



Solutions for Tomorrow



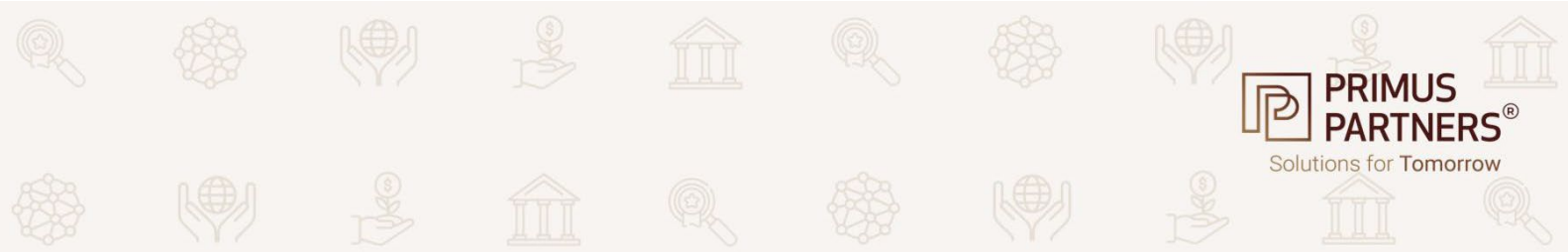
# **Supplementary Note on the Proceedings of NAVIC Cell 1: International Cooperation including IMO Version 1 – Draft April 2025**

Submitted to: **Directorate General of Shipping**

Submitted by: **Primus Partners Private Limited**

<b>1</b>	<b>Introduction.....</b>	<b>8</b>
1.1	Background.....	8
<b>2</b>	<b>The 9 Pillars for Implementation on NAVIC Cell 1 – IC Goals .....</b>	<b>10</b>
2.1	Infrastructure - <i>Estimation of quantum scale, and type of infrastructure required</i> .....	10
2.2	Materials /Consumables - <i>Assessment of essential resources availability and procurement strategies</i> .....	13
2.3	Institutional Mechanism - <i>Identification of government structures and inter agency coordination mechanism</i> .....	15
2.4	HR & Capacity Building - <i>Requirements for training, skill development and workforce planning</i> .....	17
2.5	Processes/SOP's - <i>Standardization and streamlining of procedures for efficiency and effectiveness</i> .....	18
2.6	Policy & Regulations - <i>Assessment of the need for new policies or regulatory framework</i> 20	
2.7	Financing - <i>Estimation for financial requirements, potential funding sources and investment strategies</i> .....	21
2.8	Digitalization / Technology - <i>Identification of new/available technologies, digitalization needs and solutions</i> .....	24
2.9	Data Monitoring / KPI's - <i>Need for monitoring frameworks, key performance indicators and reporting mechanisms</i> .....	26
<b>3</b>	<b>Immediate Achievables.....</b>	<b>28</b>
3.1	Hosting the STCW Comprehensive Revision in Mumbai .....	28
3.2	All major ports to sign MoU with two sister ports – one from developed nation another from developing nation by the end of 2025 .....	29
3.3	International Association of Ports and Harbors (IAPH) Membership by each of the Ports 30	
3.4	Setting up of Industrial Park at Tanzania led by JNPA.....	32
3.5	Appointment of a Permanent Technical Representative at the International Maritime Organization (IMO).....	33
3.6	Proposal for Sponsoring a Chair and Fellowship Programme in the name of late C. P. Srivastava at IMO-IMLI (Malta) and WMU (Malmö) .....	34
<b>4</b>	<b>Snapshot of Financial Commitments by MoPSW.....</b>	<b>36</b>





4.1	IOCE SMarT .....	36
4.2	HR Development and Capacity Building .....	37
4.3	Digital IC Platform .....	38
4.4	Centre of excellence .....	38
4.5	3-year action calendar .....	39
5	The Way Forward .....	42
Annexure-1 .....		43
International Maritime Annual event Calendar 2025 .....		43
International Maritime Annual event Calendar 2026 .....		45
International Maritime Annual event Calendar 2027 .....		46
Annexure – 2 SoP/ Guidelines on Engagement through Sister Port Association .....		48
Annexure – 3 SoP/ Guidelines on Member Engagement with IAPH .....		50



### List of Abbreviations

ASPs	Application Service Providers
BIMCO	Baltic and International Maritime Council
BIMSTEC	Bay of Bengal Initiative for Multi-sectoral Technical and Economic Cooperation
BRI	Belt and Road Initiative
CCC	Carriage of Cargoes and Containers
ChPA	Chennai Port Authority
CMA	Connecticut Maritime Association
CMI	Comité Maritime International
CSPs	Communications Service Providers
CUSAT	Cochin University of Science and Technology
DDP	LRIT Data Distribution Plan
DGLL	Directorate General of Lighthouses and Lightships
DGS	Directorate General of Shipping
ECDIS	Electronic charts and information systems
EEZ	Exclusive Economic zone
EMSA	The European Maritime Safety Agency
ESPO	European Sea Ports Organization
ESS	Energy storage solutions
EU	European Union
FAL	Facilitation Committee
FICCI	Federation of Indian Chambers of Commerce & Industry
GMDSS	Global Maritime Distress and Safety System
IAMU	International Association of Maritime Universities
IAPH	International Association of Ports and Harbors

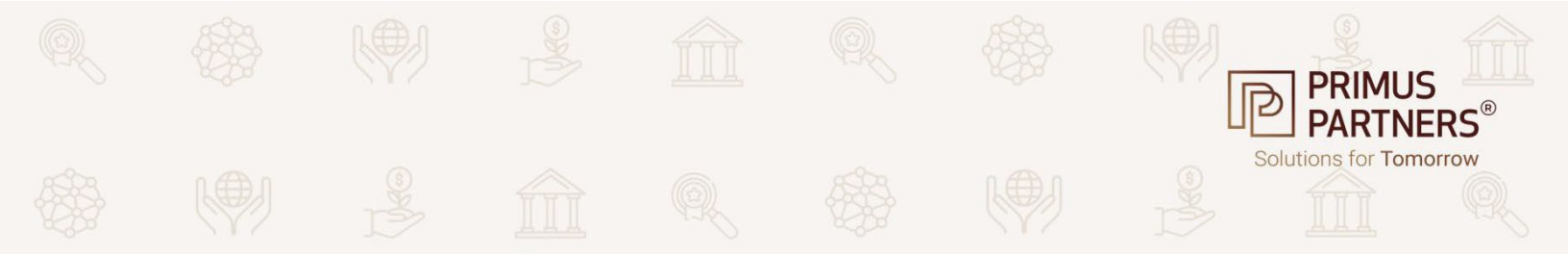


ICCSA	Indian Coastal Conference-Shipping Association
ICD	Inland Container Depots
ICS	Indian Civil Service
ILA	International Law Association
ILO	International Labour Organization
IMEC	India-Middle East-Europe Economic Corridor
IMIE	Institute of Marine Engineers
IMO	International Maritime Organization
IMU	The Indian Maritime University
INA	Institute of Naval Architects
INSA	Indian National Shipowner's Association
INSTC	The International North-South Transport Corridor
IOCE-SMaRT	Indian Ocean Centre of Excellence for Sustainable Maritime Transport
IOI	International Ocean Institute
IoT	Internet of Things
IOPC	International Oil Pollution Compensation
IPGL	India Ports Global Limited
IPRCL	Indian Port Rail & Ropeway Corporation Limited
IRS	Indian Register of Shipping
ITEC	Indian Technical and Economic Cooperation
ITF	International Transport Workers' Federation
JNPA	Jawaharlal Nehru Port Authority
JPO	Junior Professional Officers
JTWG	Joint ILO–IMO Tripartite Working Group
JWGs	Joint Working Groups
LNG	Liquefied Natural Gas



LRIT	Long Range Identification and Tracking system
MAKV	Maritime Amrit Kal Vision
MbPA	Mumbai Port Authority
MEA	Ministry of External Affairs
MEPC	Marine Environment Protection Committee
MIV	Maritime India Vision
MLC	Maritime Labour Convention
MMU	The Massachusetts Maritime Academy
MoPSW	Ministry of Ports, Shipping and Waterways
MoU	Memorandum of Understanding
MSC	Maritime Safety Committee
MSC	Mediterranean Shipping Company
MTCC	Maritime Technologies Cooperation Centre
MTI	Maritime Training Institute
MTT	Maritime Training Trust
MUI	Maritime Union of India
NAVIC	Neel Arth Vision Implementation Cell
NCSR	Navigation, Communications and Search and Rescue
NIOT	National Institute of Ocean Technology
NMPA	Navi Mumbai Port Authority
PPA	Paradip Port Authority
PSUs	public sector undertakings
SAR	search and rescue
SDG	Sustainable Development Goals
SMPA	Syama Prasad Mookerjee Port Authority
SOLAS	Safety of Life at Sea





SPO	Senior Professional Officers
SRIA	Ship Recycling Industries Association
STCW	Standards of Training, Certification, and Watchkeeping
UASC	United Arab Shipping Company
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNCLOS	United Nations Convention on the Law of the Sea
VIBHAS	Viksit Bharat Sankalp
VMS	Vessel Monitoring System
WMU	The World Maritime University





# 1 Introduction

## 1.1 Background

Within the Ministry of Ports, Shipping and Waterways (MoPSW), the International Cooperation Division plays a pivotal role in fostering India's maritime engagements on the global stage. Its responsibilities include signing Agreements and Memorandums of Understanding (MoUs), forming Joint Working Groups aimed at mutual development, and facilitating knowledge exchange and negotiations with regional, bilateral, and international organizations such as ASEAN, BIMSTEC, the European Union, and EFTA. Additionally, all interactions with the International Maritime Organization (IMO)— a specialized UN agency dedicated to the safety, security, and environmental sustainability of international shipping, are coordinated through this division.

### Maritime India Vision 2030 (MIV 2030)

Released by the Ministry of Ports, Shipping and Waterways, MIV 2030 lays down a 10-year strategic roadmap for transforming India into a leading maritime nation. The vision document includes over 150 initiatives across key focus areas including port infrastructure, logistics efficiency, digitalization, coastal shipping, shipbuilding, green ports, and cruise tourism. The goal is to reduce logistics costs, enhance port performance, and boost India's competitiveness in global maritime trade.

### Maritime Amrit Kaal Vision 2047 (MAKV 2047)

Looking beyond the immediate horizon, MAKV 2047 outlines India's long-term maritime ambitions in the run-up to 100 years of independence. It builds on the foundations of MIV 2030 and shifts focus from operational improvement to transformational change. The vision sets ambitious targets for port capacity, shipbuilding capability, digital transformation, and decarbonization, with a strong emphasis on international collaboration and maritime diplomacy.

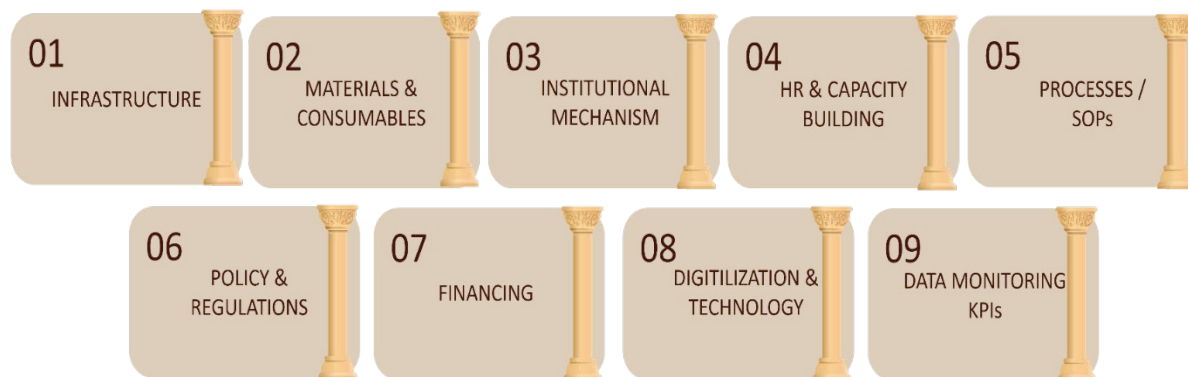
### Chintan Shivir

In March 2025, the Ministry of Ports, Shipping and Waterways convened a strategic *Chintan Shivir* in Srinagar, Jammu & Kashmir, aimed at unlocking potential of the Blue Economy of India. The Shivir served as a high-level platform for introspection, strategic brainstorming, and cross-stakeholder dialogue, bringing together officials from central and state governments, maritime boards, public sector undertakings, and private partners. It reflected the government's vision to accelerate the growth of India's maritime economy in a sustainable and globally competitive manner.





