

# HORIZON

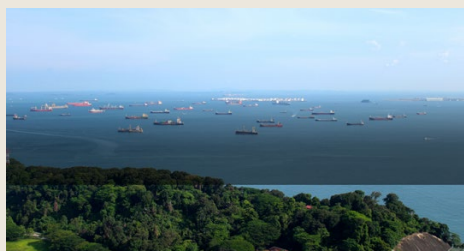
MPA ACADEMY NEWSLETTER  
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**ISSUE 01**



Participants of the 3<sup>rd</sup> Port Management Programme with Mr Khaw Boon Wan, Coordinating Minister for Infrastructure and Minister for Transport and Mr Kitack Lim, Secretary-General of the IMO at the Safety@Sea Singapore Conference in 2016

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## 01: EDITOR'S NOTE

### KEEPING OUR EYES ON THE HORIZON

As a global hub port and an international maritime centre, Singapore places strong emphasis in training and building a quality maritime workforce. The Maritime and Port Authority of Singapore (MPA) established the MPA Academy in 2012 to be a leading training institution for maritime and port administration. At that time, the academy focused on conducting technical training for MPA officers to sharpen their specialist skills and knowledge in areas of vessel traffic management, marine surveying and hydrography.

Yet, the maritime industry is facing one of its toughest challenges. The role of senior management is even more challenging and multi-faceted than ever and we see a growing need for maritime leadership training to equip and inspire leaders to transform their organisations. With this in mind, the academy was repositioned in 2014 as a full-fledged academy with a focus on global maritime leadership training.

With our eyes on the horizon, MPA Academy is always looking forward and developing suitable programmes to equip the maritime industry for the future. The academy currently runs three flagship programmes mainly for senior port and maritime officials from other countries. They are the Advanced Maritime Leaders' Programme (AMLPL), Maritime Public Leaders' Programme (MPLP) and Port Management Programme (PMP). As part of our efforts to promote global maritime leadership training, the academy also organised the inaugural Maritime Administrators' Forum in conjunction with the Singapore Maritime Week 2016.

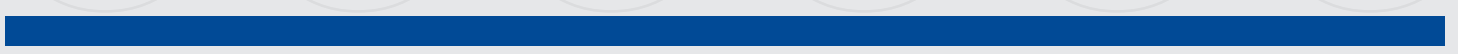
2017 is going to be an incredible and exciting year for the academy. We will be organising the 2<sup>nd</sup> AMLP, 7<sup>th</sup> MPLP and 4<sup>th</sup> PMP. Details and happenings of these three leadership development programmes can be found in our **Feature, Highlights and Upcoming Events**.

In this inaugural issue of Horizon, we bring you an exclusive **interview with Mr Koji Sekimizu**, former Secretary-General to the International Maritime Organization (IMO), who shares his experiences at the IMO and his plans after the IMO. We also speak with the **recent graduates of the 6<sup>th</sup> MPLP and 3<sup>rd</sup> PMP**, Dr. Marcial Quirico C. Amaro, III from the Philippines and Ms Roslinda Muhammad from Malaysia.

Apart from global maritime leadership training, MPA Academy also plays a key role in coordinating and driving technical training of MPA officers to enhance their skills. In this issue, we get up close with **Assistant Vessel Traffic Officer from MPA, Ms Jervina Lau**, who recently completed the Vessel Traffic Service Operator course. She shares with us what she likes most about her job and her role in contributing to the safety of our port waters.

We hope you enjoy this issue of Horizon and look forward to bringing you more interesting stories and insights in the future issues.

**Capt Khong Shen Ping**  
Dean, MPA Academy





## 02: FEATURE

### TRAINING MARITIME LEADERS

By Rahita Elias

*MPA Academy's vision is to be a global centre of learning for maritime and port administration.*

Maritime leaders today have to navigate a highly complex landscape. Increasing shipping regulations, shifts in the political climate as well as the advent of new technologies and their potentially disruptive effect all add to the multi-faceted challenges facing the maritime industry. Coupled with opportunities presented by shifts in trade and consumption patterns and the opening of alternative trade routes, the role of senior management has become more complex than ever.

Leadership development plays a pivotal role in ensuring the sustainability and success of any organisation. Training leaders is therefore key to organisational growth and transformation.

#### Leadership Development Vital

The importance accorded to leadership development is reflected in Deloitte's annual Human Capital Trends 2016 report. According to the report, leadership remained as the top Human Capital trend in Southeast Asia with 97% of business and HR leaders in the region prioritising it above other talent issues.

The report noted that with advancing digital technologies, changing workforce demographics and speed of innovation, it is becoming increasingly important for companies to evolve leadership models and drive an employee-centric culture to remain relevant and competitive.

The Hudson Leadership Survey 2015 also underscored the importance of leadership development. HR business leaders polled ranked leadership development as their No. 1 people priority for both 2015 and 2016.

In addition, a 2010 academic paper by INSEAD professors Manfred Kets de Vries and Konstantin Korotov commented that leadership development involves "the development of social capital; it focuses on the development of leadership as a process of influence".

"Organisations that take leadership development seriously outperform the competition," opined the professors.



Photo left: Maritime leaders gathered in Singapore for the inaugural Maritime Public Leaders' Programme in 2011

Photo right: The first Port Management Programme was held in 2014 for port masters, harbour masters and middle management personnel from maritime and port administrations

## TRAINING MARITIME LEADERS

### MPA's Role

Given the pivotal role of leadership development, Singapore has launched a host of efforts on this front. The Maritime and Port Authority of Singapore (MPA), as the maritime industry's champion, is playing its part.

MPA's Chief Executive (CE), Mr Andrew Tan, says, "To ensure our maritime workforce stays ahead of industry developments, Singapore places strong emphasis on human capital development and training. While we prepare Singapore's maritime workforce to meet the industry's current and future needs, we also believe that developing maritime human capital is a common objective that cuts across different maritime nations."

