

MASSA Outreach

December 2018





Capt Prashant Rangnekar



The last quarter of 2018 has been extremely eventful to say the least. The report of the Seafarers International Research Centre (SIRC) titled ‘The working and living conditions of seafarers on cargo ships in the period 2011-2016’ was released in October 2018 and provides an in-depth analysis of trends in manning, standards of crew welfare and conclusive observations of existing gaps in compliance to regulatory requirements. It serves as an eye-opener to the realities of seafarers working and living on board merchant ships.

The IMO MEPC 73 of October 2018 has further reinforced the global 0.5% Sulphur cap entering into force on 01 January 2020 with a ban on carriage of non-compliant fuels by March 2020. To offset the cost and sparse availability of low Sulphur fuels, fitting of approved scrubbers on existing vessels using conventional fuels is considered the immediate alternative.

However, Open-loop scrubbers are presently banned in Belgium, California and Massachusetts in the US, along Germany’s Rhine river and most recently in Singapore as well as in the river-ports of China with further additions anticipated in this regard. Over 2000 vessels are to be fitted with scrubbers in 2019. While Flag administrations, Owners and Managers grapple with compliance criteria, the fuel supply companies have yet to demonstrate urgency in increasing production and availability of low Sulphur or conventional fuels.

In the beginning of November 2018, the ITF under the aegis of the Organisation for Economic Co-operation and Development (OECD) issued a report entitled ‘The impact of Alliances in Container Shipping’ and called upon the European Commission to ensure the EU Consortia Block Exemption Regulation for liner shipping is not

extended beyond the current timeframe extending to April 2020. The ramifications are that liner consortiums and conference lines operating in EU ports post the expiry of the current exemption will encounter increased rates for port services, terminal operations and requirements for increased public infrastructure.

The International Maritime Rescue Foundation (IMRF) awards were announced in early November at the Awards ceremony in Norway and it was heartening to note Indian Master Mariner Siddarth Sharma was the recipient of the Outstanding Individual Contribution to a Maritime SAR Operation for the rescue of 2 French fishermen in very rough seas and gale force winds. Other notable awardees were the National Security Research Institute (NSRI) of South Africa in the category of Innovation and Technology in Maritime SAR (for their deployment of unique Pink locator buoys on vessels in this year that accounted for as many as 11 rescues off the South African coast) and the Norwegian SAR organization KNRM Station Terschelling Paal 8 for Outstanding Team Contribution to a Maritime SAR Operation (for 2 successful rescue operations in severe ice, rough sea and strong winds conditions).

A Subcommittee of the Joint Maritime Commission (JMC) of the ILO has passed a resolution in mid-November 2018, raising the minimum monthly basic wage of an able seafarer in accordance with the unique mechanism included in the MLC 2006. The resolution increases the figure from 614\$ to 618\$ as of 1 July 2019, 625\$ as of 1 January 2020 and 641\$ as of 1 January 2021. This will have a direct impact on the manning scales of shipping world-wide.

The negotiations on the IBF CBAs were also successfully concluded in Mumbai with the

participation of the Officers and Ratings union and the two Associations (MASSA and FOSMA), in presence of IMEC / ITF representatives.

In a salient development on 15 November 2018, 5 container shipping companies – CMA CGM, A.P. Moller-Maersk, Hapag-Lloyd, MSC and Ocean Network Express – declared their intention to form a neutral, non-profit association to achieve interoperability through standardization of information technology usage on a common platform to render optimal services to customers and stakeholders. The association welcomes other companies to join as members.

The OCIMF Mooring Equipment Guide – Fourth edition (MEG4) is awaited towards the end of this year for revised guidelines and standards for mooring equipment on tankers. The salient feature of this publication is the clarification section wherein the organization provides responses to queries and explanation of new abbreviations together with their linkages.

On the National front, the inaugural shipment of Indian wheat for Afghanistan reached the Iranian port of Chabahar signaling the activation of an important trade route. The Afghan Ministry of

Transportation has released a statement of formation of the Afghanistan Flag and vessels of this register were soon to be launched in the Chabahar – India trade route.

The tenth edition of the International Maritime Conference & Exhibition (INMARCO) was held in Mumbai between 01-03 November 2018. The theme “Maritime Sector – Charting New Course” was in keeping with the challenges to domestic shipping. The technical papers and panel discussions addressed a variety of current issues ranging from cyber security to maritime policies, inland waterways and coastal shipping. Most of the stakeholders in domestic shipping participated in the proceedings.