One of the key outcomes of the Chintan Shivir was a directive issued to all NAVIC (Neel Arth Vision Implementation Cell) and VIBHAS (Viksit Bharat Sankalp) cells. These entities were advised through the OM dated 4<sup>th</sup> April 2025 to categorize all their interventions and goals under a unified framework of **nine strategic pillars**, to promote strategic clarity, reduce redundancy, and ensure alignment with the nation's long-term maritime vision.



This document serves as a **supplementary note** to the **Detailed Note on Proceedings of NAVIC Cell 1: International Cooperation including IMO & Maritime Event Calendar** submitted in **January 2025**, which outlined India's international maritime cooperation goals, the actions undertaken and the progress achieved. While the aforementioned submission focused primarily on external engagements and bilateral/multilateral initiatives, this note seeks to realign those goals under a structured national framework and ensure they contribute effectively to India's evolving maritime ambitions.

The reorganization into nine pillars is intended to provide a common language and structure for planning, monitoring, and evaluating projects across NAVIC and VIBHAS. This approach enables convergence across central initiatives and state-specific maritime strategies and directly ties into two overarching national vision documents—**Maritime India Vision 2030 (MIV 2030)** and **Maritime Amrit Kaal Vision 2047 (MAKV 2047)**.

## 2 The 9 Pillars for Implementation on NAVIC Cell 1 – IC Goals

### 2.1 Infrastructure - *Estimation of quantum scale, and type of infrastructure required*

In an endeavor to achieve IC Goals set forth in the MIV 2030 and MAKV 2047, a systematic, time-linked approach has been adopted by the cell, breaking the goals into achievable heads namely – 100-day goals (June'24-Sept'24), 1-year goals (June'24-June'25) and 5-year goals (June'24-June'29). The goals are categorized into 3 major heads – Bilateral, Multilateral and Maritime corridors and further drilled down into 15 A0 Goals and 39 A1 Interventions. While the A0, A1, A2 framework of action plan is critical to achieve the larger goals of International Cooperation, it is imperative that an overarching Infrastructure focused on International Cooperation engagement is set up within the Ministry of Ports, Shipping and Waterways and its subordinate agencies.

#### Objective

The objective of this pillar is to institutionalize a scalable mirror MEA Structure as illustrated in Figure 1 for Global coverage within the MoPSW led by the Special Secretary (IC). The proposed structure shall enable proactive, geographically aligned, and thematically focused engagement with global maritime cooperation counterparts.

Figure 1 Structure of MEA

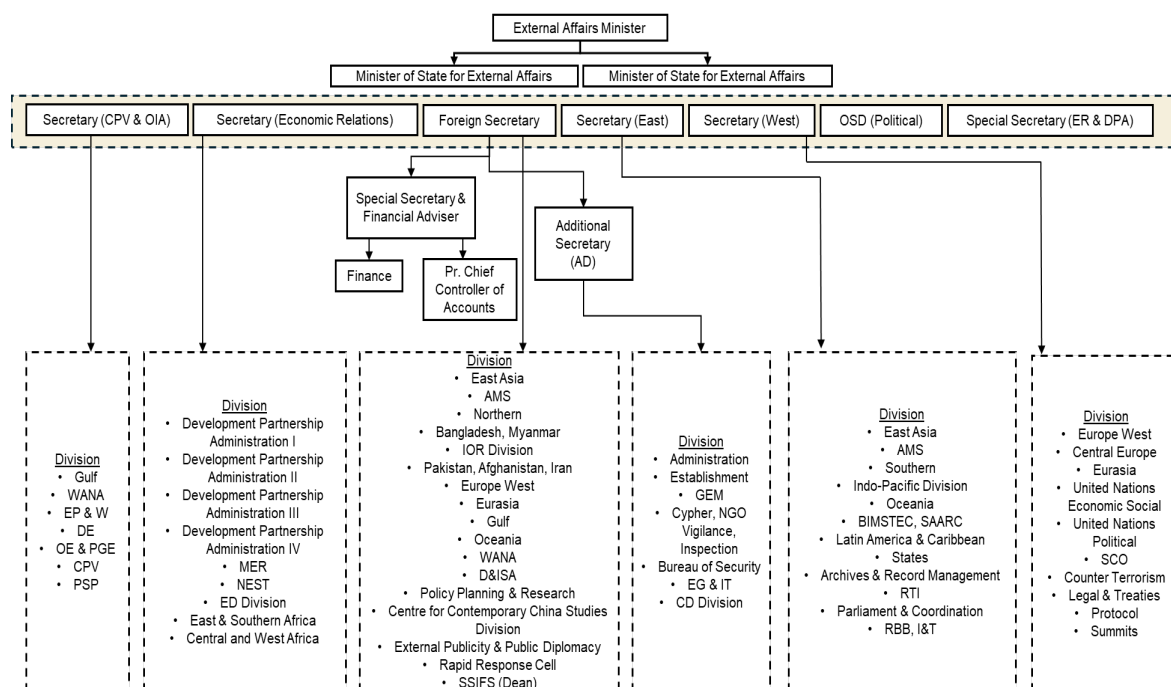
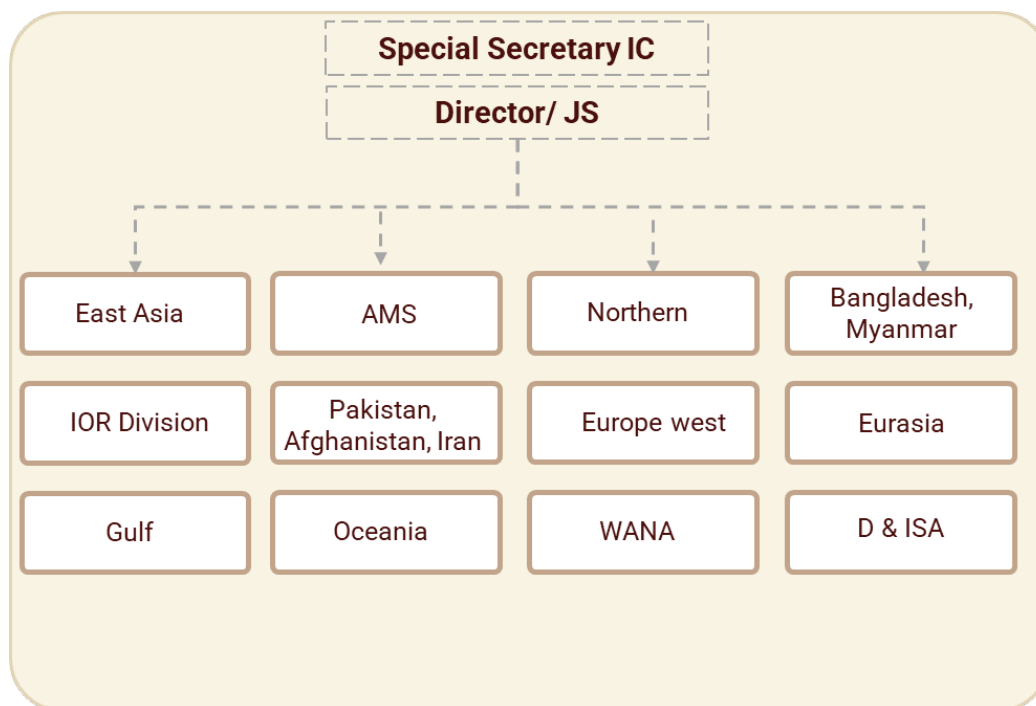


Figure 2 MEA Mirror Structure within MoPSW



### Proposed Strategic Directions:

- NAVIC Cell 1 recommends a structural revamp to strengthen the existing organization structure of the MoPSW's International Cooperation wing. A robust and well-structured infrastructure framework is fundamental to realizing India's international maritime cooperation objectives under MAKV 2047. In alignment with the Ministry of External Affairs (MEA)'s global coverage framework, NAVIC Cell 1 proposes the establishment of a **mirror structure within the Ministry of Ports, Shipping and Waterways (MoPSW)**. This structure shall be led by the Special Secretary (IC) and staffed by strategically positioned personnel from **RIS/CMEC, Young Professionals, and Invest India**. Taking cognizance of the widespread length and breadth of International Cooperation engagements, a **geography focused organization structure** is indispensable.
- Each resource under this structure will be mapped to **minimum two geographies**, with responsibility of maintaining, recording, and strategizing all international cooperation engagements of their respective geographies. These personnel will be directly reporting to the Special Secretary (IC) and shall be required to maintain continuous liaison with counterparts in subordinate agencies under NAVIC Cell 1, thereby ensuring **cohesive and synchronized efforts across all levels**. This scalable, revamped IC wing will function with high autonomy and operational flexibility, guided by a **rolling three-**

**year action calendar.** This planning model facilitates proactive engagement, long-term continuity, and dynamic alignment with India's strategic maritime interests.

- A critical enabler of this framework will be the **appointment of a Maritime Domain Expert** under the **Legal and Treaties Division of MEA**, reporting to the **Secretary (West)**. This expert will serve as a permanent technical advisor, providing analytical support, legal interpretation, and inter-ministerial alignment across all maritime cooperation initiatives. The appointment of this role should be prioritized to ensure seamless representation in India's multilateral maritime diplomacy.

**Envisaged Outcome:**

The bedrock of this endeavor is to create a coordinated, policy-aligned, and execution-ready organization infrastructure within the Ministry of Ports, Shipping and Waterways and its subordinate agencies that is equipped enough to address the broad array of international cooperation engagements.



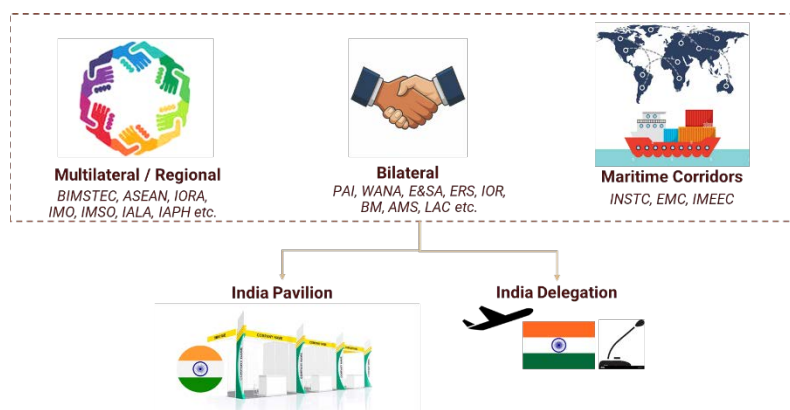
## 2.2 Materials /Consumables - Assessment of essential resources availability and procurement strategies

### Objective

For India, international maritime cooperation transcends beyond trade and security—it is about building trust, nurturing partnerships, and contributing to a rules-based international maritime order. The oceans are not just pathways for trade but also gateways to diplomacy, sustainability, and innovation. In the era of globalization, maritime international cooperation has emerged as a critical pillar of India's strategic vision. The objective under this pillar is to create a standardized proactive framework for planning, funding, and executing all international cooperation annual outreach activities.

### Proposed Strategic Directions:

- The pillar on materials and consumables in NAVIC Cell 1's framework is closely tied to travel and outreach expenditures, which serve as a crucial enabler of international cooperation engagements. It is proposed that a **dedicated Travel & Outreach budget** be distinctly disaggregated and embedded in the budgets of both the Ministry and its subordinate offices. This budget must account for the nature of the engagement—bilateral, multilateral, regional and maritime corridors—as well as fixed financial provisions for sustained outreach activities such as **membership** fees (IAPH, IALA, IMSO, IOPC etc.) and funding towards chairs / fellowships/ representation at Global maritime thought leaders, change makers and institutions such as IMLI, WMU, IMO etc. The broad indicative cost estimate is provided under Section 4.
- As a supplement to the formerly submitted Maritime Annual Calendar, an improved, updated **3 X 12 month format of Maritime Action Calendar** has been appended in Annexure 1 for the period 2025 – 2027. Striving towards a **proactive, foresighted** International engagement plan, the **3 year Maritime Action Calendar** is disaggregated into **Multilateral/Regional, Bilateral, Maritime Corridor**.



- Based on the learnings over the years, it is understood there is a need to **Standardize the IC Engagement Process within the MoPSW**. Each engagement shall follow a defined reporting framework comprising 3 distinct stages :



- The **Pre-visit presentation** to MoPSW must outline the agenda, strategic alignment, and targeted outcomes through the visit/ engagement/ delegation.
- The **Post-visit presentation** must document key takeaways, an impact assessment report, and the future engagement roadmap.

