

The Mombasa Port & Northern Corridor Community Charter **NEWSLETTER**

Issue 1 January - March 2020





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Mission, Vision and Goals

Vision



An efficient, effective, reliable and globally competitive Mombasa Port and Northern Corridor.

Mission



To streamline and accelerate port stakeholders' efforts aimed at realising the port community's vision through the promotion of inclusive dialogue.

Strategic Priorities

The port community will pursue the following strategic priorities:

- ☞ Invest efforts in improving the efficiency of maritime, inter-terminal and hinterland transport and the connectivity to the hinterland.
- ☞ Endeavour to increase the service level of the port – and its associated services – for ease of doing business at the Mombasa Port and along the Northern Corridor.
- ☞ Promote and encourage government and private sector consultations before any policy is developed or implemented.
- ☞ Promote investment in ICT, automation, quality and overarching primary infrastructure for an efficient, reliable, effective and globally competitive Mombasa Port and Northern Corridor.

Strategic Goals

Goal 1: Efficient and effective cargo inspection, verification and clearance processes

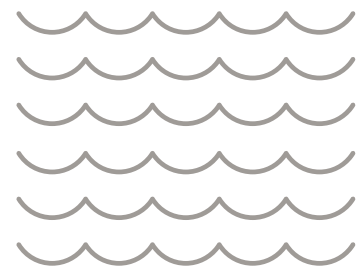
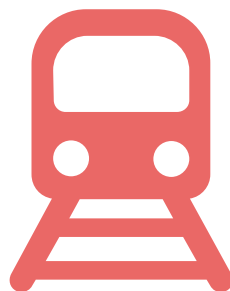
An efficient, reliable and globally competitive Mombasa Port and Northern Corridor.

Goal 2: Globally competitive logistics services

Promote the abilities of service providers such as terminal operators, railway operators, road haulage operators, and clearing and forwarding agents to offer efficient, effective and globally competitive logistics services.

Goal 3: Quality primary infrastructure and its related ICT

Accelerate and coordinate the deployment of a modern, automated, handling system for efficient Mombasa Port and Northern Corridor infrastructure; to include berths, storage yards, ICDs, rail tracks, cargo handling port equipment and facilities, bulk liquid storage, pipeline, inland waterways, truck gate systems, underlying ICT systems and electronic single windows, all aiming to strengthen the transformation into an efficient, effective and globally competitive port and corridor.



CHAIRMAN'S MESSAGE



Gilbert Langat

MPNCCC Chairman and CEO
Shippers Council of Eastern
Africa

Welcome to our inaugural edition of the Mombasa Port and Northern Corridor Community Charter e - Newsletter. The newsletter is intended to create awareness and update stakeholders and general public about the MPNCCC initiatives.

The initial Mombasa Port Community which was launched by H.E. President Uhuru Kenyatta, in June 2014 was aimed at establishing a framework of collaboration and to bind the stakeholders to specific actions and services delivery targets and timeframes. Prior to the charter document, most agencies worked on their own and the industry experienced lack of responsiveness and coordination amongst Government and Trade Facilitation agencies. The Port Community Charter however achieved remarkable milestones despite the frequent changes in the logistics supply chain.

In 2018, with the support from Trade-Mark of East Africa (TMEA) we revised the Port Charter and drafted the 2nd Edition of the Charter which was renamed the Mombasa Port and Northern Corridor Community Charter (MPNCCC). To ensure timely and seamless implementation of activities, the Steering Committee formed three Sub - committees namely ICT Sub - Committee, Monitoring and Evaluation Sub - Committee and Communication Sub - Committee who report to the Steering Committee on a Quarterly basis. MPNCCC also aims at ensuring that stakeholders general

populace are kept abreast with key activities of the Charter through hence the MPNCCC e - Newsletter which is being driven by the MPNCCC Sub - Committee on Communication.

In this inaugural edition, we are therefore pleased to present some key performance indicators as a testament of the successes that has been derived over time. Like in all undertakings, some areas have not performed as well as expected. This too we shall be sharing in this newsletter. We are convinced that information presented here will be useful and helpful in bringing you to speed and as a stakeholder also generate some responses.

To the signatories, it is my plea that prior to instituting any charges, kindly interrogate its possible impact on the port charter implementation, its impact on costs and ease of logistics performances. The 2018 World Bank Logistics Performance Index and which ranked Kenya position 68/170, from previous position 42/170 and indicate that a lot needs to be done if we are meet the set objectives of the charter.

Finally I wish to commend the Communication Sub - Committee for putting up this inaugural edition of the Mombasa Port Community Charter Newsletter and urge all stakeholder and public to support this noble initiative of implementing and monitoring the charter, but importantly give feedback through the contacts at the end of this e - newsletter.

wish you all a happy reading.

