

MINUTES OF THE 28TH MEETING OF NATIONAL SHIPPING BOARD (NSB) NEW DELHI HELD ON 13TH NOVEMBER 2025 AND 14TH NOVEMBER 2025 AT 10:00 HRS AT THE PARK HOTEL, KOLKATA

The 28th Meeting of the National Shipping Board (NSB) New Delhi was held on 13th November 2025 and 14th November 2025 at 10:00 hrs in the Conference Hall of The Park Hotel, Kolkata.

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

Board Members present:

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

Board Member absent with prior leave of absence:

13. Shri Madhu S Nair, CMD, Cochin Shipyard Limited, Kochi (Absent)
14. Shri Raghu R Nair, Commodore, Naval Operations, Indian Navy, New Delhi (Absent)

Board Member absent without prior leave of absence:

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

Board member yet to be nominated by the concerned Ministry:

16. Representative of the Ministry of Petroleum & Natural Gas

Member Secretary:

17. Captain Nitin Mukesh, Secretary NSB – Online
18. Captain Ravi Sikarwar, Assistant Secretary NSB

Permanent Invitees to the Board:

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

Directorate General of Shipping, Mumbai:

21. Shri Jitendra Jadhav, ADG National Shipping Board
22. Shri Shubham Jain, Consultant DGS
23. Shri Arinut Sharma, Consultant DGS

Special Invitees:

24. Capt. Vikas Anand, NHQ
25. Shri Vikrant Rai, Principal Officer, MMD Kolkata
26. Shri R.K. Singh, director Inland Waterways Authority of India
27. Shri K. Kunav, Director MAK Port Blair
28. Shri Rajesh K.R., AGM Cochin Shipyard Limited (CSL)

29. Syama Prasad Mookerjee Port (SMPA):

- Shri R.S. Rajdhani, Traffic Manager
- Shri Parthapratim Halder, GM (Traffic)
- Shri S.M. MP, CE
- Shri P.K. Das, GM, M&S

30. Hooghly CSL Limited:

- Shri Avenhu S, AGM
- Shri Arun Kumar Desh, COO
- Shri Sreejith K.N, CEO

31. Garden Reach Shipbuilders & Engineers Ltd (GRSE):

- Capt. Aghagared, AGM, GRSE
- Shri Gulshan Ratan, DGM, GRSE
- Shri Prantik Sen, DGM, GRSE

32. MTIs:**❖ Maritime Education Training & Research Institute (METRI)**

- Capt. P.S. Chakraborty, Principal
- Shri Gopal Das, Chairman

❖ **Mercantile Marine Academy (MMA)**

- Shri Hari Shankar, Director
- Shri A. Ghosh, Director

33. Associations:

❖ **UNIFEEDER**

- Shri Ambrish Rai, DGM

❖ **Marine Products Export Development Authority (MPEDA)**

- Smt. Shirir Ekka, Dy Director

❖ **Association of Shipping Interests in Calcutta (ASIC)**

- Shri Rajesh Rajamani, Member
- Shri Jayanta Sen, Member

❖ **Kopperrn Maco Services Private Ltd. (KMS)**

- Capt. T.K. Banerjee, Marine Surveyor

❖ **Agricultural and Processed Food Products Export Development Authority (APEDA)**

- Shri Sitakanta Mandal, Director
- Shri Ramit Sircar, Dy. Director
- Shri Avinash Bharadwaj, Business Development Manager

❖ **The Associated Chambers of Commerce and Industry of India (ASSOCHAM)**

- Shri Mannu Chaudhary, President
- Shri Subhojit Ray, Advocate and Member

❖ **Calcutta Customs House Agents' Association (CCHA)**

- Shri Debajyoti Basu, V.P.

❖ **Federation of Indian Export Organisations (FIEO)**

- Shri Juin Choudhury, Regional Head

❖ **Council for Leather Exports (CLE)**

- Shri Debasis De, Dy. Director

❖ **EEPC:**

Smt. Jaya Basu, Regional Director

❖ **Indian Tea Association**

- Subhrashree Goswami, Sr Executive Officer
- Aditya Chakrabarti, DY Secretary

❖ **Goodricke Group Limited (Tea)**

- Mohar Chatterjee

❖ **Vivada Corp Limited**

- Tripti Nath

Date 13.10.2025. Session 1: 10.00 A.M. to 1.30 A.M.

Opening of the Meeting:

1.1. At the outset, the **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** welcomed all the Board Members of National shipping Board, New Delhi (constituted vide Gazette Notification No. S.O.1935(E). dated 30/04/2025 of Government of India, Ministry of Shipping, Ports & Waterways File No. ST-16011/4/2016-MA), representatives of the permanent invitees & Special Invitee and the staff of DG Shipping & NSB Secretariat who were present (both physically and virtually) & attending this 28th meeting of the NSB.

1.2. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** commenced the meeting by extending a warm welcome to all members and participants. On behalf of the Board, he expressed heartfelt thanks to Shyama Prasad Mukherjee Port Authority for organizing this meeting and ensuring excellent arrangements that made the stay and overall experience comfortable for everyone. The Chairperson remarked that the session would provide a valuable opportunity for productive discussions and collaboration among the members.

2. Confirmation of the minutes of last NSB meeting held on 06/10/2025 and 07/10/2025 at Cochin Shipyards Limited Kochi:

2.1. The minutes of the last meeting which was held on 06/10/2025 and 07/10/2025 (the minutes of were circulated to the members in advance) were considered as confirmed as no comments to the contrary were received after the circulation of the minutes as informed by **Captain Ravi Sikarwar, the officiating Secretary NSB**. The Secretary NSB was advised by the Board to upload the confirmed minutes on the NSB weblink on the DG Shipping Website.

Action: Secretary NSB

3. Status of the action taken on the minutes of the meeting held on 25/06/2023:

3.1. The status of the action taken on the minutes of the meeting held on 25/06/2023 was presented before the Board as given in **Annexure I**. The Board perused the status

action taken and advised the Secretary NSB to update the status on the unfinished action points, if any in the next meeting.

Action: Secretary NSB

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

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

Action: Secretary NSB

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

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

Action: Secretary NSB

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

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

7. Uploading of the available reports (Interim / Final) of the old sub groups constituted by the Board in 2023 reports:

7.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** informed the Board that: very few subgroups constituted in the year 2023 submitted their interim or final reports. All such available reports have been uploaded on the NSB weblink on the DG Shipping website. New subgroup members were requested to review these uploaded reports to familiarize themselves with the earlier discussions and decisions.

Action: All NSB Members

8. Aggregation of the available Old NSB Files at one place:

8.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** informed the Board that efforts are underway to aggregate the available old NSB files at one place. Around 160 files have been identified by the Directorate of Shipping Office at Mumbai so far while the Ministry of Ports, Shipping and Waterways at New Delhi has not responded to the request of the Board. Once these will be scanned in the Directorate of Shipping Office at Mumbai, the physical files would be shifted to NSB office at New Delhi for

records and reference while the scanned files would be uploaded on the NSB website for archival and easy access to all members. The Secretary NSB was advised to expedite the scanning process.

Action: Secretary NSB

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

9.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** informed the Board that as per decision of the Board in the last meeting the composition and Terms Of Reference of each of the sub- group have be suggested by the concerned sub group members based on the needs of the Shipping sector / Industries / relevant Stakeholders & the ongoing initiatives of the Government namely Maritime Amrit Kal Vision (MAKV)- 2047 / Maritime India Vision (MIV)- 2030 / PM Gati shakti (National Masterplan for Multimodal Connectivity) / Ease of Doing Business- Ease of Living / Make In India / Aatma Nirbhar Bharat.

9.2. The Board in the last meeting has agreed that following sub groups would be constituted and notified by the Secretary NSB once the final composition and TOR are received from the Chair of each sub group: **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** advised that each of the subgroup must submit a draft order (to notified by the Secretary, NSB) listing:

- the members of the subgroup,
- the scope of work, and
- the deliverables expected.

Sub-Group No	Name of the Sub-Group	Chair of the Sub-Group (to be from NSB)	Other Member of Sub Group (to be from NSB)	Invitees to the Sub Group (Members can add invitees as required)
1	Augmentation of the Indian Tonnage	Anil Devli	ICCSA, CCTA	IWAI, etc
2	Promotion of Shipbuilding/Ship Repair Facilities in India with focus on Green & Sustainable Shipping	Madhu Nair	INSA, ICCSA, IRS	ISBA, SAI GMB, other state maritime boards, etc.

3	Promotion of the Ship Recycling Industries in India.	Rahul Modi	Sanjam Gupta, INSA, ICCSA	ARIA, ASSRGWA GMB, etc.
4	Issues related to seafarers including increasing share of Indians in global market	Rakesh Singh	INSA, ICCSA, MUI, NUSI, Sanjam Gupta	FOSMA, MASSA, etc.
5	Improving regional connectivity including development of inland waterways	Rakesh Singh	CCTA, INSA, ICCSA, Shantanu Kalita	IWAI, etc
6	Modal shift from rail/road to waterways (coastal and domestic) including promotion/integration of multi-modal transport in the domestic transport sector	Rakesh Singh	INSA, CCTA, IWAI	IWAI, AMTOI, etc.
7	Promotion of Cruise & House Boat Tourism	Rahul Modi	INSA, ICCSA, Sanjam Gupta	State maritime boards, etc.
8	Maritime Emergency Preparedness and Response	Commodore R Nair (IN)	ICG, DGS, INSA, ICCSA	
9	Indian Maritime Heritage	Shantanu Kalita	CCTA, Sanjam Gupta, INSA, ICCSA	NMHC, IMU, PO Kandla, GMB, T S Rehman, etc.
10	Creating an Integrated National Single Maritime Window that is Globally Compliant	Nitin Mukesh	ICCSA, INSA, CCTA	
11	Skilling (ship building, ship repairs, and ship recycling)	Arun Sharma	Sanjam Gupta, Prof. Murali, MUI, NUSI	

12	Development of Regional Maritime Hub and Regional maritime linkage with the neighbourhood	Shantanu Kalita	ICCSA, INSA, CCTA, DGS, IRS	
----	---	-----------------	-----------------------------	--

9.3. The Board thereafter discussed the update on the composition and TOR of each of the sub groups as under:

Sub group 1 – Augmentation of Indian Tonnage:

A. Indian flagging— Factors that support augmentation and those that hamper Indian tonnage:

9.3.1. Regarding the tonnage augmentation subgroup, **Shri Anil Devli CEO INSA** clarified that representatives from ICSA, INSA, CCTA (represented by Shri Rahul Modi), and others are already identified, and everyone is aligned. He noted that he has not directly involved the Chief Surveyor, DGS, and is coordinating through the DGS office, seeking their involvement as and when required. He explained that the subgroup is progressing and has identified the key steps required. Instead of submitting a quick report, he intends to include additional peripheral and sensitive issues that affect Indian flagging—both those that support augmentation and those that hamper Indian tonnage. He plans to discuss DGS-related matters directly with the Chief Surveyor (CS) so that certain issues can be resolved before a consolidated report is prepared. He emphasised that the report should capture real concerns of Indian shipowners, who often feel disadvantaged compared to foreign-flag operators despite complying with domestic taxes and regulations. **Shri Rakesh Singh President ICCSA** added that, as discussed earlier, officers from the Directorate and Ministry may initially stay out of the subgroup discussions and be brought in later as needed. **Shri Ajith Sukumaran, Chief Surveyor, DGS**, stressed the need for a **holistic approach**, noting misconceptions surrounding comparisons with foreign registries such as Liberia, Panama, Marshall Islands, and Mongolia. He explained that these registries operate largely as commercial businesses with limited benefits to their national economies, and India should not dilute its standards or priorities in trying to emulate them. He added that IFSC is a positive development but needs critical evaluation to ensure that incentives do not come at the cost of domestic shipping interests. He noted that private investors are responsive to viable investment opportunities and tax incentives, such as IFSC benefits. He underscored that the government must provide clear guidelines and support to enable timely investments in shipping and related sectors. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** stressed that the final output must be a professional, analytical report, covering not just traditional aspects of tonnage growth but also larger questions such as whether foreign flagging brings real economic benefit to India, global practices of open registries, the impact of IFSC registrations, and the long-term implications for domestic

shipping. He clarified that quality is more important than speed, and professional support will be provided if needed, as the report is meant to be strong enough to be taken forward to the highest level in the Government

B. Maritime Development Fund (MDF):

9.3.2. **Shri Anil Devli CEO INSA** highlighted issues related to the Maritime Development Fund (MDF), noting that despite repeated requests to the ministry, the private sector had not been consulted on this fund. He mentioned that INSA and EXIM Bank had originally conceptualized the fund, and expressed concern over government preference for government companies in joint ventures, while private companies owning ships are being left out. He stressed the need for private sector participation, long-term clarity, and government engagement to encourage investments in ships and tankers. **Shri Shantanu Kalita Advisor IPA** explained the structure of the MDF, detailing the equity model where 50% would be borne by SEA, 40% by oil companies, and 10% by MDF, with government participation lowering financing costs and attracting multilateral investors. He agreed that the private sector should have been consulted to leverage their market knowledge.

C. Container Manufacturing:

9.3.3. **Shri Anil Devli CEO INSA** also raised concerns over container manufacturing in India, pointing out that domestic manufacturers face higher costs due to steel prices, GST, and lack of government support. He emphasized the need for inclusive consultations involving all stakeholders, including coastal shipping lines, domestic steel producers, and container manufacturers, to ensure balanced policy decisions and avoid neglecting existing domestic investments. **Shri Rahul Modi President CCTA** elaborated on the cost challenges in container manufacturing, citing that steel constitutes the main cost component. He explained that Indian steel costs are significantly higher than in China, adding ₹35,000–40,000 per container, with GST further increasing costs. He also highlighted administrative gaps, such as exclusion of key domestic manufacturers and coastal shipping lines from relevant government meetings, which affects decision-making and planning. He added that government support is a crucial factor for container manufacturing success, citing Vietnam as an example, where the government's backing has enabled rapid production and export, with CMSCGM purchasing 10,000 containers from Vietnam. He stressed the importance of reducing India's dependence on neighbouring countries for containers during crises. **Shri Shantanu Kalita Advisor IPA** highlighted the seasonal nature of container manufacturing discussions in India, pointing out that these issues are typically addressed only during November, December, and January, with little attention paid during the rest of the year. He emphasized that domestic container production may not directly reduce global shortages, as containers produced in India can still end up being sold abroad. He noted that the concern of ensuring domestic availability for coastal shipping came from the highest level in the Government.

9.3.4. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** emphasized that private sector participation requires clear government commitments, such as long-term contracts for tankers or green shipping initiatives. He stressed the importance of policy clarity and data-driven demand aggregation, noting that informal approaches like pen-and-paper estimates are inadequate. He used container manufacturing as an example, explaining that early investors often lack support, leading to missed opportunities for domestic industry. He highlighted that any government policy or subsidy should be carefully assessed for its economic impact and long-term viability. He highlighted a policy dilemma whether to focus on domestic versus international markets. He recommended that in case of Containers the domestic demand should be prioritized first, particularly from coastal shippers, and that manufacturers should be consulted to understand cost structures and why domestic production is more expensive than imports from China. He also noted that theoretical assumptions often overlook practical market realities.

D. Container Rotation Policy:

9.3.5. **Shri Rahul Modi** raised operational issues related to rotating EXIM containers in coastal shipping every six months and queried if customs could extend this period to one year when cargo is unavailable. **Shri Anil Devli** responded that as long as proper justification is provided through manifests and customs documentation, permission can be granted. He explained practical solutions, such as sending containers to nearby ports like Colombo and bringing them back the same day, which, though adding minor costs, are manageable for the business and allow operations to continue smoothly.

Sub group 2 - Promotion of Shipbuilding/Ship Repair Facilities in India with focus on Green & Sustainable Shipping:

A. Ship Building:

9.3.6. **Shri Anil Devli CEO INSA** informed that Subgroup 2, which covers shipbuilding, has been fully organised and multiple reminders have been sent to all members. He reported that SAI has responded positively on the shipbuilding component and agreed to provide a final document outlining the issues affecting the growth of shipbuilding. He informed that GMB had no specific view on shipbuilding or ship repair, and he had requested inputs from Arjun Chaugale, President of SAI, before 11th, though nothing had been received yet. He mentioned using the previous Cochin presentation as a base and planned to sit with SAI representatives to prepare a comprehensive report. He also highlighted the advantage that shipbuilding and ship repair are now major government focus areas, and noted the need to draft TORs and finalize members for both task forces. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** suggested including the Gujarat Maritime Board in the committee to understand ongoing developments in shipbuilding clusters, even if they do not provide specific inputs, given their planned investments. He noted that five states—Gujarat, Maharashtra, Tamil Nadu, Andhra Pradesh, and Odisha—have developed

shipbuilding policies and clusters, making their participation valuable. **Shri Anil Devli CEO INSA** agreed and proposed sending a consolidated invitation to all relevant maritime boards, rather than multiple emails, to ensure comprehensive participation. He highlighted that including multiple boards would strengthen the committee's inputs on policy formulation related to ship repair and shipbuilding clusters.

B. Ship Repairing:

9.3.7. On the ship repair component, **Shri Anil Devli CEO INSA** recalled that an informal subgroup comprising CSL and INSA had been created to compile information on ship repair facilities across India, with Mr. Sivakumar (CSL) designated to assist. However, due to his other commitments, there had been no response from him for the past 45 days. Shri Devli stated that he made attempts to contact Mr. Nair and later coordinated through Shibu John, after which Mr. Sivakumar reconnected. He has now been advised to expedite the work. Shri Devli confirmed that the ship repair facility report will be completed within 30 days, and he intends to submit it within four weeks.

C. Domestic Equipment Manufacturing:

9.3.8. **Shri Ajith Kumar Sukumaran Chief Surveyor** emphasized the importance of including not only ship operators but also equipment manufacturers and ancillary service providers in cluster development discussions. He suggested focusing on long-term development of small and medium-sized industries supporting shipbuilding, ensuring that domestic manufacturing can compete with imports from China. **Shri Anil Devli** agreed that NSB could play a role in promoting small and mid-sized equipment manufacturing industries linked to shipbuilding. **Shri Shantanu Kalita Advisor IPA** elaborated that building a modern ship requires 3,000–6,000 different equipment types, and that a strong ecosystem of indigenous suppliers already exists in India. He stressed the need to identify suppliers, understand their capabilities, and aggregate this information to create a robust industry network. **Rakesh Singh President ICCSA** provided an update, noting that a committee under the shipbuilding and capacity building group of MoPSW is holding a meeting at 2:30 PM that day, including numerous equipment and machinery manufacturers. He highlighted that the focus is on indigenization, and that the committee now includes key manufacturers regularly used in the industry. He committed to sharing the list of committee members, emphasizing the comprehensive nature of representation.

Sub group 3 - Promotion of the Ship Recycling Industries in India:

9.3.9. **Shri Rahul Modi President CCTA** mentioned that sub group has not been able to dedicate sufficient time to finalise its composition and terms of reference. He requested some additional time. He suggested that more detailed work and updates could be shared in the next meeting.

Subgroup 4 - Issues related to seafarers including increasing share of Indians in global market:

9.3.10. **Shri Rakesh Singh President ICCSA** introduced Subgroup 4, which focuses on two main objectives: increasing the share of Indian seafarers in the global market and addressing domestic challenges faced by seafarers. He noted that the group has been formally constituted, invitees informed, and the scope of work shared. The first meeting involved detailed discussions with inputs from FOSMA, MASA, Sanjam, NUSI and MUI. He highlighted that although there are approximately 1.5 million seafarers engaged globally, there is no clear system to track how many Indian seafarers are on board at any given time. He emphasized the need for a robust online system to provide real-time data on Indian seafarers on vessels above 200 GT. He also mentioned that the current share of Indian seafarers stands at around 300,000, and the Maritime India Vision aims to increase this by 20%.

9.3.11. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** intervened to clarify that increasing the global share is only one part of the subgroup's mandate, and the group must also address broader domestic issues affecting seafarers. He emphasized the need for reviewing the examination system, highlighting its shortcomings and the exploitation of seafarers from rural backgrounds. Khare suggested exploring direct communication portals between seafarers and shipping companies, bypassing recruitment intermediaries like RPSL, akin to an Uber- or Ola-style platform. He stressed that restrictive policies, role clarity of DG Shipping as both regulator and examiner, and the quality and expansion of Maritime Training Institutes (MTIs) must be evaluated. He also noted that most institutes face grading and employment challenges, affecting recruitment and the attractiveness of seafaring careers, and stressed that the group must take an out-of-the-box approach to tackle these structural issues.

9.3.12. **Rakesh Singh President ICCSA** acknowledged Khare's points, confirming that these issues are already part of the subgroup's agenda. He added that the group plans to hold further meetings with stakeholders, unions, employers, and the Directorate of Shipping to prepare a comprehensive report addressing both the global share of Indian seafarers and domestic systemic challenges.

9.3.13. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** emphasized the importance of defining the Terms of Reference (TOR) for all subgroups so that members can provide meaningful inputs. He reiterated that while discussions about increasing the global share of Indian seafarers are important, the subgroup must also focus on structural issues such as exploitation, restrictive policies, and examination/training gaps.

9.3.14. **Shri Rakesh Singh President ICCSA** responded that the group already has a head start. He confirmed that discussions with unions, employers, and the Directorate of Shipping are underway, covering issues like immigration, seafarer shortage, and exploitation. He noted that a comprehensive report (UR) will be

prepared after further meetings, including with the DG Shipping, and submitted within a month for review. Singh highlighted that topics like why seafaring is losing appeal in urban areas and potential solutions (e.g., Agniveer scheme to address shortages) are being considered.

9.3.15. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** raised a query regarding the requirement of 5,500 square meters (likely related to training or examination standards) in DG Shipping guidelines, emphasizing the need to address training and examination issues comprehensively.

9.3.16. **Shri Ajith Sukumaran CS** suggested that clarity should be sought from DG Shipping before making comments, as both sides (administration and training institutes) need alignment. He stressed that ground-level issues must be escalated to higher authorities, including the Minister and Secretary, to address miscommunication or information asymmetry. He also noted that discussions should follow a structured approach: individual issues first, followed by the overall report.

9.3.17. **Shri Rakesh Singh President ICCSA** emphasized that Subgroup 4 focuses on two main objectives: increasing the share of Indian seafarers in the global market and addressing the issues and challenges faced by seafarers in India. He mentioned that the first meeting of this group had detailed discussions with inputs from Fosma, Masa, Sanjam, XMIS, and ESI. Shri Singh highlighted the lack of clear data on Indian seafarers working on merchant vessels and the absence of a real-time online system to track their deployment. He further noted that the Maritime India Vision targets a 20% increase in the global share of Indian seafarers. Issues such as immigration, shortage of seafarers, and the attractiveness of the seafaring career in urban areas are also being addressed.

9.3.18. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** intervened to stress that the group should not focus solely on increasing the global share of Indian seafarers but must also address broader issues affecting seafarers. He highlighted the need to review the examination system, improve the quality of training institutes, and address exploitation faced by seafarers from rural backgrounds. He suggested exploring mechanisms for direct communication between seafarers and shipping companies and reviewing restrictive policies that limit employment opportunities. Shri Khare also emphasized the importance of addressing the current slump in recruitment and the challenges faced by training institutes in maintaining quality standards.

9.3.19. **Shri Ajith Sukumaran CS** added that clarity should be sought from stakeholders on examination and training issues, and that miscommunication and information asymmetry at the ground level must be resolved.

9.3.20. **Shri Mohammad Gulam Ali, ITF Inspector**, proposed the establishment of a dedicated RPSL fund to address issues such as abandoned seafarers, unpaid salaries, and other grievances. He noted that seafarers often refrain from lodging complaints due to fears of blacklisting and emphasized the importance of providing a safe mechanism for reporting such issues.

9.3.21. **Shri Rakesh Singh President ICCSA** concluded by noting that all issues raised, including exploitation, immigration challenges, and training gaps, are part of the subgroup's agenda. He confirmed that a comprehensive report will be prepared, incorporating inputs from stakeholders, regulatory orders, and circulars, to be reviewed and further refined in subsequent meetings.

9.3.22. **Shri Ajith Sukumaran CS** mentioned that while the 2025 Shipping Act may not be perfect, it includes more provisions and stricter measures compared to previous regulations. He emphasized that the Directorate General of Shipping (DGS) and related organizations, including training institutes, have been actively involved in decision-making, ensuring stakeholder participation. He noted that no regulation can always satisfy everyone, but the democratic process ensures broad consultation. He also highlighted that compliance with international conventions, such as those under the ACC, requires continuous demonstration and adherence.

9.3.23. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** stressed that the focus should remain on addressing existing issues, particularly exploitation of seafarers. He emphasized the need to confront problems directly and ensure that wrong practices are stopped.

9.3.24. **Shri Mohammad Gulam Ali, ITF Inspector**, shared that many Indian seafarers face abandonment and exploitation but are often reluctant to lodge complaints due to fears of blacklisting and documentation issues. He suggested the establishment of a dedicated fund within the RPSL system for seafarers' grievances, which could address issues such as abandonment, unpaid salaries, and other difficulties. He indicated that these points should be brought forward in subgroup discussions, to be considered and addressed systematically by the committee.

9.3.25. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** emphasized the importance of representing the voices of all seafarers, including those not directly part of the subgroups. He mentioned that while organizations like NUSI, MUI, FOSMA, and MASA are being heard, many seafarers from poorer backgrounds continue to face exploitation, paying large sums to obtain necessary documents from RPSL. He stressed that NSB has a duty to raise these issues with the government and ensure that the grievances of the unheard are addressed.

9.3.26. **Shri Vikrant Rai, P.O. MMD, Kolkata** highlighted the role of ship owners in seafarer exploitation and suggested that accountability should extend beyond RPSL to the ownership of vessels. He emphasized the need for global action, such as blacklisting companies at international forums, to prevent further exploitation.

9.3.27. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** added that NSB is taking measures, including blacklisting companies in ILO and AMO platforms, and underlined the need to build a robust manpower ecosystem if India aims to become a global leader in shipping.

9.3.28. **Shri Ravi Sikarwar officiating Secretary NSB** proposed the creation of a unified portal where all RPSLs could post available jobs, and seafarers could view contracts directly and make informed choices without intermediaries. He noted that this system would ensure transparency and fairness in job allocation.

9.3.29. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** further advised that subgroup discussions should be broad-minded and inclusive, recommending regional representation from the South and East, in addition to the West Coast, to ensure that all perspectives, including non-FOSMA members, are adequately considered. He emphasized the need for comprehensive consultation with ship owners and ship repair stakeholders across different regions.

9.3.30. **Shri Ajith Sukumaran CS** highlighted the need for a broader perspective regarding seafarer certification and marketability. He suggested that while the definition under the Merchant Shipping Act provides a starting point, there is a growing demand in other sectors, particularly the fishing and inland water sectors, where global certification standards, including European requirements, are increasingly important. He emphasized that replicating certification systems in these sectors could enhance global market access and competitiveness for Indian seafarers.

9.3.31. **Shri Sameer Kumar Khare IAS (retired) Chairperson, NSB** requested Shri Rakesh Singh to ensure that the discussions and points raised are comprehensively captured under his leadership.

9.3.32. **Shri Rakesh Singh President ICCSA** emphasized the sensitivity and importance of this subgroup, noting that it directly involves human welfare. He assured that the group is committed to preventing exploitation, identifying and taking action against offenders, and simultaneously enhancing the global marketability of Indian seafarers. He stressed that solutions should be developed in coordination with the Directorate, starting with a clear Terms of Reference (TOR) and then actionable strategies.

Subgroup 5 - Improving regional connectivity including development of inland waterways:

9.3.33. **Shri Rakesh Singh President ICCSA** spoke about the Inland Waterways and Regional Connectivity subgroup, stating that he is coordinating this group. He mentioned that all members and invitees have been reached out to, including key stakeholders such as Eastern Navigation from Calcutta, Sohel Kazmi active in Assam and the Northeast, and other operators. He highlighted the critical role of the Inland Waterways Authority of India (IWAI) and noted that the ministry has already formed a group with members from multiple ministries to promote modal shift from railways and roadways to waterways. Shri Rakesh Singh said he has requested access to their preliminary observations to incorporate them into the subgroup's work. He further mentioned that he will visit the IWAI office on 19th November to gain deeper insights and provide a detailed report thereafter.

9.3.34. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized that Shri Rakesh Singh should carry out an independent assessment of the inland waterways sector. He expressed concern that the official reports might be overly generalized and stressed the need to directly engage with private operators on specific waterways routes to understand their challenges.

9.3.35. **Shri Anil Devli CEO INSA** suggested that in line with promoting Atma Nirbhar initiatives, local Indian consulting companies should be prioritized for involvement in projects and policy work. He recommended using homegrown consultants wherever possible to strengthen their experience and credentials, citing the example of including them in policy work on seafarers or inland waterways instead of relying on foreign firms.

9.3.36. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized that the subgroup should primarily engage with private operators to understand their motivations, aspirations, and the challenges they face. He noted that insights from these operators would be crucial in fine-tuning government policies, as they have firsthand knowledge of the real issues affecting inland waterway operations, which may not be fully captured by official bodies like IWAI.

9.3.37. **Shri Rakesh Singh President ICCSA** agreed, noting that he, along with experienced operators such as from Eastern Navigation and Bharat Freight, can provide critical on-ground insights. He stressed that the focus should be on these practitioners who know where the actual challenges lie.

9.3.38. **Shri Anil Devli CEO INSA** highlighted the importance of including personnel with direct operational experience, such as chief engineers, masters, and officers, in discussions to ensure practical perspectives are incorporated. He also pointed out that government tenders often impose unrealistic turnover requirements, which exclude smaller operators. He suggested promoting smaller groups so they gain exposure, experience, and credibility through participation in government projects.

9.3.39. **Shri Rakesh Singh President ICCSA** concurred with this approach, acknowledging the challenges faced by operators, including incidents like vessels running aground. He emphasized the need to review existing consultant reports critically, understand what IWAI and Eastern Navigation have accomplished so far, and then form independent, informed views to chart the way forward for inland waterways development.

Sub Group 6 - Modal shift from rail / road to waterways (coastal and domestic) including promotion/integration of multi-modal transport in the domestic transport sector:

9.3.40. **Shri Rakesh Singh President ICCSA** mentioned that for Sub Group 6, he has reached out to all NSB members and invitees, including MTOY, as well as all State Maritime Boards, emphasizing that active participation from the states is crucial to understanding and addressing the challenges at the state level. He noted having

engaged with the Kerala Maritime Board and Gujarat Maritime Board, and requested support to involve other boards more actively. He also highlighted the initiative to extend multimodal transport, currently limited to exempt trade, into the domestic transport sector, and mentioned discussions with the legal team and DG on documentation and guideline requirements. He stated that no formal meetings have yet been held, but that the group will have terms of reference and a clear action plan before the next board meeting.

9.3.41. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** inquired about coordination with the group handling regional connectivity and suggested involving officials from the Ministry of External Affairs, noting that inland waterways connectivity also includes ports such as Kaladan and Sittwe in Myanmar and Chattogram in Bangladesh, which are crucial for linking waterways to Mizoram and other NE regions. He further suggested consulting FCI, a major client for food grain transport through these routes.

9.3.42. **Shri Shantanu Kalita Advisor IPA** highlighted that within the Ministry of PSW, the IC Division has an officer representing the Ministry of External Affairs who handles issues such as Sittwe and Bangladesh Protocol Road, and coordinates quarterly meetings between Governments to resolve bilateral issues. This officer can be engaged to maintain direct communication with all relevant stakeholders, providing a clear channel to involve the Ministry of External Affairs.

9.3.43. **Shri Rakesh Singh President ICCSA** responded that he will seek guidance from Shantanu Kalita Advisor IPA to approach MEA for strategic direction and confirmed tracking new inland waterway movements, including Varanasi to Patna services operated by SCI. He is in regular touch with Ms. Archana Bharti, DGM heading the coastal cell at SCI, to monitor progress and gather feedback on operations, including hydrogen ferry movements. He further explained that in Assam, cargo primarily consists of stone chips from Bhutan and some coal, but initiatives to enhance inland waterway transport have faced obstacles, including delays in official visits by Bhutanese authorities. He emphasized the importance of empowering small local operators, who face challenges related to vessel availability, banking, and financing, by providing knowledge and support to generate more business.

9.3.44. **Shantanu Kalita Advisor IPA** also noted efforts to engage the Ministry of Petroleum and Natural Gas (MOPNG) and the Ministry of Food (FCI) to generate demand for inland waterway transport, suggesting that a small percentage of cargo movement could be mandated via waterways to help sustain business for operators. He stressed that a logical and coordinated approach is needed to connect stakeholders, generate demand, and create viable business opportunities for small vessel operators beyond the limited existing cargo.

9.3.45. **Shri Shantanu Kalita Advisor IPA** highlighted that within the Ministry, the IC Division has an officer representing the Ministry of External Affairs who handles issues such as Sittwe and Bangladesh Protocol Road, and coordinates quarterly meetings

between governments to resolve bilateral issues. This officer can be engaged to maintain direct communication with all relevant stakeholders, providing a clear channel to involve the Ministry of External Affairs.

9.3.46. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** informed that many operators in the private sector have highlighted need to generate cargo demand for inland waterways in coordination with various line ministries, including the Ministry of Food. He pointed out that currently, business is limited to certain commodities such as stone chips, which restricts the viability of the sector. He emphasized that a logical and systematic approach is required to connect demand with infrastructure, as this will encourage stakeholders and operators to invest in vessels and associated logistics facilities. He further stressed the importance of maintaining a reliable draft of water throughout the year. He explained that consistent water levels are crucial for creating a “highway” on waterways, allowing trucks, warehouses, and logistics infrastructure to develop naturally along the route. Without this, vessel operators cannot plan trips reliably, and investors are hesitant to commit resources, making the entire business model unsustainable.

9.3.47. **Shri Shantanu Kalita Advisor IPA** added that maintaining a 2.5-meter draft could resolve up to 60% of the operational issues faced by inland waterways. He highlighted the shortage of reliable dredging operators in India and noted that past challenges in the sector have reduced confidence in dredging companies. Shri Kalita emphasized that proper dredging operations are essential to ensure vessels can navigate consistently, which in turn will initiate cargo movement, supply chains, and production activities. He noted that even the Honourable Minister has humorously remarked that only dredgers can resolve most inland waterway issues, underscoring the centrality of dredging in this sector.

9.3.48. **Shri Rakesh Singh President ICCSA** summarized the key challenges, emphasizing that water availability is the critical constraint for inland waterways. He explained that rivers such as the Brahmaputra, being braided, and the Ganga, with high sedimentation, present technical challenges for dredging. Even if cargo is available, fluctuating water levels prevent reliable operations. Shri Rakesh Singh shared that in NW2, particularly north of Chandpur (including Dhaka, Naran Ganj, Chilmari, and Dhubri), water depth has reduced to as low as 1.61 meters, well below the level required for sustainable navigation. He stressed that without a reliable draft, the business potential of inland waterways cannot be realized, and all other interventions remain secondary.

9.3.49. **Shri Shantanu Kalita Advisor IPA** elaborated on the “chicken-and-egg” problem associated with dredging and investments in major ports. He explained that significant annual expenditure—approximately ₹300–400 crore—is required to maintain navigable drafts, but immediate returns are unlikely. He emphasized that the development of a complete ecosystem, including vessels, cargo movement, and logistics infrastructure, takes four to five years before returns materialize. Shri Kalita suggested that the government’s expectation of immediate returns from dredging

should be reassessed. He highlighted Bangladesh as an example, where rivers are fully utilized with dedicated barges and dredgers, ensuring efficient inland waterway operations, and recommended that India learn from such practices.

9.3.50. **Shri Rakesh Singh President ICCSA** supported this view by citing a real-world example of the 80-kilometer stretch from Kalyani, north of Kolkata, to Dhaka and Naran Ganj in Bangladesh. He explained that this route operates continuously with vessels transporting fly ash due to a consistent 3-meter water depth throughout the year. Despite being a low-margin business, the route generates significant freight value—around ₹900 crore annually—demonstrating that reliable water availability drives trade and investment in inland waterways. He reinforced that the presence of water ensures that business and cargo flows follow naturally.

9.3.51. **Shri Anil Devli CEO INSA** added that there is potential for private sector participation in dredging operations. He mentioned that at least two Indian companies are willing to invest if given long-term visibility and merit-based assurances. He suggested conducting feasibility studies to evaluate routes and determine whether dredging investments are economically viable, ensuring that opportunities are practical and sustainable.

9.3.52. **Shri Shantanu Kalita Advisor IPA** then proposed the concept of a dedicated river freight corridor on a pilot basis. He suggested selecting a manageable route, even as short as 50–100 kilometres, where cargo demand exists on both banks. By resolving all operational issues on this corridor, it could serve as a model for replication across other inland waterways. He recommended that the Board identify such a route and advise the government, allowing experimental implementation before scaling up.

9.3.53. **Shri Anil Devli CEO INSA** enquired if an immediate area could be demarcated to start the dedicated river freight corridor project and assess its feasibility for experimental operations.

9.3.54. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** reiterated the fundamental challenges of inland waterways, emphasizing that certain routes, such as the fly ash transport route to Bangladesh, already work because water availability makes them viable. He noted that inland waterways are an option for logistics, particularly for project-driven cargo such as boulders or stone chips, but are not yet a mainstream transport mode. Shri Muluk emphasized that the government must justify the use of public funds and that inland waterways cannot be expected to generate short-term returns. Unlike highways and railways, where decades of experience exist to predict ROI, inland waterways are largely untested, and investments must be viewed as long-term and high-capital initiatives. He stressed that to make waterways competitive with roads, especially given new highways and expressways, maintaining a 3-meter draft is essential to carry sufficient cargo and make transportation economically viable. Without this infrastructure investment, regular cargo movement will remain limited, despite the significant demand for sand, earth, and other bulk commodities.

9.3.55. **Shri Pankaj Verma DIG ICG** suggested that dredging could be linked to the availability of sand and earth to create a self-sustaining model, provided the Environment Ministry is involved to address concerns related to mining restrictions. By integrating dredging activities with the extraction and movement of these materials, both environmental compliance and operational sustainability could be achieved, potentially making inland waterways more economically viable.

9.3.56. **Shri Shantanu Kalita Advisor IPA** added that innovative financing mechanisms could support the sector, given the substantial investment required to maintain a 3-meter draft over a prolonged period (at least 15 years) to build confidence among operators and investors. He proposed exploring cross-subsidization models, similar to schemes in other sectors (like the URAN airport scheme), where funding could be sourced from port revenues or cargo cess mechanisms to support inland waterway infrastructure. Shri Kalita highlighted that European rivers have been trained and managed over centuries to ensure navigability, whereas India's Himalayan rivers present a far greater technical and financial challenge. He emphasized that long-term planning and funding innovation are essential to replicate even a fraction of Europe's River management success.

9.3.57. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** summed up the discussion by emphasizing the importance of involving experts with hands-on experience in inland waterways rather than relying solely on consultants like ENY or other big firms. He suggested forming a stakeholder group with experienced operators and including international cooperation experts to advise on best practices. He proposed seeking technical assistance from the World Bank and ADB to study global river-training practices and assess the viability of inland waterways. He also highlighted the availability of bilateral funds from countries like Germany and France. He stressed that viable routes should be identified not only in the Northeast but also in other states such as Kerala, Andhra Pradesh, and Madhya Pradesh, where inland waterways could be practical. Shri Khare suggested linking cargo generation with government entities such as FCI, fertilizers, and oil companies, ensuring a portion of their transportation is mandatorily routed through multimodal inland waterways to guarantee consistent cargo flow.

9.3.58. **Shri Rakesh Singh President ICCSA** responded, noting that water depth varies across waterways. For example, in NW2, the depth can go down to 1.61–1.8 meters. He highlighted additional operational challenges, including unmarked channels, which increase the risk of vessels running aground. Despite ongoing discussions with IWAI over the past ten years to mark channels from Haldia to Him Nagar (India-Bangladesh border), this has not yet been implemented.

9.3.59. **Shri Rahul Modi President CCTA** suggested exploring the use of vessels with shallower drafts (around 1.5 meters), which have already been manufactured by Jindal, to test commercial viability before committing to major dredging investments. He also cited Kerala's experience, where dredging has enabled the collection of silica soil for commercial use, demonstrating a self-sustaining model. Shri Modi emphasized

the need for a dedicated stakeholder committee, including PSUs such as FCI and fertilizer companies, to mandate a portion of cargo movement via inland waterways, ensuring consistent utilization. He highlighted that despite repeated requests over the last 17 years such policy frameworks have not yet been implemented.

9.3.60. **Shri Sameer Kumar Khare IAS (ret'd) Chairperson NSB** added that Jindal has already produced barges with capacities between 2,200 to 2,500 tons, indicating that operational solutions for cargo movement on inland waterways exist and could be deployed in parallel with incremental infrastructure development.

9.3.61. **Shri Shantanu Kalita Advisor IPA** mentioned that Germany is supplying specialized barges with traction systems, allowing multiple barges to be combined. He noted that 100 such vessels are expected by the end of the year, with potential for local manufacturing once they are successfully tested in Indian river systems. He emphasized the importance of including private sector participants more actively in inland waterways initiatives, noting that these new barges have a shallow draft of 1.5 meters suitable for testing and early operations.

9.3.62. **Shri Rakesh Singh President ICCSA** highlighted the underutilized IWAI terminal in Haldia as an example of wasted opportunity. He pointed out that while the terminal is a state-of-the-art facility designed to serve as a logistics hub for northeast India, Bangladesh, and Myanmar, it suffers from insufficient water depth, preventing vessels from operating effectively.

9.3.63. **Shri Sameer Kumar Khare IAS (ret'd) Chairperson NSB** added context, explaining that some of the private operators have informed that the terminal was constructed by a private company with barge support for piling and material transportation. During low tide, the barges would often be beached, highlighting the water depth problem. He emphasized that while infrastructure like terminals and vessels has been built, the critical factor—sufficient water—is missing, making cargo operations infeasible for the foreseeable future. He compared this to highway infrastructure, noting that agencies like NHAI only need to build roads, whereas operators manage everything else, including transport and logistics, if basic infrastructure is provided.

9.3.64. **Shri Rakesh Singh President ICCSA** further explained that the industry has been willing to create temporary solutions, such as virtual pontoon jetties in districts like Gazipur, Ballia, Patna, and Buxar, with necessary permissions from local authorities. However, despite approvals, operational hurdles remain. He reiterated that the industry can manage vessels and jetties independently, provided that **adequate water levels** are maintained in the waterways.

Sub Group 7 - Promotion of Cruise & House Boat Tourism:

9.3.65. **Shri Rahul Modi President CCTA** provided an update on the subgroup's activities, noting that an online meeting had been conducted with Shri Rakesh Singh and Shri Sanjam as participants. The meeting included key stakeholders such as Shri Anees Jaggi, consultant for cruises; Shri Gautam Roy, CEO of the Goa Cruise Terminal; Smt. Nalini Gupta from Costa; Shri Kundu from Port Bed, representing MKC

cruises; and Shri JM Bagsi, a Mumbai cruise operator. Cordelia was also invited but had not responded despite multiple attempts. The discussions focused on two aspects: domestic cruise operations and international cruise operations. A key recommendation emerging from the discussions was the involvement of the Tourism Department, as cruise tourism is closely linked to tourism development. The subgroup also noted the need to develop the Chennai terminal on the East Coast, where cruise activity is limited, in contrast to the more active West Coast. Shri Rahul Modi mentioned that additional meetings are planned, and a comprehensive report on cruise tourism is expected within 15–30 days.

9.3.66. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** suggested including Shri Jitendra Jadhav, who is on deputation in DG Shipping Mumbai from the Ministry of Tourism GOI and has strong links with his parent Tourism Department, to facilitate coordination. A significant concern raised was that privatization of cruise terminals has led to high charges at some cruise terminals, such as Mumbai, compared to lower rates at Kochi, creating a conflict of interest that is affecting the domestic cruise industry.

9.3.67. **Shri Shantanu Kalita Advisor IPA** noted that efforts are ongoing to resolve these issues. Some discrepancies arose during the tender process and agreement finalization, leading to unexpected cost increases, but discussions are underway to address these challenges.

9.3.68. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** highlighted that the current problem with cruise terminals is largely limited to private operators, as there is no regulatory mechanism controlling the fares they charge. He emphasized that all private cruise terminals are free to set their own rates, and currently, there is no authority where complaints can be lodged, which is creating a monopolistic scenario.

9.3.69. **Shri Shantanu Kalita Advisor IPA** noted that there needs to be some form of regulatory oversight or consultative mechanism. He drew a parallel with a case in Noida, where a private toll operator caused congestion and the government intervened to resolve the issue. Similarly, at cruise terminals, operators are charging the cruise companies high fees, which ultimately get passed on to passengers, and there is currently no system to address this. He added that, unlike public goods like roads and electricity, which are equally accessible to all, waterways and cruise terminals are subject to monopolistic practices.

9.3.70. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** concluded that some form of self-regulation is essential; otherwise, the private sector will continue to exploit its position, which could harm the development of the cruise tourism industry. He acknowledged that this is a first-of-its-kind issue and emphasized that a solution will need to be found at the highest administrative level.

9.3.71. **Shri Rahul Modi President CCTA** highlighted the need to identify the head of the Bharat Cruise Mission within the Ministry and mentioned Shri Srinivasa as the point of contact for further discussions. He explained that cruise operations in India face multiple challenges, including outdated terminals, partial completion of projects at ports like Bombay and Goa, and operational bottlenecks with immigration for large

numbers of passengers. For example, during a recent visit, a cruise vessel arriving in Mumbai with around 3,400 passengers created significant congestion, with the port and city infrastructure struggling to handle the crowd efficiently. He emphasized the need for technological and procedural improvements in immigration processes, suggesting a model similar to Singapore, where immigration is conducted on the cruise ship itself, allowing passengers to disembark quickly and smoothly. He also noted that international best practices and guidance from experienced cruise handling authorities, such as those in Singapore, could be leveraged to improve operations in India. Additionally, he raised concerns regarding taxation and regulatory issues, including GST and income tax, which complicate cruise operations. Shri Modi stressed that addressing these operational, regulatory, and infrastructural challenges in a coordinated manner would significantly benefit the Ministry and support the growth of cruise tourism in India. He emphasized the need for coordinated discussions on cruise and houseboat tourism initiatives. He noted that thorough groundwork has been done by stakeholders, and if the matter is discussed through NSB, it would gain greater visibility. Shri Modi also referred to a representation forwarded by Shri Anil Devli related to cruise operations, which will be shared and worked upon collaboratively. He highlighted the importance of including houseboat tourism, particularly in Kerala under the Kerala Maritime Board, as well as initiatives in Andaman. Additionally, a new cruise route is being developed between Kevadia Gujarat and Khandwa Madhya Pradesh, and the operator of this service has been invited to participate in the subgroup discussions.

9.3.72. **Shri Shantanu Kalita Advisor IPA** provided a positive update regarding the Ganga Vilas cruise, which demonstrated that Indian waterways are navigable from the southern part of the country up to Dibrugarh. The success of this cruise has sparked increased interest and investment in inland waterway tourism, with several new cruises being planned for NW1 and NW2. He noted that the popularity of Ganga Vilas has encouraged operators to expand services, indicating that business growth in this sector is progressing steadily and that inland waterways are emerging as viable tourism corridors.

9.3.73. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** highlighted that cruise crews are coming from multiple states, and it is essential for the subgroup to coordinate with the relevant departments to understand route preferences and provide structured feedback to the operators. Shri Rahul Modi suggested including representatives from the tourism department in the subgroup, as daily requests and operational issues require their inputs and coordination. He pointed out a persistent ambiguity: when cruise operators approach the tourism department, they are told that cruise tourism falls under the Shipping Ministry, and when they approach the Shipping Ministry, they are redirected to the tourism authorities. The subgroup is tasked with resolving this jurisdictional confusion and clarifying roles.

9.3.74. **Shri Rahul Modi President IPA** further explained that some travel operators manage cruise schedules and offer services to customers, but they are not fully aligned with the operators' plans. The subgroup will engage with these travel operators to understand the challenges and ensure smoother coordination. The primary focus of the subgroup will be on addressing operational and logistical challenges faced by

cruise operators rather than promotion itself, though resolving these issues will naturally support industry growth. Shri Shantanu Kalita will also continue to contribute to this subgroup's efforts.

Subgroup 8 - Maritime Emergency Preparedness and Response:

9.3.75. **Shri Pankaj Verma DIG ICG** presented the background and progress of Subgroup 8 on Maritime Emergency Preparedness and Response. He noted that during the first meeting, the agenda included reviewing domestic legislation and compliance with the PRC (Pollution Response Convention). He highlighted that several provisions under the convention are still not incorporated in Indian legislation. While Part 7 of the Merchant Shipping Rules addresses pollution response, gaps remain, particularly in incorporating OPRC provisions. The Coast Guard has been nominated as part of the committee, along with subject-matter experts, to ensure these provisions are included in the relevant rules. He also discussed the strengthening of salvage capabilities in India, noting substantial gaps in national capacity to provide salvage services. He emphasized the need to empanel professional salvage organizations and develop national-level contingency plans for oil spills and maritime emergencies. Pre-contractual Oil Spill Response Organizations were also highlighted as a focus area of the subgroup. He observed that while contingency plans exist at the national level and agencies like the Coast Guard are responsible for coordination, legislative backing through the Merchant Shipping Act or its rules is still lacking.

9.3.76. **Shri Ajith Sukumaran CS** raised a point regarding the incorporation of these provisions into the Merchant Shipping Act and whether they fall under existing legislation. He clarified that while some aspects are partially covered, deliberate efforts are needed to ensure full legal backing, and these gaps should be addressed through MS Act amendments or Part 7 of the rules.

9.3.77. **Shri Pankaj Verma DIG ICG** then presented the progress made by DG Shipping, noting that a detailed roadmap has been prepared and submitted to the PMO. This roadmap includes the creation of salvage hubs, a national salvage and emergency response framework, and empanelment of professional service providers. He also highlighted proposed emergency response models, including Alpha TUG deployment and port-level emergency TUG plans. If implemented, these measures are expected to significantly improve India's capacity to respond to maritime contingencies.

9.3.78. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** inquired about the source of budget for implementing these initiatives

9.3.79. **Shri Ajith Sukumaran CS** responded that currently, some funding is provided through the central government budget, with allocations going via DG Shipping to ports. However, for long-term sustainability, a structured mechanism needs to be established to ensure consistent funding. He emphasized that ports must also be equipped with the necessary resources and maintain minimum preparedness levels as part of the broader national framework.

9.3.80. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized the need to include Shri Shantanu Kalita Advisor IPA as a representative of the Indian

Ports Association (IPA) in the subgroup. He stressed the importance of comprehensive coordination with DG Shipping to establish clear roles and responsibilities, particularly regarding first responders and the provision of necessary hardware for emergency operations, which currently lack clarity.

9.3.81. **Shri Pankaj Verma DIG ICG** also noted that three additional committees have been formed by DG Shipping under Part 10 (Marine Incidents), Part 12 (Salvage), and Part 6 (Safety and Security), with the Coast Guard actively involved in each. He elaborated that the Shipping Ministry's Standard Operating Procedures (SOPs) are divided across multiple sections, with Section 10 covering marine incidents and Section 11 addressing investigations. The legal backing for salvage and emergency operations is also being reviewed, and recent submissions (received on 31st October) are currently under staff examination.

9.3.82. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** highlighted that these SOPs already address most of the issues anticipated by the subgroup, including categorization of incidents, responsibilities for Indian and foreign vessels, and scenarios involving Indian seafarers on foreign ships. He noted that further subgroup work should focus on identifying any remaining gaps in the SOPs to avoid duplication, as the current draft is expected to largely fulfill the subgroup's objectives.

9.3.83. **Shri Pankaj Verma DIG ICG** highlighted the need for compilation of all subgroup proceedings, bringing together the efforts of DG Shipping, the Coast Guard, Ministry of Defence, Navy, and other stakeholders. He emphasized that the proposed subgroup membership includes the Indian Ports Association (IPA) as a key partner. Shri Verma noted that the group's terms of reference are designed to ensure that India has the capability to respond effectively to maritime contingencies, including salvage operations, towing vessels in distress, providing relief, and addressing pollution incidents. The subgroup is expected to provide recommendations covering all these aspects to strengthen national preparedness.

9.3.84. **Shri Shantanu Kalita Advisor IPA** added that the subgroup should also address media and public communication during maritime incidents. He noted that often there is a gap between actual response actions and public perception, with media coverage sometimes creating confusion. Recommendations should therefore include clear communication protocols to ensure accurate information is disseminated during incidents.

9.3.85. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** highlighted the need for a single chief spokesperson representing the central government at the time of maritime disaster. He noted that multiple agencies often speak independently during incidents, causing conflicting messages. Shri Khare clarified that while DG Shipping has internal teams ready to respond, a unified communication strategy is required. The first responder will typically be the Coast Guard or another designated authority depending on the nature of the incident, but there must be clarity on who speaks on behalf of the government to maintain a coordinated response and public messaging.

9.3.86. **Shri Pankaj Verma DIG ICG** explained that during maritime incidents, initial response is handled by agencies such as the Coast Guard according to clear SOPs,

including media communication and operational responsibilities. Typically, after the first 2–4 days, responsibility may shift to a crisis management group or, for less severe incidents, to the owner's representative or a professional salvage company. He emphasized that initial response resources, such as Coast Guard ships, can be provided for a limited period (typically 3–7 days), but longer-term operations require appointment of professional salvors by the ship owner.

9.3.87. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** noted that challenges arise when multiple spokespersons communicate simultaneously, creating confusion. He stressed the importance of clarity not only on who is the first responder but also on who provides the necessary resources for sustained operations.

9.3.88. **Shri Vikas Anand Captain NHQs** emphasized that DG Shipping should mandate ship owners to provide professional salvage and emergency response services, and in case of non-compliance, the responsibility should shift to national authorities, including the crisis management group or maritime administrator. He cited an example of a vessel returning from Malaysia to Dubai with mechanical issues, which drifted dangerously without the owner taking responsibility. The situation became critical as several Indian nationals were on board, and food supplies were limited. The incident highlighted the humanitarian necessity for authorities to intervene and safeguard lives, even when owners fail to act.

9.3.89. **Shri Pankaj Verma DIG ICG** reinforced this point, referencing another high-profile case off Kerala, where firefighting operations continued for months. He noted that initial response often requires deployment of multiple Coast Guard ships, which strains routine security and patrol operations. He emphasized the need for ship owners to have pre-contracted professional salvage and firefighting services within the country, capable of taking over operations within 4–5 days. This would allow national ships to be relieved from prolonged deployment and ensure operational continuity.

9.3.90. **Shri Vikas Anand Captain NHQs** added that the DG Shipping roadmap already envisions building national salvage and emergency response capabilities, including a collective crisis management team responsible for coordinating operations, managing public communication, and liaising with inter-ministerial agencies such as the Coast Guard and PTMA. While responsibilities are clearly defined—including providing technical guidance, minimizing damage to property and the environment, and issuing situational updates resource allocation remains contingent-based and must be effectively planned to ensure readiness. This structure is intended to provide clarity on roles, responsibilities, and response mechanisms during maritime emergencies.

