



**NOVEMBER 2023**

**MARINA**



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# Newsletter

VOL. V No. 11 | Official Publication of the Maritime Industry Authority | Republic of the Philippines

## MARINA'S DIGITAL TRANSFORMATION: LAUNCHING MARIS, BEST, AND MEDIANS FOR A MODERNIZED MARITIME INDUSTRY

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MARINA JOINS TALAKAYANG MABINI 2023

MANILA – The Maritime Industry Authority (MARINA) is set to revolutionize the shipping industry with its upcoming digital initiatives. In the first semester of the next year, MARINA will be launching the Maritime Transportation Information System (MARIS), aimed at digitalizing and optimizing the shipping sector.

Spearheaded by MARINA Deputy Administrator for Planning, Sonia B.

Malaluan, MARIS will be introduced alongside two other systems: the MARINA Blockchain-Enabled Automated Certification System (BEST) and the Maritime Energy Demand Information and Analysis Software (MEDIANS).

The MARIS system will empower shipping companies to input and access operational data, including information

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## MARINA, KDI AS FORM STRATEGIC PARTNERSHIP TO ADVANCE MARITIME COMPETENCY, SIMULATION TECHNOLOGY

MANILA – In a significant step towards securing and preserving highly qualified human resources in the maritime industry, the Maritime Industry Authority (MARINA) forged a partnership with Kongsberg Digital AS (KDI AS) through a Memorandum of Understanding (MoU) on 22 November 2023 at the MARINA Central Office.

The partnership targets the

MARINA and KDI AS to collaborate on the competency development framework under the Maritime Industry Development Plan (MIDP) through the application of simulation technology.

Under the said MoU, the MARINA and KDI AS will co-engage in the development of Traffic Capacity Studies for coastal and inland waterways using simulation

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Officials of MARINA, KDI pose for a photo after the signing of a Memorandum of Understanding that will secure and preserve highly qualified human resources in the maritime industry

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## MARINA TAKES PART IN ASEAN TRANSPORT MINISTERIAL MEETING AND SENIOR TRANSPORT MEETING

The Maritime Industry Authority (MARINA), represented by Deputy Administrator Sonia Malaluan, joined the Philippine delegation to the 29th ASEAN Transport Ministerial Meeting (ATM) and the 56th Senior Transport Officials Meeting (STOM) in Luang Prabang, Lao PDR, held on 09-10 November 2023. The Philippine delegation is led by the Department of Transportation (DOTr) Secretary Jaime Bautista.

The meetings adopted the Annual Priorities and Deliverables for 2024 and a master plan/action plan covering aviation, land, and maritime transport. In particular, under maritime transport, two important documents were adopted: Guidelines on Smart Ports and Recommendations to Strengthen Regional Preparedness for Future Crises concerning the continuity of port terminal operations and facilitating crew change and repatriation.

Associated meetings included ASEAN meetings with development partners China, Japan, the Republic of Korea, and the European Union. The ASEAN-China Transport Cooperation Strategic Plan included programs on domestic ferry safety, among others, where the Philippines will be collaborating.

The new ASEAN-Japan Transport Partnership Action Plan, adopted as the Luang Prabang Action Plan,

encompasses the promotion of alternative fuels for ships, the development of guidelines for realizing carbon-neutral ports in the ASEAN Region, and the regional action plan on port security, among others.

The Republic of Korea, in the ASEAN-ROK Transport Cooperation Roadmap, presented the study report on 'Building a Comprehensive Strategy for ASEAN Smart Mobility' and was subsequently adopted at the 14th ATM+ROK.

The European Commission also presented the progress of the implementation of the E-READI Programme, including the study on the implementation of the Maritime Labor Convention, 2006 (MLC 2006) in the ASEAN, as well as the EU-ASEAN Sustainable Connectivity Package (SCOPE), expected to commence in 2024/2025. SCOPE covers key areas such as air traffic management, safety, sustainability, carbon offsetting, and resilience. Major projects include technical assistance to seafarers and domestic ferry safety.

An interface meeting between ASEAN Transport Ministers and Tourism Ministers was held, exchanging views on areas of cooperation to improve accessibility to priority destinations to further encourage intra-ASEAN travel and support travel facilitation. The meeting also agreed to form a Task Force to scale up cross-sectoral coordination and collaboration.