Currently this is documented through the **Foreign Visit Management System (FVMS) portal** to preserve institutional repository and strategize future engagements. However, it is unfortunate that the compliance to FVMS across the Ministry and its subordinate agencies is not optimum. It is, therefore, suggested that MoPSW initiates the development of a **Unified Digital IC Portal**, enabling delegates/ representatives who undertake international visits to upload, revise, and reference reports directly within the system. This integration will centralize engagement documentation, streamline approvals, and support long-term data-backed planning. The Digital IC Port is further detailed under Section 2.3.

#### Envisaged Outcome:

By embedding structured financial planning and engagement processes, NAVIC Cell 1 transforms travel and outreach from a transactional activity to a strategic enabler for international cooperation. The outcome will be increased institutional readiness through annual blanket approvals from MoPSW and MEA as necessary, consistent stakeholder engagement, and better long-term visibility across India's maritime diplomacy agenda. into the operational framework.



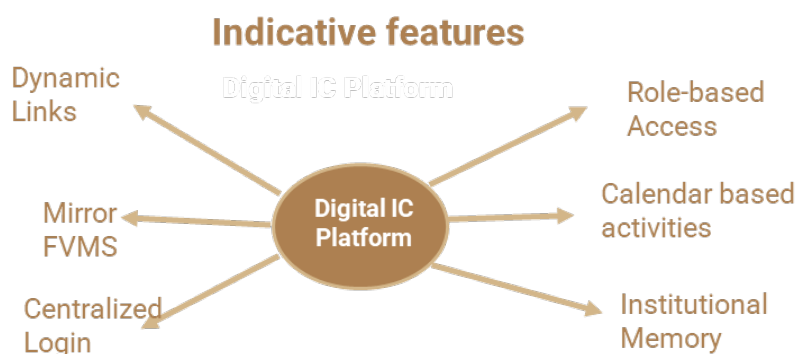
## 2.3 Institutional Mechanism - *Identification of government structures and inter agency coordination mechanism*

### Objective

Institutional mechanisms serve as the conduits or framework within which a large body is designed to achieve goals through coordination in a structured approach. Institutional mechanisms may involve rules, laws, Government orders/ notifications, or that structures. The objective of this pillar is to institutionalize a governance architecture that enables consistent, accountable, and streamlined international cooperation across the multilayered Indian Maritime Ecosystem.

### Proposed Strategic Directions:

- A formalized and well-structured institutional mechanism is essential for the sustainability and scalability of India's maritime international cooperation efforts. In this context, it is proposed that a **Government Order (GO) notification** be issued to clearly outline the representatives for international cooperation across each subordinate agency under NAVIC Cell1 and the proposed IC wing detailed under Section 2.1. This notification shall entail their **roles, responsibilities**, and a financial matrix, which must be embedded into both the Ministry's and subordinate agencies' annual budgets. It is envisaged that the GO shall provide formalization, operational legitimacy, and embedded accountability.
- The GO notification shall also help **formalize and streamline IC engagement** across **Multilateral/ Regional, Bilateral and Maritime Corridors through Delegations, and India Pavilion setup**. This institutionalization shall help the designation IC resources from the MoPSW to channelize their communication and streamline document exchange with their counterparts within the subordinate agencies.
- Taking the institutionalization to the next level, the creation of a **Unified Digital IC Platform** is proposed. This platform will serve as a centralized repository for **all reports, data, documents, and validation workflows related to international visits, events, and meetings**, taking cues from the existing **Foreign Visit Management System (FVMS)**.





Additionally, the platform shall host:

- A performance-tracking module to analyze officer-level contributions, networking leads and outputs pertaining to international cooperation engagement
- Functional integration of the **3-year Maritime Action Calendar**.
- Role-based access, centralized login, and dynamic integration with subordinate digital systems.
- Real-time validation of uploaded reports by designated officers.
- A Central repository of country dossiers, historical engagement activities of India across Multilateral, Regional, Bilateral and Maritime corridors.

To build this platform, a **System Integrator (SI)** may be onboarded to assess the current digital ecosystem and propose a phased roadmap for institutionalizing **data, document, and workflow standards**. The onboarding may be supported by Primus Partners Private limited, the existing consultant appointed by JNPA, working on the IC initiatives of NAVIC Cell 1. Primus has a holistic understanding of the endeavors under International Cooperation and may be best positioned to articulate the requirements of the proposed portal.

#### Envisaged Outcome:

The aim is to formalize the international cooperation engagement framework through institutionalized structure, establish a digitally enabled framework that streamlines and provides institutional memory of International Cooperation engagements over the years. This seamless integration of digital tools and governance protocols will streamline decision-making, centralize institutional memory, and strengthen India's strategic maritime outreach under MAKV 2047.



## 2.4 HR & Capacity Building - Requirements for training, skill development and workforce planning

### Objective

Human Resource development and capacity building form the bedrock of a resilient and future-ready international cooperation apparatus. To meet the growing complexity and scale of India's maritime engagements, a structured HR development and capacity development strategy must be rolled out. The objective of this pillar is to develop and institutionalize a future-ready talent pool, equipped with historical record of India's positioning, capable of taking forward India's Maritime legacy with professionalism, and in-depth knowledge.

### Proposed Strategic Directions:

It is proposed that **RIS/CMEC** lead in devising a comprehensive HR and capacity building plan for the proposed revamped IC wing as detailed under Section 1. Collaboration with the **MEA's Foreign Service Institute (FSI)** or through **outsourced training modules** may be explored to build customized skill-based programs

Each subordinate office under NAVIC Cell 1 will be responsible for preparing and implementing a dedicated capacity building plan focused on officials directly involved in IC. These plans should align with the broader strategy of MoPSW and target upskilling through structured programs, simulations, and international exposure.

To promote institutional knowledge sharing and accelerate onboarding, **systematic documentation of past IC workstreams** should be regularly updated on the **Unified IC Digital Platform**. This platform may serve as a dynamic knowledge base and training support system for newly inducted personnel.

Additionally, reiterating a key structural requirement, a **Domain Expert for Maritime** is proposed to be facilitated by **RIS/CMEC** under the **Legal and Treaties Division, reporting to the Secretary (West), MEA**. This role is critical to ensuring strategic legal continuity, and embedding subject-matter expertise at the core of India's global maritime engagements.

### Envisaged Outcome:

This pillar aims to establish a well-prepared, technically adept, and globally aware human capital ecosystem in MoPSW and its subordinate agencies. It envisions a continuous pipeline of high-impact talent capable of representing India's interests in complex international maritime forums with competence and credibility.

## 2.5 Processes/SOP's - Standardization and streamlining of procedures for efficiency and effectiveness

### Objective

Standard Operation Procedure (SOP) or process definition comprise a set of directives that outline the approach to a task or engagement with the stakeholders involved. Typically, SOP shall comprise a clear objective, identification of stakeholders/ responsible person, approach/ process and the envisaged / targeted outcomes. The objective of this pillar is to institutionalize clear, standardized processes that enhance operational transparency, improve cross functional coordination, and support strategic execution of international cooperation engagements. The standard stakeholders involved in International Cooperation engagements include the, Ministry of Ports, Waterways and Shipping, Ministry of External Affairs, Wings within MoPSW such as IC, MA, MT, IMO wing, Directorate General of Shipping, Major port authorities, Directorate General of Lighthouses and Lightships, India Ports Global Limited, Indian Port Rail & Ropeway Corporation limited, Shipping corporation of India, Dredging Corporation of India, Cochin Shipyard Limited, Indian Maritime University etc. With a multitude of stakeholders involved, there is a mandatory requirement for a structured process definition for each of the IC goals.

### Proposed Strategic Directions:

It is proposed that **RIS / CMEC**, already embedded in the MEA and MoPSW, are best positioned to lead the development of detailed SOPs and comprehensive implementation guidelines. These SOPs will define workflows for foreign visits, bilateral, regional and multilateral engagements/ interactions, international relationship between ports, and coordination with global maritime institutions etc. The proposed approach for SOP development and implementation is as under.



It is suggested that each SOP must undergo a rigorous **review and validation process** by Ministerial oversight, to ensure alignment with national priorities and international best practices. Once validated, a structured **implementation mechanism** may be introduced to facilitate coordinated execution across agencies.

As directed by the NAVIC Cell 1, Primus Partners has proactively drafted and circulated 2 SOP/guideline documents covering (a) engagement of major ports with sister ports, and (b) member engagement with the International Association of Ports and Harbors (IAPH). These serve as foundational models to be expanded into a broader procedural framework. The draft SoPs are appended in Annexure 2.

**Envisaged Outcome:**

These SOPs will not only guide execution but will also establish a **benchmark for future engagements**, enhancing transparency and operational clarity across all levels of the Ministry and its subordinate agencies. By anchoring these processes within a formal and consultative framework, we may ensure consistency, continuity, and efficiency across all international cooperation initiatives, creating a system that is both adaptable and scalable to dynamic maritime priorities.



## 2.6 Policy & Regulations - *Assessment of the need for new policies or regulatory framework*

### Objective

The objective is to ensure that all international cooperation engagements are aligned with India's overarching maritime policy vision and evolving global regulatory standards.

### Proposed Strategic Directions

The policy and regulatory dimension of NAVIC Cell 1's operational framework must be firmly anchored in the directives set forth by **MIV 2030** and **MAKV 2047**. These strategic blueprints serve as guiding documents for shaping India's maritime diplomacy, infrastructure development, and institutional engagement across global platforms. Accordingly, all initiatives under the International Cooperation cell must align with the policy vision articulated in these documents.

To ensure strategic alignment to the MIV and MAKV, there is a pressing need to **conduct structured policy discussions** within MoPSW and its subordinate agencies focused on the nine implementation pillars—Infrastructure, Materials & Consumables, Institutional Mechanism, HR & Capacity Building, Process/SOPs, Financing, Digitalization/Technology, and Data Monitoring Systems—to ensure targeted policy development aligned with operational needs.

It is proposed that **RIS/CMEC take the lead** in this effort under the directive of the **Special Secretary (IC)**, and be supported by **NAVIC Cell 1** and the **VIBHAS governance framework**. This coordination mechanism will ensure harmonization of policy across all levels and stakeholders.

Additionally, periodic **assessment of the need for new policies or regulatory frameworks** should be conducted. This includes aligning with international conventions such as **STCW, SOLAS, MARPOL**, and frameworks led by institutions like **IMO, UNCITRAL, and IAPH**. Such structured engagement will enable India to proactively shape and influence global maritime regulatory discourse.

### Envisaged Outcome

Developing a Policy and Regulatory framework on the bedrock of MIV 2030 and MAKV 2047 but also equipped with future readiness and alignment to the global policies redefining the maritime landscape.

## 2.7 Financing - *Estimation for financial requirements, potential funding sources and investment strategies*

### **Objective**

To ensure proactive budgetary provisioning of financial resources aligned with the 3-year Maritime Action Calendar, enabling seamless execution of IC engagements and initiatives under MAKV 2047.

### **Proposed Strategic Directions:**

Effective financial planning is a cornerstone for successfully executing the international cooperation vision under MAKV 2047. It is imperative that the MoPSW and its subordinate agencies proactively estimate and allocate resources to support key events, recurring commitments, strategic initiatives, and digital transformation projects pertaining to International Cooperation.

### **Financial Requirements based on 3 year Maritime Action Calendar:**

#### ➤ **India Pavilion:**

Determining the cost of setting up a pavilion involves multiple factors. The cost of the pavilion shall depend on whether the space is provided with or without rental charges. Additionally, material costs for building the pavilion, whether a temporary structure requiring only fabrication or a permanent one, play a significant role. Finally, the internal structure, including interior design, will further influence the overall expenses. These three components collectively define the total cost. Different event hosts provide different facilities and hence the cost may also vary from event to event. However, to provide an overview of the cost of setting up an India pavilion, the base cost of SMM Hamburg event has been considered below for calculation.

#### **Indicative costing for setting up pavilion in an area of 100 sq.m**

- Official national stand fee = approx. INR 40,50,000

#### **Mandatory benefits**

- Digital Networking & Lead Growth Package per main exhibitor: INR 1,07,000
  - Co-exhibitor fee per co-exhibitor (if applicable): INR 36,000
  - Digital Networking & Lead Growth Package per co-exhibitor (if applicable): INR 1,07,000
- Indicative cost per sq.m for (main exhibitor) = approx. INR 1,07,000
  - Additional fee = INR 50 per sq.m



- Cost for setting up a pavilion in an area 100 sq.m = approx. INR 41,62,000

**Maximum cost for setting up Pavilion = approx. INR41,62,000 (Rupees Forty-One lakh Sixty-Two thousand)**

These initial estimates will serve as a basis for further discussions, ensuring alignment with budgetary constraints.