9.3.91. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** highlighted the challenges caused by lack of clear ownership and resource allocation during maritime emergencies. He noted that while DG Shipping oversees regulatory compliance, responsibilities often extend beyond the regulatory mandate to include environmental protection and humanitarian considerations. Key stakeholders such as the Department of Environment, State Governments, and oceanographic authorities are sometimes not included, creating gaps in response and accountability. He stressed the importance of clearly defining the roles of ports, the Coast Guard, and other

agencies, as well as establishing guidelines for media communication during incidents to avoid conflicting messages.

9.3.92. **Shri Ajith Sukumaran CS** elaborated on these points, citing past incidents in Kerala where multiple agencies provided differing views, resulting in confusion and speculative media reports. He emphasized the need for a clear central contact or authority to coordinate responses and communication. Shri Kumar also noted that jurisdictional clarity is often legally complex; while the Supreme Court has extended certain land-based rules up to 12 nautical miles, alignment with international conventions remains a consideration. He pointed out that in concurrent jurisdictional scenarios, central and state governments must coordinate to ensure responsibilities are clearly assigned.

9.3.93. **Shri Shantanu Kalita Advisor IPA** added that state governments often lack the resources and capacity to handle major crises independently. He stressed that both legal ownership and resource quality need to be considered in defining responsibility, as the state may have limited means to effectively manage high-magnitude maritime emergencies. He supported the view that a detailed framework must be developed to clarify jurisdiction, resource allocation, and operational command during such incidents.

9.3.94. **Shri Pankaj Verma DIG ICG** highlighted gaps in the assessment and compensation for environmental and economic losses during maritime incidents. Using the Kerala incident as an example, he noted that while Coast Guard ships and aircraft were deployed for firefighting and pollution response, there was no comprehensive mechanism to claim losses to environmental resources, fisheries, or other affected sectors from ship owners or responsible parties. He stressed the need for a system to assess the state of the environment before and after an incident, quantify damages, and establish claims mechanisms.

9.3.95. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized that the subgroup must have a broad mandate, engaging with agencies such as the Ministry of Environment, state governments, and disaster management authorities to define role clarity and responsibilities. He noted that in Kerala, the State Disaster Management Authority lacked adequate manpower and acted as a single point of coordination for communications and official statements. Mr. Khare stressed that unless all relevant stakeholders are represented in the subgroup, no comprehensive solution can be implemented.

9.3.96. **Shri Ajith Sukumaran CS** raised the issue that over 90% of ships visiting Indian waters are non-Indian flagged, limiting India's control over quality standards. He suggested that mechanisms similar to international practices, such as the US, should be considered, where shipping companies are required to maintain pre-contracted professional salvage coverage and insurance before entering the country.

9.3.97. **Shri Pankaj Verma DIG ICG** added that in countries like the US, professional salvage companies provide emergency response services within 24–48 hours under insurance or contractual obligations. He noted that India currently lacks professional

salvors capable of providing such coverage, making it critical to establish a domestic system for timely emergency response and risk mitigation for maritime incidents.

9.3.98. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized that the subgroup must engage all relevant stakeholders, including legal experts, given the complexity of maritime emergency preparedness. He noted that the critical aspects are not just what needs to be done but also how it will be executed and within what timeframe.

9.3.99. **Shri Pankaj Verma DIG ICG** highlighted that expecting salvagers to respond within two days is impractical, and proposed that ships entering Indian waters should have pre-arranged contracts with local salvagers, rather than relying on arrangements made after an incident.

9.3.100. **Shri Rakesh Singh President ICCSA** pointed out that such pre-contracts with salvagers could not be unilaterally imposed on shipping companies without the concurrence of underwriters, and cautioned that comparisons with the U.S. Oil Pollution Act (OPA) are not directly applicable, as that law pertains specifically to tankers calling U.S. ports and operates within a single-country legal framework. Shri Khare suggested that the subgroup prepare a Terms of Reference (TOR) incorporating these practicalities, circulate it for comments, and deliberate collectively before finalizing responsibilities, as assigning ownership or liability to ship owners in advance is complex.

9.3.101. **Shri Anil Devli CEO INSA** recommended that salvaging capabilities be treated as a separate focus area, distinct from shipbuilding and ship repair, and expressed willingness to prepare a dedicated paper on salvage operations and capabilities.

9.3.102. **Shri Ajith Sukumaran CS** agreed, emphasizing that while shipbuilding and repair are not directly related to salvage, the TOR should include recommendations on developing side-desk capabilities for salvage, and inputs from relevant stakeholders could be incorporated to strengthen the framework. He further clarified that while monetary responsibility lies with ship owners and underwriters, the immediate response to protect national waters is a sovereign function of the government, and measures must be taken promptly to safeguard the coastline. Overall, the discussion concluded that the TOR should clearly define roles, responsibilities, timelines, and coordination mechanisms between government responders, professional salvagers, and ship owners, ensuring that the country's maritime emergency response is both effective and accountable.

9.3.103. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized that any recommendations from the subgroup must be practical and implementable at the national level. He cautioned that the group's proposals should not appear unrealistic or invite criticism, and therefore it is essential to consult and take all relevant stakeholders into confidence before finalizing any recommendations.

Subgroup 9 - Indian Maritime Heritage:

9.3.104. **Shri Shantanu Kalita Advisor IPA** mentioned that he has not been able to dedicate sufficient time to this subgroup and requested some additional time. He suggested that more detailed work and updates could be shared in the next meeting.

Sub group 10 - Creating an Integrated National Single Maritime Window that is Globally Compliant:

9.3.105. This subgroup is constituted under the Secretary NSB, It was informed that DG Shipping is already working on the development of an Integrated National Single Maritime Window. The initiative aims to compile all necessary processes and information into a unified platform that aligns with global standards, ensuring efficient, transparent, and streamlined operations for all maritime stakeholders. The subgroup is monitoring the progress and will provide inputs to ensure compliance with international best practices.

Subgroup 11 - Skilling (in ship building, ship repairs and ship recycling):

9.3.106. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** emphasized that this sub group, chaired by Shri Arun Sharma, may authorize members to carry out the groundwork. The subgroup's mandate is to identify the skills required for shipbuilding, ship repair, and ship recycling, assess the existing skilling gaps, and develop a roadmap for skill development. He noted that there are existing institutes for skill upgradation, such as in Vizag, and highlighted that the subgroup should include members from ship recycling, ship repairs and shipbuilding sectors, Smt. Sanjam Sahi Gupta for gender diversity and Shri Prof Murali for Industry specific curriculum development.

9.3.107. **Shri Rakesh Singh President ICCSA** noted that the initiative originally came from Shri Arun Sharma, CMD IRS focusing on skill development for shipyards and shipbuilding. He also referenced Shri Professor Murali, IIT Madras who had expressed interest in contributing, but Shri Rakesh Singh mentioned that some confusion continued regarding timelines over the past two years.

9.3.108. **Shri Santosh Patil Sr. V.P. IRS** confirmed that he would meet Shri Arun Sharma to initiate the formation of the subgroup, invite members, and commence deliberations. He emphasized the need to submit a report within 7 to 10 days, noting that while other subgroups had made progress, this one had not yet begun its work.

9.3.109. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** added that the committee should consider ship recycling skills alongside shipbuilding & Repairs skills. He stressed that ship recycling is not just about scrapping steel but presents an opportunity to reuse high-quality materials in new ships, particularly for coastal and inland waterways. This approach could save both time and costs for the country, though there has been resistance from class authorities. He added that while the state government oversees the recycling process, there is a need for a comprehensive policy involving classification societies. This policy should enable shipbuilders and owners to reuse equipment and materials in new constructions. He explained that the proposed cluster approach integrates shipbuilding, ship repair, and ship recycling,

ensuring that reused materials are either reformed or reused directly, thereby supporting efficiency and sustainability in shipbuilding. He further highlighted the need for a comprehensive approach, including compliance with the Hong Kong Convention. He stated that ship recycling should not only focus on disposal but also on refining, reuse, and green processes. The subgroup should evaluate current practices and recommend changes to ensure sustainable, environmentally compliant shipbuilding and recycling, which could also contribute to carbon credit benefits.

9.3.110. **Shri Ajith Sukumaran CS** highlighted that ship recycling is a well-established industry, and the government is ready to support efforts to expand it across the country. He emphasized that more than 98% of materials are already being recycled and noted that ship recycling is not limited to steel alone. With the Hong Kong Convention now in force, processes for ship recycling are clearly defined, providing ample scope to develop the sector as a strong and sustainable industry. Shri Ajith Kumar also stressed the importance of reusing materials to accelerate shipbuilding, noting that government guidance has been issued to relevant stakeholders to support this practice. He also mentioned that countries like Bangladesh have advanced significantly in shipbuilding, partly due to efficient ship recycling practices.

Subgroup 12 - Development of Regional Maritime Hub and Regional maritime linkage with the neighbourhood:

9.3.111. **Shri Shantanu Kalita Advisor IPA** stressed that this subgroup should systematically review ports to identify infrastructure gaps, consolidate findings, and propose solutions. He noted that Vizhinjam is operational as a transshipment hub, while other projects like Tuticorin have faced delays in tender participation, requiring reconsideration at the cabinet level. Andaman, though in an advanced stage, presents unique geographic and topographic challenges, meaning rail connectivity will not be immediately feasible. Overall, the subgroup's mandate is to understand these challenges across regions and provide actionable recommendations to the government. He pointed out that railway connectivity is currently absent in some areas, and initially, the responsibility for providing rail links rested with the state government. While private players like Adani can quickly build infrastructure if it is commercially viable, states like Kerala are seeking central government support to develop rail connectivity for their ports. He highlighted that the development of regional maritime hubs is not limited to seaports alone but also involves inland waterway connectivity. He mentioned the example of multimodal logistics terminals like Jugipara, where rail and waterways are integrated. However, he emphasized that the government must also plan for road connectivity to ensure proper evacuation and movement of cargo. Effective transit hubs require seamless intermodal connections, waterways, rail, and roads, to ensure efficient cargo movement, especially in regions like the Northeast.

9.3.112. **Shri Anil Devli CEO INSA** shared a historical example of MERS, which established a joint venture with CONCOR to develop a terminal, resulting in improved connectivity and operational efficiency. Shri Sameer Khare emphasized that connectivity is critical for maximizing port efficiency, citing the dedicated freight corridor for JNPT as a recent example. Shri Anil noted that while JNPT's connectivity issues were relatively minor due to existing terminals, other ports like Paradip and

Vizhinjam face significant gaps. He added that the situation in Andaman is unique, as linkages will primarily be seaborne, but generally, problems arise if ports are developed without pre-established connectivity. He suggested that minimum guidelines should be defined for planning transshipment hubs, including essential infrastructure and operational readiness, rather than addressing challenges only after the port is operational. He highlighted that when Calcutta Port was asked about preparedness for a proposed transshipment hub, they admitted having no plan in place.

9.3.113. **Shri Rahul Modi President CCTA** provided a practical example regarding Vizhinjam, explaining that it is situated between two major ports—Cochin and Tuticorin within 200 kilometres. Initially, the hub was designed solely for transshipment without interline cargo, but operators like Adani are gradually developing the necessary infrastructure in coordination with the state government, including rail facilities. This development, however, could affect the operations of existing major ports, such as Cochin and BP World at Vellarpadam.

9.3.114. **Shri Sameer Kumar Khare Chairperson NSB IAS (retd)** raised a key point regarding planning and preparedness for transshipment hubs. He emphasized that when establishing a hub, such as at Vizhinjam, there needs to be proper linkages with other major ports like Paradip, Visakhapatnam, and ports in West Bengal to divert cargo from other regional hubs like Colombo or Singapore. He questioned whether state governments are adequately preparing to handle the operational and logistical requirements of such transshipment activities. He added that regional connectivity extends beyond domestic waterway networks. For instance, in Bhutan, connectivity from Gelephu Bhutan to Kokrajhar integrates local transport to eventually reach ports. He stressed that while domestic waterways provide regional links, coastal ports also need to be connected effectively to leverage international trade corridors such as the India-Myanmar-Thailand (IMT) corridor. Proper integration of ports and waterways is critical for maximizing the potential of hubs like Andaman as regional transshipment centres, catering not just to Indian states but also to neighbouring countries. He concluded by stressing that while the stakeholders may claim that the domestic market is insulated from external shocks, this approach cannot ignore the importance of domestic cargo linkages. Proper infrastructure and connectivity are essential to ensure that domestic transshipment services operate efficiently while balancing broader economic and policy considerations. He noted that the subject is complex and wide-ranging, requiring a comprehensive approach to policy and planning.

10. Vision, Mission, and objectives of National Shipping Board:

10.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson NSB** invited **Smt. Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA**, who have been entrusted by the Board to develop the Vision, Mission & Objectives of the NSB, to provide the latest update.

10.2.1. **Smt. Sanjam Sahi Gupta Director Sitara Shipping** informed that a preliminary draft on the Vision, Mission & Objectives of the NSB, was circulated by her to all the members of the Board for their comments. She received comments from Captain Savio Ramos General Secretary MUI and Shri Milind Kandalgaonkar General

Secretary NUSI. She has now prepared the harmonized version (**Annexure V**) which balances ambition with empathy and practicality, incorporating feedback from board members and stakeholders to better reflect both the institutional purpose and the people driving the sector. She highlighted the key suggestions from Shri Captain Savio, who emphasized the importance of strengthening international partnerships to enhance India's role in global shipping, as well as explicitly recognizing fair labour practices and promoting global collaboration in training and regulatory frameworks. These recommendations made the draft more outward-looking and reinforced alignment of India's maritime ambitions with global cooperation. She stated that the final **vision** statement aims **“to position India as a global maritime leader through sustainable growth, innovation, inclusivity, and international collaboration, placing seafarers and the maritime workforce at the centre of progress”**. This vision captures India's commitment to sustainability, innovation, and the recognition that people are the core of maritime development.

10.2.2. Regarding the **mission**, she proposed **“Maritime policies promoting safe, green, equitable and AI-centric digital shipping, ensuring fair labour and welfare.”** This statement aims to bridge technology and social responsibility, committing NSB to both digital transformation and workforce protection.

10.2.3. She presented the final **core values** for the National Shipping Board (NSB), identifying **sustainability, safety and security, inclusivity, innovation, and people focus** as the guiding principles. These values were refined through discussion to ensure they balance operational excellence with social responsibility and long-term strategic vision.

10.2.4. The strategic **objectives** outlined by her included **advising the Government of India on shipping, maritime infrastructure, and sectoral reforms; supporting green and digital shipping through research, consultation, and policy guidance; strengthening domestic capacities in shipbuilding, repair, and recycling aligned with global standards; and facilitating coordination among ports, shipping companies, training institutions, and stakeholders for holistic growth. The objectives also emphasize the welfare, safety, and social protection of Indian seafarers, reinforcing tripartite consultation among government, employers, and workers, developing future-ready skills in areas such as alternative fuels, autonomous ships, and climate adaptation, promoting gender diversity and youth participation, and tracking global maritime trends to strengthen India's blue economy leadership while building public awareness of India's maritime heritage and sustainable future.**

10.3.1. **Shri Shantanu Kalita Advisor IPA** added that the board's mandate under the new 2025 law should guide the vision, summarizing it into a concise statement while retaining alignment with India's long-term strategic roadmap, the Amrit kal Vision 2047. He proposed framing the **vision statement** as **“creating a resilient, sustainable, and globally competitive maritime ecosystem through informed and consultative policy advice.”** Shantanu highlighted that the maritime ecosystem should be capable of absorbing shocks, remain sustainable, and maintain global competitiveness, with the board acting primarily as a consultative policy advisor. This

approach ensures the vision reflects both the institutional mandate and the broader strategic objectives of India's maritime sector.

10.3.2. He noted that his formulation of the **mission statement** is slightly long and may need fine-tuning. He also highlighted that the mission statement is outlined as: **"To discharge the advisory responsibilities entrusted under Section 46 of the Merchant Shipping Act 2025 by providing structured, multi-stakeholder, evidence-based guidance to the central government on all matters related to Indian shipping, including development of Indian tonnage, maritime safety, port-shipping integration, human resource development, regulatory alignment with international conventions, and strengthening of national maritime administration."** This longer formulation captures the mandate of NSB, drawing directly from the Merchant Shipping Act 2025, emphasizing advisory roles, development, safety, integration, human resource development, and regulatory compliance. He reinforced this point, noting that the strength of the Board lies in gathering advice directly from stakeholders and integrating it into reports, in contrast to external consultants who may provide advice without empirical backing. He highlighted that evidence-based and stakeholder-consulted recommendations ensure credibility and actionable insights, making NSB policy advice robust, accountable, and practical.

10.3.3. He further elaborated nine detailed **core objectives**, including **"regulatory and legal modernization in line with IMO/ILO standards, maritime safety and environmental protection, stakeholder engagement, and promotion of future-ready maritime innovation leveraging IT, AI, and emerging technologies"**. To summarize the Board's mission in a concise manner, he proposed the **tagline**: **"National Shipping Board, Shaping India's Maritime Future,"** reflecting the NSB's mandate of evidence-based policy advice, stakeholder consultation, and shaping India's maritime strategy for a sustainable, inclusive, and globally competitive future.

10.4. **Shri Anil Devli CEO INSA** emphasized that while including seafarers and skilled workforce in the vision is important, it is equally critical to account for other assets across the maritime sector. He suggested that instead of listing specific components like ports or transport systems individually, the vision should refer to "relational assets" to encompass the entire maritime ecosystem, covering shipping, ports, inland waterways, and all associated infrastructure. He stressed that if India aims to become a global maritime power, the vision must integrate manpower, skills, and assets holistically. He emphasized that the core values of the National Shipping Board (NSB) should explicitly include safety and security, in addition to sustainability, to ensure the maritime ecosystem can absorb shocks effectively. Shri Sanjam Sahi Gupta responded that in the final core values, sustainability, safety, and security are all incorporated, highlighting that these form the foundation for a resilient maritime sector.

10.5. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** suggested adding the word "inclusive" reflecting the Prime Minister's emphasis on inclusivity. He also suggested incorporating the term "smart" into the mission or guiding principles, highlighting the Prime Minister's focus on automation, artificial intelligence (AI), and the Internet of Things (IoT). Using "smart" would capture the broader modernization of

the maritime sector, including digitalization and technological advancement, alongside promotion and conservation efforts. He added that Indian maritime heritage should also be recognized as an important aspect of the Board's mission. He strongly endorsed the use of "evidence-based" as a principle for policy advice, emphasizing that recommendations should be grounded in data, real-world incidents, and stakeholder feedback. Drawing from experiences in inland vessel regulations, he noted that prior policy-making often lacked accountability and transparency in decision-making. Evidence-based recommendations would allow the NSB to clearly justify suggestions with statistics, case studies, or feedback from industry participants, particularly in areas like safety and operational improvements. He emphasized setting a clear time frame, suggesting feedback could be provided within two to three days. He noted the importance of having a unified vision statement, highlighting that previously there was none, and appreciated the proposed tagline, acknowledging that it effectively conveys the Board's purpose and direction.

10.6. It was agreed by the Board that both **Smt. Sanjam Sahi Gupta Director Sitara Shipping & Shri Shantanu Kalita Advisor IPA** should fine-tune the document, after which it will be shared in the group for suggestions from all members. The same would be adopted by the board in the next meeting and will be uploaded on the NSB weblink on the DG shipping Portal.

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

11. Discussion on Social Media Strategy of the National Shipping Board:

11.1. **Smt. Sanjam Sahi Gupta Director Sitara Shipping** mentioned that she is ready to present her personal deliverables but asked whether it would be better to finish the agenda first and then close with her presentation. She explained that the NSB social media plan was slightly behind schedule due to some confusion. She clarified that her team had been instructed by Shri Shakya, to only share content related to Maritime Week. However, Smt. Sanjam has now corrected the focus so that posts are primarily about NSB activities, with Maritime Week coverage limited to about one post in a hundred. She outlined the proposed social media strategy: every Thursday, the team will run "Throwback Thursday" posts highlighting past events, covering current updates, the newly decided NSB mission and vision, and featuring member profiles. For member profiles, they plan to include short video clips showcasing each member. This approach aims to systematically communicate NSB activities, achievements, and updates, ensuring clarity and consistency in the Board's digital presence.

11.2. **Shri Shantanu Kalita Advisor IPA** emphasized the need for a comprehensive media strategy for the National Shipping Board (NSB) rather than relying solely on social media. He explained that while Shri Sakya is the primary point of contact for posting on Twitter, Facebook, Instagram, and similar platforms, these posts are mainly informational and do not provide analysis or sufficient visibility. Standard posts, such as updates on meetings or travels by the chairman, can be shared routinely, but a more strategic approach is needed to enhance NSB's recognition and credibility

among the Ministry, stakeholders, and the public. He suggested developing a full media plan that includes social media, print media, and interviews with the chairperson to showcase the NSB's functions, contributions, and policy recommendations. This would ensure that the Board's work is visible and respected at higher levels, such as NITI Aayog, the PMO, and other ministries. He also mentioned plans to arrange interviews with leading business publications such as *The Hindu Business Line*, *Economic Times*, or *Business Standard*, and highlighted that the distinguished maritime expertise of the Board members can be leveraged to further promote NSB's initiatives and visibility.

11.3. Shri Sameer Kumar Khare IAS (ret'd) Chairperson NSB emphasized that the NSB media strategy should ensure all members get visibility, not just the chairperson or a few individuals. He suggested a phased approach—starting with initial outreach and media engagement, followed by coverage in leading publications such as *The Hindu Business Line*. The plan should ensure each member is showcased for their expertise and contributions, such as post-modernization initiatives, gender diversity, or maritime policy reforms, so that when they identify as NSB members at events or conferences, their authority and the Board's credibility are recognized.

11.4. Smt. Sanjam Sahi Gupta Director Sitara Shipping added that speaking at conferences and events is equally important, and that members should be identified primarily as NSB members rather than through other roles, to build the Board's stature and long-term influence. She also highlighted the need for a strategic website plan: the website should be dynamic, updated regularly with the Board's mission, vision, and activities, and integrated with social media platforms. KPIs should be tracked, including website traffic, engagement, resource downloads, and return visitors. A newsletter should be launched to further engage the audience and disseminate information effectively. This combined approach of media, events, and digital presence aims to enhance NSB's visibility, credibility, and impact.

11.5. Shri Sameer Kumar Khare IAS (ret'd) Chairperson NSB discussed the process for engaging a vendor for the development of the NSB website, noting that once a vendor is selected, discussions can be arranged to take the project forward. He emphasized that any ideas or inputs from the Board can be shared with the vendor through this process. He also highlighted the importance of NSB representation at key ministerial meetings and events, such as the Inland Maritime Week (IMW) or high-level shipbuilding meetings.

11.6. Shri Shantanu Kalita Advisor IPA added that ministry officers are often very busy and may overlook including NSB members unless there is a clear protocol. He noted that the minister has acknowledged the increased activity of the Board and that having the Chairperson or NSB members present at such meetings ensures proper communication and visibility.

11.7. Shri Sameer Kumar Khare IAS (ret'd) Chairperson NSB further stressed that structured protocols need to be established so that invitations to important meetings automatically include the chairperson or relevant Board members, rather than relying on ad hoc invitations. This structured representation is critical, especially for issues like taxation, where the Board is ready to engage with the ministry but is waiting for

the proper facilitation by secretaries to arrange the meetings. Direct engagement without protocol may not be appropriate, so a structured approach is necessary.

11.8. **Shri Anil Devli CEO INSA** emphasized that while members often wait for certain processes to move at the ministry level, the Board must also recognize how delays affect overall progress. He supported the idea that NSB should be proactive and structured in its participation. He agreed with the pyramid approach suggested earlier—where the Chairman represents the top and subsequently delegates to members like Shri Rahul or others—ensuring everyone remains connected and involved. He noted that such a system would greatly improve efficiency and visibility.

11.9. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** responded by assuring that if any matter is genuinely critical and requires immediate intervention, members can directly forward it to him. He committed to personally taking it up so that it does not get lost in routine correspondence. He added that part of the current challenge is that previous Boards were not as active, leading the Ministry to gradually stop expecting meaningful input or engagement from the NSB.

11.10. **Shri Shantanu Kalita Advisor IPA** echoed this point candidly, stating that the Ministry had, over time, stopped giving the NSB the importance it deserved simply because no one previously demanded accountability or took ownership. He referenced a recent cruise committee meeting in which this lack of historical engagement was evident. He stressed that the current Board's active participation is beginning to change perceptions, and consistent involvement in key discussions will help re-establish NSB's credibility and influence. He proposed organizing a one-day national workshop in Delhi, possibly at the India Habitat Centre, under the banner of the National Shipping Board to strengthen visibility and stakeholder engagement.

11.11. **Shri Anil Devli CEO INSA** expanded on this idea, suggesting dedicated seminars based on specific Terms of Reference such as ship repair or maritime safety, enabling broad stakeholder participation, evidence-based inputs, and stronger, more democratic reports.

11.12. **Shri Rahul Modi President CCTA** raised concern about the limited visibility of the National Shipping Board, noting that despite this being his third term and Shri Anand's fourth or fifth, very few people in the Ministry or the industry are aware of the NSB's role. He recalled that during the tenure of Shri Sanjeev Ranjan, the Board had strong and consistent presence in Ministry events, but since then the NSB had not been actively represented. He stressed that with only one and a half years left in the Board's current term, of which six months have already passed, there is an urgent need for rapid action to ensure the NSB's imprint is firmly established across the maritime ecosystem. He added that whether current members continue in the next term is uncertain, so the focus must be on leaving a strong institutional legacy similar to bodies like the Railway Board, which commands automatic recognition.

11.13. **Shri Jitendra Jadhav Assistant DG** reinforced that this effort is not for personal visibility but for strengthening the institution itself. He suggested leveraging DG Shipping's outreach capabilities, noting that they maintain a database of over 3.5 lakh seafarers, and proposed engaging a vendor through the Government e-

Marketplace (GeM) to disseminate NSB initiatives widely. He assured that the seafarer database could be shared to support targeted communication and enhance the Board's reach.

12. Discussion on NSB Rules under the Merchant Shipping Act:

12.1. **Shri Sameer Kumar Khare IAS (retd) Chairperson NSB** requested all members to thoroughly review the draft rules, noting that many may not have gone through them fully. He highlighted that NSB rules have not been amended since 1990 despite significant changes in the composition and functioning of the Board, and reminded members that they are legally entitled to TA, hotel accommodation and related allowances as per the Finance Ministry circular enclosed with the rules. He urged members not to allow the rules to pass without scrutiny and asked that any suggested amendments be shared with him before coming NSB meeting for consolidation.

13. Immigration Issue At Salaya Gujarat;

13.1. **Shri Rahul Modi President CCTA** informed the members that the long-pending issue regarding the Salaya ICP / IPC designation has finally been resolved following NSB intervention, acknowledging the efforts of the Chair and noting that the Ministry has now approved Porbandar as the designated location, a significant achievement attributed to the NSB's proactive engagement with all concerned.

14. Personal deliverables of each member of the National Shipping Board:

14.1. **Shri Anil Devli CEO INSA** expanded on this idea, suggesting dedicated seminars based on specific Terms of Reference such as ship repair or maritime safety, enabling broad stakeholder participation, evidence-based inputs, and stronger, more democratic reports. He clarified the distinction between personal deliverables and group deliverables within the National Shipping Board (NSB). He explained that each member has dual roles: one as part of a subgroup delivering on behalf of the NSB, such as preparing policy documents on shipbuilding or ship repair, and another in an individual capacity, where they may contribute to other government initiatives or missions, like the National Shipbuilding Mission, outside of NSB responsibilities. He emphasized that, when preparing the NSB's report card or annual report, only work done as an NSB member should be reflected under group deliverables, while personal contributions in other capacities should be separately recognized. This ensures transparency in reporting what each member has contributed over the past year. He stressed that the NSB annual report, to be prepared by end March every year and presented to the Minister, must clearly show members' contributions, both individually and collectively. He concluded by noting that while most members share their work, some, like Naval Representative, may have security-sensitive contributions that cannot be publicly disclosed.

15. CSR Contribution for the National Maritime Heritage Complex at Lothal:

15.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson NSB** invited the attention of the members of the Board to the **D.O. SM-25021/11/2015-SM(PART7)-Part (1) dated 03/10/2025** of Joint Secretary Shri Mukesh Mangal Ministry of Ports Shipping waterways (**Annexure VI**) enclosing therein the brochure of the proposed NMHC at Lothal (**Annexure VII**). He requested the members to give it a wide publicity through their channels to augment the fund-raising efforts of the Government.

15.2. **Shri Shantanu Kalita Advisor IPA** informed that the Government is developing a major National Maritime Heritage Complex at Lothal, and fundraising efforts are underway. The Ministry has requested that companies may support this initiative through their CSR funds, and members who are willing to contribute may do so. He added that he has already circulated the details and requested that anyone interested should inform him personally.

Action: All NSB Members

16. National level Workshop with the State Maritime Boards:

16.1. **Shri Sameer Kumar Khare IAS (retired) Chairperson NSB** highlighted that interactions of the Board members with Gujarat Maritime Board and Kerala Maritime Board have been very meaningful and an excellent learning experience. He stated that many State Maritime Boards have become very proactive in developing the Non major ports in various modes (Board managed / managed under PPP / privately managed / captive etc.). Many of them are planning ship building clusters and are preparing roadmaps for the port led development. He suggested organizing a national-level workshop with all State Maritime Boards to understand their activities, success stories, challenges, and ongoing initiatives. He emphasized the need for better coordination amongst the State Maritime Boards on common issues such as port security, immigration protocols, customs procedures, and operational practices across ports. He cited the example of best practices shared during the members' interactions with the Gujarat Maritime Board at Kandla in August 25 and the Kerala Maritime Board at Kochi in October 25. He highlighted the importance of learning what each board is doing in areas like port led development, port security, development of shipbuilding clusters etc. to avoid duplication of efforts. He concluded that such a workshop would greatly support knowledge-sharing and strengthen coordination for stakeholders operating across multiple state maritime jurisdictions. He suggested that such a workshop could be organised in March 2026 either at Mumbai or Delhi as per convenience of the Hon'ble Minister, The NSB could be the host and the DG Shipping could be the organizer.

16.2. **Shri Rakesh Singh President ICCSA** highlighted the significant data gap regarding inter- and intra-state movement of goods, noting that the proposed meeting with State Maritime Boards could help bridge this deficiency.

16.3. The Board agreed to entrust the responsibility to **Shri Shantanu Kalita Advisor IPA** to coordinate with the office of the Hon'ble Minister in this regard.

Action: Shantanu Kalita Advisor IPA

16.4. **Smt. Sanjam Sahi Gupta Director Sitara Shipping** expressed her willingness to work with the organizers to organize the proposed national-level workshop and offered her support in planning the event. She shared her experience of having organized a three-day event during Maritime Week and suggested that the workshop could be scheduled in march 2026, allowing adequate time for preparation. She further proposed forming a committee to coordinate the planning and mentioned that sponsorship opportunities could also be explored, as several prominent industry players would be willing to support the event.

17. Ship Building Financial Assistance Scheme (SBFAS) & National Ship Building Mission (NSBM):

17.1. **Shri Rakesh Singh President ICCSA** who is also the core committee member in the NSBM began the presentation (**Annexure VIII**) by stating that the Shipbuilding Financial Assistance Scheme forms a key component of the National Shipbuilding Mission and is designed to provide direct financial support to Indian shipyards to offset the considerable cost differential between domestic and foreign shipbuilders. The scheme applies to both domestic and export orders, including those placed by foreign clients, and has an allocated corpus of ₹24,734 crore, with assistance payable only in Indian rupees. He emphasized the context and urgency of the scheme, pointing out that the global shipbuilding market is valued at approximately USD 150 billion, while India's share in 2024 was only USD 1.12 billion, with nearly 93% of global shipbuilding concentrated in three neighbouring countries. The ministry has set an ambitious target of achieving 5% of the global market by 2035 and becoming one of the top five shipbuilding nations by 2047. He noted that while the effective date of the revised scheme is yet to be notified, it will remain valid until 31 March 2036 and will apply exclusively to Indian shipyards. Rakesh Singh also outlined key definitions, including *contract price*—the value agreed upon between shipyard and shipowner—which will not be revised upward but may be reduced if applicable. He clarified that certain aspects of the scheme are fixed under the Cabinet Note, while others can be modified by the ministry. He further highlighted definitions such as *small vessels* (below ₹100 crore) and *large vessels* (₹1,000 crore and above), and noted that equipment and machinery directly ordered and paid for by the shipowner will also be considered part of the contract price and thus eligible for financial assistance.

17.2. He further explained the categorization of vessels under the Shipbuilding Financial Assistance Scheme (SBFAS), noting the distinction between normal vessels and specialized vessels. Specialized vessels such as chemical tankers, LPG carriers, LNG vessels, MODUs, green vessels, cable laying vessels, hybrid vessels, and other technologically advanced types have been identified as priority categories due to India's limited domestic capacity in these segments, and therefore attract higher incentives. He added that the industry had requested inclusion of Ro-Ro/Ro-Pax and refrigerated cargo vessels, as these are areas where India has little to no indigenous capability; however, the ministry clarified that the current list of specialized vessels is

frozen and additional categories may only be considered when a new version of the scheme is introduced. He then outlined the exclusions under SBFAS, noting that vessels built for Indian buyers under 24 meters are not eligible, except in specific cases such as dredgers above 10 meters, vessels of any size using green fuels, and vessels of 12 meters and above equipped with fully electric propulsion. Export orders are strongly encouraged under the scheme—any export vessel with a contract price above ₹100 crore has no minimum length restriction. Wooden vessels and vessels built for the Navy or Coast Guard are excluded; however, vessels ordered by defence entities for cargo or service roles remain eligible. He also clarified that vessels built under nomination contracts cannot avail the assistance, as per the scheme conditions.

17.3. He elaborated on the rates of financial assistance, noting that this is one of the most critical components of the SBFAS. For non-specialized vessels valued up to ₹100 crore, the financial assistance is fixed at 15% of the contract price, while for vessels valued above ₹100 crore, the rate increases to 20%. In the case of specialized vessels, the assistance rate for values above ₹100 crore is 25%, reflecting the higher technological complexity involved. He informed the members that the industry had recommended lowering the ₹100-crore eligibility threshold for specialized vessels proposing a reduction to ₹50 crore or ₹75 crore since these vessels involve emerging technologies and high upfront costs; however, this threshold forms part of the Cabinet-approved framework and cannot be altered at this stage. He further highlighted that for all vessels up to ₹100 crore, a standard or “plain vanilla” subsidy of 15% remains applicable across categories. Regarding construction and delivery timelines, the original provision mandated completion within three years for up to two vessels under a single contract. Based on industry representation, this has now been extended to four years, and for contracts involving more vessels, the permissible period has increased from the earlier five-year limit to five or six years, depending on the number of vessels being built. These extensions have been incorporated to realistically accommodate production challenges and ensure timely delivery. He concluded by noting that an important new provision has been introduced under the revised framework, which offers additional flexibility and clarity to both shipyards and shipowners.

17.4. He explained the provisions related to the Shipbreaking Credit Note, highlighting that this is a newly introduced policy aimed at incentivising ship scrapping in India. Under the scheme, any shipowner—Indian or foreign—who scraps a vessel in an Indian yard approved under the Hong Kong Convention will receive a credit note equivalent to 40% of the scrap value, which can be used to offset the cost of shipbuilding in India. However, the benefit is capped such that the credit note cannot exceed 5% of the construction cost of the new vessel being built. The credit note will remain valid for three years and is fully transferable, enabling one company to sell it to another. Shri Singh also drew attention to two practical challenges that the industry faces in availing this benefit. First, Indian shipowners typically do not sell vessels directly to shipbreaking yards; instead, transactions are routed through cash buyers. Since the scheme requires a direct contract with an approved scrapyards, the industry has requested that contracts entered with cash buyers also be accepted as valid documentation for determining scrap value. The second issue relates to the condition

that the credit note becomes effective only after the vessel is fully scrapped—a process that is often lengthy. The industry has proposed that once a vessel is beached for scrapping, a stage that is irreversible and certified by the state government, it should be deemed scrapped for the purposes of availing the benefit. He informed the members that both proposals are presently under active consideration by the Ministry, and further clarity is expected in the coming weeks.

17.5. He further highlighted the Miscellaneous Provisions of the scheme and an important pending issue regarding the mandatory domestic content requirement. He informed the members that the Ministry has stipulated that 40% of the components used in shipbuilding must be domestically sourced. While this may be feasible for Indian shipowners, it poses significant challenges for export orders, where machinery and key equipment are usually nominated or directly supplied by the foreign buyers, leaving shipyards with little flexibility. This concern has been formally raised with the Ministry, and a review or relaxation of the domestic component requirement for export contracts is currently under consideration. He also outlined other procedural provisions, including mandatory registration of the shipyard within 30 days of signing the contract, submission of bank guarantees by the shipowner to DG Shipping, and the use of a Ministry-approved panel of international valuers responsible for determining the fair price of vessels for both construction and scrapping purposes.

17.6. **Shri Sameer Kumar Khare IAS (retired) Chairperson NSB** appreciated the detailed efforts of Shri Rakesh Singh in explaining the salient features of the scheme. He noted that the matter is now '**work in progress**' and requested the board members to engage with the relevant stakeholders to understand the industry's receptiveness or otherwise to the scheme.

Action: All NSB Members

The session was concluded at this stage.

Date: 13/11/2025 Session II: 2.30 PM to 4.30 PM

18. The deliberations in the session II included interaction of the members with the officials of the Shyama Prasad Mookerjee Port Authority. The deliberations are enclosed at **Annexure IX**.

The session was concluded at this stage.

Date: 14/11/2025 Session I: 9.30 AM to 2.30 PM

19. The deliberations in the session II included interaction of the members with the representatives of the Garden Reach Shipbuilders and Engineers (GRSE) (**Annexure X**), Hooghly Cochin Shipyard Limited (**Annexure XI & XIA**), representatives of the Maritime Training Institutes (**Annexure XII, XIIA & XIIB**), representatives of the Stakeholders' associations (**Annexure XIII, XIII A & XIII B**) & officials of the IWAI Kolkata (**Annexure XIV**).

The session was concluded at this stage.

Date: 07/10/2025 Session II: 3.30 PM to 6.30 PM

20. The activities in the session II included visit to the Kolkata Dock System (3.30 P.M. to 5.30 P.M. & GRSE Facility at Kolkata (5.30 P.M. to 6.30 P.M.) (**Annexure XV**).

The session was concluded at this stage.

21. Next Board Meeting:

21.1. The Board agreed to hold its next meeting in second fortnight of December 2025 at Vishakhapatnam in the State of Andhra Pradesh and the Secretary NSB was advised to take up with the concerned Regional MMDA under Directorate of the Shipping & Chairman Vizag Port Authority to make necessary arrangements for the meeting.

Action: Secretary NSB / All Members

20. Vote of thanks:

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

Annexure I

Action taken on the decisions taken in the 23rd Hybrid meeting of National Shipping Board held on 26th June 2023 at 1500 hrs. at Ministry of Ports, Shipping & Waterways, New Delhi.

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status on 06/10/2025	Status on 12/11/2025
1.	1.2(i)	The Chairperson requested CMD, CSL to finalize the recommendations and the Discussion Paper with the implementation road map for the presentation to the Ministry.	CMD, CSL	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped
3.	1.2(iii)	The Chairperson urged the Sub-Group to submit the recommendations/report along with the implementation road map for the presentation.	Concerned Sub Group NSB	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped
8.	1.2(viii)	The Sub-Group was requested by the board to finalize the recommendations and submit a report.	Concerned Sub Group NSB	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped
9.	1.2(x)	Sub-Group was requested by the board to identify some low hanging fruits that can be easily be addressed and submit the first report with the suggested action plan so that the same may be followed up.	Concerned Sub Group NSB	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped
10.	2(ii)	It was agreed by the board that a Sub-Group be constituted under the Convener-ship of Shri Prashant Seth, FIEO along with Members from NICDC Logistics Data Services Ltd., Customs, CSLA, CONCOR, INSA, ICCSA, AMTOI, CCTA etc. to develop on the issues and further submit a report.	Concerned Sub Group NSB	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped

11.	2(iii)	It was agreed by the board that a Sub-Group be constituted under the Convener-ship of Shri Sanjay Bandopadhyaya, Chairman, IWAI along with Members from Customs, Immigration, Chairman, Kolkata Port, DDG Coastal DG Shipping, INSA, ICCSA, CMEC, CCTA etc., to develop on the issues and further prepare a report.	Concerned Sub Group NSB	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped
-----	--------	---	-------------------------	---	----------------

Annexure II

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

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status on 06/10/2025	Status on 12/11/2025
2.	6.1	The status of the reports of sub-groups constituted by the predecessor board: It was felt by the board that the Secretary NSB should write to all concerned to submit the subgroup reports in a uniform format and to present the same to the board in the next meeting.	Secretary NSB	Reports not submitted. Now new groups will take this forward. Point to be dropped.	Dropped
3.	7.1	Time Gap between constitution of the consecutive boards: It was felt by the board that to ensure continuity of the board / sub group work, the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to take advance action on selection and notification of the board members so that there is no break between constitution of two consecutive boards.	Director MA, MoPSW	The action is pending. No update was provided by the Ministry of PSW (Director MA).	The action is pending. No update was provided by the Ministry of PSW (Director MA).
4.	7.2	Permanent Office address and setup for the board: It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.	Director MA, MoPSW	The action is pending. No update was provided by the Ministry of PSW (Director MA).	The action is pending. No update was provided by the Ministry of PSW (Director MA).
5.	7.3	Development of a dedicated website for the Board and designing of a programme to increase social media presence / public outreach of the board amongst stakeholders:	DG Shipping	The proposal is under finalization in the DG Shipping.	The proposal is under finalization in the DG Shipping.

		It was felt by the board that the DGS Mumbai should be requested to do the needful in time bound manner.			
6.	7.4	Dedicated Phone Numbers for the Chairperson and the Secretary of the board: It was felt by the board that the DGS Mumbai should be requested to do the needful in a time bound manner.	DG Shipping	The dedicated phone numbers provided by the DG shipping are not operational due to merger issues of MTNL & BSNL. Efforts are on to port to different Service Provider.	The dedicated phone numbers provided by the DG shipping are operational now. Point to be dropped.
8.	7.6	Invitation of the representative of Maritime State Development Council (MSDC): It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.	Director MA, MoPSW	The action is pending. No update was provided by the Ministry of PSW (Director MA).	The action is pending. No update was provided by the Ministry of PSW (Director MA).
9.	7.7	Monthly Updates: it was felt by the board that the monthly updates on the action initiated based of the decisions taken by the board should be provided on the website to the board members as the official board meetings in the past have occurred once in every three months	Secretary NSB	The matter of upgradation of the website pending with DG Shipping. Once the Website is upgraded, the monthly updates would be provided.	The matter of upgradation of the website pending with DG Shipping. Once the Website is upgraded, the monthly updates would be provided.
22.	7.20	Synchronization between Board activities and various cells in MoPSW: The board felt that all subgroups including this subgroup should submit their reports by June 30, 2025, so that they can be taken forward in the next meeting.	All NSB members	Report not submitted. Now new group will take this forward. Point to be dropped.	Dropped
24.	8.1	Presentation 1: Sagar Setu (NLP-M) Maritime Single Window:	Director MA, MoPSW	The action is pending.	The action is pending.

		It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.		No update was provided by the MoPSW (Director MA).	No update was provided by the MoPSW (Director MA).
25.	8.2	Presentation 2: Directorate General of Lighthouse and Lightships: Overall, the discussions highlighted challenges in data sharing, staffing, and maintaining security and efficiency in maritime operations. It was felt by the board that the Maritime Division in the Ministry of Ports, Shipping & Waterways should be requested to do the needful for greater interests of maritime sector.	Director MA, MoPSW	The action is pending. No update was provided by the MoPSW (Director MA).	The action is pending. No update was provided by the MoPSW (Director MA).
27.	9.2	Final report of the old subgroups in the standard template: The last date for communication of the status update / final report of the old subgroups by the members to the Board Secretariat was fixed as 30/06/2025.	NSB Members	Reports not submitted. Now new groups will take this forward. Point to be dropped.	Dropped

Annexure-III

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

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status as on 06/10/2025	Status as on 06/10/2025
1	1.2	Opening of the Meeting: Emphasizing the importance of recognizing the legacy of the National Shipping Board, which has been operational since 1958, the Board agreed to request the Secretary NSB to reconcile the numbering of the meeting from the old records and apprise the Board in the next meeting. Recognizing the importance of collating and making available the extensive data available with the members of the predecessor boards, which has been documented over many years, the Board also agreed to request the members of the predecessors Boards who are also continuing in the present Board to help in this reconciliation from the old minutes available with them.	Secretary NSB	Action is pending.	Action is pending.
2	1.4	Opening of the Meeting: The Board advised the Secretary NSB to take up with MoPNG for early nomination of its representative on the Board and to use the good offices of Ministry of Ports, Shipping & Waterways (MoPSW) for taking up with MoPNG for early nomination.	Secretary NSB	Action is pending.	Action is pending.

7	10.6	Issues of Coastal Shipping: The Board observed that if regulatory barriers are hindering progress—particularly in initiatives like Ro-Ro services—then the DG Shipping must clearly identify and recommend the specific regulatory changes required.	DG Shipping	Action is pending.	Action is pending.
8.	11.6	Workers' issues in Ship Recycling Sector: The Board expressed surprise that these basic provisions are not being provided and asked the workers' representative to submit a formal representation. The Board agreed that the Directorate of Shipping should take up the matter with the Government of Gujarat to understand why these entitlements are being denied and whether the issue is specific to the nature of trade in Alang or due to other underlying reasons.	DG Shipping	Action is pending.	Action is pending.
14.	18.2	Submission of Reports by existing Sub Groups: The Board advised the Secretary NSB to upload these reports of Sub Group on the NSB website.	Secretary NSB	Action is pending.	Available reports of old sub groups constituted in 2023 have been uploaded. Point to be dropped.
15.	19.2	Membership of the NSB in the India Maritime Centre (IMC) Mumbai: As such, the Board observed that the NSB cannot join IMC as a member though the NSB would be happy to corroborate with the IMC [as an important stakeholder] on policy issues. The Secretary NSB was advised to communicate the decision of the Board to the CEO IMC.	Secretary NSB	Action is pending.	Action is pending.
17.	21.3	Publication of monthly newsletter of the National Shipping Board: The Board advised the Secretary NSB to coordinate with all members so that each of the Board Members share their	Secretary NSB / All members of the NSB	Action is pending.	Action is pending.

		inputs for each month by the 10th of the succeeding month to facilitate timely compilation. The first such newsletter should be published for the month of July 2025.			
18.	22.1	Issue of Email ID & Photo Identity cards to the members of the Board: The Board advised Secretary NSB to take the needful action immediately.	Secretary NSB / All members of the NSB	Email Ids and Photo Ids have been provided. Point to be dropped.	Dropped
19.	23.1	Secretarial Assistance to the Board: The Board advised Secretary NSB & Director (MA)MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	Action is pending.	Action is pending.
20.	24.1	Office Accommodation for the Board in New Delhi: The Board urged the Ministry to issue orders for providing office space for the Board immediately. The Board advised Secretary NSB & Director (MA)MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	Action is pending.	Action is pending.
21.	25.1	Upgradation of the NSB Website: The Board advised the Secretary NSB to do the needful immediately.	Secretary NSB	Action is pending.	Action is pending.
24.	28.2	NSB Social Media handle: Shri Shantanu Kalita, Advisor IPA and Ms. Sanjam Shahi Gupta Director Sitara Shipping Private Limited Mumbai offered their services in this endeavor. The Board agreed to finalize its social Media Strategy in the next meeting.	All Board Members	Action is pending.	Action is pending.

Annexure-IV

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

S.No.	Para No. in the minutes	Action to be taken	Who was to take action	Status on 06/10/2025	Status on 12/11/2025
1	6.1	The Board perused the status action taken on the minutes of meeting dated 25/06/2023 and advised the Secretary NSB to update the status on the unfinished action points in the next meeting. Action	Secretary NSB	Action taken status submitted. Point to be dropped.	Dropped
2	7.1	The Board perused the status action taken on the minutes of meeting dated 30/05/2025 and advised the Secretary NSB to update the status on the unfinished action points in the next meeting.	Secretary NSB	Action taken status submitted. Point to be dropped.	Dropped
3.	8.1	The Board perused the status action taken on the minutes of meeting dated 16/07/2025 and advised the Secretary NSB to update the status on the unfinished action points in the next meeting. It was agreed that for subsequent meetings, an Action Taken Report (ATR) will be presented along with the minutes to provide clarity on the status of implementation.	Secretary NSB	Action taken status submitted. Point to be dropped.	Dropped
5.	9.2	The Board agreed that the Empowered Group of NSB may comprise of NSB members Mr. Anil Devli, Mr. Rakesh Singh & Mr. Rahul Modi who will discuss and recommend: •Final TORs for the subgroups.	Mr. Anil Devli, Mr. Rakesh Singh & Mr. Rahul Modi	The report is submitted. Point to be dropped.	Dropped

		<ul style="list-style-type: none"> •Composition of members, including subject experts and additional stakeholders. •Any modifications required to strengthen the functioning of the subgroups. 			
6.	9.3	It was agreed by the Board that once a consensus is reached within the Empowered Group, the Chairperson will join the discussions to formalise the TORs and subgroup structures so as to place them before NSB for approval in the next NSB meeting.	Chairperson NSB	The report is submitted. Point to be dropped.	Dropped
7.	10	The Board advised the Secretary NSB to coordinate with all members so that each of the Board Member share their inputs for the newsletter for each month by the 10th of the succeeding month to facilitate timely compilation. The first such newsletter should be published for the month of Sep 2025.	Secretary NSB	The action is pending.	The action is pending.
8.	11.1	The members who did not submit personal details were requested to share the same to obtain official email Id. It was further informed that information for issue of Photo Identity cards is being collected and the photo Id cards would be issued to formalize their association by end Sep 2025. The Board advised Secretary NSB to take the needful action immediately.	Secretary NSB / All members of the NSB	Email Ids allotted & Photo IDs issued. Point to be dropped.	Dropped
9.	12.1	The office of the Chairperson NSB is running with just one outsourced DEO and one outsourced part time MTS. The Board advised Secretary NSB & Director (MA) MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	The action is pending.	
10.	13.1	The Board urged the Ministry to issue orders for providing office space for the Board immediately. The Board advised Secretary NSB & Director (MA) MoPSW to do the needful immediately.	Secretary NSB & Director (MA) MoPSW	The action is pending	The action is pending
11	14.1	It was informed to the Board that NSB website's final proposal is already under discussion with the Directorate General of Shipping (DGS). The Board	Secretary NSB	The action is pending	The action is pending

		advised the Secretary NSB to do the needful immediately.			
12.	15.2	The Board agreed that the Empowered Group of NSB may comprise of NSB members Mr. Shantanu Kalita & Ms Sanjam Sahi Gupta who will discuss and recommend the Social Media Strategy.	Mr. Shantanu Kalita & Ms Sanjam Sahi Gupta	The action is pending	The action is pending
13.	15.3	It was agreed by the Board that once a consensus is reached within the Empowered Group, the Chairperson will join the discussions to formalise the Social Media Strategy so as to place it before NSB for approval in the next NSB meeting.	Chairperson NSB	The action is pending	The action is pending
14	16.1	The Members of the Board discussed finalising the NSB logo and the tagline in Sanskrit, reflecting NSB's vision. The Board after deliberations decided to use following logo to avoid duplicity of the logos already in use by the Board on its letterhead, social media handle etc.	All NSB members / Secretary NSB	Action completed. Point to be dropped.	Dropped
15.	17.1	He also appreciated the hard work done by Mr. Anil Devli, Mr. Rakesh Singh & Mr Rahul Modi to prepare a comprehensive presentation for the Hon'ble Minister, categorizing the issues relating to Ministry of Home Affairs including immigration and related matters/ relating to Ministry of Finance including customs, direct and indirect taxation / labour / Recognition of IRS in another foreign jurisdiction.	All NSB members / Secretary NSB	Action completed. Point to be dropped.	Dropped
16.	18.1	The Board agreed to hold its next meeting in First / Second week of 2025 at Kochi in the State of Kerala and the Secretary NSB was advised to take up with Directorate of the Shipping & CMD Kochi Shipyards Limited to make necessary arrangements for the meeting.	All NSB members / Secretary NSB	Action completed. Point to be dropped.	Dropped

Strategic Direction of the National Shipping Board

Evolution of Vision, Mission, Core Values, and Objectives

📌 Compiled for review and finalization

By Sanjam Gupta, Member of NSB

Context:

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

1st Version (Sent to Members)

Vision:

- To position India as a global maritime leader by driving sustainable growth, innovation, inclusivity, and resilience across the shipping and logistics value chain.

Mission:

- Shape policy through evidence-based, forward-looking recommendations that strengthen India's maritime framework.
- Promote excellence in safe, efficient, and environmentally responsible shipping practices.
- Empower people by advancing inclusivity, diversity, and skill development for a future-ready maritime workforce.
- Enhance global engagement by strengthening India's influence in international maritime governance and collaboration.

1st Version (contd.)

Core Values

- **Sustainability | Integrity | Inclusivity | Innovation | Collaboration | Excellence**

Objectives:

- Provide strategic advice to the Government of India on shipping, maritime infrastructure, and sectoral reforms.
- Support the transition to green and digital shipping through research, consultations, and policy guidance.
- Strengthen indigenous capabilities in shipbuilding, ship repair, and ship recycling aligned with global conventions.
- Facilitate coordination among ports, shipping companies, training institutions, and industry stakeholders for integrated growth.
- Promote gender diversity, youth participation, and seafarer welfare within the maritime workforce.
- Monitor global maritime trends and recommend proactive measures for India's positioning in the Blue Economy.
- Build public awareness of India's maritime legacy, achievements, and sustainable future.

Suggestions —Capt. Savio Ramos (Member, NSB)

Additions Proposed:

Vision: “Build international partnerships to enhance India’s role in global shipping.”

Mission: “Fair labour practices and welfare for seafarers and port workers.”

Core Values: “Stay globally aware and forward-looking.”

Objectives: “Promote global collaboration in training, research, and regulations.”

Suggestions — Suggestions — NUSI (Through Shri Milind Kandalgaonkar):

Vision Refinement

“To position India as a global maritime leader by driving sustainable growth, innovation, inclusivity, and resilience across the shipping and logistics value chain, with the seafarer and maritime workforce as key workers, at its core.”

Mission Additions

“Foster a just and equitable maritime ecosystem through collaboration with industry, unions, and stakeholders to ensure welfare, safety, and dignity of maritime professionals.”

“Integrate AI-driven innovation and digital transformation as a strategic enabler within the mission.”

Suggestions — Suggestions — NUSI (Through Shri Milind Kandalgaonkar): Objectives

- Include focus on seafarer welfare, social protection, and decent working conditions in line with ILO MLC, 2006.
- Recognize tripartite consultation (Government–Employers–Workers) in maritime decision-making.
- Integrate mental health, well-being, and family support within workforce development.
- Develop skills in emerging areas – alternative fuels, autonomous ships, climate change.