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## EDITORIAL POLICY ➤

The MARINA Newsletter is published monthly by the Maritime Industry Authority (MARINA).

Write-ups or opinions expressed in this

publication are exclusively and solely by the writers and they do not necessarily reflect the official position of the Agency on relevant issues.

The Editorial Board welcomes contributions. Interested officials and employees are invited to submit their articles through email address [pps@marina.gov.ph](mailto:pps@marina.gov.ph).

Members of the Editorial Board assume full responsibility for all articles and contributions published in this Newsletter.



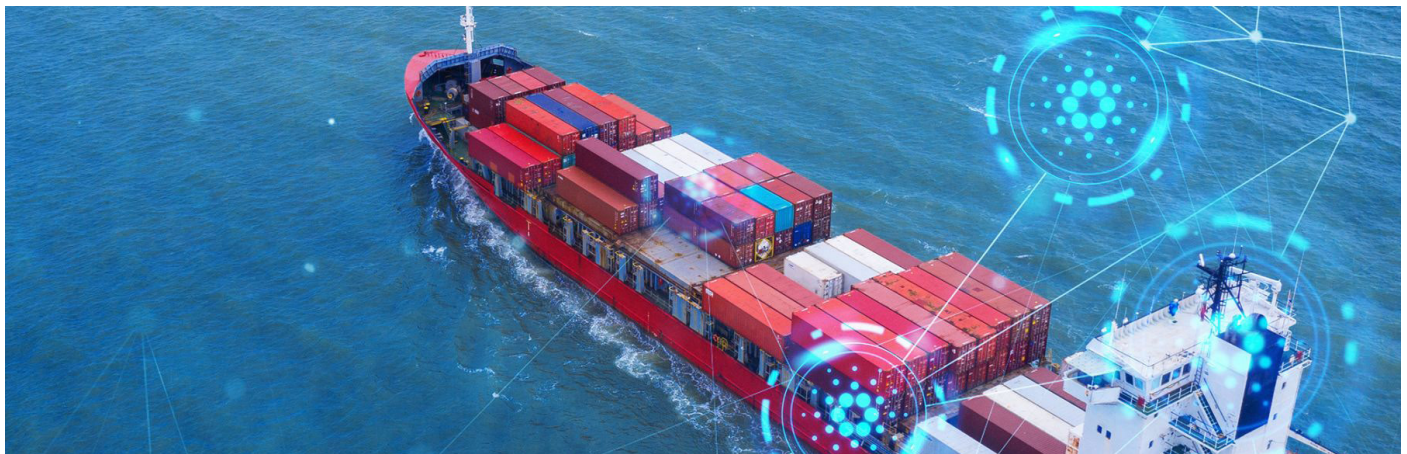
## MARINA TAKES PART IN ASEAN TRANSPORT MINISTERIAL MEETING...

The agreements during the 29th ATM and associated meetings were adopted through the relevant Joint Ministerial statements by the ASEAN and Dialogue Partners Transport Ministers.

Also part of the Philippine delegation were DOTr Undersecretaries for Planning, Maritime, Aviation, and Land, representatives from the Civil Aeronautics Board (CAB), Civil Aviation Authority of the Philippines (CAAP), and the International Cooperation Division of the department.



## MARINA'S DIGITAL TRANSFORMATION: LAUNCHING MARIS BEST, AND MEDIANS...



on passengers and cargo for all voyages. This data will be centralized into a database, providing a comprehensive report on the shipping operations of vessels with the franchise or authority to operate.

Funded by the Department of Science and Technology – Philippine Council for Industry, Energy and Emerging Technology Research and Development (DOST-PCIEERD) in collaboration with the University of the Philippines, MARINA's modernization plan aims to develop modular software and tools for effective operational reporting and route capacity measurement.

MARIS, with its focus on rationalizing vessel routes and optimizing transport systems based on historical demand, is crucial for minimizing investment risks and enhancing overall efficiency. The project software, NAVIS, currently in its second development phase, includes a database feature for compiling and storing routes, ships, trips, and port data. Upcoming features include addressing unserved routes using mode shift analysis and a network-wide feature employing a hub-and-spoke approach to assess vessel supply adequacy.

