



The Mombasa Port & Northern Corridor

Community Charter



2018 - 2024



Acknowledgements

Our sincere thanks to the port charter steering committee chaired by the Shippers Council of Eastern Africa and to Kenya Maritime Authority for secretarial support to the Committee.

This port charter was advanced through the commitment and contributions of various signatories; as a mark of their assurance to seeing efficiency gains at the port of Mombasa and along the Northern Corridor. Special thanks to TradeMark East Africa for its financial and technical support during the review and revisions of the Port Charter's Key Performance Indicators. The hard work of the Africa Economic Social Development Consultants, in collecting and collating the data from various stakeholders ensured that we included key views of all concerned parties.

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Table of Contents

Preamble	I
From the Cabinet Secretary	II
From the Chair, Mombasa Port Community Charter	III
From the Director General, Kenya Maritime Authority	IV
From Trademark East Africa Country Director, Kenya	V
Abbreviations and Acronyms	VII
Key Port and Corridor Terminology	IX
Background	01
The Mombasa Port and Northern Corridor	01
Mombasa Port and Northern Corridor Productivity and Performance	02
The Northern Corridor	05
PART 1 - The Charter	
The Mombasa Port and Northern Corridor Community Charter	10
Article I. Purpose Of The Charter	13
Article II. Vision, Mission And Goals	14
Article III. Operational Guidelines and Strategies to Improve Efficiency at	15
Mombasa Port, Inland Container Depots, and other Ports of Entry	19
Article IV. Dashboard Indicators	20
Article V. Scope Of Engagement	21
Article VI. Principles Of Engagement	22
Article VII. Signatories To The Charter	23

Article VIII. Signatories’ Specific Commitments To The Charter	25
Article IX. Organs Of The Charter	30
Article X. National And International Engagement Mechanisms	35
Article XI. Supplementary Instruments	36
Article XII. Decision-Making	36
Article XIII. Funding And Sustainability Mechanisms	36
Article XIV. Amendments	36
Article XV. Signature, Ratification, Acceptance, Approval, Accession	37
Article XVI. Entry Into Force	37
Signatures	38

PART 2 - The Results Framework

Definition of M&E Terms	43
Introduction	44
Process of Building the Results Framework	46
Structure of the Results Framework	46
The Charter’s Log Frame	47
Targets	47
Dashboard Indicators	47
The Charter’s Benchmarking Framework	48
Implementation Monitoring Log Frame	52
Appendix	67

Preamble

This second edition of the Mombasa Port and Northern Corridor Community Charter 2019 (the Charter) proclaims the desire of the Port and Northern Corridor community to realise the full trade facilitation potential of the Port and Northern Corridor. It is the culmination of extensive consultations with private and public sector stakeholders, including government agencies, the business community, civil society organisations and special interest groups, on the upgrading and improvement of logistics services.

The Steering Committee for the Charter - comprising the Shippers Council of Eastern Africa, the Kenya Maritime Authority, the Kenya Ports Authority, the Kenya Revenue Authority, the Kenya Trade Network Agency, TradeMark East Africa, Kenya Ship Agents Association and the Northern Corridor Transit and Transport Coordination Authority (NCTTCA) - form the core team responsible for coordinating the execution of Charter objectives. However, all stakeholders are obliged to pursue and encourage realisation of the Northern Corridor's full trade facilitation potential, as intended by the Charter.

Achievement of the current government's 'Big Four' economic agenda requires efficiency of the logistics chain, which can be realised through the inter-agency collaboration framework that the Charter provides. Its significance in accomplishing a seamless flow of cargo was recognised in 2014, when His Excellency, the President Uhuru Kenyatta, launched the initial Mombasa Port Community Charter. In fact, the public and private sectors' pursuit of Charter objectives has seen remarkable improvements in the quality of logistics services in Kenya.

These notable improvements could not have taken place without firm stewardship from Cabinet Secretaries representing the following Ministries: Transport, Infrastructure, Housing and Urban Development, National Treasury, Industry, Trade and Cooperatives, Health, Agriculture, Livestock and Fisheries, Defence, and Energy and Petroleum, whose various agencies were assigned specific Charter targets affecting their cargo clearing interventions. Equally, the Mombasa County Government, the Mombasa Port Community Stakeholders' Forum and civil society organisations played important roles in realising Charter objectives.

Without sustained financial and technical support from TradeMark East Africa, the idea of the Mombasa Port Community Charter could not have been developed and implemented to achieve the trade facilitation that the Charter has generated. The port community stakeholders through extensive engagement in the second 'think tank' forum, gave very useful input for the reviewed Charter, which is anticipated to increasingly unlock the region's trade potential.



James Macharia, E.G.H

From the Cabinet Secretary

Ministry of Transport, Infrastructure, Housing and Urban Development

The Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works commends port community stakeholders for coming together to formalise, through this Charter, their support for Government of Kenya efforts to transform the Port of Mombasa into a world class seaport. This desire is manifested in the Charter's vision, which commits parties to performance standards that will significantly improve the efficiency, effectiveness, reliability and global competitiveness of the Mombasa Port and the Northern Corridor. The reviewed Charter will assist in enabling the port and the corridor to achieve their full trade facilitation potential, while underscoring the acceleration of the socio-economic transformation of the country and the region. This will undoubtedly add value to the attainment of Kenya's Vision 2030, as well as the 'Big Four' economic agenda.

Use of the National Single Window System will modernize and automate data collection which will improve dashboard administration and enhance performance monitoring and evaluation by public and private sector agencies. It is also expected that the reviewed results framework will offer a more comprehensive performance analysis for better policy and operational interventions, while the proposed communications strategy should lead to consistent and sustainable public engagement for all stakeholders. With a fully implemented Charter, we anticipate enhanced transparency and accountability among maritime transport service providers. We also hope that improvements brought about by this Charter review will strengthen service quality, not only to Kenya traders, but also to our neighbouring countries.

The government is committed to realising an efficient, effective, reliable and globally competitive transport and logistics chain in the country, following the measures undertaken since H.E. President Uhuru Kenyatta launched the Charter in June 2014. These include construction of the Standard Gauge Railway from Mombasa to Nairobi with an annual capacity of 22 million tonnes, the new National Single Window platform, development of a second container terminal with additional annual capacity of 500,000 TEUs, and upgrading of the national highways and urban road networks.

On behalf of the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works, I wish to assure stakeholders that we will closely monitor and support this process to ensure delivery of all commitments and obligations agreed in the Charter. In this regard, the Ministry will participate in the planned quarterly, mid-term and annual performance reviews and liaise closely with relevant government ministries, departments and agencies to ensure that the Charter obligations are fully met.

Finally, my sincere appreciation goes to all stakeholders both from public and private sectors who participated in the review process. I particularly commend TradeMark East Africa for providing technical and financial support, as well as effective coordination of the activities to ensure successful completion of the Charter review.



Gilbert Langat

From the Charter Chairperson and the Chief Executive Officer

Shippers Council of Eastern Africa

The Mombasa Port Community Charter was the culmination of extensive consultations among port community stakeholders on improvement of service delivery at the Port of Mombasa and along the Northern Corridor. Led by the Kenya Ports Authority with the support of TradeMark East Africa, the initial Charter brought together 25 key players from both the public and private sectors, to commit to certain levels of performance.

The Kenya Maritime Authority (KMA) as the industry regulator, was tasked to be the custodian of the Charter, hosting the Secretariat and facilitating monitoring and evaluation of Charter implementation. Through the support of TradeMark East Africa, a Monitoring and Evaluation Coordinator was seconded to the KMA to help coordinate collection and analysis of performance data and the release of quarterly performance reports.

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.

Observers also noted that the initial Charter had omitted key stakeholders who needed to be part of the process.

In response to these developments TradeMark East Africa supported a review of the Charter in May 2016. M/S Africa Economic and Social Development Consultants were contracted to undertake the review, which covered among others, an enhanced monitoring and evaluation framework, proposed new signatories, revised performance indicators and targets and a communications strategy.

As the Chair of the Charter Steering Committee (comprising Kenya Ports Authority, Kenya Revenue Authority, Kenya Maritime Authority, Kenya Trade Network Agency, Northern Corridor Transit and Transport Coordination Authority, Shippers Council of East Africa and Kenya Ship Agents Association) and on behalf of shippers and other key stakeholders in the logistics chain, we trust that successful implementation of the Charter will go a long way towards making Mombasa the region's port of choice and the Northern Corridor a globally competitive route.



From the Director General

Kenya Maritime Authority

The primary objective of the Mombasa Port Community Charter, launched in June 2014, was to establish a permanent framework of collaboration, binding port community stakeholders to specific actions, collective obligations, service delivery targets and timelines.

In this context, over the last four years the Charter has played a critical role in facilitating our regulatory mandate over the quality, efficiency, availability and cost of maritime transport services in the country.

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

Through its implementation, tremendous improvements in areas such as port infrastructure, transport connectivity and automation, have reduced cargo clearance times, ship turnaround times, transit time along the Northern Corridor and the overall logistics cost.

As the Charter Secretariat, our role has helped sustain its implementation and we wish to commend all signatories for their cooperation in providing the relevant performance data for production of performance reports. We sincerely thank TradeMark East Africa for their technical and financial support in not only facilitating the monitoring and evaluation process but also the review of the Charter.

From the reviewed Charter, we anticipate an improved coordination of the monitoring and evaluation process. The review has also 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.

We reiterate our continued support towards implementation of the reviewed Charter and look forward to maintaining close collaboration with all stakeholders in using the Charter as a tool for transforming the Port of Mombasa and the Northern Corridor into a world class logistics hub.



Ahmed Farah

From the Country Director, Kenya

TradeMark East Africa

TradeMark East Africa commends all stakeholders, including government agencies, the private sector, civil society organisations, the port community and special interest groups for their support towards the implementation of the Mombasa Port Community Charter.