Implementing Agencies

Here are some of the implementing Agencies for the Charter



Kenya Ports Authority



Funding Agencies

Funded by DANIDA through TMEA



MESSAGE FROM THE DIRECTOR GENERAL KENYA MARITIME AUTHORITY



**Maj. (Rtd) George
Nyamoko Okong'o**

The implementation of the second edition of the Mombasa Port and Northern Corridor Community Charter (2018-2024)

renews the impetus of industry players towards achieving a seamless logistics chain in the region. Kenya Maritime Authority (KMA) as the host and provider of head of Secretariat, appreciates the input of the Charter Sub-Committees in the realization of the Charter objectives.

KMA wishes to assure all stakeholders of its renewed commitment to coordination of the Charter activities in collaboration with the public and private sector players. We urge all parties to the Charter to build on the gains made and lessons learnt from the first edition of the Charter in order to scale greater heights in the realization of the desired efficiency in logistics services. In the renewed Governments efforts on revival of the blue economy, the Charter plays an

important role in optimizing gains from the maritime transport cluster.

As an efficiency monitoring tool, effective implementation of the Charter will definitely have a positive effect on the cost of doing business, which will enhance Kenya's attractiveness as an investment destination. The realization of the Charter objectives needs the concerted efforts of all the 49 signatories, who solidified their commitments by appending their signatures on the Charter.

I wish to challenge the private sector, the beneficiaries of Government interventions in the business environment, to embrace advocacy and self-regulation in streamlining their operations for the better. The public sector efforts complemented by the support and corporation of the private sector will definitely accelerate the realization of the Charter's vision of an efficient, effective, reliable and globally competitive Port and Northern Corridor.

MPNCCC

Organization Structure



The Mombasa Port and Northern Corridor Community Charter Steering Committee(MPNCCC).

The administration and organization of the Mombasa Port Community Charter comprise the Port Community Plenary, Council of Signatories, Steering Committee and the Secretariat. The Charter further provide for the oversight and engagement mechanisms, the conveners, working groups, and stakeholders' forums.

Port Community Plenary

The Port Community Plenary is composed of representatives of all the signatories and is the Charter's apex organ. The Plenary provides a unique forum for stakeholder deliberations on the full spectrum of issues covered by the Charter.

The Charter's Council of Signatories

The Charter's Council of Signatories (The Council) is a high-level organ of the Charter and acts as the ultimate decision-maker in handling political, legal, organizational, technical, cost, management, cultural and personnel issues.

Steering Committee:

The Steering Committee, which reports to the Council is a high-level technical entity of the Charter that makes strategic decisions concerning the realization of the Charter's goals. It is responsible for managing and monitoring the Charter's goals and verifies that the Charter activities are in accordance with established objectives.

Members of the Steering Committee are selected from the Charter's signatories, logically and equitably from public sector, private sector, development agencies and policy oversight entities. Attendance is by heads of selected signatories.

The Secretariat

The Charter's operations are facilitated and housed under the auspices of the following organizations:

- a. Kenya Maritime Authority (provide the Head of Secretariat and secretariat services)
- b. Kenya Trade Network Agency (provide an ICT coordinator to the Charter)
- c. Northern Corridor Transit and Transport Coordination Authority (provide and host the port community performance dashboard)
- d. The Shippers Council of East Africa (provide private sector and communications coordination)

The KMA is the host and provides for Head of the Secretariat.

National Oversight and engagement mechanisms

The National Oversight and Engagement Mechanisms comprise of the following:

- i. National Trade Facilitation Committee
- ii. State Department of Trade
- iii. Think Tank
- iv. KEPSA Presidential Round Table
- v. Port/ICD Community Stakeholders Meetings

MPNCCC Sub – Commitees activities

•ICT Sub-Committee

The role of the ICT Sub - Committee is to implement the e-Charter by modernizing activities of the Charter using information technology. These includes automation of data collection, dissemination, and communication to stakeholders and the industry. Members of the sub-committee are drawn from KMA, KPA, KEBS, KRA, KRC, KSAA, NCTTCA, TMEA with KENTRADE as the chair of the committee. The committee is also developing e-methodologies for data collection, which includes e-templates, windows, dashboards based on the Charter Result Framework for data entries. Initial tasks involve activities establish level of system integrations, performance data in the systems, data type, requirements for the automation of the KPIs, establish website as delivery and communication platform among others.

With regards to automation the e-charter, the committee has developed a short strategy that involves submitting data electronically from the KenTrade TradeNet System (Single Window System), which already hold most of the data required in the Charter KPI automation. Data will also be submitted the Northern Corridor Transit Transport Coordination Authority (NCTTCA), already reporting on a number of KPIs from raw data sent by the various organizations. Long term strategy will be to utilize the KenTrade support from implementation of a Data warehouse and Business Intelligence system (DW & BI), a work in progress funded by the TMEA.

