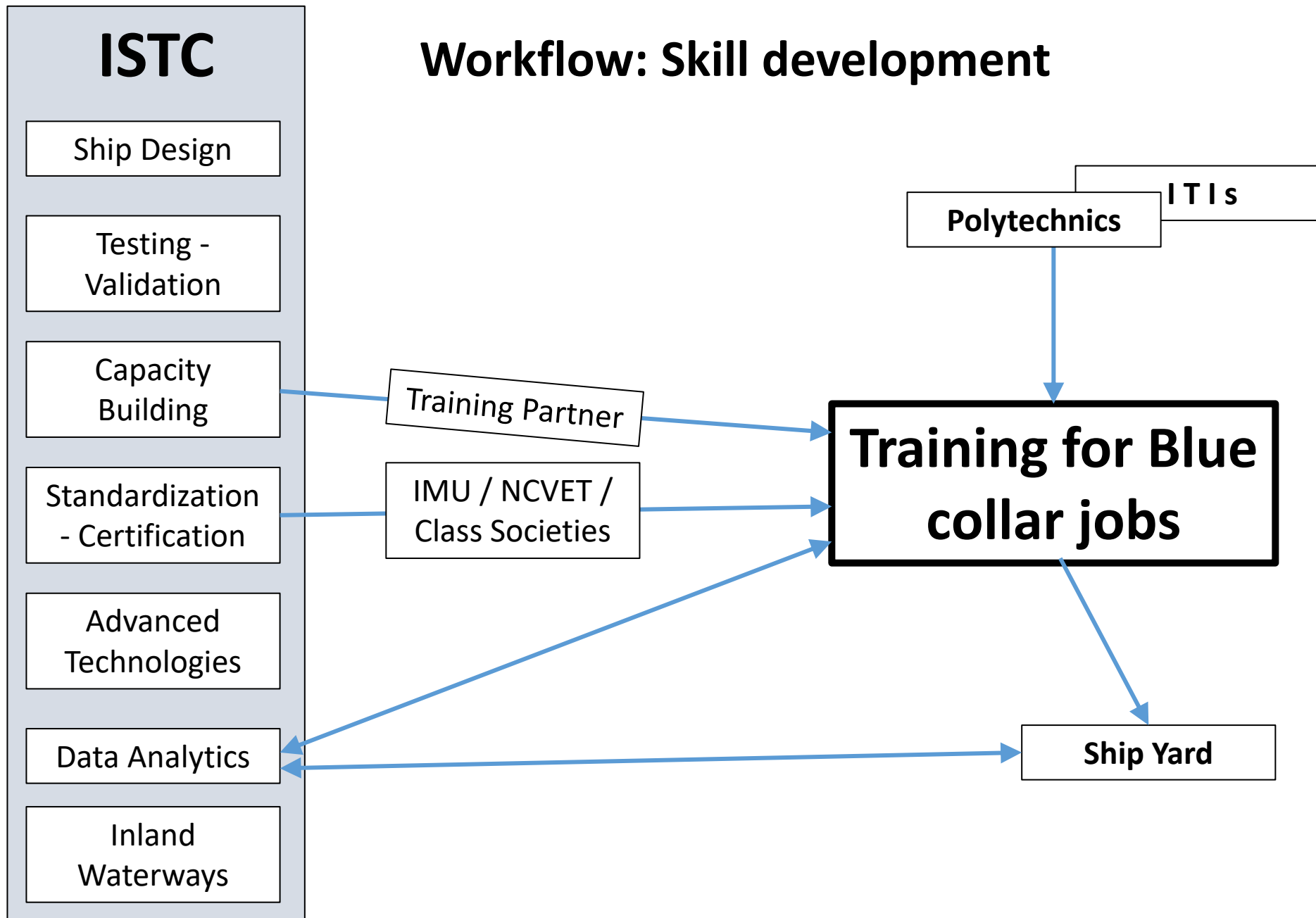
Functional Verticals and Activities



1. Ship Design	6.1 Feasibility studies for the project elements 6.2 Engineering design and DPR for water front facilities 6.3 Assessment of Ancillary industry 6.4 Supply chain management 6.5 Adopting global best practices
2. Testing & Validation	
3. Training and Skill development	
4. Standardization & Certification	
5. Advanced Technologies	
6. Maritime Cluster / shipyard Development	
7. Inland waterways	