Suggestions — Suggestions — NUSI (Through Shri Milind Kandalgaonkar): Core Values

Additional Value Proposed:

Human-Centric Approach — acknowledging that people, particularly seafarers, are the foundation of maritime progress and excellence.

Final Version —Overview:

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

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

Final Version —Overview:

Vision Statement:

“To position India as a global maritime leader through sustainable growth, innovation, inclusivity, and global collaboration, with seafarers and maritime workforce at the core of progress.”

Mission Statement:

“To shape forward-looking evidence-based maritime policies promoting safe, green, equitable, and AI-centric digital shipping, and ensure fair labour and welfare.”

Final Core Values:

Sustainability | Safety & Security| Inclusivity | Innovation | Inclusion| People Focus

Final Strategic Objectives (1–5):

- Advise the Government of India on shipping, maritime infrastructure, and sectoral reforms.
- Support green and digital shipping through research, consultation, and policy guidance.
- Strengthen domestic capabilities in shipbuilding, repair, and recycling aligned with global standards.
- Foster coordination among ports, shipping companies, training institutions, and stakeholders for integrated growth.
- Ensure the welfare, safety, and social protection of Indian seafarers in line with the MLC, 2006.

Final Strategic Objectives (6–11):

- Promote decent working conditions, mental health, and family well-being for seafarers.
- Reinforce tripartite consultation among Government, Employers, and Workers in maritime governance.
- Develop future-ready skills in areas such as alternative fuels, autonomous ships, and climate change.
- Promote gender diversity, youth participation, and inclusion in the maritime workforce.
- Track global maritime trends and recommend measures for India's Blue Economy leadership.
- Build public awareness of India's maritime heritage, achievements, and sustainable future.

National Shipping Board:

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

"Together, we navigate towards excellence."

कुश मंगल
संयुक्त सचिव

MUKESH MANGAL
JOINT SECRETARY



भारत सरकार
पत्तन, पोत परिवहन एवं
जलमार्ग मंत्रालय
GOVERNMENT OF INDIA
MINISTRY OF PORTS, SHIPPING
AND WATERWAYS

D.O. No. SM-25021/11/2015-SM(PART7)-Part(1)

Dated: 3rd October, 2025

Dear Sir,

I am happy to inform that aligning to the vision of our beloved Hon'ble Prime Minister of '**Vikas Bhi, Virasat Bhi**', Ministry of Ports, Shipping and Waterways has undertaken the development of National Maritime Heritage Complex (NMHC) at Lothal, Gujarat. The complex will be dedicated to showcase India's rich and diverse maritime heritage.

2. The NMHC includes a huge museum with 16 galleries dedicated to various themes. Beside this NMHC will include maritime training and research center, coastal States/ UTs pavilions, theme parks, muesotels, the tallest Light house museum of India in the subsequent phases.
3. This complex is targeted to be one of the leading maritime heritage complex and global tourist destination of the present world. The complex will showcase the maritime and trade links of India with the entire world extending upto Europe and East Asia. NMHC is monitored regularly at the topmost level in Govt of India. Hon'ble Prime Minister reviewed the project development at site on 20.09.2025.
4. NMHC is planned to be developed in various phases at a cost of approx. Rs. 4,200 crore of which the first phase of NMHC is nearing completion and the remaining phases are under development and are envisaged to be developed through voluntary resources/ contributions.
5. In this regard, NMHC society has been constituted under the Chairmanship of Hon'ble Minister of Ports, Shipping and Waterways with following details:
 - i. Society name: National Maritime Heritage Complex (NMHC)
 - ii. Registered Address: NMHC, Lothal, Saragwala, Gujarat 382230
 - iii. Registration No.: F/22740/Ahmedabad dated 09.04.2025
 - iv. PAN No.: AAKAN9848E
 - v. Income Tax Registration: 12A & 80G
 - vi. CSR Registration (CSR1) No.: CSR00094033
 - vii. Darpan ID: G5/2025/0704413

6. The National Shipping Board (NSB), with its mandate under the Directorate General of Shipping and its role in strengthening the maritime sector in both regulatory and advisory capacities, is an important stakeholder in the maritime ecosystem. Your leadership, credibility, and reach across the shipping, port, seafaring, and associated industries make NSB uniquely positioned to help catalyze broad-based support for this project of national importance.

7. Therefore, I request NSB to disseminate an appeal to your member organizations encouraging them to extend voluntary contributions/CSR support to NMHC and mobilize collective participation so that the maritime industry's support for this landmark initiative is strongly represented. Such contributions shall be duly acknowledged and the role of NSB as a partner in this endeavor will be highlighted at appropriate forums.

8. For further details please contact Sh. Ranjit Srivastava, Dy. Secretary, MoPSW (phone 011-23719456, email: dssm2-psw@gov.in) who is the nodal officer for this project in the Ministry.

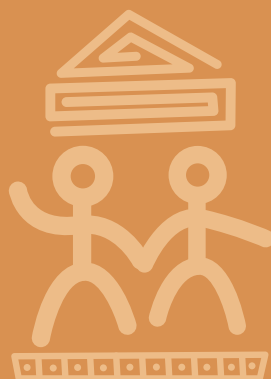
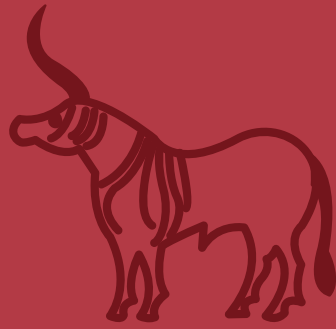
Warm Regards,

Yours sincerely,


(Mukesh Mangal)

To,

Shri Sameer Kumar Khare
Chairperson, National Shipping Board
Email: chairperson.nsb@gov.in
Contact No.: +91-8275696877





A PROJECT BY

**Ministry of Ports,
Shipping & Waterways**
Government of India

HIGHLIGHTS

The Ministry of Ports, Shipping and Waterways is developing the National Maritime Heritage Complex (NMHC) at Lothal, Gujarat, as a unique world class destination where history and heritage converge in a manner never seen and never explored before. NMHC aspires to be a global tourist destination that immerses visitors in the rich history of Indian maritime heritage. It offers a journey through the ages, from the living era of the Harappans to the modern-day Indian shipping, providing a spectacular experiential delight and much more.

At the heart of the NMHC lies the Iconic National Maritime Museum. The museum will include 16 themed galleries, each narrating how India's history has been shaped by generations of enterprising seafarers. The galleries will exhibit various artefacts, digital displays, films, and artworks, offering visitors a deep dive into India's maritime legacy.

The world's tallest Lighthouse Museum will rise to an impressive height of over 75 meters. This monumental structure will feature a viewing gallery offering visitors a breathtaking panoramic view of the entire NMHC and its surroundings. The visitor experience will be thoughtfully curated to highlight the rich history of Indian lighthouses and the expansive coastline that has shaped India's maritime heritage.

The Bagicha Complex will serve as the gateway for visitors embarking on their journey through India's maritime history. Upon arrival, visitors will alight from their vehicles and transition into the complex using eco-friendly modes of transportation such as boats, electric buggies, personal mobility electric bikes, and segways. This makes NMHC the first e-transport destination in India, offering a seamless and sustainable experience.

The NMHC will recreate the rich heritage of Lothal city. The Aim is to educate and entertain visitors about the Indus Valley Civilization and India's maritime legacy. The coastal state pavilions are designed to reflect the architecture, culture, and maritime traditions of India's coastal states and union territories, offering workshops, narratives, and entertainment that celebrate India's diverse coastal heritage.

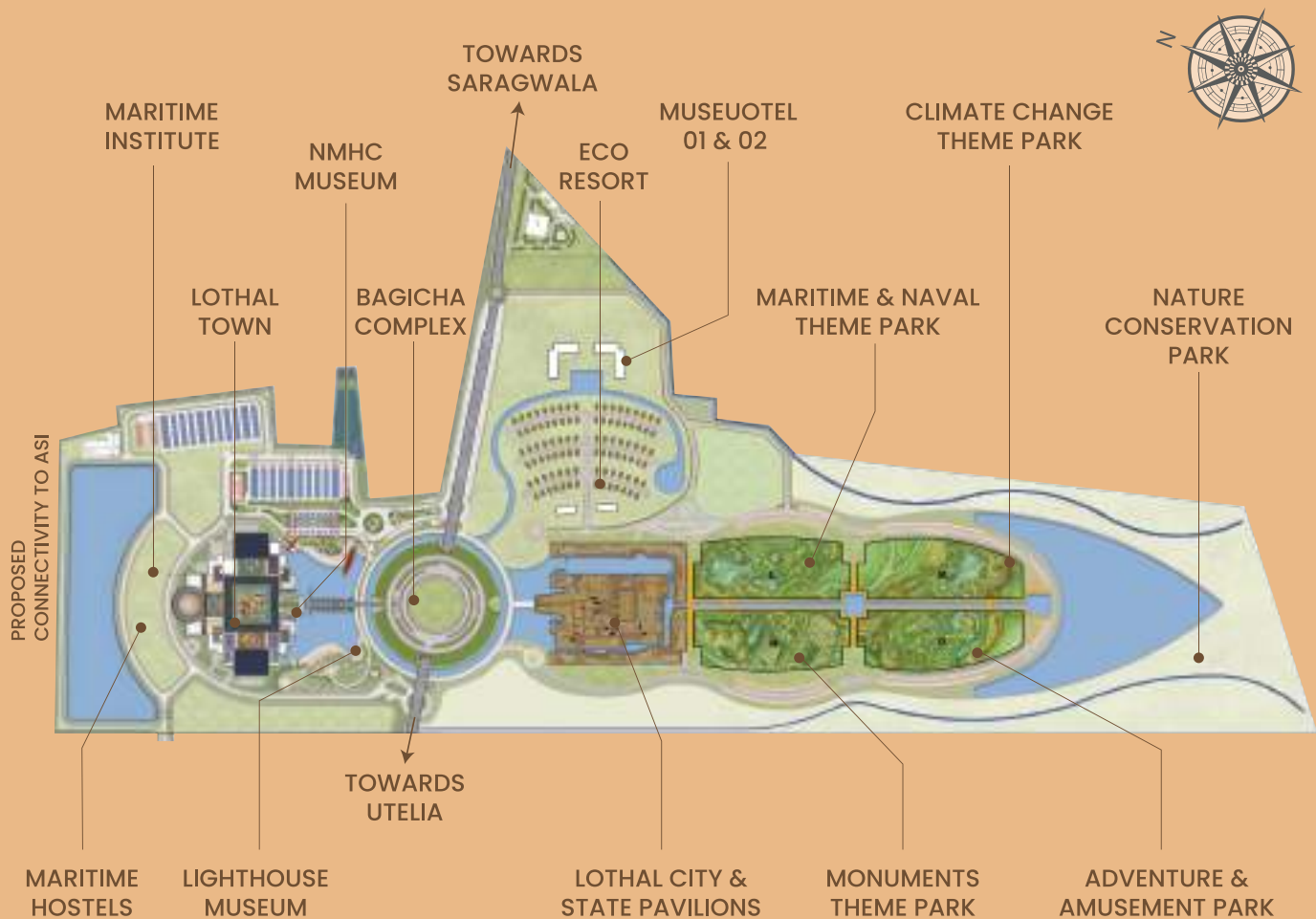
The NMHC will also feature four dedicated maritime heritage-based theme parks: The Maritime & Naval Theme Park, The Climate Change Theme Park, The Adventure & Amusement Theme Park, and The Monuments Theme Park.

A large central water body will serve as a backdrop to the National Maritime Museum, providing space for recreational activities. Visitors can also explore the museum by boat. The NMHC will also offer two Museotels (Museum themed hotels), an Eco-Resort, and numerous tourist facilities, ensuring a comfortable and enriching stay for visitors.





MASTER PLAN



Orientation and Oceanic Oral Traditions



Harappan: The Pioneer Seafarers



Post-Harappan Trajectories:
The Impact of Climate Change



India's Contact with
the Greco Roman World



Ancient India's Maritime Heritage



Evolution of Indian Navy and
Indian Coast Guard



MUSEUM GALLERIES

Trade and cultural relations with
southeast Asia and beyond



Buddhism



Hinduism



Maritime Traditions of Gujarat



Age of Emporia Contact



The Maratha Naval Power



Arrival of The Europeans



Science, Tech,
Maths and Children's Gallery



Traditional Shipbuilding and
Navigation Techniques of India



Indian Shipping: Post Independence



LOTHAL CITY AND COASTAL STATES PAVILIONS



ATTRACTIONS



Light House Museum



INS Nishank



Under Water Theming



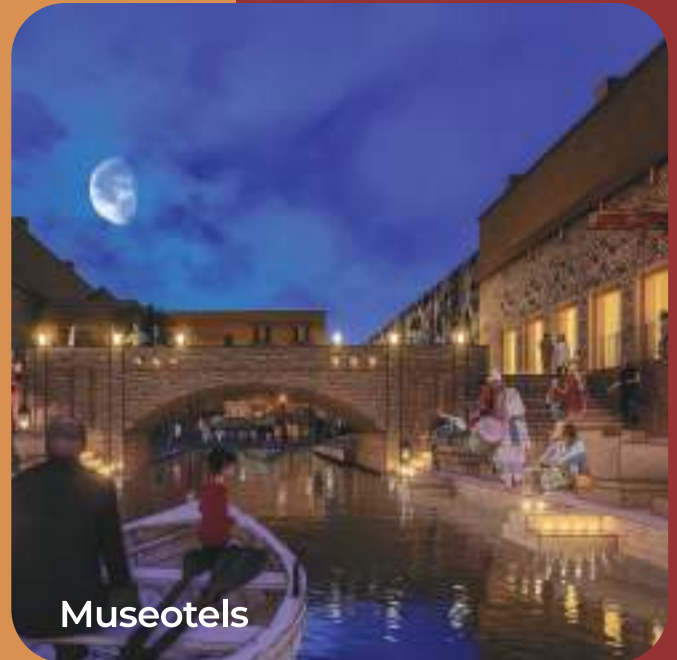
5D Dome Theatre



Harappan Era Town



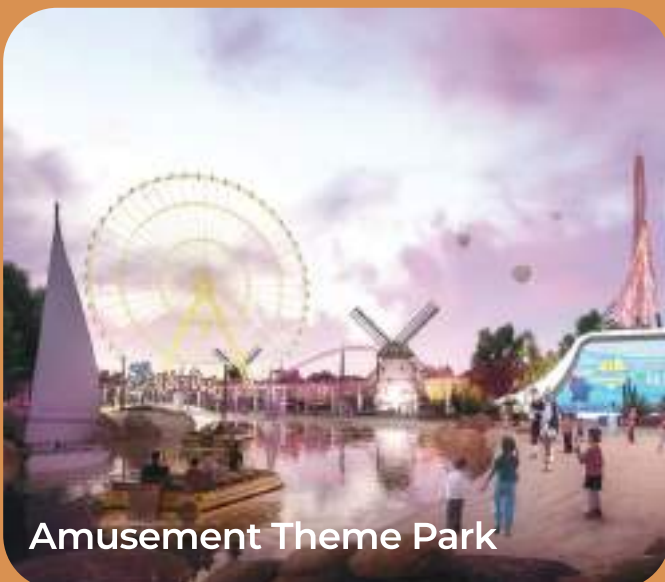
Eco Resort



Museotels



Monument Theme Park



Amusement Theme Park



Climate Change Theme Park



For more details / queries,
please write to

contact-nmhc@gov.in
gm.mktg.nmhc@gmail.com
nmhc.ashutosh@gmail.com



Scan for Website

Rakesh Kumar Singh

Ship Building Finance Assistance Scheme

(SBFAS)

SBFAS

Introduction

- National Shipbuilding Mission
- Direct financial support to Indian shipyards to give boost to shipbuilding in India
- To offset cost differential vis a vis foreign shipyards
- Applicable to domestic as well as export shipbuilding orders
- Corpus: ₹24,736 crore.
- Financial assistance only in Indian rupees.

Ship building statistics

Global Shipbuilding Market in 2024	150 Billion USD
Indian share in 2024	1.12 Billion USD
93% of ships are built in	China, Korea, Japan
India's Share at present	under 1%
MIV 2030 target	5% of global share
By 2047	among top 5 nations

Salient features

SBFAS shall come into force with effect from **XX, 2025**

SBFAS shall be applicable for the contracts signed up to **March 31, 2036**

Valid for Indian shipyards only

Key definitions

“Contract Price”

means the price of shipbuilding contract signed with the shipyard.

“Small vessel”

Contract price is equal to or less than INR 100 crore.

“Large vessel”

Contract price is more than INR 100 crore.

(cost of owners supplied have been included in the price on the request of shipowners)

Specialized vessels

1. LNG Carrying Vessels.
2. LPG Carrying Vessels.
3. All Passenger Vessels under MS Act/SOLAS with a minimum capacity of 500 passengers.
4. Chemical Tankers.
5. Floating or Submersible Drilling or Production Platforms.
6. Floating, Production, Storage and Offloading (FPSO) units.
7. Floating, Storage and Offloading (FSO) units.
8. Floating, Storage, Regasification Units (FSRUs).
9. Mobile Offshore Drilling Unit (MODU) Rigs.

Specialized vessels

10. Mobile Offshore Production Units.
11. Self-Propelled Dredgers
12. Wind Turbine Installation Vessel.
13. Windfarm Service and Maintenance Vessel.
14. Self-Propelled Semi-Submersible Heavy Lift and Heavy Transport Vessel.
15. Cable laying Vessel.
16. Green vessels
17. Hybrid vessels
18. Vessels powered by Dual-fuel main engine (methanol, ammonia, LNG).

Shipowners' requested to add Ro-Ro, RoPax, Reefers, etc. to the list

Exclusions from SBFAS

1. Built for Indian buyer/ship owner, less than 24 meters in length, except the following: -
 - i. *Dredgers of length of 10 m and above*
 - ii. *No length restrictions for vessels using green fuels such as Methanol/ Ammonia /Hydrogen fuel cells.*
 - iii. *vessels of 12 meters or above fitted with fully electric means of propulsion/hybrid propulsion system.*

However, for export orders and vessels with fair price greater than 100 crore, minimum length restriction is not applicable.

Exclusions from SBFAS

2. Vessels made of wood irrespective of their lengths.
3. Vessels built for use by Navy or Coast Guard. *However, vessels like tugs, tankers, cargo ships and passenger ships that are not fitted with any weaponry, contracted for construction for foreign defense entities are eligible.*
4. Vessels built under contracts secured on nomination basis from the Central or State Government or their agencies including Central or State Public Sector Enterprises.....

RATES FOR FINANCIAL ASSISTANCE

Vessel Category	Contract Value Range	Assistance Rate on Contract/Fair Price (₹)
Non-specialized Vessel – “Small normal vessel”	Up to ₹100 crore and above	15% of actual value in this range
Non-specialized Vessel – “Large normal vessel”	Value above ₹100 crore	15% on first ₹100 crore + 20% on value above ₹100 crore
Specialized Vessel –	Any value	15% of value below ₹100 crore + 25% on value above ₹100 crore <i>Industry’s request to reduce the threshold for S/V has not been considered.</i>

Delivery and Construction- Eligibility for SBFAS

Up to 2 vessels: Construction and delivery within a period of three years from the date of Contract. (increased to 4 years)

2 to 4 vessels: Construction and delivery within a period of four years from the date of Contract (increased to 5 years)

Similarly, for more than 4 vessels...

Domestic Component criteria

- Proposed as 40% of the value. But is under discussion..
- Shipyard have expressed inability to meet the criteria for export order where key components are generally supplied by clients and are of foreign make.

Shipbreaking Credit Note

- Available to all ships scrapped in “approved” scrapyards in India.
- Credit Note equivalent to 40% of the “fair scrap value” is issued to the vessel owner. Upper limit of the credit note is 5% of the value of the new vessel.
- Validity of C/N is 3 years from the date of scrapping the vessel.
- Credit Note can be redeemed by the vessel owner towards payment for the vessel being ordered/under construction at an Indian shipyard.
- Credit note is transferrable to another owner who intends to build a vessel in the Indian shipyard.
- May be redeemed during the final settlement of payment of the new-built vessel.

A number of procedural issues raised by shipowners/shipyards are under discussion

Miscellaneous Provisions

- Registration of shipyard to avail benefit.
- Registration and Payment terms
- Bank guarantees
- List of International valuers
- Etc.

Thanks

MINUTES OF THE MEETING HELD WITH THE OFFICIALS OF SHYAMA PRASD MOOKERJEE PORT AUTHORITY KOLKATA

The meeting commenced with a welcome address delivered by **Shri Samrat Rahi IRS Deputy Chairman Shyama Prasad Mukherjee Port Authority Kolkata (SPMPA)** on behalf of Shyama Prasad Mukherjee Port Authority. The Deputy Chairman extended a warm welcome to the Hon'ble Chairperson of the National Shipping Board, respected members of the Board, esteemed representatives from the Ministry of Ports, Shipping and Waterways, and distinguished delegates. On behalf of the SMPK family, the Deputy Chairman expressed gratitude for the presence of all dignitaries and looked forward to constructive and meaningful deliberations.

2. The Chairperson NSB Shri Sameer Kumar Khare IAS (retired) emphasized the importance of the present National Shipping Board meeting, the apex advisory body for maritime policy. It was noted that the discussions and recommendations from this forum will play a pivotal role in strengthening the competitiveness of Indian ports, expanding coastal shipping and inland waterways, advancing port-led development under Sagar Mala, enhancing multimodal logistics, and supporting India's goal of emerging as a global maritime leader. The address concluded with an invitation to commence the presentation.

3. It was highlighted during the presentation (**Annexure A**) that SPMPA, India's oldest operational and only riverine major port, has witnessed the nation's maritime journey for over 150 years. The Port is currently undergoing a significant phase of transformation, including the modernization of infrastructure, enhancement of cargo-handling facilities, deepening of the navigational channel, improvement of connectivity, and the implementation of green and smart port initiatives. These developments are aligned with Maritime India Vision 2030 and Maritime Amrit Kaal Vision 2047.

4. History of Kolkata:

4.1. A brief overview of the history of the Kolkata (formerly Calcutta) Port was presented. It was informed that the Port was established in the year 1870. Subsequently, in 1890, the first impounded dock system commenced operations with the commissioning of the Kidder pore Dock. Further expansion took place with the development of the Haldia Dock Complex in 1977, enhancing the port's capacity and operational reach. In 2020, the Port was officially renamed as Shyama Prasad Mukherjee Port, marking a significant milestone in its long maritime legacy.

5. Location:

5.1. A detailed overview of the geographical layout of Shyama Prasad Mukherjee Port was presented. The Port comprises the Kolkata Dock System (KDS) in Kolkata, the Haldia Dock Complex (HDC) in Haldia, and several anchorages, mainly at Sandheads, Sagar, and Diamond Harbour. Within KDS, two major dock systems were highlighted: the Kidder pore Dock, the oldest dock established in 1892, and the Netaji Subhas

Dock, a more modern facility primarily handling container operations. Additionally, Bajbaj serves as the location for handling liquid cargo. The Haldia Dock Complex is situated approximately 150 km by road from Kolkata. Anchorages were explained as deep-draft locations used for handling cargo that exceeds the river's available draft capacity, with Sandheads located about 40 nautical miles from Ganga Sagar, and additional facilities at Sagar and Diamond Harbour, where floating cranes and barges are used for cargo movement. It was also noted that current operations predominantly use the Edin Channel, alongside discussions on dredging activities in these navigational routes.

6. Port basic details:

6.1. A detailed overview of the port layout and berth facilities was presented. At Netaji Subhas Dock, there are 10 berths, comprising six container berths, three multipurpose berths, and one liquid cargo berth. The Port also operates two dry docks in collaboration with Cochin Shipyard Limited and Garden Reach Shipbuilders & Engineers Limited, with MoUs in place and a profit-sharing arrangement. SPMPA additionally provides land for multiple ship repair and shipbuilding companies, particularly in the Shalimar and Timber Pond areas. In Haldia, approximately 200 acres of land has been allotted this year for establishing large shipbuilding and ship repair facilities. At the Kidder pore Dock, the oldest dock system, there are 12 multipurpose berths primarily handling bulk and break-bulk cargo through barges and smaller vessels, while Netaji Subhas Dock handles 80–90% of the Port's container traffic. At Baj Baj, the port is undertaking modernization plans through a PPP model, converting old pontoon jetties into concrete jetties for liquid cargo; the area has over 100 acres of land with existing tankage and oil storage infrastructure. Regarding the Haldia Dock Complex, it was noted that Haldia handles the major share of SMPK's cargo, currently 48–49 million tonnes out of the total ~65 million tonnes. Operations in Haldia primarily involve bulk, dry bulk, and liquid cargo, supported by 14 berths within the impounded dock, four river-based oil jetties, two barge jetties for POL, four barge jetties for fly ash, two floating crane facilities, and one floating cargo terminal. A detailed explanation of the layout and operational characteristics of the Netaji Subhas Dock (NSD) was provided. It was noted that the dock has a unique British-era design, developed considering the requirements and navigational feasibility of that period. The northern side of the dock houses the lock gate, through which vessels enter, and on the left side the Garden Reach Shipbuilders & Engineers (GRSE) facility operates within the dock premises. It was informed that berths 1 to 5, along with the Outer Terminal, are being brought under a new PPP project for which tenders have already been floated. Under this project, the construction of the Outer Terminal will be undertaken by the PPP operator, enabling, for the first time in the Port's history, large-scale cargo handling operations outside the lock gate, thereby overcoming the long-standing constraints posed by tidal movement and the century-old lock gate structure. The second PPP project, which has already been awarded, involves the integration of berths 7 and 8, awarded to JSW, with the project achieving the second highest per-container revenue rate in India. It was further informed that the preparation of the DPR for the top three berths is in progress as part of the plan to bring an additional 20–25% of NSD operations under PPP mode, complementing the projects already awarded.

Additionally, it was highlighted that land located near the lock gate, outside the dock area, has attracted interest from private parties, and a proposal is under consideration to develop a diaspora centre at this location, recognizing the historical significance of the site from where indentured labourers once departed for foreign countries.

7. Kidder pore dock under Kolkata dock system:

7.1. A brief on the Kidder pore Dock (KPD), the oldest dock of the Port, was presented. It was highlighted that the dock contains two historically significant bridges shown as red patches in the layout. The first is the Bascule Bridge, similar in design to the London Bridge and capable of opening from the centre. Owing to its importance for both port operations and public movement, a proposal for its rehabilitation—estimated at over ₹100 crore—was placed before the Ministry, which has accorded in-principle approval, and the project is being taken up under Sagar Mala. The work has already been awarded and is currently at an advanced stage of execution. The second structure is the Swing Bridge, near which a riverfront cruise facility is being developed. It was noted that KPD operations are constrained by lock-gate restrictions, allowing entry only to vessels and barges of specific dimensions. To optimize utilization of the dock, monetization initiatives are underway, and one PPP operator—Century Ports Limited—has already commenced operations. Additionally, a DPR for a multimodal terminal is under preparation, with two areas marked in yellow identified for PPP development; one site has already been awarded, while the other is under DPR preparation. For the remaining areas, future development options are being evaluated. It was also mentioned that under-manned (UDM) vessels call at the dock, and historically a passenger vessel also operated from the location when it was under KPT. A small ship repair and ship-breaking yard is also functioning in the dock area, operated by a local player.

8. Haldia dock system under SPMPA

8.1. An overview of the Haldia Dock Complex (HDC) was presented, highlighting its emergence as a major hub for liquid cargo handling. The red-marked locations in the layout represent the oil jetties and outer terminals through which liquid cargo is managed. It was informed that tenders for liquid storage facilities were recently floated and received strong stakeholder participation; several projects have already been awarded while others are under finalization. At HDC, PPP initiatives are progressing across key berths: Berth 2 has been awarded to Adani and is expected to become operational within the next one to two months, while Berth 5 has been allotted to a consortium of Replay and OCL, with the onboarding process underway. Further, Berths 9 and 10 have had their DPR submitted and will be taken up in the Standing Finance Committee meeting on 20th November, with award expected within the next six months. The draft availability at Haldia averages 8.5 metres, compared to 7.1 metres at Kolkata. In addition to berth-side development, SMPK is also monetizing resources outside the dock area. A major initiative in this regard is the establishment of a Floating Storage Regasification Unit (FSRU) at Salu Khali, being developed by a company with U.S. shareholding. This project, currently underway, is expected to significantly augment HDC's cargo-handling capacity.

9. SPMPA-Growth:

9.1. A brief on SPMPA's growth performance for the financial year 2024–25 was presented. During this period, the Port handled 64 million tonnes of cargo, ranking 6th among major Indian ports in overall cargo handling and 3rd in the Eastern Region, ahead of six other major seaports. The Port achieved a net profit of ₹317 crore during the year. Key operational indicators showed notable improvement: Turnaround Time improved by 5.94%, Non-Working Time reduced by 1.26 percentage points, and OSBD (Output per Ship Berth Day) increased by 12% over the previous year. SPMPA was also recognized as one of the Top Performing Terminals in the Eastern Region at the Logistics Database platform, which evaluates efficiency through RFID-based performance monitoring.

9.2. A summary of SPMPA's transformation over the last 10 years was presented. Traffic volumes increased by 26% in FY 2024–25 compared to FY 2015–16. Vessel turnaround time significantly reduced from 85.17 hours to 57.37 hours, marking an improvement of approximately 33%. The average ship berth day output rose by 54%, and pre-berthing delay also improved by 54% over the decade. It was highlighted that further exponential improvements are expected in the coming years as a substantial portion of operations transitions to the PPP model, allowing greater efficiency through private participation. It was noted that past contractual issues—especially those related to mobile harbour cranes, which are critical for container handling—had affected performance, but the onboarding of new operators under O&M arrangements is stabilizing operations until full PPP implementation is completed.

9.3. A review of SPMPA's cargo performance over the last five years was presented. It was highlighted that the Port achieved its highest-ever cargo throughput in FY 2023–24, handling 66.445 million tonnes, and the current year's performance is on track to surpass this record, with an estimated growth rate of approximately 18% over the previous year. The Port continues to maintain strong rankings across key commodity categories, being 1st in coking coal, 3rd in container handling, 2nd in other liquid cargo, 3rd in finished fertilizers, and 3rd in overall cargo handling among the major ports on the East Coast, following Paradip and Visakhapatnam Ports.

9.4. A summary of the Port's financial performance since FY 2018–19 was presented. It was noted that SMPK has moved into a stable financial position and now consistently registers a positive operating surplus. For the current period, the operating surplus stands at ₹953.98 crore, the operating ratio is 67%, and the cost per tonne is ₹249.44. It was highlighted that earlier financial stress stemmed largely from significant pension liabilities and substantial contributions required for the employee pension fund. Although the number of employees and pensioners remains high, these obligations are expected to reduce over the coming years. Additionally, as more operations transition to the PPP model, operational costs are expected to reduce considerably, further strengthening the Port's financial position.

10. Key Initiatives:

10.1. In recent years, SPMPA has undertaken several innovative initiatives and achieved notable milestones. A direct weekly shipping service to China commenced

in July 2024, and coastal vessel movement to Vizhinjam began in October 2024. The Port has received multiple recognitions, including the Maritime Safety Excellence Award, the Sustainable Maritime Initiative Award, as well as the Second Rank in the Swachhta Pakhwada Awards and the Best Heritage Pavilion Award during Maritime India Week. As part of future development, the Port is promoting food-based industrialisation in Kolkata and has earmarked land for specialised industrial parks such as a tea park, agro-processing park, textile park, and seafood and marine products park. During Maritime India Week, the Port also signed MoUs worth over ₹60,000 crore with various stakeholders. Considering river draft and navigational constraints, SPMPA has introduced Kolkata Max vessels, designed specifically to improve container-carrying efficiency in the Hooghly channel. Night navigation infrastructure has also been completed and is expected to commence shortly, which will significantly improve throughput and vessel handling capacity. A new rail-based movement system, the Port Link Express between Kolkata and Haldia, has reduced road traffic and contributed to lowering greenhouse gas emissions. The Port is further pursuing Customs approval for direct vessel movement between Kolkata and Haldia, enabling vessels to call at Haldia first to discharge deeper-draft cargo before proceeding to Kolkata, thereby optimising the use of available draft. SPMPA also received the Maritime Excellence Award in the Heritage Category at IMW 2025.

10.2. SPMPA has undertaken a wide range of initiatives to advance the Smart Port agenda in line with the priorities laid out in MIV 2030 and Amrit Kaal Vision 2047, which emphasise smart, efficient, and green ports. At both Kolkata Dock System and Haldia Dock Complex, gate operations have been fully automated through RFID-based systems. The Port is implementing an Enterprise Business Solution (EBS) to comprehensively digitise all internal operations including HR, land allotment, berth planning, and traffic management through an integrated digital platform. The Land Management Information System (LMIS) has digitised all land parcels with details such as tenant name, area, allotment period, rent, and dues. Vessel navigation efficiency is being enhanced through continuous upgrades to the Vessel Traffic Management System (VTMS), which is being further developed in collaboration with IIT Chennai, now the Centre of Excellence nominated by the Ministry. A Back-End Client Information System has also been rolled out to provide real-time visibility of vacant land parcels and allow stakeholders to submit online requests. SMPK has moved to paperless port operations, supported by the One Nation One Port Process initiative, which has significantly reduced documentation by onboarding all stakeholders on a unified digital platform. Additionally, the Port has implemented Port Community System 1.0 and Marine System, integrating all key agencies to streamline approvals and reduce paper movement, thereby enhancing efficiency and transparency across operations.

11. Projects under PPP:

11.1. the SPMPA informed that the major projects are being taken up under the PPP mode. Berth #2 at HDC has been awarded to Adani, while Berth #5 has been awarded to the Replay–OCL consortium. The outer terminal at HDC is also under active consideration, with the Standing Finance Committee (SFC) approval expected shortly. For Berths #9 and 10, the DPR has been submitted and the SFC meeting is already

scheduled. In the Kolkata Dock System, the container terminal at KPD(W) has been awarded to Century Ports, while the Netaji Subhas Dock container terminal has been awarded to JSW. The tender for the outer terminal at NSD is currently open and is expected to close soon. Additionally, the multimodal terminal at KPD is under preparation. These constitute the eight major PPP projects presently in progress, with several more in the pipeline.

12. Major capacity augmentation projects:

12.1. The SPMPA informed that through these projects, a significant increase in cargo throughput is expected. The regeneration of KPD alone will add about 5.48 million metric tons of cargo capacity, while Berths 7 and 8 are projected to handle an additional 6 million metric tons. Berth #2 at HDC will contribute around 3.744 million metric tons, and similar gains are expected from the other PPP initiatives. A unique feature of our operational strategy is the deployment of floating cranes at various anchorage points—Diamond Harbour, Sandheads, and Sagar—enabling efficient midstream cargo handling. At present, two floating cranes are operational at Sagar, and another is being onboarded for Diamond Harbour, which will substantially enhance our container throughput. Additionally, the LNG terminal proposed at Salu Khali is expected to be a major game changer, with a projected capacity addition of 12 million metric tons.

13. Green port technology:

13.1. In solar power generation, we currently have a 1 MW plant operational at Haldia, while another 1 MW is under implementation. Additionally, 2.25 MW of solar capacity is being set up in Kolkata, and a further 4 MW is in the pipeline.

13.2. SPMPA has also partnered with agencies to establish EV charging stations in Kolkata, some of which are already functional. Smart lighting systems have been installed at both Kolkata and Haldia to improve energy efficiency. For the shore-to-ship power supply project, the DPR has been completed and the plan is ready; we are presently pursuing viability gap funding to move it forward. As mentioned earlier, the Port Link Express, which provides direct rail connectivity between Kolkata and Haldia, is another initiative that contributes to reduced road congestion and lower emissions.

14. Land Use pattern:

14.1. In Kolkata, SPMPA has a total of 4,543 acres of land, out of which 294.43 acres are currently available for monetization. The SPMPA has already earmarked several large parcels for industrial parks, parking facilities, and container-handling operations, for which tender preparation is underway. In Haldia, a significant portion of land falls under the residential zone as per the original Land Use Development Control Plan (LUDCP), and SPMPA is in the process of revising these classifications. Apart from this, 910 acres of vacant land are available, of which 300 acres are under consideration for approval by the Ministry of Commerce for an SSO proposal. For the remaining land, projects such as the Salu Khali floating gas regasification unit are being pursued, and around 100 acres have recently been allotted to various parties for liquid storage, warehousing, and other facilities. Over the last five years, the

expected investment from land allotments at KDS amounts to about ₹10,500 crore, while Haldia is expected to attract nearly ₹3,000 crore through various land development initiatives.

15. Riverfront development plan:

15.1. The SPMPA has initiated steps, where several prominent partners have collaborated with it to restore and enhance historic and heritage ghats.

15.2. At Kumartuli, one of Kolkata's most iconic ghats known for the creation of Durga Puja idols, Adani has undertaken the redevelopment under its CSR initiative and is currently finalizing the concept.

15.3. At Chotilal Ghat, the Taj Group has entered into an MoU with us and is proposing an investment of around ₹5 crore for revitalization.

15.4. At Suriname Ghat, where SPMPA plan to develop a diaspora centre, and is also creating a walkway to honour the memory of indentured labourers and to serve as a public recreational space.

15.5. Nimtalaghat will be developed by the PS Group, a major name in real estate, while Doighat will be taken up by TNS Logistics, an established port operator.

15.6. Beyond these, the riverfront has been monetized for additional projects such as a Ferris Wheel development by a Howrah-based business group, a river cruise terminal supported by the Ministry of Ports, Shipping & Waterways and IWAI, and other riverfront amenities funded under Sagarmala.

15.7. A maritime museum has also been approved and will be one of the first major attractions to come up; a pilot facility—Dockyard, a café-cum-performance venue—is already operational and has become popular in Kolkata.

15.8. Several heritage buildings have been allotted to private players for development into hotels and auditoriums along the Ganges, with support from Garden Reach Shipbuilders & Engineers (GRSE).

15.9. The indentured labour memorial site, where the pilot work is underway, will include the cruise terminal and other riverfront amenities.

16. Ship buildingng and ship repair facility:

16.1. In the shipbuilding and ship repair sector, SPMPA will continue to work with Cochin Shipyard Limited and GRSE, and a new partner, Mandvi Dry Docks, has taken approximately 200 acres at Jellingham for developing major shipbuilding and repair facilities. They are working to establish a shipbuilding and ship repair facility at the Jellingham location. Within Khidirpur Dock, the local operator Amaran Udyog is carrying out small-scale ship-breaking activities. In addition, several private players operate along the riverfront areas of Timber Pond and Shalimar, including some prominent entities such as Power Pride, along with several other operators who are also active in this region.

17. Underwater bidirectional tunnel:

17.1. This is one project where SPMPA seeks the Chair's continued intervention, although there is encouraging progress. SPMPA had initiated this project earlier, onboarded a consultant, and prepared the initial DPR, after which it has been consistently pursuing NHA for approval. The project involves construction of an underwater tunnel, which is critical for addressing two major natural constraints faced by the port: limited draft availability and the challenges of operating as a city-based port. Currently, cargo movement is heavily dependent on the Vidyasagar Setu (New Bridge) and the Howrah Bridge, where local authorities impose significant restrictions on truck and trailer movement, resulting in substantial delays and affecting vessel turnaround time—one of the key concerns of stakeholders. The proposed underwater tunnel requires minimal land acquisition and offers a direct solution to these logistical limitations. As of yesterday, it appears that NHA has taken up the proposal and has floated a tender for preparation of the DPR. Now that NHA has initiated DPR preparation, continuous follow-up will be essential to ensure timely execution. Once completed, this will be India's first cargo-specific underwater tunnel, enabling 24x7 connectivity and drastically reducing transit time for cargo movement.

18. HR Initiatives:

18.1. The Board was apprised of several HR initiatives undertaken by SPMPA. It was highlighted that a large proportion of the senior officers currently in service were recruited during the 1990s, with the next major round of recruitment occurring only after 2010, resulting in a significant shortage at the middle-management level. Additionally, due to earlier regulatory constraints, promotions had remained stalled for several years. The Ministry has now approved the long-pending proposals, enabling promotions after nearly a decade and allowing the port to initiate fresh recruitment to address manpower gaps. The pension liabilities of both serving and retired employees have been fully secured, and continuous monitoring is being carried out to ensure accurate and timely disbursement. Initiatives such as digital verification systems have further strengthened pension administration, ensuring that benefits reach the correct beneficiaries. The establishment of a dedicated Pension Cell has also improved grievance redressal and service delivery for pensioners.

18.2. A snapshot of the projected manpower strength for the coming years was presented. At present, SPMPA has approximately 1,743 permanent employees. This number is expected to reduce to around 1,300 by 2031 and further decline to nearly 650 by 2035. It was noted that Kolkata and Haldia are entirely distinct operational zones, each functioning with its own independent setup, workforce, and machinery. Based on current projections, each dock system will have only about 600–650 employees by 2031, reducing further to 300–400 employees by 2035. With most operations progressively shifting to the PPP model and significant mechanisation planned, SPMPA anticipates operating with leaner, more efficient manpower—comparable to ports like GNPA and Kamarajar Port, where the PPP structure dominates core cargo-handling activities. It was also highlighted that, in addition to core port functions, several ancillary and non-core activities currently absorb

manpower and resources, further underscoring the need for a lean, modernised operational framework in future years.

19. Discussion with the NSB members:

19.1. **Miss Sanjam Sahi Gupta Director Sitara Shipping** appreciated the detailed presentation and noted that this was her first visit to Kolkata. As the only woman member on the Board and an advocate of gender diversity, she sought specific information regarding the **port's gender profile**. She enquired about the current number of women employees at SPMPA and whether, in light of the upcoming fresh recruitment, the port has formulated or intends to formulate a diversity policy—particularly one that ensures a defined proportion (for example, 50%) of new recruits are women.

19.2. **Miss Sanjam Sahi Gupta Director Sitara Shipping** further raised a query related to **pilot ladder safety**, expressing concern about the increasing number of incidents reported in the maritime sector. She asked what initiatives SPMPA has undertaken to strengthen pilot ladder safety, including whether regular safety drills are being conducted, and whether any post-incident support mechanisms—such as counselling or PTSD management—are available for pilots.

19.3. These two issues were formally taken note of for detailed response. **Shri Samrat Rahi, Dy. Chairperson SPMPA** acknowledged that, since port operations are traditionally male-dominated and most recruitments were conducted many years ago, the overall participation of women in the workforce is currently on the lower side. However, the port is proud to have its **first woman River Pilot, Ms. Reshma**, who is actively representing SPMPA at various professional forums. Regarding new recruitment, it was explained that while certain administrative and HR departments already have a higher representation of women, some areas—particularly technical and operational wings—continue to have very few or no women employees, largely due to limited applications received from women candidates. On the question of a diversity policy, it was clarified that SPMPA follows the Government of India recruitment rules, under which there is presently no specific provision for fixed or mandatory reservation for women. Nevertheless, the port informally encourages and actively supports the engagement of more women professionals wherever feasible, especially in non-operational and administrative functions. **Miss Sanjam Sahi Gupta** noted that Reshma's achievements and visibility in national forums are commendable, but the real impact would be in using her success as a pathway for the next generation of women professionals. She suggested that SPMPA could proactively explore initiatives—such as targeted outreach, awareness programmes, mentorship opportunities, or encouraging applications from women mariners—to ensure that more women consider taking up pilotage roles in the future. She expressed that, given Kolkata's pioneering milestone of having the first woman pilot in the country, it would be encouraging to see the port lead the way in expanding female representation in this specialised field. **Shri Samrat Rahi, Dy. Chairperson SPMPA** Mentioned that an advertisement for pilot recruitment has already been floated and the Port would remain mindful of this important aspect while engaging with potential candidates and designing outreach efforts.

19.4. On the query regarding **pilot-ladder safety**, **Shri Samrat Rahi, Dy. Chairperson SPMPA** informed that the Port conducts regular safety drills across departments and divisions. However, since detailed technical inputs lie with the Marine Department and the Head of Marine is currently in Delhi, he requested that any of the present Heads of Department who handle operational safety may provide more specific information on pilot-ladder protocols, incident response mechanisms, and counselling or post-incident support for pilots.

19.5. **Shri PK Das, General Manager SPMPA** further elaborating on the gender inclusion aspect, it was highlighted that with most berths now transitioning to PPP mode, the major induction of operational manpower will lie with the terminal operators themselves. In this context, a noteworthy development was shared: HICT (JM Baxi Group) at Haldia has informed the Port—and obtained concurrence—that they intend to induct 50% female employees at their Salika City Terminal. This reflects a significant shift driven by industry operators, especially as port operations move increasingly from manual to mechanical systems, thereby reducing traditionally male-dominated, labour-intensive roles. It was emphasized that as the Port adopts the landlord model, private operators will play a leading role in shaping workforce diversity, and this emerging example from HICT demonstrates that the sector is itself taking proactive steps toward higher female participation.

19.6. **The SPMPA** highlighted the importance of recognizing the contributions of women in key roles at the port, noting that while Reshma is often mentioned, other accomplished women also deserve acknowledgment. These include the Lady Superintendent and the Lady Commander, who actively contribute to hydrographic and bathymetric surveys as well as river-training works, including pre- and post-monitoring surveys. Across departments, several women hold significant leadership positions, such as Ms. Malaspina in Finance, Ms. Paramita Ghosh Majumder in Traffic, and Senior PO Ms. Kaveri Raichand in Marine/Operations. It was observed that the gender ratio in several areas has now shifted in favour of women, reflecting their growing leadership presence. On operational safety, he emphasized that the port relies heavily on experience and best practices, with seasoned personnel ensuring smooth operations. While Kolkata Port's pilot boarding procedures differ slightly from other ports in India, the pilots undergo specialised training and strictly follow safety protocols. Pilots are instructed not to board vessels that fail to comply with safety regulations, prioritizing pilot safety. Boarding typically occurs at anchorage, and the process ensures that vessels are fully compliant before embarkation, with no serious incidents reported to date.

19.7. **Shri Mohammad Gulam Ali ITF inspector** noted that pilots board vessels with full safety precautions, including the use of floatable life jackets and all other required equipment. He commended the pilots for consistently adhering to prescribed safety procedures, which he has personally observed during vessel boarding operations.

19.8. **Shri Mohammad Gulam Ali ITF inspector** highlighted a persistent issue concerning the **immigration office at Haldia, which is located at a considerable distance from the port**. During vessel inspections, foreign-nationality crew members frequently report delays in immigration clearance, as officers often arrive late on board.

Consequently, by the time clearance is granted for crew members to go ashore, half the day is typically lost. This issue has been ongoing for the past two years and continues to be a common concern raised by seafarers of various nationalities.

19.9. **Shri Mohammad Gulam Ali ITF inspector** highlighted that delays in immigration clearance are a significant concern for many seafarers calling at Indian ports, and he has personally encountered this issue. He noted that the NSB had previously raised the matter with the FRRO at Gujarat and Cochin. He emphasized the need for clarity regarding any restrictions imposed by the Government or port authorities. While seafarers have consistently reported that Adani Ports often does not allow shore leave due to security reasons, it remains unclear whether similar restrictions exist at Kolkata Port.

19.10. **Shri Mohammad Gulam Ali ITF inspector** highlighted that although the distance of the immigration office contributes to delays, understanding any additional port-imposed limitations is important, as these could further affect seafarers' ability to go ashore in a timely manner. During the discussion at the Ministry level regarding this issue, it was conveyed that the immigration facility should ideally be located inside the dock premises. However, the location suggested by the Ministry is within one of the SPMPA existing offices. It has been explained to them that the SPMPA has identified and finalized this space as per their insistence, it should be accepted even if it is still situated at some distance from the dock. This means that seafarers would continue to face the same difficulties and delays. Despite user concerns, the Ministry remains firm on using that particular office for the facility.

19.11. **Shri Mohammad Gulam Ali ITF inspector** noted that the issue of seafarers' **shore access** falls under the Ministry of Home Affairs, and seafarers face significant transportation challenges when traveling outside the port. He suggested that if the port requires a dedicated vehicle for seafarers to travel outside the port, return, or commute to the Seamen's Club for welfare and shopping purposes, the port may submit an official request to the ITF. Upon receiving the request, the ITF Welfare Department, in coordination with NUSI and MUI, is willing to jointly provide a vehicle to ensure safe and comfortable transport for seafarers. Appropriate contact details and email IDs will be shared for this purpose. **The SPMPA** added that while operations are generally smooth, the port's strategic and sensitive location necessitates strict adherence to protocols due to occasional concerns raised by other countries. Nonetheless, no specific on-ground operational issues have been encountered. As long as seafarers comply with the law of the land, they are permitted to leave and return to the ship as per the applicable norms. The SPMPA strictly follow the guidelines issued by the Ministry of Home Affairs (MHA). Whenever eligible, the shipping agents apply for shore passes through the Marine Department, and after proper due diligence, the permissions are issued accordingly.

19.12. **Shri Ajith Sukumar CS** stated that the ship-breaking—or now, as per the new Act, **ship-recycling**—facility, have to be upgraded as per Hongkong Convention. **The SPMPA** informed that it currently has only one operational unit inside the dock. As you rightly pointed out, it is not yet upgraded to meet the compliance requirements of the Hong Kong Convention. At this stage, SPMPA do not have any formal proposal from

the operator for upgrading the facility, nor has any specific plan been submitted by them in this regard. However, it fully recognise that without meeting the statutory standards, ship recycling cannot continue in the future. Therefore, if the operator comes forward with a compliance and upgradation proposal, SPMPA will examine it positively, because we agree that sustainable, compliant ship-recycling can offer significant opportunities going forward. The other major players, CSL and GRSE, are not involved in ship breaking or recycling here. The concerned departments, Marine and Traffic, conduct regular inspections of this facility, and frankly, SPMPA is not very satisfied with its condition, which is why this activity may not continue in the long run. Since the port is moving towards a PPP-based operational framework, this facility will eventually have to shift outside the dock area, as it is operated by a private party. Taking note of Cs's observation, SPMPA will once again inspect the unit specifically for compliance with the Hong Kong Convention and other mandatory schedules. If the operator is still not meeting the required standards, SPMPA may consider asking them to discontinue operations earlier than planned. **Shri Ajith Sukumar CS** stated that the Ship recycling facility certification is mandatory, and currently, apart from Alang, no facility has received full approval under this framework. Consequently, any facility without this certification cannot legally undertake ship recycling activities, and this limitation will be duly respected.

19.13. Regarding the **Green Tug Programme**, the **SPMPA** confirmed that the initiative is being explored, with ongoing discussions to assess feasibility, technology options, and operational integration for adopting green tugs as part of the port's sustainability efforts. It confirmed full alignment with the Green Tug Transition Programme and outlined that the process has already been initiated by engaging GRSE and CSL for quotations. Previously, the Ministry of Ports and Waterways had decided that CSL would construct green tugs for select parties, and this policy has now been operationalized, with work orders about to be issued. Building on that model, consultations with GRSE and CSL have been conducted to assess feasibility and cost, while development fund provisions for the project are in place. A tender is being prepared to procure the hybrid-type green tug, ensuring compliance with the latest sustainability standards. For broader implementation, a comprehensive DPR had been prepared, but the internal rate of return was not favourable. Consequently, Viability Gap Funding (VGF) has been sought, and the proposal is under consideration. In parallel, the DPR is being revisited to explore cost optimization, enabling the possibility of proceeding with the tender using the port's own resources. Thus, while the larger program awaits VGF approval, current shore-to-ship arrangements continue to function.

19.14. **The SPMPA** explained that **shore power facilities for small vessels**, such as tugs, barges, and small crafts, are already operational at Haldia and Kolkata and are regularly used during berthing. The commercial-on-commercial supply of shore power to vessels inside docks, however, has not yet been implemented elsewhere in India. The DPRs for both ports have been completed through Dada Consultants and are in the final stage, after which tendering will commence. Funding support has been requested from the Ministry for Haldia, where bulk vessel operations dominate, while Kolkata primarily handles containers. A key challenge remains the policy framework:

supplying power to vessels legally requires a distribution licence from the electricity board. The port authorities have requested that shore-to-ship power be treated like EV charging services, which are considered a service and eligible for government subsidies, thereby allowing supply without a distribution licence. This policy decision from the central government is still pending. **Shri Ajith Sukumaran CS** highlighted that many state governments currently restrict ports from supplying shore power, posing a fundamental challenge. Shipowners expect carbon-credit benefits for using shore power, which are only valid if electricity comes from renewable sources; power drawn from coal-based grids fails to provide these benefits, creating a viability gap. Compatibility with international standards is another critical concern: ports must ensure their DPRs and infrastructure align with IEC standards, which vary by ship type, to prevent mismatches that render shore-power systems unusable. Calcutta and Haldia, handling unique vessel categories, must reflect these operational requirements in their DPRs, and consultants need to verify alignment with international norms. Operational risks—such as fire, equipment damage, or failure of shore connections—further necessitate strict standardization, as addressed by IMO global norms.

19.15. **Shri Ajith Sukumaran CS** inquired whether any **emission monitoring systems** are currently implemented at the ports. **The SPMPA** acknowledged that while the port currently monitors emissions from land-based equipment and administrative operations, there is no dedicated system to track emissions from ships at berth. Presently, only ambient air quality in the port area is recorded, but this does not capture ship-specific emissions, which can be substantially higher than those from port equipment. Globally, ports are increasingly monitoring both land-side and ship-side emissions to achieve green-port standards, and monitoring ship emissions aligns with IMO guidelines and anticipated environmental compliance requirements, potentially coming into effect between 2024 and 2030. The stakeholder noted that incorporating ship-emission monitoring into the port's system will be considered to ensure comprehensive compliance and to fully meet green-port objectives. **Shri Ajith Sukumaran CS** highlighted that ship emissions are already tracked through fuel consumption data, which records the amount of fuel onboard, consumed, and the hours operated in a specific area. Using this data, carbon emissions can be calculated in accordance with the Carbon Transport Policy, an internationally recognized methodology used at ports worldwide and reflected in the IMO database. He emphasized that instead of relying on external sensors, this established mechanism should be followed. Additionally, even when vessels utilize shore power or green electricity, emission measurement remains necessary to claim carbon credits. In Europe, ports provide ships not only with electricity but also with a sustainability certificate confirming the supplied power is green, allowing vessels to claim emission reduction benefits. This practice has been explicitly mandated in the circular issued for ports supplying electricity to vessels.