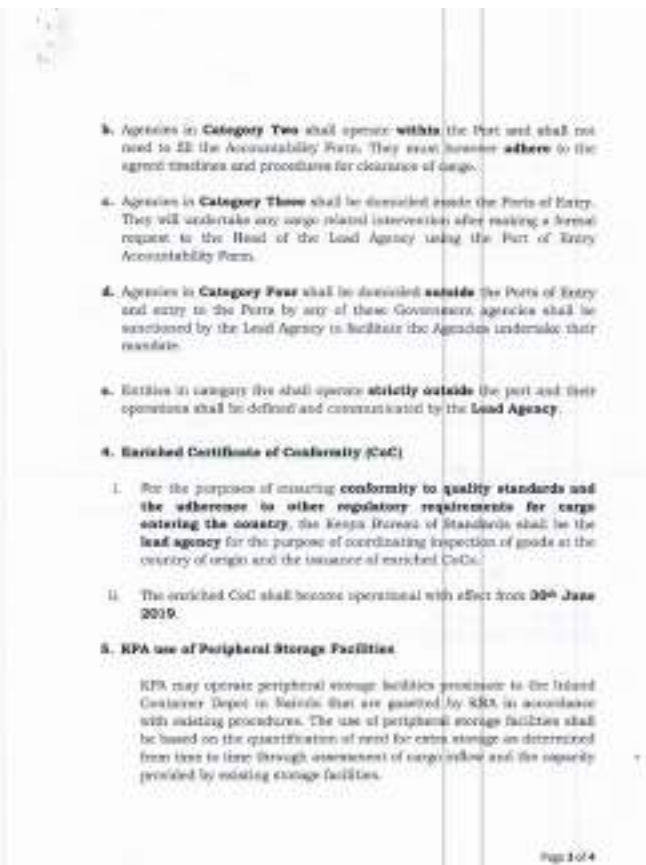
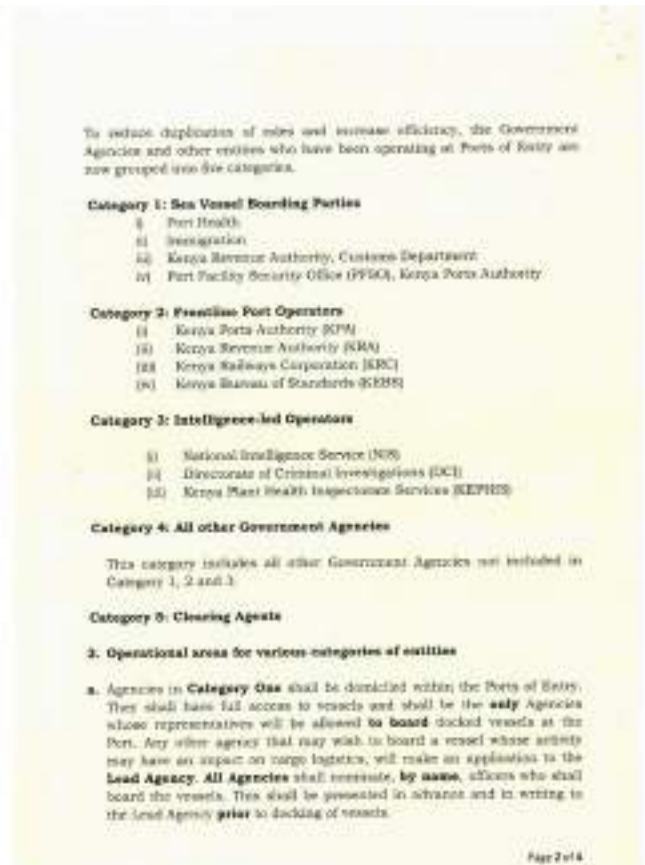
We are particularly delighted by the tremendous support given to the just concluded Charter review process. I am personally happy to have been part of the process as we benefited considerably from the dynamic interactions of industry stakeholders as depicted in their desire for greater improvements in trade facilitation efficiency at the Port of Mombasa and along the Northern Corridor.

As many may recall, the initial Charter in June 2014 came at a time when decades of under capitalisation, poor management and general neglect had negatively hampered delivery of logistics services in the country.

The Charter became a critical framework for enhancing the efficiency, effectiveness, reliability and global competitiveness of the Port and Northern Corridor. Four years of implementation saw inefficiencies in the logistics chain addressed, illustrated in a performance analysis of the period 2013-2017, which shows a number of improvements.

TradeMark East Africa wishes to convey its satisfaction with the use of its technical and financial support in implementing the 2014 Charter, as well as the completed review of the Charter. Full implementation will undoubtedly improve trade facilitation efficiency along the Northern Corridor as we witness the value for the investment made. We urge all parties to the reviewed Charter to take seriously their responsibilities in ensuring that an even better performance is registered in future.

Operational Guidelines and Strategies to Improve Efficiency at Mombasa Port, Inland Container Depots, and other Ports of Entry



Abbreviations and Acronyms

AEO	Authorised Economic Operator	ICT	Information and Communications Technology
BCOCC	Border Control Operational Coordinating Committee	ISCOS	Intergovernmental Standing Committee on Shipping
CFS	Container Freight Stations	KAM	Kenya Association of Manufacturers
CFSA	Container Freight Stations Association	KCTA	Kenya Coffee Traders Association
CGOM	County Government of Mombasa	KE	Kenya
CIAK	Car Importers Association of Kenya	KEBS	Kenya Bureau of Standards
CRBC	China Road and Bridge Corporation	KeNHA	Kenya National Highways Authority
CRSP	Current Retail Selling Price	KENTRADE	Kenya Trade Network Agency
DPC	Document Processing Centre	KEPHIS	Kenya Plant Health Inspectorate Service
DRC	Democratic Republic of Congo	KEPSA	Kenya Private Sector Alliance
DVS	Department of Veterinary Services	KIFWA	Kenya International Freight Warehousing Association
EAC	East African Community	KLDTDA	Kenya Long Distance Truck Drivers Association
EACSOFF	East Africa Civil Society Organisations' Forum	KM	Kilometres
EAGC	Eastern African Grain Council	KMA	Kenya Maritime Authority
EATTA	East African Tea Trade Association	KNCCI	The Kenya National Chamber of Commerce and Industry
ECTS	Electronic Cargo Tracking System	KNESWS	Kenya National Electronic Single Window System
EPC	Export Promotion Council	KNPS	Kenya National Police Service
FAL	Facilitation of International Maritime Traffic	KPA	Kenya Ports Authority
HS-WIM	High Speed Weigh-in-Motion	KPC	Kenya Pipeline Company
ICD	Inland Container Depot	KPI	Key Performance Indicators
ICDN	Inland Container Depot - Nairobi	KRA	Kenya Revenue Authority
ICMS	Integrated Customs Management System	KRB	Kenya Roads Board

KR	Kenya Railways	NEMA	National Environment Management Authority
KRA	Kenya Revenue Authority	NPL	National Public Laboratory
KRB	Kenya Roads Board	NTB	Non-Tariff Barriers
KRPB	Kenya Radiation Protection Board	NTFC	National Trade Facilitation Committee
KSAA	Kenya Ships Agents Association	NTSA	National Transport and Safety Authority
KTA	Kenya Transporters Association	OGA	Other Government Agencies
LPG	Liquefied Petroleum Gas	PHSU	Port Health Services Unit
LPI	Logistics Performance Index	PPB	Pharmacy and PoISons Board
LPS	Logistics Performance Survey	PVoC	Pre-Export Verification of Conformity
M&E	Monitoring and Evaluation	RESP	Responsibility
MDWT	Million Deadweight Tonnes	RVR	Rift Valley Railways
MGR	Metre Gauge Railway	SCEA	Shippers Council of East Africa
MITC	Ministry of Industry, Trade and Cooperatives	SCT	Single Customs Territory
MOC	Memorandum of Cooperation among Port Community Service Providers in Cargo Clearance Process	SGR	Standard Gauge Railway
MOT	Ministry of Transport, Infrastructure, Housing and Urban Development	TEU	Twenty Foot Equivalent Container Unit
MPCC	Mombasa Port and Northern Corridor Community Charter	TFA	Trade Facilitation Agreement
MSA	Mombasa	TMEA	TradeMark East Africa
NBO	Nairobi	ToR	Terms of Reference
NCTTCA	Northern Corridor Transit and Transport Coordination Authority	UG	Uganda
		UNCTAD	United Nations Conference on Trade and Development
		WTO	World Trade Organisation

Key Port and Corridor Terminology

Term	Definition
Anchorage	A place with sufficient depth of water where vessels anchor within the harbour.
Berth	A specified length of quay wall where a vessel can tie up.
Breakbulk	Cargo that is handled in units, packages, crates, bags and the like.
Bulk Cargo	Cargo that is unpacked or undivided into parts and handled in mass. It may come in any of the following forms: solid, pulverised, liquid, semi-liquid or gas.
Cargo Throughput	Total volume of cargo discharged and loaded at the port. It includes breakbulk, liquid bulk, dry bulk, containerised cargo, transit cargo, and transshipment.
Container	A large metal box in which goods are stuffed and handled as one unit. The standard sizes are: 20 ft x 8 ft, 40 ft x 8 ft, 45 ft x 8 ft.
Container Freight Station	A warehouse or transit shed adjacent to the container yard used for stuffing and stripping of container cargo.
Container Terminal	A port facility designed to provide an integrated use of berthing facilities for containership and harbour transport system for containers and their contents.
Container Yard (CY)	A designated area in a container terminal usually adjacent to the marshalling yard where containers and chassis are received, stacked and dispatched.
Containerised Cargo	Cargo packed in vans or containers for easy handling and transporting of the same as a unit.
Deadweight Tonnage (DWT)	The total carrying capacity of a ship expressed in long tonnes (2,240 lbs.) on a specified draft. The deadweight tonnage includes the total weight of cargoes, fuel and water in tanks, stores, baggage, passengers, crew, and their effects, but excludes the water in the boilers.
Dry Bulk	This pertains to unpacked solid goods.
Dwell Time	The time cargo spends in port from discharge to delivery for imports (inbound) and from receipt at the gate to loading on ship for exports (outbound); and measured in days it is the time cargo remains in a terminal's in-transit storage area while awaiting shipment or collection by clearance transportation.
Freight	The price paid to a ship owner for the transport of goods or merchandise by sea from one specific port to another. The word freight is also used to denote goods that are in the process of being transported from one place to another.
Full Container Load (FCL)	A container loaded with cargo belonging to one consignee covered by one bill of lading and meant for door-to-door delivery.
Infrastructure	The fixed and immovable parts of a transport corridor such as land, roads, quay walls and breakwaters.