- **Membership and Institutional Fees:** Recurring financial commitments shall also include:
  - **Membership Fees** to international organizations: IAPH, IALA, IMSO, IOPC, IMO. However, some of the membership fees are for life-time and may not require annual provisioning.
  - **Funding for Fellowship/ Chair** at institutions such as WMU and IMLI. The detailed note on the same was provided in the “Detailed Note on Proceedings of NAVIC Cell 1: International Cooperation including IMO & Maritime Event Calendar” submitted in January 2025
- **Delegation Participation:** Budget provisioning must account for:
  - **Delegation registration fees** for global events which is approximately INR 25,000-60,000 per delegate.
  - Travel Allowance (TA) and Dearness Allowance (DA)
  - Other associated logistical costs for multilateral/bilateral/maritime corridor-based visits/ engagements.
- **Event Hosting Commitments:**
  - **Annual GMIS (October):** Global Maritime India Summit (GMIS) is a flagship event aimed at propelling the Indian maritime economy by promoting global and regional partnerships and facilitating investments. It is an annual meet of the Indian and international maritime community to address key industry issues and exchange ideas to bring the sector forward. Driven by the Ministry of Ports, Shipping and Waterways, GMIS brings together global maritime players, policy makers and regulators, key opinion leaders and industry leaders through a series of engaging dialogues, forums and knowledge exchange platforms. The event includes an investor summit and an international exhibition to facilitate interaction and collaboration among the Indian and international maritime companies, policy makers, investors, and other stakeholders. The event hosting cost amounts to approximately **INR 60–70 crores** (indicative only)





## 2.8 Digitalization / Technology - Identification of new/available technologies, digitalization needs and solutions

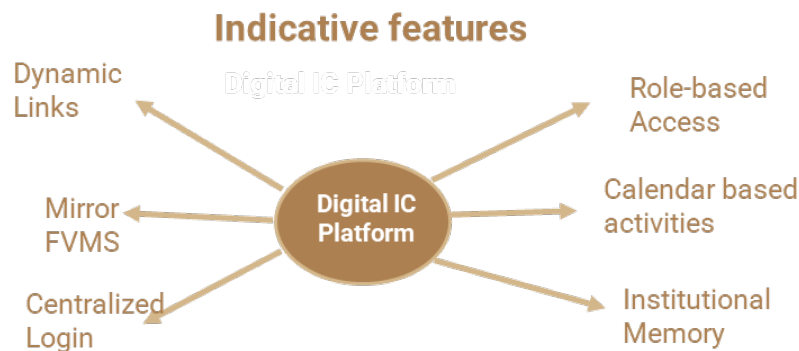
### Objective

To establish a secure, interoperable, and strategically aligned digital infrastructure that acts as the operational backbone of all international cooperation (IC) initiatives under NAVIC Cell1.

### Proposed Strategic Directions:

Digital transformation is central to enabling efficiency, accountability, and strategic alignment in international cooperation. NAVIC Cell 1 proposes the onboarding of a **System Integrator (SI)** to lead the design, development, and deployment of a **Unified Digital IC Platform** dedicated to managing all IC-related activities.

The SI will be responsible for conducting a comprehensive **assessment of the current ecosystem** across MoPSW and its subordinate agencies. Based on this assessment, the SI will define a roadmap for institutionalizing **data, document, and technology standards** across the system.



### Proposed Features of the Unified Digital Platform:

- Real-time dashboards tracking IC engagements and KPIs
- Integration of the **3-year Maritime Calendar** into monthly activity plans
- Central repository for documents, visit records, reports, and official communications
- Secure access with **role-based permissions** for officers and divisions
- Dynamic links with platforms such as **FVMS** and subordinate agencies
- Validation workflow for officer-submitted documents
- **Performance analytics module** to track individual officer contributions for future deployment

- Embedded access to the **GO notification**, defining IC representatives, roles, and budgetary alignment under each subordinate agency
- A Central repository of country dossiers, historical engagement activities of India across Multilateral, Regional, Bilateral and Maritime corridors.

The onboarding may be supported by Primus Partners Private limited, the existing consultant appointed by JNPA, working on the IC initiatives of NAVIC Cell 1. Primus has a holistic understanding of the endeavors under International Cooperation and may be best positioned to articulate the requirements of the proposed portal.

## 2.9 Data Monitoring / KPI's - Need for monitoring frameworks, key performance indicators and reporting mechanisms

### Objective

MAKV 2047 is embedded with multiple data monitoring and Key performance indicators/ metrics for measuring progress across each of the themes. Taking cognizance of the same, IC engagements should be monitored based on curated Key performance indicators to establish a performance-based, data-driven culture that enables continuous evaluation, informed decision-making, and strategic course correction.

### Proposed Strategic Directions:

Data-driven decision-making and performance tracking are central to evaluating the impact of India's international cooperation initiatives. Unlike the other themes or initiatives of MIV and MAKV, the progress of International Cooperation initiatives may not be quantifiable in numbers but by qualitative impact and influence achieved on Global maritime landscape. In view of the same, it is proposed that a comprehensive **KPI framework is embedded** into the **Unified IC Digital Platform** to enable real-time monitoring, institutional learning, and predictive insight generation.

As the international cooperation strategy is structured around a **three-year Maritime Calendar**, the data monitoring system should be equipped to track monthly, quarterly, and annual activities mapped against strategic outcomes. This allows for dynamic assessment and timely course correction.

**The following Key Performance Indicators (KPIs) are proposed to be embedded in the digital platform for effective monitoring, evaluation, and institutional learning:**

### Proposed Comprehensive KPIs to be embedded in the Unified IC Portal:

- i. **Improvement in India's stature globally through active participation and leadership in maritime forums**  
*Measured by number of leadership roles held, keynote addresses delivered, and representation in decision-making bodies (e.g., IMO committees, IAPH working groups).*
- ii. **Foreign investments into India triggered through international cooperation**  
*Tracked via MoUs leading to FDI, number of foreign delegations visiting Indian ports, and joint maritime infrastructure projects initiated.*
- iii. **Opportunities created for Indian investments abroad**  
*Monitored by Indian port or shipping sector entries into foreign markets, participation in overseas tenders, and outbound investment facilitated through IC.*
- iv. **Technical cooperation agreements or collaborations initiated or sustained**  
*Measured by number of new agreements signed, renewal of existing MoUs, and progress on joint technology pilots or R&D projects.*

- v. **Manpower exchanges, placements, and deployments enabled via IC engagements**  
*Quantified through seafarer placements, exchange programs, and deputations facilitated with partner countries or institutions.*
- vi. **Development of HR competencies through participation in international programs**  
*Assessed by the number of officials/students sponsored or nominated for IMO, WMU, IMLI, or regional training programs.*
- vii. **Capacity building and cooperation under a Maritime Resource Building (MRB) approach**  
*Evaluated by number of training modules co-developed, workshops hosted, and resource-sharing initiatives implemented under MRB.*
- viii. **Institutional collaborations and knowledge sharing outcomes**  
*Measured by joint studies published, peer exchange visits conducted, and digital contributions to the IC platform repository.*

**Envisaged Outcome:**

These KPIs will serve as a strategic compass, allowing the Ministry and subordinate agencies to evaluate progress, optimize resource deployment, and continually enhance India's international maritime footprint. By embedding these indicators into the Unified Digital Platform, NAVIC Cell 1 will foster a culture of accountability, data transparency, and evidence-based planning across all levels of international engagement.

### 3 Immediate Achievables

By recognizing and pursuing immediate achievables, India can advance its ambition to become a key player in global maritime trade and diplomacy, aligning with the long-term vision of the Maritime Amrit Kaal Vision 2047 (MAKV 2047). These opportunities require minimal structural overhaul but offer high strategic value in terms of international positioning, regional influence, and economic return.

The identified immediate achievable pursuits include:



#### 3.1 Hosting the STCW Comprehensive Revision in Mumbai

The Standards of Training, Certification, and Watchkeeping (STCW) Convention is a pivotal international agreement ensuring uniform and internationally recognized standards for seafarer training, certification, and watchkeeping. With its inception in 1978 and subsequent revisions, the STCW Convention has played a crucial role in enhancing maritime safety and environmental protection globally. The International Maritime Organization (IMO) has initiated a comprehensive review of the STCW Convention to address new trends, developments, and challenges in the maritime sector.

Hosting the STCW comprehensive revision in Mumbai presents a remarkable opportunity for India to solidify its position as a global maritime leader. The event will not only enhance India's influence in international maritime governance but also promote sustainable maritime practices, strengthen regional cooperation, and boost the local economy. The legacy of the **"Mumbai**

**Convention - STCW"** will serve as a testament to India's commitment to maritime excellence and its pivotal role in shaping the future of global maritime standards.

The STCW Convention shall help India by enhancing the global employability of Indian seafarers, boosting foreign exchange earnings, and strengthening India's reputation as a hub for skilled maritime professionals. It shall ensure Indian training institutes meet international standards, fostering a competitive and robust maritime education ecosystem. Adherence to STCW also elevates maritime safety and environmental compliance, aligning with global benchmarks. This shall help position India as a critical player in the international shipping industry, contributing to economic growth and promoting sustainable maritime operations.

### **Progress Made**

The proposal for the STCW Mumbai Convention has been successfully forwarded to the Ministry of Ports, Shipping, and Waterways, and is currently under consideration for approval.

3.2 All major ports to sign MoU with two sister ports – one from developed nation another from developing nation by the end of 2025

The establishment of sister port relationships between developed and developing ports has become a recognized and strategic approach to fostering mutual growth, efficiency, and development. This collaborative framework aims to enhance the capabilities of ports, positioning them as vital hubs in facilitating global trade.

### **Significance of Sister Port Associations**

- i. Enhanced Operational Efficiency: Sharing best practices and technological expertise helps improve port operations and service quality.
- ii. Economic Growth: Strengthened trade ties lead to increased commerce, investment opportunities, tourism, and job creation.
- iii. Knowledge Exchange: Ports benefit from mutual learning in areas like port management, logistics, and environmental sustainability.
- iv. Infrastructure Development: Collaboration supports the development of resilient and modern port infrastructure.
- v. Cost Efficiency: Joint efforts streamline processes, reducing operational costs.
- vi. Global Connectivity: Sister ports act as vital hubs in global trade, boosting competitiveness in the maritime industry.
- vii. Environmental Sustainability: Shared strategies enhance eco-friendly practices and compliance with global standards.



### Suggested Guidelines for Engagement:

1. The Sister ports shall mutually define clear, specific objectives and common goals to be achieved during the period of the Sister port association.
2. The Sister Ports establish a Joint Committee to drive the engagement of the Ports and also devise measurable progress parameters.
3. The Sister ports shall ensure atleast one Annual visit to each other's ports.
4. The Joint Committee shall administer Quarterly Video conference meetings between the Port Authorities to monitor the progress of goals established.
5. The Sister Ports shall ensure to participate in Conferences, Events, Seminars hosted by the respective ports.
6. The Sister Ports shall engage in atleast 1 Knowledge transfer / Training session on Industry best practices in every quarter.
7. The Sister ports may engage in joint research and development activities with the concurrence of the respective Country Ministries.
8. The Sister Ports may also establish a protocol for preferential treatment extended to the respective country flagged vessels and also, extend support in case of Emergency / crisis.

### Progress Made

The **framework for Sister Ports engagement** has been formally circulated to **NAVIC and VIBHAS Cell 1 members** to initiate structured collaboration. Additionally, a **draft Memorandum of Understanding (MoU)** has been shared by **NAVIC with VIBHAS** to facilitate further deliberation and alignment on proposed partnerships.

### 3.3 International Association of Ports and Harbors (IAPH) Membership by each of the Ports

The International Association of Ports and Harbors (IAPH), headquartered in Tokyo, Japan, stands as a cornerstone organization for the global maritime and port sectors. Founded in November 1955 during a pivotal assembly of approximately 100 port leaders in Los Angeles, IAPH has evolved into a powerful alliance. As of December 6, 2024, the organization represents 190 ports and 167 port-related businesses across 89 countries, overseeing more than 60% of global seaborne trade and container traffic.

Currently, IAPH's priorities include advancing port decarbonization under IMO's Green Shipping Initiative, implementing Just-In-Time (JIT) port call strategies, and building capacity for digitalization via the Port Community System (PCS).