MPA has a long history of providing technical training to the international maritime community. Since 1998, MPA has been providing technical training to the international maritime community through a Memorandum of Understanding with the International Maritime Organization (IMO) on the Third Country Training Programme. To date, more than 1,900 officials from over 80 countries have been trained under this programme.

### MPA Academy Established

In 2012, Singapore solidified its standing to be a leading training institution for maritime and port administration with the launch of the MPA Academy.

Mr Tan explains, "The Academy's vision is to be a leading training institution for maritime and port administration."

In 2014, it was repositioned to become a full-fledged academy with dedicated premises. Today, its vision is to be a global learning centre for maritime and port administration.

Captain Khong Shen Ping, MPA Academy's Dean, says, "A key motivation behind the repositioning was our desire to play a greater role in contributing to the international maritime community through training. So we incorporated the term 'global centre of learning' into our vision and also committed more resources to run the academy."

It also aims to enhance the specialist skills and knowledge of MPA officers and to conduct flagship training programmes for overseas port and maritime officials, including supporting the training needs of the IMO as a Council member.

As MPA's CE, Mr Tan, puts it, "The MPA Academy has ramped up its efforts in maritime training and capacity building for international participants as well as for MPA staff. We have run several flagship programmes for overseas senior port and maritime officials and maritime leaders."



Mr Pang Kin Keong, Permanent Secretary, Ministry of Transport (left) and Mr Andrew Tan, Chief Executive of MPA (right) at the launch of the new MPA Academy training facility

### Flagship Programmes

Since its 2012 genesis, MPA Academy has trained more than 150 senior maritime officials under its three flagship programmes – the Maritime Public Leaders' Programme (MPLP), the Port Management Programme (PMP) and the Advanced Maritime Leaders' Programme (AMLP).

The MPLP, launched in 2011, actually predates the Academy. More than 110 senior maritime officials from over 50 countries have attended the programme. The most recent MPLP took place on 3 to 7 October last year, and drew a record-breaking 25 new participants from across the globe.

Mr Tan describes the MPLP as a "collaborative platform for leaders from maritime administrations across the world to interact and exchange best practices". The programme is co-organised with Singapore's Nanyang Technological University.

Another flagship programme is the PMP, launched in December 2014. Uniquely designed for port masters, harbour masters, and middle management personnel from maritime administrations or port authorities, participants gain insights into the Port of Singapore, building and operating a world-class container port, and safety management in a busy port.

## TRAINING MARITIME LEADERS

Given PMP's success, AMLP was launched the following year. At this first-of-its-kind global maritime leadership programme for the C-suite, senior officials and their deputies who head their countries' maritime or port administration get the opportunity to share their experiences, network and hone their leadership skills.

Over the years, the flagship programmes have continued to attract distinguished participants from all over the world. Realising the value of this community, the academy formed an alumni network. In 2016, MPA Academy hosted several overseas and local alumni to the inaugural alumni gathering held in conjunction with the Singapore Maritime Week.



Photo left: Senior maritime leaders at the inaugural Advanced Maritime Leaders' Programme  
Photo right: MPA Academy organised the first MPA Academy alumni gathering in Singapore for flagship programme participants

### Learning from the Best

To learn from the best of the best, MPA and the S. Rajaratnam School of International Studies (RSIS) have jointly appointed former International Maritime Organization (IMO) Secretary-General, Mr Koji Sekimizu, as an RSIS-MPA Distinguished Visiting Fellow. With his vast knowledge and international experience, Mr Sekimizu will be invited to deliver public lectures and seminars. MPA has also appointed Mr Sekimizu as Senior Advisor to the MPA Academy to guide the development of the Academy as a global centre for maritime and port administration with a focus on leadership training.

Maritime administrators from around the world had the opportunity to collaborate and exchange views with their peers at the inaugural Maritime Administrators' Forum (MAF) held on April 16 last year. Organised as part of Singapore's on-going efforts to promote global maritime leadership training, MAF supported the IMO's 2016 World Maritime Day theme, Shipping: Indispensable to the World, and covered important issues such as common global challenges and strategies, maritime initiatives, regulatory requirements and capacity building.

IMO Secretary General, Mr Kitack Lim, says, "I am greatly encouraged that the Inaugural Maritime Administrators' Forum is directly responding to the IMO World Maritime Day theme and highlighting the importance of shipping. I am sure that the discussions on the subjects will prove to be a valuable contribution to the worldwide conversation that is taking place around the theme."



Photo left: The inaugural Maritime Administrators' Forum was organised in support of International Maritime Organization's World Maritime Day 2016 theme  
Photo right: Mr Koji Sekimizu has been appointed as a RSIS-MPA Distinguished Visiting Fellow

### Looking Ahead

The Academy has lined up an exciting array of events for the coming year. During Singapore Maritime Week 2017 in April, it will hold the 2<sup>nd</sup> AMLP which will see a gathering of Heads and the Deputies of their maritime and port administrations. Among the shipping luminaries speaking at these events will be Mr Sekimizu, who will share his unique insights and invaluable experience.

In the second half of the year, the Academy will be organising the annual 4<sup>th</sup> Port Management Programme and 7<sup>th</sup> Maritime Public Leaders' Programme.