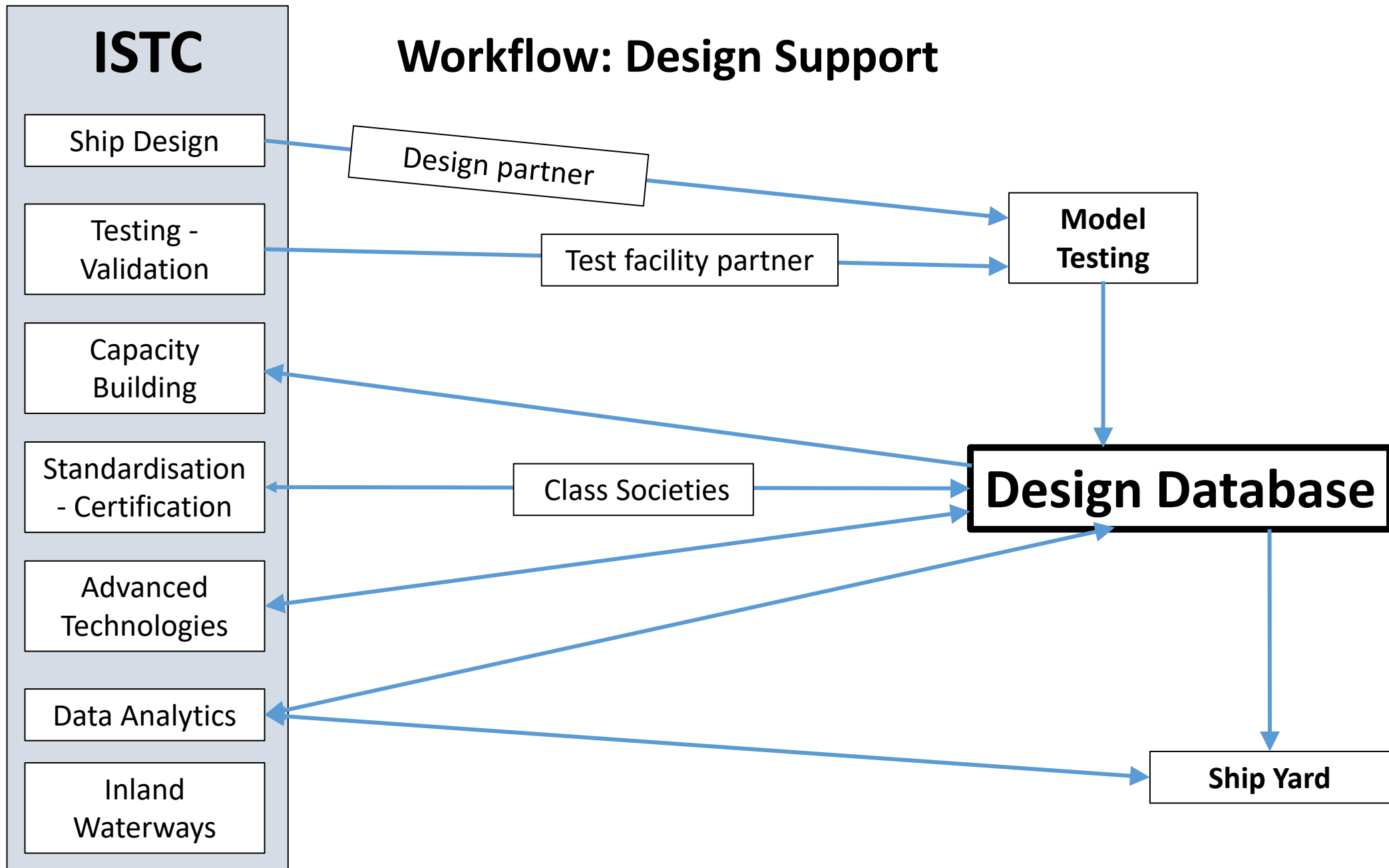


Workflow: Skill development



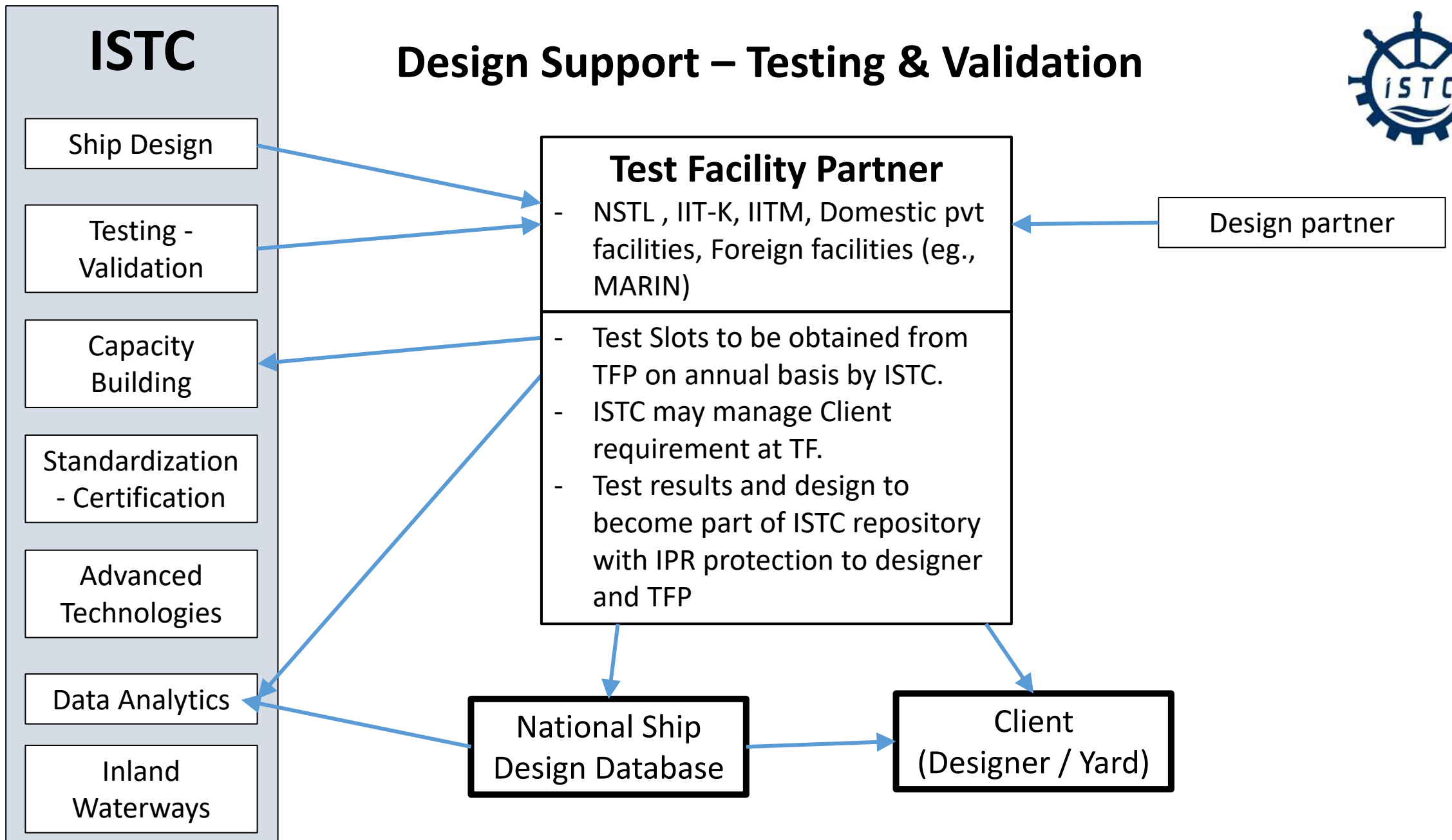


Workflow: Design Support





Design Support – Testing & Validation



Monitoring, Evaluation & Operations



- quarterly reviews with MoPSW.
- annual audits C&AG and internal and impact assessments.
- feedback from stakeholders and refine programs based on metrics e.g., utilization rates, cost reductions.
- Plan for post-five-year autonomy, including revenue generation models.
- sustainability through eco-efficient infrastructure and digital empowerment.

01

Setting the stage

School of Maritime Studies
Centurion University
Odisha, India

CENTURION UNIVERSITY'S INTENT & VISION

1 A *Skills* University setting international standards

Accredited Skills University; Center of Excellence & Awarding body for MSDE

2 A *Smart* University for industry 4.0

Embraces technology and industry 4.0 trends across the board – from lab to land

3 An *Action Research* University

Encourages Action based learning and research through real time interventions

4 A *Community focused* University

Social outreach activities include vocational education, financial inclusion, livelihoods etc.