• Monitoring & Evaluation Sub -Committee

The Monitoring and Evaluation (M&E) Sub-Committee's role is to mainstream the M&E activities guided by the Charter Result Framework. Committee members include Kenya Ports Authority (KPA), Kenya Revenue Authority (KRA), Kenya Railways Corporation (KRC), Kenya Bureau of Standards (KEBS), Kenya Trade Network Agency (KENTRADE), Kenya Ship Agents Association (KSAA), Kenya Transporters Association (KTA), Northern Corridor Transit and Transport Coordination Authority (NCTTCA), and TradeMark East Africa (TMEA).

The Committee reviews and harmonises methodology on performance data collection relevant to the Charter; continuous review of Key Performance Indicators (KPIs) for clarity, relevance, and enhancement of the Charter Result Framework; and convening meetings for presentation of performance data to port community stakeholders for awareness,



MPNCCC Communication Sub-Committee



MPNCCC ICT Sub-Committee

ness, dissemination and exchange of information, input, validation and ownership. The -Committee has identified data requirements to be collected and submitted electronically using existing information system. Guided by use of the Charter Result Framework (RF) as a strategic management tool on M&E activities, the expected results are articulated at outputs level of results monitoring and implementation log frame that focuses on intermediate and long-term outcomes.

The log frame is based on intermediate and long-term outcomes defined through key performance indicators, which can be quantified or qualified, and are measurable and observable.

In the short-term, the Sub-Committee will determine the missing baselines where necessary and increase the number of indicators on the dashboard from 13 to 22, starting with indicators with electronic data, and submit using existing information system. For the long-term, the M/E sub-committee will work ensure that all manually collected are automated and submitted electronically using information systems.

• Communication Sub - Committee

The Communication Sub-Committee's role is to enhance awareness and understanding of the MPNCCC by providing timely, targeted and adequate information to the public as well as to promote and sustain stakeholder engagement for successful implementation of the Charter. The committee has revised the communication strategy to align it with the charter's mission and mandate. All signatory institutions have been assigned responsibilities with timelines of which will see KPA establish social media pages, NCTTA develop of charter website, KMA leading in content development, SCEA to lead the media training workshop on the Charter, while KENTRADE was to spearhead generation of a quarterly newsletter.

The team has completed a number of activities including creation of digital tools for the charter for dissemination of information, development of terms of reference for charter activities, continuous engagement of stakeholders, with more activities lined up. The team is scheduled to undertake a stakeholder baseline survey, produce a documentary on charter activities, and come up with branding materials for the charter and newspaper supplement on the charter among other activities.

Positive Corridor Performance Trajectories for most indicators during the year 2019

The Northern Corridor Transport Observatory is a performance monitoring tool with an online platform that currently tracks over 49 performance indicators. Evidence from the Observatory report reveals that, the Northern Corridor region has consistently registered positive trends on most indicators throughout the year 2019 with maritime indicators performing particularly well. However, there are still rooms for improvements as most initiatives are being enhanced. Key among the improvement enablers are road infrastructure development around the Port of Mombasa and in the Northern Corridor Member States, the Standard Gauge Railway and the implementation of the Regional Electronic Cargo Tracking System along the Northern Corridor.

The Northern Corridor Performance Indicators groups include 7 groups namely; Volume and Capacity (11 indicators), Productivity and Efficiency (11 indicators), Time and Delays (5 indicators), Transport Cost and rates (7 indicators), Transport Infrastructure (8 indicators), Road safety (4 indicators) and Intraregional Trade (8 indicators).

The Northern Corridor Transport Observatory indicates that from 2016 to 2019, **Waiting Time before berth** has been within the set target of 24 hours between 4 hours and 12 hours. The sustained improvements were enabled by the massive development of Infrastructure around the Port of Mombasa, new and sufficient equipment and implementation of fixed berthing window. Ship Waiting Time before Berth is an indicator which is measured from the time the Ship arrives at the fairway buoy to the time of its first berth. It is a subset of the Ship turnaround time.

The Median Ship Turnaround Time has been of 3.7 days in 2019 and 3.2 days in 2018 slightly beyond the set target of 3 days. The Port of Mombasa received new generation of bigger ships such as Tiple E with the capacity of 18,000 TEUs and New Panamax with 12,500 TEUs.

Ship Turnaround Time is an indicator which is measured from the time the ship arrives at the port area (Fairway Buoy) to the time it leaves the port area. It comprises of the ship waiting time and the ship working time (time when the vessel is being offloaded or loaded with cargo).