Term	Definition
Less Container Load (LCL)	A container loaded with cargo belonging to two or more consignees.
Liquid Bulk	Refers to unpacked liquid goods that can be handled through a pipeline, stored and transported on the vessel or vehicle in tanks.
Loading	The operation of transferring cargo from the quay or barge into the hold or on to the deck of a ship. It is not complete until the cargo has been removed from the slings and placed in the hold or on the deck of a vessel.
Manifest (Clearance or Entrance for Cargo and Passenger)	A document containing a listing of commodity items/passengers carried by a vessel. The manifest is one of the requirements for clearance/entrance of vessel.
Marshalling Yard	A place where containers are stacked and arranged according to the sequence, or withdrawal to consignee, or transferred to CY-CFS or CY inside port/customs zone. It is also where the containers are arranged prior to loading to a carrying vessel in accordance with the sequence of loading in the storage plan.
Standard Gauge Railway (SGR)	A standard gauge railway is a railway with a track gauge of 1,435 mm.
Time on Berth	This is also described as the Service Time. It is the number of hours a vessel spends from completion time of the berthing process to the completion time of the un-berthing process on final departure. It may include the downtime/idle time of the vessel while on berth.
Transshipment	The shipment of goods or containers to an intermediate country of destination, then to another country of final destination. The port intermediate country is referred to as a transshipment port.
Transit Cargo	Cargo discharged and loaded from a port of origin to a port of destination through another port.
Twenty-Foot-Equivalent Unit (TEU)	The unit of measurement equivalent to a container's length of 20 feet. It is often used to express the capacity of container ships or container terminals.
Vessel	Includes any ship or boat or any description of a vessel or boat, or any artificial contrivance used or capable of being used as a means of transport on water.
Waiting Time	The average of the time difference in hours from the time the ship enters the port to the time of berthing. It is a component of ship turnaround time.
Wharf	A continuous structure built parallel to the margin of the sea or alongside riverbanks, canals, or waterways where vessels may lie alongside to receive or discharge cargo, embark or disembark passengers, or lie at rest.

Background





The Mombasa Port and Northern Corridor

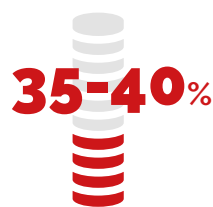


Mombasa Port and Northern Corridor is the gateway and artery to an extensive economic hinterland stretching across Burundi, eastern Democratic Republic of Congo (DRC), Rwanda, Somalia, South Sudan and Uganda. It also serves northern Tanzania and southern Ethiopia.

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.

Five of the countries in the region are landlocked and rely entirely on the port as their sole trade gateway. As such, it remains the most important port and corridor on the east coast of Africa.

Despite the extensive hinterland that the port commands, its overall performance remains significantly below international standards. It is estimated that as a result of issues related to inefficiency, freight costs represent 35-40% of import values to the region, compared to 8% in Europe and China. ¹



**Freight costs
of total import
values in NC
hinterland**



**Freight costs
of total import
values in Europe
& China**

¹ United Nations – World Economic Prospectus 2018

Mombasa Port and Northern Corridor Productivity and Performance

The United Nations Conference on Trade and Development (UNCTAD) has developed a set of indicators for assessing port performance.

Key indicators include vessel waiting times at outer anchorage, ship turnaround time, berth occupancy and cargo dwell time. These indicators represent operational performance, which can then be measured and compared against industry standards or benchmarks.

An analysis of the Mombasa Port and Northern Corridor's performance over the period 2013-2017 indicates a number of improvements as a result of the successful implementation of some of the Charter's goals.

Figures 1 to 6 provide a picture of the port and corridor performance over the last five years. A steady growth in throughput between 2013 and 2017 is clearly noticeable.

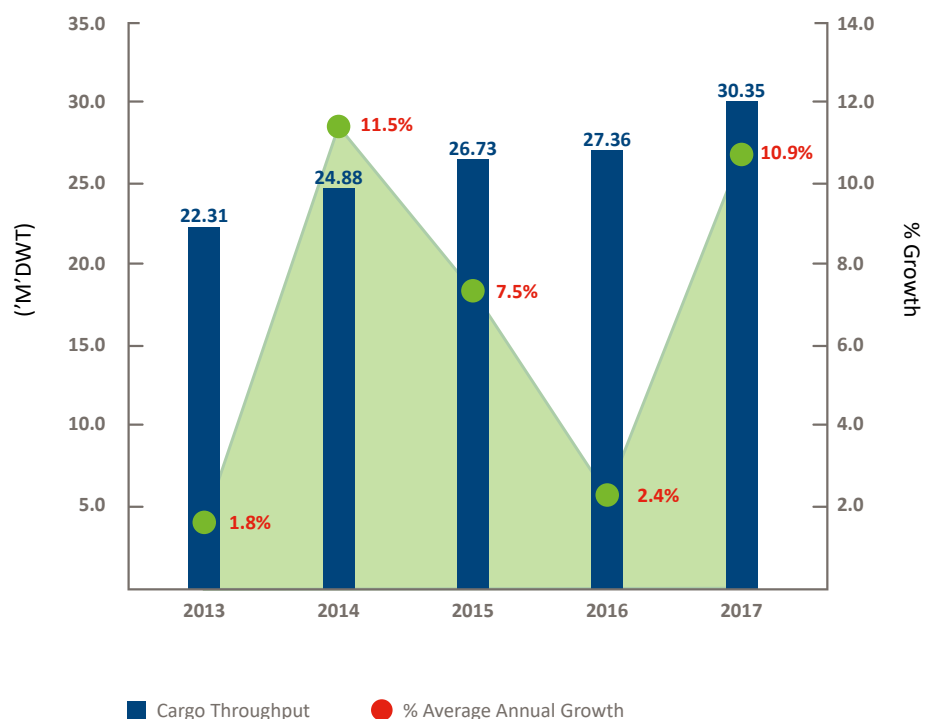
The improvement is partly indicative of the results of the combined efforts of the community stakeholders towards the upgrading of the Port and Northern Corridor services.

Figure 1 shows the port cargo throughput over the five-year period. This involves the total volume of cargo discharged and loaded at the port. It includes breakbulk, liquid bulk, dry bulk, containerised cargo, transit cargo, and transshipment.

Although the growth rate has been erratic, the total cargo throughput has increased.

It should be noted that the growth rate of 10.9% for 2017 is outstanding and the new Charter should be ready to provide services for an expected average growth rate of about 8% on the high end.

Figure 1: Cargo Throughput 2013-2017



Although the growth rate has been erratic, the total cargo throughput has increased.





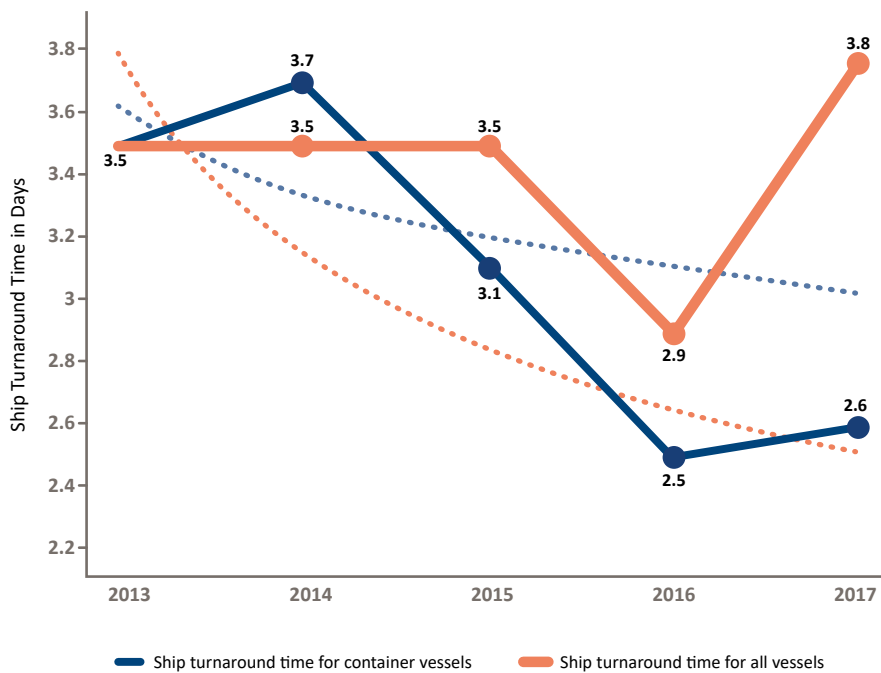
Ship turnaround time refers to the time in days the ship is at pilot station, docks, offloads, loads and drops pilot.

Ship Turnaround Time

Figure 2 shows significant improvement in overall ship turnaround time, as well as that for containerised vessels, over the period 2014 to 2017.

This is a critical key performance indicator (KPI), as an increase in ship turnaround time indicates inefficiencies on the part of multiple stakeholders involved in servicing the vessels and clearing the cargo from the port.

Figure 2: Ship Turnaround Times 2013-2017 | Source: KPA



Over the period under review, stakeholders such as Kenya Ports Authority (KPA), Kenya Revenue Authority (KRA), Kenya Trade Network Agency (KENTRADE) and Kenya National Highways Authority (KeNHA) have completed a number of major projects that may have impacted positively on this improvement in ship turnaround times.



Cargo dwell time is the measure of time that elapses from the time cargo is offloaded from the vessel to the time it leaves the port premises after all permits and clearances have been obtained.

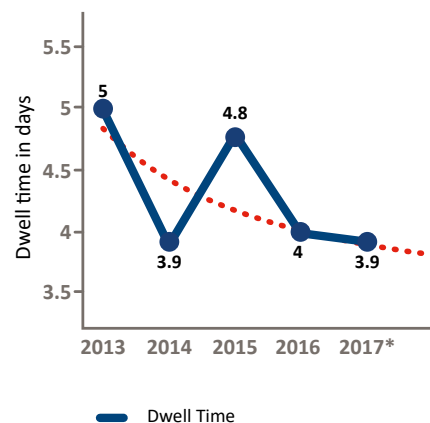
Cargo Dwell Time

Cargo dwell time also shows improvement over the period under review.

Figure 3 (below) shows a drop in cargo dwell time from an average of 5 days in 2013 to 3.8 as at the end of 2017. However, between 2014 and 2017, there was a period of cargo dwell time of 4.8 days, which was above average at the commencement of the Charter period of 3.9 days.

Since the ship turnaround time had shown improvement over the same time period, the higher dwell time indicates delays suffered after the discharge of the cargo.

Figure 3: Cargo Dwell Time 2013-2017 | Source: KPA





Ship waiting time refers to the total time between vessel arrival and berthing of a vessel.

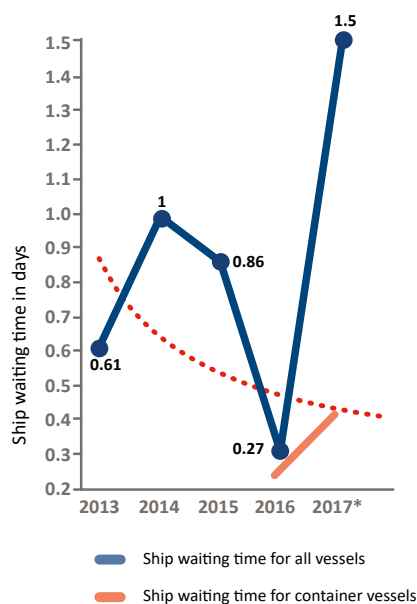
Ship Waiting Time

Overall ship waiting time shows an improvement over the period under review (Figure 4 below).