In parallel, MARINA's initiative to digitize its certification system and monitor energy use in the maritime sector is set for 2024. The MARINA

Blockchain-Enabled Automated Certification System (BEST) is a technology web application scheduled for launch in June 2024. BEST aims to improve online services, allowing contactless transactions for various agency processes, including shipyard operators and seafarers. It offers real-time online applications, electronic certificates and licenses, online payment, transaction tracking, and notifications for certificate expiration.

Moreover, the Maritime Energy Demand Information and Analysis Software (MEDIANS) addresses energy use and pollution in maritime transport. Introduced through a virtual orientation on November 6, 2023, MEDIANS will collect data on the environment, estimate energy use, and assess emissions based on ship activities. This cloud-based system offers monitoring, energy demand calculations, predictions, and policy assessments, with modules covering energy use and efficiency, emissions calculations, and ship registration.

As MARINA continues its drive toward digitalization, these initiatives mark significant steps toward a modernized and efficient Philippine maritime industry. Training for the MARINA BEST system will commence from January to May 2024 in regional offices, ensuring a smooth transition to the new digital era.

## MARINA, KDI AS FORM STRATEGIC PARTNERSHIP...

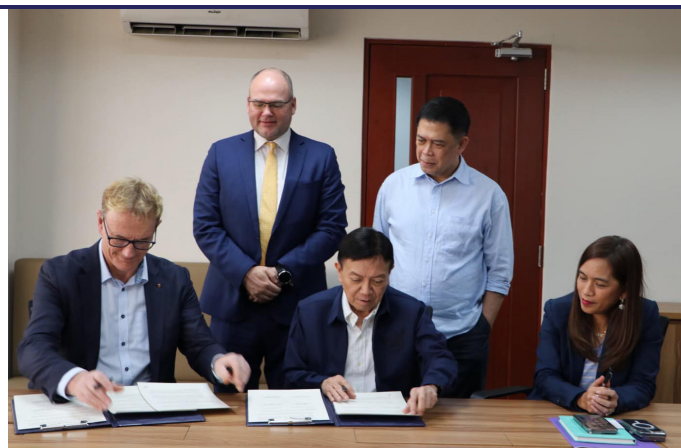
technology, with a focus on retooling and upskilling Filipino seafarers.

Additionally, the collaboration involves assisting MARINA in certificate validation on KDI AS issued Simulator Certificates through digital technologies like Cloud to Cloud application programming interface (APIs) and Ecosystem Platforms, conducting joint workshops on performance standards, and consultation on the development and standardization of simulation exercises, training, and assessment aligned with the STCW Convention.

The partnership also emphasized actively engaging in open discussions to develop a training compendium for approved blended and distance learning, utilizing cloud-based technology and simulators suitable for Management Level Courses (MLC).

MARINA Administrator Atty. Hernani N. Fabia expressed his appreciation to Kongsberg Digital as it has been a long-standing trusted partner of MARINA over the years. He acknowledged Kongsberg's support for education and training institutions in the country through investments and technical assistance, with a focus on building maritime simulation facilities, capacity-building for simulator personnel, and providing technical training for instructors and assessors.

"The MARINA acknowledges that simulation equipment and programs require substantial resources sometimes beyond a common maritime education and training institution's capacity to



acquire. This is where I envision the industry to leverage government-academia-private sector collaboration in order to propel quality education and training for maritime professional," Administrator Fabia said.

KDI AS Senior Vice President Mr. Are Føllesdal Tjønn mentioned that the Philippines is highly significant in terms of shipping and maritime manpower. He also expressed satisfaction with the strong collaboration established over the years in schools, universities, and training sectors in the country.

"It's also, in my opinion, very clear that our simulation technologies can be valuable to you in your strategic initiatives, for safety, for the inland waterways, for all your different initiatives," Mr. Tjønn said.

MARINA Administrator Fabia signed the MoU with KDI AS Senior Vice President Tjønn and witnessed by MARINA STCW Office Executive Director Mr. Samuel L. Batalla and Philippine-Norway Business Council President Mr. Carl M. Faannessen.