Average Container Dwell Time at the Port of Mombasa has seen a steady de-

crease in 2019: 87 hours from 108 hours in 2015. The Northern Corridor Transport Observatory reveals also that in 2019, fifty per cent of Containers were picked up within an average of 2.2 days which is a decrease from 2.8 days in 2018 against the set target of 3 days. Container Dwell Time at the Port of Mombasa refers to the period from the time cargo is offloaded at the Port to the time goods leave the port premises after all clearances have been obtained.

Delay after Customs Release which refers to the period it takes to evacuate the cargo from the port of Mombasa after it is officially released by Customs has been fluctuating between 32 hours in June 2019 and 42 hours in December 2019. This delay contributes the biggest proportion of the Port Dwell Time. It's mostly attributed to the Private Sector (Clearing Agents, Importers, etc.).

The Northern Corridor Transport Observatory reveals that **Time taken by Customs Clearance at the Document Processing Center** ranged between 1.9 hours in September 2019 to 2.6 hours in May 2019 against one hour target. The Poor performance was attributed among others to SIMBA System instability, Document Volumes awaiting between the

Shifts, Quality of Declaration by Clearing Agents, etc.

The Document Processing Time refers to the time taken by Customs to pass an entry lodged by a Clearing Agent.

The Northern Corridor Transport Observatory indicates that the set target of 24 hours for **One Stop Centre Clearance Time** is far to be reached partly due to Delays in joint verifications, Tests, Late payments by Clearing Agents and Late submission of amended Customs entries. One Stop Centre Clearance Time is the average time between passing of Customs Entry and issuance of release order.

Vehicle Load Compliance as an indicator which measures the percentage of trucks that comply with the Gross Vehicle Load and the Vehicle Axle Load Limits reveals that Compliance is above 90% at Mariakani, Athi-River, Gilgil and Webuye and between 75-86% at Busia weighbridges.

The Northern Corridor Transport Observatory indicates that, from January to December 2019, the **Annual average Transit Time** from Mombasa to Malaba was 5.8 days (140 h) and 6.8 days (164 hrs h) to Busia. The distance from Mombasa to Malaba and Busia is 933 Km and 947 Km, respectively.



Gross Vehicle Load and the Vehicle Axle Load Limits Compliance is above 90% at most of the weighbridges in Kenya.



NORTHERN CORRIDOR PERFORMANCE DASHBOARD



EFFICIENCY & PRODUCTIVITY



VESSEL WAITING TIME BEFORE BERTH

The average time taken by the ship before Berthing. It is measured from the time the vessel arrives at the fairway buoy to the time at its first berth.
2018: 13 Hours
2019: 12 Hours
Target: 12 Hours



SHIP TURNAROUND TIME

The average time spent by the ship in the port area. It is measured from the time the vessel arrives.
2018: 91.2 Hours
2019: 94 Hours
Target: 81 Hours
Benchmark: 24 Hours



TIME FOR CUSTOMS CLEARANCE AT THE DOCUMENT PROCESSING CENTER (DPC)

This is the time it takes to have an entry lodged by a clearing agent passed by customs.
2018: 2.3 Hours
2019: 2.3 Hours
Target: Real-Time/Instant



TIME TAKEN AT MOMBASA ONE STOP CENTER

Average time of document processing at One Stop Center.
2018: 80 Hours
2019: 50.8 Hours
Target: 64 Hours



AVERAGE CARGO DWELL TIME AT THE PORT

It is the measure of time that elapse from the time cargo is offloaded from the vessel at the port to the time it leaves the port premises after all permits and clearances have been obtained.
2018: 96 Hours
2019: 87 Hours
Target: 78 Hours
Benchmark: 48 Hours

VOLUME AND CAPACITY

MOMBASA PORT THROUGHPUT

	2018	2019
Tons	30,923,288	34,439,264
TEUs	1,303,862	1,416,654

11.4% increase in tons

8.7% increase in TEUs

VESSEL PRODUCTIVITY (GROSS MOVES PER HOUR)

This is measured as average of the gross moves (on-load, offload and repositioning) per hour for each vessel call recorded. The unit of measure is Moves per-ship per-hour

Year	No of ships	Total Moves	Gross Moves per hours	TEUs	Average TEUs Per ship
2018	543	855,118	30.23	1,183,964	2,187
2019	546	927,378	31.96	1,306,510	2,393

TRANSIT TIME & DELAYS

TRANSIT TIME ON ROAD

Time taken by transit cargo to move from one node to another e.g. from Mombasa to Malaba Nodes are points along the corridors like weigh-bridges, border-posts, ports.