19.16. **Shri Ajith Sukumaran CS** noted that the **bunkering sector** is still evolving technically and commercially, with activity remaining largely seasonal. Haldia, in particular, has underperformed, while Kandla–Gulf of Kachchh has grown primarily due to its geographic advantages rather than an inherent model limitation. The eastern

coast, however, has significant potential, and the government is supportive, making it a promising area for development. Currently, many vessels, especially Bangladeshi-flagged ships, do not fully comply with prescribed norms, likely due to differences in their ship-recycling regulations. As the sector develops, operators will be required to obtain certification and adhere to mandated standards, ensuring compliance and long-term sustainability of their operations. He enquired about the current progress in the bunkering sector and sought details on promotional efforts. He noted that while some bunkering operations are already taking place both at the anchorages and within the port, it would be helpful to understand the specific initiatives and measures being implemented to encourage growth and expand this sector further. **The SPMPA** explained that bunkering on the Eastern Coast is still in its nascent stage. Although some operations are being conducted both inside the port and at anchorages, these are limited and intermittent. The port has been exploring opportunities in collaboration with IOCL, which provides bunkering services via tie-ups with shipping agents and mainline operators. However, the sector has not yet evolved into a fully developed commercial industry. **Shri Ajith Sukumaran CS emphasized** that bunkering should be treated as a strategic business opportunity rather than merely fuel supply. He highlighted that in global hubs like Singapore, revenue is generated not only from fuel sales but also from the broader commercial ecosystem surrounding bunkering. Ports should actively attract such activities to maximize economic potential. To this end, joint ventures and collaborations are being explored with major companies to establish LNG and green bunkering facilities. By diversifying into bunkering and related services, ports can unlock new revenue streams and strengthen the maritime and industrial ecosystem, though operational and regulatory challenges remain to be addressed for full viability. **The SPMPA** highlighted several operational constraints affecting bunkering at Calcutta Port. The round trip from Gangasagar to the port is approximately 232 kilometres, which requires every vessel to have a pilot, thereby increasing both complexity and costs for vessels calling solely for bunkering. Additionally, berth space at the port is limited, as berths are shared with container vessels, the Coast Guard, GRC, and other users, forcing many vessels to anchor rather than dock, which further complicates operations. Moreover, the port's operational model is not designed for vessels to call exclusively for bunkering; most vessels, such as express feeders or container ships traveling from Calcutta to Colombo and onward to Singapore, undertake bunkering only as part of their regular port call rather than as a dedicated stop. These factors collectively indicate that while bunkering is feasible, structural, operational, and logistical limitations currently prevent the port from functioning as a fully developed commercial bunkering hub. **Shri Anil Devli CEO INSA** emphasized that bunkering represents a significant business opportunity for Calcutta and Haldia ports. Currently, vessels prefer Singapore or Colombo due to their seamless operations, robust infrastructure, and competitive fuel pricing. In Singapore, vessels can berth and bunker efficiently without requiring additional anchorage, making the process fully integrated. At Calcutta and Haldia, although container and feeder vessel traffic is substantial, constraints such as limited berth and anchorage space and pilot requirements have prevented the ports from capitalizing on this business. Bunkering is not just fuel sales; it fosters a broader ecosystem, generating employment, port revenues through vessel fees, and ancillary

services like logistics and maintenance. Price disparities also pose challenges, with low-sulfur fuel oil costing \$465 per ton in Singapore versus \$535 per ton in Calcutta, despite similar crude imports and local refining capacity. Addressing taxation and policy barriers, including GST and other levies, could enhance competitiveness. By improving infrastructure, optimizing operations, and engaging private partners, Calcutta and Haldia ports could capture vessels currently bunkering overseas, increase revenues, stimulate local economic activity, and position themselves as key regional hubs, aligning with broader port modernization objectives. **Shri Ajith Sukumaran CS** observed that, on the West Coast, vessels are increasingly choosing Fujairah for bunkering due to its highly competitive prices. Despite this trend, bunkering activity in India is steadily growing, although it remains largely institutional and limited in scope, serving primarily operational needs rather than functioning as a full-fledged commercial ecosystem. He highlighted the vision to develop a model akin to Singapore, where the entire bunkering ecosystem—including supply, services, and ancillary businesses—is seamlessly integrated to enhance port competitiveness. Such an approach could enable Calcutta and Haldia to capture a portion of the regional bunkering market. Shri Kumar noted that support from institutions such as the National Shipping Board (NSB) is available to assist in developing these facilities, and that MSMO PSW is actively promoting the establishment of bunkering infrastructure to boost port competitiveness and revenue potential. **The SPMPA** explained that for the construction of a new port at Galathea bay, a DPR has already been prepared, envisioning it as a major bunkering hub for the East Coast, serving as an alternative to Colombo and Singapore. The plan includes a full-scale bunkering facility as part of the DPR. However, as the Chairman highlighted, for Calcutta and Haldia there are significant constraints. Draft restrictions and limited navigational channels prevent accommodating large bunkering vessels, as these ports are primarily handling containers and other cargo within city limits. This limits the capacity to develop a full-fledged bunkering operation at these locations. Nevertheless, the importance of bunkering is fully recognized, and the new Galathea port is being planned to address this need effectively.

20. Vote of thanks:

20.1. The Chairperson NSB Shri Sameer Kumar Khare IAS (retired) expressed his gratitude to the Deputy Chairman and the senior management of Syama Prasad Mukherjee Port for making all the necessary arrangements. He highlighted the critical role of the Board, which functions in a secretarial capacity under the National Shipping Act, 1958, and is reconstituted every two years. The Board reports directly to the Minister and serves as the primary interface between the Minister and stakeholders. He emphasized the importance of responsible representation, particularly in view of the meeting scheduled the following day with associations from 11:00 AM to 1:00 PM, who are expected to raise several grievances submitted to the Board by the stakeholders. He concluded by sincerely thanking the senior management for their presence, the Secretary for organizing the arrangements, and all participants for their active engagement throughout the session.



पत्तन, पोत परिवहन
एवं जलमार्ग मंत्रालय
MINISTRY OF
PORTS, SHIPPING
AND WATERWAYS

Annexure IX A



SYAMA PRASAD MOOKERJEE PORT, KOLKATA

WELCOMES

Members of The National Shipping Board

13TH NOVEMBER 2025

SMPK: HISTORY OF PORT

The Beginning

Establishment of “The Commissioner for the Improvement of Port of Calcutta”



1870

1890S



Impounded Dock

The Construction of Kidderpore Dock in 1892 and Budge-Budge Oil Jetties in 1896

The Story of Growth

Construction of King George’s Dock now known as Netaji Subhas Dock



1928

1963



The Rechristening to Calcutta Port Trust

The Major Port Trust Act was passed to facilitate the better governance among ports.

The Tale of Expansion

Haldia Dock Complex was created to facilitate smoother trade with larger vessels



1977

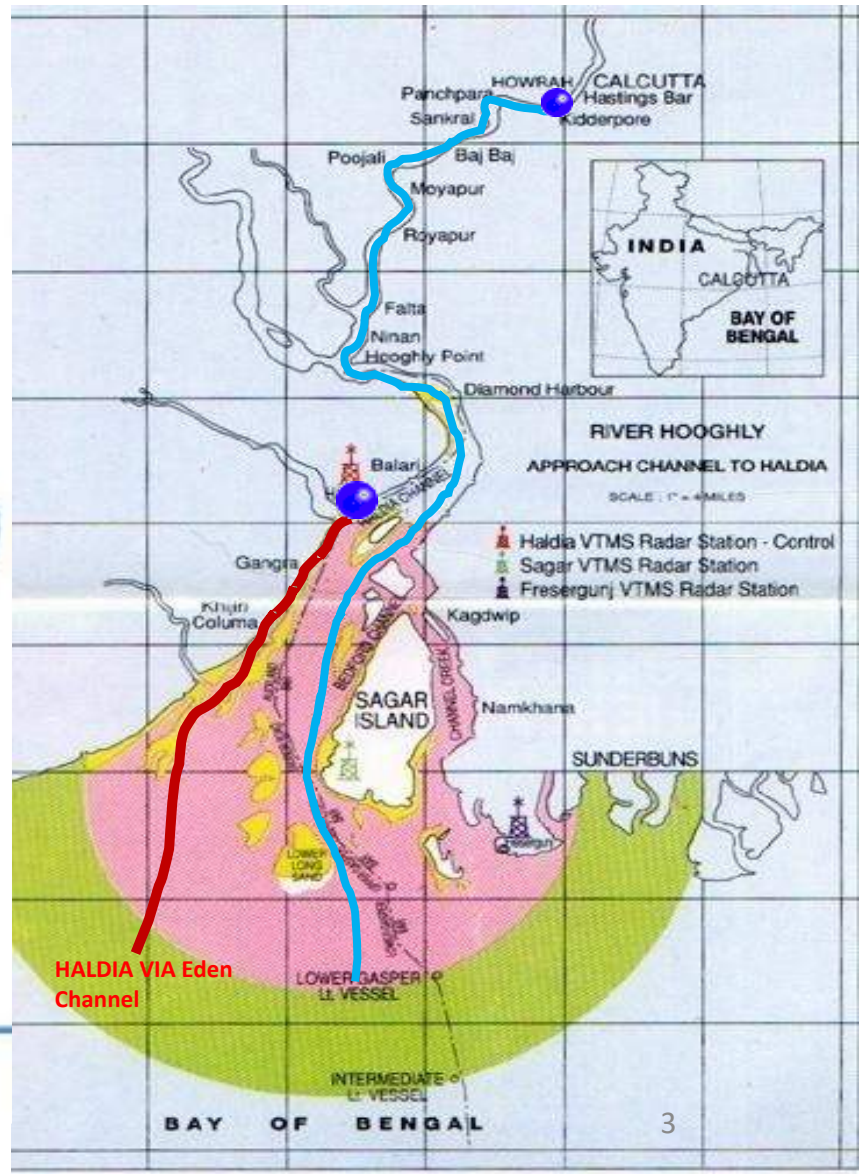
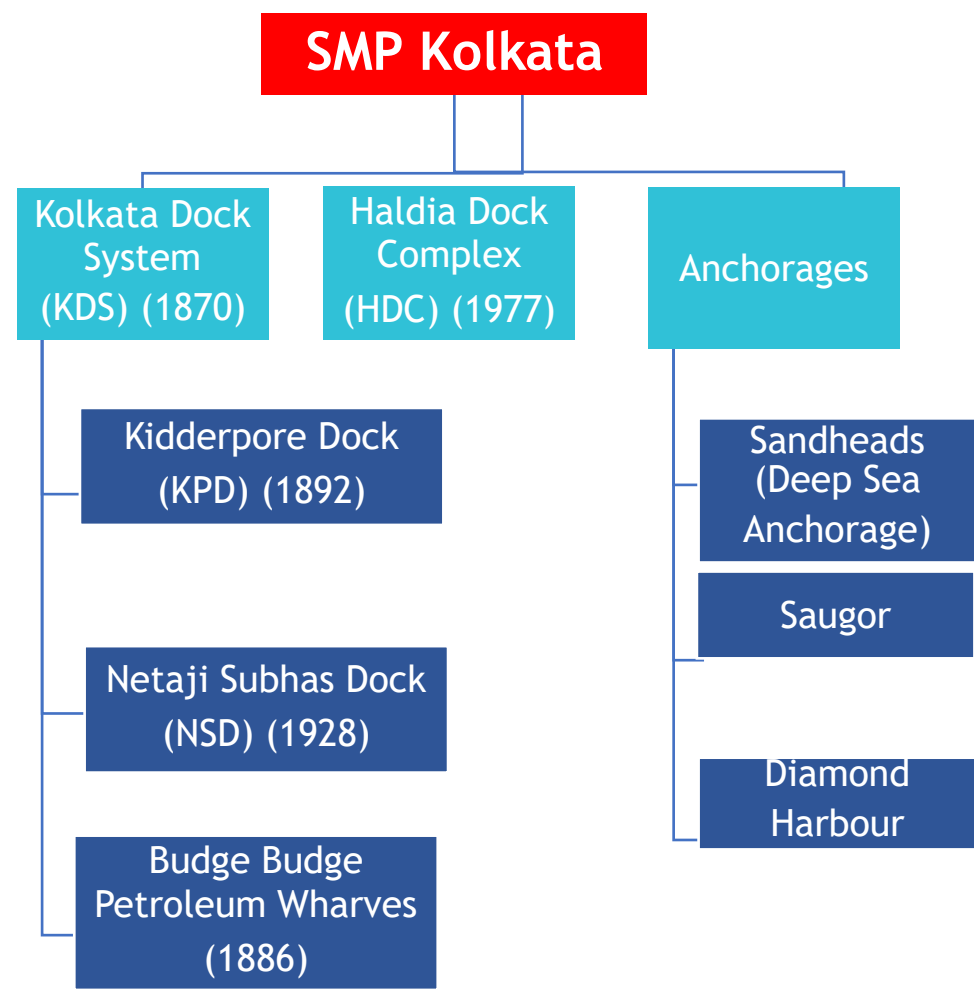
2020



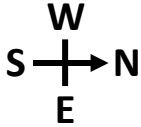
Syama Prasad Mookerjee Port

On the occasion of the 150 years anniversary we were again renamed

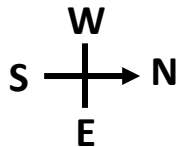
SMPK: LOCATION



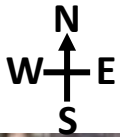
MAPPING OF NETAJI SUBHAS DOCK UNDER KOLKATA DOCK SYSTEM



MAPPING OF KHIDDERPORE DOCK UNDER KOLKATA DOCK SYSTEM



MAPPING OF HALDIA DOCK SYSTEM UNDER SMPK

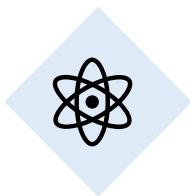


SMPK: GROWTH DURING 2024-25



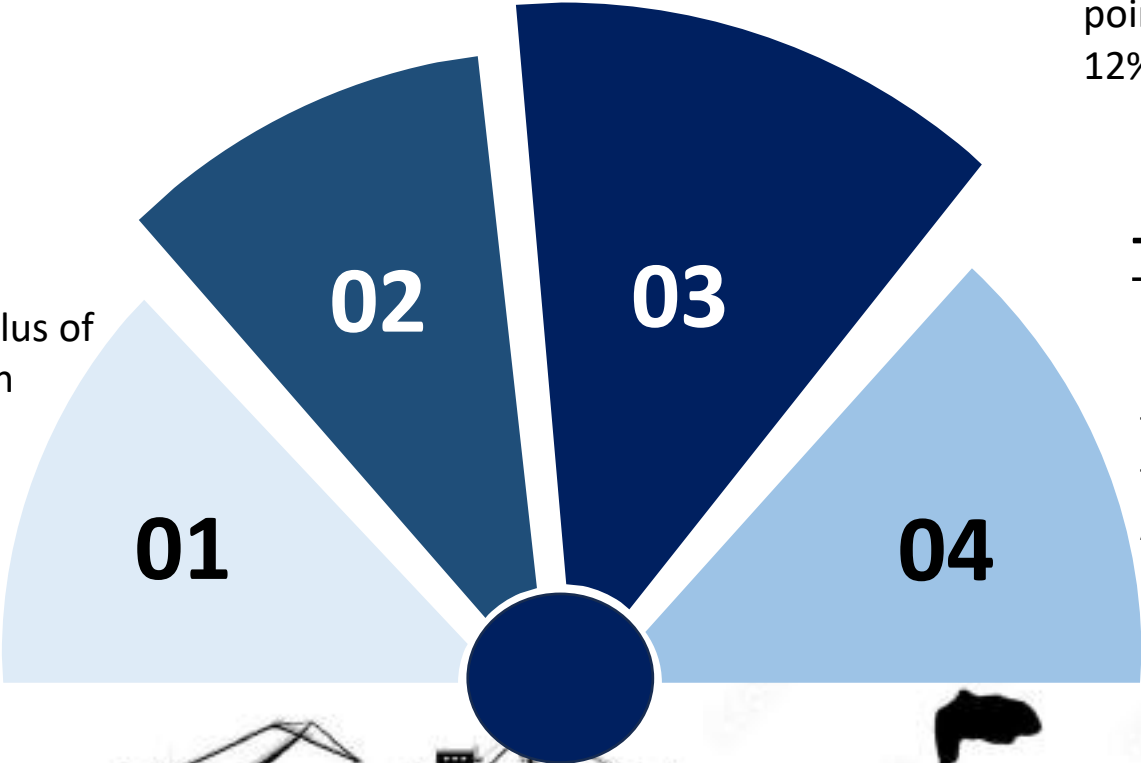
Traffic Handled during 2024-25

During FY 2024–25, SMPK handled 64 MMT of cargo. Ranked 6th in cargo handling, 3rd in the eastern region and ahead of six Indian Major sea ports.



Net Profit

SMPK, posted a positive Net Surplus of Rs 317.54 crore in 2024-25



Operational Performance

During FY 2024–25, TRT improved by 5.94%, Non-working time improved by 1.26 percentage points, and OSBD enhanced by 12% compared to last years.



Top performing Terminal

KDS of SMPK has been declared as “Top Performing terminal of Eastern Region” in the Logistic Data Bank Analytics Report for the Quarter ending March’24

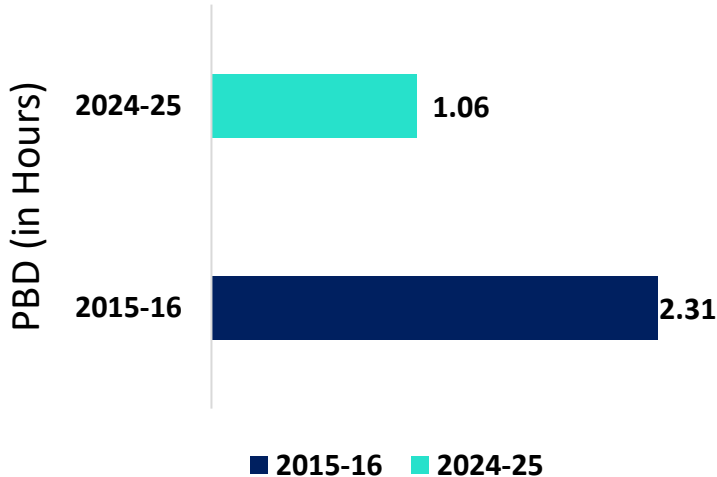
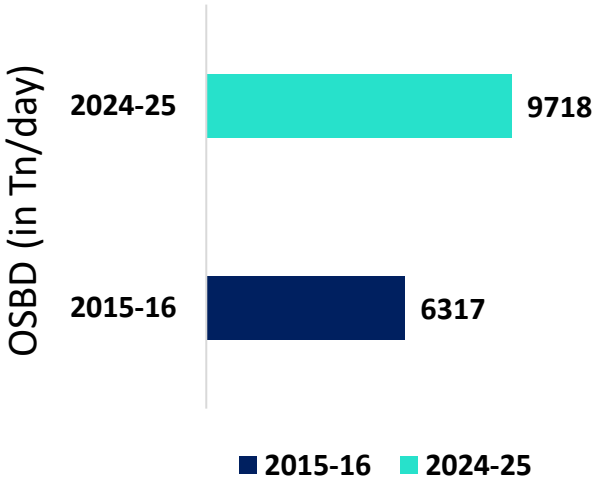
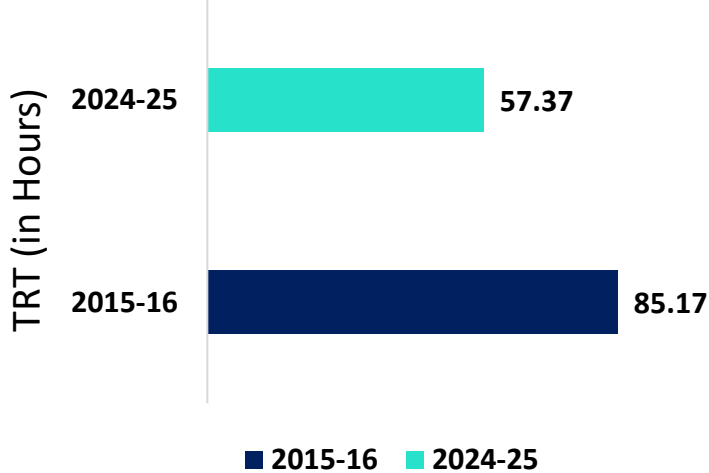
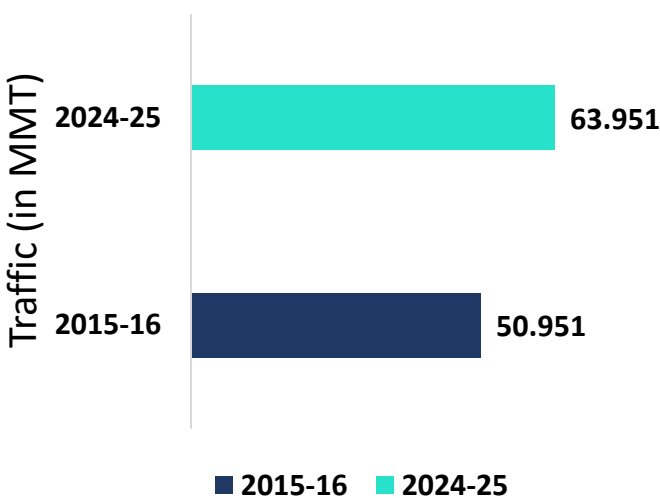


SMPK: KEY PERFORMANCE

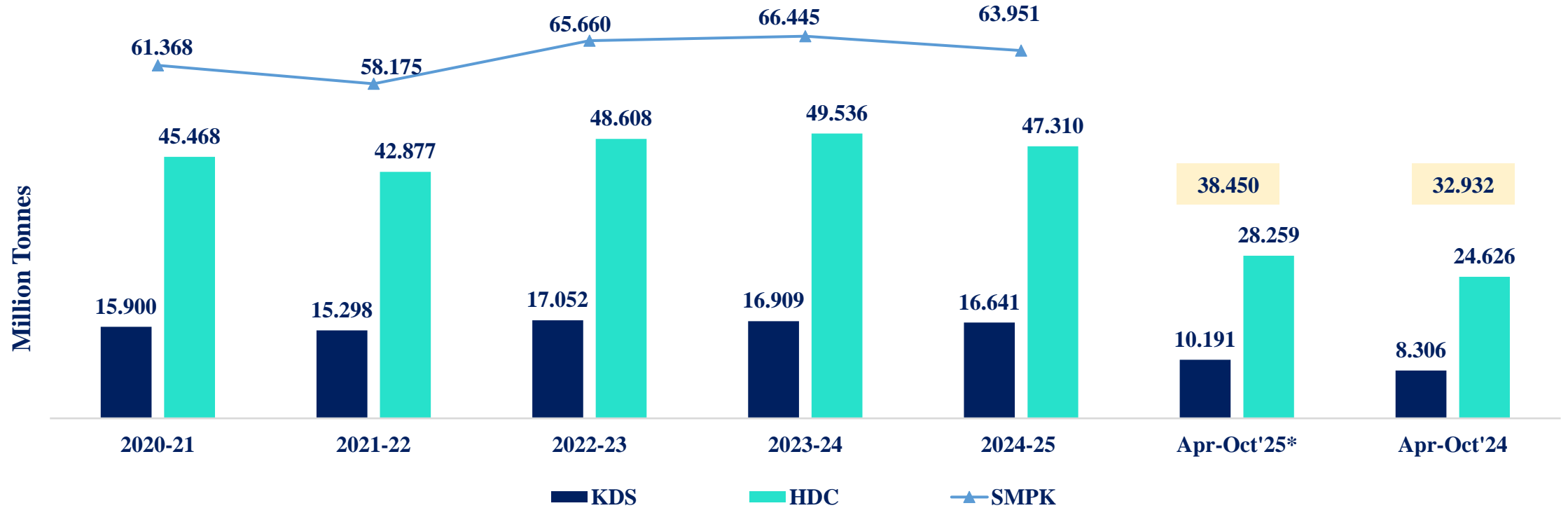


PERFORMANCE IN LAST 10 YEARS

- Traffic Volume surge by almost 26% during FY 2024-25 as compared to FY 2015-16.
- In FY 2024-25, Vessel Turn Round Time (TRT) has reduced to 57.37 hours from 85.17 hours which is almost 33% improvement over last 10 years.
- SMPK average Ship-Berth day output has increased by 54% in last 10 years.
- Average Pre-Berthing Delay has improved by 54% in FY 2024-25 as compared with FY 2015-16



SMPK: LAST 5 YEARS TRAFFIC



Rank of SMPK among Indian Major Ports in Apr-Oct'25

- ❑ 1st in Coking and Other Coal (2nd Paradip)
- ❑ 3rd in Container handling (1st JNPA, 2nd Chennai Port)
- ❑ 2nd in Other Liquid (1st Deendayal)
- ❑ 3rd in Finished Fertilizer (1st Deendayal, 2nd Vizag.)
- ❑ 3rd in Cargo handling among East Coast Major Ports (After Paradip & Visag. Port)
- ❑ **SMPK achieved 90.68% of Traffic Target in 2024-25 set by the Ministry (70.52 MMT)**

SMPK: FINANCIAL KPIs

LAST 10 YEARS NET SURPLUS



OTHER KPIs (FY 2024-25)

Operating Surplus= Rs. 953.98 Crore

Operating Ratio= 67%

Cost Per Ton= Rs. 249.44

SMPK: HIGHLIGHTS

Direct weekly shipping service to China launched in July 2024.



SMPK signed more than ₹60,000 Crores MoU at India Maritime Week 2025

Introduction of Coastal movement to Vijingham since Oct'24



Introduction of Flat bottom Calcutta Max Vessels and Night Navigation at KDS

Clinched two prestigious awards for Maritime Safety Excellence & Sustainable Maritime Initiative



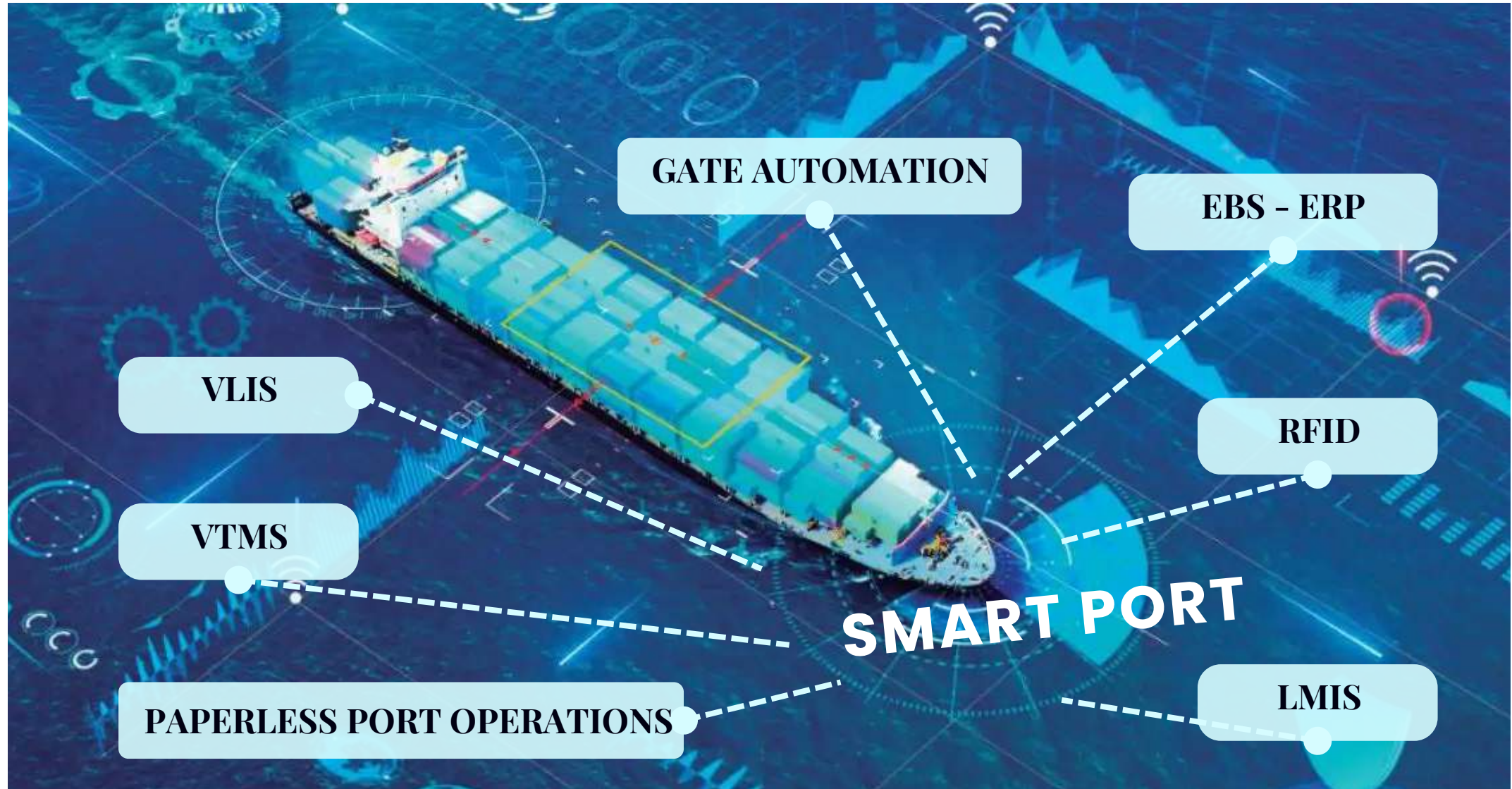
Commissioning of Port-linked Express between Balmer Lawrie CFS, Kolkata and Haldia

Industrial Clusters in earmarked lands at Taratalla/Hide Road for Tea Park, Agro-Processing, are being contemplated.



SMPK clinched Maritime Excellence award in Heritage category at IMW 2025

SMPK: EASE OF DOING BUSINESS



SMPK: PROJECTS UNDER PPP MODEL



SMPK: MAJOR CAPACITY AUGMENTATION PROJECTS

Completed

1. Rejuvenation of KPD West (Phase-I):
2.30 MMT (Total= 5.48 MMT)

**(1st PPP operated terminal at KDS,
commissioned in Aug 2025)**

Under Implementation

1. Reconstruction of Berth 8 and
Mechanization of 7 & 8 NSD: **2.20
MMT (Total= 6.0 MMT)**
2. Mechanization of Berth No. 2 at HDC
: **2.744 MMT (Total= 3.744 MMT)**
3. Mechanization of Berth No. 5 at HDC
: **0.50 MMT (Total= 5.00 MMT)**
4. Floating LNG Terminal with storage
unit at Salukkhali (FRSU) : **3.00 MMT**
5. Floating crane at Deep drafted
location: **1.00 MMT**

Target 2046-47

175 MMT



Under Tendering

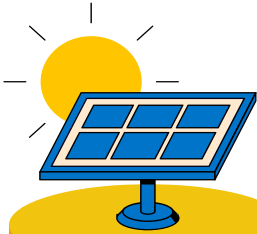
1. Integrated development of Berth 1 to
5 NSD and construction of outer
terminal: **4.00 MMT**
2. Development of extended port gate
at Balagarh: **2.70 MMT**
3. Construction of concrete jetty for
liquid cargo handling at Budge-
Budge: **3.63 MMT**
4. Mechanization of Berth Nos. 9 & 10
at HDC : **1.00 MMT (Total= 8.00
MMT)**

Under Conceptualization

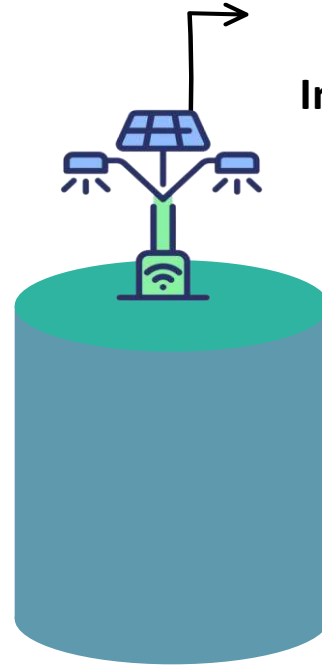
1. Mechanization of Berth Nos. 12,
13 & 14 NSD: **1.00 MMT**
2. Additional Anchorage points at
Deep sea points: **4.00 MMT**
3. LNG Terminal at Sallukhali: **12.00
MMT**

SMPK: GREEN PORT TECHNOLOGY

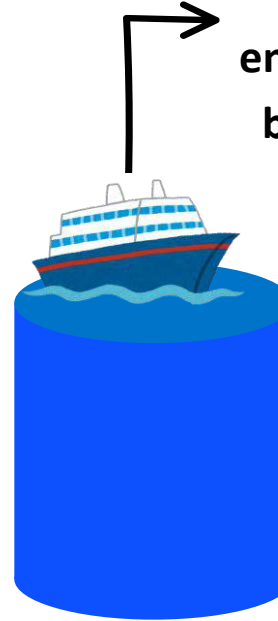
Solar plants totaling
1MW is
commissioned 4MW
will be operational
soon



EV Charging stations at
SMPK



Smart Lighting are
being under
Implementation



Shore-To-Ship
energy projects are
being envisioned

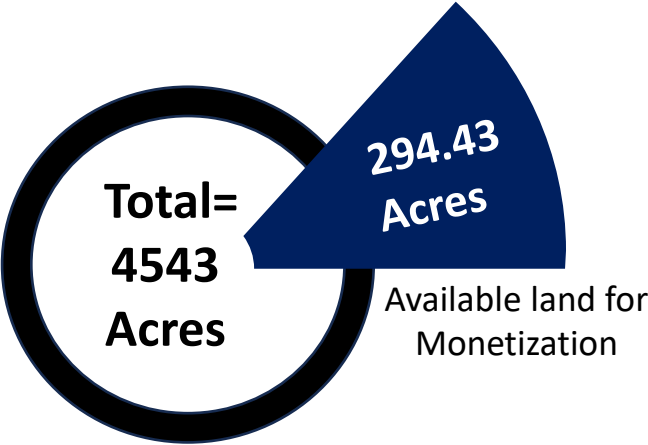
GREEN COVER

Port Link Express is a direct
rail connectivity between
Haldia and Kolkata to help
reduce Net Carbon emission

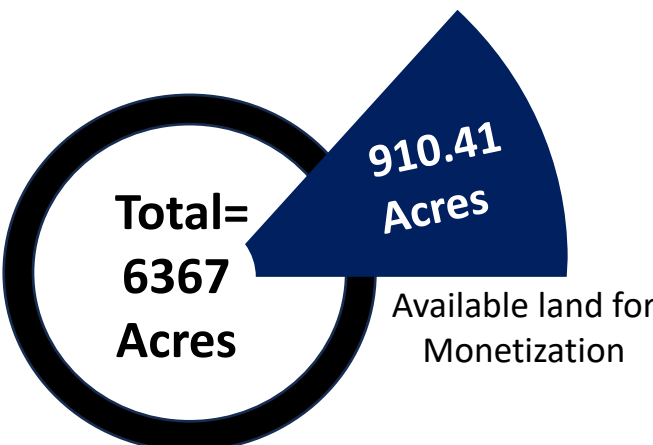
SMPK: LAND USE PATTERN

AVAILABLE LAND AT SMPK

Kolkata Dock System (KDS)



Haldia Dock Complex (HDC)



Development Proposal

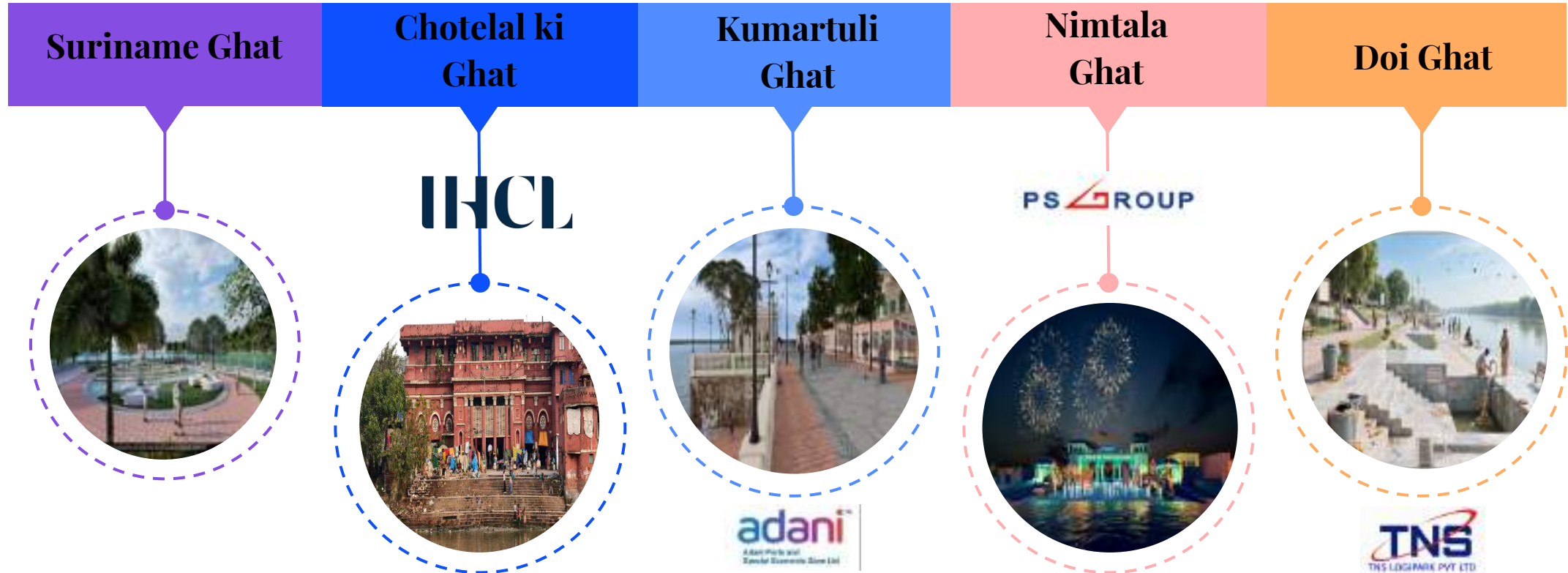
KDS: Expected Investment Rs. 10,500 Crore

Light industries Processing zone, Warehouse, Commercial buildings, Iconic Riverfront commercial buildings, Ferris Wheel, Plaza, Hospital, Crematorium, Banquet, Commercial office complex, Mall, Multi level Car Parking, EV Charging Station etc.

HDC: Expected Investment Rs. 3000 Crore

SEZ/Warehouse /Commercial/Educational/Industrial /Hospital /Transport Hub/Railway Yard/ Tourism / Recreation/Utility Service /Park-Playground /Tank Farm / Multi Modal Logistic Park

SMPK: RIVERFRONT DEVELOPMENT PLAN



SMPK: RIVERFRONT DEVELOPMENT PLAN

**Ferris Wheel in
Howrah**



**River Cruise
terminal**



**Indo- Saracenic
style Buildings**



Mayer ghats



**Development of
Indenture Memorial
site**



SMPK: SHIPBUILDING AND SHIPBREAKING INDUSTRY



Shipbuilding Partners
currently with us



**NEW
PARTNERS**



**SHIPBREAKING
PARTNERS
AMAR IRON
UDHYOG**



**PRIVATE
PARTNERS
A. C. ROY & CO.
B. B. PAUL
NALANDA
ENGINEERING**

UNDERWATER BIDIRECTIONAL TUNNEL

Alignment Plan



Project Details



SMPK envisions development of a road connectivity project aimed at facilitating seamless and efficient cargo evacuation round the clock.



This project seeks to establish a direct, 24x7 connectivity between the port and the National Highway (NH-6), which is integral to the national freight corridor.



Port traffic is not allowed to ply for 8 hours during day time within the city to avoid traffic congestion in the city.

Currently, NIT invited by NHAI (MoRTH) for preparation of Detail Project Report (DPR), last date of submission of bid is 15.12.2025

SMPK: HR INITIATIVES

**Establishment
of Pension
Fund**



**Jeevan Bima
Praman
(LIC)**



**Class 1
Promotion
after 10 years**

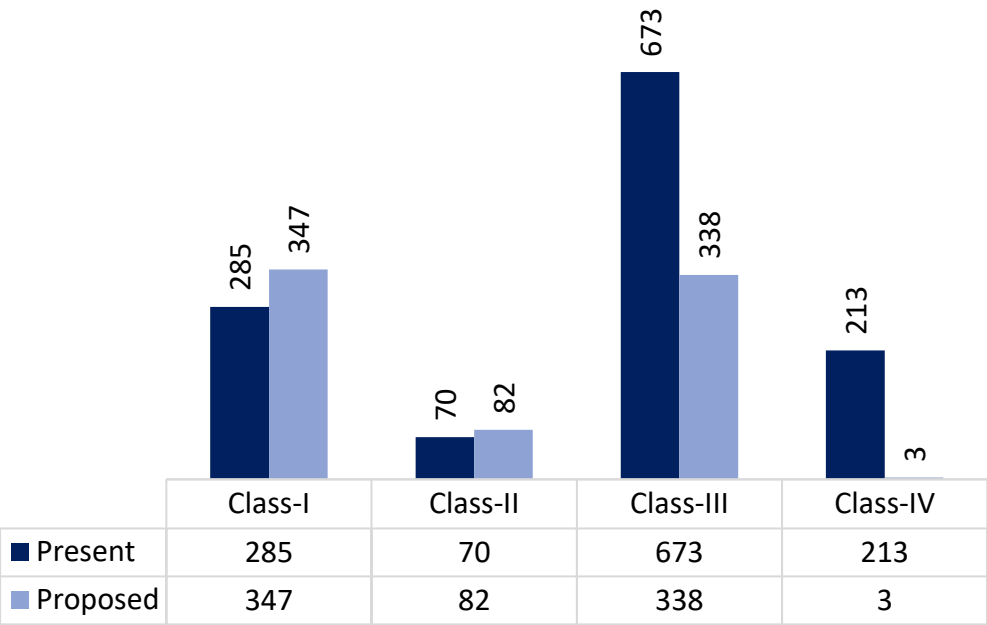


**Approval for
Fresh
Recruitment**

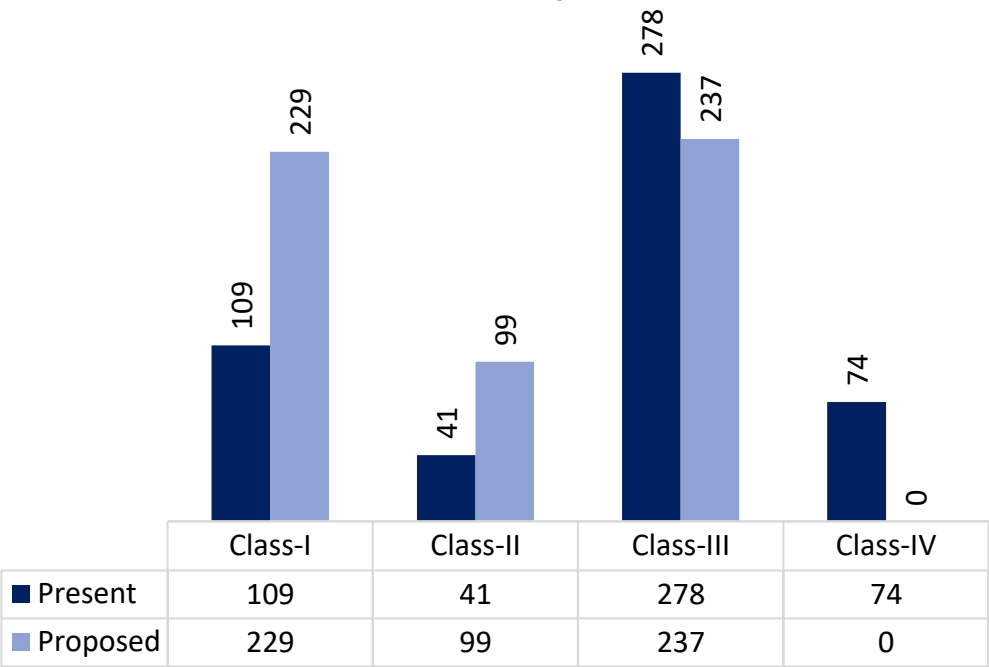


SMPK: MANPOWER STRENGTH

Kolkata Dock System (KDS)



Haldia Dock Complex (HDC)



Name of the Port	Manpower Strength	
	Present Strength (as on 01.11.2025)	Proposed Strength (as on 01.01.2031)
Kolkata Dock System	1241	770
Haldia Dock Complex	502	565

The background of the slide features a photograph of a port or industrial facility. In the upper portion, several large cranes with lattice booms are visible against a hazy sky. In the lower portion, a barge is docked at a pier, with a large blue gantry crane positioned over it. The water is a calm, greyish-blue. The entire image is overlaid with a series of diagonal, semi-transparent blue geometric shapes in various shades, creating a modern, layered effect.

THANK YOU

MINUTES OF THE MEETING OF NSB MEMBERS WITH GARDEN REACH SHIPBUILDERS & ENGINEERS LIMITED (GRSE)

Date: 14/11/2025 Time 10.30 AM to 1130 AM

The NSB Chairperson **Shri Sameer Kumar Khare IAS (Retired)** welcomed the GRSE delegation and emphasized that the National Shipping Board at present represents a diverse body of 16 members, including Government officials and representatives from private sector including ship-owners, shipbuilders, ship repairers, ship recyclers, coastal operators, and maritime industry bodies. He highlighted that the NSB's role is to engage with the stakeholders to understand the implementation of maritime policies, identify constraints faced by industry stakeholders, provide structured recommendations to the Ministry and support the execution of the Government of India's **Maritime India Vision 2030** and **Amrit Kal Vision 2047**. He informed that in recent months, the NSB had visited multiple maritime establishments including Cochin Shipyard, Cochin Port, and Kandla Port to understand operational challenges across public and private sectors.

2. The NSB Chairperson **Shri Sameer Kumar Khare IAS (Retired)** expressed that GRSE plays a critical strategic role in India's defence and commercial shipbuilding and sought a comprehensive understanding of ongoing activities at GRSE, operational challenges, vendor ecosystem issues, manpower concerns, and potential collaboration opportunities for strengthening India's shipbuilding and ship repair ecosystem. He invited GRSE to elaborate on their current operations, constraints, and areas where NSB and the Ministry could extend support.

3. **Shri Gulshan Ratan, GM, GRSE**, made a detailed intervention outlining the operational achievements of GRSE. He informed the Board that GRSE has successfully implemented a PPP-based shipbuilding model at Haldia for LNG vessels, wherein the vessel design, basic machinery, and key equipment were provided by GRSE, while the commercial-grade structure and outfitting were executed at the partner yard. This collaborative model enabled the construction of seven vessels and demonstrated GRSE's ability to expand capacity through strategic partnerships. GRSE expressed keen interest in scaling this PPP approach across both the East and West Coasts to enhance national shipbuilding capability.

4. Production Challenges:

4.1.1. **Shri Gulshan Ratan, GM, GRSE** highlighted a **chronic shortage of quality marine grade valves and valve components in India**, noting that several specialised valve types required for IPMS and advanced ship systems are still not manufactured to the required standards domestically. Imported valves, though

expensive and associated with long lead times, continue to be relied upon because local products frequently fail pressure testing and other quality checks. He attributed this long-standing quality gap to outdated casting techniques, a lack of modern foundry operators, the absence of class-certified facilities, inconsistent manufacturing standards, and the prevalence of small, individual run casting shops instead of corporate scale operations. He informed the Board that GRSE has signed an MoU with a firm for valve development and is exploring the scaling up of internal manufacturing capabilities at the Taratala Unit to reduce external dependence.

4.1.2. **Shri Gulshan Ratan, GM, GRSE** also drew attention to an **acute shortage of skilled manpower in key trades such as welding, piping, plumbing, electrical cable laying, and hull fabrication**. According to him, the workforce is unstable due to frequent contractor migration between shipyards, causing delays despite GRSE's training efforts.

4.1.3. On production constraints, **Shri Gulshan Ratan, GM, GRSE** stated that while GRSE currently achieves a hull throughput of around 800 MT per month, future project requirements demand at least 1,500 MT per month. However, the **lack of reliable hull-forming subcontractors and the very limited number of vendors capable of meeting stringent naval standards pose significant challenges**. He further observed that the vendor base remains highly localised concentrated mainly in West Bengal and nearby states such as Bihar and is overstretched, with only a small pool of suppliers capable of precision forming, complex machining, high-skill piping, quality cable laying, and specialised composite manufacturing. **Capt. Aghagared, AGM, GRSE** supplemented the GM's presentation by providing technical clarifications on the operational constraints faced by GRSE. He highlighted that the **casting sector is experiencing significant challenges**, as many valve and casting manufacturers are ageing with no next-generation technical succession, and a large number of facilities remain non-class approved due to limited investment in upgradation. As a result, foreign OEMs continue to dominate equipment lists for most export-oriented vessels, making Indian vendors comparatively uncompetitive.

4.1.4. **Capt. Aghagared, AGM, GRSE** further pointed out a persistent **shortage of specialised service engineers in India**, noting that imported equipment requires OEM-trained personnel for installation, commissioning, and warranty support, but the country has very few qualified engineers in these niche systems. This scarcity often prevents vendors from supporting multiple shipyards simultaneously, leading to avoidable project delays.

4.1.5. **Capt. Aghagared, AGM, GRSE** also raised a policy concern regarding the **Indigenous Content (IC) requirements under BFS / BFAS**, where the current mandate of 30–40% IC becomes unachievable for export vessels because OEM-specified equipment lists result in nearly 90% imported components. He added that even for Indian buyers, if the buyer nominates imported equipment, such items

should logically be excluded from IC calculations to ensure fairness and practicability in compliance.

4.1.6. **Shri Prantik Sen, DGM, GRSE** observed that for export vessels, **foreign owners generally prefer vendors located within their own region for life-cycle support**, which restricts GRSE from incorporating Indian OEMs in such projects. This not only affects GRSE's ability to meet Indigenous Content (IC) requirements but also reduces the scope for indigenization in export shipbuilding. In light of these constraints, he requested that the existing IC criteria for export orders be revisited to align policy expectations with practical operational realities.

4.2. Measures Undertaken by GRSE to address the Challenges:

4.2.1. **Shri Gulshan Ratan, GM, GRSE** apprised the Board of the key measures undertaken by GRSE to strengthen shipbuilding capability and address long-standing structural gaps. He highlighted that GRSE, in collaboration with IIT Kharagpur, has developed an **AI-enabled NDT evaluation tool and introduced a simulation based welding training system** that maps individual welder performance, identifies bottlenecks, enables targeted corrective training, and significantly improves first-time-right efficiency. An AI-enabled welding helmet is also under development to provide real-time feedback on amperage, motion, welding angle, and heat input.

4.2.2. **Shri Gulshan Ratan, GM, GRSE** apprised further that the GRSE has established a **Centre of Excellence (CoE) for Marine Welding and allied trades under the Ministry of Ports' Skill Development initiative**, where 73 trainees have already been enrolled, with additional batches planned and nine more trainees shortlisted. The CoE focuses on critical shipyard trades including welding, pipefitting, electrical work, and related marine skills.

5. Observations of the NSB:

5.1. **Shri Rakesh Singh President ICCSA**, joining online, acknowledged that the IC requirement under the new shipbuilding policy is not practical or feasible for vessels being built under export orders. He noted that this concern had already been escalated by NSB during an earlier meeting with the Ministry, highlighting the potential adverse impact on export competitiveness. He further informed that the Ministry is actively reviewing the issue and may consider revising or relaxing the applicable norms to ensure that export-oriented shipbuilding activities are not adversely affected.

5.2. **Shri Santosh Patil, Sr. V.P. IRS (online)**, informed the committee that IRS is actively working with GRSE and other shipyards on vendor development initiatives and component certification processes. He acknowledged the existing challenges

within the ancillary manufacturing ecosystem, particularly concerning quality consistency and capacity enhancement. To address these issues, he committed that IRS would coordinate with GRSE's Kolkata office to conduct a joint field study of vendors and supply-chain capabilities, with the findings to be compiled and submitted before the next NSB meeting scheduled for the third week of December. He also expressed support for the Chairperson's proposal to establish a Sub-Group on Shipbuilding Upskilling & Vendor Enhancement and confirmed IRS's willingness to lead this initiative.

5.3. Shri Sukumaran, Chief Surveyor, DG Shipping expressed concern that despite more than two decades of discussions, fundamental challenges related to valve quality, forging reliability, and skilled labour availability continue to remain unresolved. He noted that India has several world-class vendors who successfully supply to international markets such as Dubai and Singapore, yet domestic shipyards still struggle with persistent quality issues. He emphasized the need for a structured policy intervention aimed at incentivizing workforce upskilling, modernising foundries, adopting class-approved manufacturing processes, and creating sustainable demand for domestically manufactured components. He encouraged GRSE and IRS to move beyond reiterating long-standing challenges and instead propose concrete, actionable measures that can drive meaningful improvements in the shipbuilding supply ecosystem.

5.4. Shri Sameer Kumar Khare, IAS (Retd.), Chairperson, NSB issued clear and actionable directions to address long-standing challenges in the shipbuilding ancillary ecosystem.

5.4.1. It was agreed that a new sub-group, to be led by IRS under the guidance of Shri Arun Sharma, CMD IRS would be constituted with a focused mandate on upskilling for shipbuilding, ship repair, and ship recycling; expanding the national vendor base; standardizing certification and quality assurance for critical components; and coordinating with shipyards across the country to establish uniform quality benchmarks. IRS was instructed to actively engage with GRSE and other major yards, undertake a comprehensive assessment of the vendor ecosystem, and submit a structured roadmap prior to the next NSB meeting scheduled for December.

5.4.2. it was agreed that IRS Kolkata would undertake an on-ground visit to GRSE facilities to analyse existing vendor dependencies, identify gaps in casting and valve manufacturing, document manpower and skill shortages, and evaluate the feasibility of implementing standardized quality-control protocols across the country.

5.4.3. It was agreed that there is a need for developing a national-level Vendor Development Framework aimed at identifying priority components such as valves, castings, pumps, control systems, and electrical equipment certifying and upgrading domestic manufacturers, and systematically strengthening and scaling India's ancillary production capacity to meet present and future shipbuilding demand.

6. Way Forward:

6.1. It was agreed that the **GRSE** will submit a detailed note outlining challenges within the valve ecosystem, persistent casting quality concerns, manpower limitations, and opportunities for expanding the PPP model. GRSE will also provide data on hull throughput and vendor availability, along with a feasibility assessment for scaling AI-based welding training programs nationwide.

6.2. It was agreed that the **IRS** will lead the newly constituted sub-group on shipbuilding upskilling and vendor development, undertake a site visit to GRSE's Kolkata facilities before 26 November 2025, and submit a preliminary report to the NSB ahead of the December meeting. The **NSB Secretariat** will coordinate the formal constitution of the new IRS led sub-group, ensure that inputs from all stakeholders are compiled for deliberation during the December meeting, and circulate the minutes of the GRSE session to all Board members.

6.3. It was agreed that the **DG Shipping** will examine the feasibility of excluding customer-nominated imported equipment from IC calculations and consider waiving IC requirements for export-bound vessels, with consolidated recommendations to be submitted to the NSB for further escalation to the Ministry.

7. Vote of Thanks:

7.1. **Shri Sameer Kumar Khare, IAS (Retd.), Chairperson, NSB** thanked the GRSE delegation for their detailed submissions and active participation in the discussions. In closing, he reaffirmed NSB's commitment to strengthening the Indian shipbuilding ecosystem through structured policy interventions, focused ecosystem development, and targeted reforms designed to enhance domestic capabilities and global competitiveness.