## TRAINING MARITIME LEADERS

### MPA Academy's Milestones In Leadership Development



- THE MPA ACADEMY, THE TRAINING ARM OF THE MARITIME AND PORT AUTHORITY OF SINGAPORE, WAS SET UP

2012



- MPA ACADEMY WAS REPOSITIONED TO BE A FULL-FLEDGED ACADEMY WITH A FOCUS ON GLOBAL MARITIME LEADERSHIP TRAINING

2014

- ORGANISED THE FIRST PORT MANAGEMENT PROGRAMME, A NEW FLAGSHIP PROGRAMME FOR PORT MASTERS, HARBOUR MASTERS AND MIDDLE MANAGEMENT PERSONNEL FROM MARITIME AND PORT ADMINISTRATIONS
- STARTED ORGANISING THOUGHT LEADERSHIP TALKS TO CREATE GREATER AWARENESS ABOUT THE MARITIME INDUSTRY

2015



- DEVELOPED THE ADVANCED MARITIME LEADERS' PROGRAMME, AN APEX PROGRAMME FOR SENIOR MARITIME LEADERS AND THEIR DEPUTIES HEADING THE MARITIME AND PORT ADMINISTRATIONS IN THEIR RESPECTIVE COUNTRIES.

- MPA ACADEMY'S DEDICATED TRAINING FACILITY WAS LAUNCHED BY MR PANG KIN KEONG, PERMANENT SECRETARY, MINISTRY OF TRANSPORT.

2016

- ORGANISED THE FIRST MPA ACADEMY ALUMNI GATHERING IN SINGAPORE FOR FLAGSHIP PROGRAMME PARTICIPANTS

- HELD THE INAUGURAL MARITIME ADMINISTRATORS' FORUM IN SUPPORT OF INTERNATIONAL MARITIME ORGANIZATION'S WORLD MARITIME DAY THEME
- APPOINTED MR KOJI SEKIMIZU AS A RSIS-MPA DISTINGUISHED VISITING FELLOW AND SENIOR ADVISOR TO MPA ACADEMY

Koji Sekimizu  
23 August 2016



## 03: INTERVIEW

### WITH MR KOJI SEKIMIZU

By Zeng Xiaolin

#### Sekimizu's IMO legacy

Former Secretary-General of the International Maritime Organization Koji Sekimizu discusses his achievements as he reflects on his tenure.

*Koji Sekimizu, the seventh elected Secretary-General of the International Maritime Organization (IMO), retired from his post at the end of his four-year term on Dec 31, 2015 for personal reasons.*

*Trained as a naval architect, Sekimizu, 64, began his career as a ship inspector with Japan's Ministry of Transport and joined the IMO in 1989 as Technical Officer, focusing on maritime technology and safety. Sekimizu held a number of appointments within the IMO Secretariat during his 26-year service, including Director of the Marine Environment Division and Director of the Maritime Safety Division. While holding the post of the IMO Secretary-General, Sekimizu was concurrently Chancellor of the World Maritime University. Since ending his term in IMO, Sekimizu has been appointed by S. Rajaratnam School of International Studies (RSIS) and the Maritime and Port Authority of Singapore (MPA) as a RSIS-MPA Distinguished Visiting Fellow. The fellowship was established to engage eminent maritime personalities with specialised knowledge, expertise and international experience. Sekimizu has also been appointed to be Senior Advisor to the MPA Academy, the training arm of MPA. He shares with Horizon his take on the maritime regulations that he helped to bring into force and the challenges facing the shipping industry.*

#### **Q: What are some highlights of your time as Secretary-General of the IMO?**

Firstly, together with Member Governments and the IMO Secretariat staff members, we did substantial work in developing new legislations, enhancing maritime safety, security, developing relationships with member governments and raising the IMO's profile.

I pushed the IMO to implement meaningful reforms, under my initiative of "Review and Reform", for which I set up a management team. The IMO reforms covered financial sustainability, forming new budgets, reforming the sub-committees, personnel management, technical cooperation and IT applications. The use of social media and new ways of transmitting my messages, through the Secretary-General's informal briefing sessions and my blog, were also part of these reforms.

Among other things, I visited the Antarctica with the help of the Chilean government, navigating the Arctic Ocean on board a Russian nuclear icebreaker, intending to highlight the IMO's preparation for the Polar Code which was adopted during my term and entered into force this year.

Through the Maritime Safety Committee, I organised the discussion of ships having armed guards, which I believe has contributed to significantly reducing piracy off the coast of Somalia and the Indian Ocean.

I also initiated sustainability studies at the World Maritime University and established its Endowment Fund. I proposed to establish a concept of sustainable maritime transportation to support the United Nations' Sustainable Development Goals that were established after the Rio plus 20 Conference.



## WITH MR KOJI SEKIMIZU

One of my most important achievements was the success in institutionalising the Mandatory IMO Member States Audit Scheme through the adoption of amendments in relevant conventions such as SOLAS, MARPOL and STCW Conventions. This was completed by the Maritime Safety Committee and the Marine Environment Protection Committee (MEPC) in 2014.

The other achievement was to bring into force the Ballast Water Management (BWM) Convention. IMO and especially the MEPC, worked very hard to implement the BWM Convention, which was adopted in 2004 after a decade of discussion. MEPC has invested a lot of effort to prepare technical guidelines, which took years before approved ballast water treatment facilities became available. After more than 20 years of intensive efforts, the BWM Convention will finally enter into force this year.

When I took office, the BWM Convention was ratified by 36 states, exceeding the entry-into-force criterion of 30 states. However, we were still short of 6 per cent to meet the criterion of 35 per cent of the world's merchant ships to fulfil the entry-into-force condition. I spoke to industry representatives to encourage them the early installation of required facilities on board their ships. I also urged member governments to agree on several measures required for the initial implementation.



As the new Secretary-General of the IMO, Mr Koji Sekimizu delivered the 6<sup>th</sup> Singapore Maritime Lecture during Singapore Maritime Week 2012.

### **Q: During your tenure, there were several passenger ship accidents. How did you respond?**

At the start of my tenure in January 2012, fatalities occurred when Costa Concordia ran aground. The accident demonstrated that 100 years after the sinking of Titanic, passenger ships of the 21<sup>st</sup> century are still vulnerable. I demanded a swift casualty investigation and a clear action programme to resolve the vulnerability of passenger ships, which are vulnerable to hull damage. IMO is still working on this issue but I am of the opinion that the current SOLAS needs modifications to set more stringent requirements on structure to reduce such vulnerability.