As days rolled into weeks and weeks rolled into Months we have yet another successful year behind us, not without its share of challenges. As maritime accidents and crew injuries continue to haunt us, crew safety and well-being remains the top most priority for a safe and happy ship, and we at MASSA wish all our sea-farers a Very safe and Happy 2019.

Also taking the opportunity of wishing everyone Merry Christmas and Very Happy, Successful and Prosperous New Year.



MARITIME ASSOCIATION OF SHIPOWNERS SHIPMANAGERS & AGENTS

The association that marches on...

MASSA is actively involved in:

- **Facilitating, Promoting and Protection the business activities of member lines.**
- **Liaising with national, international, governmental and non-governmental organisation as well as seafarers recognized unions on behalf of members lines.**
- **Supporting the welfare activities to benefit employees or ex employees of the maritime (Seafaring) fraternity or their spouse, dependant and/or their next of kin as applicable**

MASSA, endeavours to be a leading Association, to:

- **Augment and safeguard business interest of memberlines primarily related to recruitment and placement services.**
- **Assist in development of infrastructure which helps business interest of memberlines, primarily related to employment of seafarers onboard ships.**
- **Liaise with National and International organizations to support the supply and demand of quality seafarers and recruitment and placement services in India**
- **Share information and knowledge on various issues so that Member lines and Maritime authorities can make appropriate discussions.**

As the year 2018 draws to a close, the emotions are mixed. On one hand the IMO cap on use of sulphur fuels kicks in on 1st January 2020, the world is divided on use of scrubbers or 'wait and watch' attitude. To further queer the pitch, some ports have 'banned' the use of 'open loop' scrubbers. All of this happening when installation of ballast water treatment equipment on board is mandatory and round the corner. The dry bulk and tanker markets are showing signs of recovery, but the indices are being watched by the owners and commercial interests with lot of scepticism, as there are no firm indicators driving the change.

However, at the front end of the business, the demands for quality manpower on board does not cease, as despite the market conditions, need for a quality seafarer is an 'all weather' requirement. Individual companies are making their own efforts but MASSA, collectively, is also trying to bring value to Maritime Education and training, with various initiatives, which hope to bear fruit in the short to medium term.

Demands for review of the STCW convention are growing and the next phase will be challenging, as review of soft skills will lead the change, apart from hard skills.

The Annual function of MASSA held on 27th October 2018 was a grand success, with 2018 Asian Games gold medallist in rowing, Dattu Bhokanal being felicitated. Dattu hails from a very humble background and his achievements against all odds are living testament to perseverance, dedication and hard work. For a person to overcome hydrophobia and then go on to compete at the highest levels in a water based sport, speaks volumes of his grit and mental strength! To



Capt S M Halbe

quote the famous author Napoleon Hill: What the mind conceives and believes, mind achieves. Dattu epitomises the life of a seafarer- rises to the occasion against all odds, but is seldom in the forefront!

Signing off for 2018, wondering what the future beholds for the maritime industry!

Here is wishing all readers a Merry Christmas and Happy New Year 2019!

May the markets remains strong, oil prices and bunker prices low, may there be clarity on acceptable type of scrubbers, may the powers that be give direction to owners and operators as to how to manage ships, rather than how to manage regulations!

Capt S M Halbe
Editor, MASSA Outreach

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MASSA felicitates talented and dedicated individuals at their annual social

The Maritime Association of Shipowners, Shipmanagers and Agents (MASSA) have successfully completed 71 years. It started in 1947 as Owners/Agents' Committee (Crews), which has now spread its wings to provide a forum for Member Lines, Indian and Foreign and their local agents and shipmanagers to interact with the Government and Unions in all matters relating to employment, training and welfare of seamen.

MASSA believes in celebrating its annual social in a unique way. And this year was no different; they felicitated Mr Dattu Baban Bhokanal, Gold Medal winner for Rowing in Asian Games 2018 on 17th October at ITC Grand Central. Dr Malini Shankar, Director General of Shipping and Capt Prashant Rangnekar, Chairman, MASSA and Chief Operating Officer, Elegant Marine Services Pvt Ltd presented Mr Bhokanal with a token of appreciation.