Country	Route	2019 (Hours)
Kenya under RECTS	Mombasa-Malaba	57
	Mombasa-Busia	66
Uganda under the RECTS	Malaba to Kampala	46
	Malaba-Elegu	19
	Malaba-Mpondwe	35
	Malaba-Oraba	26
	Malaba-Goli	23
	Busia to Kampala	27
	Busia-Elegu	18
	Busia-Mirama Hills	36
	Busia-Mpondwe	36
	Kampala-Elegu	28
	Kampala-Oraba	27
	Kampala-Mpondwe	43
	Kampala-Ntoroko	41
	Kampala-Padea	42
	Kampala-Goli	42
	Kampala-Madi Opei	72
	Kampala-Mirama Hills	39
	Kampala-Bunagana	28
	Kampala-Vurra	43

Country	Route	2019 (Hours)
Rwanda under RECTS	Cyanika-Rubavu/Goma	15
	Rusumo-Rubavu/Goma	34
	Kagitumba-Rubavu/Goma	60
	Kagitumba-Akanyaru Haut	36
	Kagitumba-Nemba	13
	Kagitumba-Mururu	61
	Kagitumba-Kigali	18
	Kigali-Rubavu/Goma	27
	Kigali-Mutara	48
	Kigali-Mururu	48
Rwanda under ASYCUDA	Kagitumba-Mururu	75
	Kagitumba-Nemba	24
	Kagitumba-Akanyaru Haut	42
	Kagitumba-Cyangungu	37
	Kagitumba-Bugarama	66
	Kagitumba-Rubavu	48
	Kagitumba-Kigali	44
Burundi under ASYCUDA	Gasenyi-Bujumbura	61
	Kayanza-Gasenyi	58
	Bujumbura-Gasenyi	212



The Transport Observatory: <http://top.ttcanc.org>
The Dashboard: www.kandalakaskazini.or.ke



ttca@ttcanc.org
www.ttcanc.org



@NorthernCorridor

NorthernCorridor

Efficiency boost at Mombasa Port after Charter: A Model for region's economic growth

.....
"The benefits that accrues such
as the Mombasa Port and Northern
Corridor Community Charter, fuel
TradeMark East Africa (TMEA)'s and its
donor's continuous support.
....."

The benefits that accrue from port improvement programmes such as the Mombasa Port and Northern Corridor Community Charter, fuel TradeMark East Africa (TMEA)'s and its donor's continuous support. Outcomes such as the improved turnaround times at the port of Mombasa have resulted to reduced costs. This supports our vision of contributing to a reduction of time and costs of doing business along East Africa's key transport corridors.

Ebrahim Oteri stands under the scorching sun at the Port of Mombasa intently watching as a towering crane some meters away lifts containers off a cargo ship and neatly stacks them on the ground, awaiting delivery to different holding yards. It is an orderly process, with each container deliberately arranged for easy tracking. Another crane lifts containers onto outward-bound trucks after passing through various inspection checks and registration steps. Like clockwork, the 24-hour operations at

the port are a seamless engagement of cogs, with technology keeping the system fluid. Oteri, who is there to collect a car imported from Japan, is awed by the efficiency, which he attests is a major improvement from 2016, the last time he was there for similar business.

"The clearance processes at the port were quite slow then. A lot has now changed. There is proper storage for cargo and even the administration of gates and clearance processes are automated," he said. It takes him just two days to get clearance for a car, a process that took him almost two weeks, a few years ago.

What Oteri and other port users do not know is that the improved level of orderliness at the Port of Mombasa is a result of over a half-decade journey that began with the coming into effect of the Mombasa Port Community Charter and other Port improvement programmes touching on infrastructure development, which are funded by the United Kingdom's Department for International Development (DFID) through TMEA.

The consolidation of processes has led to a reduction in paperwork and increased compliance supported by electronic payments. The gains will be maintained going into the future, notes Simon Konzolo, TMEA's Kenya Programme Manager, pointing towards a sustainability plan that outlines the roles of all players and the timelines for

the implementation of the goals. In the plan, TMEA continues to play its defining role of bringing stakeholders together for further development and implementation of the Charter. "We are working with public and private sector players to review policies and address existing bottlenecks along the corridor for improved efficiency," Konzolo said.

The Port of Mombasa, which also serves as Uganda's gateway to the world as well as a transit point for goods headed to central African countries like Congo, is the deepest in East Africa and has recently accommodated container ships of over 9000 TEUs. Following increased efficiency in operations, the port in February 2019 registered a record 165 moves per hour of time spent by a vessel, a productivity that compares well with some of the world's biggest and efficient ports, like Singapore, which boasts a gross berth productivity rate of 324 ship shore moves.

The unification aspect of Mombasa Port and Northern Corridor Community charter makes it a catalyst to TMEAs other initiatives at the port and along Northern Corridor that reduce barriers to trade. Such include, berth rehabilitations, construction of access roads, one stop border posts, the single window information trade portals, customs systems and training of small to medium enterprises and government officials.