There were also many domestic ferry accidents, including the tragic capsizing of Sewol off the coast of South Korea. With regard to the Sewol, I requested a casualty investigation report to be submitted to IMO so that lessons could be learnt and IMO's safety standards could be improved to prevent such tragedies from recurring. The current SOLAS Convention does not regulate domestic passenger ships, but I thought that any findings of the casualty investigation would be helpful for IMO in its effort to make better IMO standards.

Raising safety standards for domestic passenger ships would be difficult for the passenger shipping industries in developing countries and therefore, governments would be reluctant to do so. I proposed to the Maritime Safety Committee to start meaningful discussions to cover safety standards of domestic passenger ships.

I was especially encouraged by the Philippines government. We held the first international conference to improve the safety of domestic passenger ships in Manila in spring 2015.

The results have not been very satisfactory so far, but I would continue to urge IMO member governments to establish minimum safety standards for domestic passenger ships under the SOLAS Convention. We cannot accept double standards for the safety of public transport, even in the domestic waters of developing countries. I still believe that SOLAS should be amended to cover the safety of domestic passenger ships.

### **Q: What do you recall as the most challenging moments in your work as Secretary-General?**

The most challenging period was in 2012, when I began my tenure as Secretary-General.

Then, I formed a new management team with a number of appointments and promotions for key positions. I was determined to proceed with the IMO's "review and reform" process and I had to provide clear directions to navigate uncharted waters with the new team.



# 03: INTERVIEW

## WITH MR KOJI SEKIMIZU

Furthermore, I wanted to have regular contact with Member Governments through informal briefings. All these important issues and, my response to the Costa Concordia accident, had to be handled simultaneously and almost all decisions had to be taken immediately. I had also started travelling to visit some of the IMO member states. It was a really challenging time.



Mr Koji Sekimizu delivered his inaugural RSIS-MPA Distinguished Public lecture titled "What I dreamed about at IMO" in August 2016.

### **Q: What do you see as some of the key issues facing the maritime industry in the coming years?**

Everyone in the shipping industry should think about what can be done to promote sustainable shipping. I wish everyone would consider the importance of global standards, energy efficiency, new technology, education and training, security, maritime traffic management, and maritime infrastructure development.

The shipping industry should also make serious efforts to implement the IMO's conventions. The BWM Convention, Energy Efficiency Design Index, Ship Energy Efficiency Management Plan and the sulphur oxide regulations are the most important and challenging IMO legislations.

As the IMO is the UN body for maritime governance, everyone should support its objectives and legislative activities. I believe it is important that the adoption of global and uniform standards at the IMO and their worldwide implementation be supported.

### **Q: What are your plans after leaving your post in the IMO?**

I will start a new life in rural Japan and take care of my wife. Our new home is surrounded by paddy fields, by the river. We can see mountains and a hot spring is nearby.

I will continue to monitor the IMO's developments and changes in the maritime industry. I may be vocal but, I will not take up any official role or function for IMO.

Honestly, I have a long list of things that I really want to do. My interests cover philosophy and religion, Japanese art and culture, maritime policy development, marine archaeology, and maritime heritage and history. I want to be a maritime historian and I am interested in gathering like-minded people to explore the history of the migration of mankind, educational and promotional activities, and cooperate with maritime museums worldwide. I would also like to visit Singapore to explore its maritime history and maritime heritage.

For those activities, I will remain in the academic fields and, whatever I do, I will do it in my personal capacity as a person who has served as the head of a UN agency. I will maintain this integrity.



Mr Koji Sekimizu has been appointed by the S. Rajaratnam School of International Studies (RSIS) and the Maritime and Port Authority of Singapore (MPA) as a RSIS-MPA Distinguished Visiting Fellow



