

## Implementation of UNNATI Project

The aims and objectives of Project UNNATI of the Ministry of Shipping are as follows:

- i. Benchmark operational and financial performance of the 12 major ports with selected Indian private ports and best-in-class international ports for identifying improvement areas.
- ii. Undertake capability maturity assessment for key processes and functional capabilities (e.g., IT, HR, Environment, and Health) and identify gaps and areas for further strengthening.
- iii. Detailed deep-dive diagnosis and root cause analysis for the identified opportunity areas in each of the 12 major ports to understand underlying reasons for performance bottlenecks.
- iv. Develop practical and actionable solutions on the basis of root cause findings, and develop a comprehensive improvement roadmap for each of the 12 major ports.

Under Project UNNATI 116 initiatives have been identified for various major ports. Out of the 116 initiatives, 86 have been implemented so far. Details in this regard are given below :

### LIST OF 116 UNNATI INITIATIVES

Sl.No.	Port Name	Initiative No.	Initiative	Status
1	Paradip	1.1	Modification of existing berthing policy and setup of penal berth charges linked to productivity norms	Implemented
2		1.2	Generate additional demand	Implemented
3		1.3	Creation of dual loading slots at mechanized coal handling plant	Implemented
4		1.4	End to end scheduling between Paradip – Kamarajar (Ennore) for Panamax ships	Implemented
5		2.1	Use IHP for export coal cargo and handle Haldia top/up vessels and smaller players	Implemented
6		3.1	Rationalization of existing plots in MCHP and development of additional land (if required)	Implemented
7		3.2	Improve RRS monitoring to improve mntc. and reduce rake TRT Upgrade coal loading system at MCL	Implemented
8		3.5	Regular operation of 5 long haul BOBR rakes in Talcher-Paradip sector	Under implementation
9		4.1	Operate 8 HMCs across EQ 1/3, CQ1/2 berths	Implemented

			to upgrade productivity	
10		4.2	Penal charges linked to productivity norms for different cargo for each HMC and each vessel	implemented
11		5.1	Develop additional storage capacity and full rake sidings for conventional operations	implemented
12		5.2	Setup norms and penalty structure for managing yard to incentivize better performance and reallocate siding plots to players as per cargo handling volume	implemented
13		5.3	Add new dumpers to the fleet and reduce shift changeover times for dumper operations	implemented
14		6.1	Mechanization of EQ 1/3	implemented
15	Deendayal (Kandla)	2.1	Increasing crane throughput by optimizing grab sizes to commodities	implemented
16		2.2	Bunching of TIL ELL 2 cranes in fewer berths to increase crane density on the berths	implemented
17		2.3	Improving 2 performance of own MHC by optimizing boom length and grab volume	implemented
18		2.4	Increase crane density by adding 4 100T MHCs	Under implementation
19		3.1	Reduce tug fuel consumption	implemented
20		3.2	Improve night navigation by using advanced navigational aids	implemented
21		3.3	Mechanization of fertilizer berth	implemented
22		4.1	Increase overall dry bulk productivity by instituting berth productivity norms	implemented
23		4.2	Reduce non-working time by instituting hot seat changes	implemented
24		4.3	Reduce non working time by changing shift schedule	implemented
25		4.4	Increase overall liquid productivity by instituting berth productivity norms	implemented
26		5.1	Increase utilization of POL berth OJ6 to create capacity at OJ 3,4 by shifting cargo and proper scheduling of vessels	implemented
27		6.1	Re-bunching of cranes between CJ 1-5 to increase its utilization and improve productivity	implemented