5 An *Incubation & Entrepreneur's* university

Entrepreneurship development core to curriculum incubating students to start enterprise

THE CENTURION IMPACT

7

CAMPUSES IN
ODISHA & AP

9

SOCIAL
ENTERPRISES

10,423

STUDENTS ON CAMPUS

375,000

SCHOOL DROP-OUTS
TRAINED

414

FULL TIME
FACULTY

226

PHD HOLDERS

206

INDUSTRY
PARTNERS

50

SKILL COURSES
ACROSS 12 SECTORS

1,407

JOB OFFERS THIS YEAR

20,900,000

BANK ACCOUNTS OPENED

12

SCHOOLS OF THE
UNIVERSITY

15,826

APPRENTICES ENROLLED

SCHOOLS OF THE UNIVERSITY



School of
Engineerin



School of
Pharmacy



Agricultural & Bio-
engineering

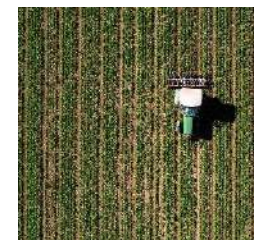
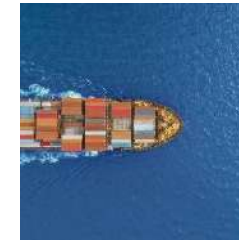
School of
Basic Sciences



School of Forensic
Sciences



School of
Maritime Studies



School of
Agricultur
e Sciences



Paramedics
& Allied
Health



Vocational
Education
& Training

School of
Applied Sciences



School of
Management



Media &
Communication



03



About the School



SCHOOL OF MARITIME STUDIES

DG Approved Training Center



Accolades and Accreditation

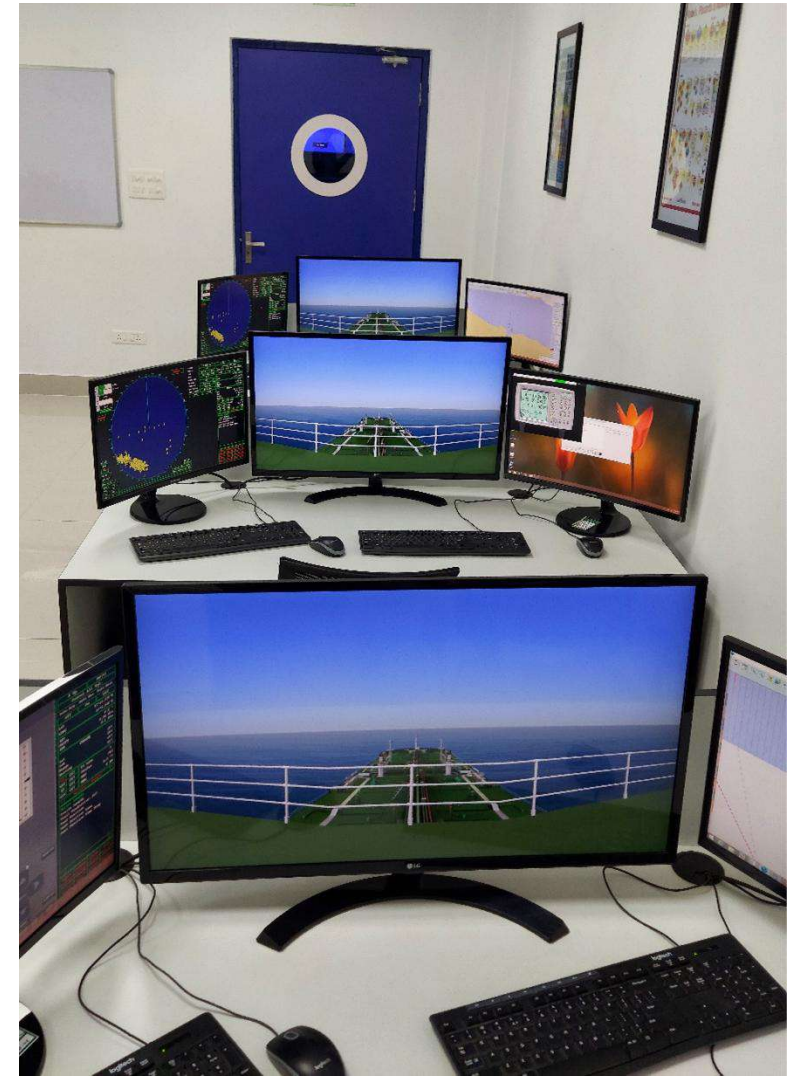
Courses

Sl No	Courses offered	Duration in Months
1	BSc Nautical Science	36
2	Diploma in Nautical Science	12
3	Graduate Marine Engineering	12
4	Electro Technical Officer	4
5	General Purpose Rating	6
6	Certificate Course in Maritime Catering	6
7	BSc in Cruise line & Hospitality Management	36
8	MBA in Maritime Operations	24
09	MBA in Hospitality Operations	24
10	Second Mate (FG) Competency Course	4
11	Basic Training for Liquefied Gas Tanker Cargo Operations	6 days
12	Advanced Training for Oil Tanker Cargo Operations	10 days
13	Advance Fire Fighting (AFF)	4 days
14	Medical First Aid (MFA)	4 days
15	Company Security Officer (CSO)/ Ship Security Officer	2 days
16	Electronic Chart Display and information System (ECDIS)	5 days
17	Diesel Engine Combustion Gas Simulator Training	3 days