The event was well attended by luminaries from the shipping world, including Dr Shankar,



Mr M Pinto and Mr D Joseph, both former Secretaries of Shipping, Ministry of Shipping, New Delhi and several Varuna Award winners.

Enlightening the audience about Mr Bhokanal, Capt Shiv Halbe informed, "Hailing from Chandwad village near Nashik in Maharashtra he has proved that with sheer hard work, dedication and practice you can achieve anything. Continuing further Capt Rangnekar added, "From being an aqua phobic, Mr Dattu has overcome his fear for water to win, he has made us all proud and he is an inspiration for many."

Capt NS Mainkar, Principal, MASSA Maritime Academy was also felicitated for his long and dedicated service to MASSA. Praising him Capt Halbe said, "From his 24 years of teaching experience, he has dedicated 10 years to MASSA. We are indeed proud to have him in our folds."



The crux of the social was the launch of Dr (Capt) Suresh Bhardwaj's book – Technology Integration in Shipping; Potentials and Challenges. Resident Director and Principal MASSA Maritime Academy, Chennai, Capt Bhardwaj expressed his gratitude to all MASSA members for giving a wonderful platform to introduce his work and the companies he worked with for this project. He said, "The book is about how technology is used in Shipmanagement and ship operations."

MASSA annually felicitates the seafarers who have secured the highest marks in the Competency Examination conducted by Directorate General of Shipping in the previous year (2017). Accordingly, following were felicitated with a plaque; Master (FG) – Ritesh Sharma; Chief Mate (FG) – Ian Lopes; MEO Class 1 – Rudresh Soudagar; and MEO Class 2 – Jonnie Wilson.

MASSA is an independent organization that enjoys an excellent rapport and working relationship with

the Government of India Ministry of Shipping and Director General of Shipping, Indian Shipowners and allied shipping interests, the National Union of Seafarers of India (NUSI) and the Maritime Union of India (MUI).

Complementing MASSA was their tireless efforts and contributions towards the shipping industry were Capt Vivek Anand – "I have not seen MASSA working for any commercial aspect in the industry, they know their job and they are good at it," and Capt Amit Wason, President, Maritime Association of Nationwide Shipping Agencies-India (MANSA) – "MASSA has always put the concerns of the sailing community in front of government bodies and I would like them to stay the way they are and keep up the good work."

Apart from the felicitations, the evening was fun filled with music, dance that kept the audiences entertained for the rest of the evening.



Maritime Security and Piracy continues to top the charts of India's maritime concerns



Since decades maritime security and piracy have continued to top the charts of India's maritime concerns despite being one of the leading advanced technological sectors. As the dynamics involved in the menace of Piracy and Armed Robbery needs further sharing with the

stakeholders, the Directorate General of Shipping conducted a workshop on Maritime Security and Piracy to highlight the endeavours being put in by various organisations working in this regard on 10th December 2018 in Mumbai.

It witnessed the presence of industry stalwarts, representatives of maritime bodies, shipping companies, unions, and training institutes.

The DGS released a report on shipping casualties 2014-2015-2016 at the workshop. Presenting the intricacies of the report was Dr Malini Shankar, Director General of Shipping.



Dr Malini Shankar, Director General of Shipping, Government of India, Ministry of Shipping

“Maritime world is transforming at an unprecedented pace. Whether it is the concept of autonomous ships, opening polar waters, implementation of MLC, stricter emission controls or lower freight rates, one fundamental principle that has consistently prevailed, through all changes and circumstances, is that shipping should remain safe, secure, energy efficient and environmentally sound. India is committed to the principle and strives for its implementation domestically and globally,” opined Dr Shankar.

On accidents and incidents, Dr Shankar informed, “A total of 39 accidental deaths and 56 accidental injuries in 3 years within the realm of Indian maritime administration is a reason enough to call for serious introspection and immediate action. A majority of these accidents could have been easily averted by application of basic competencies, proficiencies, and/or seamanship. What is of further concern is the observable inadequacy of ship and shore teams in handling contingencies and their aftermath in many a case. Another notable shortcoming is the discernible break in onboard communication and mentorship. This loss in camaraderie and experience transfer has not only added to stress, especially among the young, but has also adversely affected the onboard learning.”

The workshop discussed international maritime security scenario and trends based on past

incidents. Cyber security was ranked the number one concern of the industry today, wherein it deliberated different types of cyber threats that included - email and financial fraud.