India, being a maritime-driven economy, stands to benefit significantly from adopting IAPH's strategies. Enhanced port efficiency could boost export competitiveness, reduce logistics costs, and lower carbon footprints in port operations. IAPH's initiatives align with India's Sagarmala Project, which aims at port-led industrialization and connectivity improvements. Currently, IAPH has collaborate with Indian member ports, including **IMU, MbPA, JNPA, CHPA, NMPA, MPA, SMPA, and PPA.**

The larger objective of India's engagement with IAPH is to ensure that all major ports and other key maritime stakeholders become members of the association. This collective representation would strengthen India's influence within the platform, enabling greater say in shaping global maritime norms and ensuring that India's strategic interests are better represented on the international stage.

By integrating IAPH principles, Indian ports can improve their global rankings, attract foreign investment, and establish themselves as sustainable hubs for maritime trade. However, long-term success will depend on addressing foundational issues like capacity building and financial viability.

### **Progress Made**

A meeting with Dr. Ennarasu Karunesan, IAPH Regional Director- India was held on 28<sup>th</sup> January 2025 to encourage the engagement of Major Ports with IAPH

### **Ongoing Initiatives and Partnerships between India and IAPH**

IAPH has engaged in various initiatives with its member ports to strengthen global and regional impact. Notable collaborations include:

- JNPA's promotion of the Vadhavan Port Development on global platforms
- MPA's partnership on the Environmental Shipping Index to raise environmental awareness.
- MbPA has progressed in implementing Onshore Power Supply (OPS) for ships, with representatives visiting the Port of Rotterdam in October 2024 for insights.
- IMU benefits from knowledge-sharing programs for student development, while major ports actively participate in the Port Endeavour Game.
- CHPA is focusing on community development initiatives, and PPA is prioritizing green port and sustainability projects.

### 3.4 Setting up of Industrial Park at Tanzania led by JNPA

A Bilateral Memorandum of Understanding was signed in October 2023 between the Jawaharlal Nehru Port Authority under the MoPSW and Tanzania Investment Centre of the Republic of Tanzania for setting up of an Industrial Park in Tanzania. The objective of this MoU was to strengthen the bilateral investment relations and develop reciprocal business cooperation between India and Tanzania. Tanzania has offered 1000 acres of land earmarked for setting up of India's industrial park for manufacturing/ assembling of Indian products near Dar-es-Salaam port. The validity of the MoU is originally for 2 years.

The other key objectives of this MoU include

- ✓ To provide special incentives and exemptions to Indian investors investing in Industrial Park as per the regulations of the country
- ✓ To facilitate investors to obtain necessary permits, licenses, approval, consents, authorization, registration, Certificates of Incentives and other compliance matter required by local laws.
- ✓ To provide privilege procedure on work permit and visa for investors.
- ✓ To allow parties to discuss the feasibility of foundation of JV/ collaboration between JNPA and TIC.

Type of industries in the industrial park may **include agro processing, healthcare, pharma, automobiles, ICT and other industries** as mutually agreed upon.

To provide support in sharing information about respective services, investment opportunities in Tanzania and key sectors.

#### **Envisaged Impact:**

This approach shall strengthen Atmanirbhar Bharat by encouraging the export of components to this Industrial park and finished products from there would have the potential to expand India's presence in the markets of East African countries.

#### **Progress Made**

The JNPA team conducted a site visit to the earmarked land in November 2024 and is currently awaiting further directives from the Ministry of External Affairs (MEA) and the Ministry of Ports, Shipping and Waterways (MoPSW) for the next course of action.

### 3.5 Appointment of a Permanent Technical Representative at the International Maritime Organization (IMO)

#### Background

The International Maritime Organization (IMO) is a specialized agency of the United Nations responsible for regulating shipping. As global maritime regulations evolve, the need for countries to have continuous and effective representation at the IMO becomes increasingly critical. India's active participation in IMO sessions and committees is essential for safeguarding national maritime interests, influencing global maritime policies, and ensuring compliance with international standards.

#### Rationale

1. **Strategic Influence:** Continuous representation at the IMO allows India to strategically influence decisions and policies that affect global maritime operations. India's input has been instrumental in various IMO discussions, such as those related to greenhouse gas (GHG) emissions, maritime safety, and seafarers' welfare.
2. **Technical Expertise:** The complexity and technical nature of IMO regulations require knowledgeable and specialized personnel. A permanent technical representative ensures that India's contributions are informed by up-to-date technical knowledge and expertise.
3. **Consistency and Continuity:** Regular and consistent participation helps build relationships, maintain institutional memory, and ensure that India's maritime policies and positions are consistently represented and advocated.
4. **Effective Implementation:** Active involvement in IMO proceedings helps anticipate regulatory changes and prepare domestic industries for compliance, thus avoiding potential disruptions and penalties.
5. **Common Practice:** It is a common practice for all the member states with maritime interest to position one permanent and one alternate representative at IMO to work closely on the national agenda, coordinate with other member states of similar interests, and also utilise their presence to engage better with other international NGO's, associations, such as ITF, IOPC Fund, INTERTANKO, OCIMF etc.

#### Proposal

To address these needs, it is proposed to appoint one permanent technical representative from the Directorate General of Shipping (DG Shipping) to the IMO. This representative will be based in London, where the IMO headquarters is located, to ensure continuous engagement and representation.

## Progress Made

The Directorate General of Shipping (DGS) has proactively submitted a proposal to the Ministry of Ports, Shipping, and Waterways (MoPSW) for the appointment of a Permanent Technical Representative at the International Maritime Organization (IMO). The proposal is currently under consideration, and its approval is expected to significantly boost national maritime interests on the international stage.

### 3.6 Proposal for Sponsoring a Chair and Fellowship Programme in the name of late C. P. Srivastava at IMO-IMLI (Malta) and WMU (Malmö)

The proposal to sponsor a Chair at the International Maritime Law Institute (IMLI) in Malta and the World Maritime University (WMU) in Malmö is a strategic move by India to enhance its global positioning in maritime sector. These institutions are globally recognized for their contributions to maritime law, governance, sustainability, and education. Through this initiative, India will aim to:

- **Promote Advanced Research & Development Activities:** The chair at global institutes like IMO and IMLI will put India in a position to be a part of cutting-edge research in areas such as maritime law, ocean governance, and sustainable shipping practices. The focus will be on addressing global challenges, including climate change and marine pollution, while strengthening India's position as a hub for maritime innovation which is aligned with the requirement of India's MAKV-2047.
- **Enhance Capacity-Building Efforts:** The sponsored chair will facilitate the training and education of maritime professionals, particularly from developing nations and help India become a pillar for our BIMSTEC partners and promote the regional development. This initiative will help build technical expertise and promote the integration of maritime law principles into national legislation, ensuring compliance with international conventions.
- **Support Gender Equality:** The chair will also ensure that women participation is prioritized in the maritime sector. By focusing on advancing gender equity through education and policy advocacy, this initiative aligns with India's broader goal of creating inclusive opportunities in traditionally male-dominated industries.

Additionally, the chair will serve as an ambassador for India's maritime interests, fostering international collaboration and contributing to global policy dialogue. By leveraging global expertise and resources, this initiative will ensure that India's maritime policies align with international best practices.

### Strengthening India's Global Standing

These initiatives will collectively aim to enhance India's leadership role in the maritime sector. By fostering innovation, inclusivity, and collaboration, they address critical challenges and create opportunities for growth. The sponsorship of a chair and the establishment of a fellowship will:

- Position India as a thought leader in maritime law and governance.
- Build capacity among maritime professionals, particularly in developing regions.
- Promote gender equity and inclusivity in the maritime workforce.
- Strengthen regional and global partnerships in maritime education and governance.

India's proposals to sponsor a Chair at IMO-IMLI and WMU and establish the C.P. Srivastava Fellowship represent a bold step toward achieving global maritime leadership. These initiatives not only honour India's maritime legacy but also pave the way for a more inclusive and innovative future.

### Progress Made

The proposal for **sponsoring a Chair and Fellowship Programme in the name of late C. P. Srivastava at IMO-IMLI (Malta) and WMU (Malmö)** has been successfully submitted by DGS to the Ministry of Ports, Shipping, and Waterways and is presently under review for necessary approvals.



## 4 Snapshot of Financial Commitments by MoPSW

For the successful execution of international cooperation goals and interventions under the Maritime Amrit Kaal Vision 2047, it is essential that all proposed activities are factored into the budgeting process of the Ministry of Ports, Shipping and Waterways (MoPSW). Early integration of these goals into financial planning ensures smoother administrative processing, prompt blanket approvals, and operational readiness. Moreover, a clearly outlined financial roadmap enhances inter-departmental coordination, supports transparency, and allows for better tracking of outcomes against allocated resources.

In alignment with this approach, the following is a comprehensive overview of envisaged financial commitments to be made by MoPSW pertaining to international cooperation. These include provisions under bilateral and multilateral engagement programs, capacity-building initiatives, regional maritime dialogues, contributions to international organizations such as the IMO, 3-year action calendar aimed at strengthening India's maritime diplomacy.

### 4.1 IOCE SMarT

#### Background

The Indian Ocean Centre of Excellence for Sustainable Maritime Transport (IOCE-SMarT) aims to transform the maritime sector in the Indian Ocean region into a hub of technological innovation, environmental sustainability, and digital advancement. Building upon the earlier SACE-SMarT initiative, this Centre positions itself as a collaborative regional platform that integrates expertise, infrastructure, and strategic partnerships across the BIMSTEC nations to address shared maritime challenges.

The proposal for the establishment of the IOCE-SMarT represents a collaborative initiative between the Ministry of Ports, Shipping & Waterways in India and the International Maritime Organization (IMO). This ambitious project aims to elevate one of India's existing maritime training establishments into a regional hub for advanced training, research, and innovation in sustainable maritime practices.

#### Benefits and Opportunities Strengthened through Regional Cooperation:

IOCE-SMarT will foster greater collaboration among Indian Ocean Rim countries, enabling joint initiatives to address common maritime challenges. This includes coordinated efforts on decarbonization, maritime safety, and digitalization.

1. **Leadership in Green Shipping:** The Centre will position the Indian Ocean region as a leader in sustainable maritime practices, setting benchmarks for other regions to follow. It will facilitate the adoption of innovative technologies and alternative fuels, ensuring compliance with global environmental standards.



2. **Economic Growth and Trade Facilitation:** By addressing critical issues like port efficiency and maritime connectivity, IOCE-SMaT will enhance the region's trade competitiveness. Improved infrastructure and capacity building will unlock new economic opportunities, especially for smaller island nations and coastal economies.
3. **Enhanced Training and Innovation:** The Centre will serve as a hub for maritime education, research, and innovation, equipping the region with a skilled workforce adept at managing advanced technologies and sustainable practices.
4. **Improved IMO Engagement:** The proposed hosting of an IMO RPO within IOCE-SMaT will enable targeted delivery of technical assistance and capacity-building programs in the Indian Ocean region. This will ensure that regional priorities are well-represented and addressed in global forums.
5. **Environmental Stewardship:** By promoting green technologies and best practices, IOCE-SMaT will contribute to the conservation of the marine environment, ensuring long-term sustainability for the Indian Ocean ecosystem.

### Financial Commitment

The infrastructure development of IOCE-SMaT will require a significant investment to meet international maritime education and training standards. The estimated capital expenditure (CapEx) for classrooms, laboratories, administrative offices, and other essential facilities is **projected at INR 85 crore**. This investment will ensure that IOCE-SMaT is equipped with cutting-edge infrastructure to foster innovation, research, and highquality training in sustainable maritime transport.

### 4.2 HR Development and Capacity Building

Human resource development and institutional capacity building form the backbone of any long-term strategic vision—especially in a dynamic and globally integrated sector like maritime. As India scales up its international cooperation efforts under the Maritime Amrit Kaal Vision 2047, the need for a skilled, well-informed, and globally competent maritime workforce becomes even more critical. From diplomatic negotiations and regulatory alignment to technical knowledge sharing and multilateral representation, the success of these interventions depends largely on the preparedness and capacity of the individuals and institutions involved.

Factoring HR Development and capacity-building initiatives into the budget is therefore not optional—it is foundational. This includes provisioning for international training programs, language and protocol sensitization, expert exchanges, short-term fellowships, and upskilling courses for NAVIC and VIBHAS IC cell members, as well as associated personnel from line agencies. Dedicated funding for these efforts ensures continuity, builds institutional memory, and strengthens India's ability to respond proactively in global maritime forums. Investing in people today is what will sustain India's maritime leadership tomorrow.

## Financial Commitment

To enable precise planning and effective resource allocation, the **financial commitment for these HR development and capacity-building activities shall be estimated by RIS/CMEC**, in consultation with the MoPSW. This will ensure that budgetary provisions are realistic, need-based, and aligned with the broader international cooperation roadmap.