## MARINA, INDUSTRY PARTNERS UPHOLD COMMITMENT FOR SAFER, MORE RESILIENT MARITIME TRANSPORT

MANILA, PHILIPPINES – Aiming to gather key stakeholders, experts, and leaders in the maritime industry to address critical issues and discuss strategies for ensuring a safer and more resilient maritime transport system, the Maritime Industry Authority (MARINA) hosted the Maritime Safety Summit 2023 at the Century Park Hotel, Manila on 15 November 2023.

This year's summit, themed "Ligtas na Paglalayag at Malinis na Karagatan Para sa Bagong Pilipinas", targeted to enhance maritime safety, security, and protection of the marine environment, fostering collaboration between the government and the



Maritime officials and industry stakeholders are all smiles during the first Maritime Safety Summit 2023

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## MARINA, INDUSTRY PARTNERS UPHOLD COMMITMENT...

private sector, with a shared commitment in reducing maritime accidents and promoting a sustainable shipping industry.

Through his message, President Ferdinand R. Marcos Jr. expressed his unwavering support for the maritime industry, emphasizing the need for a steadfast commitment to promoting a clean and green domestic shipping industry. He highlighted the crucial role of the maritime sector in the country's development and urged stakeholders to prioritize safety and environmental sustainability.

"I hope that the partnerships formed here will strengthen our maritime capabilities, enhance regulatory frameworks, and cultivate a culture of safety and environmental stewardship within your sector," President Marcos highlighted.

For his part, MARINA Administrator Atty. Hernani N. Fabia reiterated the summit's goal of opening opportunities for collaboration between the government and the private sector. He emphasized the importance of reducing maritime accidents and underlined the need for joint efforts to achieve this goal.

MARINA Deputy Administrator for Operations Engr. Nannette Villamor Dinopol presented the highlights of the resolutions from the pre-summit meetings in Cebu, Batangas, and Zamboanga, emphasizing the steadfast commitment to establishing minimum standards for ship construction, equipment, and operations to ensure compatibility with safety measures, in upholding the seaworthiness of Philippine-flagged vessels and in facilitating secure transportation of passengers and cargo within and beyond Philippine territory, as well as to coordinate and collaborate effectively to work towards achieving maritime safety objectives.

French Maritime Expert (FME) Mr. Emeric Faure also presented the current status of the Concentrated Campaign on the Enhancement of the Safety Level of the Philippine ROPAX Fleet. This project between MARINA and FME highlights the advancements that contribute to a higher safety level.

The Philippine Coast Guard (PCG), Philippine Ports Authority (PPA), and MARINA officials shared their commitment to the summit's objectives.

Conversely, several maritime industry stakeholders including the Society of Naval Architects and Marine Engineers (SONAME) Chairperson Engr.



Sammuel Lim, Philippine Interisland Shipping Association (PISA) and Philippine Liner Shipping Association (PLSA) President Mr. Mark Parco, Shipyard Association of the Philippines (ShAP) Chairperson Mr. Meneleo Carlos III, Philippine Petroleum Sea Transport Association (PHILPESTA) President Mr. Abel Cagara, Chairperson and President of the Marine and Technical Superintendent Association of the Philippines, Inc. (MTSAP) and one of the Board of Directors of the Ship Managers Association of the Philippines (SMAP) Engr. Rey Eustaquio expressed their full support for the government's efforts in promoting maritime safety and security in the country.

A Manifesto, signed by leaders in the maritime industry, outlined key areas of focus, including enhancing navigational safety, modernizing maritime infrastructure, promoting the welfare and training of maritime professionals, ensuring good governance, and strengthening support mechanisms.

Guest of Honor Undersecretary for Maritime Hon. Elmer Francisco U. Sarmiento reiterated the core elements of the agreement, emphasizing the safety of ships, prevention of marine pollution, effective implementation of safety management systems (SMS), modern and well-maintained maritime infrastructure, and a well-trained and qualified maritime workforce.