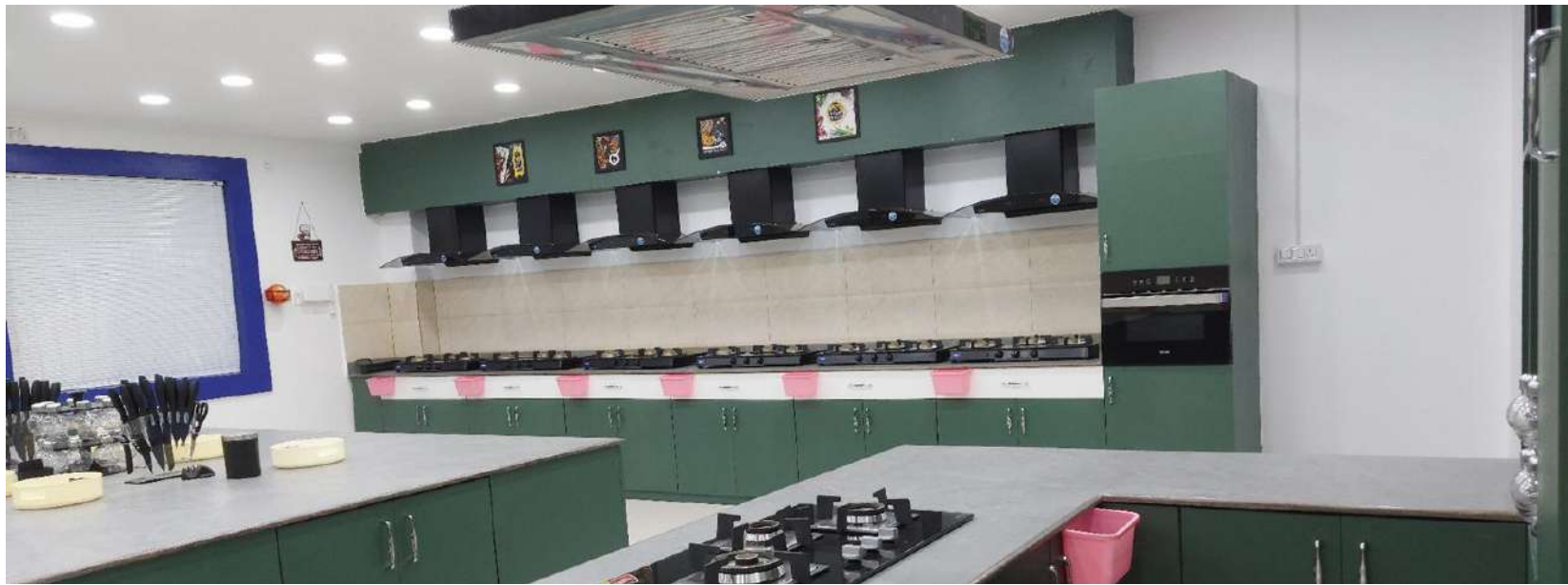
CLASSROOMS & TRAINING ROOMS



MARITIME TRAINING LABS



MARITIME TRAINING LABS



HOSPITALITY TRAINING LABS



LIBRARY

HEALTH FACILITY



FIRE FIGHTING DRILL



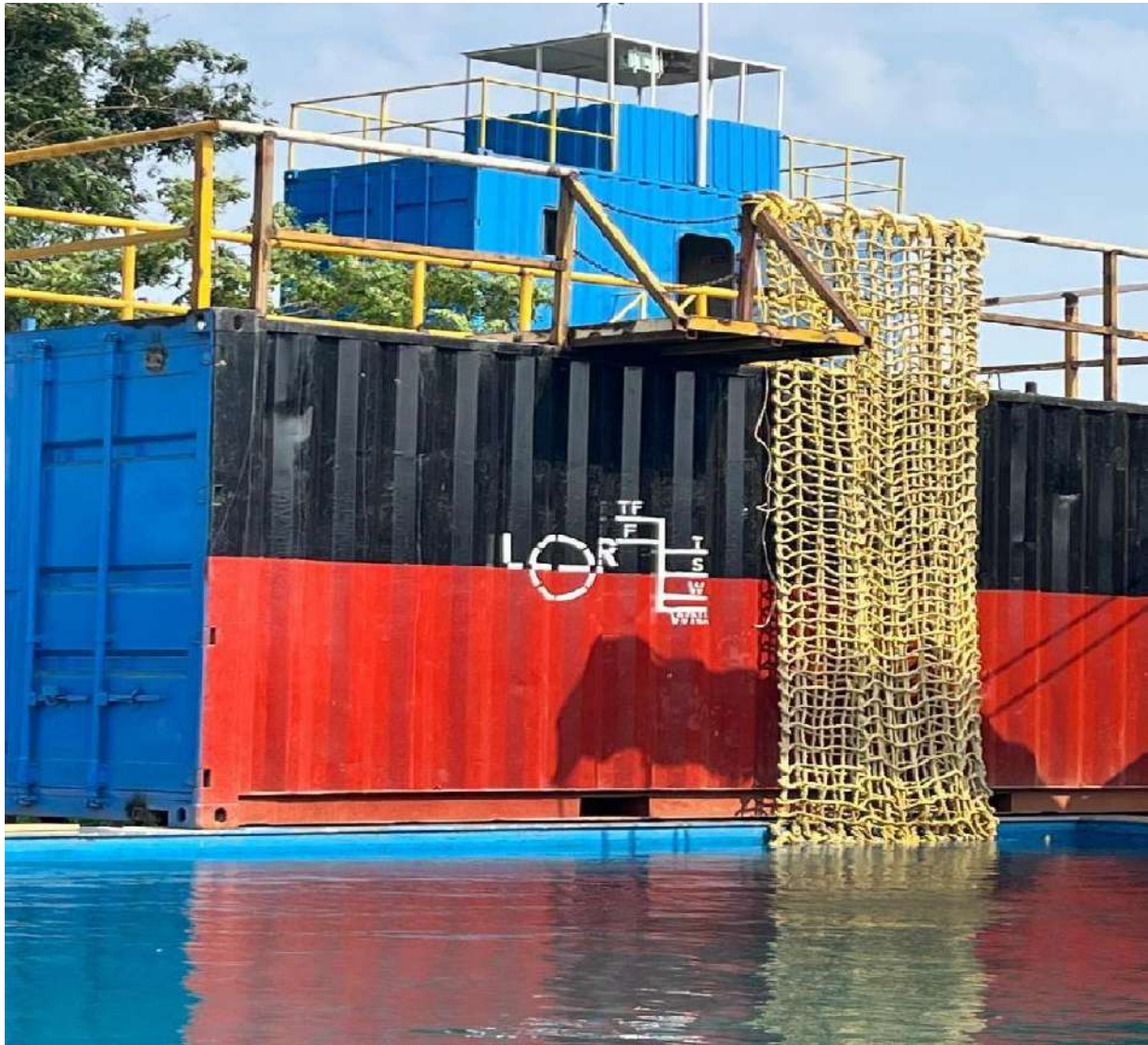
FIRE FIGHTING MOCK UP & PST



FIRE FIGHTING MOCK UP & PST



PST



OTHER STCW TRAINING FACILITIES



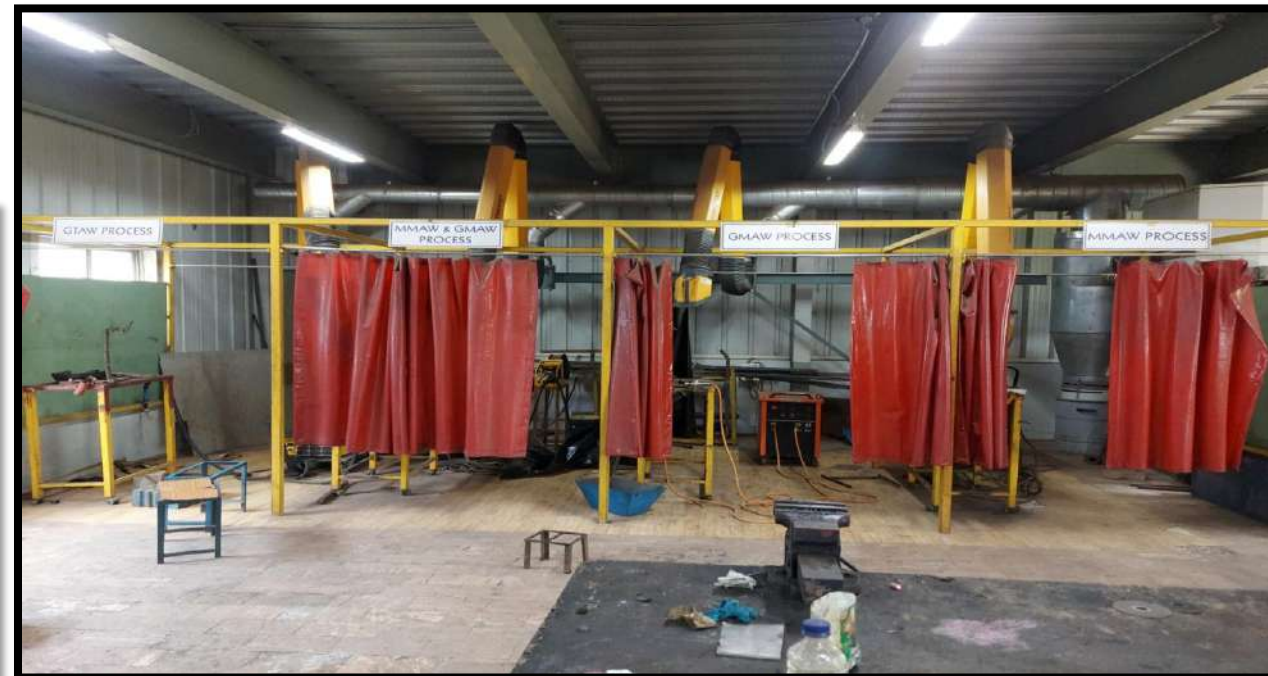
OTHER STCW TRAINING FACILITIES



MARITIME CATERING LAB & MACHINE SHOP



IC ENGINE LAB & WELDING SHOP



GAS WELDING, FITTING SHOP, PURIFIER & OILY WATER



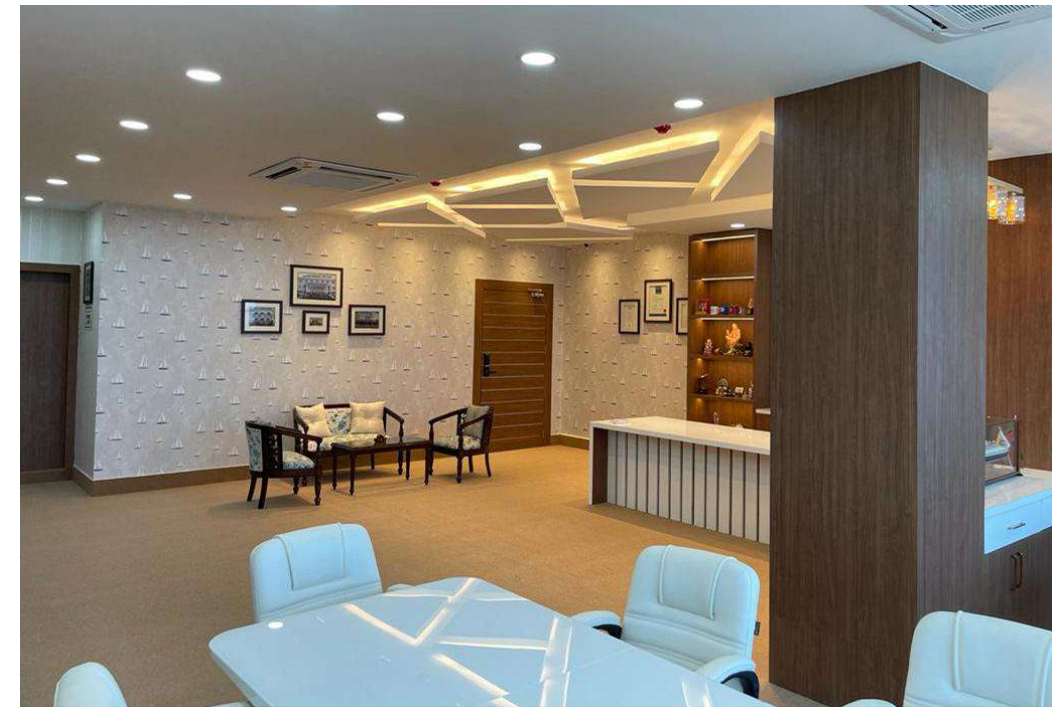
HYDRAULIC AND ELECTRICAL LAB



MACHINE, COMPUTER, ELECTRONICS AND PHYSICS LAB



DIRECTOR'S ROOM



PRESIDENT LOUNGE





HOSTEL FACILITY



SPORTS FACILITY



SWIMMING POOL

CAFETERIA



UNION MARITIME



**NIGERIAN MARITIME
ADMINISTRATION AND SAFETY
AGENCY**



Partners and Recruiters

CENTURION UNIVERSITY

THE WORLD OF HOPES & POSSIBILITIES



School of Maritime Studies
Centurion University, Bhubaneswar Campus.
Ramchandrapur, Jatni
Pin - 752050
Odisha, India

Constituent Campuses: Jatni | Paralakhemundi | Rayagada | Bolangir | Vizianagaram

www.cutm.ac.in | www.maritime.cutm.ac.in /maritime@cutm.ac.in



Phone: +91 9237382445

Annexure XIV

Date: 19/12/2025 Time 04.00 PM to 06:30 PM

MINUTES OF THE MEETING OF NSB MEMBERS WITH CENTRE OF EXCELLENCE IN MARITIME & SHIPBUILDING (CEMS)

The meeting commenced under the Chairmanship of **Shri Sameer Kumar Khare, IAS (Retired), Chairperson, National Shipping Board (NSB)**. The Chairperson formally welcomed the Members of the Board, representatives of the Centre of Excellence in Maritime & Shipbuilding (CEMS), Indian Register of Shipping (IRS), and other invitees.

2. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** informed the Board that the objective of the agenda item was to have an in-depth interaction with CEMS to understand its mandate, progress, and future roadmap in the areas of maritime skilling, shipbuilding, ship repair, automation, and Industry 4.0. He stated that these focus areas are critical enablers for achieving the goals of Maritime India Vision 2030 and Maritime Amrit Kaal Vision 2047, and therefore merit detailed deliberation by the Board.