MINUTES OF THE MEETING OF NSB MEMBERS WITH THE REPRESENTATIVES OF HOOGHLY COCHIN SHIPYARD LIMITED

Date: 14/11/2025 Time: 10:30 -11:30 Am

The Chairperson, National Shipping Board Shri Sameer Kumar Khare IAS (Retired) welcomed the representatives from Hooghly Cochin Shipyard Ltd. (HCSL). He conveyed the Board's intention to gain a comprehensive understanding of the current status, operational capabilities, prevailing bottlenecks, and future prospects of the shipbuilding and ship repair ecosystem in Kolkata and the broader inland waterways region.

2. The CSL team expressed their appreciation to the Board for the opportunity to present and proceeded to introduce their detailed presentation (**Annexure XIA**), which covered the history, legacy, present capacities, and ongoing projects of the Kolkata units.

3. Background & Legacy of the Shipyard:

3.1. **The representatives from HCSL** provided the Board with an overview of the organisation's structure and the legacy of its facilities, noting that CSL operates three major branches Port Blair, Kolkata, and Mumbai along with two subsidiaries, Udupi Cochin Shipyard (Bengaluru) and Hooghly Cochin Shipyard (Howrah). The Board was informed that Hooghly Docks & Ports (HDP), with a heritage of over 200 years, had once been among India's oldest and most significant shipbuilding centres before shutting down around the year 2000 due to financial constraints. CSL subsequently entered into a joint venture with HDP in 2019, and after a comprehensive programme of reconstruction and modernization, the fully revamped yard was inaugurated in 2022. All legacy structures were demolished and rebuilt to meet contemporary regulatory requirements under the Factory Act. The Chairperson acknowledged the historical importance of the facility and commended CSL for successfully reviving and modernising this iconic shipyard

4. Employment & Human Resources:

4.1. **The representatives from HCSL** informed the Board that the revived facility primarily employs locally recruited staff, with only six to seven officers deputed from CSL to provide operational support. He added that many former HDP workers, along with technically skilled personnel from neighbouring regions, had expressed interest in joining or transferring to the new Hooghly Cochin Shipyard Ltd. (HCSL) unit. The Chairperson acknowledged this and noted that the region has historically been home to a highly skilled shipbuilding workforce.

5. Overview of the infrastructure and production capabilities:

5.1. **The representatives from HCSL** provided the Board with a detailed overview of the infrastructure and production capabilities of the revamped yard, noting that the facility now includes modern fabrication shops, CNC cutting machines, automatic

painting lines, dedicated assembly areas, and three outfitting jetties. They highlighted that the yard is equipped with a slipway capable of constructing 80-meter vessels, with the capacity to undertake parallel construction of two vessels simultaneously. Additional key infrastructure includes a 50-ton gantry crane, in-house blasting and plate preservation systems, hydraulic presses, pipe-bending equipment, and specialized machinery for fabricating bulbous bows, positioning the yard to handle a diverse range of shipbuilding requirements.

6. Indigenous Equipment & Materials:

6.1. The representatives from HCSL informed that most of the machinery and equipment used in the ongoing projects are indigenously sourced, and that steel including specialised AH32 grade required for lightweight vessel construction is procured through open tender, primarily from JSW and SAIL. CSL/HCSL further briefed the Board that twelve vessels are currently under construction, comprising a multi-purpose vessel (MPV), six hybrid electric catamarans for IWAI, four 40-ton bollard pull tugs for Kolkata-based owners, and two 80-passenger river cruise vessels for Antara Cruises intended for deployment on the Brahmaputra. It was also noted that three vessels—a large vessel, a catamaran, and a tug were recently launched, indicating steady progress across the construction programme.

7. Vessel Construction Portfolio:

7.1. The representatives from HCSL updated the Board on the ongoing vessel construction portfolio, reporting that twelve vessels are currently under construction. These include a multi-purpose vessel (MPV), six hybrid electric catamarans for IWAI, four 40-ton bollard pull tugs for owners in Kolkata, and two river cruise vessels of 80 passenger capacity each being built for Antara Cruises for operations on the Brahmaputra. It was also noted that three vessels a large vessel, a catamaran, and a tug were recently launched, reflecting steady progress across the programme. Providing further details on the river cruise vessels, CSL/HCSL informed that each vessel has a steel weight of approximately 520/540 tons, with a total displacement of about 1,000 tons and a shallow draft of 1.35-1.4 meters suitable for Brahmaputra navigation. The vessels feature five-star standard accommodation with 42 cabins distributed across the decks. Antara Cruises, the client for these vessels, is also collaborating with the international operator Viking, whose design specialists are actively involved in the cabin planning and interior layout process.

8. Ship Repair & Future Expansion:

8.1. The representatives from HCSL apprised the Board of its ongoing ship repair activities, noting that although the yard has not historically been repair-focused, it is now gradually expanding its capabilities in this domain, supported by a sister concern equipped with dry-docking facilities. A major initiative currently underway is the establishment of an 800-ton boat-lift based repair yard at Pandu in Assam for IWAI, which is targeted for completion by March next year, with the boat lift itself expected to be operational by June. Looking ahead, CSL/HCSL outlined its expansion plans, which include the development of a 120-meter site-launching facility and the proposed establishment of a 10-acre facility at Salkia, near the Howrah Bridge, subject to feasibility assessments and joint-venture discussions.

Additional repair facilities at Patna and Varanasi are also being explored, building on the progress achieved at Pandu.

9. Traditional Ship Building Ecosystem:

9.1. **The representatives from HCSL** highlighted that the Kolkata region offers a strong traditional shipbuilding skill base, with a long-standing workforce proficient in core marine trades. It was noted that many subcontractors from Kochi are now expressing interest in operating from the Hooghly region, drawn by the emerging industrial ecosystem and growth in vessel construction activities. CSL stated that it intends to leverage these heritage skills and the expanding talent pool to support the construction of modern electric and green vessels, thereby aligning local capabilities with contemporary shipbuilding requirements.

10. Strategic Vision Shared by HCSL:

10.1. **The representatives from HCSL** outlined the strategic vision for CSL and HCSL, emphasizing a focused approach toward building coastal vessels up to 120 metres and a wide range of inland waterway vessels. They reiterated the organisation's commitment to the development of modern green ships, including those equipped with hybrid and fully electric propulsion systems. In addition, they expressed interest in fostering ecosystem-linked infrastructure around the shipyard, including the potential development of CSR-supported public amenities along the Ganga, subject to compliance with CRZ regulations. The Chairperson welcomed this forward-looking vision and commended the emphasis on sustainability, technological modernization, and the effective utilization of local skilled manpower.

11. Challenges Ahead:

11.1. **The representatives from HCSL** also highlighted several key issues requiring attention. They pointed out infrastructure constraints, noting the need for expanded launching facilities capable of handling vessels up to 120 metres and the pending development of the Salkia yard. They further drew attention to regulatory and approval-related delays, particularly concerning timelines for boat-lift procurement and the need to navigate CRZ compliance for proposed riverside development initiatives. Additionally, they underscored the importance of structured integration of the region's traditional shipbuilding workforce to ensure sustainable skill availability and continuity in operations.

12. Observations of the Board:

12.1. During the interaction, NSB members raised several technical queries. **Shri Rahul Modi President CCTA** sought clarification on the type of steel used, procurement processes, and pricing, to which **the representatives from HCSL** responded that AH32 high-tensile steel selected for its weight reduction advantages is procured through open tender from JSW.

12.2. **Smt. Sanjam Sahi Gupta Director Sitara Shipping** enquired whether the hybrid electric catamarans under construction were intended for export, to which **the**

representatives from HCSL clarified that these vessels are part of orders placed by IWAI and are not for overseas buyers.

12.3. **The NSB Chairperson Sameer Kumar Khare IAS (Retired)** also raised a query regarding navigational constraints for river cruise vessels operating on the Brahmaputra, to which **the representatives from HCSL** informed the Board that the vessels are designed with a draft of 1.35–1.40 metres, with partial transit expected through Bangladesh waterways to ensure navigability

12.4. **The NSB Chairperson and members observed** that the revival of the Hooghly shipyard marks a significant milestone in rejuvenating Eastern India's shipbuilding capability. They noted that the strong heritage skill clusters in the region, combined with the modern facilities now established at HCSL, position the yard favourably for inland waterway vessel production.

13. Way Forward:

13.1. The Board encouraged **the representatives from HCSL** greater participation in vessel repair activities, green and electric vessel manufacturing, and closer integration with IWAI's fleet development plans. In this context, the Board advised **the representatives from HCSL** to prepare a comprehensive roadmap covering inland vessel production, green propulsion technologies, expansion of repair capacity, infrastructure expansion, including slipway augmentation and capabilities for 120-metre vessel launches.

13.2. It was further recommended that the feasibility study for the Salkia facility be expedited.

13.3. The Board also stressed the need for strengthened coordination with IWAI to ensure timely commissioning of the Pandu repair yard, along with the enhancement of local skill development pipelines through institutions such as METI, MMA, and other regional training centres. **The representatives from HCSL** were further advised to explore collaboration opportunities with IWAI for developing facilities at Patna and Varanasi.

13.4. Additionally, **the representatives from HCSL** were encouraged to explore public private partnership models to expand tug construction and strengthen coastal vessel repair capabilities.

14. Vote of thanks:

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



PRESENTATION TO NATIONAL SHIPPING BOARD

14th November 2025

by

Hooghly Cochin Shipyard Limited
(A wholly owned subsidiary of Cochin Shipyard Limited)



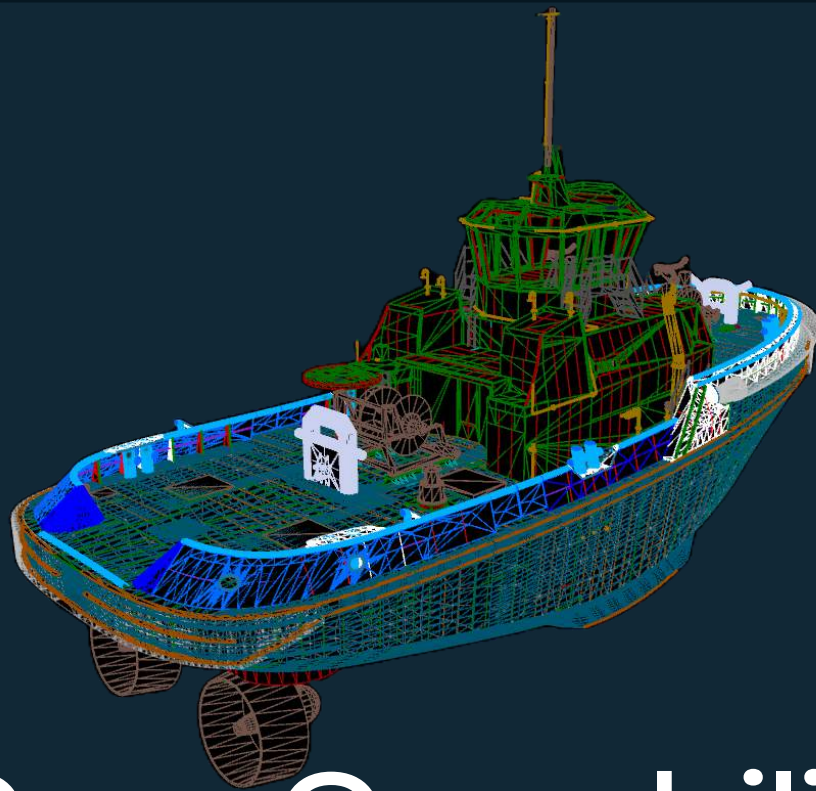
Legacy in Shipbuilding

Humble Beginnings

- Incorporated in 2017 through a JV between Cochin Shipyard Limited and Hooghly Dock & Port Engineers, and emerged as wholly owned subsidiary of CSL.
- Hooghly CSL has embarked on a journey to shape the future of maritime transportation, blending its legacy as India's oldest shipyard.
- Fully augmented to state of the art shipbuilding facility.

Significant Milestones

- Over 12 vessels under construction including MPV, Hybrid Catamarans, Tugs and River Cruise Vessels.
- Successfully launched one 2200T Multi Purpose Vessel and three Hybrid Electric Aluminum Catamarans and one 40T BP Tug.



Core Capabilities and Expertise

Design & Engineering

Our team provides comprehensive design and engineering solutions, ensuring optimal performance and efficiency.

Construction & Repair

Focused in building coastal vessels and inland navigation vessels upto 120m.

Certifications & Accreditations

Hooghly CSL holds key IMS certifications like ISO 9001, ISO-14001 and ISO-450001.

State-of-the-Art Facilities

Slipways

Slipways: 80m x 40m with 50T gantry crane.

Fabrication Shops

Our inline production schemed fabrication shops are equipped with state-of-the-art machinery for precision cutting, welding, and forming to achieve production levels up to 650T per month

Assembly Area

Spacious assembly with moving sheds and 40T/20T/3T gantry cranes enable efficient and controlled construction, ensuring high-quality vessel assembly.

Outfitting Quays

Our three outfitting quays, each equipped with pontoons and 6T tower cranes providing the ideal environment for final outfitting and commissioning of vessels.



Preparation and Preservation Systems

Preparation and Preservation Systems

Integrated Preservation System with plate straightening, shot blasting and painting system.

Features:

Capacity:

- Width : 900-3000 mm
- Length :2500-10000 mm
- Thickness:4 -12mm



Steel Plate Cutting System

CNC Plate Cutting System

Messer-Make CNC controller with plasma and oxyfuel cutting options

Features:

Capacity:

- Table size: 5000-40000 mm
- Thickness: Up to 45mm Plasma cutting
Up to 130mm Oxyfuel cutting



Plate Bending Systems

Plate Bending Systems

300 T Hydraulic Press.



Pipe Bending System

CNC Pipe Bending System

CNC & servo-based 3D pipe bending system

Features:

Capacity:

- Diameter x Thickness: D114mm X t 8.56 mm
- Bending radius 500mm (max)



Resources

Skilled Workforce

Positioned at the heart of Kolkata/Howrah, a historic maritime hub, Hooghly CSL boasts an abundant reserve of skilled manpower and contractors.

Design Expertise of CSL

Hooghly CSL is backed by the extensive design and manufacturing expertise of Cochin Shipyard Limited (CSL), the shipyard that successfully delivered India's first Indigenous Aircraft Carrier.



Notable Projects

1

50 Pax Hybrid Electric Catamarans

Six numbers state of the art hybrid electric catamarans with Aluminium hulls and CCS2 enabled fast charging.

2

40T Bollard pull tug

Four numbers ASD Bollard Pull Tugs built inline with ASTDS standards powered by NIIGATA azimuthal thrusters and proven RAL Design.

3

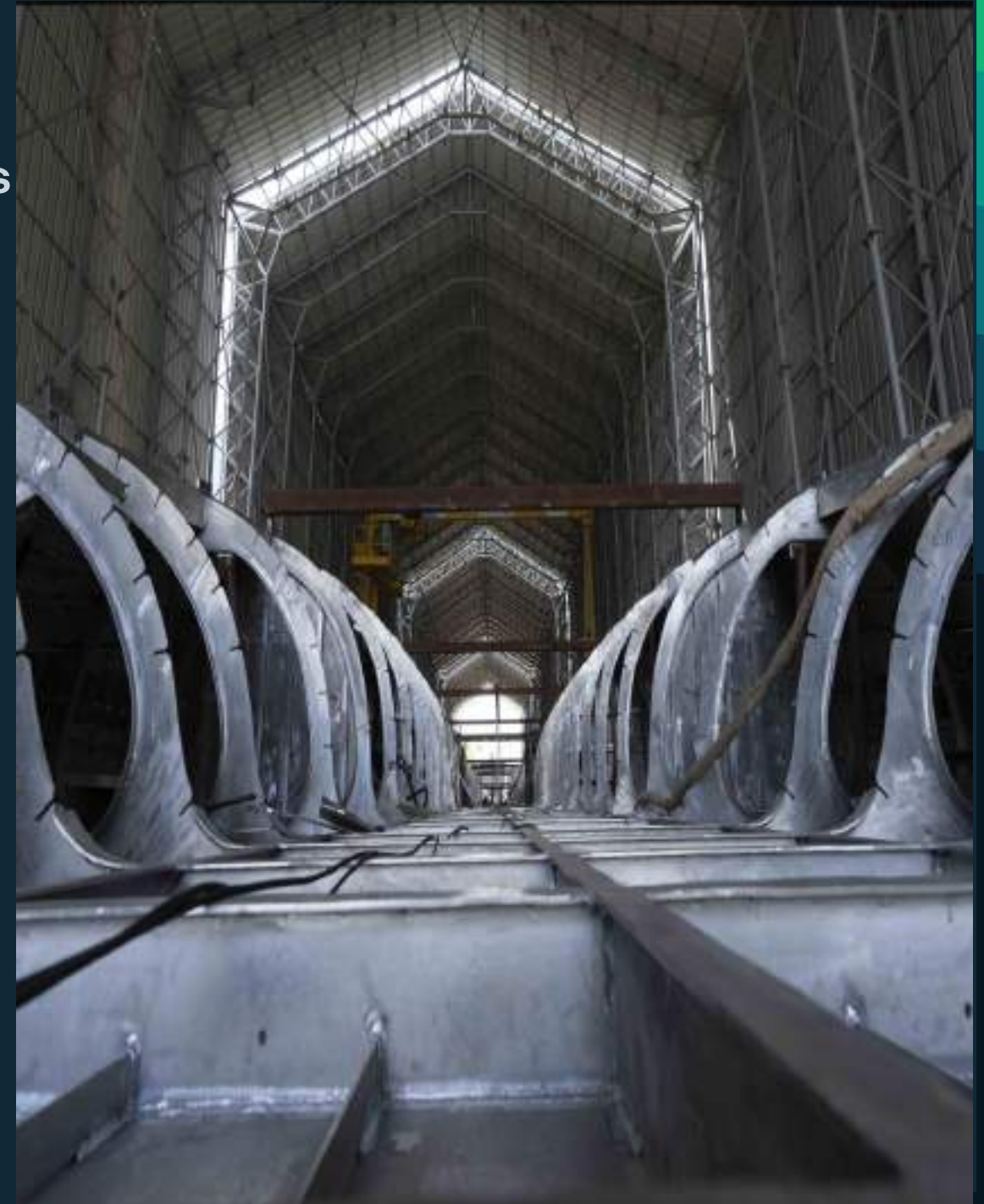
2200T Multipurpose Vessel

128 TEU-2200T Multipurpose vessel designed for RSV-4 operations in IBTP route with more than 60% indigenous components.

4

River Cruise Vessel

80 Pax River Cruise Vessels under IRS class certification is under advance design stage.





Our commitment to HSE



Quality Control

Stringent quality control processes at every stage of the project to uphold the highest standards.



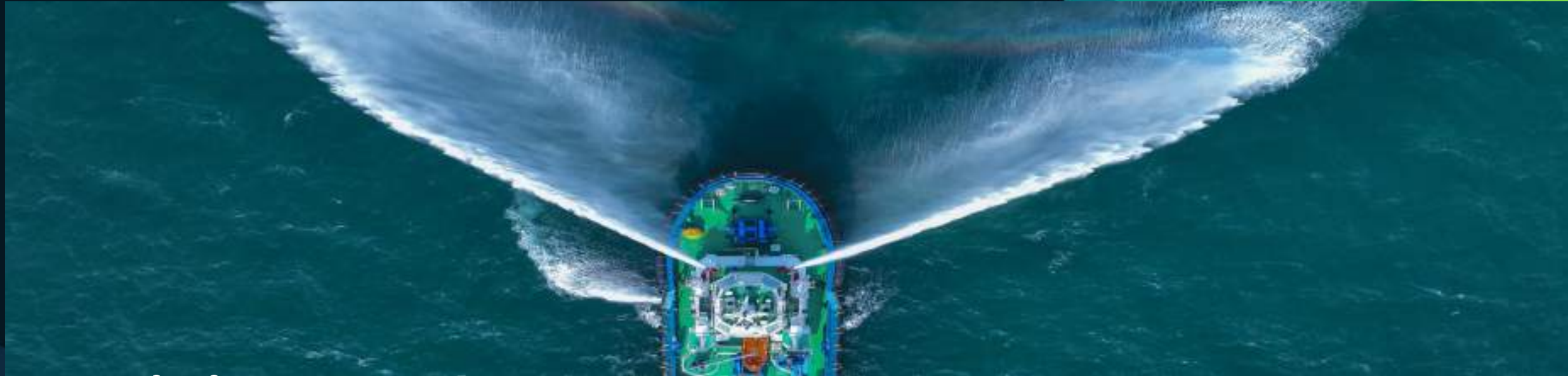
Safety First

Prioritize safety training, accident prevention measures, and strict adherence to safety regulations.



Environmental

Committed to environmentally sustainable practices and minimizing our impact on the environment.



Vision and Growth Strategy

1

Expansion & Modernization

The shipyard augmentation plan at Salkia Works is progressing.

Development of ship repair facility at Pandu, Assam, for IWAI is nearing completion.

2

Sustainability & Green Shipbuilding

We are committed to reducing our environmental footprint and contributing to a greener maritime industry.

3

Target Markets & Growth Opportunities

Tapping growth opportunities in inland water ways and coastal shipping including river cruise vessels, tugs and electric propelled catamarans.



THANK YOU



पत्तन, पोत परिवहन
एवं जलमार्ग मंत्रालय
MINISTRY OF
PORTS, SHIPPING
AND WATERWAYS



MINUTES OF THE MEETING WITH REPRESENTATIVES OF MARITIME TRAINING INSTITUTES (MTIs)

Date: 14/11/2025 Time: 11.30 A.M. to 1.30 P.M.

The NSB Chairperson Shri Sameer Kumar Khare IAS (retd) invited the representatives of the Marine Training Institutes (MTIs) and requested the representatives to proceed with the briefing.

2. **Shri Anand Kumar Babu, Director of the Mercantile Marine Academy Foundation**, recognized as the oldest Maritime Training Institute in Eastern India extended formal greetings to all dignitaries present, including officials from the National Shipping Board, the Directorate General of Shipping, MMD Kolkata and members of the wider maritime fraternity. He stated that the purpose of his presentation (**Annexure XIIA**) is to demonstrate how Maritime Training Institutes can play a critical role in strengthening India's skilled manpower base, particularly in the shipbuilding and ship repair sectors. He noted that India is at a pivotal stage in its maritime growth trajectory and emphasized that MTIs already possess the infrastructure, faculty expertise, and training capabilities that can be effectively leveraged to bridge the emerging gaps in skilled manpower across the industry.

3. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** requested the MTI representative to focus his remarks on concrete interventions and proposed solutions, noting that most attendees were already familiar with the general background and role of Maritime Training Institutes.

4. **The MTI representative** sought permission to present factual data and relevant case studies, including examples of China's skill-driven maritime transformation and a successful model implemented by Cochin Shipyard in partnership with educational institutions. He explained that these case studies offer valuable insights into how skill development can be systematically integrated with industry requirements to strengthen the maritime workforce.

5. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** requested the MTI representative to summarise the key takeaways from the case studies and to focus directly on actionable proposals that align with the Government's broader maritime vision and ongoing initiatives

6. **The MTI representative** outlined a comprehensive proposal for redefining the role of Maritime Training Institutes beyond traditional seafarer training to include specialised skill development for shipbuilding and ship repair (CPR). He suggested the introduction of structured, STCW-equivalent certification programs for key shipyard trades such as welding, rigging, safety management, and material handling. He further proposed the establishment of yard-simulation laboratories within MTIs to provide hands-on practical exposure, coupled with formal partnerships with major shipyards and classification societies to facilitate on-the-job internships. He emphasised that such an integrated approach would help build a steady and industry-ready talent pipeline aligned with national maritime priorities and

government objectives. He briefly outlined a five-phase implementation framework to operationalise the proposed skill-development model, consisting of: (1) policy alignment with national maritime objectives, (2) development of necessary training infrastructure, (3) phased rollout of the revised curriculum, (4) establishment of a structured certification and registry system, and (5) ongoing employment mapping and monitoring to track workforce deployment and outcomes. He offered to submit the complete framework document by email for detailed examination. He cited the example of Cochin Shipyard's successful partnership with CUSAT and Skill India, under which 200 apprentices are trained in each batch across welding and electrical trades, achieving a placement rate of 92 percent and contributing to measurable improvements in yard productivity. He noted that this model clearly demonstrates the effectiveness of well-structured government–industry partnerships in developing a skilled maritime workforce

7. The NSB Chairperson Shri Sameer Kumar Khare IAS (retd) raised a fundamental query, asking why MTI-led skill development initiatives should fall under the purview of the Directorate General of Shipping when vocational and industrial skill development is primarily the mandate of the Ministry of Skill Development. He sought clarification on why MTIs would require DG Shipping's involvement for shipyard-specific or industry-oriented skills that are not directly related to seafaring or statutory maritime certification

8. The Chief Surveyor, Shri Ajith Sukumaran from the Directorate General of Shipping (DGS), clarified that DG Shipping's mandate is limited to overseeing training required for compliance with international conventions, specifically those applicable to seafarers. He emphasized that skill development for shipbuilding, ship repair, and other industry-specific trades does not fall within the purview of DG Shipping and should instead be driven by the industry itself or undertaken under the Ministry of Skill Development. He reiterated that DG Shipping's responsibilities pertain to seafarer standards, audits, and meeting global regulatory obligations, not vocational training for shipyard or industrial manpower.

9. The NSB Chairperson Shri Sameer Kumar Khare IAS (retd) reiterated that shipyard-related skill development can be effectively undertaken under the framework of the Ministry of Skill Development or the NSDC, which already provides mechanisms for curriculum development, trade registration, and certification without requiring the involvement of DG Shipping. He therefore questioned why MTIs would need to operate under the DG Shipping umbrella for programmes that are vocational and industry-specific rather than linked to statutory seafarer training

10. The MTI representative responded that, just as basic STCW courses familiarise seafarers with essential safety standards before they are permitted to work onboard vessels, shipyard personnel should also undergo structured training and certification prior to entering yard environments. He noted that no such standardized system currently exists for shipbuilding and ship repair trades, and MTIs are attempting to address this gap by proposing a formalised, safety-oriented certification framework for shipyard workers.

11. **The Chief Surveyor, Shri Ajith Sukumaran of DG Shipping**, clarified that MTIs should not expect DG Shipping to regulate skills that fall outside the scope of international maritime conventions. He emphasized that industry requirements not DG Shipping should drive the creation of skill-development frameworks for shipyard trades. He further reiterated that DG Shipping has no mandate to design, regulate, or certify vocational skills related to shipbuilding or ship repair, as its responsibilities are strictly limited to seafarer training and compliance with global maritime obligations.

12. **Shri Vikrant Rai P.O. MMD Kolkata** added that all shipyard welders are already required to be certified by classification societies, and no welder is permitted to work in a yard without a class-approved certificate. He observed that MTIs appear to be seeking DG Shipping certification largely to expand their business scope, even though such approval is unnecessary because classification societies already conduct and regulate all yard-related skill assessments. He therefore questioned the need to create a new certification structure under DG Shipping when an established and internationally recognised system is already in place.

13. **The MTI representative** reiterated international examples, highlighting China's large-scale, structured shipyard skill-training programmes that have led to significant improvements in productivity and reduced vessel construction timelines. He argued that India would similarly benefit from adopting such organised and comprehensive training models to strengthen the nation's shipbuilding competitiveness

14. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** clarified that while Maritime Training Institutes are free to conduct any form of vocational or industry-oriented skill development, they cannot operate such programmes under the banner of DG Shipping unless the training is directly linked to DG Shipping's statutory responsibilities. He encouraged the MTI representative to collaborate with the Ministry of Skill Development or the NSDC for certification frameworks aligned with shipbuilding and ship repair trades.

15. **The MTI representative** responded that DG-approved MTIs currently do not have the authority to independently initiate shipyard-related skill development programmes and requested a structured formulation that would formally enable MTIs to expand into this domain.

16. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** reiterated that MTIs are fully permitted to use their existing infrastructure to offer additional training programmes, as long as these activities do not interfere with DG Shipping-approved seafarer courses. He reaffirmed that DG Shipping cannot be involved in certifying or regulating skill areas that fall outside its mandate, particularly vocational skills for shipbuilding or repair, which should be governed through appropriate industry or skill-development bodies

17. **The Chief Surveyor, Shri Sukumaran of DG Shipping**, reiterated that MTIs are fully free to utilise their additional space, faculty, and infrastructure for any form of skill training they wish to offer. However, he clarified that DG Shipping cannot regulate, approve, or certify such programmes, as these skill areas fall outside its statutory mandate. He noted that the Ministry of Skill Development is the appropriate

authority for approvals and certification related to vocational and industry-specific training.

18. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** then advised the MTI representative to share the detailed presentation with the Board for further review. With this, he requested the representative of another MTI to start his briefing.

19. **Shri Capt. P. S. Chakraborty, representative of METRI (MARITIME EDUCATION TRAINING & RESEARCH INSTITUTION)** extended formal greetings to the Chairperson of the NSB, officials from DG Shipping, MMD Kolkata and members of the maritime fraternity. He introduced himself as the Principal of METRI, highlighting his 27 years of sea service including eight years as Master and an additional 22 years of experience in Maritime Training Institute administration. He noted that the Indian shipping industry is at a crucial point of transformation and emphasized that Indian seafarers continue to face several significant challenges. These include outdated regulatory frameworks, inadequate port infrastructure, and the inherently demanding nature of seafaring, which involves prolonged periods away from home, high stress levels

20. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** requested the METRI representative to proceed directly to the specific interventions and support being sought from the Government, noting that the Board would benefit most from actionable proposals.

21. **The METRI representative through his presentation (Annexure XIIB)** outlined his first request, emphasizing the need to ensure onboard training placements for all trainees completing pre-sea programmes. He suggested that this objective could be supported through stronger regulatory oversight of recruitment agencies, improved shipboard conditions, enhanced training standards, and greater cooperation across the maritime industry to create sufficient berths for cadets. He proposed that shipowners and ship managers consider accommodating a 10 percent trainee complement on their vessels. He clarified that while no international regulation mandates such a quota, several national frameworks including India's tonnage tax regime establish training-linked obligations that encourage higher trainee intake. He further explained the relationship between the Minimum Safe Manning Document and trainee berths, noting that trainees are ordinarily carried in addition to the minimum manning requirements unless specific regulatory approvals allow otherwise

22. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** sought clarification on the precise intervention being requested from the Government.

23. **The METRI representative** reiterated his proposal for a policy or guideline mandating that at least 10 percent of berths on Indian-registered ships, or on foreign vessels calling at Indian ports, be reserved for Indian pre-sea trainees to ensure adequate onboard training opportunities.

24. **Shri Vikram Rai P.O. MMDA Kolkata** expressed concern that certain MTIs may be advocating such measures primarily to expand their trainee intake and commercial scope, rather than addressing the underlying structural and capacity-related issues within the maritime training ecosystem.

25. **The METRI representative** clarified that the intent behind his request was not to expand MTI business volumes but to secure adequate onboard training placements for trainees across the country.

26. **The Chief Surveyor, Shri Sukumaran from DG Shipping**, explained that ships operate on commercial principles and are not designed to function as dedicated training platforms. He noted that similar proposals for mandatory trainee ratios have been discussed internationally, including at the IMO, but have never been accepted because such requirements conflict with operational and commercial realities. He further stated that India relies on incentive-based mechanisms such as the tonnage tax regime to encourage higher training intake rather than imposing compulsory quotas.

27. **The METRI representative** expressed concern about the growing number of students who complete pre-sea training with high expectations but later face limited placement opportunities, resulting in disappointment and disillusionment among aspiring seafarers

28. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** observed that guaranteed placements are not assured in other professional fields such as engineering or medicine, and that employment outcomes are generally determined by broader market forces.

29. **Capt. Savio Ramos of the Maritime Union of India (MUI)** supported the position articulated by DG Shipping, reiterating that a ship is fundamentally a commercial asset and cannot be compelled to carry a fixed percentage of trainees without adversely affecting its operations. He cautioned that imposing such mandates could inadvertently discourage shipowners from employing Indian seafarers altogether.

30. **The METRI representative** responded by highlighting the practical difficulties faced by many trainees who struggle to secure shipboard placements after completing their pre-sea programs. He noted that this shortage of opportunities has, in some cases, pushed cadets toward unsafe or exploitative arrangements in regions such as the Middle East and Iran. He emphasised that despite the expansion of maritime training capacity across India, institutes remain unable to guarantee employment or training berths for their students.

31. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** stated that Maritime Training Institutes must take responsibility for aligning their student intake with the realistic availability of shipboard training opportunities. He clarified that institutes cannot compel shipowners to accept trainees any more than a private MBA college can require a company to hire its graduates and therefore must calibrate admissions accordingly.

32. **The METRI representative** expressed concern about the CIP inspection criteria, noting that institutes lose substantial points when placement levels fall below 100 percent, even when the quality of classroom and practical training is high. He pointed out that placement carries a disproportionately high weightage nearly 40 percent of

the total score which directly affects an institute's grading and, consequently, its eligibility to offer value-added courses.

33. **The Chief Surveyor, Shri Ajith Sukumaran of DG Shipping**, clarified that in the CIP framework, "placement" refers specifically to mandatory onboard training required for the completion of pre-sea courses, not post-training employment. He emphasized that onboard training is an essential component of the curriculum, and without it, pre-sea training remains incomplete. He added that institutes are expected to secure adequate industry tie-ups to fulfil their mandatory training obligations, and that lower grades accurately reflect an institute's inability to provide complete training. Such grading, he stated, is important for guiding students in making informed decisions when selecting an MTI.

34. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** noted that MTIs operating their own fleet or training vessels naturally benefit from an inherent competitive advantage, adding that such differences are expected within a diverse training ecosystem

35. **The METRI representative** responded that theoretical explanations do not fully reflect practical challenges on the ground, emphasising that MTIs across India continue to struggle to meet placement requirements despite sincere efforts and expanding training capacity.

36. **The Chief Surveyor, Shri Ajith Sukumaran of DG Shipping**, maintained that the issue had already been clarified, reiterating that placement requirements are an integral component of pre-sea course completion and cannot be separated from the training framework.

37. **The METRI representative** then presented statistical data from 2016 to 2024 to highlight disparities between the number of Indian officers and ratings in the maritime workforce. He noted that in 2016 India had approximately 10,000 officers and 10,000 ratings, whereas by 2024 the numbers had shifted to 12,539 officers and 16,896 ratings. He suggested that such trends indicate the need for a more holistic review of market demand, training output, and manpower planning within the maritime sector

38. **The Chief Surveyor, Shri Ajith Sukumaran of DG Shipping** responded that the primary focus must remain on aligning training output with market demand and available training-berth capacity. He pointed out that ratings require only six months of structured training, whereas officers undergo nearly four years of education, and therefore the two categories have inherently different training pipelines and absorption dynamics. He emphasised that training intake should be regulated in line with the realistic availability of onboard training slots.

39. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** acknowledged the concerns raised and directed that the issue be referred to the NSB Sub-Group that has already been constituted to examine manpower and training matters in detail. He advised METRI to submit a formal presentation to the Sub-Group, which will thoroughly review the matter and present its recommendations to the Ministry.

40. **The NSB Chairperson Shri Sameer Kumar Khare IAS (retd)** concluded by confirming that the concerns had been duly noted and thanking the representatives of the MTIs for sparing their time & giving valuable suggestions.



Empowering India's Shipbuilding Future Leveraging MTIs for Skilled Manpower Development

Mr. Anand Kumar Babu
Director

Mr. Hari Shankar
Secretary



Problem Statement: India's Emerging Manpower Crisis

- India's shipbuilding contribution: <1% of global output (vs. China 47%, Korea 30%, Japan 18%).
- Massive manpower potential — but unorganized and undertrained for shipyard applications.
- Over 2.5 lakh skilled shipyard workers needed by 2030 (MoS estimate).
- DG-approved MTIs (150+) primarily train seafarers, not shore-based shipyard personnel.
- Lack of standardized shore skill framework, certification, and job linkage.



NEXT PAGE



Current Scenario in Indian Shipyards

- **Leading shipyards:** Cochin Shipyard, GRSE, MDL, L&T Shipbuilding, Hindustan Shipyard.
- **Utilization:** 65-70%, below international benchmarks.
- **Absence of yard-specific skill standards equivalent to STCW for seafarers.**
- **Safety and productivity gaps during hull construction, fitting, and commissioning stages.**
- **Vendors struggle to find Class-approved, certified manpower for specialized tasks.**
- **Minimal coordination between MTIs, DG Shipping, NSDC, and shipyards.**

Low productivity, high safety risk, and dependency on imported expertise.



NEXT PAGE



Maritime Amrit Kaal Vision 2047

Vision Summary:

- Government of India's roadmap for making India a global maritime leader by 2047.

Pillars of the Vision:

- Shipbuilding & Repair Excellence - Develop world-class yards and increase domestic ship output.
- Skill Development & Employment - Create a "Skilled Maritime Workforce of the Future."
- Blue Economy Growth - Integrate ports, logistics, and shipbuilding ecosystems.
- Safety & Sustainability - Global compliance through high safety and environmental standards.

By leveraging MTIs to create a trained, certified shipyard workforce, we directly contribute to Pillar 2 & 3 of Maritime Amrit Kaal Vision 2047.



NEXT PAGE



Case Study: China's Skill-Driven Transformation

China's Model (2000-2020):

- *Established Regional Maritime Technical Colleges directly tied to shipyards.*
- *Over 2 million workers trained under national shipyard skill programs.*
- *Certification mandatory for all yard trades.*
- *Integrated public funding and industry participation.*
- *Result:*
 - *40% productivity increase*
 - *25% reduction in ship construction time*
 - *50% of components localized within China*



NEXT PAGE



Proposed Solution: Leveraging DG- Approved MTIs

Vision: Expand MTIs into hubs for Shipyard Skill Development supporting Maritime Amrit Kaal Vision 2047.

Action Plan:

1. Curriculum Expansion:

- Add modules: gas cutting, welding, rigging, electrical fitting, outfitting, safety, and material handling.

2. Certification Framework:

- Extend STCW-equivalent training for shore-based yard personnel under DG Shipping.

3. Yard Simulation Labs:

- Develop miniature shipyard environments within MTIs for practical exposure.

4. Industry Collaboration:

- Partner with Cochin Shipyard, L&T, MDL for hands-on internships.

5. Digital Manpower Registry:

- Create a national database of trained yard workers linked to DG Shipping & NSDC.



NEXT PAGE



Implementation Framework

Phase	Objective	Key Stakeholders	Deliverable
Phase 1: Policy Alignment	Align MTIs with Amrit Kaal skill objectives	MoS, DG Shipping, NSDC	Policy roadmap
Phase 2: Infrastructure Setup	Build training workshops in 10 MTIs	MTIs, Class Societies	Skill labs
Phase 3: Curriculum Rollout	Launch yard skill programs	MTIs, Shipyards	Certified courses
Phase 4: Certification Pool	DG-approved certification for shipyard trades	DG Shipping	Certified manpower pool
Phase 5: Monitoring & Employment	National manpower registry & employment linkage	NSDC, MoS	Job placement network

Case Study: Cochin Shipyard Skill Integration (Pilot)

Model Overview:

- **Partnered with CUSAT & Skill India Mission.**
- **In-yard training for 200+ apprentices per batch (welding, painting, QA/QC).**
- **92% job placement rate within 3 months of training.**
- **Yard productivity improved by 18% after integration.**

Takeaway:

Demonstrates how structured MTI collaboration directly enhances yard output and manpower quality.



NEXT PAGE



Skill Development Focus Areas

Technical Modules:

Welding (MIG, TIG, Gas)
Hull assembly & fitting
Electrical installation & testing
Material handling & rigging
Painting & finishing
Commissioning & QA/QC

Safety & Compliance:

PPE & hazard management
Fire safety & emergency response
Confined space entry training
Tool box meeting culture

Soft Skills:

Communication & leadership
Lean shipbuilding practices
Quality & efficiency mindset

NEXT PAGE



Quantified Benefits (2030–2047 Projection)

Parameter	Current	Post-Implementation	Impact
Certified shipyard workers	<25,000	>150,000	+500% growth
Accident rate (per 1,000 manhours)	6.2	3	-52%
Productivity index	1	1.35	35%
Domestic component localization	35%	65%	30%
Shipbuilding contribution to GDP	0.05%	0.25%	400%
Job creation (direct + indirect)	~1 lakh	5–6 lakh	Major employment boost

Skill integration through MTIs supports Maritime Amrit Kaal’s vision of a self-reliant, globally competitive, and sustainable maritime India.

Role of MTIs in Maritime Amrit Kaal Vision 2047

- 1. Skill Hubs: Expanding beyond seafarer training to shore & yard expertise.**
- 2. Safety Ambassadors: Promoting global safety standards across Indian yards.**
- 3. Innovation Nodes: Supporting MSMEs in valve, fitting, and small component manufacturing.**
- 4. Employment Gateways: Linking trained manpower to Class-approved vendors and shipyards.**
- 5. Data Contributors: Feeding skill analytics to MoS & DG for planning and reporting under Vision 2047.**



NEXT PAGE



Strategic Impact

National Level:

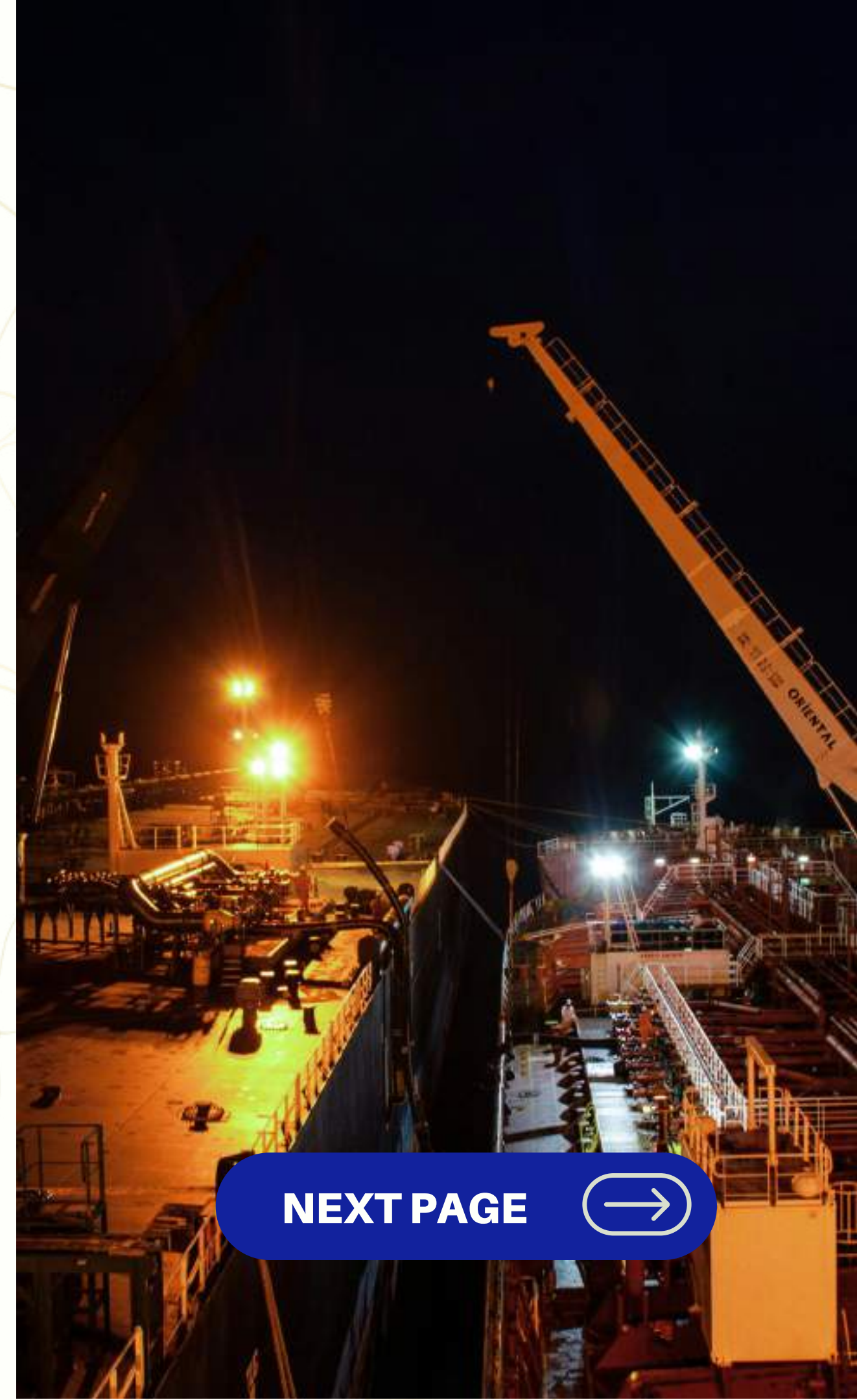
- Boosts “Make in India” and “Atmanirbhar Bharat.”
- Reduces dependency on foreign shipyards.
- Expands India’s ship repair, offshore, and defense shipbuilding ecosystem.

Economic Level:

- Generates new blue-collar employment opportunities.
- Strengthens MSME vendor ecosystem.
- Enhances export potential in ship repair & manufacturing.

Social Level:

- Empowers coastal youth with technical careers.
- Builds a sustainable maritime skill base.



NEXT PAGE



Conclusion

- India's demographic advantage must translate into industrial manpower strength.
- MTIs, with DG and MoS collaboration, are strategic instruments to achieve Maritime Amrit Kaal Vision 2047 goals.
- Establishing a National Maritime Skill Council under DG Shipping can anchor this mission.
- With aligned training, certification, and safety frameworks —
- India can emerge as a global shipbuilding powerhouse by 2047.

Skill integration through MTIs supports Maritime Amrit Kaal's vision of a self-reliant, globally competitive, and sustainable maritime India.



Challenges of Indian seafarers

The main problems of Indian seafarers today include out dated regulations, poor port infrastructure, and the inherent challenges of a seafarer's life, such as long periods away from family, stress, and fatigue.

Additionally, there are on going issues with gender diversity, a lack of a robust framework for regulating private training institutes, and the need to modernize administration to a facilitator role.

Regulatory and administrative issues

- Out-dated laws: The Merchant Shipping Act, 1958, is out-dated and needs to be replaced to address modern needs and implement international conventions.
- Lack of legal framework: There is no clear legal framework to effectively regulate private maritime training institutes, despite liberalization in the sector.

- Administrative modernization: The role of maritime administration needs to shift from a mere regulator to a facilitator to promote the maritime industry of India
- Welfare provision gaps: The current act's welfare provisions are limited to Indian-flagged ships, which is problematic since most Indian seafarers work on foreign-flagged vessels.

Infrastructure and operational challenges

- Poor port infrastructure: Many Indian ports are not well-planned, congested, and lack proper connectivity to the hinterland, leading to pressure on cargo containers.
- Sustainability and digitalization: The industry is facing challenges in meeting new environmental regulations and in embracing digitalization, which requires adapting crew and operations.
- Large ships, small crew: There is a trend of big ships with smaller crews, which can increase the workload and strain on seafarers.

Seafarer-specific issues

- Mental and physical health: Seafarers face high stress due to factors like loneliness, isolation, fatigue, sleep deprivation, and the general demands of the job, leading to potential health and psychological problems.
- Lack of Social Security: A major concern is the absence of comprehensive social security or pension plans for merchant navy personnel in India, making post-retirement financial planning difficult.

Seafarer-specific issues

- Work-life balance: Long periods away from family and loved ones make it difficult to maintain personal relationships and a social life.
- Gender diversity: The representation of women in the merchant navy, particularly at sea, remains very low, with significant challenges related to workplace safety and a potential gender pay gap.
- Hazardous work: The job involves inherent risks, including piracy, hazardous cargo, and dangerous conditions like rough weather, which can lead to accidents.

Regulatory and Oversight Actions

- Strict Enforcement of the MLC, 2006: Administrations must effectively exercise their jurisdiction and control over seafarer recruitment and placement services (RPS) in their territory, as required by the Maritime Labour Convention, 2006, as amended (MLC).
- Action Against Non-Compliant Agencies: Implement a zero-tolerance policy for fraudulent RPS agencies that engage in deceitful practices, such as misrepresenting ship assignments or creating fake documents. This includes conducting thorough audits and, if necessary, suspending or withdrawing their licenses and debarring involved directors from maritime activities.
- Ensuring Financial Security: Mandate that RPS agencies and ship-owners provide financial security systems (like insurance) to compensate seafarers for unpaid wages and cover repatriation expenses in cases of abandonment or insolvency.

Improving On-board Conditions and Welfare

- Enhancing Communication Facilities: Ensure ships provide reliable internet access, which is critical for seafarers' mental health and ability to communicate with family and friends, reducing feelings of isolation and improving retention rates.
- Mandating On-board Complaint Procedures: Enforce the requirement for clear, fair, and expeditious on-board complaint procedures that allow seafarers to raise issues without fear of victimization.

- **Prioritizing Mental and Physical Health:**
Encourage or mandate programs for mental and physical well-being, including access to professional psychologists, regular health check-ups, and stress management training.
- **Promoting Fair Treatment and Work-Life Balance:**
Address issues like long working hours, lack of shore leave, and poor interpersonal relationships on board through better work-rest hour management, anti-bullying/harassment training, and promoting a supportive work environment.

Improving On-board Conditions and Welfare

- Enhancing Communication Facilities: Ensure ships provide reliable internet access, which is critical for seafarers' mental health and ability to communicate with family and friends, reducing feelings of isolation and improving retention rates.
- Mandating On-board Complaint Procedures: Enforce the requirement for clear, fair, and expeditious on-board complaint procedures that allow seafarers to raise issues without fear of victimization.

- Prioritizing Mental and Physical Health: Encourage or mandate programs for mental and physical well-being, including access to professional psychologists, regular health check-ups, and stress management training.
- Promoting Fair Treatment and Work-Life Balance: Address issues like long working hours, lack of shore leave, and poor interpersonal relationships on board through better work-rest hour management, anti-bullying/harassment training, and promoting a supportive work environment.

Training and Career Development

- Adapting Training to New Technologies: Work with training institutions to ensure seafarers gain the necessary skills for an increasingly automated and digitalized industry, including digital literacy, cyber security awareness, and the ability to work with green fuels.

- Facilitating Shore-Based Opportunities: Develop career transition support programs and partnerships with other industries to help seafarers find suitable shore-based employment, addressing the challenge of limited onshore opportunities after a career at sea.
- Investing in Talent Pools: Encourage "home-growing" talent by investing in cadet programs and providing clear pathways for career progression and promotion within companies, which boosts job satisfaction and retention.

Collaborative Strategies

- Adapting Training to New Technologies: Work with training institutions to ensure seafarers gain the necessary skills for an increasingly automated and digitalized industry, including digital literacy, cyber security awareness, and the ability to work with green fuels.

- Facilitating Shore-Based Opportunities: Develop career transition support programs and partnerships with other industries to help seafarers find suitable shore-based employment, addressing the challenge of limited onshore opportunities after a career at sea.
- Investing in Talent Pools: Encourage "home-growing" talent by investing in cadet programs and providing clear pathways for career progression and promotion within companies, which boosts job satisfaction and retention.

On-board Training/Placement for all passed out trainees.

- Maritime administrators should take several remedial actions to solve seafarer placement problems, focusing on strict regulation of recruitment agencies, promoting better on-board conditions, enhancing training, and fostering industry-wide cooperation

- Ship owners and Ship managers should allow 10% manning to the trainees in all vessels.
- There is no international regulation that universally mandates ship owners and ship managers to allocate a specific 10% manning level to trainees on all vessels.
- However, some national regulations, such as those in India, link minimum training requirements to the tonnage tax scheme, requiring companies to train a specified number of officers, often calculated as one trainee officer for every ten crew members as per the Minimum Safe Manning Document (MSMD).

Key Points on Manning Regulations

- **Flag State Responsibility:** The International Maritime Organization (IMO) through the SOLAS Convention (Regulation V/14) and the STCW Convention requires every ship to be provided with a Minimum Safe Manning Document (MSMD). The specific manning levels are determined by the vessel's flag state (the country where the ship is registered), taking into account the ship's type, size, equipment, and operational requirements.
- **Trainees as Additional Crew:** Generally, the MSMD specifies the minimum number of qualified and certified crew required for safe operation, and trainees or cadets are typically considered extra to this minimum safe manning complement, except where specific agreements with the administration are in place.

- National Schemes: In certain jurisdictions (e.g., India), participation in a tonnage tax scheme obligates shipping companies to meet "Minimum Training Requirements" (MTR) which are calculated based on the number of operational days and the number of required trainee officers (e.g., one per ten complement).
- Flexibility and Obligation: These national schemes are often designed to mitigate officer shortages and companies may choose to meet the training requirement with on-board training or pay a fee in lieu of training.

- In summary, while there is no global 10% rule, specific national policies or incentive programs may impose similar ratios as a training commitment. Ship owners and managers must adhere to the specific manning levels detailed in each vessel's Minimum Safe Manning Document issued by its flag administration.

- We look forward to working together towards realizing the vision of a “Blue Economy” that drives both prosperity and environmental responsibility .
- Many of our young trainees completing rigorous maritime training , struggle to find on-board placement opportunities to gain essential sea-time and maritime training institute are loosing points abnormally during Comprehensive inspection program .

- In view of this, we humbly request that the Government of India may kindly consider a policy or guideline direction that at least 10% of Indian seafarers from maritime institutes for on-board placements on ships under Indian registry – or calling at Indian ports under charter – be reserved for Indian candidates from the pre-sea training institutes.

- RPSL Industries also should abide by the above guidelines .
- Such a measure will not only provide vital employment to our youth but also strengthen India's maritime self – reliance, enhance our global standing as a seafaring nation, and support the vision of Atmanirbhar Bharat and Maritime India Vision 2030.

- Such a measure would directly create thousands of jobs for Indian seafarers every year .
- We remain confident that under the present leadership, this proposal will receive due consideration and action. It aligns perfectly with the vision of making India a global maritime leader .



**THANK
YOU**

MEETING OF THE NSB MEMBERS WITH THE REPRESENTATIVES OF THE STAKEHOLDERS' ASSOCIATIONS

Date: 14/11/2025 Time: 11.30 A.M. to 1.30 P.M.

A. Calcutta Customs House Agents' Association – CCHA:

The NSB Chairperson **Shri Sameer Kumar Khare IAS (retd)** invited the Calcutta Customs House Agents' Association (CCHA) to present the key operational issues encountered by Customs Brokers and EXIM stakeholders at Kolkata and Haldia. He reiterated that the National Shipping Board is committed to addressing challenges through both “bottom up and top down” engagement, and encouraged the Association to provide focused, practical, and actionable inputs to support meaningful policy and operational improvements.

2. Shri Mannu Chowdhury, Vice President of the Calcutta Customs House Agents' Association (CCHA), extended a formal welcome to the Chairperson and members of the NSB before presenting (**Annexure XIII A**) an overview of the Association. He informed the Board that CCHA, established in 1956 prior to the enactment of the Customs Act represents over 500 Customs Brokers employing more than 10,000 personnel across West Bengal. Its members operate extensively across Kolkata Port, Haldia Port, and land borders with Nepal, Bhutan, and Bangladesh. As a key intermediary between Customs, Port Authorities, PGAs, shipping lines, and the EXIM community, CCHA plays a central role in facilitating ease of doing business in the region. While acknowledging the Ministry's ongoing efforts to strengthen stakeholder engagement through the NSB platform, He noted that Kolkata, as a riverine port, continues to face infrastructure constraints that limit its competitiveness.

