

# Northern Corridor Quarterly Performance Dashboard

July-September 2017



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## 1. SUMMARY

The Mombasa Port Community Charter seeks to achieve an efficient, effective, competitive port and supply chain system that will drive the regional economies towards becoming an attractive investment destination. The charter identifies key initiatives for implementation and stakeholders who are relevant to the success of the planned initiatives. Guided by this, NCTTCA monitors the charter key performance targets as part of the measures to galvanize efforts aimed at enhancing efficiency of the port and corridor operations.

The indicators tracked provide a set of tools for the diagnosis of problems affecting the Northern Corridor and therefore contributing to the identification of areas requiring improvement with regard to the reduction of transport costs and to the evaluation of the effectiveness of programs designed to improve the competitiveness of the Corridor.

The analysis presented in this report gives a glimpse on performance of indicators related to port, maritime and corridor for the first quarter of 2017/2018. It highlights the results and findings from the analysis of data collected for the period July to September 2017 on key indicators affecting trade and transport facilitation in the port of Mombasa and along the Northern Transport Corridor. The report also includes information for the same quarter in 2015 and 2016 for comparison.

The report shows improvements in performance on some of the indicators when compared with the previous years. The summary performance is as tabulated below.

Table 1: Quarter status summary, July to September 2017

Category	Indicator	Target	July to Sept. 2017 Status/Progress		
<b>Maritime Indicators</b>	Vessel turnaround time (Hrs)	72	July		80.1
			August		71.9
			September		70.5
	Ship waiting time (Hours) before berth	24	July		17
			August		16.9
			September		18.3
	Ship actual waiting time (Hours) before berth		July		16.15
			August		12.87
			September		12.92
<b>Port Indicators</b>	Containerised Cargo Dwell time (Hours)	72	July	August	Sept.
			89	71.85	107.3
	One Stop Centre Time (Hours)	24	July		48
			August		51
			September		52
	After customs release (Hours)	36	July	August	Sept.
			41	46	51

	Document Processing Centre Time (Hours)	1	July		1.87	
			August		2.14	
			September		1.74	
<b>Corridor Indicators</b>	Transit time in Kenya in Hours (from Mombasa to: Malaba & Busia)	72			Malaba	Busia
			July	106	99	
			August	109	93	
			September	106	145	
	Weighbridge traffic (N° of trucks weighed)	All	<b>Weighbridge</b>	<b>July</b>	<b>August</b>	<b>Sept.</b>
			Mariakani	2419	1927	2086
			AthiRiver	10540	7440	5880
			Gilgil	4782	4198	4384
			Webuye	1587	1282	1709
			Busia	646	470	584
	Weight compliance at weighbridge (%)	100	<b>Weighbridge</b>	<b>July</b>	<b>August</b>	<b>Sept.</b>
			Mariakani	93	91	97
			AthiRiver	97	98	98
			Gilgil	93	99	94
Webuye			97	94	96	
Busia			75	73	73	



## 2. QUARTERLY PERFORMANCE ANALYSIS

Below is the analysis of the status for the first quarter of 2017-2018 reporting period covering the months of July to September 2017 and where possible a comparison is made with the same quarter of the previous year's (2015 and 2016). The scope is limited to the indicators specified by the Mombasa Port Community charter. These selected key indicators are part of the 36 performance indicators being tracked by the Northern Corridor Transport Observatory which can be accessed via <http://top.ttcanc.org>.

### 2.1 MARITIME INDICATORS

Maritime operations involve container vessel movement from the arrival of the ship at the outer port waiting area, the beginning of the entrance into the port, the arrival at berth, the departure from berth, and the exit of the ship from the port area. The specific indicators discussed here include ship turnaround time and vessel waiting time before berth at the port of Mombasa for the quarter of July to September 2017. A comparison is made with performance with a similar period of 2016 and 2015.

#### 2.1.1 Vessel Turnaround Time

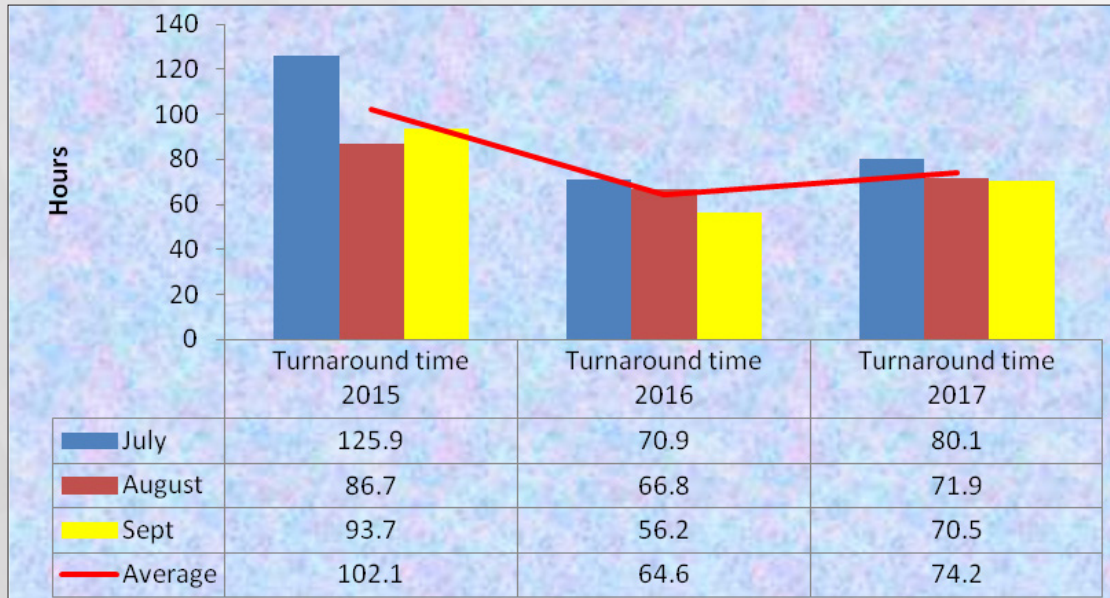
This indicator is measured from the time the vessel arrives at the Port area (Fairway Buoy) to the time it leaves the port area demarcated by the fairway buoy.