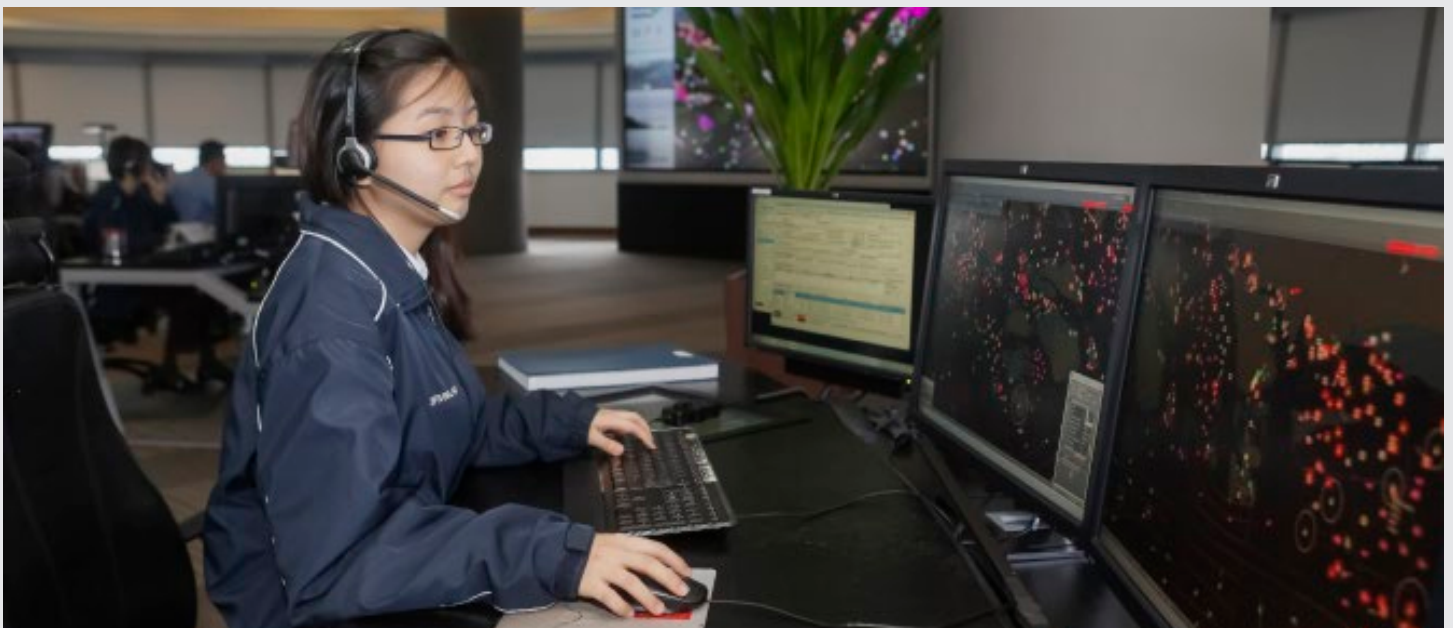
## 04: INTERVIEW

### CONTRIBUTING TO THE SAFETY OF OUR PORT WATERS

By Angela Chew

The MPA Academy plays a vital role in equipping staff from the Maritime and Port Authority of Singapore (MPA) with the competencies they need to excel at their jobs. Among our programmes is the Vessel Traffic Service (VTS) Operator course. The three-month course comprises eight theory modules as well as an on-the-job training component. The course was developed in line with the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) standards and accredited by MPA which is the National Competent Authority for Vessel Traffic Service.

One recent graduate of the course is Jervina Lau. We caught up with the Assistant Vessel Traffic Officer (AVTO) from MPA to get the inside scoop on her experience.



#### **Q: What made you pursue a career at MPA?**

It was my mum, actually. She felt that the maritime industry was a good sector to work in as my distant cousin is in this industry. Based on this, I chose to do my diploma in Maritime Business at Singapore Polytechnic on an MPA sponsorship. I have been with MPA for more than two years now. I joined straight after getting my diploma as an AVTO.

#### **Q: What do you do as an Assistant Vessel Traffic Officer?**

My colleagues and I monitor Singapore's port waters and the Singapore Strait in order to manage traffic flow and guide vessels for navigational safety. We use technology to predict which vessels might collide based on their course and speed, and make sure that they maintain a safe distance while transiting. Time is of essence as a collision can happen in a matter of seconds.

## CONTRIBUTING TO THE SAFETY OF OUR PORT WATERS



### Q: What are the challenges you face in your job?

Sometimes we experience language barriers when the mariners can only speak in their native language, such as Malay. When that happens, I will ask my Malay colleagues to help out. If they encounter Chinese nationals, I will do the same for them.

Bad weather is another big challenge. When visibility gets poor to the point of pitch darkness, we receive calls from vessels requesting for information to help them navigate safely. So besides being able to handle a high call volume, we are trained to prioritise the requests and give information based on urgency, for example, which vessel should go first.

In addition, we face the issue of smaller vessels like fishing boats which do not carry transponders. These craft may pose a risk to other vessels around them. Thus, we will get extra information from them to track them and alert other vessels in the vicinity.

### Q: How is working at MPA like?

MPA has a very cooperative and supportive work environment where my peers and seniors readily help and share knowledge. Being one of the youngest here, many of my colleagues are very supportive and give me helpful advice on work and personal issues.

### Q: What do you like most about your job?

I handle different challenges every day, ranging from heavy vessel traffic to close quarter situations where I have to give advice to vessels to prevent collisions. I also get to interact with vessel masters and officers of different nationalities and hear all the different accents!

### Q: What were some highlights of your VTS Operator training?

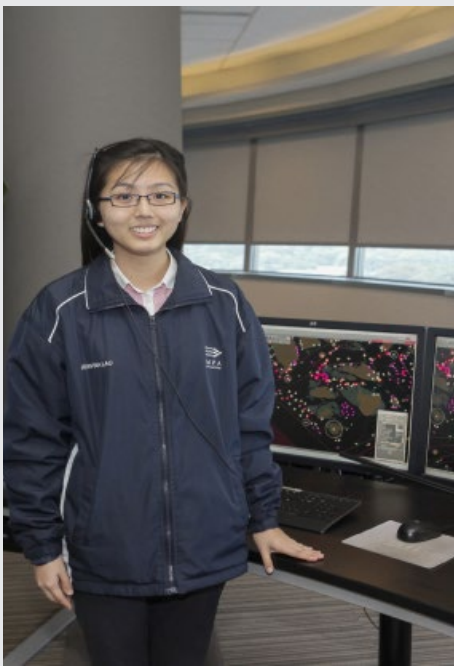
We learnt to plot charts on ships' positions on navigational charts and about collision regulations. We got to train on a simulator which replicates different crisis situations such as collisions. It was very useful as it allowed us to practise handling a variety of scenarios.

### Q: How has your training benefitted you in your work?

I have a better understanding of the work that the mariners and officers on watch do and the difficulties that they face, so that I can provide more effective information for their navigation. For instance, knowing how vessels plot their navigation paths allows me to better estimate when a vessel will be making turns to avoid shallow waters or prevent a collision.