The Summit was also attended by Energy Undersecretary Mr. Giovanni Carlo Bacordo, Assistant Secretary for Maritime Atty. Julius Yano who formally introduced the Guest of Honor, PCG Maritime Safety Services Commander Vice Admiral Joseph Coyme, and Philippine Merchant Marine Academy Superintendent Commodore Joel Abutal.

The Maritime Safety Summit 2023 concluded with a sense of optimism, with stakeholders committed to working collaboratively to achieve a safer and more sustainable maritime industry for the country.

## PHL MARITIME ADMINISTRATION ENSURES FULL COMPLIANCE WITH IMSAS



The team of MARINA conducts Inter-Agency Root Cause Analysis Workshop on the Perceived Findings of the IMSAS held in Clark, Pampanga

As the country's maritime administration seeks to uphold its commitment to ensuring full compliance with the International Maritime Organization (IMO) Member State Audit Scheme (IMSAS) held on 02 to 09 October 2023, the Maritime Industry Authority (MARINA) conducted an Inter-Agency Root Cause Analysis Workshop on the Perceived Findings of the IMSAS in Clark, Pampanga on 08-10 November 2023.

Director Ramon C. Hernandez, MARINA IMSAS focal point, commenced the workshop by encouraging the attendees to take part in this undertaking.

"I encourage everyone to actively participate and continuously work towards our compliance with the III Code, which is expected to improve the Philippine implementation and enforcement of the mandatory IMO instruments, resulting in safe, secure, environmentally sound, efficient, and sustainable shipping."

Ms. Precila C. Jara, Officer-in-Charge of the MARINA Overseas Shipping Service, started the workshop proper with the target setting and informed that the objective of the workshop is to engage the member agencies in a comprehensive discussion on the evaluation of the IMSAS findings to identify the root causes and to draft the Corrective Action Plan (CAP).

This was followed by IMSAS Consultant, Mr. Jose Venancio A. Vero Jr, who provided guidance to the group by reiterating the relevant provisions of the III Code in relation to the perceived findings of IMSAS.

Meanwhile, LCDR. Lorena Jasmin Lerio, Senior Internal Auditor at the National Mapping and Resource Information Authority (NAMRIA) with expertise in ISO 9001:2015 explained the value of root cause analysis from the viewpoint of an auditor.

Lastly, Director Hernandez presented the root cause process and the tools how to generate and organize the potential causes and the corrective action implementation plan.

The workshop was done in plenary. After the preliminaries, representatives of agencies were grouped based on the four areas – Common Areas, Flag State, State, and Coastal State, to discuss and evaluate the findings and come up with the necessary action plan.

Ms. Jara concluded the workshop by urging the Philippine Maritime Administration to continue to work as a team to enhance the group output to effectively address the audit findings until the submission to the IMO in the first quarter of 2024.

The said workshop was participated by the representatives from the Department of Transportation (DOTr), Philippine Coast Guard (PCG), Philippine Ports Authority (PPA), Cebu Port Authority (CPA), Subic Bay Metropolitan Authority (SBMA), National Telecommunications Commission (NTC), NAMRIA, and Philippine Atmospheric, Geophysical and Astronomical Services Administration (PAGASA) and MARINA.



## MARINA CONTRIBUTES TO GLOBAL MARITIME SECURITY ADVANCEMENTS AT 3RD SHARE.IT INTEROPERABILITY FRAMEWORK CONFERENCE

Upon the invitation and sponsorship of EU Crimario, the Maritime Industry Authority (MARINA) participated in the discussions of the 3rd SHARE.IT Interoperability Framework Conference held at the United Nations facility in Bangkok, Thailand, from 20 to 24 November 2023.

In collaboration with the United Nations Office on Drugs and Crime (UNODC) and various Information Fusion Centers (IFC) around the world, the SHARE.IT project is aimed at the common effort of maritime information sharing using digital connectivity.

Mr. Sérgio Bryton, CRIMARIO II - Interoperability, Innovation, and Cybersecurity, SHARE.IT Manager, emphasized the importance of effective and efficient maritime security and surveillance worldwide, particularly in the Indo-Pacific region, by having a common technology that fits all. Mr. Shanaka Jayasekara, Regional Programme Coordinator on Maritime Crime – Southeast Asia and the Pacific under UNODC, shared insights about SHARE.IT fostering

interconnectedness and interoperability between existing systems to enhance maritime situational awareness.