3. Key Issues Presented by CCHA:

3.1. CCHA highlighted a concerning trend of **declining EXIM trade** volumes at Kolkata Port, noting that although container traffic has increased, a significant share of traditional cargo has shifted to alternative ports such as Vizag. Shri Chowdhury pointed out that states like Chhattisgarh, which historically relied on Kolkata and Haldia as their primary gateways, are now actively exploring other port options. He emphasized that Kolkata must be strategically repositioned as the preferred gateway for Nepal, Bhutan, the Northeastern region, and parts of Central India to restore and enhance its competitiveness in regional trade flows.

3.2. CCHA acknowledged the proactive support extended by the Chairman of SPMPA and the Customs authorities but highlighted several **persistent infrastructure-related challenges** at Kolkata Port. He noted that the current placement and adequacy of scanners remain problematic, as the existing configuration requires trailers to enter the premises for scanning, exit, and then re-enter, resulting in unnecessary delays. He further pointed out that Haldia suffers from an insufficient number of scanners, which adversely affects vessel turnaround and overall operational efficiency. CCHA urged that corrective measures be

expedited. On the issue of vessel turnaround time (TRT), CCHA emphasized that TRT is a critical factor in retaining shipping lines and maintaining port competitiveness. While deferring precise TRT data to ASIC, he stated that the present turnaround performance diminishes Kolkata's attractiveness compared to other ports. **The Chairman of SPMPA Shri R. Raman IRTS** acknowledged that the present placement of scanners finalized four to five years ago has resulted in operational inefficiencies. He informed the Board that a joint committee has been constituted to identify a more suitable location for the scanners. The preferred site for relocation, however, is currently owned by the Government of Nepal, and SPMPA has formally requested a land-swap arrangement to facilitate the move. The Chairman expressed optimism that the relocation would proceed once Nepal grants approval. He further noted that new scanning facilities at Haldia are also under active implementation to strengthen operational throughput and reduce delays. On the matter of vessel turnaround time (TRT), the **Chairman of SPMPA Shri R. Raman IRTS** provided a detailed roadmap to improve performance. He explained that Kolkata, being a riverine port, cannot match the TRT of seaports due to tidal dependencies governing vessel movement. The primary operational constraint had been the limited availability of Mobile Harbour Cranes (MHCs). Under the earlier 2014 tender, only three MHCs were permitted; however, the new tender now allows for six. He informed the Board that four old cranes have already been refurbished with imported components, and two new electric MHCs have been procured, with power installation scheduled for completion by February. He further highlighted additional capacity enhancements: the Centenary Port PPP project will add one MHC, JSW's operations at berths 7 and 8 will bring in another MHC by January & February, and the Diamond Harbour Terminal now being taken over by a new operator from Gujarat will become operational by January. With these upgrades, SMPK aims to reduce lock-to-lock TRT from the current 77–78 hours to approximately 48 hours by March and achieve a ship head-to-ship head target of four days. The Chairman confirmed that all necessary infrastructure contracts have been awarded and execution is progressing as planned.

3.3. **CCHA** acknowledged the significant progress made in digital transformation through platforms such as Ice-Gate, Faceless Assessment, and the newly introduced digital portal of SPMPA. While appreciating these advancements, the Association requested that committee-level **joint meetings with port authorities** continue on a regular basis, noting that such forums play an essential role in resolving operational issues promptly and effectively at the local level.

3.4. **CCHA** also presented additional suggestions, drawing attention to the Mover Scheme of the Ministry of Commerce as a significant opportunity for SPMPA. Shri Chowdhury noted that the scheme could support the development of port-based manufacturing and warehousing, thereby increasing EXIM volumes through Kolkata and Haldia. He recommended that SPMPA consider earmarking suitable land for this initiative to leverage its potential benefits and enhance the region's logistics competitiveness. **The Chairman of SPMPA Shri R. Raman IRTS** stated that land outside the dock area is available for initiatives under the Mover Scheme and similar port-based industrial activities. However, he noted that investor interest has so far

been limited, which has slowed progress. He affirmed that SMPK remains fully open to allocating land for such projects, provided that concrete and viable proposals are submitted by prospective investors.

3.5. **CCHA** also expressed gratitude for the recognition it received from the Ministry of Ports, Shipping and Waterways, CBIC, and SMPK for its efforts during the COVID-19 pandemic. Shri Chowdhury noted that Customs Brokers and their staff served as a frontline workforce throughout the lockdown period, ensuring uninterrupted cargo movement and sustaining essential supply chains at a time of national crisis.

3.6. **CCHA** drew attention to the immediate challenges associated with **empty container handling**, noting that empty units are required to be returned to designated container yards within 10–14 days, but delays at privately leased yards are causing avoidable financial burdens on exporters and importers. Shri Chowdhury highlighted that several of these yards lack adequate infrastructure for efficient unloading, frequently suffer from gate congestion, and consequently force stakeholders to incur detention charges despite timely compliance on their part. He further pointed out instances where certain plot operators have demanded cash payments without GST, creating both operational and compliance-related concerns. **The Chairman of SPMPA Shri R. Raman IRTS** acknowledged the operational bottlenecks associated with the handling of empty containers and confirmed that a long-term solution is already in progress. The Chairman informed the Board that SMPK is developing a dedicated, port-operated empty container yard spanning 10 acres and involving an investment of approximately ₹30 crore. This facility will feature 24x7 operations, full digital integration, and standardized tariffs and compliance procedures to eliminate the irregularities observed in privately leased yards. He clarified, however, that short-term challenges continue because the existing empty container yards are managed by private operators and not by the port itself. **Association of Shipping Interests in Calcutta (ASIC) representatives** refuted allegations of deliberate delays by shipping lines, clarifying that container movements and Delivery Order (DO) validity are fully system-integrated, leaving no scope for arbitrary refusal of empty container acceptance. They added that, in many cases, importers themselves seek waivers of late fees due to delays on their end in returning containers. ASIC further emphasized that handling charges at Container Freight Stations (CFSs) are commercial arrangements strictly between the importer and the CFS operator, and do not fall under the purview of shipping lines. **CCHA** clarified that their concerns were not about deliberate refusal by shipping lines but were focused on the persistent infrastructure deficiencies at privately operated yards. They reiterated that exporters and importers are frequently compelled to make non-GST cash payments and that empty containers often remain queued for several hours before being offloaded due to inadequate facilities and congestion. CCHA assured the Board that they would furnish photographic and documentary evidence to substantiate these issues.

4. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** expressed serious concern over the issues highlighted, noting that even minor operational shortcomings can cause significant reputational damage to Kolkata Port and to India's overall

logistics ecosystem. He directed all stakeholders to establish a bipartite mechanism or neutral arbitration system to resolve disputes, ensure full digitization of container-handling records, and maintain transparent and accountable compliance processes. The Chairperson emphasized that such inefficiencies are not observed at major ports like Kandla and JNPA, underscoring the urgency of corrective action at Kolkata. He advised that the port authorities, shipping lines, and CCHA work collaboratively to resolve the local operational frictions affecting container movement and yard efficiency. He stated that the NSB Secretariat would assess the need for central level intervention once stakeholders submit the necessary evidence and a proposed solution framework. Emphasizing the importance of cooperation, transparency, and complete digitization, he noted that these measures are essential to lowering logistics costs and enhancing Kolkata's competitiveness as a trading gateway.

5. In the end CCHA expressed its appreciation to the NSB, SPMPA and the Ministry for their continued support and reaffirmed its full commitment to participating constructively in the reform process.

B. FEDERATION OF INDIAN EXPORT ORGANISATIONS (FIEO)

6. **The FIEO representative** began with a brief introduction, noting that the Federation of Indian Export Organisations (FIEO) is a 60-year-old apex body under the Ministry of Commerce and Industry, Government of India. He explained that FIEO represents all Export Promotion Councils and Commodity Boards and serves as an integral part of the Board of Trade, where it plays a significant role in shaping India's foreign trade policy and supporting the broader export ecosystem. The representative further explained that FIEO continuously monitors emerging global trade trends and operates dedicated in-house analytical groups that focus on ESG requirements, CBAM implications, free trade agreements, and tariff as well as non-tariff barriers. He also informed the Board that FIEO has recently been designated as the **"She Trades India Hub"** under the United Nations / WTO-linked She Trades initiative, a platform aimed at supporting and enhancing the participation of women-led enterprises in international commerce.

7. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** acknowledged the introductory briefing but clarified that the institutional background of FIEO is already well understood by the Board. He requested that the organisation focus its submission specifically on port-related and logistics-related issues that the NSB could take up with the Ministry for targeted resolution.

8. **The FIEO representative** then presented a key suggestion from its members concerning **logistics costs and export facilitation**. He proposed that the NSB examine the feasibility of establishing an **"Export Corridor"** under which export consignments would be cleared by Kolkata Customs and revenue collected locally, after which the cargo could move directly from Kolkata to other ports such as Visakhapatnam or Nhava Sheva for final shipment. He explained that such a model

could significantly reduce logistics costs for exporters, especially in the context of rising global freight rates and continuing geopolitical disruptions. He added that exporters are already facing multiple cost pressures, including compliance with technical barriers to trade (TBT) and various regulatory requirements, and that enhancing internal logistics efficiency would greatly support market access and export competitiveness.

C. Agricultural & Processed Foods Exports Development Authority

9. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** Invited the APEDA representative to present their issues and requested that the discussion focus on challenges requiring intervention from the Ministry.

10. **The APEDA representative** greeted all dignitaries and introduced APEDA (**Annexure XIIIB**) as an organisation under the Ministry of Commerce responsible for promoting agricultural exports across Odisha, West Bengal, Jharkhand, and the Union Territory of Andaman & Nicobar Islands. He noted that APEDA wished to draw attention to two primary issues, the first concerning rice exports during winter months. He reported that rice exporters consistently experience a significant decline in outbound volumes during this period due to seasonal river constraints affecting port operations and requested that this recurring problem be examined with Kolkata Port and the relevant authorities to identify sustainable solutions. He added that other APEDA-linked export activities are functioning well.

11. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** asked for specific details regarding the issue. Responding, the Chairman of SPMPA clarified that the seasonal reduction in draft during winter naturally affects port operations at Kolkata. He explained that SPMPA already provides an operational alternative through a dedicated rail service from Kolkata to Haldia, where the draft exceeds 8.5 metres, allowing uninterrupted handling of rice cargo during lean draft months. He stated that this seasonal migration ensures continuity for rice exporters and mentioned ongoing discussions with Customs to introduce additional services to further streamline shipments.

12. **The APEDA representative** acknowledged that natural river behaviour influences draft availability and confirmed that exporters are aware of these constraints but requested continued support for alternate arrangements.

13. **The APEDA representative** added a separate concern regarding future plans for horticulture and perishable exports, highlighting the need for cold-storage capacity and plug-in facilities at Kolkata to enable competitive perishable movements from the region.

14. **The Chairman SPMPA Shri R. Raman IRTS** responded that the port has already installed 40 reefer plug points and had earlier reduced plug-in tariffs by 50 percent following industry requests. However, despite these measures, cargo volumes did not increase, resulting in commercial loss for the port. He informed the Board that SMPK has earmarked 10 acres specifically for agro processing facilities within a 40-acre industrial cluster allocated equally among Agro Processing, Leather, Tea, and Garments. Tenders have been floated, and SPMPA is prepared to offer

land at genuinely concessional rates, but APEDA-linked exporters continue to seek zero-cost allotments, which the port cannot accommodate. He stated that the port is willing to provide land and full support, but APEDA-linked exporters have not yet utilised the available opportunities. He added that SMPK is preparing detailed project reports under PPP mode for these land parcels and would welcome APEDA's participation.

15. **The APEDA representative** raised an additional issue related to Paradip Port, explaining that while APEDA has engaged with Paradip Port authorities and MSC for horticulture exports from Odisha, the port's systems are not yet fully equipped to handle perishable cargo, and shipping lines are unable to provide full facilitation. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** sought confirmation that the issue pertains specifically to Paradip Port and requested APEDA to submit a detailed written representation for formal escalation.

16. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** also asked about principal export destinations for APEDA cargo. **The APEDA representative** identified Dubai as a key market. **The Chairman SPMPA SHRI R. Raman IRTS** noted that SPMPA had previously launched a Middle East service, but it failed due to lack of cargo, leaving SPMPA vessels idle in Dubai for two months. He added that SPMPA also operates services to China with transit times of 14–15 days, offering routes that are closer and more efficient than Paradip. However, exporters often prefer Odisha routes due to higher subsidies such as the USD 200/TEU empty repositioning incentive which distorts routing preferences.

17. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** advised that APEDA should take a strategic view on how to leverage the strong infrastructure already available at SPMPA.

18. **The APEDA representative** thanked the Chairperson and confirmed that all supplementary issues would be submitted in writing.

19. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** expressed appreciation for the inputs and concluded the session with APEDA.

D. ASSOCIATION OF SHIPPING INTERESTS IN CALCUTTA (ASIC) (SHIPPING LINES / VESSEL OPERATORS):

20. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** invited the ASIC representatives to present remaining issues, noting that earlier concerns have been partially addressed.

21. **The ASIC representatives** stated that most of points have indeed been addressed in prior deliberations and reconfirmed that their primary concern relates to vessel turnaround time and prolonged waiting delays, which significantly impact operational economics.

22. **The Chairman of SPMPA Shri R. Raman IRTS** intervened to clarify that vessel delays during the winter months are largely attributable to seasonal draft reduction and fluctuating river conditions. He requested stakeholders to allow time until March, 2026 when the draft naturally improves and vessel movements stabilise.

Emphasising SPMPA's commitment to performance enhancement, he urged all stakeholders to work collectively to keep the Kolkata Haldia corridor competitive, adding that efficiency gains achieved by the port must ultimately translate into reduced logistics costs for the trade.

23. **The ASIC representatives** noted that vessel waiting periods of 9–10 days impose a substantial burden, with daily charter costs ranging from USD 15,000 to USD 20,000. They stressed that such delays materially affect route viability. They reiterated that draft issues are a recurring seasonal challenge, especially during winter, and generally improve from March–April. They suggested that certain larger vessels or services could potentially be shifted to Haldia, where draft conditions are more stable. However, they observed that trade acceptance for such a shift remains low, as the movement of containers between Haldia and Kolkata by road or rail introduces additional inland costs for exporters and importers. As a result, many shippers continue to prefer Kolkata despite draft-related delays. They acknowledged the Chairman's explanation and expressed their willingness to cooperate. They acknowledged the Chairman's explanation and expressed their willingness to cooperate.

24. **The Chairman SPMPA Shri R. Raman IRTS** responded that the port already offers some of the lowest stabling charges in the country, with both rail and road evacuation options available. He informed stakeholders that MSE (Customs PSU) would soon commence a dedicated vessel service, which is expected to reduce evacuation delays and strengthen overall cost efficiency. He reiterated that SMPK is actively working to enhance multimodal connectivity to support trade competitiveness.

25. **The ASIC representatives** requested that cost rationalisation be explored for containers shifted between Kolkata and Haldia, so that the additional inland cost does not fall disproportionately on exporters and importers. They noted that while the cost is manageable for shipping lines, the burden on the trade reduces willingness to shift operations.

26. **The Chairman SPMPA Shri R. Raman IRTS** reaffirmed that the port is providing the best possible support within existing constraints and emphasised the importance of stronger cooperation among all stakeholders to improve the competitiveness of the region's maritime ecosystem.

27. **The ASIC representatives** confirmed their alignment with the goals of SPMPA and the NSB, expressed their appreciation, and concluded their remarks.

E. MAK LOGISTICS:

28. **The MAK LOGISTICS PVT LTD (INDIA) Representative** speaking on behalf of both MAK Logistics and the Andaman & Nicobar Islands Shipping Association, stated that the Andaman & Nicobar Islands remain entirely reliant on Kolkata and Chennai for nearly all supply chains. He noted that the islands' own production is very limited chiefly coconuts, small amounts of rice, and some vegetables. Given this complete dependency on the mainland, he urged the Chairman to accord the islands priority consideration in logistics and shipping policy decisions. Drawing on his 42

years of experience, he emphasized that the government alone cannot address all logistical and connectivity challenges faced by the Andaman & Nicobar Islands, and that active participation from the private sector is equally essential. He cited an example from 2009, when rising tourist inflows highlighted severe gaps in inter-island connectivity. In response, a private group took the initiative to import a catamaran carrier from Singapore, certified under Lloyd's standards. Although the venture was initially viewed as financially unviable, the vessel continues to operate successfully even today, underscoring the transformative impact that private sector intervention can have on regional connectivity. He then turned to the core concern, stating that port infrastructure in the Andaman & Nicobar Islands is not being adequately maintained. He clarified that there are no issues with the Directorate General of Shipping or with the Ministry, and that the challenges relate exclusively to the upkeep and operational condition of the island ports, which directly affects connectivity and the reliability of essential supply chains.S

29. **Shri Vikrant Rai P.O. MMD Kolkata** supplemented the stakeholder's concerns by noting that dry-dock facilities in the Andaman & Nicobar Islands are severely limited. He explained that, under statutory requirements, high speed crafts must undergo regular dry docking, yet the islands currently have the capacity to dock only one such vessel at a time. As a result, the remaining vessels are forced to wait, causing significant operational disruptions. He further highlighted that the High Speed Craft (HSC) Rules offer no dispensation or exemption for these circumstances, thereby exacerbating the operational constraints faced by vessel operators in the region.

30. **The MAK Logistics representative** concurred with the observations and provided additional details on the infrastructural deficiencies. He stated that the Andaman & Nicobar Islands have approximately 1,200–1,300 metres of berthing facilities, of which nearly 350 metres—sometimes reported as 275 metres—has become non-operational due to the breakdown of the Chatham Causeway. He explained that Chatham Island is linked to the Port Blair mainland by a hybrid bridge-and-land causeway structure, which has now become structurally unsafe, effectively curtailing berthing capacity and further constraining port operations. He emphasized that the deteriorated condition of the Chatham Causeway is not only restricting port operations but also adversely impacting the daily lives of local residents. He noted that, due to the shifting of berthing positions, people are now compelled to walk 800–900 metres to access ferry services, significantly increasing their daily hardship. He further mentioned that aspects of the causeway's structural condition had previously been reviewed or studied by IIT Chennai, underscoring the seriousness of the issue.

31. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** noted that the challenges outlined were numerous and highly localised, warranting closer on-ground examination. He suggested that the NSB convene a dedicated sitting in the Andaman & Nicobar Islands within the next one to two months to review the situation firsthand and engage directly with all relevant stakeholders. He requested the representative from MAK Logistics to submit a detailed list of issues by email in advance to facilitate structured discussions during the proposed visit.

32. **The MAK Logistics representative** agreed to submit a formal presentation and thanked the Chairperson for the proposed visit. He clarified that while several issues concern other ministries such as Tourism and Home Affairs only port-related matters were presented at the meeting. He added an additional suggestion related to tourism facilitation, noting that customs and immigration officers in the Andaman & Nicobar Islands should receive soft-skills training similar to Tourist Police Cells and women-centric “Pink Police” units. He emphasized that even a single unpleasant interaction can negatively impact a visitor’s experience, and given the islands’ heavy reliance on tourism, enhancing frontline behavioural standards is essential. He reiterated that while issues pertaining to other ministries can be addressed separately, the immediate port-related priorities for the Andaman & Nicobar Islands remain clear. These include urgent maintenance of existing port infrastructure, repair and restoration of the Chatham Causeway, and enhancement of dry-docking facilities to accommodate high-speed crafts, which currently face significant operational delays due to limited docking capacity.

33. **The MAK Logistics representative** concluded his remarks by expressing his gratitude to the NSB Chairperson and all members present for the opportunity to share the concerns and priorities of the Andaman & Nicobar Island.

F. ASSOCHAM:

34. **The ASSOCHAM representative** stated that although ASSOCHAM is listed as a chamber of commerce rather than a trade association, he is personally a shipping lawyer and part of ASSOCHAM’s committee. He highlighted that many issues reaching him arise both from his professional shipping work and from chamber-related consultations. Requested five minutes to present concise, one-line issue points along with suggested directions for policy-level consideration.

35. **The ASSOCHAM representative** raised the first issue concerning uncleared and abandoned containers, noting that large volumes of import cargo continue to remain unclaimed due to customs objections, price fluctuations, or commercial disputes. He explained that while such cargo earlier accumulated within port premises, much of it is now held in CFS yards, where prolonged storage blocks operational space and adversely affects all stakeholders. Importers are unable to retrieve their cargo; customs authorities lose revenue; CFS and port areas become congested; and shipping lines are deprived of the use of their containers—key revenue-generating assets—while detention charges accrue without clarity on liability. He added that shipping lines provide undertakings to the Government of India guaranteeing the reshipment of containers within six months, yet these commitments are routinely breached because abandoned cargo cannot be cleared in time. He recommended that the Government of India empower major ports to establish a neutral and independent dispute-resolution or preliminary claim-assessment mechanism. He noted that ports often face an inherent conflict of interest when they serve simultaneously as claimant and adjudicator, which slows decision-making and prolongs the handling of contentious cargo. A neutral body, he argued, would enable faster, more objective determinations on matters such as auctioning abandoned cargo, exercising lien, and assessing basic claims. He

emphasized that judicial processes typically take years to conclude and are ill-suited for the fast-moving nature of commercial and logistics operations

36. **The ASSOCHAM representative** then raised a second issue relating to persistent jurisdictional grey areas between ports and customs, particularly in the handling of bulk and container cargo. He explained that documentation completed on ICEGATE is frequently not synchronised with port operating systems, resulting in delays in container release and subsequent vessel operations. To address these inefficiencies, he recommended stronger integration of digital platforms and procedural workflows between ports and customs so that information flows in real time and operational bottlenecks are minimized.

37. **The ASSOCHAM representative** next emphasized the strategic importance of East Coast ports such as Visakhapatnam, Paradip, Dhamra, Gopalpur, Haldia, and Kolkata, noting that they serve as the primary maritime corridor for Northeast India and handle critical transit cargo for Bhutan and Nepal. Despite the existence of bilateral treaties, he observed that the movement of cargo to Nepal and Bhutan remains operationally challenging due to gaps in monitoring, weaknesses in logistics governance, and limited oversight of the unorganized sector beyond port gates. Such gaps, he warned, can inadvertently enable smuggling, create significant risks for compliant traders, and erode confidence in eastern ports. To illustrate the consequences of these operational inconsistencies, he cited a litigation case in which UAE-origin cargo destined for Nepal via Haldia was intercepted by Chennai Customs because some packaging bore the stamp of a Karachi-based company. Although the cargo was not of Pakistan origin and was explicitly protected under Nepal's treaty provisions applicable "regardless of source and origin" its clearance was delayed by three months. He stressed that perishable cargo should not be subjected to such prolonged detentions and called for more precise and consistent implementation of treaty obligations at the operational level. He expressed concern that confidence in eastern ports is deteriorating, noting that some insurers have begun advising clients to avoid routing cargo through certain Indian ports. He urged stronger facilitation and monitoring mechanisms to safeguard this vital trade corridor. Moving to his fourth point, he highlighted the riverine nature of Kolkata and Haldia ports as a unique strategic advantage that has not been fully leveraged. He recommended fast-tracking the integration of inland waterways with port operations, observing that inland water transport performance has remained stagnant for decades. He proposed enabling seamless cargo movement from Sandheads, Haldia, and Kolkata up to Varanasi and Murshidabad through unified, port-managed operations. This would include ports taking responsibility for permissions, dredging oversight, and operational coordination, thereby reducing the number of transaction points for industry. He further recommended that the identified shallow stretches approximately three to four locations be addressed through targeted dredging to ensure consistent navigability and improve cargo throughput.

38. **The ASSOCHAM representative** expressed strong support for SMPK's initiative to deploy floating cranes at Sandheads, noting that the two existing cranes and the additional units expected to be commissioned should be dynamically allocated between Haldia and Kolkata to maximise operational throughput. He compared this

flexible deployment to increasing the number of elevators during periods of high passenger load, emphasising that such adaptability would significantly improve efficiency. He further underscored the need for integrated Haldia Kolkata operations, cautioning against siloed functioning that limits overall system performance.

39. **The ASSOCHAM representative** concluded by reiterating the importance of establishing a dedicated port-level dispute-resolution mechanism. Citing the MSME Act's arbitration councils as an effective model, he suggested the creation of a neutral arbitration framework within port authorities to handle commercial disputes swiftly, before they escalate into protracted court cases. This, he noted, would enhance confidence among stakeholders and support smoother trade facilitation.

40. **The Chairman SPMPA Shri R. Raman IRTS** responded by noting that many of the challenges highlighted stem from the need to follow customs procedures, as thorough examinations while time-consuming are essential for compliance and security. He clarified that a new adjudication authority has already begun functioning in Mumbai in accordance with Ministry directions. Addressing the point on floating cranes, he stated that SMPK currently operates two such cranes capable of handling substantial cargo volumes; however, these assets are presently underutilised. He explained that cargo demand has shifted because shipping lines increasingly prefer Cape-size vessels due to the combined cost advantages of rail and ocean freight, resulting in reduced reliance on floating crane operations. In this context, he emphasized that adding additional cranes without corresponding cargo volumes would be commercially unviable.

41. **The ASSOCHAM representative** clarified that he was not proposing the procurement of additional floating cranes. Instead, his recommendation focused on improving the utilisation of the existing cranes, extending their deployment to the Kolkata leg wherever operationally feasible, and strengthening riverine cargo connectivity to reduce costly road detours some exceeding 20 kilometres. He stressed that the intent was to achieve better operational integration rather than pursue capital expansion. He further noted that the newly established adjudication mechanism in Mumbai is not readily accessible to stakeholders in the eastern region, reinforcing the need for a locally based, neutral dispute-resolution framework within the Kolkata Port system.

42. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** stated that the points raised by ASSOCHAM were well taken and requested that the Association submit its issues formally by email to enable detailed examination by the Board. He assured that the NSB would actively take up the matters highlighted.

G. PLASTIC EXPORT PROMOTION COUNCIL (PLEX):

43. **Shri Nilotpal Biswas, representing the Plastic Export Promotion Council (PLEX Council)** introduced the organisation and noted that its concerns are primarily related to port operations at Kolkata and Haldia, rather than issues with shipping lines. He explained that the Council represents manufacturers and exporters of plastic products, for whom timely and efficient port functioning is essential to maintaining export competitiveness.

44. **The PLEX representative** highlighted two major operational challenges faced by member exporters. First, he pointed out persistent berthing and gate-in delays, noting that incoming consignments destined for Kolkata frequently remain outside the port for 10–12 days despite IGMs and all documentation being complete. Such prolonged waiting periods delay unloading, lock up working capital, and extend the overall importer exporter cycle. He added that these repeated delays also hinder vessels from securing berths on time, thereby worsening turnaround inefficiencies across the port. Second, he drew attention to the high port charges at Kolkata and, to a lesser extent, Haldia. He stated that tariff rates and ancillary charges at these ports are significantly higher compared to competing gateways such as Nhava Sheva. This cost differential increases the landed price for importers and diminishes export competitiveness for manufacturers. As a result, several PLEX Council members are increasingly relying on alternative ports and multimodal logistics options to reduce cost pressures.

45. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** acknowledged the seriousness of the issues raised and noted that delays of 10–12 days are commercially significant and can severely impact exporters' global competitiveness. He requested the PLEX Council to submit a detailed written representation so that the Board can formally take up the matter with the port authorities and the Ministry for appropriate corrective action

46. **The PLEX Council representative** agreed to prepare and submit a detailed written representation, including comparative tariff data and specific examples of berthing and gate-in delays. He acknowledged recent improvements in the Haldia Kolkata rail link but reiterated that high port charges and limited berth availability continue to act as major constraints for exporters operating through these ports.

47. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** directed the Secretariat to follow up upon receipt of the representation and, thereafter, undertake a comparative tariff analysis with the relevant ports. He confirmed that the Board would examine the matter in detail once PLEX's data and documentation are received.

H. ENGINEERING EXPORT PROMOTION COUNCIL (EEPC):

48. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** invited the representative of EEPC to raise their concerns.

49. **Smt. Jaya Basu, representing the Engineering Export Promotion Council (EEPC)** introduced the organisation and outlined issues specific to engineering exporters in the eastern region. She noted that engineering cargo is typically heavy, oversized, and high-value, making it especially sensitive to port draft availability, container access, and mother-vessel connectivity. She highlighted several key concerns. First, the absence of deep-sea capacity and persistent draft constraints at Kolkata and Haldia discourage exporters from the eastern hinterland including Chhattisgarh, Jharkhand, and Bihar who increasingly prefer to route cargo by road to western ports such as JNPT and Mundra to access mother vessels and deeper berths. Second, she pointed to recurring container shortages and limited mother

vessel space, particularly on long-haul routes to Africa and Latin America, resulting in prolonged waiting periods, escalated logistics costs, and unpredictable transit timelines. Third, she noted that volatile freight rates and rising insurance costs further complicate price finalisation for exporters, adding uncertainty to already stretched supply chains.

50. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** acknowledged the issues raised and requested EEPC to submit a detailed written representation, including specific examples and data on freight differentials, instances of modal diversion from eastern to western ports, and documented cases of container shortages.

51. **The EEPC representative** confirmed that the Council would provide a formal submission containing the identified concerns along with supporting data to enable the NSB to examine the matter comprehensively.

52. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** assured EEPC that the Board would take up these systemic challenges with the relevant port authorities and the Ministry of Ports, Shipping and Waterways. He directed the Secretariat to coordinate the next steps once the representation is received.

I. INDIA TEA ASSOCIATION & GOODRICKE GROUP:

53. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** invited the representative of Indian Tea Association to raise their concerns.

54. **The Representatives from the Indian Tea Association and the Goodricke Group** outlined the operational difficulties faced by tea exporters from Assam, Darjeeling, and the Dooars, noting that tea is a time-sensitive and speciality commodity that is particularly vulnerable to shipping and port-related constraints. They highlighted that several systemic bottlenecks across the logistics chain are adversely affecting the sector's competitiveness. They identified the sector's principal concerns, beginning with vessel scarcity and limited sailing frequencies. Many key trade routes such as those to Russia and parts of the Middle East are served by only a single liner or a very limited number of carriers, creating single-line dependency, higher freight rates, and prolonged transit times, with some consignments reportedly taking 90–95 days to reach Russian destinations. They further noted that chronic congestion at Colombo, the primary transshipment hub for eastern India, results in repeated rollovers, with containers often detained for up to a month, adding both detention liabilities and uncertainty to the supply chain. They also flagged berthing limitations and draft constraints at Kolkata, which reduce the likelihood of mother vessel calls and force exporters into longer, costlier transshipment chains. They added that the availability of specialised “tea” containers ventilated or otherwise configured for tea shipments is limited in Kolkata, largely due to low import backhaul volumes that hinder repositioning. Finally, they stressed that logistics costs account for a significant share of the overall landed cost of Indian tea approximately 7–15 percent depending on destination eroding competitiveness relative to countries such as Sri Lanka.

55. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** sought clarification on the routing patterns and key freight components affecting tea exports and requested further details to better understand the cost structure and operational constraints. He invited the representatives to submit a formal, itemised written representation so that the Board could examine the issues comprehensively and take them up with the relevant authorities.

56. **The Representatives from the Indian Tea Association and the Goodricke Group** confirmed that they would provide a detailed written submission outlining specific shipment examples, trade routes affected by single line dependence, shortages of specialised container types, and the operational and financial impacts of Colombo transshipment delays. They also noted that the Department for Promotion of Industry and Internal Trade (DPIIT) and the Ministry of Commerce are already examining issues related to the Russia-bound routes, and assured that any inputs provided to the NSB would be aligned and coordinated with DPIIT to ensure consistency in policy follow-up

57. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** observed that many of the challenges highlighted by the tea sector overlapped with broader port and corridor issues already raised by other stakeholders. He requested the Indian Tea Association and Goodricke Group to provide supporting evidence, including shipment data, freight comparisons, and documented instances of delays. He assured that the NSB would consolidate these sectoral representations and escalate them to the Ministry and the relevant port authorities for appropriate action.

58. **The NSB Chairperson Sameer Kumar Khare IAS (retd)** thanked the representatives of the stakeholders' Association for their candid and constructive inputs. He reiterated the request for detailed written submissions from all the bodies and assured that the Board and the NSB Secretariat would follow up with the concerned authorities to pursue necessary interventions. He also expressed his appreciation to the Chairman SPMPA and his team for their presence and for facilitating discussions over the past two days and extended his thanks to all stakeholders for their constructive participation, reaffirming the Board's commitment to ensuring timely resolution of the concerns raised.

Calcutta Custom House Agents Association (CCHAA)
Empowering Exim Trade in Customs, Port, Border
and PGA's.

Established 1956



Welcomes
Chair Person Shri Sameer Kumar Khare
and
Members of National Shipping Board



About CCHAA

- Established in 1956; one of the oldest Custom House Agents Associations in India.
- Represents Customs House Agents licensed under Customs Act 1962 & Ministry of Finance.
- CCHAA is accredited with representative status of the following, namely: -
 - CBIC, DGFT, Ministry of Shipping, Ministry of Commerce, Ministry of Civil Aviation, Board of Trade, SCOPE Shipping/Air, Air Cargo Promotion Board (ACPB) constituted under the Chairmanship of Secretary (Civil Aviation), Regional Advisory Committee (RAC) of GST, Eastern Zone, Kolkata, Port Users Consultative meetings.
- Our Members impart service in Customs Clearances, Delivery of Cargo from Port, Airport, Borders and Facilitate Exim fraternity in Logistics end to end solutions.



Recognition

- Awarded by Kolkata Port trust Chairman for the contribution in Exim Trade.
- Recognition for exemplary contribution towards facilitation of trade and customs modernization awarded by Customs.



D.O. No. 27/MoS/PS&W

Date: 25 September, 2025

To

The President
Shri Mannu Choudhary
Calcutta Custom House Agents' Association
23, R. N. Mukherjee Road
Kolkata - 700001

Sub: Congratulations on being elected as President and best wishes to your Committee.

Dear Shri Choudhary,

Heartiest congratulations on your election as the President of the Calcutta Custom House Agents' Association, along with the other office bearers and executive members elected in the 68th AGM of this esteemed Association.

This Association, the pride of West Bengal, has always played a vital role in facilitating EXIM services by working closely with Customs, Kolkata Port, and various allied agencies. Your election reflects the strong faith and confidence that members have reposed in your leadership and vision.

We warmly congratulate you and your team and extend our best wishes for a successful and fruitful tenure. We are confident that under your able guidance, the Association will scale new heights of progress, unity, and service to the trade community.

With warm regards and best wishes,

Yours Sincerely,

(Shantanu Thakur)



Appreciation Letter by



दीप शेखर, भा. रा. से
DEEP SHEKHAR, IRS
प्रधान आगुस्त, सीमा शुल्क (विमानचक्रन व ए.सी.सी.)
Principal Commissioner of Customs (Airport & ACC)

Telephone : (033) 2243-5372
Fax : (033) 2210-5102

भारत सरकार / Government of India
प्रधान आगुस्त, सीमा शुल्क कार्यालय
(विमानचक्रन व ए.सी.सी.)
Office of the Principal Commissioner of Customs
(Airport & ACC)
सीमा शुल्क भवन, 15/1, स्ट्रैंड रोड
Custom House, 15/1, Strand Road
कोलकाता / Kolkata - 700 001

दीप
DEE
प्रधान
Princip

D.O. No. 545-001/2017-CBS
Dated: 28-07-2020

Dear Shri Choudhary,

Subject: Appreciation Letter - reg.

The COVID-19 pandemic resulting into the nationwide lockdown w.e.f. 25-03-2020 jolted the fulcrum of businesses across the world. The daily livelihood and normalcy underwent a sea change and added pressure on various walks of life within the society.

2. The supply chain of essential commodities needed to mitigate the sufferings of masses and to keep the momentum of economic growth moving seamlessly, went under severe strain. The Kolkata Custom House was no exception.

3. Despite the odds and risk of infection, the Customs Brokers and their staff under Kolkata Customs have discharged their duties in exemplary manner to keep the supply chain functioning. This would not have been possible without the team work displayed by all the stake holders especially the Customs Brokers.

4. I would like to place on record my gratitude and appreciation to your Association for demonstrating solidarity and working hard even during these testing times. The fear of infection, loss of livelihood due to the pandemic and the uncertainty of events has been a huge challenge for all of us. The continuous flow of work, remotely causing the smooth functioning of the supply chain through Customs Brokers and the unflinching support is laudable.

5. The unperturbed, consistent and impeccable contribution exhibited by your Association is highly appreciated.

With best wishes,

Yours sincerely,

(Deep Shekhar)

To
Shri Mannu Choudhary
Hony. Secretary,
Calcutta Customs House Agents' Association,
Custom House, Kolkata.



Date: - 30-04-2025

MESSAGE

The Calcutta Customs House Agents Association conducted its 3rd biennial convention at Uluberia on 18th April 2025. It was a grand success with participation of all stakeholders of the trade. It was a very informative and collaborative convention wherein all participants were actively involved in discussion, deliberations and debate on issues pertaining to the trade. On behalf of Ministry of Ports, Shipping and Waterways, Govt. of India, it was a pleasure for me to attend this event and I wish Calcutta Customs House Agents Association all the very best for their future endeavours.

Thanking you with kind regards.

Very truly yours,

(SHANTANU THAKUR)



Appreciation by Honorable Minister of State for Ports, Shipping and Waterways,
G.O.I. and Along with Principal Commissioner of Customs





Stake Holder Meets organized by CCHAA where Port Authorities, Honorable Minister of State for Ports, Shipping and Waterways, G.O.I. and Along with Principal Commissioner of Customs





Representation

- Represents trade before CBIC, DGFT, Shipping, Commerce, and Civil Aviation Ministries, LPAI (Bangladesh Border, Nepal Border and Bhutan Border).
- Engages with Board of Trade, ACPB, GST RAC, and advisory bodies.
- Acts as a vital link between Customs, Port Authority and the trade community.

Participation in CCFC & TFC Meetings Organized By Customs with Stake holders





Core Focus Areas

- Policy formulation and procedural reforms
- Training and skill development
- CBIC initiative outreach and trade compliance
- MSME support and employment generation (500 members as CHA employed 10000 Employees) on of the biggest employment generation.
- Digital transformation in Customs and Port Processes .



Key Contributions

- Active participation in customs policy formulation and implementation.
- Ensures importer-exporter outreach and smooth transition for new systems.
- Promotes best practices for efficient and transparent trade operations.



Digital Initiatives

- EDI for exports/imports
- ICEGATE, RMS, e-payment, e-delivery orders
- Single Window Interface, e-Sanchit
- IDPMS/EDPMS, Faceless Assessment, CBLMS

Major Reforms Supported



- Direct Port Delivery (DPD)
- GST Implementation
- Authorized Economic Operator (AEO) Programme
- Customs Broker Licensing Management System (CBLMS)

Training & Development



- Refresher courses for owners and employees
- Regulation 6 exam preparation programs
- Knowledge Series seminars and workshops
- Promotes continuous professional development





The Way Forward

- Strengthening collaboration with government and trade partners.
- Expanding digital facilitation and paperless operations.
- Empowering members through advanced training.
- Continuing CCHAA's legacy of excellence in trade facilitation.



Thank you

Calcutta Custom House Agents Association
(CCHAA)

Website: www.cchaakolkata.org

Email: cchaakolkata@gmail.com

Address: 23, Sir R. N. Mukherjee Road, Kolkata -
700 001



वाणिज्य एवं
उद्योग मंत्रालय
MINISTRY OF
COMMERCE
AND INDUSTRY

Annexure XIII B

Ministry of Commerce and Industry, Government of India

APEDA

Agricultural and Processed Food Products Export
Development Authority (APEDA)

Sitakanta Mandal
Regional Head

APEDA, Eastern Regional Office – Kolkata

skmandal@apeda.gov.in | apedakol@apeda.gov.in
+91 33 2337 8363 | +91 9051362839

4th Floor, Mayukh Bhavan, Salt Lake, DF Block,
Sector II, Bidhannagar, Kolkata, West Bengal 700091

www.apeda.gov.in



About APEDA

- Agricultural and Processed Food Products Export Development Authority (APEDA) was established by an **Act of Parliament** in **1986** under the union Ministry of Commerce and Industry for development and promotion of export of agricultural and processed scheduled foods products.
- **Head Office is at New Delhi**
- **Eighteen Regional offices** – Ahmedabad, Bengaluru, Bhopal, Bihar (Patna), Chandigarh, Chennai, Guwahati, Jammu, Kochi, Kolkata, Ladakh (Leh), Mumbai, Raipur, Srinagar, Telangana (Secunderabad), Tripura (Agartala), Varanasi, Vishakhapatnam



Products Handled by APEDA

785+ tariff lines

1. Fruits, Vegetables and their Products
2. Meat and Meat Products
3. Poultry and Poultry Products
4. Dairy Products
5. Confectionery, Biscuits & Bakery Products
6. Honey, Jaggery and Sugar Products
7. Chocolates of all kinds
8. Alcoholic and Non-Alcoholic Beverages
9. Cereal and Cereal Products
10. Groundnuts and Walnuts
11. Pickles, Papads and Chutneys
12. Guar Gum
13. Floriculture and Floriculture Products
14. Herbal and Medicinal Plants
15. Cashew Nut
16. De- Oiled Rice Bran
17. Green Peeper in Brine





Products Handled by APEDA



Cucumber And Gherkins (Pre. & Pres)



Processed Vegetables



Mango Pulp



Processed Fruits, Juices & Nuts



Pulses



Groundnuts



Jaggery And Confectionery



Guar Gum



Cocoa Products



Cereal Preparations



Alcoholic Beverages



Miscellaneous Preparations





Major activities of APEDA



- As per the Govt. of India notification, any export of Agri items is only possible with **APEDA Registration of the Scheduled products**.
- Registration of persons as exporters of the scheduled products on payment of such fees as may be prescribed
- Development of industries relating to the scheduled products for export by way of providing financial assistance.
- Fixing of standards and specifications for the scheduled products for the purpose of exports.
- Carrying out inspection.
- Improving of packaging of the Scheduled products.
- Improving of marketing of the Scheduled products outside India.
- Collection of statistics.
- Training in various aspects. Etc.
- APEDA is nominated as the Secretariat for the promotion of **Organic Products under NPOP**.
- Nodal organisation for the implementation of Agri Export Policy for the States across the country.
- Coordination with all allied departments for the development of export from the country.



APEDA Initiatives



- **Online System**

- All certificates: RCMC/RCAC/COE/Financial Assistance/Export Returns

- Participation in major international food exhibitions
- Organizing Buyer Seller Meets and Reverse Buyer Seller Meets
- Rapid Alert Monitoring System
- Country Specific agri export strategy reports have been prepped for 60 countries in consultation with the Indian Embassies/ High Commissions of the respective countries to tap the opportunities

AGRICULTURAL AND PROCESSED FOOD PRODUCTS EXPORT DEVELOPMENT AUTHORITY
APEDA KOLKATA
Majumdar Bhawan 4th Floor, Indian Nagar Club Lake, Kolkata, Kolkata
24 PARAGANAS NORTH, WEST BENGAL, 700091
Email: comdtp@apeda.gov.in, Telephone: +91-611-3370005 Website: <http://apeda.gov.in>

REGISTRATION - CEM - MEMBERSHIP CERTIFICATE
(Grant under the provisions of Foreign Trade Policy, Government of India)

Name of the exporter			
IEC Number	004004101	INDIA	State of West Bengal
Address of the Registered Office			
Nature of Concern			
Description of goods/services for which registered			
Registration Number			
Email address: E-mail Number			
Registered as			
Name of the Proprietor/Partners/Shareholder			

This certificate is issued to you for the details of your records and is subject to the conditions laid down in the rules and scheme of registration of this council.

Issue Date: 08/10/2024 Renewal Date: 07/10/2029

Note: Refer DGFT Website (Services) - View IEC Related Details - View Any IEC for IEC Details and Renewal Details.

This document is digitally signed by comdtp@apeda.gov.in (Dated: 08/10/2024)



#आत्मनिर्भर भारत



APEDA Traceability Portals



HORTINET



PEANUT.NET



TRACENET



MEAT.NET

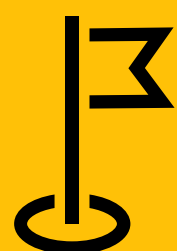


BASMATI.NET

Portal Name	Product Focus	Key Features & Stakeholders
HortiNet	Horticulture Products	<ul style="list-style-type: none">- Web-based monitoring for products like pomegranates and vegetables- Online registration, lot creation, lab analysis, Agmark grading, and certification- Used by exporters, packhouses, labs, and government agencies
Peanut.Net	Peanuts & Products	<ul style="list-style-type: none">- Internet-based certification and traceability for peanuts exported from India- Facilitates testing, aflatoxin analysis, and certification- Stakeholders: Exporters, laboratories, APEDA- Tracks registration, consignment creation, and issuance of export/stuffing certificates
TraceNet	Organic Products	<ul style="list-style-type: none">- Certification and traceability for organic exports- Complies with NPOP/NOP standards- Tracks producers, processors, traders, and certification bodies
Meat.Net	Meat Products	<ul style="list-style-type: none">- Online health certificate issuance for meat consignments- Ensures compliance with export/import policy and food safety standards- Used by processing establishments and state veterinary officials
Basmati.Net	Basmati Rice (GI)	<ul style="list-style-type: none">- Web-based traceability for GI-certified Basmati rice- Ensures authenticity from farm to export/domestic market- Stakeholders: Farmers, agri markets, commission agents, traders, millers, processors, exporters, suppliers- Supports GI administration and logo use



APEDA BHARATI Initiative



APEDA's flagship program to propel India towards its \$50 billion agri- food export target by 2030.



Addresses the critical need for industry or government-led incubation for export enablement in agriculture and allied sectors.

Who Can Apply?



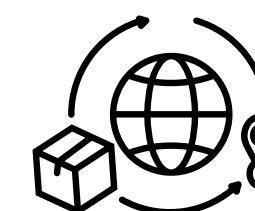
Agri-Food Startups



Technology & Service Startups



SPS (Sanitary & Phytosanitary) Solution Innovators



Exporters



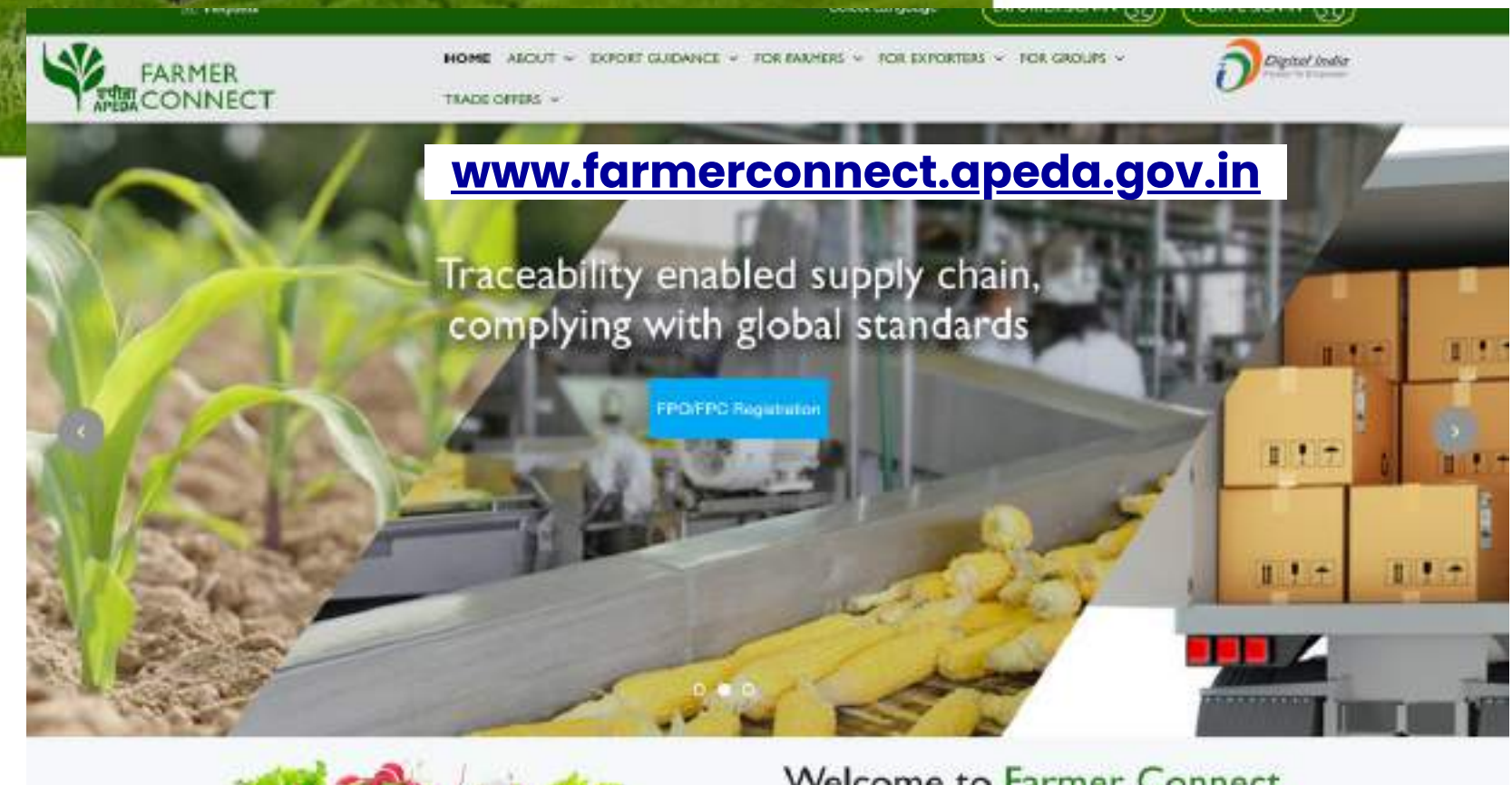
Farmer Producer Companies (FPCs)

Benefits for the startups

- **Sustainability and Resilience:** Support to build long-term, globally competitive and compliant export-ready solutions.
- **Exposure Visits & Collaboration Inputs:** Guided visits and interactions with export clusters, labs, packhouses, and industry experts.
- **Ideation and Incubation:** Structured mentoring to refine ideas, develop prototypes, and accelerate product/solution development.
- **Investor Access:** Direct visibility to investors, government funding schemes, and potential strategic partners.
- **Brand and Market Enhancement:** Opportunities to showcase innovations through APEDA platforms, events, and global buyer interactions.
- **Access for Export-Enabling Technology and Service Companies:** Support for scaling traceability, logistics, packaging, fintech, and testing solutions tailored for exporters.
- **Market Linkages:** Facilitation of domestic and international market connections with exporters, FPCs, and buyers.



APEDA Websites & Portals



India's Strength – APEDA Products

- India is now playing the role of **Demand Basket** for the world
- India is exporting to more than **150 countries round to globe**
- India achieved **824.9 Bill USD** export turnout of Mercantile export and out of this **APEDA products achieved ₹2,43,042 crores in the year 2024-25**
- Non Basmati stands at **Rs. 55,408** Crores, Basmati stands at **Rs. 50,312** Crores and Buffalo Meat stands at **Rs. 34,392** Crores. Wheat, Maize, Misc Preparations, Cereal Preparations, Groundnuts, Processed Vegetables, Other Fresh Fruits, Other Fesh Vegetables etc. stands subsequently.
- **Bangladesh** is our most consistent importer consecutively for the past several years. In addition, **EU, UAE, Vietnam, USA, Nepal, Saudi Arabia, Malaysia, Indonesia, Iran, etc** are our most demanded destinations.
- Apart from the export of conventional products, Govt. is also emphasizing upon **organic products, natural products**, Geographical Indication(GI) and Indigenous products from India.