28		7.1	Implement discount/incentive scheme to drive productivity	Implemented
29	V.O.Chid- ambaranar (Tuticorin)	1.1	Incorporate specific productivity norms in berthing policy	Implemented
30		1.2	Installation of MHCs at berths III and IV	Under implementation
31		1.3	Mechanization of evacuation on berth IX	Implemented
32		2.1	Consolidation and improvement of spare capacity on TNEB berths	Under implementation
33		2.2	Short/term agreement with DBGTT for use of berth VIII for copper concentrate vessels	Implemented
34	Kolkata	3.1	Increase container handling capacity by adding HMC to berth 3 in KDS, NSD	Under implementation
35		3.2	Reduce NWT by instituting hot seachanges and reducing marine wait time	Implemented
36		4.1	Improvement of truck traffic during night by facilitating night payment and customs clearance	Implemented
37		4.2	Reduce rake turnaround time at KDS by improving railway infrastructure	Under implementation
38		6.1	Reduce loco hiring cost by relocating 2 good quality locos to from KDS to HDC instead of leasing new ones	Under implementation
39		6.3	Reduce security cost at KDS by reducing security cover for areas with lower activity	Implemented
40	Haldia*	1.1	Increase crane density at berths 2,8 by adding HMCs, hardstand 100 sqm behind to add storage capacity	Implemented
41		1.2	Increase crane density at berths 9 by adding a HMC, hardstand 150sqm behind to add storage capacity	Under implementation
42		1.3	Reduce non-working time by reducing shift change time, marine wait time	Under implementation
43		1.4	Increase capacity of mechanized coal export berth 4, use excess capacity for coastal imports if exports do not pick up	Implemented
44		2.1	Making transloading option attractive by reducing overall cost and creating a combined package	Implemented

45		5.1	Dredging	Implemented
46		6.2	Reduce tug operation cost atHDC by scrapping own tugs and replacing them by hired tugs	Under implementation
47		7.1	Increase in flow-rate of liquid cargo as per new norms	Implemented
48		7.2	Reduction of Non-Working time in Oil Jetties and Reduction of non-Berthing time in Oil Jetties	Under implementation
49	Jawaharlal Nehru	1.1	Reduce shift change losses to improve QC productivity	Implemented
50		1.2	Increase twin/lift ratio	Implemented
51		1.3	Redesign operator incentive scheme	Implemented
52		1.4	Improve QC productivity through dual cycling	Implemented
53		2.1	Dynamic deployment of RTGCs based on actual demand	Implemented
54		2.2	Ensure 100% yard integrity through real/time update of container location by RTGC operators	Implemented
55		2.3	Acquire additional RTGCs	Under implementation
56		2.4	Improve yard layout by converting shallow draught berth yard to RTGC- operable IM yard	Under implementation
57		3.1	Improve pre/gate traffic management	Implemented
58		3.2	Install OCR portals at 3 import & export gates	Implemented
59		3.3	Frontload import EIR generation to import yard	Implemented
60		4.1	Implement chassis positioning system	Implemented
61		4.2	Reduce waiting time for TT	Implemented
62		4.3	Operator training program	Implemented
63		4.4	Liquid norms imposition	Implemented
64		4.5	Reduce container dwell time for export containers	Implemented
65		4.6	Implement VBS	Implemented
66	Mumbai	1.1	Install quick release systems on berths	Implemented
67		1.2	Policy change to mandate usage of common testing facilities at JD	Implemented
68		1.3	Improve flow rate by leasing tank farms at JD	Implemented