A section Partner Government Agencies representatives together with KenTrade staff who participated in the Kenya TradeNet Upgrade sensitization forum.

The Kenya TradeNet System was rolled out in 2013 and has been serving stakeholders in the trade logistics industry for over six (6) years. The TradeNet System has brought transformation in the way business is done especially in the import and export documentation process. To ensure the system continues to serve the economy and its trade community and with the changing business requirements and evolving technologies, it is important that the Kenya TradeNet System is not only maintained and supported but also continually improved through functionality and technological enhancements.

It is for this reason, that KenTrade in December 2019 commenced the process of upgrading the Kenya National Electronic Single Window System (Kenya TradeNet) a process that will take approxima-

tely 15 months. KenTrade is undertaking the system upgrade in collaboration with CrimsonLogic, a leading Trade Facilitation Solution provider based in Singapore. The next generation Kenya TradeNet is being built on an open and flexible platform incorporating best practices and international standards.

To ensure a seamless and consultative upgrade process the Agency extensively engaged stakeholders from the public and private sectors. In January 2020, KenTrade conducted numerous sensitization engagements to update the stakeholders on the Kenya TradeNet Upgrade roadmap, timelines and expected milestones and more importantly to marshal the support required to ensure that the project is implemented successfully.

In February 2020, a detailed GAP Analysis exercise with key stakeholders

was undertaken aimed at ensuring that the stakeholders provide their input during the initial stages of the upgrade process. Another important stage that will require stakeholders' participation is the User Testing, which is set to commence in September 2020. User Testing is critical as it will accord the Users or those who perform specific tasks in the Kenya TradeNet System the opportunity to test and evaluate the system usability and functionalities to determine whether it meets their requirements.

Once the upgrade is finalised, Kenya TradeNet System will be a much superior system built on an open and flexible architecture, with improved user experience, superior System integration capabilities incorporating best international standards and practices.



Information on market access requirements for Kenya exports and imports.



Screen it don't risk it
Screen trading partners globally for secure international trade.



Single Window System for trade

Role of Private Sector in the Attainment of the MPNCCC



Over the years, port stakeholders, through the weekly operations meetings, religiously held in Mombasa every Friday at the KPA Board Room, had the desire to actualize the full potential of the Port of Mombasa and extension the Northern Corridor. This was now realised through the framework christened “The Mombasa Port Community Charter” and later “The Mombasa Port and Northern Corridor Community Charter”

Signed by both public and private institutions, and it presents the culmination of extensive consultations among all port stakeholders desirous to achieve a seamless and efficient, competitive transport in the port and along the corridor, individually and collectively. Cognizant of the important role the private sector plays, the Shippers Council of Eastern Africa a private sector membership organization is charged with the responsibility of Chairing the Port Charter Steering Committee, responsible for monitoring and implementing the Charter.

Key role of the Private Sector Membership organizations and who are signatures to the charter are to ensure adherence and

- Cargo is exported safely and securely from the origin port to final destination.
- That containers are promptly transferred upon discharge from the ships to the inland container depots for expeditious cargo clearance and delivery to the receivers.
- To ensure that all documentation is ready and complete prior vessel arrival to smoothly effect clearance and avoid exposure to penalties. Realization of this objective will be enhanced once Kenya Revenue Authority implements the pre-arrival cargo clearance process which the private sector has clamored for a long time.
- Some of the measures taken to achieve the foregoing include but not limited to:-
- Educate shippers on their rights and obligations to pre-empt exploitation. This includes impacting knowledge on INCO-TERMS.
- Assist shippers to be compliant with trade rules and regulations through training and awareness forums.
- Promote the adoption of best practices and industry standards by providing a platform for sharing experiences through networking forums among the private sectors players
- That the equipment is the property of the shipping line and must therefore be returned to the shipping lines' nominated premises within the demurrage free time to avoid paying any demurrage penalties by cargo owners.
- Monitoring and providing feedback on the implementation of the Charter
- Promote pre-clearance of cargo consignments to support the achievement of the goal of facilitating 70% pre-clearance consignments 48 hours before docking of any vessel or earlier
- Promote the adoption of 24/7 economy practices among their membership in order to maximize the benefits being introduced by the Mombasa Port Community Charter

Role of Government Agencies (Kenya Railways) in Attainment of the MPNCCC

Hinterland transport is one of the criteria that shipping lines, shippers, and logistics service providers strongly take into account when choosing a Port. As such, Kenya Railways (KR) is a critical Government Agency whose presence and contribution at the Port of Mombasa and the ICDs is vital in realization of the MPNCCC vision of “an efficient, effective, reliable and globally competitive Mombasa Port and Northern Corridor”.

KR's mandate is to provide an efficient and effective rail and inland waterways transport.