Capt Ashwin Arvind, Director, Naval Operations, Indian Navy spoke on the role of Navy in crisis situations and the response mechanism of the Navy.

“India’s vast coastline makes it vulnerable to the attacks and accidents but taking preventive measures to safeguard it and protect it is the challenge which can be addressed only by joining hands with the various maritime bodies of the nation,” said Cmdt Suresh Kurup, Officer in-charge of MRCC, Indian Coast Guard.

The workshop discussed various case studies and past incidents/accidents and spoke about seafarers’ security and welfare related issues. There was an open forum organised at the end of the session, which received tremendous involvement and interaction from the participants.

The workshop concluded with one message that accidents must be eliminated. While the Indian maritime administration remains committed to the cause, maritime industry has to place greater impetus behind safety, security and environment protection, imbibing them as their second nature. Safety doesn’t happen by accident.

Seafarers are assets; we want their voices to be heard, troubles listened and needs met

- Dr A Babu Mailan, Chairman, ISWOT

Seafarers face a tough life at sea. The new maritime rules and regulations promises to ensure seafarers welfare onboard. Maritime welfare associations have raised several questions on whether our seafarers are getting an amicable conducive working environment with the challenges they face at sea and at ports during anchorage. Members of Indian Seafarers Welfare Organization (ISWOT) along with industry stalwarts met to deliberate on these questions and concerns, while celebrating the 70th World Maritime Day (WMD) at ITC Maratha Hotel, Mumbai's finest luxury hotel on 22nd September.

The Chief Guest – Mr Ramdas Athawale, Minister of State of Social welfare and Justice, Government of India and Special Guest – Mr Amitabh Kumar, Additional Director General of Shipping graced the event. Accompanying them as Guests of Honour were Capt PS Rangnekar, Chairman, MASSA; Capt BK Jha, Dy Master, CMMI; Mr Amar Singh Thakur, General Secretary, the Maritime Union of India (MUI); Mr N Reuben Paul, Chairman, Sea Mission International; Capt Goyal CEO of K Line Ship Management India Pvt Ltd and Mr Manoj Yadav, General Secretary, FSUI.

In his address, Dr A Babu Mailan, Chairman, ISWOT said, “Seafarers are assets. We want to make sure their voices are heard, troubles are listened and needs met.”



On the importance of WMD celebrations, Dr Mailan informed that International Maritime Organisation (IMO) celebrated WMD on Thursday, 27th September, which marks 70 years since the Convention establishing the organization was adopted to promote safe, secure and clean shipping. This year theme is IMO 70: Our Heritage – Better Shipping for a Better Future.

Thereafter IMO Secretary-General, Mr Kitack Lim’s video message was played in which he exhibited success stories of IMO and the future challenges for Maritime transport to a global audience.

Speaking about Sagarmala project and the e-governance initiatives of the DGS, Mr Kumar opined, “There is a need to have a robust global framework for seafarers working on foreign ships for their welfare. The problem with the seafaring community is that they are not attached to one employer. In such circumstances, it is important for the entire maritime fraternity to come up with ideas for long term welfare opportunities for the seafarers and their family members. There’s a need for all the societies associated with seafarers’ welfare to be a part of one comprehensive plan catering to the welfare of Indian seafarers.”



On the WMD theme, Capt Rangnekar stated, “The need of the hour is to offer better opportunities, better business proposals, better welfare schemes for seafarers, better quality services, and ease of doing business.”

He expressed his views on cyber security challenges newer technologies has brought especially onboard, making them vulnerable to attacks, viruses and hacking.

Mr N Reuben Paul Chairman, Sea Mission International who is also Secretary, Port Welfare Committee (PWC) of Andhra Pradesh stated, “PWC plays very important role in each port and ISWOT is working on national level to provide quality seafarers welfare in all Indian ports and at Sea. And in a time, where shipping is undergoing a digital transformation and ships are turning into sophisticated sensor hubs and data generators, seafarer competence has become even more important. Everything that happens on board a ship, from ensuring the cyber security of assets at sea and operating a vessel to achieve optimal performance, starts with individual seaman.

So, while celebrating the 70th World Maritime Day, let us thank seafarer around the world for their work and pledge to advance their competence provide equal opportunities and to ensure their safety and well-being at all times.”