### Q: Where do you see your career going in the future?

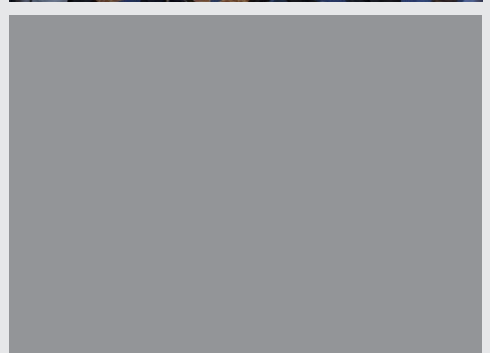
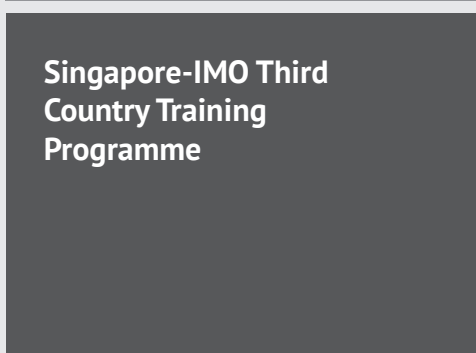
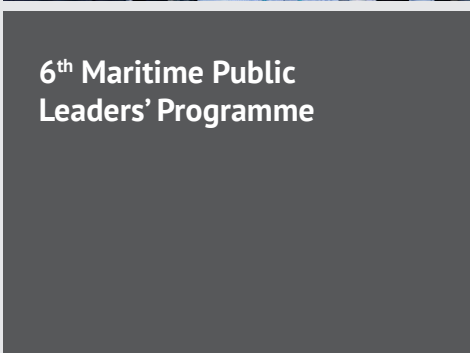
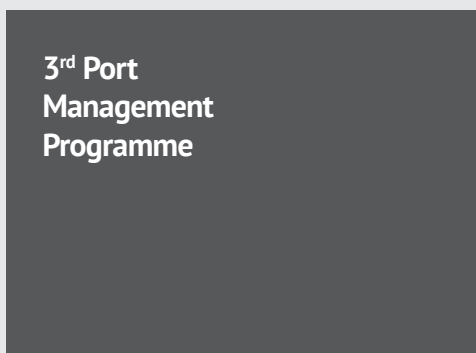
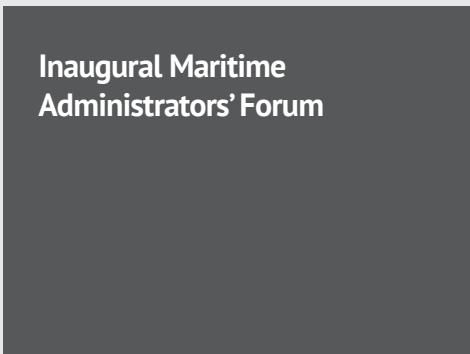
After being on the ground as a vessel traffic operator, I would like to explore back-end operations which include emergency planning and crisis management. I believe that my experience would definitely be of good use and I hope to be given the chance to gain a holistic perspective of vessel traffic management operation at a macro level.





## 05: HIGHLIGHTS

### A LOOK BACK AT 2016



# 05: HIGHLIGHTS

## A LOOK BACK AT 2016



**World Maritime University Study Visit**

**MPA Academy Insight Series- 'Innovation in Logistics' by Ms Pang Mei Yee, Vice President, Head of Innovation, Asia Pacific DHL Customer Solutions & Innovation**



**MPA Academy CEO Insight Series- 'The Future of Connectivity & its Impact on Trade Flows' by Dr Parag Khanna, CNN Global Contributor and Senior Research Fellow in the Centre on Asia and Globalisation at the Lee Kuan Yew School of Public Policy**

**'The Port and City of Rotterdam – Era of Transition' Lecture (Co-organised by the Centre for Liveable Cities and the Embassy of the Kingdom of the Netherlands and MPA Academy)**



**RSIS-MPA Distinguished Public Lecture- 'What I dreamed about at IMO' by Mr Koji Sekimizu, Secretary-General Emeritus of IMO and RSIS-MPA Distinguished Visiting Fellow**



**MPA Academy Distinguished Speaker Series- 'Future plans and vision for the IMO' by Mr Kitack Lim, Secretary-General of IMO**



# 05: HIGHLIGHTS

## A LOOK BACK AT 2016

Lectures by Mr Ron Widdows,  
Chairman of World Shipping  
Council and Senior Adjunct  
Fellow of MPA Academy



United Kingdom  
Hydrographic Office Partners  
MPA on Marine Cartography  
and Data Processing Course



Vessel Traffic Service  
Supervisor Course at the  
Singapore Maritime Academy



Extension of the Memorandum  
of Understanding with Singapore  
Maritime Academy for the  
provision of Vessel Traffic Service  
and other maritime related  
training services



Emergency and  
Contingency  
Plans Course for  
marine officers



LNG Business and  
Operations Course  
for marine surveyors



Oil Spill Clearance  
Course for marine  
officers and port  
inspectors





## 06: People

### CONVERSATIONS WITH MPA ACADEMY'S ALUMNI

By Rahita Elias

Over the years, the MPA Academy's Alumni Community has grown to some 170 members from Asia, Africa, Europe, Middle East, the Americas, the Caribbean and Oceania. The alumni members are senior maritime officials who have attended the Academy's three flagship programmes namely, the Advanced Maritime Leaders' Programme (AMLP), Maritime Public Leaders' Programme (MPLP) and the Port Management Programme (PMP). *Horizon* speaks with the recent graduates of the 6<sup>th</sup> MPLP and 3<sup>rd</sup> PMP, Dr. Marcial Quirico C. Amaro. III from the Philippines and Ms Roslinda Muhammad from Malaysia.



**Marcial Q. C. Amaro III, PhD**  
Administrator  
Maritime Industry Authority  
Philippines

*A gregarious and adventurous young man zeroed in on making a difference in the maritime industry. This Philippine government scholar enrolled in the prestigious Philippine Merchant Marine Academy and has never looked back. Amaro talks about his maritime career, the shipping industry, and the Maritime Public Leaders' Programme (MPLP).*

Coming from humble beginnings, I trained my sights on making a difference in the profession I would later choose – the maritime industry. Also being a son of a military man, we had been instilled with a high level of discipline where failure was not an option.

For my tertiary education, I chose to enrol in the Philippines' premier state maritime academy, the Philippine Merchant Marine Academy. A government scholar, I was part of the 1982 cohort and undertook the Bachelor of Science in Marine Transportation, majoring in Steam Engineering and Electricity.