Based on the statistics provided, ship turnaround indicator target of 72 hours was achieved during the first quarter of 2016 unlike the performance of the first quarter of 2017, which has seen a drop in performance with the month of September registering 74.2 hours.

Average vessel turnaround time increased marginally from 64.6 hours to 74.2 hours in the first quarter period covering the months of July to September 2017 when compared to same quarter 2016. Overall performance shows an improvement from 92 hours which was established as the baseline since the establishment of the Charter in 2014.

Some of the initiatives that have been implemented include; port expansion projects, availability of equipment, improved productivity of the gangs and the implementation of Fixed Berthing Window by KPA from August 2015 to date. However more concerted efforts from respective agencies should be put in place to reduce this time further to 24 hours which is the benchmark.

Figure 1: Ship Turnaround Time (Hours)



Source: KPA data 2015, 2016 and 2017

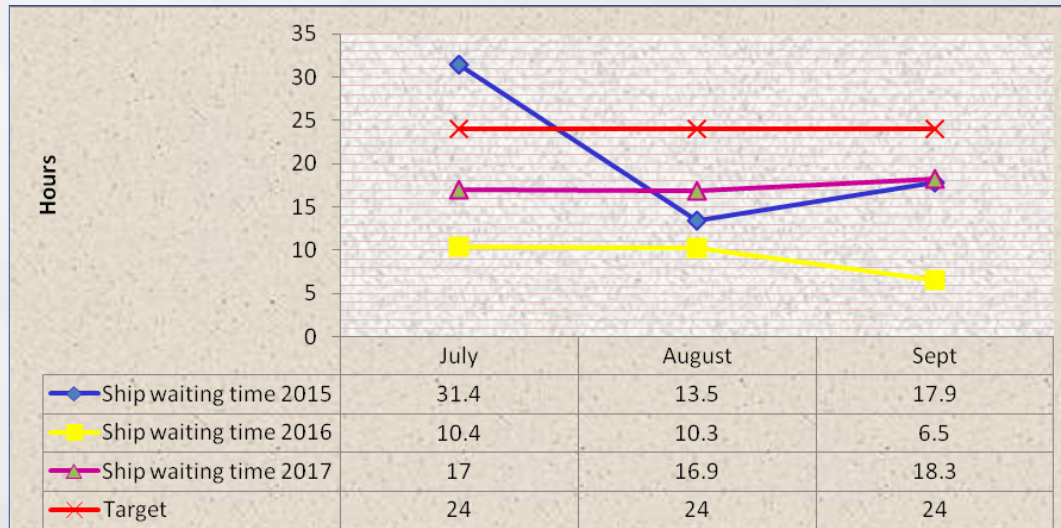


### 2.1.2 Vessel Waiting Time before Berth (hours)

This time is measured from the time the vessel arrives at the fairway buoy to the time at its first berth, including waiting at their own convenience.

Figure 2 below shows that average waiting time increased during the period July to September, 2017 when compared to the same period in 2016. It is however observed that the performance is within the set target of 24 hours. The report recommends pre-planning at the terminal in advance before the vessels arrive for berthing so that feeder vessels do not have to wait to be served.