Likewise, Commodore Jay Tarela, Adviser to the Commandant on Maritime Security Affairs and Spokesperson on the West Philippine Sea of the Philippine Coast Guard, supports the EU-CRIMARIO SHARE.IT project, emphasizing the challenges within the Indo-Pacific region. PCG Commodore Tarela stressed in his online speech the importance of upholding international laws for peace, stability, and fairness among countries' maritime jurisdictions. The five-day conference concluded successfully with plans to reconvene in May 2024 and hold intercessional meetings online in between.

MARINA was represented in the technical working group on policy, technical, and operations by Director Ronaldo Bandalaria, Division Chief Joseph Victor Generato, and Maritime Industry Specialist Joel Reolizo, respectively.



MARINA joins the discussion on 3rd SHARE.IT Interoperability Framework Conference held at the United Nations facility in Bangkok, Thailand

## MARINA TAKE ACTIVE ROLE IN OECD C-WP6 WORKSHOP ON GLOBAL LABOR ISSUES IN THE SBSR INDUSTRY

The Maritime Industry Authority (MARINA) actively participated in the OECD Council Working Party on Shipbuilding (C-WP6) Workshop and Meeting held at the OECD Headquarters in Paris, France on 21 – 22 November 2023 respectively.

With the theme “Breaking away from tradition - Labour Issues in the Shipbuilding and Marine Equipment Industries,” the said workshop on 21 November 2023 aims to better understand the global labor situation in the shipbuilding sector and to exchange information on policy measures taken by the governments and actions taken by the private sector to address the challenges related to SBSR sector.

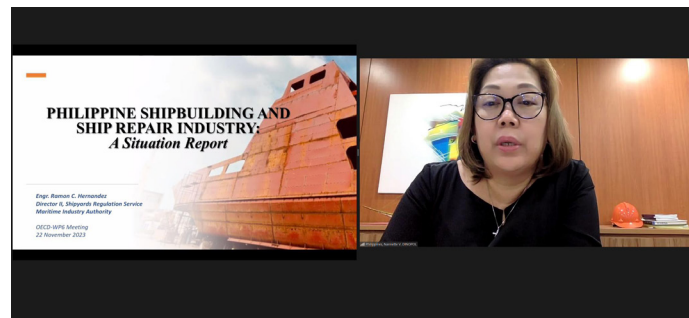


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## MARINA TAKE ACTIVE ROLE IN OECD C-WP6 WORKSHOP...

During the 137th OECD C-WP6 Meeting on 22 November 2023, the MARINA led by Deputy Administrator for Operations Engr. Nannette Villamor – Dinopol who attended virtually had provided updates on the SBSR industry in the Philippines. She also expressed the interest of the Philippines through the MARINA, to undertake the “Peer Review of the Philippine Shipbuilding Industry.” The peer review is a very vital input for the Shipbuilding and Ship Repair Bill, which MARINA is pursuing through the Maritime Industry Development Plan (MIDP) 2028.

Further, Shipyards Regulation Service (SRS) and Marine Environment Protection Development Service (MEPDS) Director Engr. Ramon Hernandez presented the Sectoral Presentation of the Philippine SBSR industry remotely which features the capability and capacity of the 124 SBSR entities in the Philippines in the year 2022. He also discussed the MIDP 2028 which covers the Program on Modernization, Expansion, and Promotion of the Philippine SBSR Industry, which aims to modernize and expand the Philippine shipyards’ capability and capacity to not only meet the demands of the local and international



sea transport market but also create more jobs and increase investments to the country.