After obtaining my degree, I embarked on a life on the high seas. My friends and I were lured by the invitation to travel the world for free and earn US dollars. The pinnacle of my seafaring career was when I became Chief Engineer.

I also worked on shore at various shipping companies, at home and abroad. My career reflects the multitude of opportunities that abound in the shipping and maritime industry.

Currently, the industry is facing various challenges and opportunities.

Maintaining a professionally skilled and motivated labour force of seafarers remains an issue of international importance. We need to continuously develop competent manpower to man the world fleet with maritime safety, security and environmental protection as our prime considerations.

## CONVERSATIONS WITH MPA ACADEMY'S ALUMNI

Environmental pollution from ships is another major global concern. The upcoming implementation of the Convention on the Control of Harmful Anti-fouling System and the Convention for the Control and Management of Ship's Ballast Water will result in significant compliance costs for shipping companies.

Conversely, the introduction of digitalisation and other new technologies will have a major impact on the industry's operational efficiency.



The Philippines, as a maritime nation of more than 7,100 islands, is not immune to global maritime challenges. In its limited capacity, it has made efforts to comply with International Maritime Organization Instruments and international standards as a responsible member of the global maritime community. It has committed to improving its maritime transportation infrastructure connecting its various islands and people to make movement and commerce affordable to the poor safely and efficiently.

To improve safety and enhance the environmental protection of its sea lanes, it initiated the gradual phasing out of vessels of 35 years old and above. The government has linked affected shipowners with financial and other institutions for much-needed financial support.

Many issues and concerns remain outstanding, and can only be resolved through national legislation and implementing and regulating instrumentalities.

Overwhelmed by these challenges and barely three months in my appointment as the Administrator of the Maritime Industry Authority in the Philippines, the Maritime Public Leaders' Programme (MPLP) has helped me gain a more strategic vision.

MPLP, organised by the MPA Academy, the training arm of the Maritime and Port Authority of Singapore (MPA), serves up a winning combination of learning from MPA staff and industry experts and actual field operational experience. The speakers were masters in their respective fields and stimulated a high level of participation and discussion.

The composition of the participants gave a global flavour to MPLP, bringing a wealth of valuable knowledge and experiences from around the world. It opened our eyes to possibilities and stirred our desire to apply our new-found knowledge at home.

During breaks, I also had numerous opportunities to share what I had learnt with my colleagues.

Thank you so much for bringing this programme to countries like the Philippines. MPLP was a meaningful learning experience, and inspired us to move ahead with the hope that our own countries can replicate the Singapore experience.



**Roslinda Muhammad**  
Marine Officer  
Kerteh Port Office  
Marine Department  
Malaysia

*Roslinda decided to pursue her further studies in the maritime field because she wanted the challenge of breaking into a male-dominated arena. Over the years, her interest in this exciting and dynamic field has grown and blossomed.*

When I enrolled in University Malaysia Terengganu, I decided to undertake maritime studies. I saw that not many women were pursuing maritime careers, and I wanted to challenge myself and learn more about this field.



## CONVERSATIONS WITH MPA ACADEMY'S ALUMNI

Over the years, from my time in university to work now, my interest in maritime matters just kept growing stronger and stronger.

After graduating in 2006, I became a maritime lecturer at Ranaco Education and Training Institute. Three years later, in 2009, I joined Malaysia Marine Department (MMD) as a marine officer.

I have been with MMD for nearly eight years, and the 3<sup>rd</sup> Port Management Programme (PMP) is the first such programme that I have participated in.

I feel really lucky to have been chosen to take part in the PMP. I have found it to be very useful to me, especially since I am relatively new to the maritime industry. I have learnt so much from listening to the experiences of the other participants from various countries as well as the instructors. In fact, I would say that learning from their experiences was my biggest takeaway from this programme. I will certainly use the knowledge gained from this programme in my daily tasks.

A couple of things really stood out for me. Freshest on my mind is the Ferry Rescue Exercise held on the fourth day of the PMP. It was the first time I witnessed this type of exercise; it was a totally new experience for me. I will certainly share this experience with my colleagues, and will use the knowledge I have gained when we ourselves conduct a similar exercise soon.

Mr Viswa Sadasivan, who spoke on “Leadership in Crisis Communication”, also gave me a lot of ideas on how to become a more effective leader. He gave some very useful tips, which I am sure I would be able to apply in my daily work. I also found the talk by lecturer Capt Lee Cheng Wee on “A Safe and Efficient Port” interesting. The sharing from other participants on the different port management styles in their respective countries proved to be very thought-provoking as well.

In all, I can say that the PMP has been very useful. I would definitely recommend this programme to my colleagues because I have gathered a lot of new maritime knowledge and have been able to exchange ideas with other participants. I hope this PMP will continue to be offered to other marine officers like me, and I wish it every success for the future.





## 07: People

### LEARNING FROM MARITIME EXPERTS

MPA Academy initiated a scheme in 2014 to appoint maritime leaders and experienced maritime professionals as adjunct fellows and trainers to lecture at the Academy's flagship programmes like the Advanced Maritime Leaders' Programme and to conduct training courses and workshops for MPA staff. They form an important part of the Academy's teaching faculty that includes MPA officers, industry professionals and academics from the Institutes of Higher Learning. In addition, the S. Rajaratnam School of International Studies (RSIS) and MPA appointed Mr Koji Sekimizu, former Secretary-General of the IMO, as a RSIS-MPA Distinguished Visiting Fellow in 2016. The fellowship was established by RSIS and MPA to engage eminent maritime personalities with specialised knowledge, expertise and international experience.

Collectively, our fellows and trainers bring with them many years of valuable expertise and experience in a wide range of areas like maritime governance, IMO Conventions, terminal operations, container shipping, port safety, pilotage, emergency response and crisis management. Their involvement in MPA Academy's training programmes has greatly enhanced the quality and standing of our courses.