Processed Food Sector: Exports, and Emerging Trends

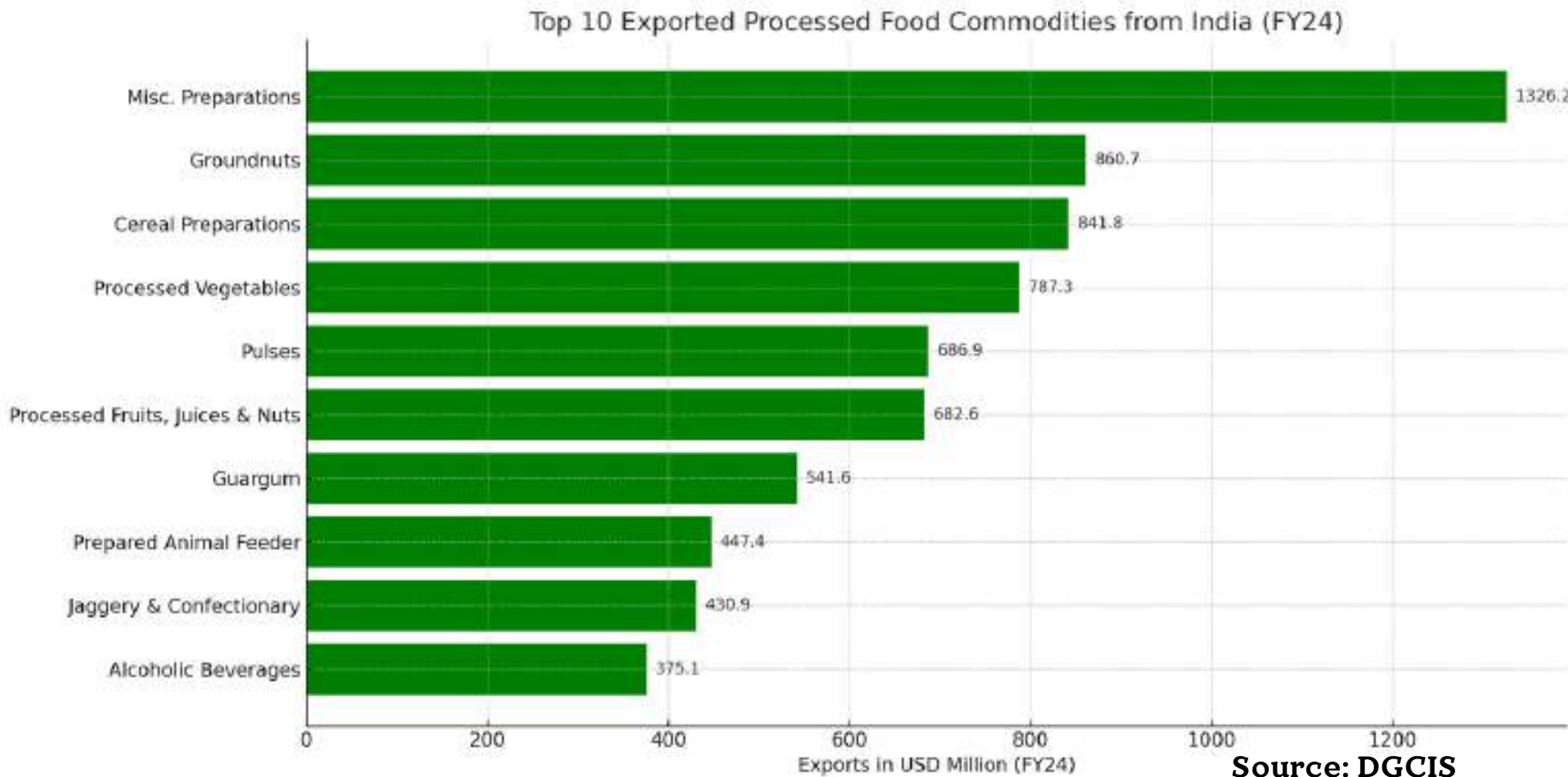


Significance of the Food Processing Sector

- One of the largest sectors in India, contributing significantly to production, consumption, growth, and exports.
- Covers diverse categories, including **fruits & vegetables, dairy, meat, spices, grains, and high-protein foods.**

Export and Investment Growth

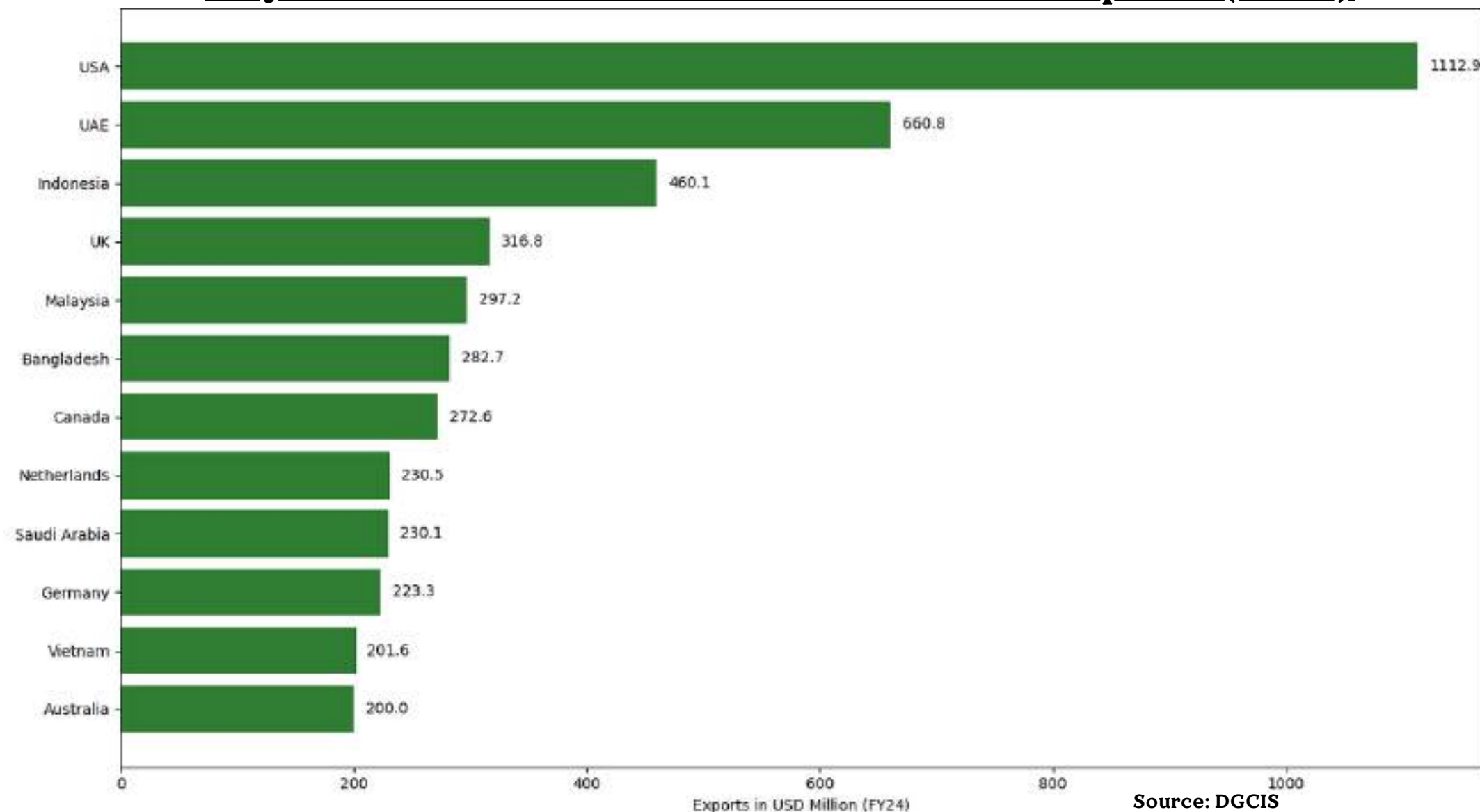
- Processed food contributed **23.4%** of total agricultural exports in **2024-25.**
- India's processed food exports reached **USD 7.9 billion billion in 2024-25.**
- The sector attracted **USD 6.8 billion FDI equity inflow** between 2014 and 2024-25.
- India's geographical location provides a competitive edge in food processing exports, ensuring strong trade connectivity with key markets like **Europe, the Middle East, and Southeast Asia.**



Processed Food Sector: Exports, and Emerging Trends

- The United States remains the largest destination, driven by strong demand for **cucumber & gherkins, ready-to-eat snacks**, and cereal preparations.
- The UAE continues as a strategic hub for Indian processed foods such as **juices, confectionery, and cereal products**.
- Indonesia's imports are led by Indian **groundnuts and cereal preparations**, with stable demand for value-added agro products.
- The UK exhibits steady demand for **ready-to-eat foods, spices, gherkins, and Indian-origin bakery & confectionery items**.
- Malaysia and Bangladesh import significant volumes of **cereal preparations, processed vegetables**, and fruit-based products.

Major Markets for India's Processed Food Exports (FY24)





Key Stakeholders in India's Processed Food Export Ecosystem



1. FSSAI – Food Safety and Standards Authority of India(FSSAI)

- Ensures all processed food meant for export meets India's food safety, hygiene, and labelling regulations, establishing a strong compliance base before products enter international markets.
- Develops standards, testing protocols, and regulatory frameworks that help exporters align with global food safety expectations and reduce rejection risks overseas.

2. EIA / EIC – Export Inspection Agencies / Export Inspection Council

- Conduct mandatory inspection, testing, and certification of export consignments to verify they meet the specific quality and regulatory requirements of importing countries.
- Approve processing units, monitor quality systems, and issue export certificates that provide international buyers with assurance of product safety and integrity.

3. APEDA – Agricultural & Processed Food Products Export Development Authority

- Facilitates export promotion by providing market intelligence, export infrastructure, capacity building, and connecting Indian exporters with global buyers through trade fairs and BSMs.
- Registers exporters, sets quality standards for select products, and supports the strengthening of supply chains to enhance India's presence in processed food markets.
- Issue *Certificates of Origin* (CoO) and other essential export documents required for preferential trade agreements and customs compliance in importing nations.

4. DGFT – Directorate General of Foreign Trade

- ✦ Frames and administers the Foreign Trade Policy, defining export incentives, permissions, licensing norms, and regulatory requirements for processed food exporters.
- ✦ Provides clarity on export restrictions, tariff schedules, HS codes, and eligibility criteria, enabling exporters to navigate international trade regulations smoothly.

5. NABL-Accredited Laboratories

- ✦ Provide accredited testing for microbiological, chemical, heavy metal, and contaminant parameters to ensure exported products meet importing country specifications.
- ✦ Issue validated analytical reports that support exporters in meeting sanitary and phytosanitary requirements, thereby reducing rejection rates and building buyer trust.

Steps to Export

Preparatory Steps

Business Setup

- Choose your Form of Business (Proprietorship/Partnership/Pvt . Ltd./Public Limited, etc.)
- Trade Licence from the Local Authority
- Obtaining Permanent Account Number (PAN)
- Opening a Bank Account
- Obtaining GST Number

Export Registration

- Obtaining Import-Export Code (IEC) Number from DGFT
- **Registration cum Membership Certificate (RCMC) from APEDA**
- Registration for Customs, Tax, etc.

Market & Product Selection

- Selection of Markets
- Certificate of Analysis/Laboratory Report as per importing country requirements(NPPO)
- Selection of Product

Steps to Export

Operational Steps

Engagement with Buyers

- Finding Buyers
- Sampling
- Pricing/Costing
- Negotiation with Buyers
- Signing of Export Contracts

Logistics & Documentation

- AD Code registration through ICE GATE portal of the Customs
- Shipping Arrangements (by Sea or Air)
- Hire a Freight Forwarder, finalize the rate and proceed
- Preparation of export documents by CHA (Proforma Invoice, Packing List)
- Bill of Lading (by Sea)/Shipping Bill (by Air)

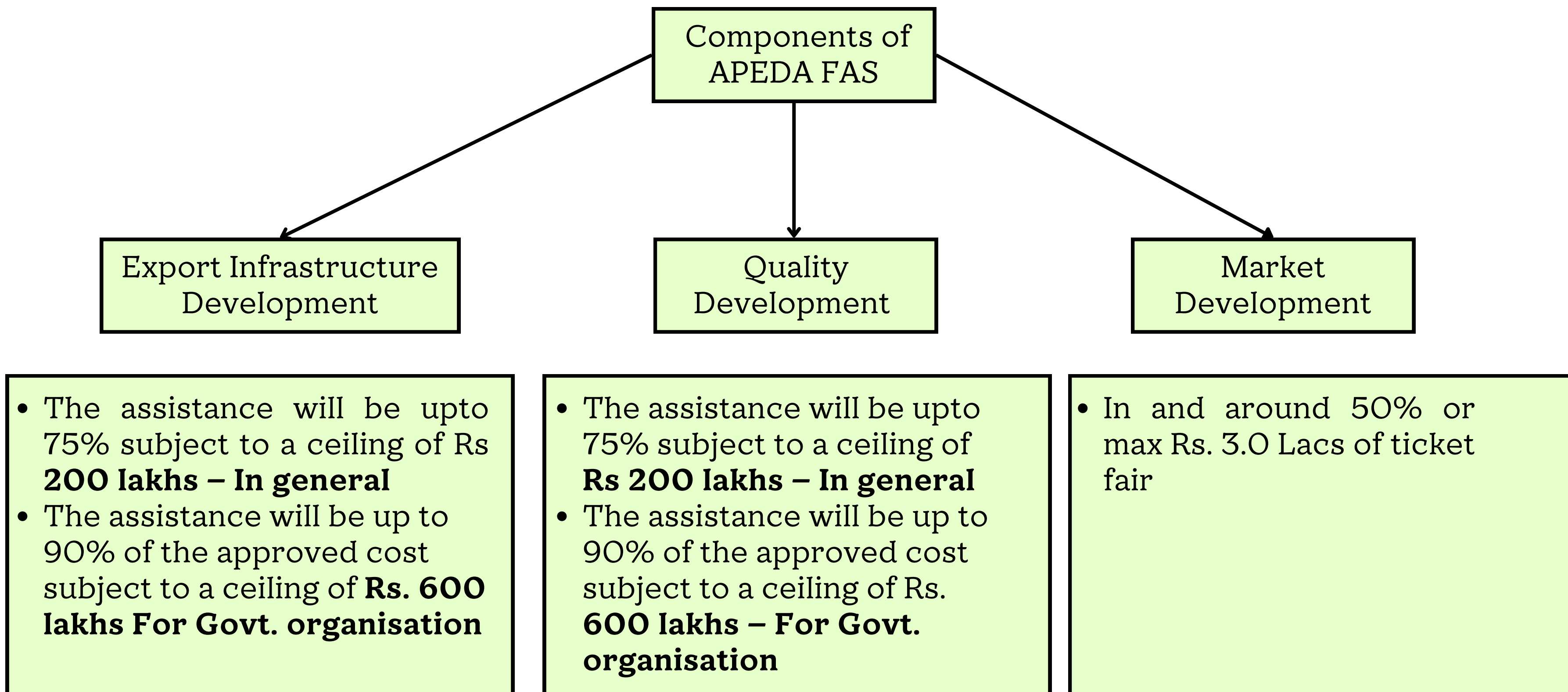
Inspection & Compliance

- Application for Inspection and Quarantine (PSC)
- Certificate of Origin (CoO) from authorized Indian agency
- Customs Formalities and issuance of Let Export Order (LEO)

Financial Management

- Foreign Exchange Verification
- Covering Risks through ECGC (and obtaining Insurance Certificate)
- Tax (GST) refund and Rebate as per Government norms

Financial Assistance Scheme (FAS) of APEDA for promotion of Agri Export





APEDA activities and Achievements in Eastern Region(W.B, Odisha, Jharkhand)



- Total Number of Exporters in Eastern Region registered with APEDA – (WB:2788,OD:305,JH:200)-**3293**
- Total Number of FPOs/FPCs registered with APEDA as exporter – (WB:107,OD:45,JH:12)- **164**
- Total no. of Capacity Dev. Programmes organized by APEDA in E.R (WB:73, OD:54, JH:29)-**156**
- Total Number of Field Visits by APEDA in Eastern Region (WB:33,OD:18,JH:15)- **66**
- Flag off ceremony- So far export of new products from Eastern Region



Products: Non Basmati Rice(Including Aromatic Rice) ,Millets ,Cashew nuts , Amrapali Mangoes, Vegetables ,Dragon Fruits , GI Tagged Sweet Items from West Bengal, Babadham Peda from Jharkhand

Destinations: Bahrain, Dubai, Qatar , Italy, The Netherlands, Singapore, Malaysia, Ireland, France and Bangladesh etc.

"Processed food is not just an industry. It is a bridge between farms, factories, and families"

Hand in Hand for Better Foods and a Better Future

Thank You for your kind attention.....



MEETING WITH THE OFFICIALS OF INLAND WATERWAYS (IWAI)

Date: 14/11/2025 Time: 1.30 P.M. to 2.00 P.M.

The Chairperson NSB Shri Sameer Kumar Khare IAS (retired) welcomed the officials of the IWAI to the meeting.

2. **The IWAI representative (Regional Director, IWAI Calcutta)** introduced himself and provided an overview of IWAI's mandate in developing and managing inland waterways across the country. He informed the Board that a total of 111 National Waterways have been declared, of which 32 are presently operational. He further stated that IWAI has set a target to make 76 waterways operational by the year 2027. Presenting the traffic statistics, noting that inland water cargo movement has increased substantially from approximately 18 million MT in 2013–14 to about 145.84 million MT at present. He further highlighted the growth of the cruise sector, which has expanded from zero cruise operations in 2013–14 to 15 active cruise services today. Additionally, he informed the Board that IWAI is examining the feasibility of urban water transport systems, including water metro projects in multiple cities, and has already submitted a study to Kochi Metro. He concluded by offering to respond to any questions from the stakeholders present.

3. **The Chairperson NSB Shri Sameer Kumar Khare IAS (retired)** raised a commonly cited concern regarding inland waterways, noting that while infrastructure has been developed along several routes, the more fundamental challenge appears to be the lack of reliable water depth and consistent draft availability. He requested the IWAI representative to clarify this issue and provide an accurate perspective on current constraints. **The IWAI representative** refuted the critique, stating that it was not factually accurate, and provided detailed channel and depth information. He reported that on National Waterway–1, the Haldia–Allahabad stretch is maintained at a depth of 3.0 metres; the Haldia–Bhar/Barh–Raipur segment is maintained at 2.5 metres; and the Bhar/Barh Varanasi stretch is maintained at 2.2 metres, except for a short 1.8 km reach near Ghazipur where remedial work is underway. He confirmed that channel mapping and hydrographic surveys are conducted regularly previously on a weekly basis and currently at 15-day intervals with survey results published on IWAI's digital portal, PAANI, for access by stakeholders and vessel operators. He stated that navigation between Kolkata and Varanasi is fully feasible and that cruise operations along this route are being run successfully by private operators using IWAI infrastructure. He further explained that vessel registration and related data are uploaded by state governments through the NAVIC portal, with IWAI continuing to work with the states to ensure integration and completeness. He clarified that certification norms for inland vessel crew differ from seafarer requirements and are governed by state and regional regulatory procedures, while IWAI supports the operational systems that enable safe navigation.

4. **The Chairperson NSB Shri Sameer Kumar Khare IAS (retied)** stated that many Inland waterways operators highlight several practical challenges associated with river-based cargo movements, emphasizing that reliable draft i.e., actual water

depth along the navigational route remains the single most critical constraint. He recounted a recent heavy lift operation undertaken for delivery to Varanasi and Ayodhya, which required the deployment of tugs and specialised craft. Despite the availability of survey data, the vessel sustained equipment damage, including rudder impact, due to shifting channels and variable river conditions. He stressed that IWAI provided pilots play an indispensable role, as operators rely heavily on pilots' real-time local knowledge rather than survey charts alone. He noted that unpredictable channel behaviour, strong currents, and dynamic sedimentation patterns mean that inland navigation continues to depend on continuous human judgement and remains inherently vulnerable to grounding risks. He posed a fundamental question on the long-term viability of inland waterways, asking how the sector can evolve into a sustainable and reliable mode of transport when draft availability cannot be consistently guaranteed and small shallow stretches have the potential to disrupt vessel movement for several days.

5. **Shri Rahul Modi President CCTA** sought clarification on the reliability of hydrographic surveys, questioning why operators continue to encounter unexpected shallow patches despite surveys being conducted on a weekly or fortnightly basis. He asked whether the survey data accurately reflects real-time river conditions and why discrepancies persist between reported depths and actual navigable depths experienced by vessels. **The IWAI representative** explained the survey methodology, noting that charts and hydrographic updates are regularly published for operator use; however, natural channel dynamics including sedimentation and shifting sand bars mean that real-time local intelligence and pilotage remain indispensable. He emphasized that despite these challenges, IWAI has successfully facilitated numerous movements, citing the delivery of heavy project cargo as well as the steady transport of commodities such as fly ash and cement across multiple corridors. These examples, he stated, demonstrate that inland waterway operations are viable when supported by timely surveys, skilled pilots, and coordinated navigation management.

6. **The Chairperson NSB Shri Sameer Kumar Khare IAS (retired)** acknowledged that certain commercial movements such as Tata's consignments to Guwahati have successfully utilised the waterways, particularly during periods when rail capacity was constrained, demonstrating that the system can attract opportunistic or situational demand. However, he emphasised that for regular, low-margin general cargo, the sector must compete with the speed and reliability of road and rail. Current transit times, coupled with unpredictable delays arising from draft variability and channel behaviour, make it difficult for waterways to match competing modes. He noted that operators often face very high per-tonne costs on certain stretches citing examples of ₹4,500 to ₹5,000 per tonne for long return journeys and even with the government's long-haul subsidy, the overall economics remain challenging and frequently unattractive for sustained commercial operations.

7. **Shri Rahul Modi President CCTA**, observed that the efficiency of road and rail transport has improved significantly in recent years with heavier trucks, upgraded highways, and faster expressway networks thereby raising the performance benchmark that inland waterways must meet in order to remain competitive. He

noted instances where IWAI- or SCI-operated services were charging rates comparable to road transport, which led to questions regarding the commercial viability of such services and the underlying rationale for the current level of subsidies provided to support waterborne cargo movement. **The IWAI representative** acknowledged the competitiveness challenges faced by inland waterways but noted that there are specific demand pockets—such as bulk cargo, seasonal project cargo, and certain long-haul movements—where waterways have already proven viable. He stated that IWAI continues to undertake maintenance dredging to sustain depths of up to 3 metres, which is permissible without seeking fresh environmental clearances, and is gradually scaling operational capacity along key corridors. He also highlighted that ecological and regulatory constraints limit the scope of dredging beyond maintenance levels.

8. The Chairperson NSB Shri Sameer Kumar Khare IAS (retired) reiterated that for inland waterways to become a mainstream logistics mode, year-round reliable draft, 24-hour navigation (including safe night navigation), and reduced transit unpredictability are essential. He suggested that improvements in dredging practices, enhanced real-time channel information, and investments in vessels designed specifically for riverine conditions would substantially improve reliability and commercial viability. **The IWAI representative** confirmed that night navigation is already operational on select stretches—for example, between Calcutta and Kalna and further along certain upper reaches. He also noted that cross-border movements on bilateral and protocol routes, such as those through Bangladesh, operate under separate administrative and navigational arrangements. IWAI affirmed its commitment to working with private operators and the NSB Sub-Group to refine operational data, identify bottlenecks, and support appropriate policy measures to strengthen the inland waterways ecosystem.

9. The Chairperson NSB Shri Sameer Kumar Khare IAS (retired) advised IWAI and private-sector operators to continue their detailed engagement with the NSB Sub-Group on inland waterways, with the objective of reconciling operational data and identifying actionable measures to enhance system performance. He emphasised the need to jointly examine issues such as dredging prioritisation, survey frequency, pilotage services, and the structure of subsidy frameworks, and instructed the Sub-Group to develop a comprehensive roadmap aimed at improving the reliability, predictability, and overall competitiveness of inland water transport.

10. In the end, the **Chairperson NSB Shri Sameer Kumar Khare IAS (retired)** thanked all participants for their constructive contributions and confirmed that the NSB Subgroup will continue its engagement with IWAI and the relevant stakeholders to develop practical, data driven recommendations. He noted that these follow up actions will help shape a coherent roadmap for strengthening inland water transport and improving overall sector performance.



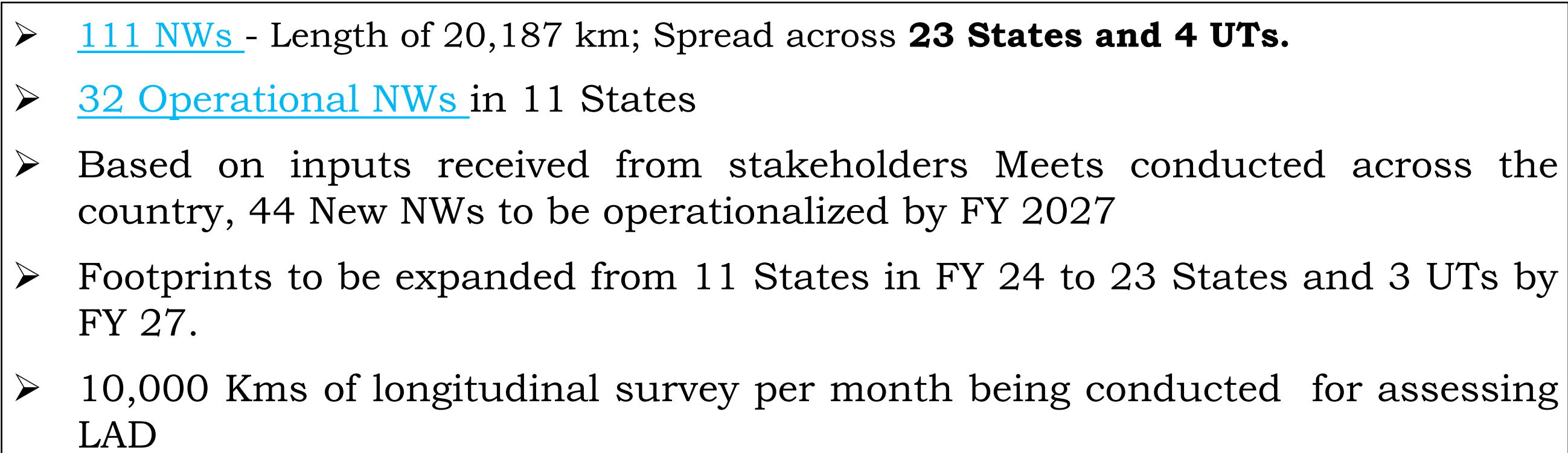
सत्यमेव जयते

पत्तन, पोत परिवहन
एवं जलमार्ग मंत्रालय
MINISTRY OF
**PORTS, SHIPPING
AND WATERWAYS**



**Inland Waterways
Authority of India
(IWAI)**







1. All Projects (including JMVP)

Jal Marg Vikas Project (JMVP)

- CCEA approval : 3rd Jan 2018
- Signing of Loan agreement : 2nd Feb 2018
- Project Cost : Rs 5061.15 crore
- Completion : 31-Dec-25
- Waterway length 1390 KM from Haldia to Varanasi : 2.2/3 m LAD with 45 m bottom width
- Traffic NW-1
 - 2014-15 : 5.05 Million MT
 - 2024-25 : 16.38 Million MT (increased by ~220%)
- Proposed project extension : Dec'2026

Capacity Augumentation of NW-1 for 1500 – 2000 DWT vessel movement



Major sub-projects under JMVP



MMT Varanasi

- Completed.
- Capacity: 1.26 MTPA
- Road Connectivity : NH-7
- Major commodities – Container, Construction Materials, Food grains, Edible oil & Fertilizers, bulk cargo
- Rail connectivity by IPRCL
 - Clearance of DPR/engineering plans by DFCCIL by Nov'25



Kalughat IMT

- Completed
- Capacity: 77000 TEU
- Road Connectivity : NH-27
- Major commodities – Containerized cargo
- Terminal handed over to PPP operator on 31.10.2025.
- Cargo operation being planned



Sahibganj MMT

- Completed.
- Capacity: 3.03 MTPA
- Road Connectivity : NH-80
- Major commodities – Bulk cargo, Coal, Stone Chips
- Rail connectivity by IPRCL
 - FSR Submitted
 - DPR under preparation: completion by 15 Dec'2025
- Stone chips (1040 MT) loaded from MMT on 26.10.2025

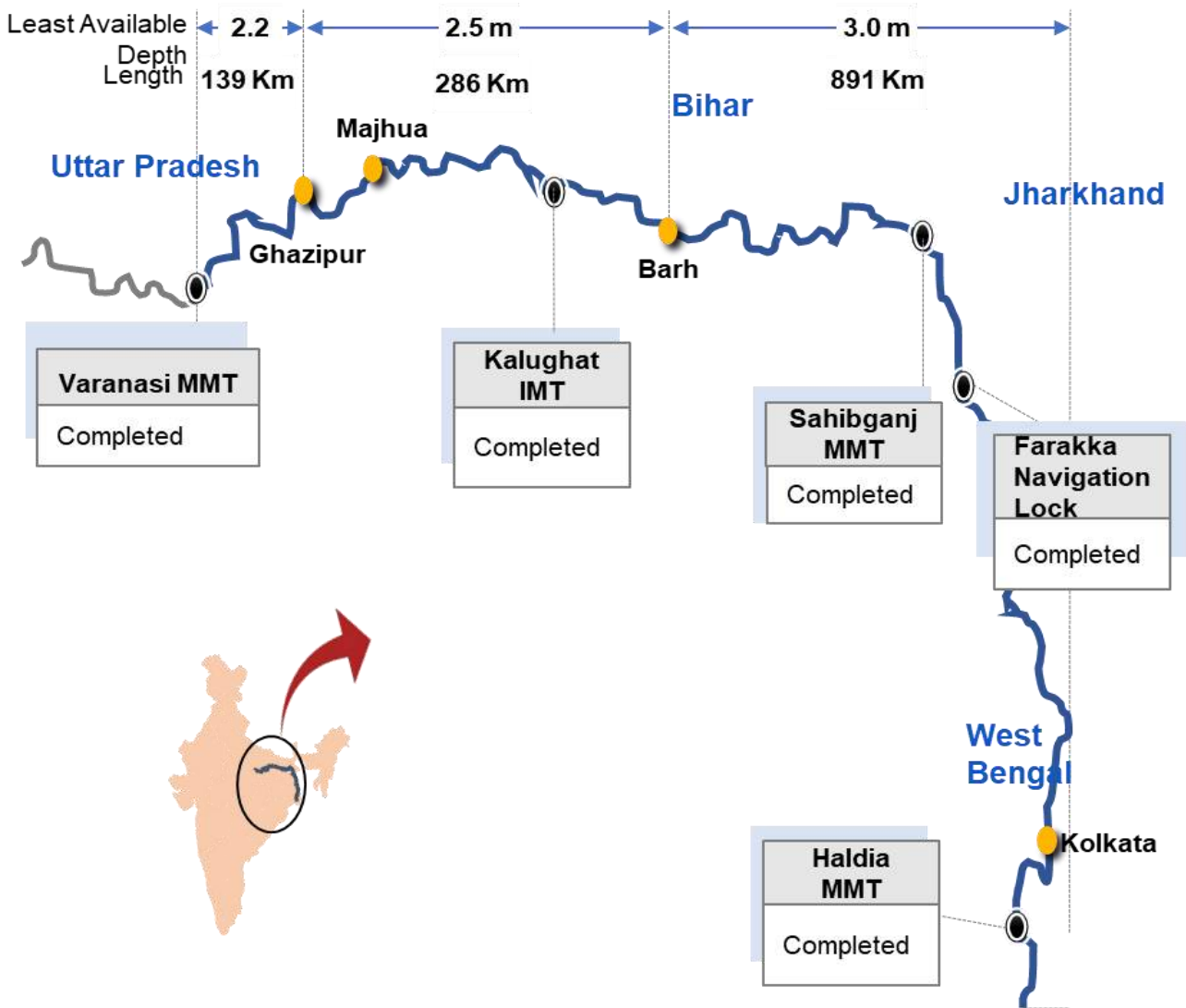


MMT Haldia

- Completed.
- Capacity: 3.08 MTPA
- Road Connectivity : NH-41
- Major commodities – Container, Fly Ash, fertilizer, edible oil
- Terminal handed over to PPP operator on 16.10.2025.
- Rail connectivity by IPRCL
 - Clearance of DPR / engineering plans by SMPK by Nov'25
- 1500 MT slag transported to Pandu on 23.07.2025.
- 1200 MT slag transported to Pandu on 08.11.2025 under PPP operation (in transit)

Status of Fairway Development under JMVP

NW-1 divided into 11 stretches for fairway development works			
#	Stretch	Status	
1	Ghazipur – Varanasi	• Work ongoing	3 rd Party supervision (TSSC)
2	Majhua - Ghazipur	• Work ongoing	
3	Digha - Majhua	• Work ongoing	
4	Barh - Digha	• Work ongoing	
5	Mahendrapur - Barh	• Work ongoing	
6	Sultanganj - Mahendrapur		
7	Farakka - Kalhalgaon	• Work ongoing	
8	Katwa - Farakka	• Work ongoing	
9	Tribeni - Katwa	• Work ongoing	
10	Kalughat Access Channel	• Work ongoing (Deptt. Dredger)	
11	Haldia Access Channel	• Work awarded to SMPK on deposit • Dredging monitoring through NTCPCW • About 2.0 lac cum quantity dredged (since 12.08.2025)	



Creation of dedicated waterway corridor of 1390 km for seamless movement of vessels

Development of Cargo Aggregation Hub

Freight Village Varanasi, Uttar Pradesh

- 70 acre of land acquired
- NHLML (a subsidiary of NHAI) has been engaged to develop the FV Varanasi
- Master plan submitted by NHLML
- SPV formed
- NIT for development of Trunk Infrastructure floated by NHLML
 - Approval from MoRTH of Rs. 94 Cr. sought by NHLML for trunk infrastructure
- MoRTH declined the development on EPC mode and suggested to develop on PPP mode
- Final decision regarding PPP / EPC by NHLML/MoRTH by Nov'2025



Reduction in logistics cost (first mile / last mile) through cargo aggregation

Ship Repair Facility, RCoE & Cruise Terminal,

Varanasi

Ship Repair Facility

- DPR submitted by NTCPWC
- NIT for EPC contract: Nov'25

Cruise Terminal

- Locations for Cruise terminals
 - Day cruises at Assi Ghat
 - G/o UP requested for 2 Acres of land
 - Response awaited
 - Long journey cruises at MMT
- FSR submitted by IIT-M.
- DPR assigned to WAPCOS; completion by Feb'26.

(Work assigned includes DPR for Guwahati also.)

RCoE

- Concept note shared with MoPSW



RCoE

Patna

Ship Repair Facility

- DPR submitted by NTCPWC
- NIT for EPC contract: Nov'25

Cruise Terminal

- Locations for Cruise terminals
 - Kangan Ghat & Digha Ghat
- FSR submitted by IIT-M.
- DPR assigned to RITES; completion by Feb'26.

Development of IWT in Yamuna (NW110)

River Yamuna - National Waterway-110 : Length - 1080 km from Jagatpur (Delhi) to Sangam, Prayagraj (UP).

➤ **Mathura - Vrindavan (22 Kms) -**

- i. Jetties with shore facility - installed
- ii. Fairway development by maintenance dredging – Dredger deployed, work to start by 15.11.2025.
- iii. Onshore facility (approach road, waiting area, public convenience, etc) – By Govt. of Uttar Pradesh
 - Work awarded by GoUP
 - Completion by Dec'2026

➤ **Delhi (Jagatpur – Soniya Vihar – 6 Kms)**

- i. Berthing jetties installed.
- ii. Cruise boats by operator – Nov'25
- iii. Onshore facility by IPRCL - Work awarded, completion by Jan'2026.
- iv. SPV is proposed to be formed for O&M

➤ **Agra – (Stretch of 38 Kms) – Taj Mahal (Dushara Ghat) to Kailash Mandir**

- i. Phase-I : About 11 km from Taj Mahal to Jaswant Singh ki Chattri
- ii. Hydrographic survey carried out
- iii. Draft DPR by WAPCOS – By 17.11.2025.

Development of IWT in Yamuna (NW110)

➤ Prayagraj

- i. 02 nos. jetties installed
- ii. Fairway maintenance in progress

Ghaghra river (NW40)

River Ghaghra- National Waterway-40 : From Ayodhya to Manjhi ghat; Length: 354 km.

- River conservancy works- being conducted.
- Guptar ghat – Naya ghat : About 12 km
 - Fairway by dredging – Awarded, dredging to commence from 3rd week of Nov-25.
 - Two jetties installed
 - One hybrid electric catamaran deployed.
 - Operational – Through private operator (J S Marine) appointed by UP tourism



Development in NER NWs

- ❖ Total No. of National Waterways – 20 No's
- ❖ NWs in NER – Being developed with an investment of Rs. 1475 Cr.
- ❖ NW-2 (River Brahmaputra) - 891 km (B'Desh border to Sadiya)
 - 4 Permanent Terminals (Dhubri, Jogighopa, Pandu and Bogibeel)
 - Floating Terminals – 13
 - Ship Repair Facility at Pandu (Guwahati) – Completion by Mar'26 (Rs. 239 Cr)
 - Alternative road to Pandu (Guwahati) – Completion by Dec'25 (Rs. 180 Cr)
 - O & M of Pandu and Dhubri Terminals by private operator – Penalty imposed as per contract for shortfall in targeted cargo.
 - Fairway development and Aids to Navigation
 - ❖ Assured depth of 2.5 meters through DCI
 - B'Border to Jogighopa (108 km) and
 - Jogighopa to Pandu (147 km) stretches of NW-2
 - NTCPWC engaged as Independent Survey Agency to monitor above contracts
 - ❖ LAD in Pandu to Dibrugarh (513 km) maintained through seven departmental dredgers



Development in NER NWs

- NW-16 (River Barak) – 121 Km from Lakhipur to Bhanga of river Barak
 - Assured depth of 2.0 meters Bhanga–Badarpur (10.5 km) stretch through DCI
 - Dredging commenced in mid-October
 - NTCPWC engaged as Independent Survey Agency to monitor above contracts
 - 2 Permanent terminals at Karimganj and Badarpur, upgradation with construction of pontoon and gangway started – completion by Mar'2026.
- ❖ Fairway Development on NW-31 (River Dhansiri) to facilitate ODC movement for expansion of NRL
- ❖ Operationalization of Kopili River (NW-57) – Trial Movement by Star Cement Sonapur to Hatsinghimari (275 km) – completed on 24.09.2025
- ❖ Development of RCoE at Dibrugarh and 4 cruise terminals under submission for approval



- ❖ **Assam** - Construction of Passenger Vessels of different capacities, construction of terminal facilities and capacity building of crews of IWT, Assam on River Brahmaputra NW2 and Barak NW-16. (Rs. 25 Cr.).
 - 2 steel pontoon jetty - Completion by Dec' 2025
 - 2 Shallow Draft Vessels - Completion by Jan' 2026
 - 10 vessels for Barak – Completion by Mar' 2026

- ❖ **Nagaland** -
 - DPR for development of IWT in Doyang Lake and Promotion of Water Sports & Tourism at Nouna and Shilloi Lake - Completion by Nov' 2025

- ❖ **Mizoram** -
 - DPR for development of IWT in River Tlawng and Chhimtuipui - Completion by Nov' 2025
 - Construction of Infrastructure for IWT on river Khawthlangtuipui- Tuichawng in Lunglei District. – NIT for civil works (Rs. 6.38 Cr) issued on 18.1.2025; Work award by 15.12.2025

NER : Project Under CSS

❖ Tripura -

- Setting up of linkage with Meghna River system in Bangladesh by developing Gumti River – Implementation by State Govt at a Project Cost of Rs. 24.53 Cr.
- Detailed project Report (DPR) for Development of IWT infrastructure at Dumbur Lake. – at a cost of Rs. 1.54 Cr. - Completion by Feb' 2026

❖ Manipur –

- Techno-Economic Feasibility study and preparation of DPR for River Barak and its tributaries – – NIT issued on 27.10.2025; Work award by 15.12.2025

❖ Meghalaya -

- Preparation of DPRs for Development of IWT Infrastructure at Umiam Lake and Umngot River (NW-106) in Meghalaya at a cost of Rs. 1.73 Cr. – Completion by Feb'2026.

Development in Jhelum River (NW-49)

- Office at Srinagar opened- Space allocated by Govt. of J&K.
- IWAI Dredger & VIP Boat deployed.
- River Cruise from Pantha Chowk to Wular Lake (76 km)
 - Provision of 7 floating jetties- Completion by Dec'2025
 - Development of onshore facilities-Completion by June'2026
 - Navigational Aids- Completion by March 2026
 - Fairway maintenance by IWAI & Govt. of J&K dredgers
 - SPV proposed between IWAI and Govt of J&K for running of Urban Water transport/Cruise boats.
- Engagement of Cruise Boat Operator – Govt. of J&K
 - Draft RFP shared with Govt. of J&K on 11th July 2025.
 - J&K Govt. to float RFP
- Procurement of 10 Hybrid electric boats- In case the RFP of Govt of J&K fails. - NIT by 20.11.2025



Development in River Chenab-(NW-26)

➤ River cruise from Reasi to Akhnoor Fort – 9km

- Two jetties
 - Work awarded.
 - Completion by Dec'2025.
- Development of onshore facilities
 - Awarded to IPRCL
 - Completion by June '2026.
- Navigational Aids
 - Work award by Dec' 2025.
 - Completion by March '2026.

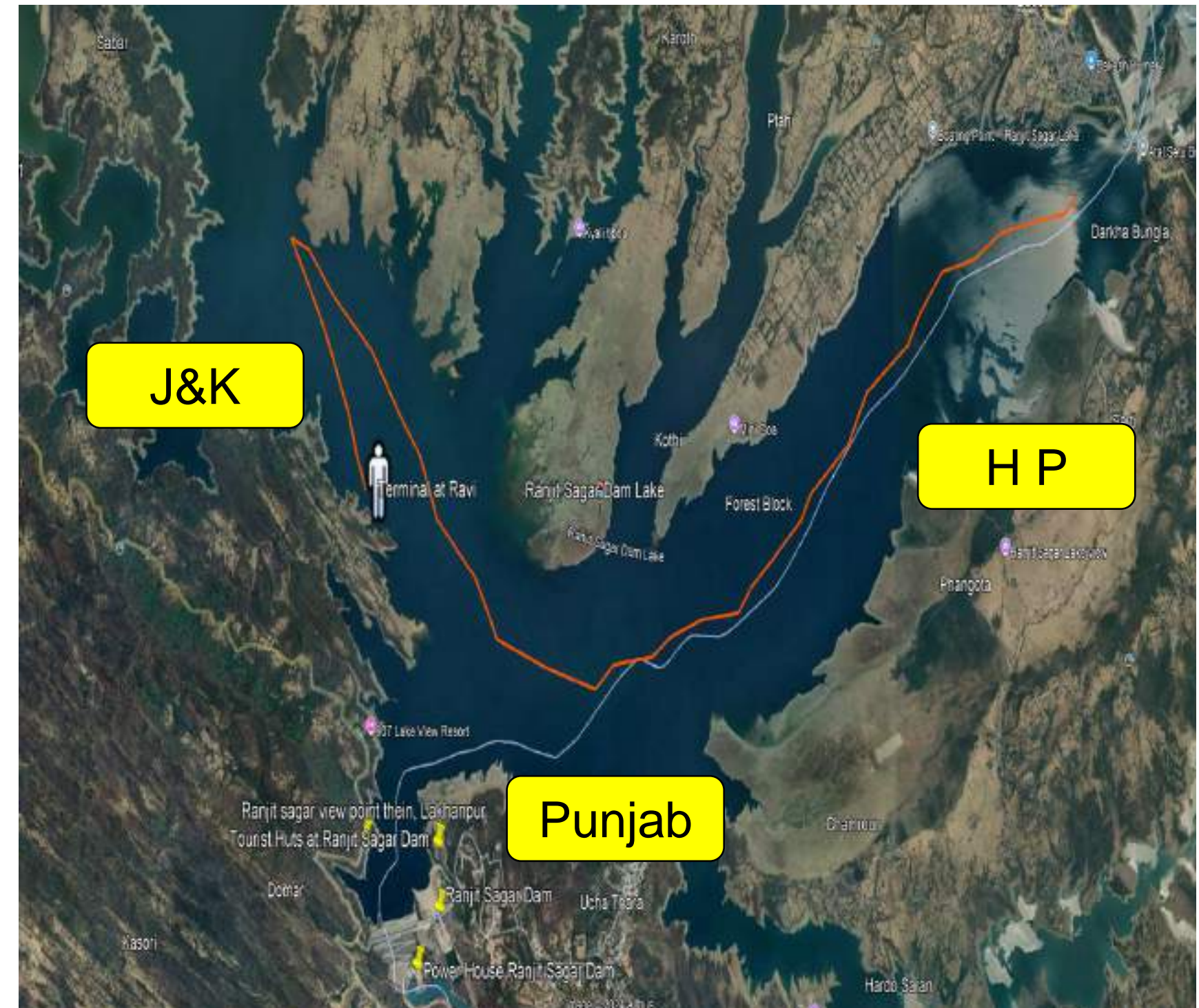
Adequate depth available for cruise operation throughout the year in the proposed stretch



Development in River Ravi (NW-84)

➤ River cruise at Sohar (Jammu) – 15 km stretch

- One jetty
 - Work awarded
 - Completion by Dec'2025
- Development of onshore facilities
 - Awarded to IPRCL
 - Completion by June '2026.
- Navigational Aids
 - Work award by Dec' 2025.
 - Completion by March '2026.



Adequate depth available for cruise operation throughout the year in the proposed stretch

Development in Odisha NWs

- Total No. of National Waterways – 6 (3 operational – NW-5, NW-14 & NW-64)
 - Remaining 3 NWs to be made operational by 2027
 - NW-22 (Birupa Badi Genguti), NW-23 (Buddha Balanga) & NW-96 (Subarnarekha)
 - Stakeholders consultation held on 02.05.2024 at Bhubaneswar.
 - 3 Passenger jetties in River Mahanadi (NW-64) & River Baitarani (NW-14) proposed – Work awarded - Completion by March '2026
 - Religious river Cruise circuit proposed – Hydrographic Survey completed. Scheme being prepared. Tender by Dec-25, completion by Dec-26
- ❑ **River Mahanadi (NW-64)**
- ❖ Jobra- Shree Shree Dableshwara Temple river cruise-
 - ❖ Kantilo- Maa Bhattarika Shaktipeeth river cruise-
 - ❖ Subarnameru (Subranpur)- Shiva Mandir(Bargarh),
 - ❖ Singanatha Temple(Cuttack)-Badamba(Cuttack)
 - ❖ Bankimacharchiga Temple (Cuttack)- -Trutladevi Temple.



Development in Odisha NWs

- ❑ River Birupa-Badi Genguti (NW-23)
 - Diamond Triangle" of the "Ratnagiri-Udayagiri-Lalitgiri"
- ❑ River Subarnarekha (NW-96)
 - Pantei Ghat to Bichitrapur Mangroves and Bhusandeswara Temple
- MoU proposed with Govt. of Odisha for cruise vessel operation
- NTCPCWC engaged for feasibility study for extension of NW-64 to Naya Raipur (Chhattisgarh) - Completion by January 2026.
- Feasibility study for urban water transportation in Cuttack – completion by Dec'25.



Jobra Barrage



Bhusandeswara Temple

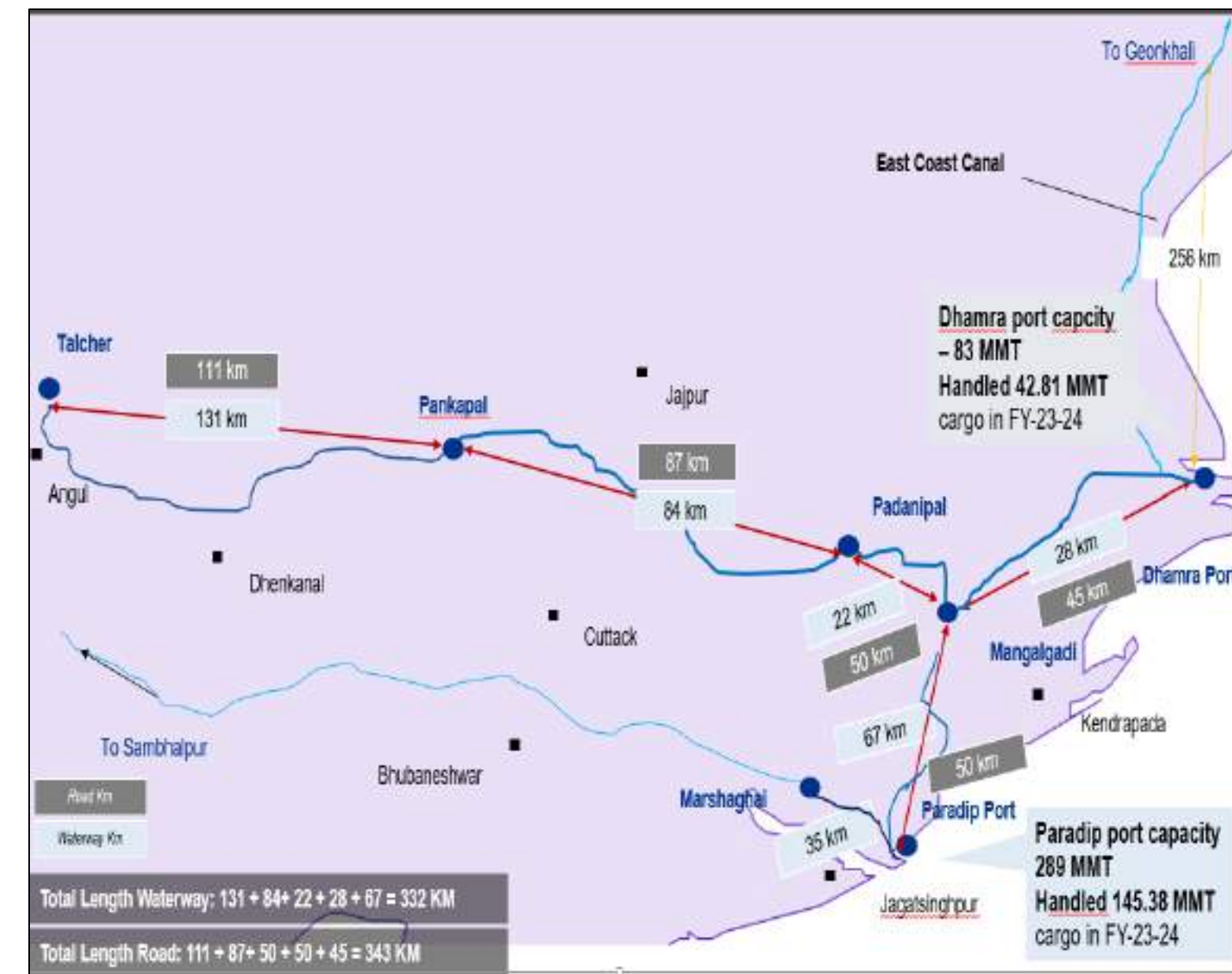


Ratnagiri

Development in Odisha NWs- NW-5 Project

National Waterway – 5 (Brahmani-Kharsua River System)

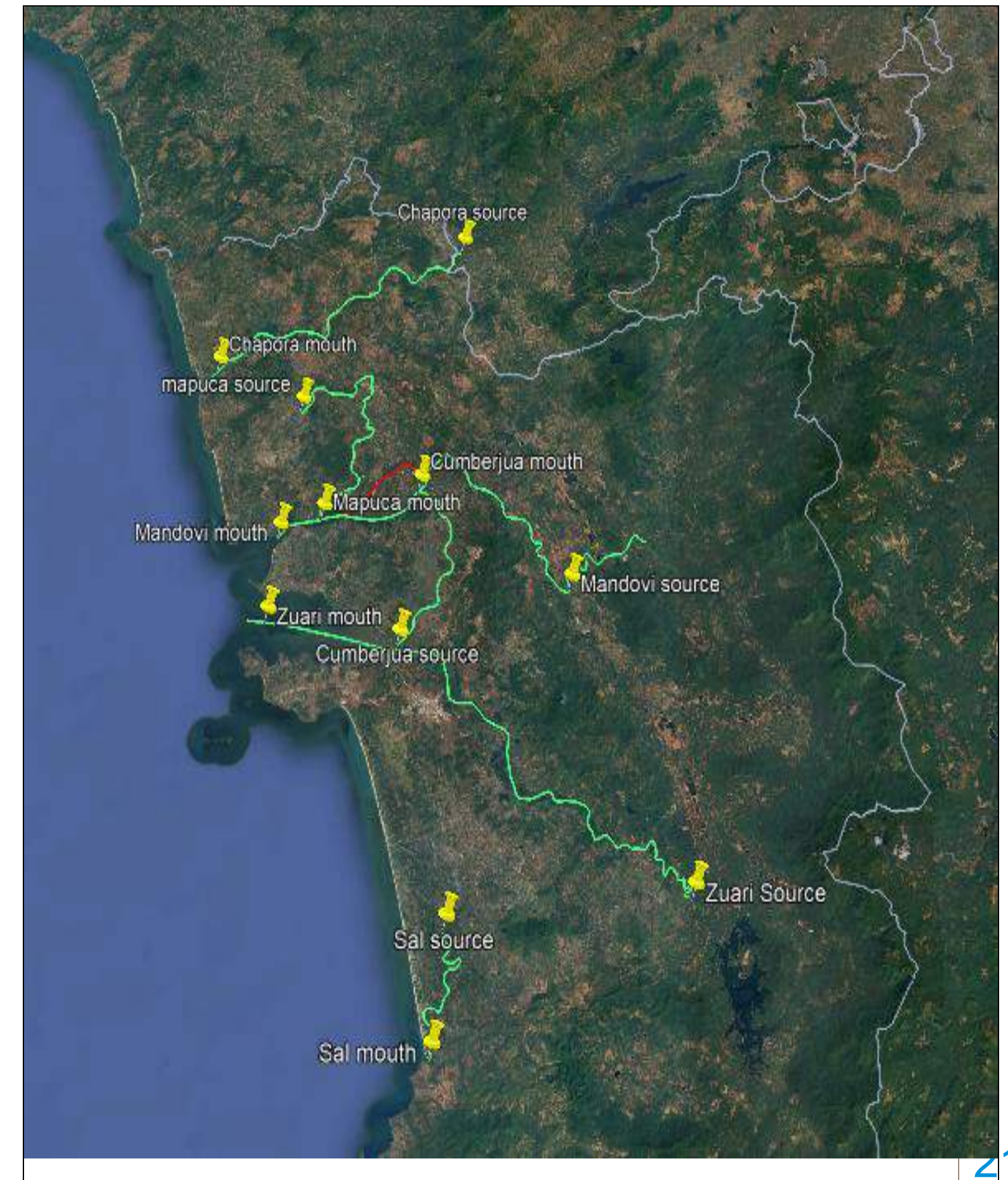
- Development of 332 km, with assured LAD of 3.0 m for 2000 DWT vessels
- Connects industrial and mineral hinterlands of Angul, Sukinda and Dhenkanal with Paradip and Dhamra Ports.
- Major Commodities – Thermal Coal, Iron Ore, Steel & Coking Coal.
- Govt/ Industry Stakeholders interaction at Kalinganagar on 24.05.2025 & Paradip on 25.07.2025.
- Meeting with Chief Secretary, Govt of Odisha held on 25.07.2025.
- Govt of Odisha was requested to confirm availability of 100 cumecs discharge on 30.07.2025.
- Draft DPR shared with all stakeholders - Govt/Industry Stakeholders interaction held on 20.08.2025
- Meeting with Govt of Odisha officials held on 09.10.2025 for assurance on availability of 100 cumecs discharge.



- Estimated cost INR 12,204 Cr.
 - Completion; 5 years from the Date of approval
 - Cargo movement : 18.8 MMT**
- ** excluding CIL/MCL cargo.