## MARINA TRAINS TECHNICAL PERSONNEL ON TONNAGE MEASUREMENTS OF SHIPS

### Virtual Refresher Training on Tonnage Measurement of Ships

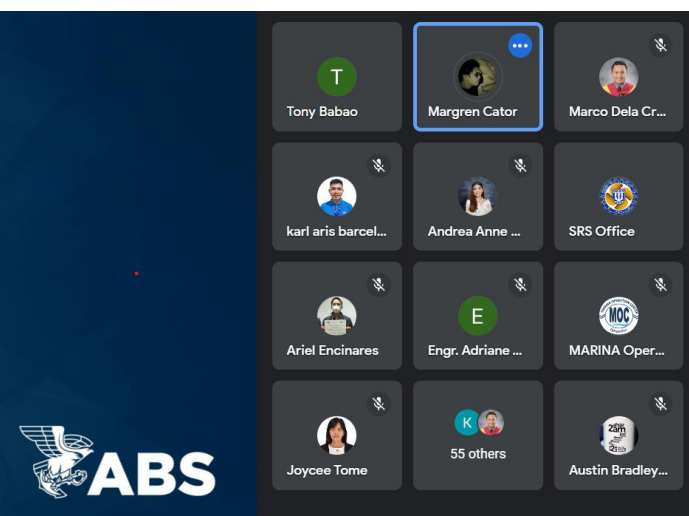
Jeffrey Djakaria | 23<sup>rd</sup> November 2023



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The Maritime Industry Authority (MARINA) refreshed the knowledge and skills of their technical personnel on tonnage measurement of ships during the two-day virtual training on 23 - 24 November 2023.

The MARINA through its Shipyards Regulation Service (SRS) in coordination with the American Bureau of Shipping (ABS) hosted the Two-Day Virtual Refresher Training Course on Tonnage Measurement of Ships which was attended by the technical personnel from SRS, Maritime Safety Service (MSS), Enforcement Service (ES) and MARINA Regional Offices (MROs).



In his opening remark, SRS NAMED Division Chief Engr. Ernesto Caluza congratulated the participants for the new learnings that they eventually acquired in the said event. He also described the virtual training as challenging while having fun solving different scenarios related to tonnage measurement of ships.

MARINA Deputy Administrator for Operations Engr. Nannette Villamor-Dinopol provided a short background on the purpose of tonnage in the shipping industry. She also reiterated that the training is related to the effective implementation of the Maritime Industry Development Plan (MIDP)

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## MARINA TRAINS TECHNICAL PERSONNEL ON TONNAGE MEASUREMENT...

2028 which covers the Program on Modernization, Expansion, and Promotion of the Philippine Shipbuilding and Ship Repair Industry that states the support of MARINA on the passage of the SBSR Bill. Engr. Dinopol added that the enactment of the SBSR Bill is important since it would pave the way for the country's global competitiveness in SBSR industry and also to promote jobs and technical personnel, especially naval architects.

The said training focused on various topics which include the history of tonnage measurement of ships, standard for the tonnage measurement of ships, tonnage measurement and calculation, and the TMS Forms and Certificates which were discussed by Mr. Jeffry Djakaria, Principal Engineer at ABS Singapore Ship / Offshore Engineering Department within Global Engineering Division of the American Bureau of Shipping and the ABS - Manila Principal Surveyor Mr. Saturnino Babao.



SRS and Marine Environment Protection Development Service (MEPDS) Director Engr. Ramon Hernandez who delivered the closing remark believes that the experiences and learnings in the virtual training would be crucial for the MARINA technical personnel in performing their respective duties and responsibilities. He also talked about the possibility of conducting the "Peer Review of the Philippine Shipbuilding Industry" which was raised during the 137th OECD Council Working Party on Shipbuilding (C-WP6) Meeting in Paris France on 22 November 2023.

## MARINA REGIONAL OFFICE XI AND SARANGANI, DAVAO OCCIDENTAL FORGE HISTORIC MOU, SPEARHEADING LEGALIZATION AND COMPLIANCE IN LOCAL MARITIME OPERATIONS



MARINA-Davao and Municipality of Sarangani, Davao Occidental flex the signed Memorandum of Understanding which aims to legalize existing commercial and fishing vessels, and enhance the compliance culture within the maritime industry in the island.

The MARINA Regional Office XI (MRO 11) forged a stronger partnership with the Municipality of Sarangani, Davao Occidental through a Memorandum of Understanding (MOU) on 21 November 2023.

The MOU aims to legalize existing commercial and fishing vessels, as well as enhance the compliance culture within the maritime industry on the island.