Fr A Balaswamy, Vice – Chairman given presentation on the Functions and Objectives of Indian Seafarers Welfare Organization and Sea Mission International activities in India. He stated that the Indian Seafarers Welfare Organization is looking after the welfare of seafarers on national level.

Capt Jha earnestly requested the ministry to permit Indian seafarers to go off board on ports especially in India and continued “Seafarers are one of the most honest, loyal and trustworthy professionals.”

“No one can ever replace competent and skilful seafarers. Questions are being raised on their attitude and training but it’s important to know who’s responsible for it. What goes around comes around. It’s the morale duty of each of senior seafarers to pass the right training to the younger seafarers,” he added.



Capt Jha advised the audience: “Seafarers are true asset – invest in technology, and seafarers and their training.”

Mr Athawale also motivated the audience to deliver their best at sea. He promised to take the discussed points to the ministry. His words of wisdom and assurance promised to bring ‘ache din’ for the overall Indian shipping industry.

“ISWOT is registered as a non-profit charity trust, working in ports and maritime cities where the need is greatest. Our network of ship welfare visitors come alongside seafarers on ships and in ports to provide care, welfare, love, counselling, legal assistance and practical support,” stated Mr N Reuben Paul, Chairman, Sea Mission International. The ISWOT is affiliated to Seamen Welfare Organization, Greece which is also an active member of International Seafarers Welfare Assistance Network, UK that implements the conventions and Recommendations on Seafarers Welfare of International Labour Organization and International Maritime Organization.



Wind could be Shipping's Next Propellant

European and U.S. tech companies, including one backed by airplane maker Airbus, are pitching futuristic sails to help cargo ships harness the free and endless supply of wind power. While they sometimes don't even look like sails — some are shaped like spinning columns — they represent a cheap and reliable way to reduce CO2 emissions for an industry that depends on a particularly dirty form of fuel.

“It's an old technology,” said Tuomas Riski, the CEO of Finland's Norsepower, which added its “Rotor Sail” technology for the first time to a tanker in August. “Our vision is that sails are coming back to the seas.”

Denmark's Maersk Tankers is using its Maersk Pelican oil tanker to test Norsepower's 98-foot deck-mounted spinning columns, which convert wind into thrust based on an idea first floated nearly a century ago.

Shipping, like aviation, isn't covered by the Paris agreement because of the difficulty attributing their emissions to individual nations, but environmental activists say industry efforts are needed. Ships belch out nearly 1 billion tons of carbon dioxide a year, accounting for 2-3 percent of global greenhouse gases. The emissions are projected to grow between 50 to 250 percent by 2050 if no action is taken.

The IMO is taking aim more broadly at pollution, requiring ships to start using low-sulfur fuel in 2020 and sending ship owners scrambling to invest in smokestack scrubbers, which clean exhaust, or looking at cleaner but pricier distillate fuels.

A Dutch group, the Goodshipping Program, is trying biofuel, which is made from organic matter. It refueled a container vessel in September with 22,000 liters of used cooking oil, cutting carbon dioxide emissions by 40 tons.

In Norway too, efforts to electrify maritime vessels are gathering pace, highlighted by the launch of

the world's first all-electric passenger ferry, Future of the Fjords, in April. Chemical maker Yara is meanwhile planning to build a battery-powered autonomous container ship to ferry fertilizer between plant and port.

Ship owners have to move with the times, said Bjorn Tore Orvik, Yara's project leader.

Building a conventional fossil-fuelled vessel “is a bigger risk than actually looking to new technologies ... because if new legislation suddenly appears then your ship is out of date,” said Orvik.

Batteries are effective for coastal shipping, though not for long-distance sea voyages, so the industry will need to consider other “energy carriers” generated from renewable power, such as hydrogen or ammonia, said Jan Kjetil Paulsen, an advisor at the Bellona Foundation, an environmental non-government organization. Wind power is also feasible, especially if vessels sail more slowly.

“That is where the big challenge lies today,” said Paulsen.

Wind power looks to hold the most promise. The technology behind Norsepower's rotor sails, also known as Flettner rotors, is based on the principle that airflow speeds up on one side of a spinning object and slows on the other. That creates a force that can be harnessed.

Rotor sails can generate thrust even from wind coming from the side of a ship. German engineer Anton Flettner pioneered the idea in the 1920s but the concept languished because it couldn't compete with cheap oil. But things are different now.