3. The CEMS made a detailed presentation (**Annexure XIVA**) outlining its establishment as a **Section 8 not-for-profit company**, promoted by the **Indian Register of Shipping (IRS)**. It was explained that CEMS has been conceived as a national-level institution aimed at bridging the skill gap between conventional engineering education and the rapidly evolving requirements of Industry 4.0 in the maritime and shipbuilding sector. The presentation highlighted the strategic alignment of CEMS with the **Sagar Mala Programme**, particularly its objectives relating to coastal community development and the creation of industry-ready manpower. Details were provided on the governance structure of CEMS, its advisory mechanisms, and the role of industry participation in curriculum development and training delivery to ensure relevance and employability. The CEMS apprised the Board about the development of its campuses at **Visakhapatnam** and **Mumbai**. It was informed that the campuses are equipped with advanced laboratories incorporating cyber-physical infrastructure designed to simulate real-world shipyard and industrial environments. The laboratories cover areas such as ship design, advanced manufacturing, industrial automation, robotics, mechatronics, Internet of Things (IoT), digital twin applications, and marine systems automation. The CEMS emphasized that this infrastructure enables trainees to gain hands-on exposure to contemporary tools and technologies used in shipbuilding, ship repair, ports, and offshore industries.

4. The Members of the Board sought clarification regarding the scalability of such infrastructure and the capital investments involved. The CEMS explained that a modular approach has been adopted in laboratory development, allowing replication and phased expansion across other maritime clusters based on regional industry demand.

5. A detailed technical discussion was held on marine and industrial automation systems, which form a core component of the CEMS training framework. The CEMS explained the role of **Programmable Logic Controllers (PLCs)** as the backbone of shipboard control systems, including engine control rooms, propulsion systems, auxiliary machinery, and safety interlocks.

6. The presentation further covered **Supervisory Control and Data Acquisition (SCADA)** systems, **Distributed Control Systems (DCS)**, **Human Machine Interfaces (HMI)**, and **Integrated Platform Management Systems (IPMS)**. It was explained that these systems enable centralized monitoring, alarm management, fault diagnostics, and efficient operation of complex ship systems.

7. The Members of the Board raised queries regarding the relevance of these modules to Indian shipyards, challenges related to retrofitting, and alignment with classification and statutory requirements. The CEMS clarified that the curriculum has been developed in consultation with IRS and industry partners, ensuring compliance with applicable standards and adaptability to both newbuilding and ship repair scenarios.

8. The CEMS also made a presentation on emerging digital technologies, including artificial intelligence, machine learning, predictive maintenance, and digital twin applications. It was explained that these technologies are increasingly being adopted globally to reduce downtime, optimize maintenance schedules, and enhance operational reliability. The discussion highlighted the application of digital twins in simulating ship performance, enabling scenario analysis, and supporting decision-making across the vessel lifecycle. The Members of the Board emphasized the importance of developing indigenous expertise in these areas to reduce dependence on foreign technology providers and consultants.

9. A detailed discussion was held on environmental sustainability and green shipping initiatives. The CEMS explained how automation and digital monitoring systems support emission measurement, fuel optimization, and compliance with international environmental regulations. The importance of skilled manpower in implementing energy-efficient designs, alternative fuels, and smart ship architectures was emphasized. The Members noted India's growing obligations under international environmental conventions and underscored the need for trained personnel capable of operating, maintaining, and auditing green technologies onboard ships and in shipyards.

10. An extensive interactive session followed the presentation. Members raised questions on curriculum standardization, certification mechanisms, funding models, and the long-term sustainability of CEMS operations. Discussions were also held on integrating CEMS programmes with national initiatives relating to shipbuilding, ship repair, ship recycling, port modernization, and inland waterways. The CEMS outlined its collaborative approach involving shipyards, ports, defence establishments, academic institutions, and industry bodies. IRS elaborated on its role in curriculum

validation, certification, and ensuring industry confidence in the skilled manpower produced by CEMS.

11. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** observed that CEMS represents a critical institutional intervention for addressing long-standing skill gaps in the maritime sector. He emphasized that the productivity, quality, and global competitiveness of Indian shipyards and maritime infrastructure are directly linked to the availability of skilled manpower trained in modern technologies. He further stressed the need for close coordination between policymakers, NSB sub-groups, industry stakeholders, classification societies, and skilling institutions. He advised that automation, digitalisation, and Industry 4.0 concepts should be mainstreamed across shipbuilding, ship repair, ports, and inland waterways, rather than being treated as niche initiatives.

12. The meeting agreed with the following consolidated action points:

- **CEMS will submit a comprehensive roadmap detailing its expansion strategy, regional replication framework, and alignment with the recommendations of relevant NSB sub-groups;**
- **Indian Register of Shipping will continue extending its support in curriculum validation, certification processes, and industry benchmarking to ensure quality and relevance; and**
- **NSB Secretariat will examine and propose appropriate policy-level support mechanisms to enable the scaling up of Centres of Excellence in maritime skilling and automation**

13. **Shri Sameer Kumar Khare, IAS (Retired), Chairperson** thanked CEMS and IRS for the comprehensive presentation and candid discussions. He also thanked the Members of the Board for their valuable inputs and guidance.

14. The meeting concluded with a shared understanding that strengthening maritime skilling, automation, and digital capabilities is essential for achieving India's long-term maritime growth objectives.

Presentation to NSB Team

**Laying the Foundation for a
Maritime Workforce
Revolution**



The Role of Centre of Excellence in
Maritime and Shipbuilding (CEMS)

Welcomes



Centre of Excellence in
Maritime & Shipbuilding

Vizag & Mumbai



Shri Sameer Kumar Khare IAS (Retd)
Chairperson
National Shipping Board

Centre of Excellence in Maritime and Shipbuilding (CEMS) established as a Section 8 'Not for Profit' Company to provide skilled manpower for maritime sector.



Ministry of
Ports, Shipping and Waterways
Government of India



IRCLASS
Indian Register of Shipping

3



पत्तन, पोत परिवहन
एवं जलमार्ग मंत्रालय
MINISTRY OF
PORTS, SHIPPING
AND WATERWAYS



CEMS established in line with the 4th Objective of Sagarmala

“Coastal Community Development”



IRCLASS
Indian Register of Shipping



CEMS is Promoted by Indian Register of Shipping (IR Class)

CEMS



Vizag and Mumbai Campuses

Board of Directors



Mr. Arun Sharma
CHAIRMAN, IR Class



Mr. Gautam Chatterjee
DIRECTOR, IAS (RETD.)