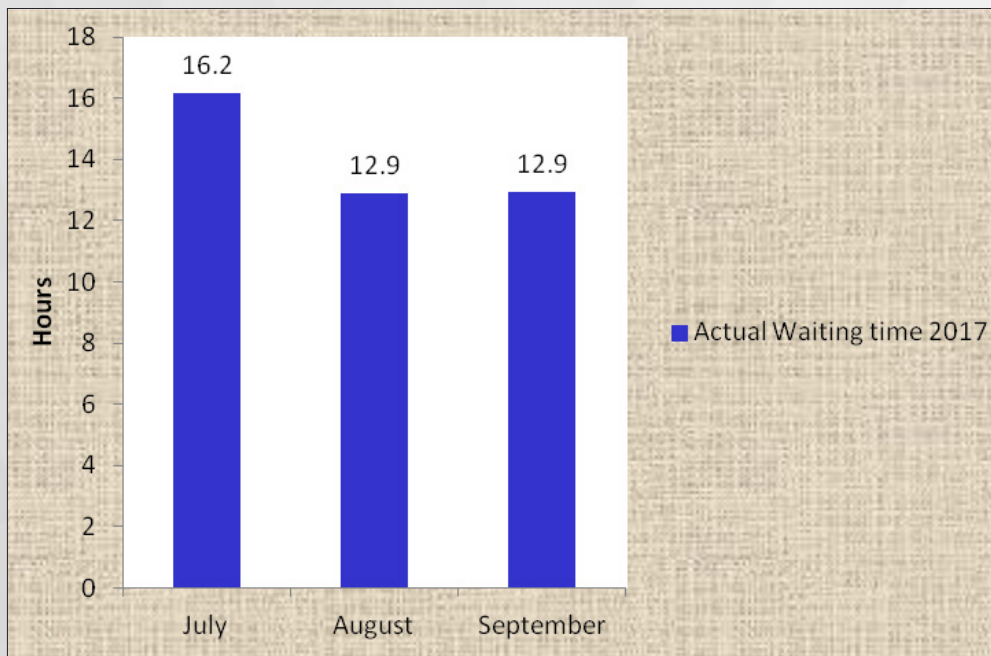
Figure 2: Vessel waiting before Berth (hours)



Source: KPA data 2015, 2016 and 2017

The Kenya Ports Authority also tracks the ship actual waiting hours. This is the time the ship arrives at the fairway buoy to the time pilot boards the ship for pilotage to the first berth. The actual waiting time improved from 16.2 hours in July 2017 to 12.9 hours in August 2017 and 12.9 hours in September 2017 as shown in figure 3 below suggesting that delays have been minimized at the Port of Mombasa.

Figure 3: Actual ship waiting time (hours)



Source: KPA data 2015, 2016 and 2017



## 2.2 PORT INDICATORS

Kenya Ports Authority (KPA) has implemented various initiatives as stipulated in the Mombasa port community charter to address capacity and efficiency constraints at the port towards transforming the Port into a high performing port. This includes; automation of port and customs operations, implementation of the National Single Window Clearance System to facilitate the cargo clearance through the Port, construction of a second container terminal, among others.

The specific port indicators discussed here include; dwell time, one stop centre clearance time, time taken at the document processing centre and delay after custom release.

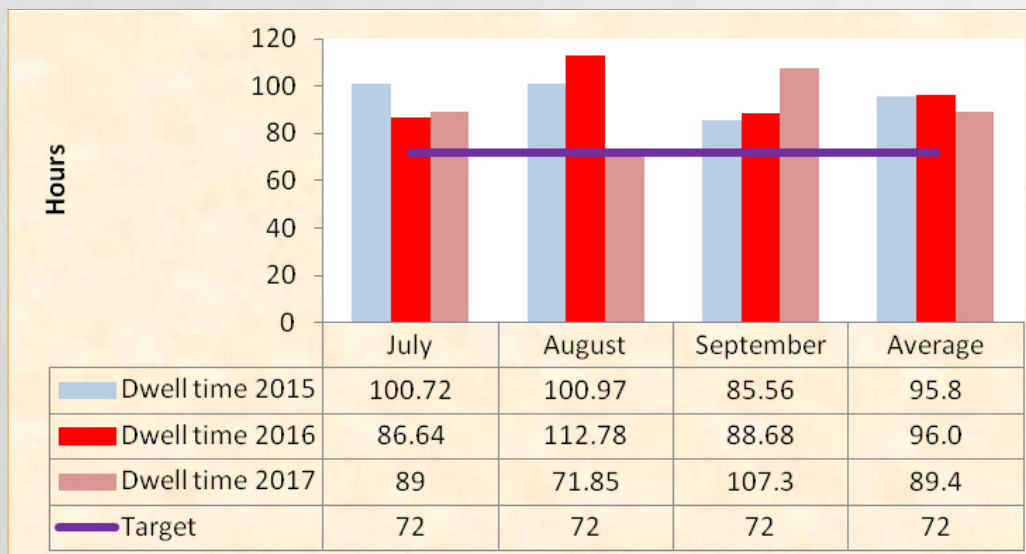
### 2.2.1 Containerised Cargo Dwell time

Refers to the total time spent by cargo at the port from the time the cargo is discharged from the vessel until it exits the port (average number of days the container stays in the yard).

Port dwell time has been reducing steadily over time since inception of charter in 2014. The baseline was established as 105 hours in 2012. Figure 4 above displays cargo dwell time for the quarter covering the months of July, August and September. Results indicate an average of 4 days from July to September in 2015 and 2016. 2017 recorded an average of 89 hours (3.7 days) for the reporting period which shows marginal improvement by 16 hours from the baseline of 105 hours.

Data for 2017 shows that dwell time increased from 89 hours in July to 107 hours in September. This poor performance can be attributed to the uncertainty associated with election period in Kenya. In addition implementation of 9 days free period which is not harmonized with the target also contributes to higher dwell time. The performance is still beyond the 3 day target stipulated in the Mombasa port community charter and 2 days international benchmarking standards. Therefore, implementing initiatives of reducing port dwell time fully will help to improve efficiency. For instance, stakeholders should fully adopt Pre-arrival cargo clearance concept, streamlining container nomination and evacuation to Container Freight Station (CFS) among others to ensure the target of 72 hours is attained as stipulated in the Mombasa Port Community Charter.