### 4.3 Digital IC Platform

To strengthen India's international maritime cooperation efforts, there is a pressing need to establish a dedicated **Digital International Cooperation (IC) Platform**—a centralized, secure, and interactive space for all stakeholders engaged in international engagements under the Ministry of Ports, Shipping and Waterways (MoPSW).

This platform will serve as a **shared digital repository** for agreements, MoUs, meeting minutes, country dossiers, policy papers, project updates, foreign visit reports, impact assessment reports, performance evaluation of Indian delegates / representatives at international forums and best practices. It will also house tools for **monitoring progress based on the KPIs** defined under **Section 2.9**, tracking interventions under the 9-pillar framework, and facilitating timely inputs from NAVIC and VIBHAS IC cells.

The development and implementation of this platform is detailed under the **2.8 Digitalization / Technology pillar**, which emphasizes the need for integrated digital ecosystems to enhance transparency, institutional coordination, and real-time decision support across all verticals of maritime governance.

## Financial Commitment

A System Integrator shall be onboarded to Design, Develop, Implement and Maintain a Digital International Cooperation Portal. Considering that the quantum of user and data integration required and the dynamic nature of the portal, the indicative cost of System Integrator shall be in the range of INR 2 - 5 Cr.

### 4.4 Centre of excellence

Establishing a **Centre of Excellence (CoE)** dedicated to international maritime cooperation will play a pivotal role in institutionalizing expertise, fostering research, and providing strategic direction to India's global maritime engagements. As the maritime domain becomes increasingly complex—driven by geopolitical shifts, technological evolution, and sustainability imperatives—it is essential to have a specialized, research-backed body that can generate knowledge, provide policy recommendations, and serve as a thought leader on international maritime issues.

The CoE would act as a **permanent knowledge and advisory hub**, supporting the Ministry of Ports, Shipping and Waterways (MoPSW) and its affiliated agencies on matters ranging from maritime

diplomacy, blue economy strategies, and regional cooperation mechanisms, to regulatory harmonization and capacity development. It would also serve as a platform for continuous engagement with multilateral, bilateral and regional organizations/associations such as the IMO, ASEAN, BIMSTEC, and IORA, while facilitating academic partnerships and expert consultations.

Factoring the Centre of Excellence into the budget is not only critical for its establishment but also for ensuring sustained operations, recruitment of domain experts, development of analytical tools, and conduct of high-impact research and outreach activities. A dedicated financial commitment will help anchor long-term planning, foster institutional memory, and elevate India's position as a thought leader in global maritime governance. The CoE will be central to supporting the implementation of the **Maritime Amrit Kaal Vision 2047**, and its funding should be treated as a strategic investment in India's maritime future.

### Financial Commitment

Institutionalizing a **Centre of Excellence (CoE)** would require a dedicated financial commitment tentatively in the range of **INR 70–100 crore**, covering infrastructure, expert recruitment, research funding, digital systems, and capacity-building activities. This estimated allocation should be provisioned in the budget to ensure the CoE is not only established but also sustained as a high-impact, future-ready institution aligned with India's international maritime cooperation goals.

### 4.5 3-year action calendar

In order to streamline India's maritime engagements on the global stage and align them with the broader goals of the Maritime Amrit Kaal Vision 2047, a **3-Year Action Calendar** has been developed. This calendar identifies key international events and platforms that are strategically relevant to India's maritime interests. These include **global forums where India participates through official delegations, events featuring India Pavilions, India-hosted summits and workshops**, engagements pertaining to **Maritime Corridors**, and **multilateral, regional, and bilateral engagements** involving key stakeholders such as ASEAN, BIMSTEC, EU, IORA, and the IMO.

Having a structured and forward-looking action calendar is critical to ensuring that India's participation in these events is not just reactive, but **purposeful and coordinated**. It enables the Ministry of Ports, Shipping and Waterways (MoPSW) and associated bodies to proactively plan delegations, curate engagement strategies, and align interventions with India's international cooperation priorities. It also helps avoid overlaps, strengthens visibility, and maximizes diplomatic and economic impact through sustained and well-prepared representation.

The calendar has been **divided into three parts corresponding to each year**, allowing for phased planning and assessment of engagements from short-term to medium-term. This structured approach ensures that resource allocation, stakeholder coordination, and thematic focus areas

are planned with clarity and foresight. **The detailed 3-Year Action Calendar is attached as Annexure 1 for reference.**

To operationalize this calendar effectively, a **dedicated financial commitment** is essential. This should include provisions for **membership and registration fees, travel allowance (TA) and dearness allowance (DA)** for official delegations, **India Pavilion setup costs**, and **logistical support for India-hosted events**. Factoring these components into the annual budgeting exercise ensures administrative readiness and supports timely approvals. It also affirms India's credibility and preparedness as a global maritime player by ensuring seamless participation and leadership at strategic international platforms.

### **Financial Commitment**

The estimated cost for Pavilion set up and delegation / participation is as under:

#### **1. India Pavilion**

Determining the cost of setting up a pavilion involves multiple factors. The cost of the pavilion shall depend on whether the space is provided with or without rental charges. Additionally, material costs for building the pavilion, whether a temporary structure requiring only fabrication or a permanent one, play a significant role. Finally, the internal structure, including interior design, will further influence the overall expenses. These three components collectively define the total cost. Different event hosts provide different facilities and hence the cost may also vary from event to event. However, to provide an overview of the cost of setting up an India pavilion, the base cost of SMM Hamburg event has been considered below for calculation.

#### **Indicative costing for setting up pavilion in an area of 100 sq.m**

- Official national stand fee = approx. INR 40,50,000

#### **Mandatory benefits**

- d. Digital Networking & Lead Growth Package per main exhibitor: INR 1,07,000
- e. Co-exhibitor fee per co-exhibitor (if applicable): INR 36,000
- f. Digital Networking & Lead Growth Package per co-exhibitor (if applicable): INR 1,07,000
- Indicative cost per sq.m for (main exhibitor) = approx. INR 1,07,000
- Additional fee = INR 50 per sq.m
- Cost for setting up a pavilion in an area 100 sq.m = approx. INR 41,62,000

**Maximum cost for setting up Pavilion = approx. INR41,62,000 (Rupees Forty-One lakh Sixty-Two thousand)**

These initial estimates will serve as a basis for further discussions, ensuring alignment with budgetary constraints.

**2. Indian Delegation – INR 25,000–60,000 per person per engagement**

Financial commitments shall also include:

- i) Membership fees as applicable
- ii) Travel Allowance (TA) and Daily Allowance (DA) as applicable.

The provisioning of these **indicative costs** are essential to ensure seamless participation, timely approvals, and strong representation at global maritime forums.

## 5 The Way Forward

### One-Day Workshop for aligning stakeholders

To ensure cohesive implementation of international cooperation interventions under the Maritime Amrit Kaal Vision 2047, it is proposed the RIS/ CMEC to spearhead in organizing a **One-Day Extended Workshop** targeting all VIBHAS and NAVIC Cell 1 - International Cooperation (IC) members, as well as key departments, any other subordinate agencies or consultants, and stakeholders involved in realizing these interventions.

#### Objective and Importance

This workshop shall not merely be a procedural exercise—it shall be a **strategic enabler** to ensure that every entity contributing to the realization of India's maritime vision is aligned in purpose, informed on scope, and integrated in execution. Given the cross-cutting nature of international cooperation interventions—spanning diplomacy, trade, environmental sustainability, maritime security, technology exchange, and infrastructure development—fragmentation or silos can significantly hinder progress. Therefore, it is critical that all stakeholders operate with a shared understanding of goals and timelines.

By bringing all key players together under one roof, the workshop shall aim to:

- **Build a shared language** around the 9-pillar framework adopted post-Chintan Shivir.
- **Clarify roles and responsibilities** across departments and implementing bodies.
- **Surface implementation bottlenecks** and identify quick solutions.
- **Inspire collective ownership** of the MAKV 2047 vision and its intermediate targets.

This workshop under the guidance of the Special Secretary (IC), Ministry of Ports, Shipping and Waterways shall aim to produce a timeline-linked roadmap for short- and mid-term interventions and a summary compendium of actionable takeaways and departmental commitments.

The workshop shall facilitate clarity, collaboration, and continuity by offering space for constructive dialogue, knowledge sharing, and collective planning. The Workshop shall aim to generate strong internal traction and may be treated as a flagship inter-agency engagement, producing an actionable operational framework, clear implementation timelines, and a common reporting structure. Most importantly, it shall foster a sense of joint ownership and direction among all stakeholders, setting the foundation for coordinated, high-impact progress toward India's maritime aspirations under MAKV 2047.



## International Maritime Annual event Calendar 2025

2025



	December	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed
		1-Dec	2-Dec	3-Dec	4-Dec	5-Dec	6-Dec	7-Dec	8-Dec	9-Dec	10-Dec	11-Dec	12-Dec	13-Dec	14-Dec	15-Dec	16-Dec	17-Dec	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	23-Dec	24-Dec	25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	30-Dec	31-Dec
	IMO	Assembly - 34/ Council - 136th																														
	India Pavilion	Marintec China 2025 (China)																														
	Maritime Corridor										Caspian Ports																					
		Lead Agency																														
	Meeting Host	MoPSW	DGS	Major Ports	DGLL	IMU	SCI	CSL	IRS	Suggested Port																						
	IMO		✓																													
	ILG		✓			✓																										
	IMSO																															
	IOMOU		✓																													
Event Code	Proposed Events for setting up of India Pavilion																															
M-IP-01	Nor-Shipping (Norway) -2025		✓	✓				✓		VoCPA																						
M-IP-03	SMM INMEX (India)-2025	✓	✓	✓		✓		✓	✓	SMPA																						
M-IP-04	Sea Asia (Singapore)	✓	✓	✓		✓	✓	✓	✓	ChPA																						
M-IP-05	KORMARINE 2025 (Korea)	✓	✓	✓		✓	✓	✓	✓	ChPA																						
	CMA Shipping Expo & Conference 2025 (USA)	✓	✓		✓	✓	✓	✓	✓																							
M-IP-06	Tokyo Conference 2025 (Japan)	✓	✓		✓	✓	✓	✓	✓																							
M-IP-08	Asia Shipping Week 2025 (Hong Kong)	✓	✓	✓		✓	✓	✓	✓	MPA / PPA																						
R-IP-01	IMDEX Asia 2025 (Singapore)	✓	✓		✓	✓			✓																							
M-IP-09	Marintec China 2025 (China)	✓	✓	✓	✓	✓	✓	✓	✓	NMPA																						
	Global Maritime Forum Annual Summit (Belgium)			✓		✓	✓			JNPA																						
M-IP-10	Seatrade Europe (Germany)	✓	✓	✓		✓	✓	✓	✓	KPL																						
M-IP-12	International Cruise Summit (Spain)	✓	✓	✓			✓	✓		MbPA																						
	Proposed Events for Indian Delegation/ Participation																															
	Maritime Week Americas (MWA) 2025 (USA)	✓		✓		✓	✓	✓		MbPA / CPA																						
M-ID-01	Seatrade Cruise Global (USA)			✓						MbPA																						
M-ID-02	IANA Intermodal Expo (USA)	✓	✓		✓		✓	✓																								
M-ID-03	IAPH World Ports Conference 2025 (Japan)			✓		✓			✓	VoCPA																						
M-ID-05	TOC Europe (Netherlands)	✓		✓		✓			✓	CPA																						
	Smart Digital Ports of the Future Conference (date yet to be announced)			✓		✓		✓	✓	VPA																						
M-ID-06	GreenTech for Ports and Terminals Conference (Gothenburg)	✓	✓	✓		✓			✓	DPA																						
M-ID-07	Green Energy Ports Conference (Spain)	✓		✓		✓			✓	DPA / CPA																						
	Maritime Corridor																															
	Caspian Ports and Logistics 2025			✓						IPGL																						
	Events planned to be hosted by India																															
M-IH-01	Maritime India Conference & Expo	✓		✓	✓	✓	✓	✓	✓	All major ports																						
M-IH-02	Green Shipping conclave	✓	✓	✓		✓	✓	✓	✓	All major ports																						
R-IH-01	The India Ports Conference	✓		✓						All major ports																						
M-IH-03	Global Maritime India Summit	✓		✓	✓	✓	✓	✓	✓	All major ports																						