S Venkatesapathy,
Joint Secretary (Ports), MoPSW
DIRECTOR



Mr. Vinay Kshirsagar
MD ISSPL



Mr. PK Mishra
MD, IRS



Dr. Kesavadev Varikkattu Karottu
Director, IMU (Vizag)

Worldclass 21 Technology Labs



Product Design
& Validation Lab



Shipbuilding &
Design



Electrical Design



Product Lifecycle
Management



Digital &
Advanced
Manufacturing



Vibration- Test &
optimization



Robotics



Mechatronics



Automation



Process
Instrumentation

Worldclass 21 Technology Labs



Pneumatics & Hydraulics



Welding, Pumps & Piping



CNC



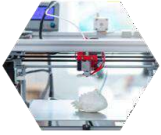
AR/VR



IoT & Embedded Systems



Port Management



3D Printing & Prototyping



Automobile/EV



Logistics & Supply Chain



Cyber Security

CEMS's Unique Infrastructure & Approach



- . **World-Class Labs:** Equipped with cyber-physical infrastructure.
- . **Functional Domains:** Design, Manufacturing, Optimisation, Automation, Robotics, MRO.
- . **Industry Relevance:** Each lab and curriculum as per industry requirements.
- . **Pedagogy:** Project based Training by experienced faculty.

Target Audience



- . **CEMS offers trainings for: -**
 - . **Students (ITI, Diploma, Degree and Engg)**
 - . **Unemployed Youth**
 - . **Working Professionals**

CEMS Unique Training Courses



- . **Industry 4.0 Pillars**
 - . **Design**
 - . **Automation**
 - . **Product Lifecycle Management**
 - . **Robotics**
 - . **IOT and Embedded Systems**
 - . **Augmented and Virtual Reality**
 - . **Digital Twin**

CEMS Unique Training Courses



- . **Blue Collar Courses**
 - . **Welding**
 - . **Pipe Fitter**
 - . **Structural Fitter**
 - . **Electrician**
 - . **CNC Operators**

Maritime Skilling



- . **CEMS conducts upskilling and reskilling programs for: -**
 - . **Indian Navy**
 - . **Indian Coast Guard**
 - . **L&T Defence**
 - . **Shipyards**
 - . **Ports**
 - . **Ancillary Industries**

COLLABORATIONS



- CEMS Advisory Board has members from the major shipyards CSL, MDL, HSL, GRSE, Indian Navy, Indian Coast Guard and COO of NSDC.
- L&T Defence (L&T Shipbuilding)
 - CEMS are training partners for L&T Defence.
 - L&T's Multi Skill Training Centre at Visakhapatnam is being operated by CEMS.
 - The GETs of L&T are deputed to CEMS for 2 weeks
- CEMS has signed MOUs with following reputed education institutions for conducting joint courses: -
 - IIT Tirupati
 - IIM Mumbai
 - IIM Visakhapatnam
- CEMS has started extension centres and is conducting trainings at: -
 - GRSE Taratala, Kolkata
 - Tuticorin
 - New Mangalore

Strategic Partnership: L&T Defence



- L&T Defence has handed over their Multi Skill Development Centre at Visakhapatnam to CEMS for conduct of Skill development programs sponsored under CSR grant of L&T
- The following grass root level programs are being conducted and the trainees are employed by Sub Contractors working in L&T Shipyard Katupalli building ships and Ship Building Centre, Visakhapatnam building submarines: -
 - Machinist
 - Electrician
 - Welder



Academic Excellence: IIT Tirupati



MOU with **IIT Tirupati** offering multiple pathways for professional development in Maritime Technology.

Short Term Corporate Courses: -

- Factory Automation
- Distributed Control Systems
- Industrial IoT
- Additive Manufacturing and
- Advanced Robotics

11 Month PG Diploma in Industry 4.0

- Advanced automation, AI integration, Smart manufacturing

Academic Excellence: IIM Mumbai



ONLINE EXECUTIVE CERTIFICATE PROGRAM IN
**DISRUPTIVE TECHNOLOGIES
FOR PORT MANAGEMENT &
SHIPPING LOGISTICS**

DATE OF COMMENCEMENT: 9TH MARCH 2026

Offered by:
Indian Institute of Management Mumbai (IIM Mumbai)
and
Centre of Excellence in Maritime & Shipbuilding (CEMS)

Promoted by:


Strategic Partnership: GRSE Kolkata



Our collaboration with **Garden Reach Shipbuilders & Engineers** demonstrates the power of industry-academia partnerships in addressing skilled workforce requirements.

GRSE provided space to CEMS in their Training Centre at Taratala

CEMS designed and executed customised courses for under qualified (8th Standard) residing in and around GRSE and trained them in critical shipbuilding courses: -

- Marine Welder
- Marine Electrician
- Marine Structural Fitter and
- Marine Pipe Fitter

100 candidates (25 in each batch) were given comprehensive hands- on skills training for 3 months duration, assessed and certified by NSDC and sent to shopfloors of GRSE for OJT.

On completion of 3 months of OJT, these skilled workforce will be on rolls of GRSE/Sub-Contractors enhancing productivity of the Yard



Key Training Areas for Shipyards



- **Marine Structural Fitter Course:**
 - **Focus:** Ship nomenclature, steel forming, welding, CNC cutting, block assembly, NDT testing, machinery alignment.
 - **Skills:** Fabricating ship sections, interpreting engineering drawings/3D models, confined-space operations, quality checks.
 - **Duration:** 12 weeks offline + 12 weeks OJT
- **Marine Plumbing & Piping Course:**
 - **Focus:** Pipe/fitting materials, drainage systems, pump installation, P&ID diagrams, SOLAS sanitation.
 - **Skills:** Installing freshwater/wastewater systems, pressure-testing piping, troubleshooting leaks, integrating HVAC and pollution-control systems.
 - **Duration:** 12 weeks offline + 12 weeks OJT

Key Training Areas for Shipyards (Contd.)