Figure 4: Containerised Port Dwell time at Mombasa Port (Hours)



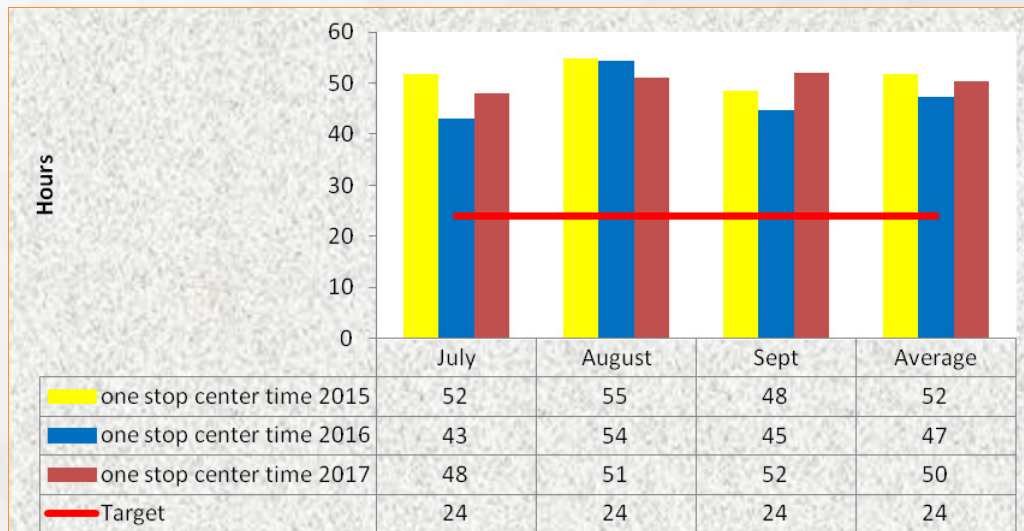
Source: KPA data 2015, 2016 and 2017



## 2.2.2 One Stop Centre Clearance Time

One Stop Centre Clearance Time measures the average time between passing of customs entry registration and issuance of release order.

Figure 5: One Stop Centre Clearance Time



Source: KRA data 2015, 2016 and 2017

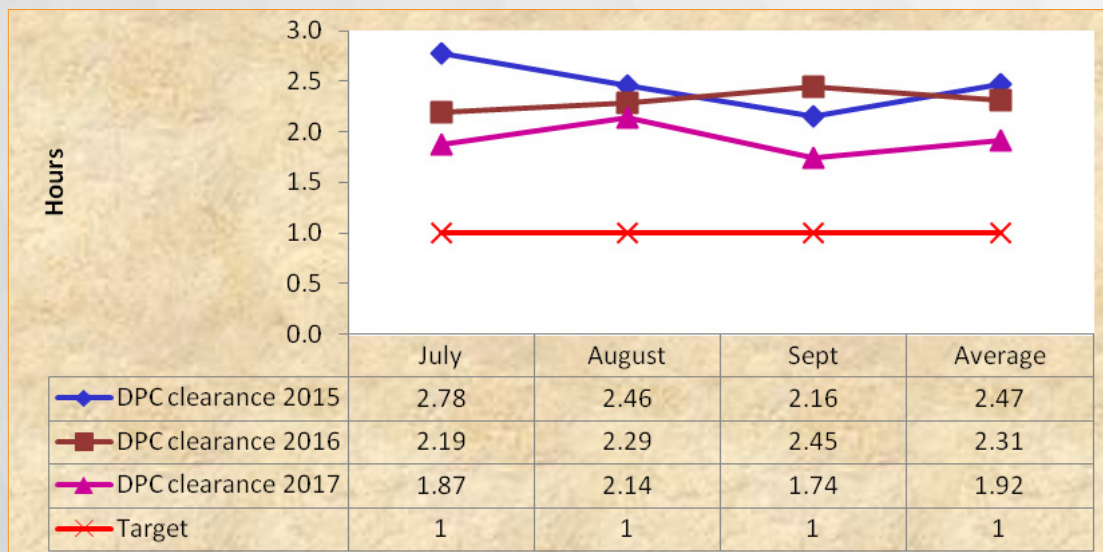
Figure 5, shows average one stop centre clearance time for the quarter covering July to September reduced from 52 hours in 2015 to 47 hours in 2016 and 50 hours in 2017. In 2017, one stop centre clearance time increased from 48 hours in July to 51 hours in August and further to 52 hours in September 2017. The performance could be partly attributed to late submission and revision of documents by clearance agents and uncoordinated joint verification of cargo that results in delays.

The set target of 24 hours as per the port charter has not yet been met. This process is highly dependent on the functioning of the Kenya Revenue Authority SIMBA system and the time taken by other cargo interveners at the port. Implementing mechanisms for speeding-up clearance of cargo processes by all the stakeholders involved to realize the required results of one day is paramount.

### 2.2.3 Time Taken at the Document Processing Centre (DPC)

This is the time taken by customs to pass an entry lodged by a clearing agent. The document processing centre involves clearance by Customs.