## International Maritime Annual event Calendar 2026

2026	April	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
	1-Apr	2-Apr	3-Apr	4-Apr	5-Apr	6-Apr	7-Apr	8-Apr	9-Apr	10-Apr	11-Apr	12-Apr	13-Apr	14-Apr	15-Apr	16-Apr	17-Apr	18-Apr	19-Apr	20-Apr	21-Apr	22-Apr	23-Apr	24-Apr	25-Apr	26-Apr	27-Apr	28-Apr	29-Apr	30-Apr													
	India Pavilion	CMA Shipping Expo & Conference																					Asia Shipping Week (Hong Kong)																				
	India Pavilion																																										
	Delegation																																										
	Delegation																																										
	Delegation																																										
	Delegation																																										
	May	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun				
	1-May	2-May	3-May	4-May	5-May	6-May	7-May	8-May	9-May	10-May	11-May	12-May	13-May	14-May	15-May	16-May	17-May	18-May	19-May	20-May	21-May	22-May	23-May	24-May	25-May	26-May	27-May	28-May	29-May	30-May	31-May												
	India Pavilion																																										
	India Pavilion																																										
	India Hosted Events																																										
	Delegation																																										
	June	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1-Jun	2-Jun	3-Jun	4-Jun	5-Jun	6-Jun	7-Jun	8-Jun	9-Jun	10-Jun	11-Jun	12-Jun	13-Jun	14-Jun	15-Jun	16-Jun	17-Jun	18-Jun	19-Jun	20-Jun	21-Jun	22-Jun	23-Jun	24-Jun	25-Jun	26-Jun	27-Jun	28-Jun	29-Jun	30-Jun													
	Delegation																																										
	Delegation																																										
	India Pavilion																																										
	September	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	
1-Sep	2-Sep	3-Sep	4-Sep	5-Sep	6-Sep	7-Sep	8-Sep	9-Sep	10-Sep	11-Sep	12-Sep	13-Sep	14-Sep	15-Sep	16-Sep	17-Sep	18-Sep	19-Sep	20-Sep	21-Sep	22-Sep	23-Sep	24-Sep	25-Sep	26-Sep	27-Sep	28-Sep	29-Sep	30-Sep														
Delegation																																											
India Pavilion																																											
October	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun				
1-Oct	2-Oct	3-Oct	4-Oct	5-Oct	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct	12-Oct	13-Oct	14-Oct	15-Oct	16-Oct	17-Oct	18-Oct	19-Oct	20-Oct	21-Oct	22-Oct	23-Oct	24-Oct	25-Oct	26-Oct	27-Oct	28-Oct	29-Oct	30-Oct	31-Oct													
Delegation																																											
Maritime Corridor																																											
November	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
1-Nov	2-Nov	3-Nov	4-Nov	5-Nov	6-Nov	7-Nov	8-Nov	9-Nov	10-Nov	11-Nov	12-Nov	13-Nov	14-Nov	15-Nov	16-Nov	17-Nov	18-Nov	19-Nov	20-Nov	21-Nov	22-Nov	23-Nov	24-Nov	25-Nov	26-Nov	27-Nov	28-Nov	29-Nov	30-Nov														
India Pavilion																																											
	</																																										

*Note: The Dates captured in the 2026 calendar for some events are tentative only as the final dates are yet to be announced by the event organizers.*



## International Maritime Annual event Calendar 2027

2027		January																																								
		Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun						
	India Hosted Events	1-Jan	2-Jan	3-Jan	4-Jan	5-Jan	6-Jan	7-Jan	8-Jan	9-Jan	10-Jan	11-Jan	12-Jan	13-Jan	14-Jan	15-Jan	16-Jan	17-Jan	18-Jan	19-Jan	20-Jan	21-Jan	Maritime India Conference & India Pavilion					25-Jan	26-Jan	27-Jan	28-Jan	29-Jan	30-Jan	31-Jan								
	Maritime Corridor																				DIMDEX (Qatar)																					
		Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
	February	1-Feb	2-Feb	3-Feb	4-Feb	5-Feb	6-Feb	7-Feb	8-Feb	9-Feb	10-Feb	11-Feb	12-Feb	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb	18-Feb	19-Feb	20-Feb	21-Feb	22-Feb	23-Feb	24-Feb	25-Feb	26-Feb	27-Feb	28-Feb													
	March	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
		1-Mar	2-Mar	3-Mar	4-Mar	5-Mar	6-Mar	7-Mar	8-Mar	9-Mar	10-Mar	11-Mar	12-Mar	13-Mar	14-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	20-Mar	21-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	27-Mar	28-Mar	29-Mar	30-Mar	31-Mar										
	India Pavilion																									Sea Asia (Singapore)																
	April	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed		
		1-Apr	2-Apr	3-Apr	4-Apr	5-Apr	6-Apr	7-Apr	8-Apr	9-Apr	10-Apr	11-Apr	12-Apr	13-Apr	14-Apr	15-Apr	16-Apr	17-Apr	18-Apr	19-Apr	20-Apr	21-Apr	22-Apr	Asia Shipping Week (Hong Kong)					28-Apr	29-Apr	30-Apr											
	India Pavilion																																									
	India Pavilion	CMA Shipping Expo & Conference																																								
	Delegation																																									
	Delegation																																									
	May	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
		1-May	2-May	3-May	4-May	5-May	6-May	7-May	8-May	9-May	10-May	11-May	12-May	13-May	14-May	15-May	16-May	17-May	18-May	19-May	20-May	21-May	22-May	23-May	24-May	25-May	26-May	27-May	28-May	29-May	30-May	31-May										
	India Hosted Events																																									
	Delegation																																									
	India Pavilion																																									
	India Pavilion																																									
	June	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun			
		1-Jun	2-Jun	3-Jun	4-Jun	5-Jun	6-Jun	7-Jun	8-Jun	9-Jun	10-Jun	11-Jun	12-Jun	13-Jun	14-Jun	15-Jun	16-Jun	17-Jun	18-Jun	19-Jun	20-Jun	21-Jun	22-Jun	23-Jun	24-Jun	25-Jun	26-Jun	27-Jun	28-Jun	29-Jun	30-Jun											
	India Pavilion																																									
	India Pavilion	Nor-Shipping (Norway)-OSLO																																								
	Delegation																																									
	Delegation																																									
	July	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed		
		1-Jul	2-Jul	3-Jul	4-Jul	5-Jul	6-Jul	7-Jul	8-Jul	9-Jul	10-Jul	11-Jul	12-Jul	13-Jul	14-Jul	15-Jul	16-Jul	17-Jul	18-Jul	19-Jul	20-Jul	21-Jul	22-Jul	23-Jul	24-Jul	25-Jul	26-Jul	27-Jul	28-Jul	29-Jul	30-Jul	31-Jul										
August	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
	1-Aug	2-Aug	3-Aug	4-Aug	5-Aug	6-Aug	7-Aug	8-Aug	9-Aug	10-Aug	11-Aug	12-Aug	13-Aug	14-Aug	15-Aug	16-Aug	17-Aug	18-Aug	19-Aug	20-Aug	21-Aug	22-Aug	23-Aug	24-Aug	25-Aug	26-Aug	27-Aug	28-Aug	29-Aug	30-Aug	31-Aug											
September	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed		
	1-Sep	2-Sep	3-Sep	4-Sep	5-Sep	6-Sep	7-Sep	8-Sep	9-Sep	10-Sep	11-Sep	12-Sep	13-Sep	14-Sep	15-Sep	16-Sep	17-Sep	18-Sep	19-Sep	20-Sep	21-Sep	22-Sep	23-Sep	24-Sep	25-Sep	26-Sep	27-Sep	28-Sep	29-Sep	30-Sep												
India Pavilion																																										
India Pavilion																																										
Dates not out																																										
October	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	1-Oct	2-Oct	3-Oct	4-Oct	5-Oct	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct	12-Oct	13-Oct	14-Oct	15-Oct	16-Oct	17-Oct	18-Oct	19-Oct	20-Oct	21-Oct	22-Oct	23-Oct	24-Oct	25-Oct	26-Oct	27-Oct	28-Oct	29-Oct	30-Oct	31-Oct											
India Pavilion																																										
India Pavilion																																										
Delegation																																										
India Hosted Events																																										
Dates not out																																										
November	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun			
	1-Nov	2-Nov	3-Nov	4-Nov	5-Nov	6-Nov	7-Nov	8-Nov	9-Nov	10-Nov	11-Nov	12-Nov	13-Nov	14-Nov	15-Nov	16-Nov	17-Nov	18-Nov	19-Nov	20-Nov	21-Nov	22-Nov	23-Nov	24-Nov	25-Nov	26-Nov	27-Nov	28-Nov	29-Nov	30-Nov												
India Pavilion																																										
December	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed		
	1-Dec	2-Dec	3-Dec	4-Dec	5-Dec	6-Dec	7-Dec	8-Dec	9-Dec	10-Dec	11-Dec	12-Dec	13-Dec	14-Dec	15-Dec	16-Dec	17-Dec	18-Dec	19-Dec	20-Dec	21-Dec	22-Dec	23-Dec	24-Dec	25-Dec	26-Dec	27-Dec	28-Dec	29-Dec	30-Dec	31-Dec											
India Pavilion																																										
Maritime Corridor																																										





		Lead Agency								
	Meeting Host	MoPSW	DGS	Major Ports	DGLL	IMU	SCI	CSL	IRS	Suggested Port
	IMO		✓							
	ILO		✓			✓				
	IMSO									
	OMOU		✓							
Event Code	Proposed Events for setting up of India Pavilion									
M-IP-01	Nor-Shipping (Norway)		✓	✓				✓		VoCPA
M-IP-03	SMM / NMEX (India)	✓		✓		✓	✓		✓	SMPA
M-IP-04	Sea Asia (Singapore)	✓	✓	✓		✓	✓	✓	✓	ChPA
M-IP-05	KORMARINE (Korea)	✓	✓	✓		✓	✓	✓	✓	ChPA
M-IP-06	CMA Shipping Expo & Conference (USA)	✓	✓		✓	✓	✓	✓	✓	
M-IP-07	Tokyo Conference (Japan)	✓	✓		✓	✓	✓	✓	✓	
M-IP-08	Asia Shipping Week (Hong Kong)	✓	✓	✓		✓	✓	✓	✓	MPA / PPA
R-IP-01	IDEX Asia (Singapore)	✓	✓		✓	✓			✓	
M-IP-09	Marintec China (China)	✓	✓	✓	✓	✓	✓	✓	✓	NMPA
M-IP-10	Global Maritime Forum Annual Summit (Belgium)			✓		✓	✓			JNPA
M-IP-11	Seatrade Europe (Germany)	✓	✓	✓		✓	✓	✓	✓	KPL
M-IP-12	International Cruise Summit (Spain)	✓	✓	✓			✓	✓		MbPA
	Proposed Events for Indian Delegation/ Participation									
M-ID-01	Maritime Week Americas (MWA) (USA)	✓		✓		✓	✓	✓		MbPA / CPA
M-ID-02	Seatrade Cruise Global (USA)			✓						MbPA
M-ID-03	IANA Intermodal Expo (USA)	✓	✓		✓		✓	✓		
M-ID-04	IAPH World Ports Conference (Japan)			✓		✓			✓	VoCPA
M-ID-05	TOC Europe (Netherlands)	✓		✓		✓			✓	CPA
M-ID-06	Smart Digital Ports of the Future Conference (date yet to be announced)			✓		✓		✓	✓	VPA
M-ID-07	GreenTech for Ports and Terminals Conference (Gothenburg)	✓	✓	✓		✓			✓	DPA
M-ID-08	Green Energy Ports Conference (Spain)	✓		✓		✓			✓	DPA / CPA
	Maritime Corridor									
	Caspian Ports and Logistics 2027			✓						IPGL
	DIINDEX (Qatar)			✓						IPGL
	Events planned to be hosted by India									
M-IH-01	Maritime India Conference & Expo	✓		✓	✓	✓	✓	✓	✓	All major ports
R-IH-01	The India Ports Conference	✓		✓						All major ports
M-IH-03	Global Maritime India Summit	✓		✓	✓	✓	✓	✓	✓	All major ports

*Note: The Dates captured in the 2027 calendar are tentative only as the final dates are yet to be announced by the event organizers.*

## Annexure – 2 SoP/ Guidelines on Engagement through Sister Port Association

Sister port MoUs/ Agreements between ports in different regions, often between developed and developing countries, aim at fostering mutual growth and collaboration. These partnerships focus on sharing expertise, transferring technology, and adopting best practices to enhance port operations, efficiency, and competitiveness.