			and implementing low performance penalties	
69		2.1	Shift coal to nearby ports	Implemented
70		3.1	Provide better customer service to OEMs – Dedicated storage area and fuel supply at port	Implemented
71		3.2	Reduce vehicle damage – Core team for vehicle management and clearing pathway	Implemented
72		4.2	Installation of higher capacity shore crane and use of 2nd OCT berth for steel handling	Under implementation
73	Mormugao	1.1	Implementation of hot seat shift change	Implemented
74		1.2	Improve HMC operator performance	Implemented
75		1.3	Addition of HMC on general cargo berths	Implemented
76		2.1	Improve gate process through automation and process simplification	Implemented
77		3.1	Enhance draft for JSW coal berth to increase cargo handling capacity	Under implementation
78		3.2	Development of 10MTPA new coal terminal	Under implementation
79		5.1	SVRS announcement and redeployment of MOHC employees	Implemented
80	New Mangalore	1.1	Increase container cargo by attracting customers from Mysore and adjoining areas	Implemented
81		1.2	Improving service level of containers & providing equipment's at berth no.8 for handling of containers	Under implementation
82		2.1	Setup an LNG terminal at NEW MANGALORE on a PPP basis	Under implementation
83		3.1	Setup a mechanized fertilizer handling berth with silo storage and a bagging plant	Under implementation
84		4.1	Reduce overtime costs by migrating to a three shift deployment for tugs, pilot launches and mooring boats	Under implementation
85	Cochin	1.1	Incentivize and increase reliability of rail movement of containers between Coimbatore and Cochin	Implemented
86		1.2	Reduce checkpoint delays for containers moving by road from Coimbatore to Cochin	Implemented
87		1.3	Relaxation of cabotage on coastal goods – bulk	Under

			and containers	Implementation
88		2.1	Develop coastal movement of rice & wheat from North India with FCI and 3rd party logistics players	Under implementation
89		2.2	Attract fertilizer imports through investment in mechanized bagging plant	Under implementation
90	Visakhapatnam	1.1	Setup new Business Development team to convert customers for VPT	Implemented
91		1.2	Reconfigure cargo handling volumes of existing customers along S. Central Railway from low to high productive berths	Implemented
92		2.1	Allocate additional land to high productive berths to drive higher productivity	Implemented
93		2.2	Revisit storage cost in PPP BOT to make them competitive	Implemented
94		3.1	Setup dashboard and regularize weekly meetings to track performance. Subsequently use inputs to set productivity norms	Implemented
95	Kamarajar (Ennore)	1.1	Implement governance mechanism for improving productivity at coal handling terminals	Implemented
96		2.1	Increase in non –Tangedco cargo at Chettinad terminal	Implemented
97		3.1	Modification of existing empty Iron Ore berth to handle coal and serve hinterland demand	Under implementation
98		4.1	Improve productivity at liquid terminal through installation of additional pipeline	Under implementation
99		5.1	Revise foreign vessel schedule for Tangedco	Implemented
100		5.2	Introduce anchorage charges for coal vessels	Implemented
101		5.3	Implement appointment system based priority berthing for high performance coastal coal vessels	Implemented
102		6.1	Maximize coal sent to ECHS and Additional yard from CB1	Implemented
103		6.2	Upgrade conveyor links and decouple plant and berth operations for CB1	Under implementation
104		6.3	Repair pipe conveyor for CB2	Implemented

105		6.4	Reduce NWT in CICT through reduction in stone picking, draft check & pay loader placement times	Implemented
106		6.5	Reduce variation in equipment productivity	Implemented
107		6.6	Engage with Poompuhar& other stakeholders to replace Handymax/ Handysize/ Supramax vessels with Panamax/ Post Panamax vessels	Under Implementation
108	Chennai	1.1	Monitor & incentivise yard productivity of private terminals	Implemented
109		1.3	Frontload pre-gate processing & entry of trailer details to CFS	Implemented
110		1.4	Automate container verification by installing cameras	Implemented
111		1.5	Discount charges on rake operations for Bangalore ICD	Implemented
112		1.6	Develop common railway yard inside the port	Implemented
113		1.7	Test run rail-road wagons	Under Implementation
114		3.1	Match Chennai port charges to Krishnapatnam for edible oil	Implemented
115		3.2	Start edible oil rakes between Chennai and Madurai	Under Implementation
116		4.1	Attract fertilizer imports through investment in mechanized bagging plant	Under Implementation

\*Haldia Dock Complex is part of Kolkata Port.

Shri Mansukh L Mandavia, Minister of State for Shipping gave this information in a written reply to a question in Rajya Sabha today.

\*\*\*\*\*

NP/  
(Release ID :177280)