Figure 6: Time Taken at the Document Processing Centre (DPC)



Source: KRA data 2015, 2016 and 2017

From figure 6, average DPC time has been ranging between 1.74 hours and 2.78 hours. The performance of this indicator is still higher than the target DPC time of 1 hour as stipulated in the charter though the first quarter of 2017 registered better performance with an average of 1.92 hours. This can be attributed to clearing agents' delays in submitting their files in good time and system challenges.



Therefore, pre-arrival clearance to clear 70% of the cargo within a span of 48 hours before docking of vessels should be prioritized in order to achieve the target as is enshrined in the Charter. In addition, initiatives such as on the spot approval of manifest or allowing partial manifest and simultaneous online submission of manifest will help in avoiding unnecessary delays.

Implementation of the new customs management system will also go a long way in eliminating some of the processes associated with DPC thereby reducing clearance time.

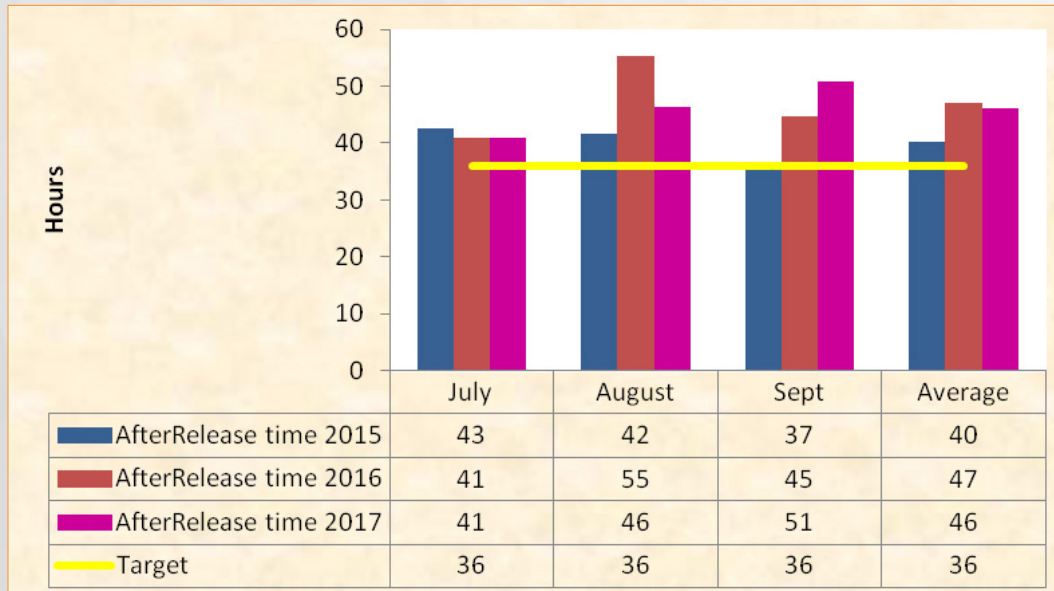
#### **2.2.4 Delay after customs release**

Delay after customs release refers to the period it takes to evacuate the cargo from the port after it is officially released by Customs.

It can be noted that delays after customs release has increased when compared with the same period in 2015. The average time in delay after customs release increased slightly in the reporting period from 40 hours in 2015 to 47 hours in 2016 and 46 hours in 2017 as shown in figure 7. Delay after customs release time component forms the biggest proportion of the port dwell time. The performance is still high by 10 hours from the set 36 hours target. Furthermore, the performance has deteriorated from 42 hours which was established as baseline in 2012.

In this regard the Clearing Agents should closely collaborate with the cargo owners and the transporters to speed up cargo removal from the Port as one of the ways of attaining the set target. Additionally, the ongoing improvements of road infrastructure around the port and implementation of the standard gauge rail are expected to improve this indicator. Streamlining trucks gate entry and exit processes at the port will also minimize these delays. Transporters should also speed up cargo pick up from the Port.

Figure 7: Delay after Custom Release



Source: KRA data 2015, 2016 and 2017





## 2.3 CORRIDOR INDICATORS

Corridor Indicators cover the period from the time goods are released up to exit at the border.

The indicators of interest are compliance levels at weighbridges, volume of traffic and transit time from Mombasa port to the Kenyan borders (Busia and Malaba).