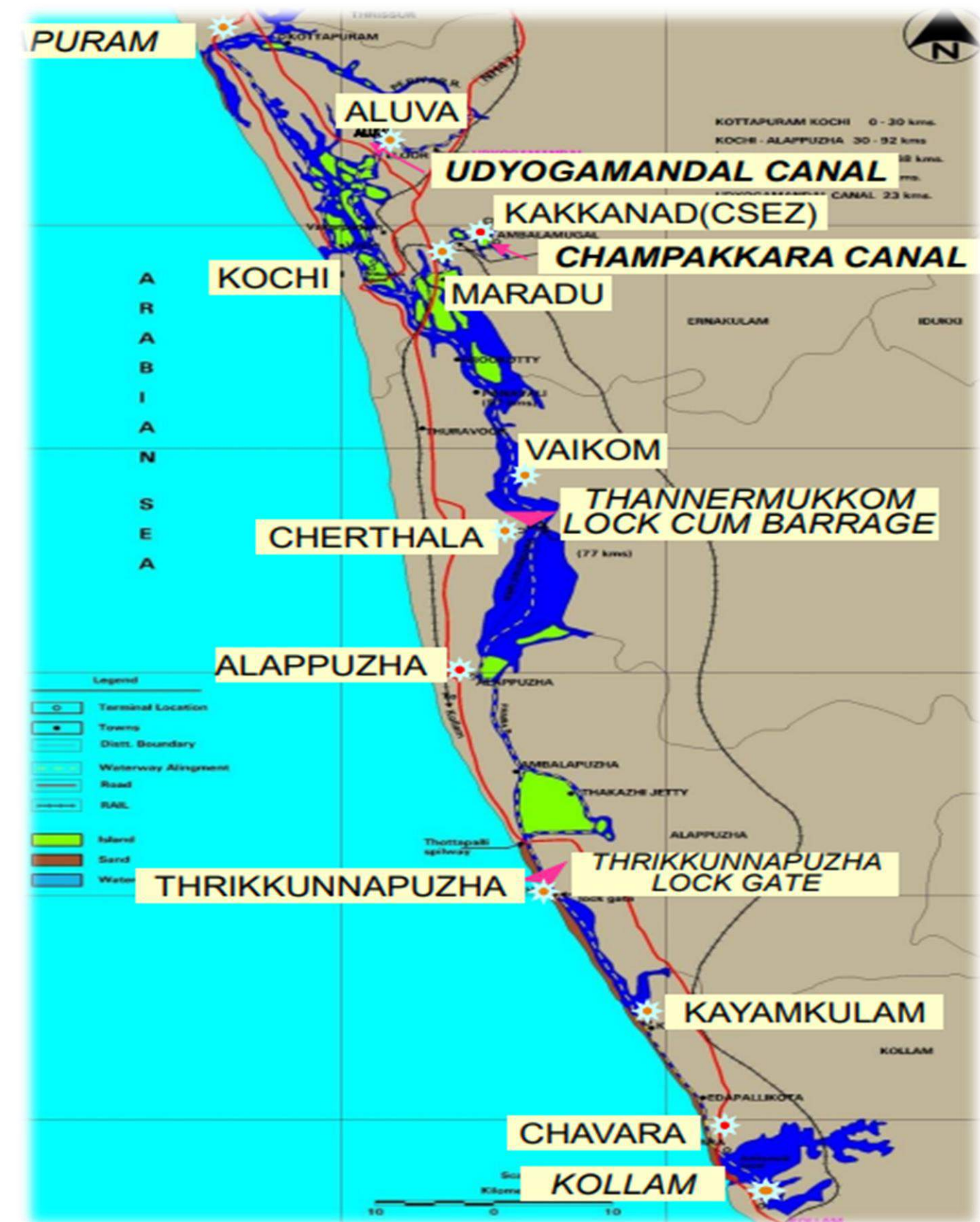
Development in Goa NWs

- Total No. of National Waterways – 6 (3 operational - Cumberjua Canal (NW-27), River Mondovi (NW-68) and River Zuari (NW-111)).
- Remaining 3 NWs to be made operational by 2027 (River Chapora (NW-25), River Mapusa-Moide (NW-71) & River Sal (NW-88)).
- Four floating concrete jetties provided on NW-68- (Mondovi River).
- Stakeholders meet held on 12.05.2024.
- Ten floating jetties on NW-27 (Cumberjua canal), 68 & 111 (Zuari River) – work awarded, completion by December 2025.
- Following measures taken on the NWs :
 - Floating jetties in NW-25 and River Sal (NW-88) for cruise tourism- Tender by Nov 25, completion by December 2026
 - NRTNS on NW-27, NW-68, NW-71 & NW-111 - Tender by Nov 2025- Completion by Dec' 26.
- Feasibility study for urban water transportation in Goa- Completion by Dec' 25.



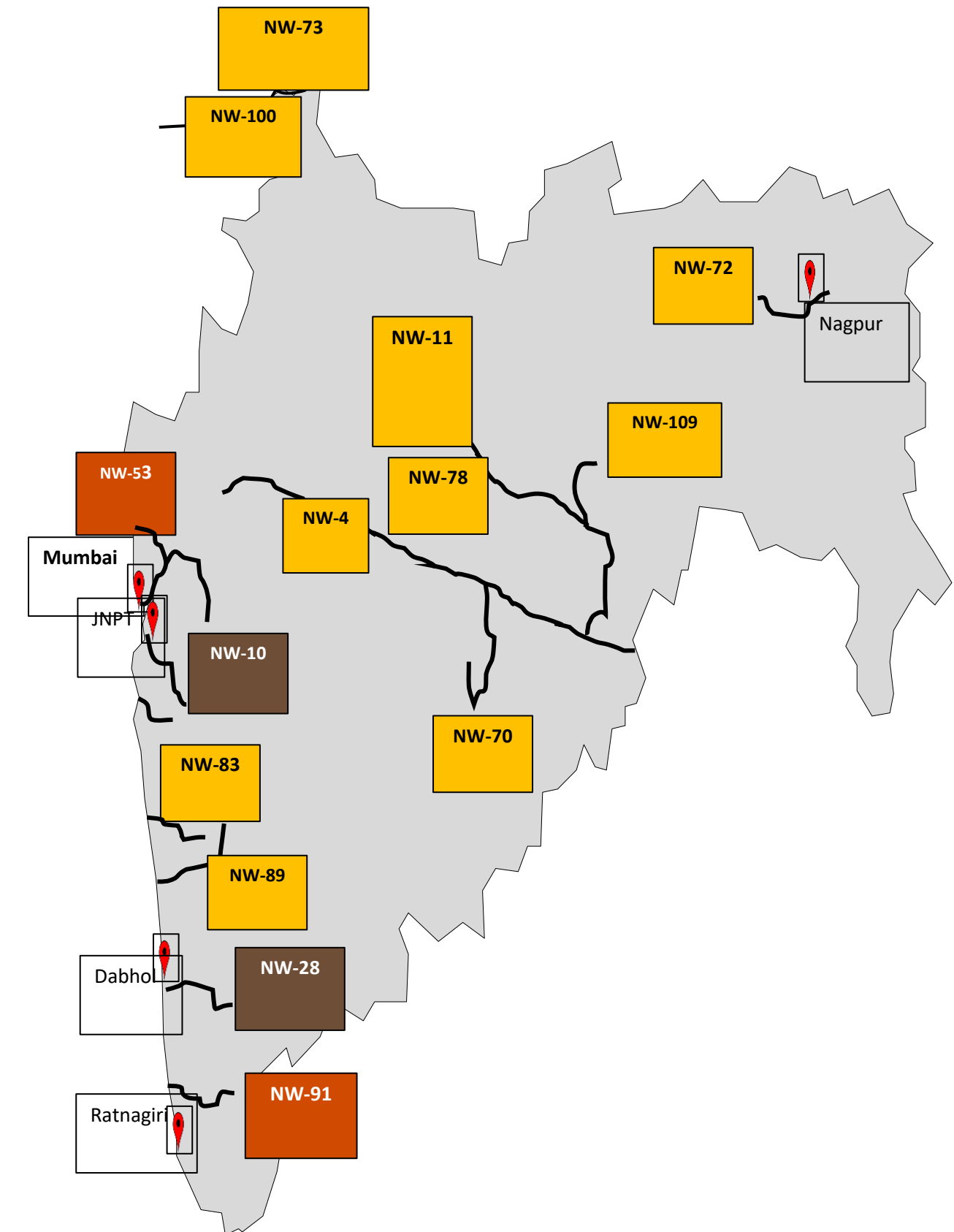
Development in Kerala NWs (NW-3, NW-8 and NW-9)

- Total No. National Waterways – 5 (3 operational as on date).
- Remaining 2 NWs (NW-13 AVM Canal & NW-59- Kottayam-Vaikom Canal) to be made operational by 2027.
- Stakeholders meet held on 27.04.2024.
- 9 permanent terminals and two Ro-Ro terminals provided.
- Reconstruction of Lock Gate at Thrikkunnappuzha across NW-3 for utilization of full capacity of NW-3- work ongoing , completion by Mar 26.
- 5 River Cruise jetties on NW-3, Kumarakom (NW-59- Kottayam-Vaikom Canal) & Poovar Lake (NW-13- AVM Canal)- work awarded for 4 jetties; 1 jetty to be awarded; Completion by June 2026.
- Feasibility study for urban water transportation in Kollam and Alleppey – Completion by Dec'25.



Development in Maharashtra NWs (1/2)

- Total No. of National Waterways – 14 (5 Operational i.e. Amba River (NW-10), Kalyan-Thane-Mumbai Waterway, Vasai Creek and Ulhas River(NW-53), Rajpuri creek (NW-83), Revdanda creek and Kundalika River (NW-85), Shastri River-Jaigad Fort creek(NW-91)
- Stakeholders meet held on 05.07.2024.
- Office at Mumbai established & functional from May'2025
- ❑ Development works proposed in following operational NWs
 - NW-10 (River Amba)- NRTNS to be installed for ensuring safety of navigation- - Tender by November, completion by Nov 26.
 - NW-53 (Kalyan – Thane – Mumbai waterway, Vasai Creek and Ulhas River)- Provision of NRTNS- Tender by November 25, completion by Nov 26.
 - River Shastri-Jaigad Creek (NW-91)- Provision of NRTNS- Tender by November 25, completion by Nov 26.
 - NW-28 (Dabhol Creek-Vashishti River)- EoI for dredging to be floated by January 2026.



Development in Maharashtra NWs (2/2)

- ❑ Meeting held b/w Chairman IWAI & ACS (Ports & Home) on 18.08.25
- ❑ Post discussion site visits with Govt of Maharashtra underway for development of following additional NWs proposed to be made operational by 2027- for river cruise tourism
 - River Godavari (constituent of NW-4)- Maharashtra portion
 - Chincholi Dam on Arunavati – Aran river system- (NW-11)
 - Agardanda Fort in River Rajpuri Creek- (NW-83)
 - Harihareshwar on Savitri River- Bankot Creek- (NW 89)
 - Bhusaval-Hatnur Dam & Shirpur Town on River Tapi (NW-100) - Maharashtra portion
 - Sironcha on Wainganga-Pranahita River- (NW-109).



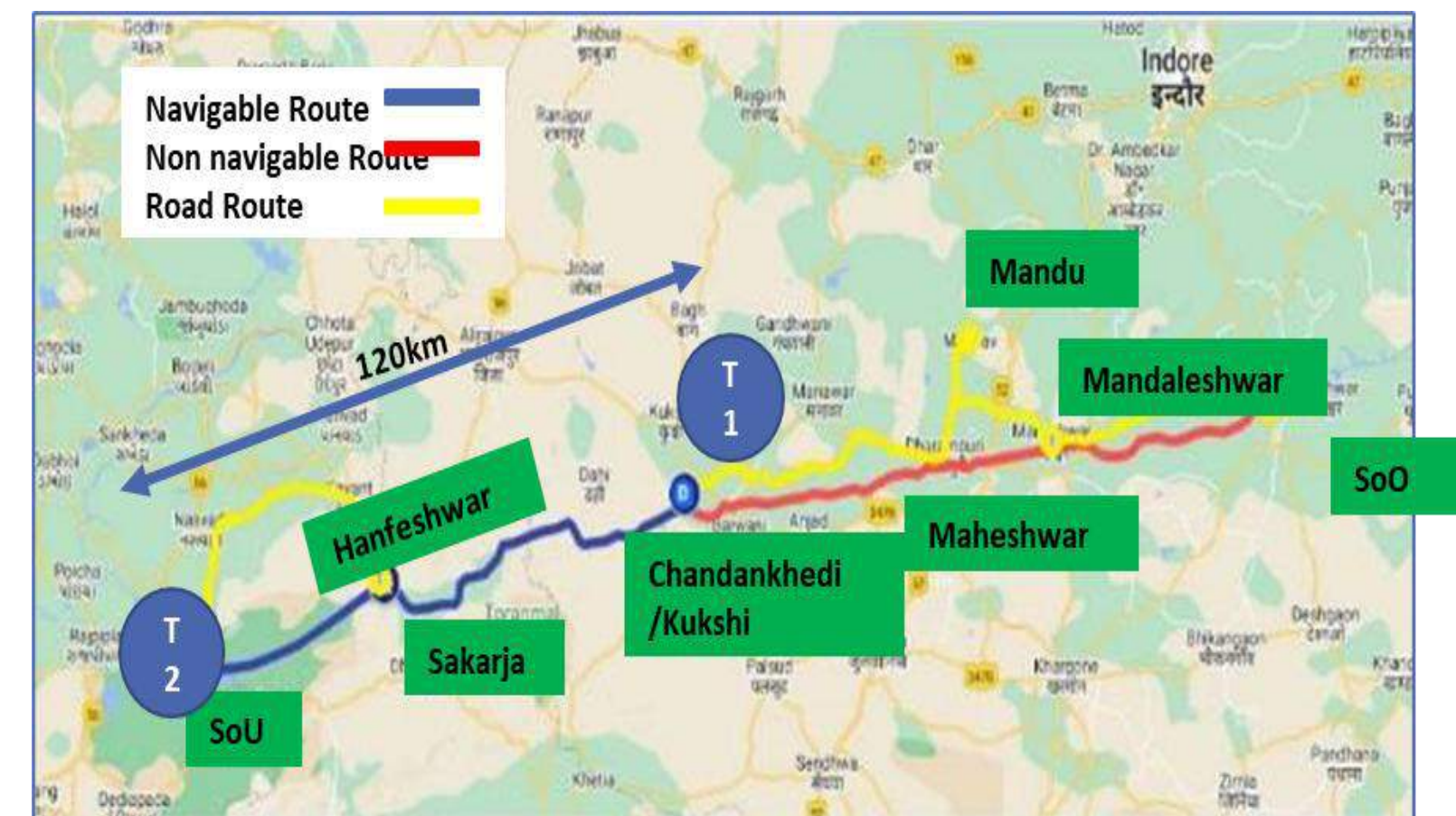
Development in Andhra Pradesh NWs

- ❖ Total No. of National Waterways - 3 (NW-4, Penna River-NW-79 & River Tungabhadra- NW-104).
- ❖ Stakeholders meet held on 22.05.2024.
- ❖ NW-4 operational, NW-79 & NW-104 to be made operational by 2027.
- ❖ Vijayawada – Muktyala stretch (82 km) of River Krishna and Rajahmundry- Polavaram, stretch of Godavari River (both constituents of NW-4) are operational .
- ❖ 04 floating pontoons provided to APTDC, further 7 pontoons to be provided - Work awarded - completion by Aug 26.
- ❖ Construction of Ro-Ro terminals at Muktyala-Harishchandrapuram- Work awarded, completion by March 2026 .
- ❖ River Cruise circuit proposed at Sunkesula Dam (NW-104) – MoU with Telangana to be signed - Tender by June 2026.
- ❖ Feasibility report of extension of Penna River (NW-79) completed – Not found viable
- ❖ Updation of DPR for NW-4 underway - completion by April 2026.



Development in Gujarat & Madhya Pradesh (1/2)

- Total No. of National Waterways - 5 (3 NWs operational – NW 48 (River Jawai-Luni-Rann of Kutch , NW 100 (River Tapi) and NW 73 (River Narmada)
- Remaining 2 NWs (River Mahi-NW 66 & River Sabarmati-NW-87) to be made operational by 2027.
- Stakeholders meet held on 27.05.2024.
- Tripartite MoU signed between IWAI, MP and Gujarat for promoting river cruise tourism from Statue of Oneness (MP) to Statue of Unity (Gujarat).
 - 2 jetties for cruise tourism on NW-73 (Gujarat portion)- Installation completed.
 - 2 jetties provided in MP on Narmada River.
- Tapi River (NW-100) – 1 jetty each at Dumas Beach & Surat Fort-work awarded- Completion by March 2026.



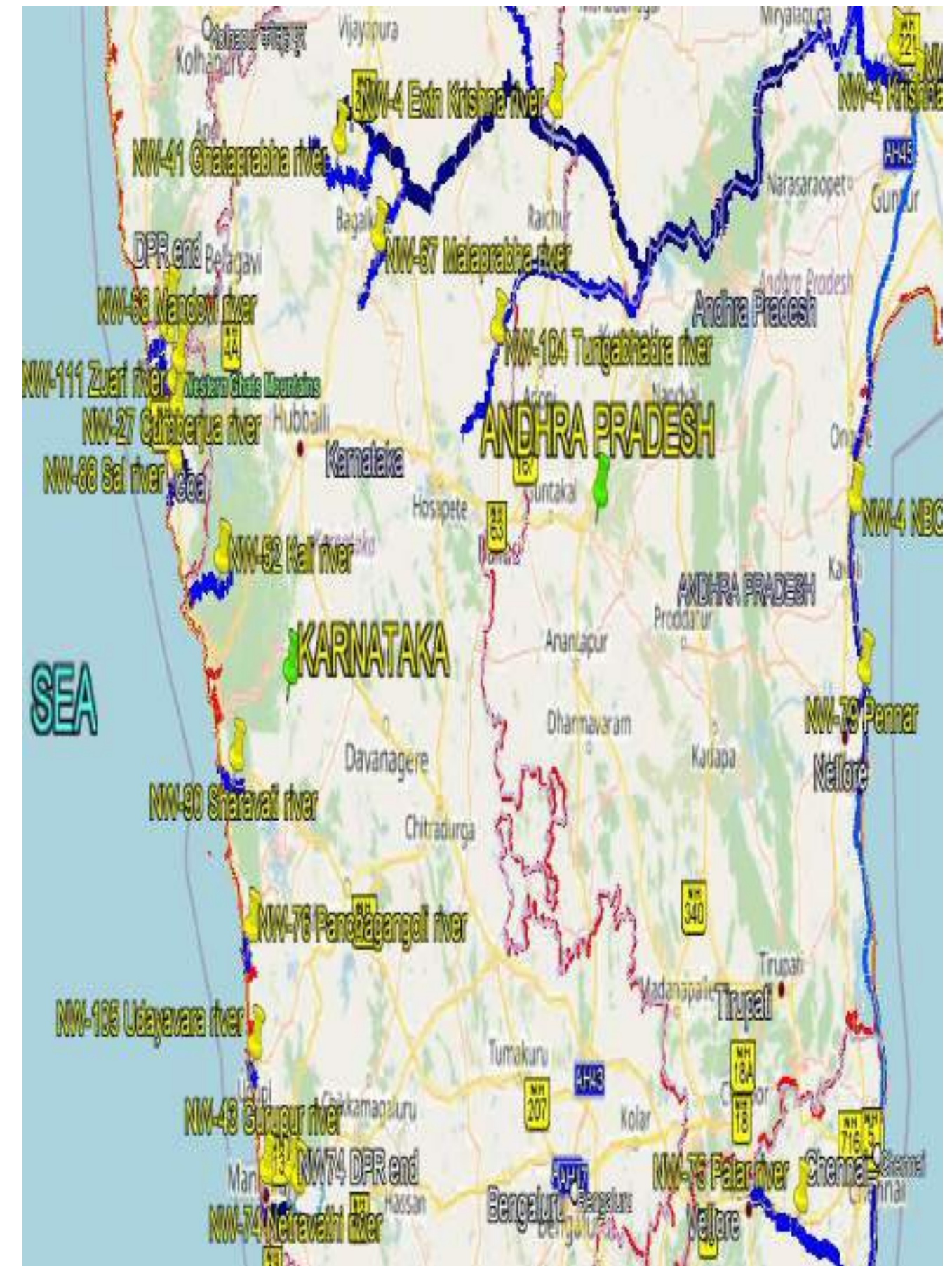
Development in Gujarat & Madhya Pradesh (2/2)

- Infrastructure for Cruise tourism (floating jetties & Navigational Aids)- Proposal shared with Govt of Gujarat- reply awaited.
 - Sindhrot Dam-Kotna Beach & Kadana Dam (NW-66)
 - Dholavira & Lakhpat Fort- Narayan Sarovar (NW-48)
 - Dholka-Vataman (near upcoming NMHC) & Gandhinagar(NW-87)
- Feasibility study for urban water transportation in Gandhinagar and Surat – Completion by December 2025.
- Feasibility of setting up MMLP in NW-48 & NW-66 being proposed- Work to be awarded by December-25.



Development in Karnataka NWs (1/2)

- Total No. of National Waterways – 12 {1 operational i.e., River Kali (NW-52)}
- For tourism promotion - Jetties installed.
- Stakeholders meet held on 30.05.2024.
- Following 2 NWs being made operational in consultation with Department of Tourism, Govt of Karnataka:
 - River Kabini (NW-51) – Jetties for cruise tourism and navigational aids; Work awarded- Completion by April 26.
 - River Sharavati (NW-90)- Jetties for cruise tourism for Honnavar to Gerusoppa and navigational aids; Work awarded- Completion by April 26.
 - Remaining 9 NWs proposed for development of River Cruise tourism Infrastructure (Floating jetties & Navigational Aids) – by Mar' 2027 (Plan shared with Govt of Karnataka ,report received). List of NWs are
 - Almatti Dam (Krishna River- NW-4) to Herkal in River Ghataprabha (NW-41)- Tender by Dec 25, completion by Sep 26
 - Gangoli Port in River Panchgangavali (NW-76)- Tender by Dec 25, completion by Sep 26



Development in Karnataka NWs (2/2)

- Narayanpur Dam on River Krishna (NW-4)- Tender by Dec 25, completion by Sep 26
- River Gurupur (NW-43) & River Netravathi (NW-74). Tender by Dec 25, completion by Sep 26
- River Udaywara (NW-90). Tender by Dec 25, completion by Sep 26
- Yadgir Fort- River Bheema (NW-21)- Tender by Apr 26, completion by Dec- 26
- Badami Caves, Pattakadal (UNESCO world heritage site) and Aihole on River Malaprabha (NW-67)-Tender by Apr 26, completion by Dec- 26
- River Tungabhadra (NW-104)-is being operationalised in Telangana Part- Tender by Apr 26, completion by Dec- 26
- Feasibility study for urban water transportation in Mangalore (Gurupura River) –Completion by Dec 25
- Feasibility of setting up MMLP at Mangaluru being proposed- Work to be awarded by December-25



LAKHSWADEEP JETTY AT NETRAVATHI RIVER
(NW-74)

Development in Tamil Nadu NWs

- Total No. of National Waterways – 10 (None operational)
- NWs proposed to be made operational by 2027- 9 nos
- Chairman IWAI discussed IWAI's plan in TN NWs on 25.07.2025.
- Following plans for operationalisation of river cruise / cargo movement in 9 NWs shared with Govt of TN, works to be tendered by Dec 25 (after receiving consent of TN), completion by Dec 26.
 - AVM Canal (NW-13) - Being developed for river cruise tourism – Poovar lake to sea confluence
 - River Bhavani (NW-20)- proposed for river cruise tourism from Bhavani to Sangmeswar Temple.
 - River Kaveri-Kollidam(NW-55)- proposed for river cruise tourism from Chidambaram-Pichavram & Cargo movement(Cement).
 - River Palar- Explored for river cruise tourism from Confluence to Kalpakkam (Buckingham Canal)
 - River Pazhyar (NW-77)- proposed for river cruise tourism and cargo movement(Sugar) – 1 jetty being provided
 - River Ponniyar (NW-80)- proposed for river cruise and cargo movement. - 1 jetty being provided
 - River Tamarapani- (NW-99)- for river Cruise at Punnaikayal & Tirunelveli town and Cargo transportation(salt, cement & stone aggregates) - 2 jetties being provided.

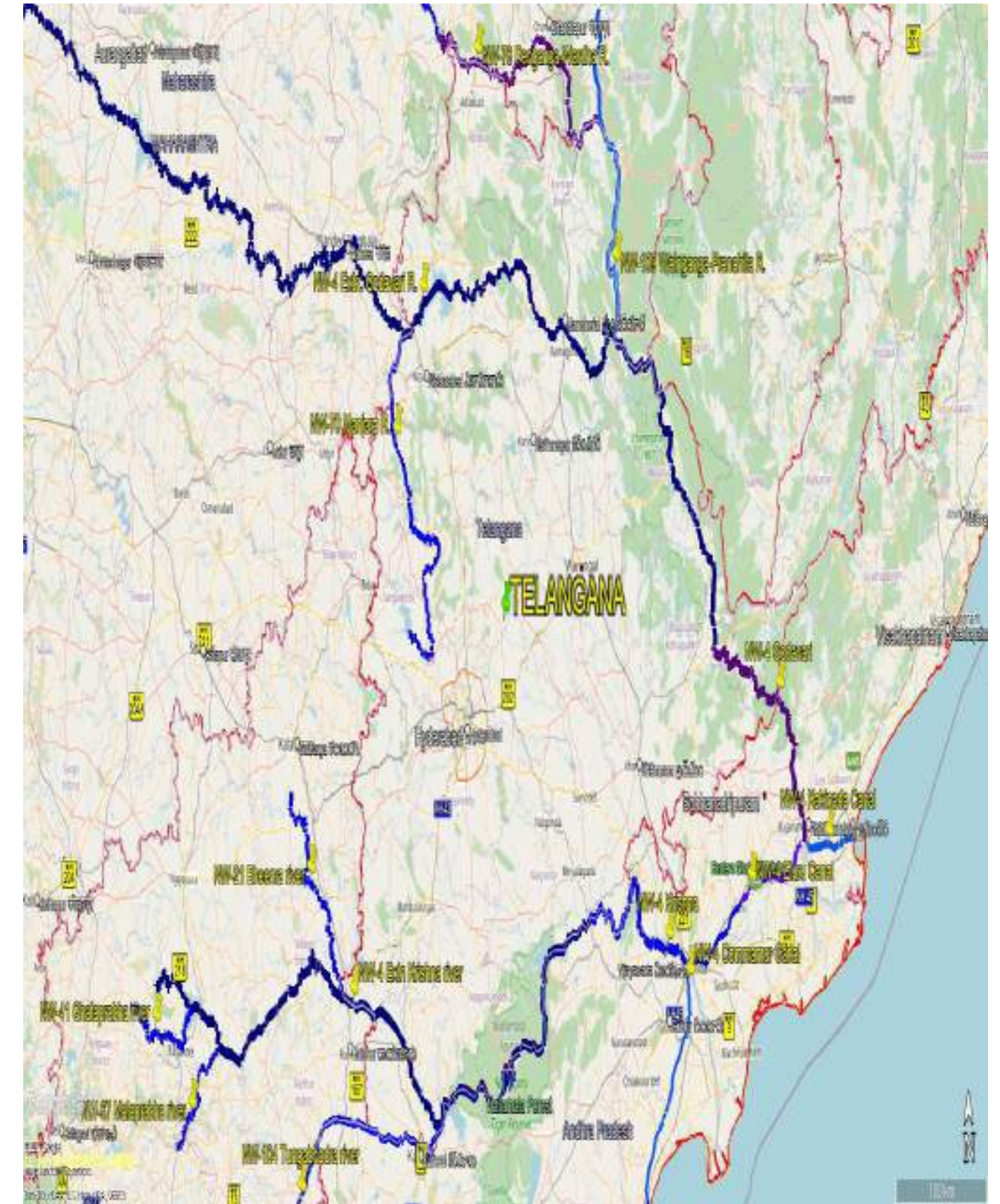


- Vaigai River (Nw-107) - Being developed for religious cruise tourism – Pooval lake to sea confluence (Meenakshi Amman Temple)
- Buckingham Canal (part of NW-4)
 - Mahabalipuram to Ediyur Bridge
 - Cooum River portion of Buckingham Canal near Marina Beach
 - Pulicat Lake
 - Ennore Port to ETPS for Cargo movement.

-

Development in Telengana NWs

- Total- 6 NWs (NW-4, NW-21 (Bheema River), NW-70 (Manjara), NW-78 (Painganga- Wardha), River Tungabhadra (NW-104) & River Wainganga-Pranahita (NW-109)
- Govt of Telengana has consented to the proposal of IWAI forwarded vide DO letters dt 05.02.2025 & 03.10.2025 respectively.
- Floating jetties at Nagarjuna Sagar Dam, Nagarjuna Konda, U/s Srisailam Dam along River Krishna for cruise tourism - by July 2026.
- Floating jetties proposed at following location along River Godavari :
 - Sriram-Sagar Telengana,
 - Sreepada Yellampalli
 - Kaleshwaram
 - (Work awarded- to be completed by March 2027)
- River Manjara (NW-70)-
 - Nizamsagar Dam,
 - Singur Dam
 - Octopus Lake
 - (Tender by Dec 25- completion by March 2027)



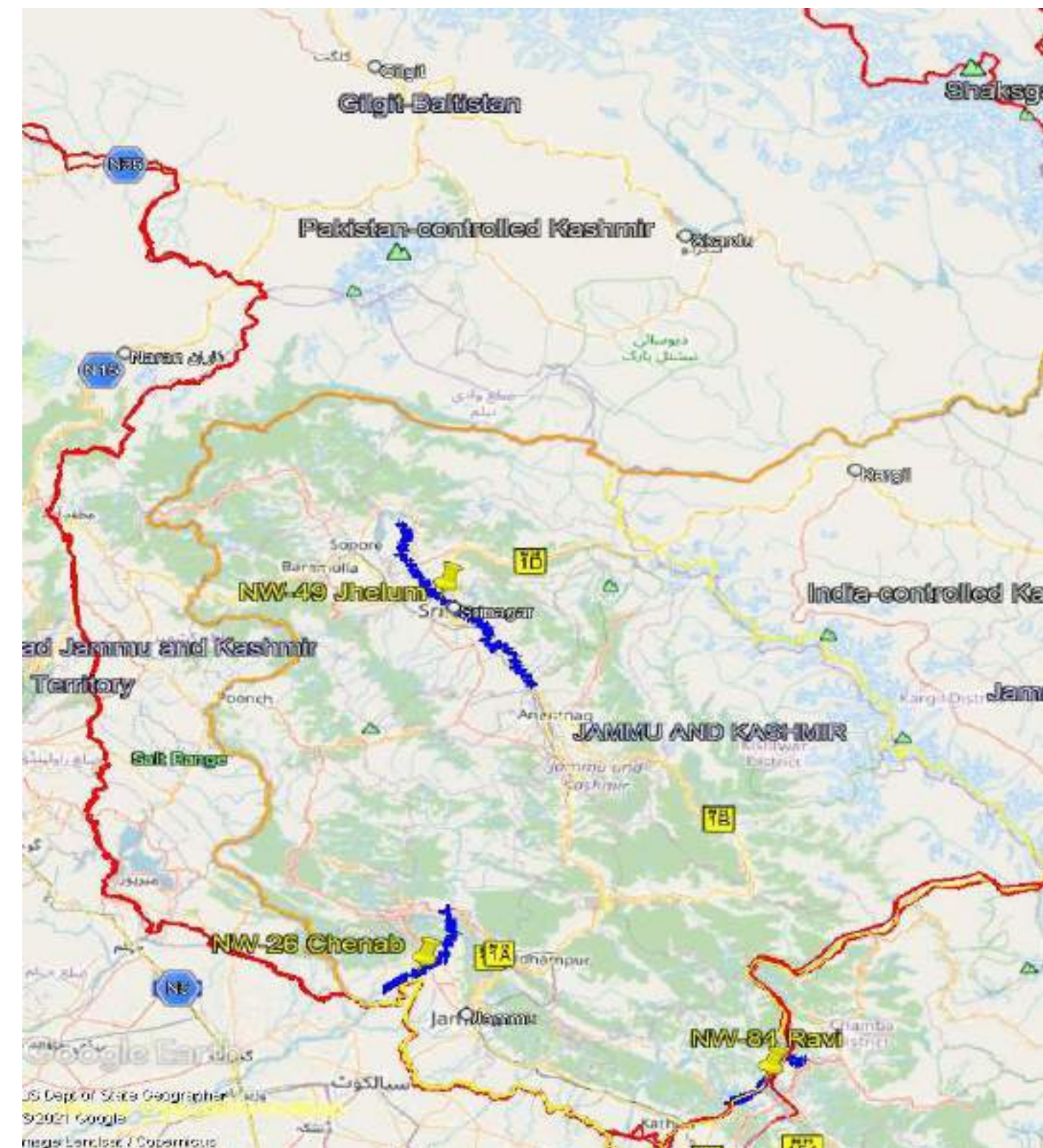
Development in UT of Ladakh

- Total NWs (1 no)
- River Indus declared as a national waterway from Bridge on Highway at Upsi Village to Bridge on Shey-Chuchol Road near Shey Village
- Total length -34.67 Kms.
- NW is proposed for development for river cruise tourism from Rambirpora (within Leh city) to Karu.
- 2 Floating jetties and 1 no electric Catamaran being proposed for river cruise infrastructure- Tender by Feb 26, completion by December 2026.
- Scheduled operationalisation by March 2027.



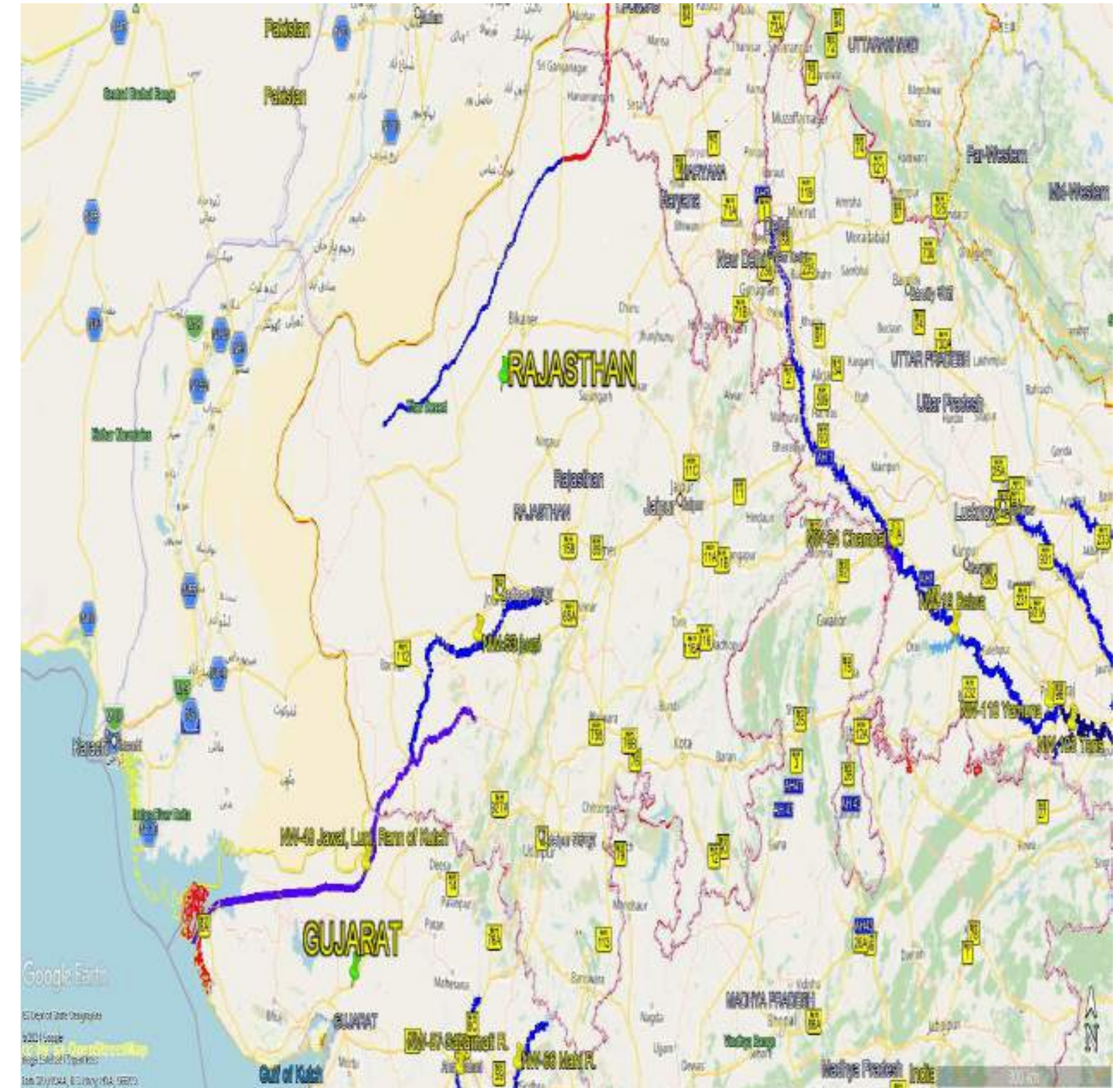
Development in State of Himachal Pradesh & Punjab

- Total NWs (3 nos)
- River Ravi from Ranjit Sagar Dam to Chamera Dam at Gandhian declared as NW-84 .
 - NW passes through the UT of J&K and states of Himachal Pradesh and Punjab.
 - River Cruise Tourism proposed- 1 Jetty(at Sohar)- awarded
- River Beas(NW-17) - proposed for development of religious circuit connecting four (4) Gurudwara's in Punjab. Feasibility study being carried out. – Completion by Apr'2026
- River Sutlej (NW-98) – proposed for development of 2 key circuits (Tatapani-Naina Devi Temple in HP and Anandpur Sahib- Kiratpur Sahib). Feasibility study is being carried out- Completion by Apr'2026



Development in Rajasthan NWs

- 3 National Waterways declared in the State of Rajasthan vide the National Waterways Act, 2016.
 - a) Indira Gandhi Canal – NW-45
 - b) River Jawai-Luni- Rann of Kutch- NW-48
 - c) River Luni – NW-63
- Mathematical modelling of NW-48 submitted- Proposal can be operationalised at a cost of Rs 14,000 Crore.
- Traffic report to be updated by Govt of Rajasthan.





Major Initiatives

Jalvahak Scheme

- Rs. 95.42 cr scheme launched - 15th Dec 24
- Implementing Agency – Inland & Coastal Shipping Ltd. (Subsidiary of SCI)
- Component-1 : Incentives to cargo owners up to 35% of actual operating expenditure incurred on waterways journey on NW-1, NW-2 and NW-16 via IBP route.
- Component-2: Scheduled Services on following O-D pairs :
 - Within NW-1:
 - Haldia/ Kolkata – Patna-Varanasi
 - From NW-1 to NW-2 and NW-16 via IBP route:
 - Haldia/ Kolkata – Dhubri-Pandu
 - Haldia/ Kolkata – Karimganj-Badarpur
- Scheduled movements completed – 16 (11.38 MTKM)
- Scheduled movements in transit – 4 (5.84 MTKM)
- Total cargo movement – 11.38 Million TKM

Jal Samriddhi - National Waterways (Construction of Jetties/Terminals) Regulations, 2025

- ❖ **Objective:** Stimulate private sector investment in riverine terminals
- ❖ **Strategic Goal:** Enhance infrastructure, reduce logistics costs & improve procedural efficiency
- ❖ Streamlining **No Objection Certificate (NoC) through online portal**
- ❖ Private Sector Companies, PSUs, Government Agencies, Joint Ventures can apply

Digital Portal for Terminal Applications (Jal Samriddhi)

- ❖ Transparency & ease of doing business
- ❖ First application received from M/s. Marinetek (02-04-2025) and NoC issued on 09.04.2025 – NW 68
- ❖ NoC also issued to Yogayatan Port – NW 53

Central Database : “Jalyan & Navic”

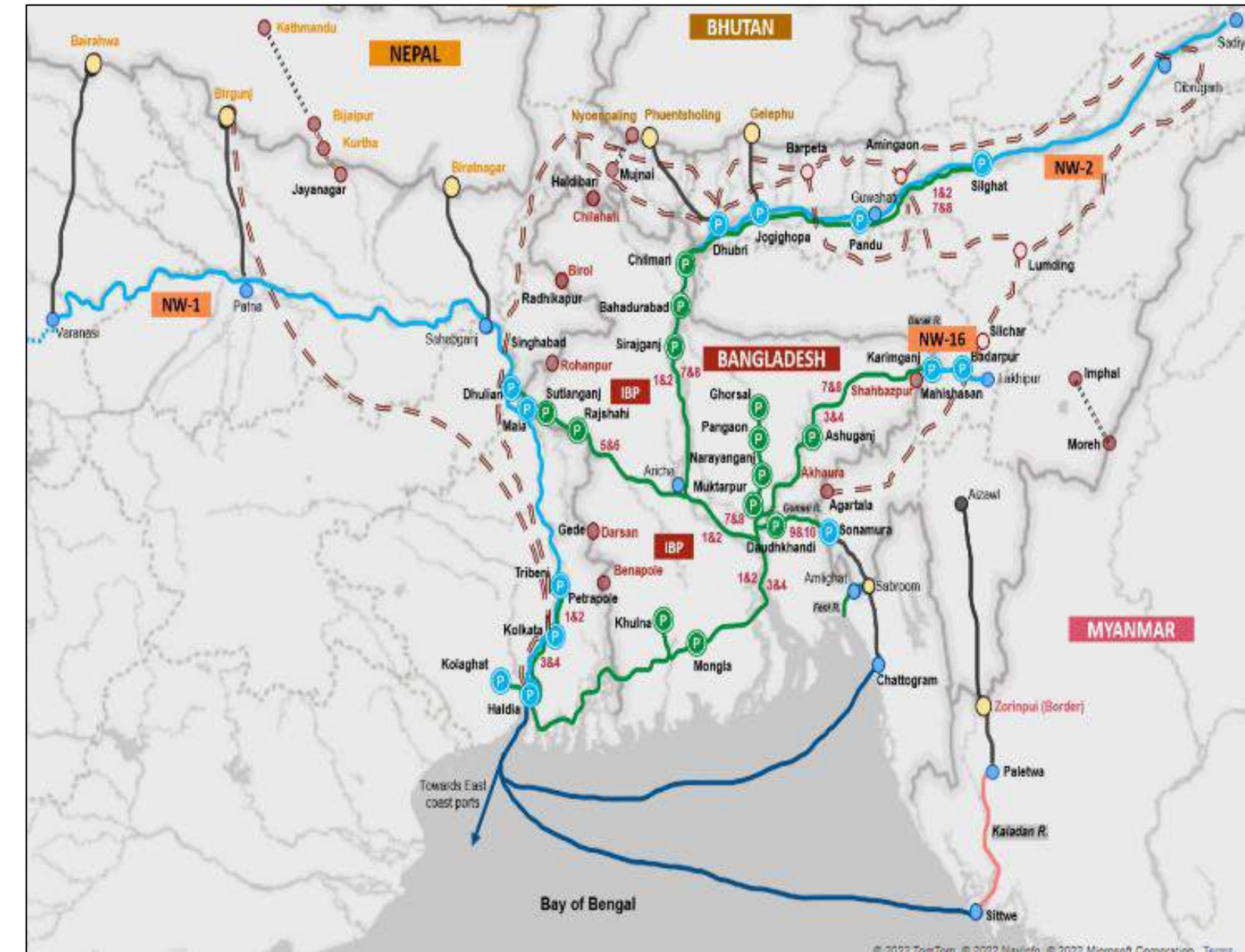
- End to end solution in line with vision of Hon’ble Prime Minister of Digital India and ease of doing business.
- Launched on 10th Jan 2025
 - One Nation – One Registration -Single Window System for all States for
 - Registration / Survey of Vessels: Process mapping of vessel from consent to construct till registration of the vessel
 - Inland Vessel crew certification and verification of Service Records. Unique and Permanent INDVIC no. for each crew.
 - Approval of Inland Vessel Navigation Training Institutes (IVNTI).
- 16 (States onboarded (Assam, AP, A&N, Bihar, Gujarat, Goa, Odisha, Mizoram, Nagaland, Puducherry, Kerala, J&K, Karnataka, U.P., Tripura & Rajasthan)
- On-boarding of remaining States under process. Workshops held for all States/UTs. Online support being provided on regular basis.
- Total 3282 users registered, 8625 vessels registered / data migrated , 815 crew registered in training institutes, 73 CoC issued through portal and 67 survey of vessels done.

Regional Waterways Grid (RWG) Project

- Development of waterways based multi-modal linkages to enhance economic activity in the region
- Aims to ensure seamless movement of vessels from Varanasi to Dibrugarh/Karimganj/ Badarpur through IBP route forming an economic corridor of 4,067 Km.
- Supporting cross border trade amongst member countries and transit trade from/to NER
- Aid in trade facilitation
- Overall regional development

Status

- Traffic Study to assess demand and identification of interventions
 - Work awarded (Initially Oct 2025 and extended up to Dec'2025 due to Bangladesh & Nepal issues)
- DPR for Renovation / Modernization of existing navigation lock at Jangipur
 - Work awarded (Completion by May'2026)- Commencement once Jangipur feasibility is completed.



As per Preliminary Project Preparatory Study Report – Total divertible cargo Potential to IWT is 32.2 MMTPA by 2033

Indo-Bangladesh Protocol Route

- Protocol on Inland Water Transit & Trade (PIWT&T) first signed in 1972; Present protocol agreement valid up to June'2025
- Automatic renewal after 5 years, co-terminus with Trade Agreement
- 10 declared routes and 13 Ports of call on each side for navigation
- 2,704 km total route length (India-869 km and Bangladesh- 1835 km)
- Fairway development in Sirajganj – Daikhowa stretch of IBP route in Bangladesh – GoI funding 80%
- Fairway development in Ashuganj - Zakiganj stretch of IBP route in Bangladesh – GoI funding 80%
- MEA vide letter dt. 27.05.25, asked to stop dredging in IBP routes w.e.f. 31.05.2025
- Maia-Aricha route trial run completed and regular movement will commence after consent from Bangladesh

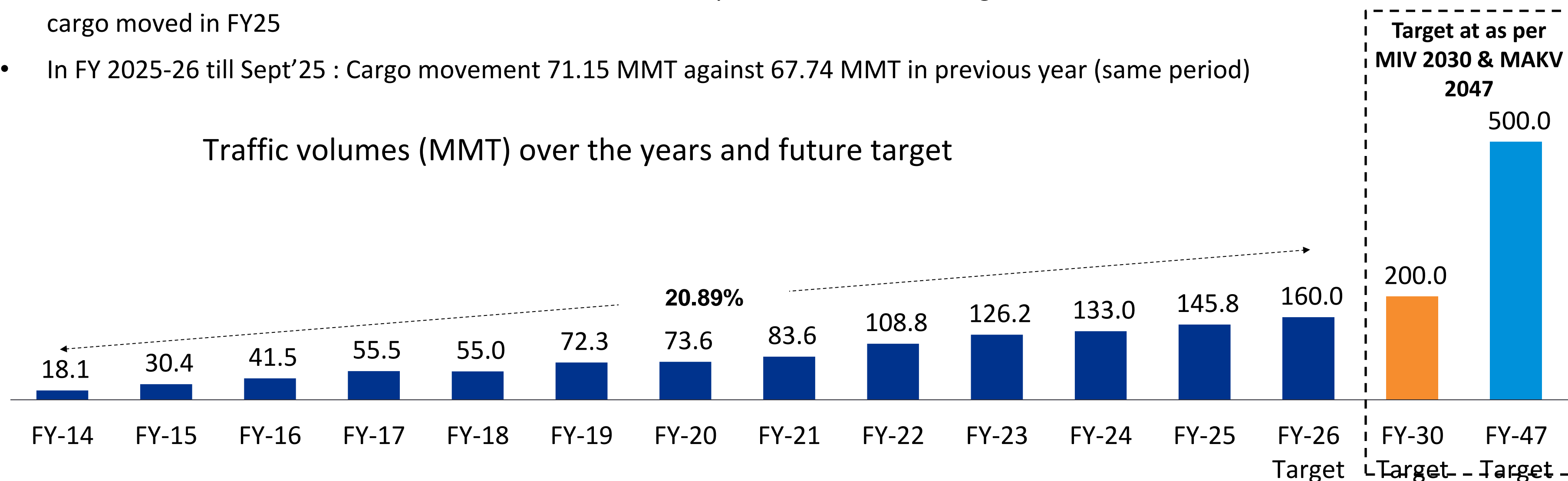
Cargo movement in IBP Route in FY 2025 : 4.6 Million Ton

Cargo Traffic Trend on NWs

The total traffic handled on National waterways from FY 2013-14 to FY 2023-24 indicates increase in cargo movement from **18.1 MMT in FY 2013-14 to 145.84 MMT in FY 2024-25**.

- Traffic increased significantly to 145.84 MMT, recording a CAGR growth of **20.89%** from FY-2014 to FY-2025
- **~85%** of total cargo is moved on 5 NWs (NW-100,91,10,1 and 97)
- In FY 25, traffic movement registered a growth of **9.65%** year-on-year from FY 24
- Coal, Iron Ore Fines, Iron Ore, other coke & Coal, Sand, Fly Ash, Vehicles, Passenger, Lime stone, clinker & cement constitute 85% of cargo moved in FY25
- In FY 2025-26 till Sept'25 : Cargo movement 71.15 MMT against 67.74 MMT in previous year (same period)

Traffic volumes (MMT) over the years and future target





Vessel Tracker & PANI Portal

Vessel Tracker & PANI Portal

E-Navigation: Vessel Tracker & PANI Portal for Safer, Smarter IWT

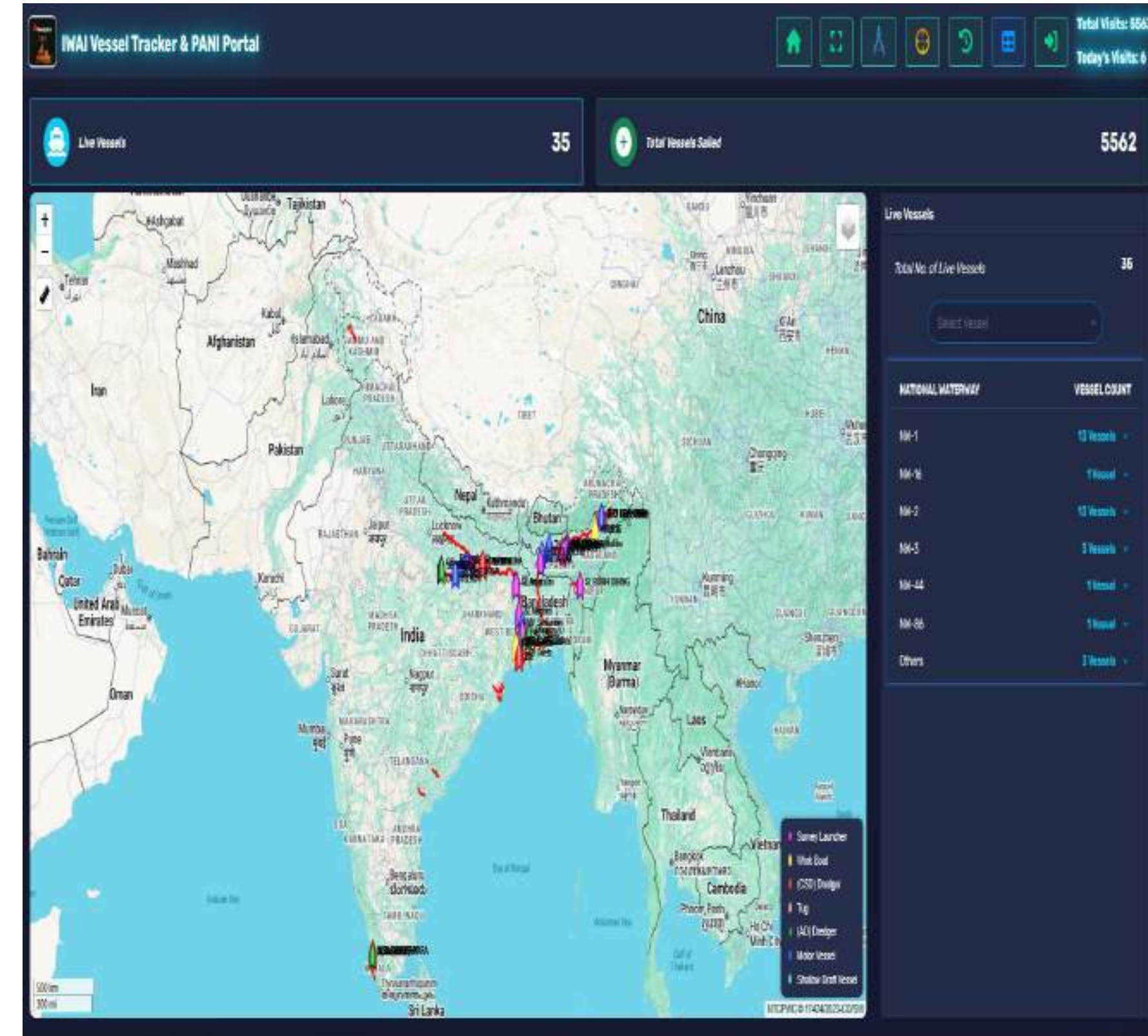
Key Features

- River depth and hazard data.
- Route planning tool for shippers and operators
- Alerts for river obstructions or low draft

Upgradation of PANI portal including Geo-referencing, virtual aids to navigation - Completed

Impact

- Improved safety and predictability in navigation
- Reduced accidents and groundings
- Faster voyage planning and turnaround times
- Support for dynamic regulation and traffic management
- Foundation for autonomous IWT navigation systems





Greening of Vessels

Greening of Vessels

- Operational status of 2 electric catamarans

- Both the catamarans are operational at Ayodhya and Varanasi.
- Consent for award of contract and signing of agreement with operator finalized by U.P. Tourism on 25.03.2025.
- M/s JB Cleantack Pvt Co is operating the vessels.

- Delivery schedule of 6 electric catamaran

SL	Vessel	Schedule as per agreement	Revised Schedule	Current Schedule proposed by HCSL
1	1 st & 2 nd Vessel	May-24	31-Jul-25	(a) 1st Vessel - 20 Nov 25 (b) 2nd Vessel - 7th Dec 25
2	3 rd & 4 th Vessel	Aug-24	30-Sep-25	(a) 3rd Vessel - 7th Jan 26 (b) 4th Vessel - End Jan 26
3	5 th & 6 th Vessels	Nov-24	15-Nov-25	(a) 5th Vessel - End Feb 26 (b) 6th Vessel - End Mar 26

Greening of Vessels

- **Status of Hydrogen Vessel**

- 1 Hydrogen vessel deployed at Varanasi – Trial run completed ; being handed over to ICSL
- Final trials with IRS/IWAI/ICSL completed on 10th Nov 2025.
- Tripartite agreement (IWAI, ICSL & CSL) to be signed.
- Proposal for procurement of 4 hydrogen vessels and setting up of hydrogen production facility submitted to MoPSW - DoE did not concur the proposal. Proposal shared with Director, Hydrogen Mission for funding on 4 Sep 2025.

- **Status of Methanol Vessel**

- Methanol committee report submitted to MoPSW on 13.12.2024 for development of 400 KW & 800 KW methanol engine to be installed in two new vessels (a) Tug (b) Cargo Vessel.
- IWAI Comment sought by MoPSW on costing and outline specs forwarded by CSL forwarded to MoPSW on 08 Oct 2025.



Follow us:



iwai.nic.in



@IWAI_ShipMin



iwai_shipmin_india



IWAI_ShipMin



IWAI



@IWAI_ShipMin

Thank You



VISIT OF THE NSB MEMBERS TO GRSE FACILITY AT KOLKATA:

Date: 14/11/2025 Time: 5.30 P.M.to 6.30 P.M.

The Chairperson, National Shipping Board, Shri Sameer Kumar Khare, IAS (Retd.) & other NSB members, undertook a physical visit to the GRSE facility, where he was warmly received by the GRSE leadership and the accompanying technical team. The Chairperson and NSB Board Members were accorded a structured walkthrough of the establishment.

2. The GRSE team delivered a comprehensive presentation covering the organisation's historical evolution, its technological advancements, ongoing modernisation initiatives, and the strategic roadmap envisioned for the future. This was followed by an interactive Q&A session, wherein NSB Members sought clarifications regarding GRSE's forthcoming commitments and capacity-building plans.

3. Subsequently, the Board was guided through the Model Museum, dry dock infrastructure, repair and refit facilities, and the newly expanded sections showcased through scaled models.

4. The visit enabled the Board to gain a deeper appreciation of GRSE's capabilities, indigenous technological absorption, and future expansion trajectory. The discussions reaffirmed the importance of aligning all initiatives with national objectives under Maritime India Vision 2030 and Amrit Kaal Vision 2047. The Board reiterated its commitment to strengthening India's maritime capabilities, enhancing stakeholder engagement, and ensuring structured follow-up on all action points.