Poor hinterland transport increases port congestion, ship turnaround and affects the cost of transport which is ultimately passed on to customers.

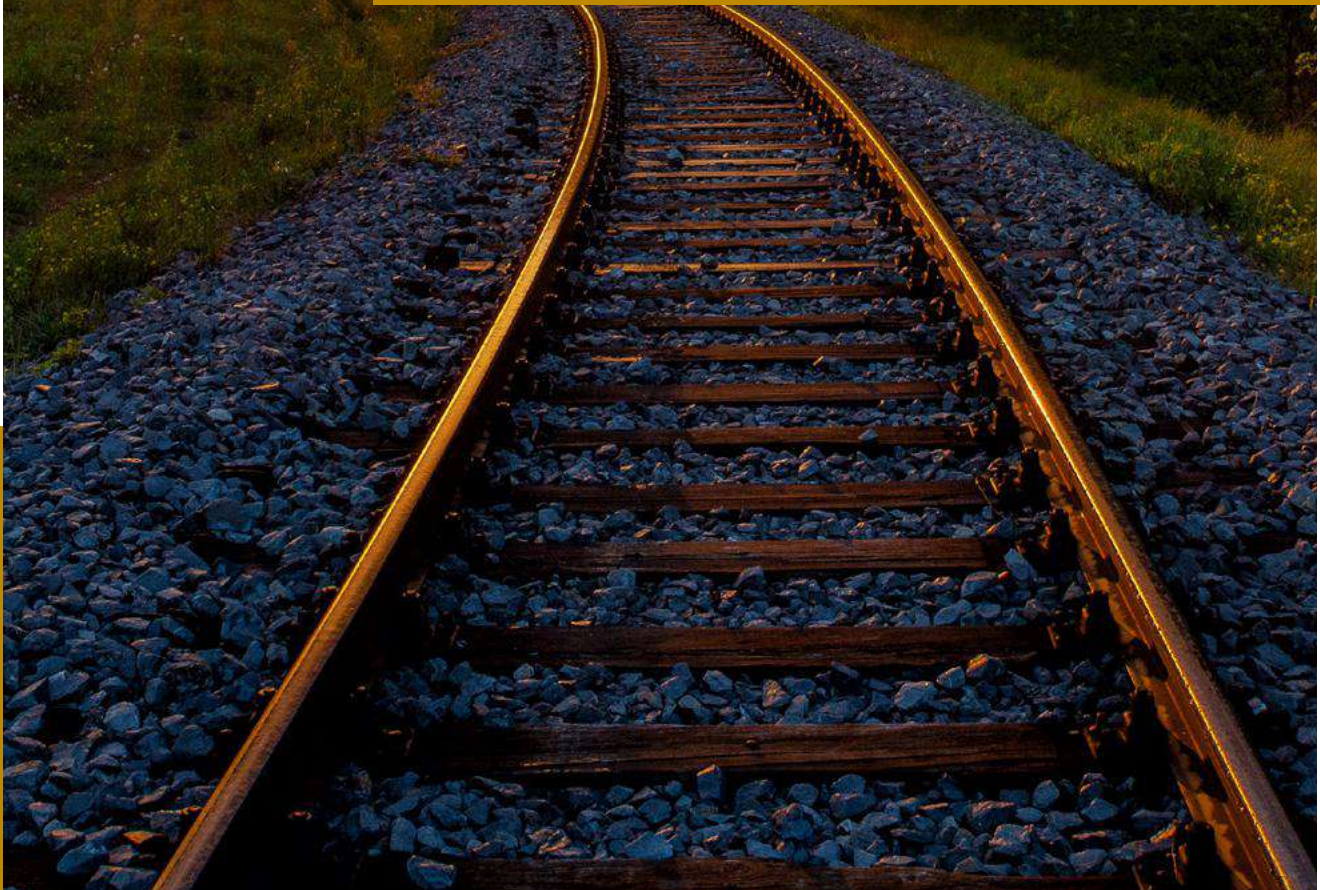
The core agenda in the transport sector is not only in developing transport infrastructure, but also ease accessibility to destinations in terms of proximity, convenience and safety among others. It is envisaged that sustainable transport systems and other policies that increase productive capacities shall build strong economic foundations for developing countries.

Utilization of our robust railway networks between seaports and dry ports thus provides efficient transport solutions compared to the road alternative due to our superiority in terms of reliability and safety as well as eliminating en-

vironmental externalities associated with road transport e.g. traffic congestion, carbon emissions, noise and accidents.