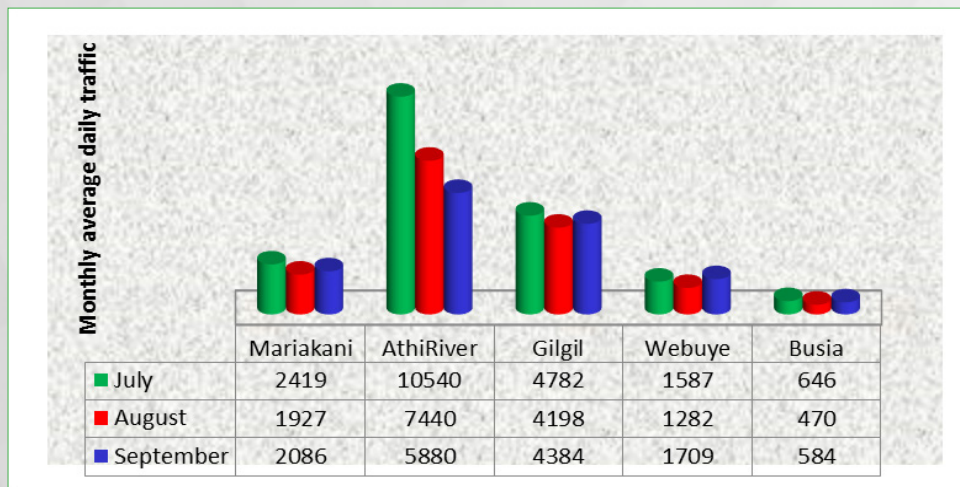
Congested access to ports is a major issue along the corridor thus clearance at the port of entry is crucial for smooth transit of cargo to respective destination. Currently along the northern corridor, road transport (trucking) is dominant transport mode for moving freight. Efficient access delivery of road transport is thus essential for unimpeded movement of cargo. Therefore trucks access to the port or its container terminal is paramount to avoid congestion which can affect other road users. Trucks operating on corridors are subject to various other check points and controls that affect their utilization and costs.

### 2.3.1 Weighbridge Traffic

This refers to the number of trucks crossing the weighbridges.

Figure 8 gives the trend of monthly average traffic volumes for three month period (July to September) in 2017 at respective weighbridges in Kenya along the Northern corridor. Data shows that Athi river weighbridge recorded the highest number of traffic weighed followed by Mariakani and Gilgil. The higher traffic weighed at Athi River as compared to Mariakani is due to cargo that are originating from Namanga route, Nairobi and its environs. This traffic further reduces almost by half as registered at Gilgil weighbridge partly due to cargo being offloaded in the city which is one of the main destination centers. Mariakani, Athi-River, Gilgil and Webuye weighbridges are implementing the high speed Weigh-In-Motion (HSWIM) with the exception of Busia weighbridge along the Northern Corridor.

Figure 8: Monthly average daily traffic volume



Source: KENHA data



### 2.3.2 Weight Compliance at weighbridge

Weight compliance measures the percentage of trucks that comply with the vehicle load limits before and after re-distribution of the weights.

The management of axle-loads for heavy trucks is a very important aspect of the road policy. It is important to comply with the legal vehicle load limits to (among other reasons) protect the road infrastructure.

Figure 9: Weighbridge Compliance

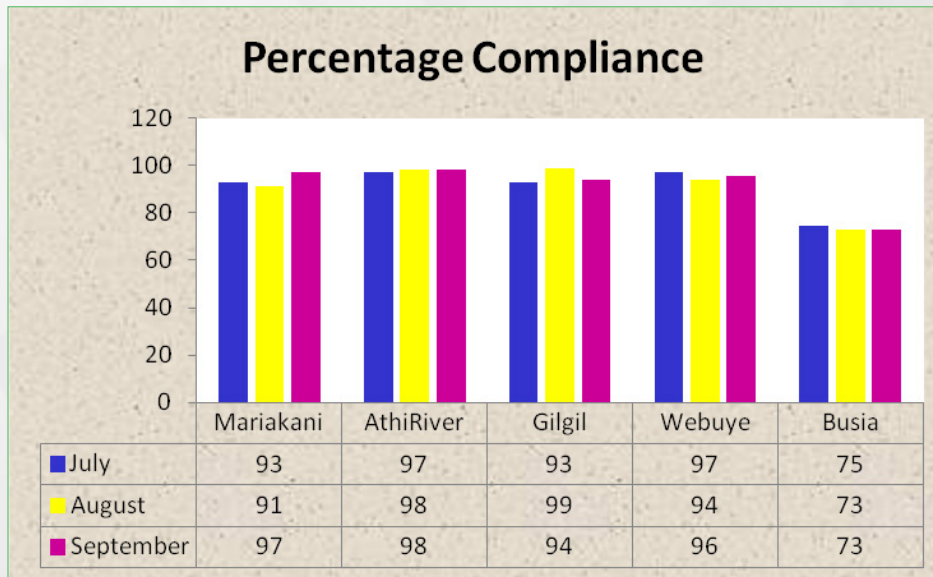


Figure 9 shows compliance levels at respective weighbridges after re-distribution from July to September 2017. From the data, it is observed that none of the weighbridges complied 100%, however most of them complied over 90% (between 91% and 99%) with the exception of Busia weighbridge. The lower compliance in Busia weighbridge can be explained by it being the first weighbridge for trucks carrying fuel from Kisumu and exports from the region.