**Mr Koji Sekimizu**  
RSIS-MPA Distinguished Visiting Fellow  
& Senior Advisor to MPA Academy

**Current appointment:**  
Secretary-General Emeritus, IMO

**Past appointments:**  
Secretary-General of the IMO  
and Former Chancellor of the  
World Maritime University

**Mr Ronald Widdows**  
Senior Adjunct Fellow, MPA Academy

**Current appointment:**  
Chairman, World Shipping Council  
and Principal, Ronald D. Widdows &  
Associates Pte Ltd

**Past appointments:**  
Group President and Chief Executive  
Officer of Neptune Orient Lines and  
CEO of Rickmers Holding



**Mr Tan Puay Hin**  
Senior Adjunct Fellow, MPA Academy

**Current appointment:**  
Senior Advisor, Group Port Design &  
Connectivity, PSA International Pte Ltd

**Past appointments:**  
Regional CEO Southeast Asia,  
PSA International Pte Ltd

## LEARNING FROM MARITIME EXPERTS



**Capt Mark Heah**  
Adjunct Trainer, MPA Academy

**Current appointment:**  
Principal Consultant,  
STET Maritime Services

**Past appointments:**  
Deputy Director (Port and Shipping  
Divisions) and Port Master, MPA



**Capt Lee Cheng Wee**  
Adjunct Trainer, MPA Academy

**Current appointment:**  
Senior Consultant,  
Global Maritime and  
Port Services Pte Ltd

**Past appointments:**  
Deputy Director  
(Port Division) and  
Port Master, MPA



**Mr Krishnan Emayavaramban**  
Adjunct Trainer, MPA Academy

**Past appointments:**  
Assistant Director,  
Port Security, MPA



**Mr Zafrul Alam**  
Adjunct Trainer, MPA Academy

**Past appointments:**  
Assistant Director,  
Shipping Regulations, MPA



## AT A GLANCE

ESTABLISHED IN

# 2012

MORE THAN  
**1900** OFFICIALS  
FROM OVER



# 80

COUNTRIES HAVE PARTICIPATED IN THE SINGAPORE-INTERNATIONAL MARITIME ORGANIZATION THIRD COUNTRY TRAINING PROGRAMME (TCTP) SINCE 1998

MORE THAN

# 1800

PARTICIPANTS ATTENDED MPAA'S THOUGHT LEADERSHIP TALKS SINCE 2014.

TRAINED OVER

# 800

## OVERSEAS PORT AND MARITIME OFFICIALS

MORE THAN

# 500

MPA OFFICERS HAVE ATTENDED TECHNICAL TRAINING COORDINATED BY THE ACADEMY



## UPCOMING EVENTS

### By Invitation

#### 2<sup>nd</sup> Advanced Maritime Leaders' Programme

Venue: Pan Pacific Hotel, Singapore

Date: 20-25 April 2017

Participants: Senior maritime officials

#### MPA Academy Alumni Gathering

Venue: Maritime Safety Committee 98<sup>th</sup>

Session Evening Reception, London

Date: 8 June 2017

Participants: MPA Academy alumni members

#### 10<sup>th</sup> Maritime Safety Management Course conducted by MPA and Japan Coast Guard

Venue: MPA Academy, Singapore

Date: 24 to 28 July 2017 (tbc)

Participants: Maritime officials

#### 4<sup>th</sup> Port Management Programme

Venue: MPA Academy, Singapore

Date: 21-25 August 2017

Participants: Port masters, harbour masters, middle management personnel

#### 7<sup>th</sup> Maritime Public Leaders' Programme

Venue: MPA Academy, Singapore

Date: Q4 2017

Participants: Senior maritime officials

### For MPA Staff

#### Infocomm Security Awareness Course

Date: 30 Mar / 7 Apr / 12 Apr 2017

Participants: All staff

#### Remotely Operated Vehicle Training

Date: Feb/Mar/Apr/May 2017

Participants: Hydrography and Survey Officers

#### Basic Occupational Safety & Security Training

Date: 1-8 April / 3-10 June 2017

Participants: Port Inspectors

#### Emergency Occupational Safety & Survival Revalidation

Date: 3-4 April / 8-9 June 2017

Participants: Marine Surveyors

#### STCW Medical First Aid On Board Ship Refresher Course

Date: 19-21 April / 3-4 May / 10-11 July 2017

Participants: Marine Surveyors

#### STCW Medical Care On Board Ship Refresher Course

Date: 19-21 April 2017 / 24-25 May 2017

Participants: Marine Surveyors

#### MPA Academy Insight Series Talk by Mr Tan Tong Hai, Chief Executive Officer & Executive Director, Starhub

Date: 9 June 2017

#### Proficiency in Designated Security Duties

Date: 10 June / 12 August 2017

Participants: Marine Surveyors

#### Emergency and Contingency Plans Course

Date: July 2017

Participants: Marine Officers

#### Foundation Course for Cartographers (Cat 'C')

Date: Q3/Q4 2017

Participants: Cartographers

#### Training For Trainers In Hydrography

Date: September 2017

Participants: Hydrographers

#### Ship Security Officer

Date: 14-15 September 2017

Participants: Marine Surveyors

## About Us

As the training arm of the Maritime and Port Authority of Singapore (MPA), the MPA Academy was repositioned in 2014 to be a full-fledged academy with a dedicated premise with a focus on global maritime leadership training. The academy's vision is to be a global learning centre for maritime and port administration. The academy's mission is to enhance the specialist skills and knowledge of MPA officers and to conduct flagship training programmes for overseas port and maritime officials, including supporting the training needs of the International Maritime Organization (IMO) as a Council member. The MPA Academy's dedicated facility is located at PSA Building and was officially launched in October 2015.

## Subscribe

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