- **Marine Welder Course:**
 - **Focus:** Advanced welding techniques, safety protocols, SMAW/GMAW in all positions, oxy-acetylene cutting, defect repair.
 - **Skills:** Certification ready with IRS-standard welds.
 - **Duration:** 12 weeks offline + 12 weeks OJT
- **Marine Electrical Fitter Course:**
 - **Focus:** Marine safety (LOTO, Arc Flash), AC/DC circuits, Motor systems, PLC basics.
 - **Skills:** Installing & maintaining ship electrical systems, troubleshooting faults with megger/multimeter, programming PLC controls, ensuring SOLAS/IMO compliance.
 - **Duration:** 12 weeks offline + 12 weeks OJT

MOUs

- MOUs signed during IMW-25 and CII Partnership Summit : -
 - Garden Reach Shipbuilders and Engineers Ltd
 - Hindustan Shipyard Ltd
 - DP World & CSL
 - IIT Tirupati
 - AP Maritime Board
- GRSE-CEMS programs will be implanted with HSL, DP World and CSL



MOU signed between CSL, DP World and CEMS during IMW-25



MOU signed between GRSE and CEMS during IMW-25



MOU signed between APMB and CEMS during CII Partnership Summit, Vizag, 13 Nov



MOU signed between IIT Tirupati and CEMS on 20 Nov 25

Support To Shipyards: Our Training Philosophy



- **Industry Readiness:** Focused on industry readiness and compliance.
- **Hands-on Focus:** Over 70% practical tasks, shipyard visits, and simulations.
- **Comprehensive Assessment:** Written exams, practical tests, and viva voce.
- **Valuable Certification:** CEMS-IRS-NSDC-recognized certification upon completion.
- **Work-Integrated Education:** Enabling successful and smooth post-college transitions to employment.

Expanding Our Support: New Training Areas



Based on industry job roles, CEMS can expand its offerings to cover more critical shipyard functions with support from Govt.:

- **Marine Mechanical Fitter/Technician Course:** For assembling, installing, and maintaining mechanical equipment and machinery on vessels.
- **Marine CAD & Technical Drawing:** Training in computer-aided design software to create technical drawings and blueprints specific to shipbuilding.
- **Marine HVAC Systems Installation & Maintenance:** Specializing in heating, ventilation, and air conditioning systems for marine environments.
- **Shipyard Painting & Blasting Techniques:** Covering surface preparation and application of protective coatings and paints to ship structures.
- **Shipyard Rigging & Crane Operations:** Essential skills for lifting, shifting, and moving heavy structures and materials within the shipyard.
- **Marine Quality Control & Inspection Techniques:** For examining parts and products, ensuring compliance with industry standards, and incorporating advanced NDT.

Further Specialized & Supervisory Training



To address more advanced and supervisory roles, CEMS can introduce:

- **Welding Inspector Certification Prep Course:** For aspiring welding inspectors ensuring structural integrity and quality.
- **Shipyard Project Estimation & Scheduling:** Training for calculating costs, preparing bids, and managing project timelines and resources.
- **Shipwright & Marine Carpentry:** Focusing on interior fittings, wooden structures, and other carpentry tasks specific to shipbuilding.
- **Marine Health, Safety & Environmental (HSE) Management:** Ensuring a safe working environment and adherence to health, safety, environmental, and quality regulations in a maritime context.
- **Shipyard Supervisory Skills & Team Leadership:** Modules designed for experienced tradesmen transitioning into supervisory roles (e.g., Hull Foreman, Welding Supervisor).
- **Marine Refrigeration Systems Maintenance:** Specialized training for work on refrigeration systems.
- **Marine Instrumentation & Control Systems:** For preparing and assisting with instrumentation work on vessels.

The Impact: Benefits for Shipyards



- **Direct Support:** Providing highly skilled, industry-ready manpower across a broader range of shipyard functions.
- **Enhanced Productivity:** Graduates equipped with practical skills and industry certifications for diverse roles.
- **Reduced Training Burden:** CEMS provides comprehensive foundational and specialized training, filling critical skill gaps.
- **Economic Growth:** Contributing to increased employment and the growth of ancillary industries.
- **Global Competitiveness:** Strengthening India's position in global shipbuilding and repair markets by addressing diverse workforce needs.

Shipbuilding Courses and Training Programs in Polytechnics/ITIs



CEMS can meet the demands of modern shipbuilding through: -

- **Curriculum Development & Standardization (in collaboration with APMB and IMU):**
 - Design and implement **industry-aligned shipbuilding courses** in ITIs/Polytechnics.
 - Modules needed: Naval Arch, Marine Engg, Ship repair, Welding, Fabrication, and Marine electrical systems.
 - Curricula should meet national and international standards, making the trainees highly employable.
- **Faculty Training & Certification:**
 - CEMS provides high quality **"train-the-trainer" programs** for faculty members.
 - Equip the faculty with the latest industry knowledge and pedagogical techniques.
- **Practical Training & Apprenticeships:**
 - Facilitate hands-on experience with integrated modules involving OJT in local shipyards.
 - Creates a direct pipeline for employment.
- **Setting up Satellite Centers of Excellence.** Set up at GRSE, Tuticorin, NMPA and soon in Gandhidham with support from Ports CSR Grants

CEMS - Highlights



- Trained over 20000 candidates with good placement record.
- Authorised Training Centre for Mechanical and Electrical Design, Automation and PLM
- MoUs with over 100 Educational Institutions including IIMs Mumbai, Vizag and IIT Tirupati
- Strong Industry Connect – Ports and Shipyards
- Customised Courses for Industry
- Knowledge and Experience of Consultants

Support Needed for CEMS



- At the time of inception of CEMS, Ministry had planned to hand over the entire NSDRC campus to CEMS in 2020 post shifting of IMU to their 100 acre campus.
- However, only 1.776 acres out of 5 acres given to CEMS.
- Approximately 350+ students and staff are on CEMS campus on any working day compared to max 50 students of IMU.
- Ministry had directed IMU to share Dining hall, Auditorium and class rooms with CEMS. However same not complied with by IMU.
- There is no dining hall for CEMS.
- CEMS capacity is severely restricted due to space restrictions
- 2 out of 4 hostel blocks (35 year old NSDC Quarters) in the campus given to CEMS. No funds with CEMS to renovate the hostels. Hence unable to offer decent residential accommodation to students

Support Needed for CEMS



- . IMU has started Indian Ship Technology Centre (ISTC) in NSDRRC Campus with a substantial grant from Ministry.
- . Skill development also in mandate of ISTC.
- . CEMS evolved over the years as a successful skill development centre.
- . CEMS to be supported to expand instead of duplication of skill development efforts by ISTC

Support Needed for CEMS



- . CEMS given one-time financial grant by MOPSW towards CAPEX in 2017.
- . OPEX for CEMS is to be generated through fees from students.
- . Majority courses being done for DDU GKY programs and CSR grants at Negative or Nil revenue due to low fee paying capacity in the region.
- . Operational Sustenance is a big challenge to CEMS considering the financial constraints.
- . Existing hardware needs to be maintained and upgraded considering that they have been installed in 2018.
- . Software Licenses need to be renewed every year to maintain support.
- . CEMS urgently needs financial support for Sustenance and Further Growth.

THANK YOU