Moreover, the MOU stands as one of the main

outputs of the Information and Education Campaign carried out in July 2023. It serves as a comprehensive guide for a series of planned activities aimed at legalizing the operations of the maritime industry within the locality.

Sarangani, Davao Occidental Mayor Adelan B. De Arce pledged support by committing to provide space for the extension office of MRO 11. Additionally, the municipality will initially supply personnel, who will undergo training facilitated by MRO 11, focusing on MARINA-related applications and processes.

This collaborative effort between MRO 11 and the LGU of Sarangani, Davao Occidental, seeks to establish a secure and MARINA-compliant maritime industry, ensuring the prosperity and safety of the region.





## MARINA JOINS TALAKAYANG MABINI 2023

With the theme, 'Unveiling Complexities, Fostering Collaborations, and Upholding Sovereignty,' MARINA, through the Enforcement Service (ES), joined the Talakayang Mabini 2023: Policy and Strategic Studies Forum on 27 November 2023, at the General Headquarters, Camp Aguinaldo, Quezon City. The forum intends to raise awareness and engage in extensive discussions on the issues affecting the maritime security of the country.

The event was graced by the Secretary of National Defense, Gilberto Teodoro Jr., served as the Guest of Honor and Speaker with UP College of Law Lecturer on Political Law, Prof. Neil Simon Silva; Director, UP Institute for Maritime Affairs and Law of the Sea, Prof. Jay Batongbacal; and Australian Ambassador HK Yu as the other Resource Speakers.

Prior to this event, the Enforcement Service (ES) also attended the joint forum entitled 'Environmental and Maritime Security' on November 23, 2023. The forum's purpose was to articulate environmental and maritime threats, and their impact on national security, review the available policies, frameworks, and methodology in addressing environmental and maritime threats, examine the current state of environmental security in the region, and share knowledge and best practices in promoting sustainable development in Palawan.



MARINA-Enforcement Service joins this year's Talakayang Mabini: Policy and Strategic Studies Forum

Both forums were initiated and hosted by the Armed Forces of the Philippines (AFP), through the Office of the Deputy Chief of Staff for Plans and Programs, J5, and the Office for Strategic Studies and Strategy Management. On the other hand, MARINA was represented by Division Chiefs, Atty. Benedicto G. Manlapaz, and Dr. Jinky M. Mendoza of ES in the said events.

## MARINA GALLERY



Congratulations! 15 Master Mariners Sworn in as Harbor Pilots



# MARINA GALLERY



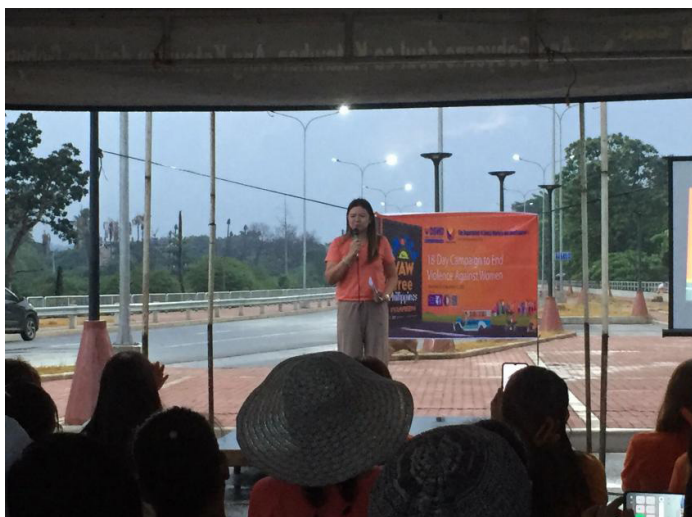
MARINA Regional Office VI Joins Forces with Iloilo City Government and DOTr in Celebrating National Bike Day 2023



MARINA-NCR Concludes 5-Day Mobile Event, Facilitating Registration, Licensing, and Safety Training for Wooden-Hulled Ships in Dipaculao, Aurora



# MARINA GALLERY



MARINA Regional Office X (MRO10) participates in the 18-Day Campaign to End Violence Against Women (EVAW)



MARINA X Office Building in El Salvador City Surges Towards Completion: Construction Hits 40%, Set to Transform into a Maritime Hub by 2024