High ship waiting figures may result in a port delay surcharge being imposed on cargo destined for the port, and consequently increase the cost of goods in the countries served by the port. To avoid this situation, productivity in port by all service providers should be enhanced. Cargo interveners and cargo owners should be prompt in clearing cargo from the port areas.

One noted improvement, which may have helped both ship waiting and ship turnaround time, is the introduction of an online exchange of documents by stakeholders.

Figure 4: Ship Waiting Times 2013-2017 | Source: KPA



Port throughput refers to weight of cargo transported through the port destined to other countries.

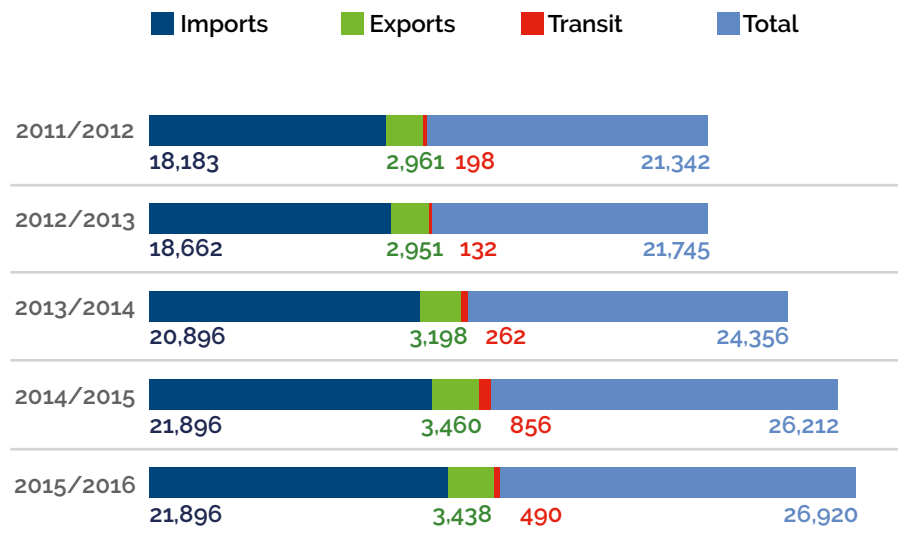
Port Throughput Statistics

Between 2011 and 2017, there was a 26.13% increase in throughput as demonstrated by port throughput statistics.

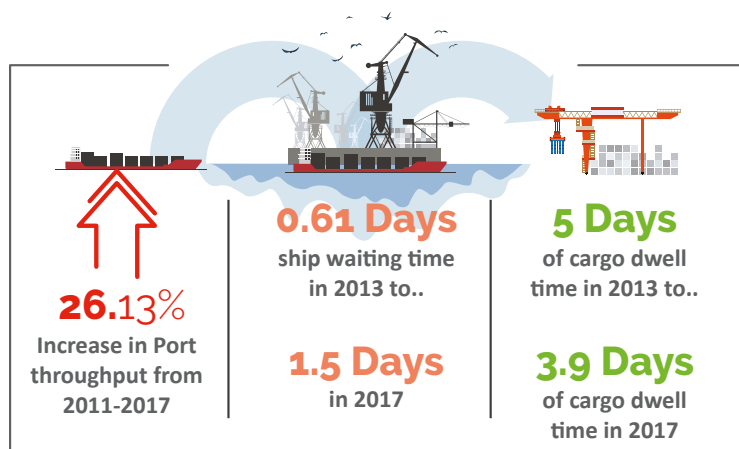
Considering the port's potential capacity relative to global performance benchmarks, it could perform much better.

However, enhanced efficiency calls for complementary improvement in service delivery by the intervening agencies and shippers, as well as functional road and rail networks.

Figure 5: Port Throughput Statistics 2013-2017 | Source: KPA



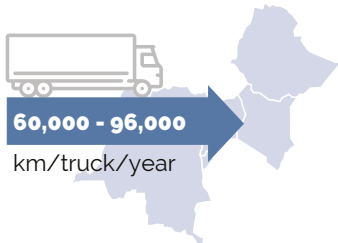
Weight in Tonnes



The Northern Corridor



Average distance covered by truck on the Northern Corridor



Average distance covered by truck on efficient trade corridors



The Northern Corridor is anchored by the Port of Mombasa and is the principal transport route for the national, regional and international trade for eastern DRC, Kenya, Rwanda, South Sudan and Uganda.

Decades of under-capitalisation, poor management and general neglect have resulted in inadequate primary

transport infrastructure – a situation exacerbated by inefficiency in the institutions intervening in cargo or providing logistics services.

The corridor has been characterised by long transit times and high cost. On average, trucks on the corridor do between 60,000 and 96,000 km/truck/year, which is far below international standards, thereby driving transport costs up to an estimated 30% of the value of traded goods on the corridor.

In the most efficient global trade corridors, the average km/truck/year is between 120,000 to 150,000, which translates into significantly affordable transport and logistics costs of up to an average 4% of the value of traded goods.

With the launch of the Charter in 2014, key stakeholders committed to modernising the primary transport infrastructure of the port and corridor, and endeavoured to remove non-tariff barriers within the port and along the Northern Corridor, and this has contributed to the rapid trade expansion and economic growth of the region.

There are a number of key factors that influence a port's competitiveness and productivity. These include among others, handling capacity and maritime access, technology, skills and know-how, hinterland size and connectivity, trade demand, the quality of supporting industries, corporate strategy and structure and government policies.

On the other hand, the ability of the Northern Corridor to facilitate efficient transport logistics is affected by the state of the infrastructure, safety and security conditions along the transport highways, frontier trade clearance procedures, regional transport policy coordination, as well as regional politics and political stability. All influence the performance of the Port and Northern Corridor.

Unlike more developed regions such as Europe, where transport corridors consist of an effective combination of road, rail and inland waterways, the Northern Corridor relies largely on road transport. Furthermore, the roads have greater capacity restrictions, being mainly single lane motorways, and lacking, for the most part, basic repair and maintenance.

² Source <https://www.kta.co.ke>, 2016



Lake Victoria Facts



Surface area

68,800

square kilometers

Average depth

41

meters



The lake could also be used as an effective transit mode between container freight stations (CFSs) in Kisumu and neighbouring towns like Mwanza (Tanzania) and Jinja (Uganda)

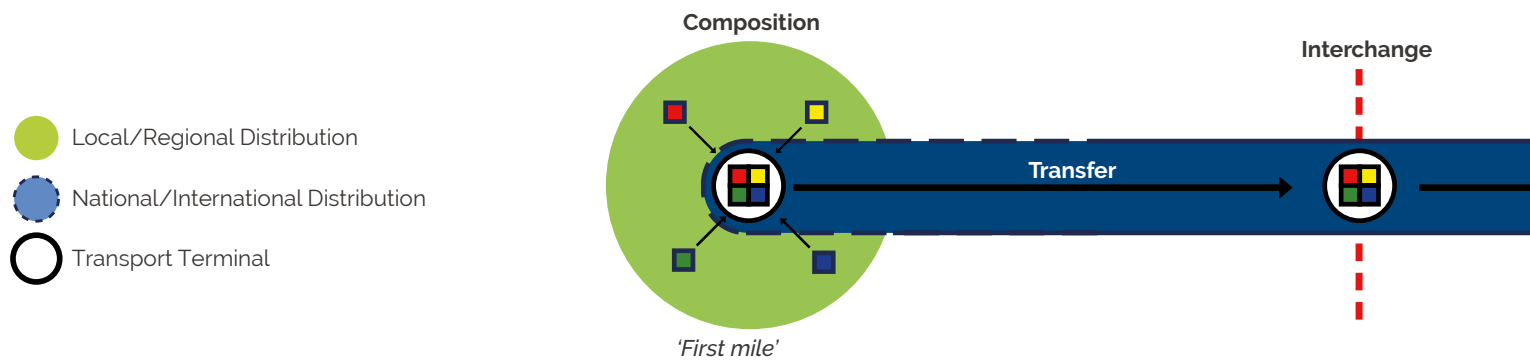


In addition, the potential for an inland water transport system has not been exploited, despite the fact that Lake Victoria (the second largest freshwater lake in the world) is strategically located to offer a cost-effective channel for cross-border transport between Kenya, Uganda and Tanzania.

The lake could also be used as an effective transit mode between container freight stations (CFSs) in Kisumu and neighbouring towns like Mwanza (Tanzania) and Jinja (Uganda). This transport method would enable containers transported by road/rail to CFSs in Kisumu to proceed by road, rail and lake transport to the three destinations.

Inland waterways are effectively used in other parts of the world to open up economic hinterlands, including in Europe, where inland waterways play an active role in regional intermodal freight transport.

While Lake Victoria has similar promise, poor regional policy coordination, political goodwill and lack of capital investment, means that these days it is used for very little freight transport.



The Northern Corridor is also characterised by a number of more contextual obstacles (such as the imbalance between the volume of exports and imports moving along the corridor) which contributes to inefficiencies in the logistics environment, and which the Charter is working to reduce or eliminate.

In this respect the Charter will promote (among other initiatives) the development of intermodal nodes along the Northern Corridor to create greater efficiency in intra-country and intra-region logistics.

Intermodal nodes in simple terms are logistics functions of composition, transfer, interchange and decomposition.

A good example of an intermodal node is the ICDN.

Composition is the process of assembling and consolidating freight at a terminal that offers an intermodal interface between a local/regional distribution system and a national/international distribution system. It is commonly referred to as the 'first mile'.

Transfer involves a consolidated modal flow, such as a freight train or a containership (or even fleets of trucks), between at least two terminals, which happens on the realm of national or international freight distribution systems. The efficiency of a connection mainly derives from economies of scale, such as double stacking or post-panamax containerships.

Interchange concerns the major intermodal function taking place at terminals whose purpose is to provide an efficient continuity within a transport chain. Those terminals are dominantly within the realm of national or international freight distribution

systems, with ports being the most notable example.