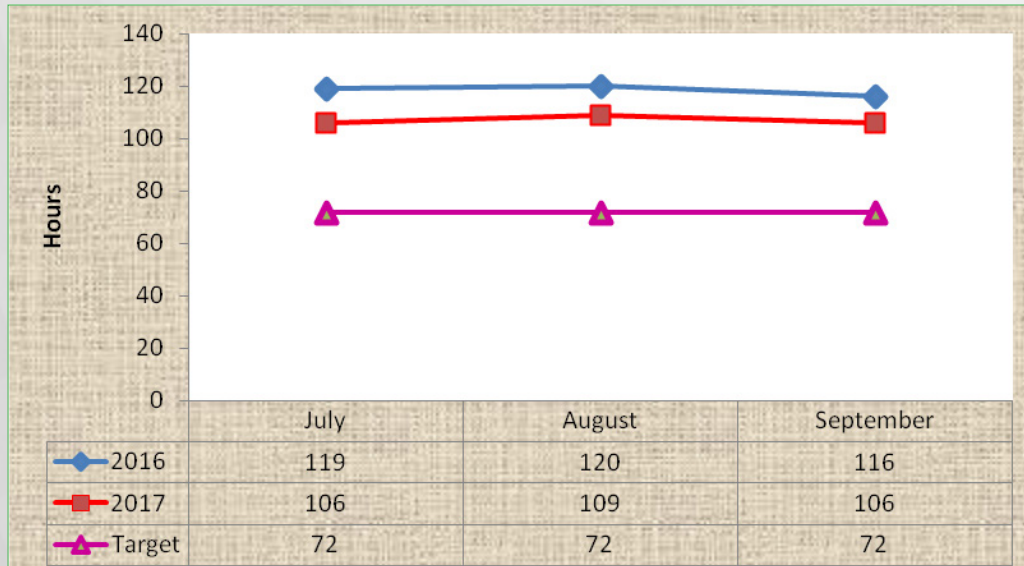
Source: KENHA data

### 2.3.3 TRANSIT TIME

Transit time in Kenya can be defined as to the average time for transit trucks to move from Mombasa port to Malaba or Busia exit points.

The target transit time for cargo from Mombasa to Malaba border point which is 933 km is 72 hours. Figure 10 shows the trend in transit time during the quarter of July to September 2016 and 2017. The data shows that average transit for the quarter has improved over the period under review moving from a high of 118 hours in 2016 to a low of 107 hours in 2017.

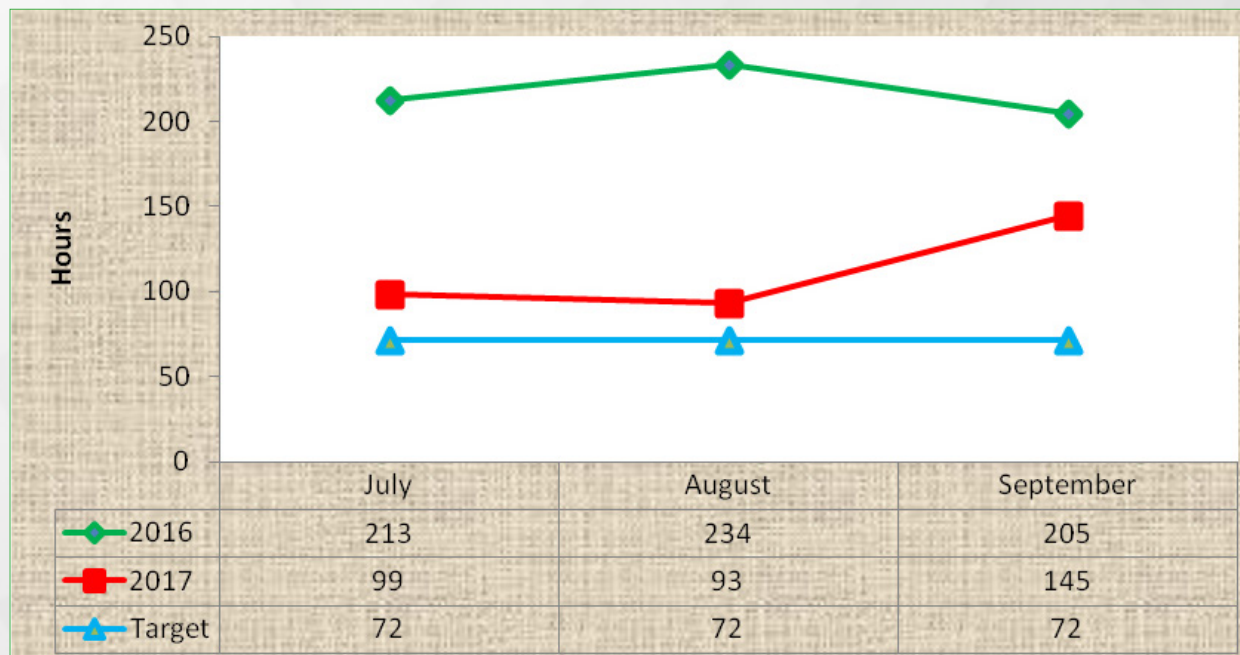
Figure 10: Average Transit Time in Kenya from Mombasa to Malaba





Similarly, average transit time from Mombasa to Busia (947 Km) improved from 217 hours in 2016 to 112 hours in 2017 as observed in figure 11 below. Both routes are still far from attaining the 72 hours target. Some of the reasons why transit time is still above the set target includes; delays by transporters to pick cargo after port release, delays within transporters facilities, high frequency of stoppages along the Northern Corridor by drivers. Most of the stops are for personal reasons for both outbound and inbound. Minimizing activities at weighbridges and 24hr security improvement for transit trucks will aid in reducing some of the delays.