### Significance of Sister Port Associations

- i. **Enhanced Operational Efficiency:** Sharing best practices and technological expertise helps improve port operations and service quality.
- ii. **Economic Growth:** Strengthened trade ties lead to increased commerce, investment opportunities, tourism, and job creation.
- iii. **Knowledge Exchange:** Ports benefit from mutual learning in areas like port management, logistics, and environmental sustainability.
- iv. **Infrastructure Development:** Collaboration supports the development of resilient and modern port infrastructure.
- v. **Cost Efficiency:** Joint efforts streamline processes, reducing operational costs.
- vi. **Global Connectivity:** Sister ports act as vital hubs in global trade, boosting competitiveness in the maritime industry.
- vii. **Environmental Sustainability:** Shared strategies enhance eco-friendly practices and compliance with global standards.

### Objective:

It is inferred that most of the Indian major ports already have existing sister port associations with global ports. However, most of these associations are dormant or expired. The objective of this document is to standardize the approach of major ports engagement with identified Sister Ports.

### Brief Standard Operation Procedure for Establishing Sister Port Association:

1. The Major Port Authority identifies 2 global ports – one from a developed and one from a developing nation for establishing sister port association.



2. The Major Port formally communicates the same to the Ministry of Ports, Shipping and Waterways (MoPSW), seeking their approval.
3. With the concurrence of MoPSW, the Major port informally engages with the identified Sister Port Authority to assess their interest in establishing the said association with the Major port.
4. If the Sister Port Authority expresses willingness to establish sister port association with the subject Major port, the same shall be formally communicated to the Ministry of External Affairs through the MoPSW.
5. This is followed by the engagement of the respective Country Ambassadors.
6. Upon mutual agreement of all parties involved, the sister port MoU/ Agreement shall be signed between the two Port Authorities.

**Suggested Guidelines for Engagement:**

1. The Sister ports shall mutually define clear, specific objectives and common goals to be achieved during the period of the Sister port association.
2. The Sister Ports establish a Joint Committee to drive the engagement of the Ports and also devise measurable progress parameters.
3. The Sister ports shall ensure atleast one Annual visit to each other's ports.
4. The Joint Committee shall administer Quarterly Video conference meetings between the Port Authorities to monitor the progress of goals established.
5. The Sister Ports shall ensure to participate in Conferences, Events, Seminars hosted by the respective ports.
6. The Sister Ports shall engage in atleast 1 Knowledge transfer / Training session on Industry best practices in every quarter.
7. The Sister ports may engage in joint research and development activities with the concurrence of the respective Country Ministries.
8. The Sister Ports may also establish a protocol for preferential treatment extended to the respective country flagged vessels and also, extend support in case of Emergency / crisis.



## Annexure – 3 SoP/ Guidelines on Member Engagement with IAPH

### IAPH- International Association of Ports and Harbors

#### About IAPH

The International Association of Ports and Harbors (IAPH) is a non-governmental organization (NGO) headquartered in Tokyo, Japan. Established in 1955, it has evolved into a global alliance representing approximately 190 ports and 165 port-related businesses across 89 countries as of December 2024.

IAPH leads initiatives in decarbonization, energy transition, risk and resilience management, and the acceleration of digitalization within the maritime transport chain. It serves as the global trade association for port authorities and operators, representing their interests at regulatory bodies such as the International Maritime Organization, the World Customs Organization, and the International Standards Organization.

The association's activities are organized around three main themes:

- **Climate & Energy:** Collaborating with governments, NGOs, and the shipping industry to decarbonize and establish energy transition roadmaps.
- **Data Collaboration:** Enhancing data orchestration between ports and stakeholders to improve efficiency and reduce emissions.
- **Risk & Resilience:** Developing strategies to manage risks and build resilience against crises, including initiatives like the COVID-19 Taskforce.

IAPH also publishes "Ports and Harbors," its official journal, on a bi-monthly basis, providing insights and updates to its members.

#### Six Regions of IAPH

IAPH value and respect democracy and regional autonomy by dividing the world into six geographical regions, from which a vice president is elected respectively to be represented on the IAPH Board:

- Africa
- America, Central and South
- America, North
- Asia, South/West, East and Middle East
- Asia, South East and Oceania
- Europe

#### Organization structure of IAPH

##### Council

IAPH is governed by the **Council** comprising **Executive Directors** and **Non- Executive Directors**.

**Executive Directors** are President (ex officio Chair) and six Vice Presidents, and they form the **Board**, who has general authority to establish broad principles and objectives of IAPH and to make any decision regarding its operation, financing, and structure of IAPH.

**Non-Executive Directors** are Immediate Past President, Conference Vice President, Secretary-General, Managing Director, Internal Committee Chair, Technical Committee Chairs, Chairs or Project Leaders of Forums, Subsidiary Bodies and other significant initiatives up to a maximum of three (3) appointments, and one Associate Member representative. Non-Executive Directors provide general advice and guidance to the Board with respect to their areas of expertise to enable the Board for their decision-making.

Technical committees are the backbone of the IAPH activity in monitoring, collecting, analyzing and disseminating information on the latest trends of port management and operations for the benefit of the entire membership.

### Committees

The International Association of Ports and Harbors (IAPH) operates through a structured framework of technical and internal committees, each focusing on specific areas pertinent to port and harbor operations. These committees are led by appointed chairs who guide their respective agendas and activities. Below is an overview of these committees and their leadership positions:

#### Technical Committees:

IAPH's technical committees are organized into three primary groups, each encompassing specific areas of focus:

##### 1. Infrastructure & Operations Group:

- **Port Planning & Development Committee**

*Chair:* Ms. Yuan Yue, Deputy Director-General, Guangzhou Port Authority, China.

- **Port Operations & Logistics Committee**

*Chair:* Mr. Masaharu Shinohara, Executive Officer, Kobe-Osaka International Port Corporation, Japan.

- **Trade Facilitation & Port Community System Committee**

*Chair:* Mr. Frédéric Dagnet, Director of Prospective and Assessment Department, Grand Port Maritime de Marseille-GPMM, France.

- **Ports Finance & Economics Committee**

*Chair:* Mr. Dov Frohlinger, Deputy CEO, New Terminal Operations & International Relations, Israel Ports Company, Israel.

##### 2. Environment, Safety & Security Group:

- **Port Safety & Security Committee**

*Chair:* Capt. K. Subramaniam, Port Klang Authority, Malaysia.

- **Port Environment Committee**

*Chair:* Mr. Henri van der Weide, Policy Adviser Safety, Security & Environment, Port of Amsterdam, Netherlands.

- **Legal Committee**

*Chair:* Mr. Frans van Zoelen, Special Projects – Head Legal Emeritus, Port of Rotterdam, Netherlands.

### 3. Governance & Community Group:

- **Communication & Community Relations Committee**

*Chair:* Vacant.

- **Cruise Committee**

*Chair:* Vacant.

#### Women's Forum:

*Chair:* Ms. Flor Pitty, General Director of Ports and Maritime Ancillary Industries, Panama Maritime Authority, Panama.

#### Internal Committees:

The Internal Committees focus on the organizational and administrative aspects of IAPH:

- **Internal Committee**

*Chair:* Mr. Eranda Kotelawala, Chief Executive Officer, Solomon Islands Ports Authority, Solomon Islands.

- *Members:*

Mr. Shinsuke Ito, President, Yokohama Port Corporation, Japan.

#### Types of Membership

##### 1. Regular Member

- **Eligibility:** This category is designated for port authorities and organizations that own or operate ports and harbours. Regular members are typically directly involved in port operations and management.
- **Benefits:** Regular members have access to a range of benefits, including participation in technical committees, access to the World Ports Sustainability Program, and representation at the International Maritime Organization (IMO). These benefits are tailored to address the specific challenges and needs of port operators.

##### 2. Associate Member

- **Eligibility:** This category is intended for organizations and companies that are not directly involved in port operations but have a vested interest in the maritime industry. This includes port users (e.g., shipping companies, logistics providers), governmental agencies, industry associations, educational institutions, and consultants.
- **Benefits:** Associate members enjoy many of the same benefits as regular members, such as networking opportunities, access to industry publications, and participation in certain programs. However, the scope of their involvement may



differ, focusing more on collaboration and knowledge exchange rather than direct operational insights.

Initiatives of IAPH (as shared by Dr. Ennarasu Karunesan, IAPH India Representative)

1. **IAPH Maritime Single Window Portal:** To support the introduction of the IMO Maritime Single Window requirement in just under one year from now, IAPH has launched a portal to assist ports, governments and supply chain stakeholders with useful FAQs, links and regular updates. The portal is hosted on the World Ports Sustainability Program website.
2. **Environmental Ship Index (ESI):** The IAPH Environmental Ship Index (ESI) identifies seagoing ships that perform better in reducing air emissions than required by the current emission standards of the International Maritime Organization (IMO). Going forward, Integration of ESI into Indian ports to standardize vessel calls which are arriving in India ports can be undertaken.
3. **The Port Endeavour Game:** The Port Endeavor game provides a fresh take on how to implement best practices and increase long-term port development, enhancing international cooperation and supply chain productivity. The game increases awareness of how ports apply the UN SDGs to their business.
4. **Engaging in Collaborative Projects with Port authorities** like Alternate bunkering projects, Shore Power, Shore to Ship Initiatives
5. **Port Call Optimization:** The Supply Chain Resilience Taskforce published its first study – titled Port Call Optimization through Data Quality – at #IAPH2024. There is an urgent need to implement the IMO Compendium on Facilitation and Electronic Business in the maritime sector, and harmonising communication and electronic exchange of operational data for port calls presents several challenges for ports worldwide. To address these challenges, this study brings essential findings and key insights from various in-depth interviews with port authorities and maritime stakeholders on how they implemented Just-in-Time Arrival best practices. The results are meticulously summarised in an implementation checklist, which focuses on enhancing data quality in the context of Port Call Optimization. Recognizing the value of shared global experiences, the International Association of Ports and Harbors (IAPH), in collaboration with chainPORT, the Digital Container Shipping Association (DCSA), the Terminal Industry Committee 4.0 (TIC 4.0), and the International Port Community Systems Association (IPCSA), formed a Supply Chain Resilience Taskforce in 2023. This initiative, which is an industry response to the call from cargo owners for greater data visibility, aims to enhance maritime supply resilience.
6. **World Port Trackers:** World Ports Tracker analyses quarterly container port statistics based on UNCTAD data on the LSCI and S&P Global Port Performance Program data. This performance tool available to the member ports.
7. **World Port Sustainability Program:** There are more than four projects, essentially for knowledge sharing from other ports and can be benefitted from.

#### Status of Existing Indian Engagement with IAPH

The International Association of Ports and Harbors (IAPH) currently collaborates with Indian member ports, including IMU, MbPA, JNPA, CHPA, NMPA, MPA, SMPA, and PPA.

#### Ongoing Initiatives and Partnerships between India and IAPH

IAPH has engaged in various initiatives with its member ports to strengthen global and regional impact. Notable collaborations include

1. JNPA's promotion of the Vadhavan Port Development on global platforms
2. MPA's partnership on the Environmental Shipping Index to raise environmental awareness.
3. MbPA has progressed in implementing Onshore Power Supply (OPS) for ships, with representatives visiting the Port of Rotterdam in October 2024 for insights.
4. IMU benefits from knowledge-sharing programs for student development, while major ports actively participate in the Port Endeavour Game.
5. CHPA is focusing on community development initiatives, and PPA is prioritizing green port and sustainability projects.

#### Proposed Engagement of Major ports with IAPH

1. **Membership Enrolment:** Indian ports can apply for regular or associate membership to gain access to IAPH's resources, networks, and decision-making platforms.
2. **Enhance Representation:** Appoint representatives to actively participate in IAPH governance structures, such as the Board of Directors or regional vice presidency.
3. **Participation in IAPH Committees:** By joining technical committees, Indian ports can contribute to and benefit from global discussions on key maritime issues. These meetings are held in every three months and Indian members can participate and share their ongoing initiatives.
4. **Participation at Events:** Engaging in IAPH meetings, conferences, events and workshops provides opportunities for networking, knowledge exchange, and showcasing initiatives. Upcoming major events include:
  - World Port Conference 2025- IAPH to be held in October 2025 at Tokyo, Japan marking the 70<sup>th</sup> year celebration of IAPH
  - 5<sup>th</sup> February 2025- Harbour Café (only member ports)
  - Meetings at IMO where IAPH actively participates.
5. **Coordinate National Efforts:** Establish a consortium of Indian ports to align their objectives, centralize efforts and promote common interests within the IAPH framework.
6. **Leverage Knowledge Resources:** Major ports can utilize IAPH's Publications on industry trends, Training programs for capacity building, Access to global data on port performance and benchmarks.
7. **Annual Report:** Major ports can submit annual reports to MoPSW that also align with global standards and priorities set by IAPH.