*Kamal Chadha,
Managing Editor,
The Marex Bulletin*

Ship Operating Costs Rise for the 2nd Year in a Row



Martin Dixon, Drewry's director of research products

Average vessel operating costs rose for the second year in a row following two years of marked declines, but cost inflation is set to accelerate on higher insurance premiums, shipping consultancy Drewry said.

Typical ship operating costs accelerated moderately in 2018 as the uncertain recovery in freight markets across most cargo sectors gained momentum.

Average daily operating cost across the 46 different ship types and sizes covered in the report rose 1.1% in 2018, succeeding the previous year's rise of 0.7%, according to Drewry. This followed a period in which opex spending contracted over two consecutive years by almost 9% in 2015-16.

Earlier years witnessed sharp reductions in opex as the depressed state of shipping markets forced operators to slash costs as a means for survival. But as freight markets started to recover in 2017 so the pressure to reduce expenditure lifted.

"This trend continued into 2018, with a modest acceleration in cost inflation," Martin Dixon, Drewry's director of research products, said.

The latest assessments include vessels in the container, chemical, dry bulk, oil tanker, LNG, LPG, general cargo, ro-ro and reefer sectors, as well as the recently introduced car carriers segment. 2018 represented the first time in seven years that all vessel sectors recorded rising average operating costs, Drewry said.

However, continued overcapacity in certain sectors and an uncertain trade outlook "will still make market conditions challenging for most shipowners over the coming years," therefore, Drewry expects the pressure on costs to continue.

"Financial losses can only be sustained for so long and given higher claims in related sectors as well as the withdrawal of some insurance providers from the maritime space, it is clear that a market correction is underway which will lead to higher premiums, particularly over the near-term," concluded Dixon.

Given the more benign outlook for the remaining cost heads, overall vessel operating costs are expected to rise below the level of general price inflation over the next few years and so represent cost stagnation in real terms.

MASSA Academy, Chennai felicitates MEO Class II student Ms Divya Iyer



Felicitating best performing student Ms Divya Iyer in MEO Class II – at the hands of Capt Maulik Hathi of PIL on 29 November 2018

Third Engineer Ms Divya Iyer is presently undergoing MEO Class II Preparatory course at MASSA Academy in Chennai. She has demonstrated great professionalism by being the most dedicated student among a batch of 40 students and topping the grades in mid-term and final examinations.

Opportunity was seized when Capt Maulik Hathi, the Training Manager of PIL Shipping visited the academy and he kindly consented to hand over a memento to Ms Divya Iyer in the presence of the classroom, HoD Marine Engineering Mr A C Patro and Principal Dr (Capt) S Bhardwaj.

Principal, MASSA Academy Chennai attends Advisory Board of Experts meeting of Danish Maritime Academy

Svendborg International Maritime Academy (SIMAC) held their Advisory Board of Experts meeting recently in Denmark.

The mandate for the Advisory Board of Experts is to contribute to SIMAC remaining a leader within its field aiming at their vision to educate the world's best maritime leaders. The contribution by the Advisory Board is to regularly challenge SIMAC on their present perspectives and practices and provide input on assessment and quality assurance on the long-term perspectives on developments and trends within the scope of education and the maritime labour market. The Advisory Board contributes to sharpen focus and the efforts on globalization and future perspectives on the maritime area.

The Advisory Board of Experts constitute the following:

Dr (Capt) Margareta Lützhöft – Professor at Western Norway University of Applied Sciences

Dr (Engr) Takeshi Nakazawa – Professor at World Maritime University & Secy Gen IAMU

Dr Thomas Pawlik – VP (Academics) at Hochschule Bremen University of Applied Sciences

Dr (Capt) Suresh Bhardwaj – Resident Director & Principal, MASSA Academy, Chennai

Dr (Capt) Mike Barnett – Former Head of Research at Southampton Solent University

Dr (Capt) Stephen Cross – Director of Projects, Maritime Institute Willem Barentsz, Netherlands



December 2018 - Advisory Board of Experts meeting in progress at Svendborg International Maritime Academy, Denmark



Dr (Capt) Margareta Lutzohf - Norway, Dr (Er) Takeshi Nakazawa - Japan, Dr (Capt) S Bhardwaj - India, Dr Thomas Pawlik - Germany

Maritime Association of Shipowners Shipmanagers and Agents (MASSA)

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