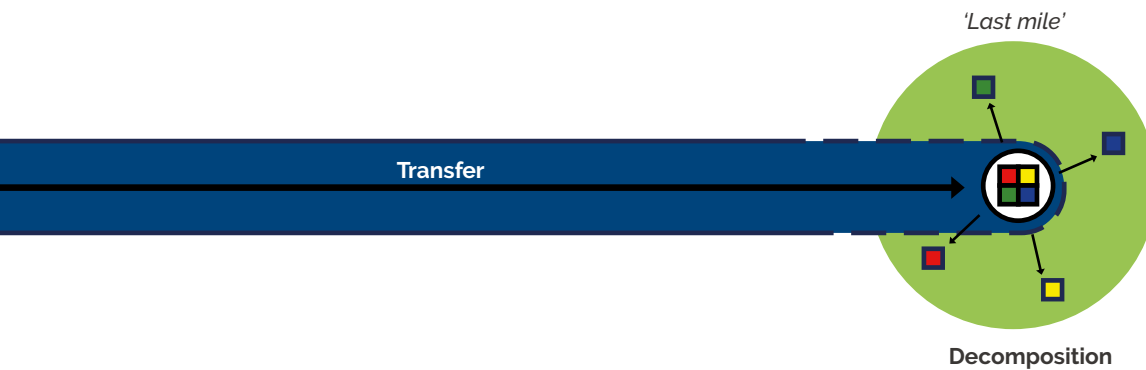
Decomposition Once a load of freight has reached a terminal close to its destination it has to be fragmented and transferred to the local/regional freight distribution system.

It is commonly referred to as the 'last mile' and often represents one of the most difficult segments of distribution.

Border crossing bottlenecks have been highlighted by stakeholders as a major problem and a discouraging aspect for users of the port and corridor.

In the case of transit cargoes, a number of frontiers are crossed before they reach their destination within the region. However, since 2014, significant efforts have been made to improve the border crossing processes, including the work being done by the single customs territory and one-stop border posts.





The impact of these obstacles can be analysed from three perspectives: the dollar value losses to businesses and transport companies due to delays; the high risk of loss and damage leading to prohibitive insurance costs; and the overall effect on trade and economic development along the corridor.

These implications undermine performance despite the best efforts by the port and corridor stakeholders to improve efficiency.

Recent initiatives, that include implementing advanced port-ICT systems, introducing a 24-hour schedule, consolidating clearance procedures to speed up cargo operations, and the concession of private CFSS, have led to significant improvements along the corridor but it will take time to achieve the port's full potential. For example, unless there is proper coordination

and rationalisation in the extension of commercial interfaces from an 8-hour to a 24-hour schedule within a predominantly eight-hour economy, sustainable performance improvements are unlikely to be achieved.

Nevertheless, the corridor's performance will be significantly enhanced by the introduction of Kenya's SGR freight services.

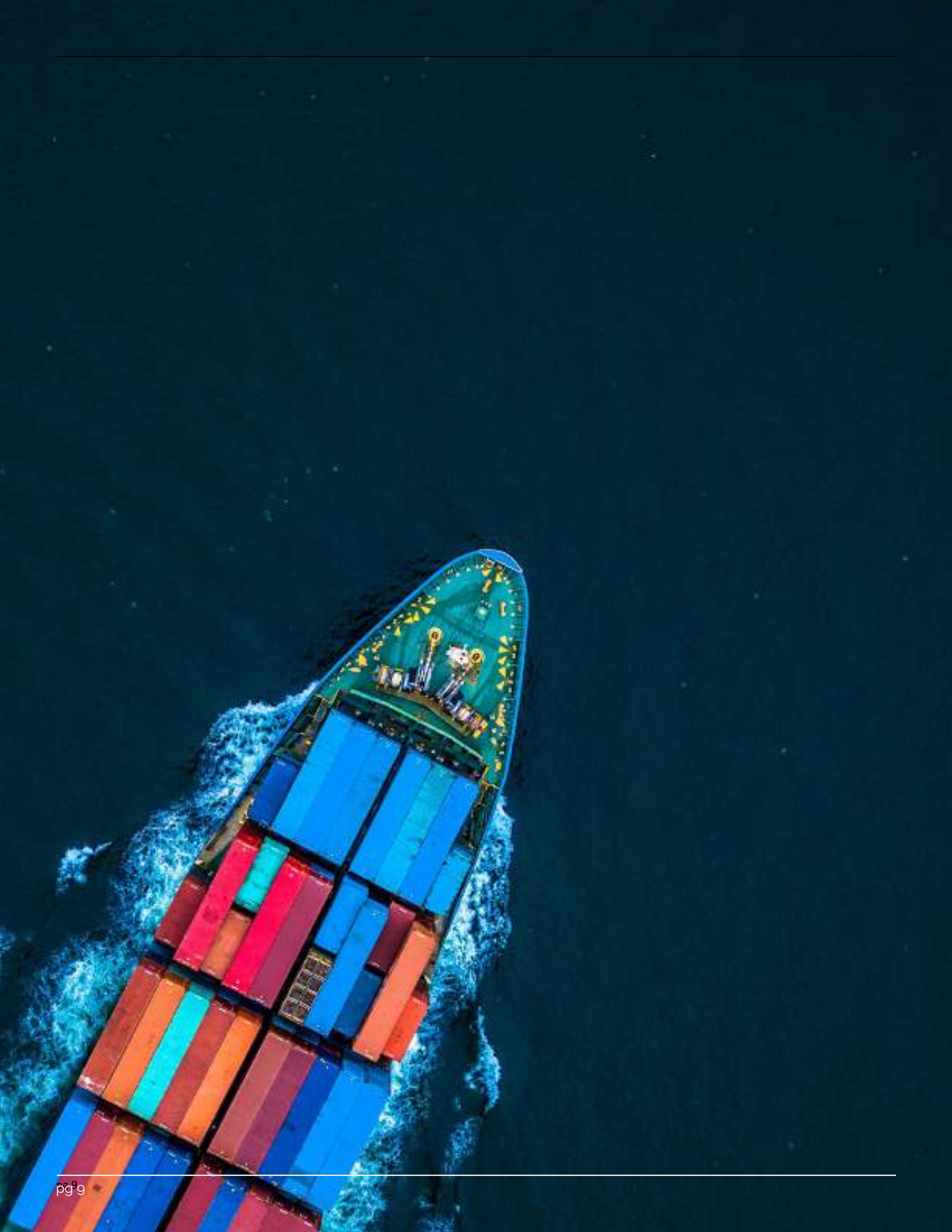
This will not only reduce the transit time and cost of transport between Mombasa and Nairobi, but also ultimately reduce the same to Kampala within the life of this Charter.

Thus, enhancing the port's logistical capacity and expanding inland transport infrastructure facilities, combined with dedicated transport corridors, will create potential for greater regional economic development.



It is imperative, therefore, that all Mombasa Port and Northern Corridor community stakeholders work out an effective, coordinated approach in planning, designing and developing an efficient, effective, reliable and globally competitive port and corridor.





The Mombasa Port & Northern Corridor Community Charter



1
Establish a permanent framework



2
Complement the individual institutional service charters



3
Introduce, educate and publicise to all stakeholders the industry customs and practices embraced by the port community



4
Develop and implement a self-monitoring and evaluation mechanism



Since the Charter commenced in 2014, some of the targets have been achieved, others are perceived to have been too ambitious, while some have been rendered irrelevant by changes in infrastructure and operations



The Mombasa Port and Northern Corridor Community Charter, established in 2014, proclaims the desire of the port and corridor community to realise its full trade facilitation potential.

Signed by both public and private institutions, it represents the culmination of extensive consultations among all port stakeholders that yielded a framework aimed at achieving seamless transport along the port and corridor. The formation of the Charter was spearheaded by Trademark East Africa (TMEA) and the KPA, both of whom brought together key stakeholders in the public and private sector to develop the Charter, which has four main objectives:

- Establish a permanent framework of collaboration that binds the port community together to specific actions, collective obligations, targets and timelines.
- Complement the individual institutional service charters in addressing the challenges that act as barriers to trade facilitation along the port and corridor.
- Introduce, educate and publicise to all stakeholders the industry customs and practices embraced by the port community so as to rightfully influence all persons in the region participating in international trade.
- Develop and implement a self-monitoring and evaluation mechanism for collective community obligations.

As a framework for enhancing the efficiency, effectiveness, reliability and global competitiveness of the port and corridor, the Charter is expected to drive the regional

economy towards becoming an attractive investment destination. It was commissioned by the President of the Republic of Kenya and its content agreed by 25 signatories from the public sector, special interest partners and private sector players. Since the Charter commenced in 2014, some of the targets have been achieved, others are perceived to have been too ambitious, while some have been rendered irrelevant by changes in infrastructure and operations. It was therefore necessary to review the Charter to document achievements in relation to the key targets, identify revisions to the targets based on the existing environment and to include any new stakeholders who may since have come into play in the implementation of the Charter.

This revised Charter strengthens the original in the following areas:

- As a framework for benchmarking the corridor performance
- As a monitoring and evaluation framework
- Includes new key stakeholders and criteria for new signatories
- Revised performance indicators, targets and benchmarks
- More stakeholder coordination, engagement and management
- Includes new sustainability processes
- Enhanced management arrangements, systems, processes and human resources
- Timelines for review and lifespan of the Charter
- New communication strategy
- Use of new information technology tools.

PART 2

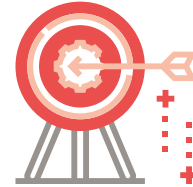
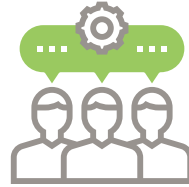
The Charter





Article I

Purpose Of The Charter



A. What is the Charter?

This Charter is a statement of the scope, objectives and participants in the Mombasa Port and Northern Corridor community's efforts to transform the port and corridor into an efficient, reliable and globally competitive port and corridor.

It provides a preliminary delineation of roles and responsibilities, outlines the Charter objectives, identifies the main stakeholders, and defines the authority of the Steering Committee.

The Charter among other things:

- Acts as a contract of engagement between key stakeholders
- Defines the main stakeholders
- Documents reasons for stakeholders' efforts
- Highlights the key stakeholder objectives
- Provides a shared understanding of the port community's aspirations
- Provides direction concerning any solutions identified by stakeholders to resolve long standing challenges
- Takes into account the best interest of the cargo owners and all customers.

B. Rationale for the Creation of the Charter

The Mombasa Port and Northern Corridor community has noted that transport and logistical inefficiencies are among the biggest impediments to intended performance, in turn leading to high transport costs that are a barrier to trade and investment.

The Charter is a multi-stakeholder institutional mechanism to enable discussions, negotiations and joint planning between stakeholders from the port and corridor community. It involves complex processes with diverse actors.