As the sole provider of rail transport services in Kenya, KR endeavors to support the MPNCCC through the following contributions and commitments:-

- We have successfully completed the construction of 592Km of Standard Gauge Railway line from Mombasa to Naivasha and are in the process of securing funds (Ksh 488 Billion) for extending the line to Malaba;
- We have expedited evacuation of export containers from the Embakasi ICD;
- We have streamlined remarshaling of wagons at Port Reitz and expedited shunting wagons from the Port relief lines to Port Reitz;
- We have also committed to optimize cargo train speeds (75km/h) from Mombasa to Nairobi and lead turn-around times;
- We have increased our market share (SGR freight) of the port throughput by 55.01% (from 507,381 TEUs in 2018 to 786,512 TEUs in 2019);
- Speed up development of SGR/Mombasa city rail link and;
- Expedite tech inspection. It is envisioned that once hinterland rail transport is streamlined through the above activities, the MPNCCC vision shall not be far from reach.



Northern Corridor Agreement under review to incorporate new policy developments in the region



The extension of the SGR to Naivasha in Kenya and the revamping of the MGR in Uganda will increase the importance of the Railways Sector in the freight logistic chain in the region.

The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) was established through the Northern Corridor Transit and Transport Agreement (NCTTA) that was first signed in 1985 and revised in 2007 with a view of facilitating interstate and transit trade among member states. The Agreement is anchored on economic, social and environmental pillars of sustainable transport coupled with 11 protocols for regional cooperation. The Northern Corridor Agreement is currently under review to incorporate the new policy developments in the region such as implementation of vehicle load control limit, development of standard gauge railway, to unify cross border transport regulations, customs provisions and trade standards across the Member States in support of regional integration and implementation of the Africa Continental Free Trade Area among others.

The Northern Corridor road network covers approximately 12,601 Km in length distributed as follows; 1,260 Km in Kenya, 2,537 km in Uganda, 971 km in Rwanda, 566 km in Burundi, 3,681 km in DRC and 3846 km in South Sudan. The main arterial cargo highway runs from the port city of Mombasa through Nairobi and Kampala to Kisangani in eastern DRC. Tributaries branch off to Mwanza, Addis Ababa, Juba, Bujumbura and Kigali.

The Northern Corridor has two major rail networks: The Standard Gauge Railway (SGR) and the Meter Gauge Railway (MGR). The meter gauge rail network runs from Mombasa Sea Port through Nairobi, Malaba, and Kampala

to Kasese in Western Uganda, close to the border with the Democratic Republic of Congo. A branch line radiates from Nakuru to Kisumu on Lake Victoria, from where rail wagon ferries link to the railway system in Uganda at Port Bell. Another rail branch line runs from Tororo in Eastern Uganda to Pakwach in the Northern Uganda, from where river steamers used to provide links with Nimule in South Sudan. The SGR currently link the port of Mombasa to the Kenyan town of Naivasha, through Nairobi. The oil pipeline runs from Mombasa through Nairobi and Nakuru to Kisumu and Eldoret in western Kenya, from where the land locked countries access their fuel imports.

The current installed pipeline system consists of 1,342 Km of pipeline with capacity to handle about 6.9 billion litres of petroleum products annually with 8 depots on the network. In addition, Kenya Ports Authority (KPA) has constructed inland container depots (ICDs) at Nairobi, Kisumu and Eldoret. These depots are linked to the Mombasa Port container terminal by a rail-trainer service. Imports are delivered directly from Mombasa to the depots on a Through Bill of Lading, while exports can also be consolidated at the ICDs and railed to the Port for shipping.

The Northern Corridor Inland Waterways plays an important role in facilitating transport in the Member States. Although they are not being fully utilized, significant amount of cargo and people uses river and lake transport to facilitate trade and movement of people. Currently, the ferry links on the Lake Victoria and the ongoing development of Oil Jetty at Kisumu (Kenya)

and Kawuku (Uganda) will enhance the utilization of the East African Inland Waterways.

The importance of accomplishing a seamless flow of cargo along the Northern Corridor was recognized when His Excellency, the President Uhuru Kenyatta, launched the initial Mombasa Port Community Charter in 2014. Through its implementation, tremendous improvements have been witnessed in areas such as port and corridor infrastructure, transport connectivity and automation, reduced cargo clearance times, ship turnaround times, transit time along the Northern Corridor and the overall logistics cost.

With time, authorities noted that while some targets were achieved, others appeared to have been overtaken by changes in infrastructure, systems, processes and policies that impacted on operations and cargo clearance processes. It was also noted that the Charter had omitted key stakeholders who needed to be part of the process. In response to these developments, Mombasa Port and Northern Corridor Community Charter 2018-2024 was developed and proclaims the desire of the Mombasa Port and Northern Corridor community to realize the full trade facilitation. The reviewed Charter has generated smarter goals, better performance indicators and inclusion of performance indicators for a wider range of service providers. The review has strengthened the Charter organs to enable greater involvement of top government offices and other stakeholders and improved coordination of the monitoring and evaluation process.



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