Figure 11: Average Transit Time in Kenya from Mombasa to Busia



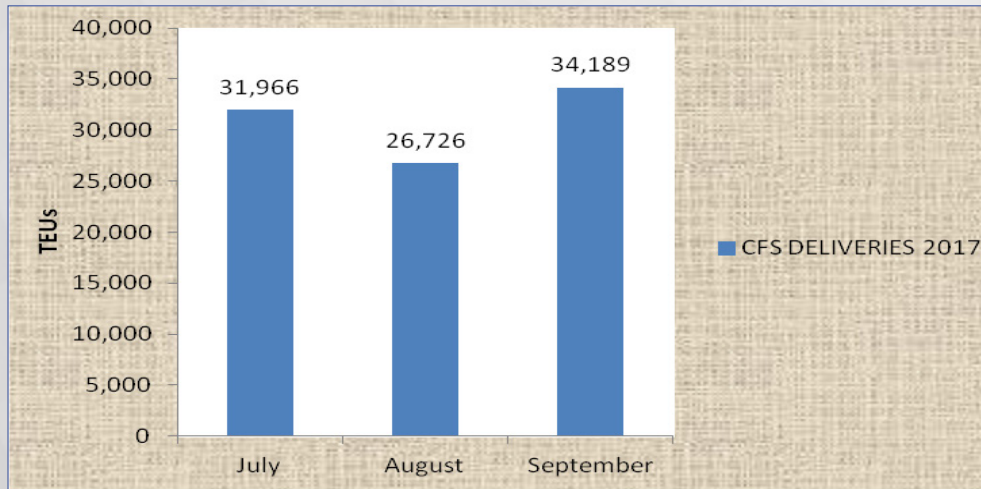
## 2.4 CONTAINERS UPTAKE AT THE CONTAINER FREIGHT STATIONS (CFS)

Container Freight Stations (CFSs) are an extension of the port and are privately managed. Decongestion of the port of Mombasa enormously depends on the efficient performance of the CFS cargo clearance process. Cargo to the CFSs is either client nominated or KPA nominated.

According to the port charter policy, 70% preclearance, goods should not overstay at CFSs unless CFS's are also specialized to be used as Warehouses for Shippers. The time taken for import pickup and customs release should be comparable with that of the port.

It is worth noting that Shippers behaviours and attitudes have a big influence on Port productivity and corridor performance especially on Cargo pickup and removal from CFSs.

Figure 12: Container Uptake by CFSs (TEUs) on monthly basis

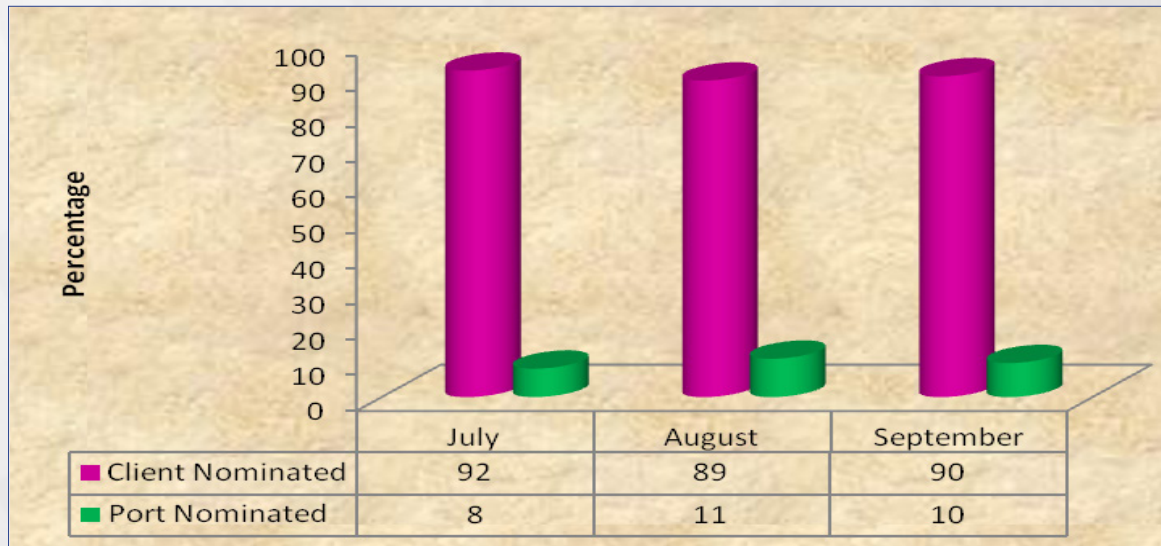


The summary presented above reflects only 12 out of 24 CFSs registered under the CFSs and KPA policy. Therefore, there is need to harmonize all the 24 CFSs on board to share their data through KPA in order to give the overall performance and picture of the Port operation.

Figure 12 shows that most of the total number of TEUs containers offloaded at the port recorded as 31,966 in July, 25,726 in August and further increased to 34,189 in September 2017. The low performance in August 2017 slowed down owing to election uncertainties.

Data also indicates that most of the containers received at the port are client nominated, suggesting that little preference to nominate containers for storage is given to KPA compared to CFSs as seen in figure 13.

Figure 13: CFS Nomination





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