The Charter aims to provide a space in which stakeholders can share and discuss their interests and coordinate their activities.

It also aims to contribute to a sustainable performance and development of the Mombasa Port and Northern Corridor.

C. Charter Objectives

The Charter aims to achieve the following objectives:

- Establish a permanent collaborative framework that binds the port community to specific actions, collective obligations, targets and time lines.
- Complement the individual institutional service charters by incorporating individual institutional service charter goals into the Charter's results framework.
- Introduce, educate and publicise to cargo owners, traders, labour unions, civil society and the general public the best industry practices and guiding principles, and inculcate acceptable behaviour by all citizens participating in international trade.
- Develop and implement a self-monitoring mechanism to ensure implementation of collective community obligations.

Article II

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

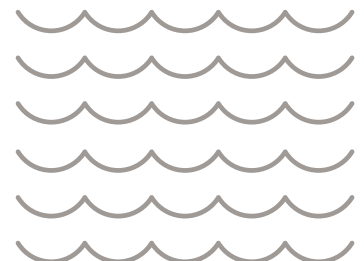
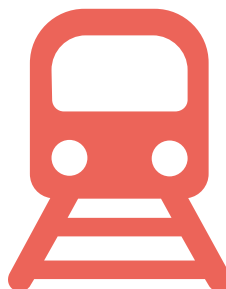
An efficient, reliable and globally competitive Mombasa Port and Northern Corridor.

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.



Article III

Operational Guidelines and Strategies to Improve Efficiency at Mombasa Port, Inland Container Depots, and other Ports of Entry

Over the years the government has invested in the expansion of the country's transport and infrastructure network with a view of reducing the cost of doing business while creating new business and employment opportunities. At the port, it is observed that the cost of doing business and efficiency is dependent on the actions of key government agencies, shipping lines and cargo owners and the duration within which they execute their actions. The number of players and the level of duplication of roles also influence time and costs of doing business.

Cargo dwell times at the port and inland container depot at Nairobi are yet to reach optimal levels as intervening agencies often cause delays and cargo may remain in port even after customs release. As a result, high storage costs and other ills are passed on to cargo owners.

Efficiency in processing and transporting cargo may not be achieved by increasing the number of free period from four (4) to eleven (11) days as advocated by the private sector but rather through addressing practices and procedures impacting negatively on time and cost. Therefore, removal of unnecessary cost elements and reduction of the number of Government Agencies directly intervening in the flow of cargo at the Port and ICD as captured in the Government Circular OP/CAB 9/83A of 4th June 2019 is a welcome initiative.

Taking cognizance of the Government's effort to reduce duplication of roles and unnecessary bureaucracy by regrouping and categorizing Government Agencies operating at the Port into the below four groups, processes of the frontline port operators (Category 2) will be monitored and evaluated under the reviewed Mombasa Port and Northern Corridor Community Charter. The Charter will facilitate establishment of the accountability framework needed to address shortcomings that have cost implication to cargo owners and other service providers.

Category 1: Vessel Boarding Parties

- i. Port Health
- ii. Immigration
- iii. Customs
- iv. Port Facility Security Office (PFSO)

Category 2: Frontline Port Operators

- i. Kenya Ports Authority (KPA)
- ii. Kenya Revenue Authority (KRA)
- iii. Kenya Railways Corporation (KRC)
- iv. Kenya Bureau of Standards (KEBS)

These are critical agencies required at the Port.

Category 3: Intelligence-led Operators

- i. National Intelligence Service (NIS)
- ii. Directorate of Criminal Investigations (DCI)
- iii. Kenya Plant Health Inspectorate Services (KEPHIS)

Category 4: All other Government Agencies

Category to operate outside the Port and includes all other Government Agencies not included in 1, 2 and 3.

Category 5: Clearing Agents

The category includes cargo clearing agents, which are to operate outside the port.

The Mombasa Port and Northern Corridor Community Charter will provide a mechanism for monitoring, evaluating and reporting on a regular basis, the key performance indicators on an agreed dashboard and results framework. As directed in the Circular, all agencies intervening in cargo clearance have to integrate their information systems with KENTRADE's single window platform for automation of collection of performance data.

Article IV

Dashboard Indicators

The Charter's dashboard indicators are composed of the key performance indicators (KPIs). The table below outlines the Charter's KPIs.

DASHBOARD INDICATORS							
PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNITS	BASE LINE 2018	DEC 2020	DEC 2022	DEC 2024	Responsible
Efficient Port operations ³	Vessel turnaround time This will be measured as the time it takes between the arrival of a vessel and its departure from port.	Hours	90hrs	81hrs	75hrs	67hrs	KPA
Efficient ship operations ⁴	Berth productivity This will be measured as the average of the gross moves (on-load, off-load and repositioning) per hour for each vessel call recorded.	Moves per-ship, per hour (moves/berth time)	36	38	40	42	KPA
	Crane productivity This will be measured as the average of the gross moves (on-load, off-load and repositioning) per hour per crane.	Moves per crane , per- hour (moves/crane hours)	18	20	22	24	KPA
Efficient yard operations ⁵	Average container dwell time This will be measured as the time elapsed between cargoes being unloaded from a ship until it leaves the port gates.	Hours	96	78	60	48	KPA
Efficient SGR operations	Average turnaround time This is the average time from the train's arrival to departure	Hours	18	14	12	12	KR
Efficient gate operations ⁶	Average truck port dwell time This will be measured as the average time from the truck's gate-in to gate-out.	Hours	5	4	3	2	KPA

DASHBOARD INDICATORS

PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNITS	BASE LINE 2018	DEC 2020	DEC 2022	DEC 2024	Responsible
Fast port to border road haulage	Average truck trip time This will be measured as the time out of the port gates to the time truck lodges customs clearance documents at the Malaba border post.	Hours	84	60	41	36	KTA, NCTTCA, EAOTA
	Average truck trip time This will be measured as the time out of the port gates to the time the truck lodges customs clearance documents at the Busia border post.	Hours	84	65	45	36	KTA, NCTTCA, EAOTA
Efficient train servicing operations	Average Nairobi freight train trip time This will be measured as the time loading is completed at the Port of Mombasa to the time the train arrives at ICDN.	Hours	18	17	16	10	KR
	Average Mombasa freight train trip time This will be measured as the time loading is completed at ICDN to the time the train arrives at Mombasa Port.	Hours	18	17	16	10	KR
Enhanced port cargo handling and processing capacity	Indicated by the total annual cargo throughput, that includes dry bulk, liquid bulk cargo, breakbulk cargo, roll-on/roll-off (Ro/Ro) vehicles and industrial equipment, and the contents of shipping containers.	M'DWT	31.48	35.90	41.37	47.60	KPA

DASHBOARD INDICATORS

PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNITS	BASE LINE 2018	DEC 2020	DEC 2022	DEC 2024	Responsible
Increased liquid bulk holding capacity	Indicated by the cubic metres or metric tonnes of petroleum products	Cubic Metres (M ³) or Metric Tonnes (MT)	TBD	TBD	TBD	TBD	KPC
Greater conveyance of fuels by pipeline	Indicated by the % of petroleum products moved along the corridor.	% Fuels conveyed by pipeline	60-70%	70%	85%	90%	KPC
Increased private sector operators' uptake of the AEO	Indicated by the increased number of entries passed without stoppage by customs	%	70.2%	74%	78%	82%	KIFWA/ KRA
Increased compliance by operators on customs and OGA requirements	Customs DPC time This is measured as the average time between customs entry registration and payment to passing of customs entry (under ICMS)	Hours	2.3	Instant	Instant	Instant	KIFWA/ OGA
Expedited customs clearance	Customs one-stop centre time: measured as the average time between registration, passing and issuance of release order on a customs entry	Hours	80	64	48	24	KRA
	Increased number of entries passed without stoppage by customs	%	70.2%	74%	78%	82%	KRA

DASHBOARD INDICATORS

PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNITS	BASE LINE 2018	DEC 2020	DEC 2022	DEC 2024	Responsible
Optimised border clearance processes implemented at Malaba	Indicated by the average Malaba border crossing time Kenya, Uganda.	Hours	12.5	8	4	3	BCOCC, NCTTCA
Optimised border clearance processes implemented at Busia	Indicated by the average Busia border crossing time Kenya, Uganda	Hours	12.5	8	4	3	BCOCC, NCTTCA
Develop and promote Kenyan exports	Indicated by the ratio of exports value in USD versus imports value on the corridor	-	TBD	TBD	TBD	TBD	EPC
Provide a forum for constant dialogue between relevant public and private sector organisations for the purpose of consensus building on issues affecting exports	Indicated by the number of forums organised.	Number	0	2	4	4	EPC

³ The **berth operations** concern the schedules of arriving vessels and the allocation of wharf space and quay crane resources to service the vessels. The key concern of efficient berthing operation is the turnaround time of vessels.

⁴ The **ship operations** concern the discharging and loading of containers on board the vessel. This is handled by quay cranes working in synchronisation so as to maintain safe separation from each other.

⁵ The **yard operations** concern the discharging of cargo from the vessels, loading of cargo onto vessels, shuffling of cargo that is out of sequence, in the yard, redistribution of cargo to other blocks for more efficient loading onto the second vessels and inter-terminal haulage where cargo is moved to other yards within the port.

⁶ The **gate operations** concern the export delivery where truckers bring in export containers to the yard or wharf to be loaded onto the vessels, and import receiving, where the truckers receive containers from the yard or wharf to bring into the country.

Article V Scope of Engagement



The Charter’s purpose is to promote dialogue on the port and corridor with the aim of enhancing the Mombasa Port and Northern Corridor’s efficiency, effectiveness and global competitiveness.

The Charter shall make policy recommendations to individual agencies and organisations on all matters within its competence and jurisdiction.

The Charter shall engage in deliberations that shall include:

- Promoting the sharing and adoption of best practices in the port and corridor
- Highlighting to stakeholders emerging issues and trends relevant to stakeholders
- Identifying priorities and challenges faced by the port and corridor community
- Developing a coherent and unified advocacy agenda for the port and corridor community
- Coherently articulating challenges from the perspectives of the shippers, freight forwarders and transporters

- Monitoring progress towards achieving results and resolving challenges in the port and corridor
- Finding lasting solutions to the high logistics costs in the port and corridor
- Fostering strong partnerships and cooperation between the Mombasa Port and Northern Corridor Community, the East African Community (EAC), the Northern Corridor Authorities and Partner States
- Creating communication strategies aimed at different target groups
- Where appropriate, acting as a pre-policy development ‘sounding board’
- Providing feedback on the impact of the Charter action plans
- Other relevant issues as they arise.

Article VI

Principles of Engagement

The signatories to the Charter shall strive for a high standard of effectiveness and legitimacy of engagement to reduce the risk of stakeholder engagement being captured by narrow interest groups, or fractured with no meaningful results. The underpinning principle is the belief that all stakeholders have relevant experience, knowledge and information that ultimately will inform and improve the quality of the decision-making process and actions that result from it.

With sufficient time, resources, and preparation, the Charter will bring diverse constituencies together to build consensus to improve the efficiency, effectiveness and competitiveness of the port and corridor.

The following **10 principles** shall be promoted throughout the Charter’s activities at various levels:



Principle 1

Equality of Stakeholders

The equality and respect of all signatories to the Charter.



Principle 2

Inclusivity

The promotion of an inclusive and diverse stakeholder engagement.



Principle 3

Effective and efficient communications

Ensure communication with stakeholders is clear and timely.



Principle 4

Ethics

Abide to the highest ethical standards in engaging with the stakeholders, ensuring respect and sensitivity to stakeholder diversity.



Principle 5

Continuously collect stakeholder feedback

Seek and use stakeholder feedback on the Charter’s programmes for effective learning and continual improvement of evaluation practice.



Principle 6

Private public partnership

Promote private public partnership when developing and implementing courses of action.



Principle 7

Champions

Identify and engage ‘champions’ from both the public and private sectors to lead the Charter and take ownership of the stakeholder engagement process to drive it forward.



Principle 8

Transparency

Promote transparent stakeholder engagement that inhibits collusion (or the appearance of collusion), reinforces accountability, and empowers all constituencies to make informed contributions.



Principle 9

Focus on Outcomes

Stakeholder engagement shall not be the end in itself but a means of realising the Charter’s goals.



Principle 10

Sustainability

Integrating the Charter’s activities within existing institutions and ensuring that donors or third-party facilitators do not displace existing structures.

Article VII

Signatories to the Charter

A The Signatories (Parties to the Charter)

The list of signatories to the Charter was developed following a comprehensive and robust analysis of potential Charter stakeholders. The analysis determined the influence and interest of each stakeholder, taking account of the critical role and responsibility of the signatories to the Charter.

The signatories are organised into eight sub-categories, depending on the nature of their responsibilities on the Charter:

- Logistics service providers
- Cargo interveners and inspectors
- Shippers (traders, consigners, consignees, importers and exporters)
- Regulators
- Policy and oversight
- Trade and commerce associations
- Associate parties
- Development agencies and other coordination and cooperation mechanisms.

Cargo Intervenors and Inspectors

- i. Cargo intervenors and inspectors
- ii. Civil society
- iii. Development agencies and other development coordination mechanisms
- iv. Logistics service providers
- v. Policy and oversight
- vi. Regulators
- vii. Shippers
- viii. Trade and commerce associations

Civil Society

- i. East Africa Civil Society Organisations' Forum (EACSOFF)
- ii. Mombasa Port Civil Society Network
- iii. Women in the Maritime Sector in Eastern and Southern Africa – (WOMESA)

Regional Economic Communities & Development Partners

- i. Inter-governmental Standing Committee on Shipping (ISCOS)
- ii. Northern Corridor Transit and Transport Coordination Authority (NCTTCA)
- iii. TradeMark East Africa (TMEA)

Logistics Service Providers

- i. Container Freight Station Association (CFSa)
- ii. Empty Container Depots Association (ECDA)
- iii. Kenya International Freight and Warehousing Association (KIFWA)
- iv. Kenya Long Distance Truck Drivers Association (KLDTDA)
- v. East Africa Online Transport Agency (EAOTA)
- vi. Kenya National Highways Authority (KeNHA)
- vii. Kenya Pipeline Company (KPC)
- viii. Kenya Ports Authority (KPA)
- ix. Kenya Railways Corporation (KRC)
- x. Kenya Ship Agents Association (KSAA)
- xi. Kenya Trade Network Agency (KENTRADE)
- xii. Kenya Transporters Association Limited (KTA)

Policy and Oversight

- i. Ministry responsible for East Africa Community and Regional Development
- ii. Mombasa County Government
- iii. State Department for Shipping and Maritime Affairs
- iv. State Department for Trade
- v. State Department for Transport
- vi. State Department for Infrastructure
- vii. The National Treasury

Regulators

- i. Agriculture Food Authority (AFA)
- ii. Border Control Operational Coordinating Committee (BCOCC)
- iii. ICT Authority
- iv. Kenya Maritime Authority (KMA)
- v. National Transport and Safety Authority (NTSA)

Shippers

- i. Kenya Association of Manufacturers (KAM)
- ii. Shippers Council of East Africa (SCEA)
- iii. Cereal Millers Association (CMA)
- iv. Eastern African Grain Council (EAGC)
- v. East Africa Tea Trade Association (EATTA)
- vi. Kenya Coffee Traders Association (KCTA)
- vii. The Export Promotion Council (EPC)

Trade and Commerce Associations

- i. Car Importers Association of Kenya (CIAK)
- ii. Kenya Private Sector Alliance (KEPSA)
- iii. Petroleum Institute of East Africa (PIEA)
- iv. The Kenya National Chamber of Commerce and Industry (KNCCI)

B Admission of New Signatories

The Steering Committee may consider inclusion of new signatories whose involvement shall bring a positive contribution to achievement of the Charter's objectives and targets.

C Cessation

Any party to this Charter may cease to be a member only if they have no role to play in the Mombasa Port and Northern Corridor Community Charter.

D Associate Parties

Associate status on the Charter shall be open upon nomination by the signatories and shall be open to institutions that have expressed their readiness and have the capacity to make practical and valuable contributions in advancing the Charter's programmes. Associate status may be granted, suspended or terminated by the Steering Committee and will be communicated in writing.

Article VIII

Signatories' Specific Commitments To The Charter

This article lists stakeholders' specific responsibilities over and above their collective responsibility, making efforts to enhance the efficiency, reliability and global competitiveness of the Port and Northern Corridor.

The stakeholders are listed alphabetically:

1. Agriculture Food Authority (AFA)

- i. Regulate the crops sector in Kenya.
- ii. Expedient processing of permits for crop-related import and export cargo including maize sugar and other commodities.

2. Car Importers Association of Kenya (CIAK)

- i. Representing car importers – forum for dialogue in the car importation sector.
- ii. Advocacy and policies on car importation.
- iii. Promote the use of pre-clearance of motor vehicles by its members.
- iv. Create awareness of pre-clearance for motor vehicles.
- v. Transparency of car valuation in calculating the CRSP and customs value.

3. Border Control Operational Coordinating Committee (BCOCC)

- i. Operate border post on 24/7 basis.
- ii. Streamline border clearance processes at Busia Kenya/Uganda.
- iii. Streamline border clearance processes at Malaba Kenya/Uganda.

4. Cereal Millers Association (CMA)

- i. Represent the grain milling industry comprising wheat, maize, and other cereal millers in Kenya.
- ii. Deal with policy issues in relation to the government.
- iii. Address problems faced by cyclical maize shortages.
- iv. Provide safe and affordable food for consumers.
- v. Pursue the approval and establishment of the second grain bulk handling facility at the port.
- vi. Timely delivery of authentic safe and affordable food for consumers.

5. Container Freight Station Association (CFSA)

- i. Promote CFS 24 hour operations at CFSs in Kenya.
- ii. Automation of CFS business processes.
- iii. Introduce online truck appointment management systems.
- iv. Integration of CFS systems with the single window system.
- v. Transfer containers from the port to CFSs within 24 hours.
- vi. Provide information on cargo dwell times.

6. East Africa Civil Society Organisations' Forum (EACSO)

- i. Ensure community participation in port and corridor matters.
- ii. Ensure community-centred policy development and implementation at national and regional levels.

7. Eastern African Grain Council (EAGC)

- i. Promote 24/7 operations.
- ii. Increased efficiency in shippers' operations.
- iii. Promote greater compliance of shippers in maritime standards.
- iv. Promote grain exports.
- v. Promote greater compliance of shippers in customs and other government organisations' regulations.

8. East African Tea Trade Association (EATTA)

- i. Promote containerisation of cargo.
- ii. Promote AEO uptake
- iii. Promote awareness on traders requirements

9. Empty Container Depots Association (ECDA)

- i. Promote 24/7 operations.
- ii. Increase efficiency in storage and return of empty containers to the port.
- iii. Complement port decongestion initiatives.
- iv. Promote the use of a truck appointment/scheduling system.

10. The Export Promotion Council (EPC)

- i. Develop and promote Kenyan exports.
- ii. Address bottlenecks facing exporters and producers of export goods.
- iii. Formulate export market strategies.
- iv. Provide a forum for dialogue between relevant public and private sector organisations for consensus building on issues affecting exports.

11. Government Chemist (GC)

- i. Accelerate GC surveillance procedures.
- ii. Ensure GC available 24/7.

12. ICT Authority

- i. Support the Charter in the development and implementation of ICT.
- ii. Support the Charter in the provision of guidelines and formulation of policy.

13. Kenya Association of Manufacturers (KAM)

- i. Promote containerisation of cargo.

14. Kenya Bureau of Standards (KEBS)

- i. Expedite KEBS testing services.
- ii. Raise compliance to enriched PVoC programme to 96%.

15. Kenya Coffee Traders Association (KCTA)

- i. Promote containerisation of coffee exports.
- ii. Represent the interests of the coffee sector.

16. Kenya International Freight and Warehousing Association (KIFWA)

- i. Build capacity of clearing agents to deliver quality services.
- ii. Promote AEO scheme among its membership in conjunction with KRA.
- iii. Target 70% of consignments for pre-arrival clearance – customs-cleared 48 hours before vessel docking.
- iv. Promote the adoption of 24/7 economy practices among its membership.

17. Kenya Maritime Authority (KMA)

- i. Provide Charter's Public Sector Coordinator for the Secretariat.
- ii. Provide Secretariat facilities and activity coordination for the Mombasa Port Community Charter and the Memorandum of Cooperation among Port Community Service Providers in cargo clearance process.
- iii. Provide the Head of the Charter's Secretariat.

- iv. Development of regulatory framework to support the implementation of the Charter.

18. Kenya Long Distance Truck Drivers Association (KLDTDA)

- i. Support Charter on implementation of Charter goals along the corridor.
- ii. Provide input in traffic flow planning and zoning around the port and along the corridor.
- iii. Encourage improved transit times along the corridor by influencing driver behaviour.
- iv. Provide platform to influence driver behaviour.
- v. Support the Charter's efforts in reducing accidents and loss of cargo along the corridor.
- vi. Lobby government and employers to improve working conditions.
- vii. Prepare position papers to be used for lobbying employers and government to improve work conditions.
- viii. Provide feedback on corridor safety and security.
- ix. Organise sensitisation forums for truck drivers aimed at improving corridor efficiency.

19. East African Online Transport Agency (EAOTA)

- i. Drive the agenda on trucks achieving 120,000 km per truck per annum.
- ii. Provide data to enable monitoring of Charter targets, both quantitative and qualitative.
- iii. Support integration of processes into the KNESWS.
- iv. Use online system/platform, disseminate Charter information.

20. Kenya National Highways Authority (KeNHA)

- i. Enforce axle load control on the Northern Corridor.
- ii. Accelerate the construction of the Makupa Bridge.
- iii. Clear encroachments on key roads.
- iv. Develop a superhighway between Mombasa and Nairobi.
- v. Accelerate dualing of the Changamwe-Magongo-Kwa Jomvu road.
- vi. Speed up the construction of the Mombasa Southern Bypass.
- vii. Provide input of data in traffic flow planning and zoning around the port and along the corridor and ICD Nairobi.

21. Kenya National Police Services (KNPS)

- i. Provide for free flow of traffic along the Northern Corridor.
- ii. Enhance port and corridor security.

- iii. Apprehend and prosecute offenders.
- iv. Protect life and property along the Northern Corridor.
- v. Maintain laws and regulations.
- vi. Sensitise road users on traffic laws.

22. Kenya Pipeline Company (KPC)

- i. Enhance petroleum storage capacity in Nairobi.
- ii. Expedite construction of the Kisumu oil jetty.
- iii. Enhance LPG and petroleum handling facilities.
- iv. Enhance loading facilities at the Eldoret depot.
- v. Increase % of refined product conveyed by pipeline.

23. Kenya Plant Health Inspectorate Service (KEPHIS)

- i. Accelerate plant health inspectorate services.

24. Kenya Ports Authority (KPA)

- i. Coordinate and support joint verification of cargo.
- ii. Reduce cargo dwell time.
- iii. Reduce vessel turnaround time.
- iv. Optimise port clearance operations.
- v. Optimise berth efficiency.
- vi. Optimise freight truck handling operations.
- vii. Minimise KPA systems downtime.
- viii. Expand Berth number 22.
- ix. Implement truck booking system.
- x. Develop free port facilities.
- xi. Develop Kisumu Port.

25. Kenya Private Sector Alliance (KEPSA)

- i. Escalate Charter issues to the Presidential Round Table and other KEPSA forums.
- ii. Engage with private sector members on policy advocacy.

26. Kenya Radiation Protection Board (KRPB)

- i. Promote the use of 'radiation-free' certificates.

27. Intergovernmental Standing Committee on Shipping (ISCOS)

- i. Develop a real-time monitoring system on performance of logistics service providers.
- ii. Monitor quality of logistics services, conducting shippers' capacity building and awareness workshops in Kenya and regionally, in partnership with other stakeholders.

28. Kenya Railways Corporation (KRC)

- i. Expedite evacuation of exports containers from ICD.

- ii. Speed up development of SGR/Mombasa city rail link.
- iii. Expedite remarshalling of wagons by SGR operator at Port Reitz.
- iv. Expedite shunting wagons from port relief lines to Port Reitz.
- v. Expedite tech inspection.
- vi. Extend the SGR from Nairobi to Naivasha.
- vii. Extend the SGR from Naivasha to Kisumu.
- viii. Increase proportion of corridor freight moved by SGR.
- ix. Optimise speed of cargo transport MSA/NBO.
- x. Optimise train turnaround time.

29. Kenya Revenue Authority (KRA)

- i. Accelerate DPC processes towards eventual completion.
- ii. Efficient Manifest Approval
- iii. Strengthen ICT infrastructure to minimise KRA customs' systems downtime and disruption.
- iv. Optimise the AEO programme.
- v. Coordinate joint verification of cargo.

30. Kenya Ship Agents Association (KSAA)

- i. Build capacity of ship agents to deliver quality services.
- ii. Promote pre-clearance by ensuring that documents for pre-clearance, are submitted 48 hours before arrival of vessels in port.
- iii. Promote the adoption of 24/7 economy practices among membership.

31. Kenya Trade Network Agency (KENTRADE)

- i. Speed up completion of outstanding Single Window System modules.
- ii. Enhance capacity for stakeholders' systems integration with single window system.
- iii. Integrate Single Window System with key private sector players on cargo clearance e.g. with shipping lines for delivery order, KNCCI for the goods' Certificate of Origin, and CFSS systems for clearance of cargo from their depots.
- iv. Encourage and support relevant private sector entities without systems to develop them for integration with KNESWS.
- v. Facilitate electronic monitoring of cargo from origin to destination to clarify and apportion delays.
- vi. Establish Business Intelligence System as value addition for analysing data, track business

performance, presenting actionable information, and supporting better business decisions.

- vii. Finalise establishment of Maritime Single Window System and integrate it to the Kenya TradeNet System to aid seamless documentation of ship and cargo clearance documents and country compliance with FAL Convention.
- viii. Continue documentation of trade procedures on the information for Trade in Kenya Portal.
- ix. Continue working with key stakeholders in harmonisation and simplification of trade procedures.
- x. Work towards integrating Kenya Single Window System (KESWS) with regional SWS.
- xi. Minimise system downtime and ensure system availability 99% of the time.
- xii. Facilitate paperless electronic cargo clearance system and the harmonisation of documentation requirements to reduce duplication.
- xiii. Provide ICT Coordinator for the Secretariat together with data exchange and collection platform for the Charter.

32. Kenya Transporters Association Limited (KTA)

- i. Build capacity of transporters to deliver quality services.
- ii. Promote AEO scheme among its membership in conjunction with KRA.
- iii. Promote the adoption of 24/7 economy practices among its membership.

33. Ministry of East Africa Community and Regional Development

- i. Promote the harmonisation of the electronic cargo tracking system in the East Africa region.
- ii. Facilitate coordination and harmonisation of ICT systems in the East Africa region to promote paperless transactions.
- iii. Monitor and advocate for the removal of non-tariff barriers.
- iv.

34. Mombasa County Government (CGOM)

- i. Construction of truck parking/marshalling yard and system connection to the port and corridor.
- ii. Create destination marketing plan for the MPCC.
- iii. Develop infrastructure connecting the city to the port and the corridor.
- iv. Monitor and advocate for the removal of non-tariff barriers.

v. Manage traffic.

vi. Zone logistics services within Mombasa County.

35. Mombasa Port Civil Society Network

- i. Articulate the concerns of the weak, vulnerable and marginalised stakeholders.
- ii. Advocate for the interests of stakeholders whose voices are ignored and excluded on matters concerning the Charter's initiatives.

36. National Transport and Safety Authority (NTSA)

- i. Facilitate timely processing of number plates of motor vehicles for new imports.
- ii. Development of appropriate regulatory transport laws and policies.

37. Pest Control Products Board

- i. Provide efficient and effective pest control services for importation and exportation.
- ii. Expedite processing of pest control permits for export and import cargo.

38. Petroleum Institute of East Africa (PIEA)

- i. Promote professionalism in the petroleum industry through best practices.
- ii. Draft a petroleum policy, statutes, regulations and standards.
- iii. Establish environmental, health and safety standards for petroleum tankers.

39. Port Health Services Unit (PHSU)

- i. Accelerate port health surveillance procedures.
- ii. Ensure port health services unit available 24/7 at all entry ports.
- iii. Establish online cargo clearance system for port health.

40. Rwanda Revenue Authority (RRA)

- i. Facilitate fast processing for the release of transit cargo.
- ii. Reduce clearance times for transit cargo.

41. Shippers Council of East Africa (SCEA)

- i. Undertake evidence-based advocacy.
- ii. Represent shippers' interests and intervention with service providers.
- iii. Monitor operational, regulatory and policy implementation relating to transport, logistics and trade facilitation.
- iv. Undertake research.

- v. Publish the Annual Logistics Performance Survey.
- vi. Promote exports through information sharing, training and consolidation.
- vii. Engage stakeholders with regulators and government agencies.
- viii. Promote and monitor compliance.
- ix. Coordinate and promote private sector participation in the Charter.
- x. Provide leadership on the Port Charter implementation.

42. State Department for Shipping and Maritime Affairs

- i. Develop and review Kenya's maritime policies.
- ii. Promote Kenya's maritime industry.
- iii. Coordinate quarterly meetings for relevant maritime players.
- iv. Provide oversight on the implementation of the Charter.

43. State Department for Trade

- i. Development and implement trade policy.
- ii. Promote exports.
- iii. Promote fair trade practices.
- iv. Enforce international trade laws, regulations and agreements.
- v. Supervise and facilitate the National Trade Facilitation Committee on the Mombasa Port Charter.

44. State Department for Transport

- i. Manage transport policy.
- ii. Manage maritime transport.
- iii. Manage rail transport and infrastructure.
- iv. Register and insure motor vehicles.
- v. Manage national road safety.
- vi. Inspect motor vehicles.
- vii. Manage national transport safety.
- viii. Manage national roads development policy.
- ix. Manage mechanical and transport services.

45. State Department for Infrastructure

- i. Create national roads development policy.
- ii. Develop, standardise and maintain roads.
- iii. Enforce axle load control.
- iv. Protect road reserves.

46. The Kenya National Chamber of Commerce and Industry (KNCCI)

- i. Issue certificates of origin in a timely way.
- ii. Advocate for Mombasa Port Charter implementation.

47. National Public Laboratory (NPL)

- i. Accelerate NPL testing procedures.
- ii. Ensure NPL available 24/7.

48. The National Treasury

- i. Formulate, evaluate and promote economic and financial policies that facilitate social and economic development in conjunction with other national government entities.
- ii. Mobilise domestic and external resources for financing the Charter's activities.
- iii. Participate in the MPCC meetings.

49. Northern Corridor Transit and Transport Coordination Authority (NCTCA)

- i. Host the Northern Corridor performance dashboard.
- ii. Prepare periodic corridor performance reports.
- iii. Provide a Dashboard Coordinator for the Secretariat.

50. TradeMark East Africa (TMEA)

- i. Provide seed funding for revised Charter.
- ii. Provide technical and financial support to the Charter aimed at facilitating the Charter's capacity to coordinate, monitor, streamline and accelerate stakeholder efforts.
- iii. Provide technical support for cross-cutting environmental and gender issues.
- iv. Exercise donor coordination and facilitate a donors' conference on Charter activities.

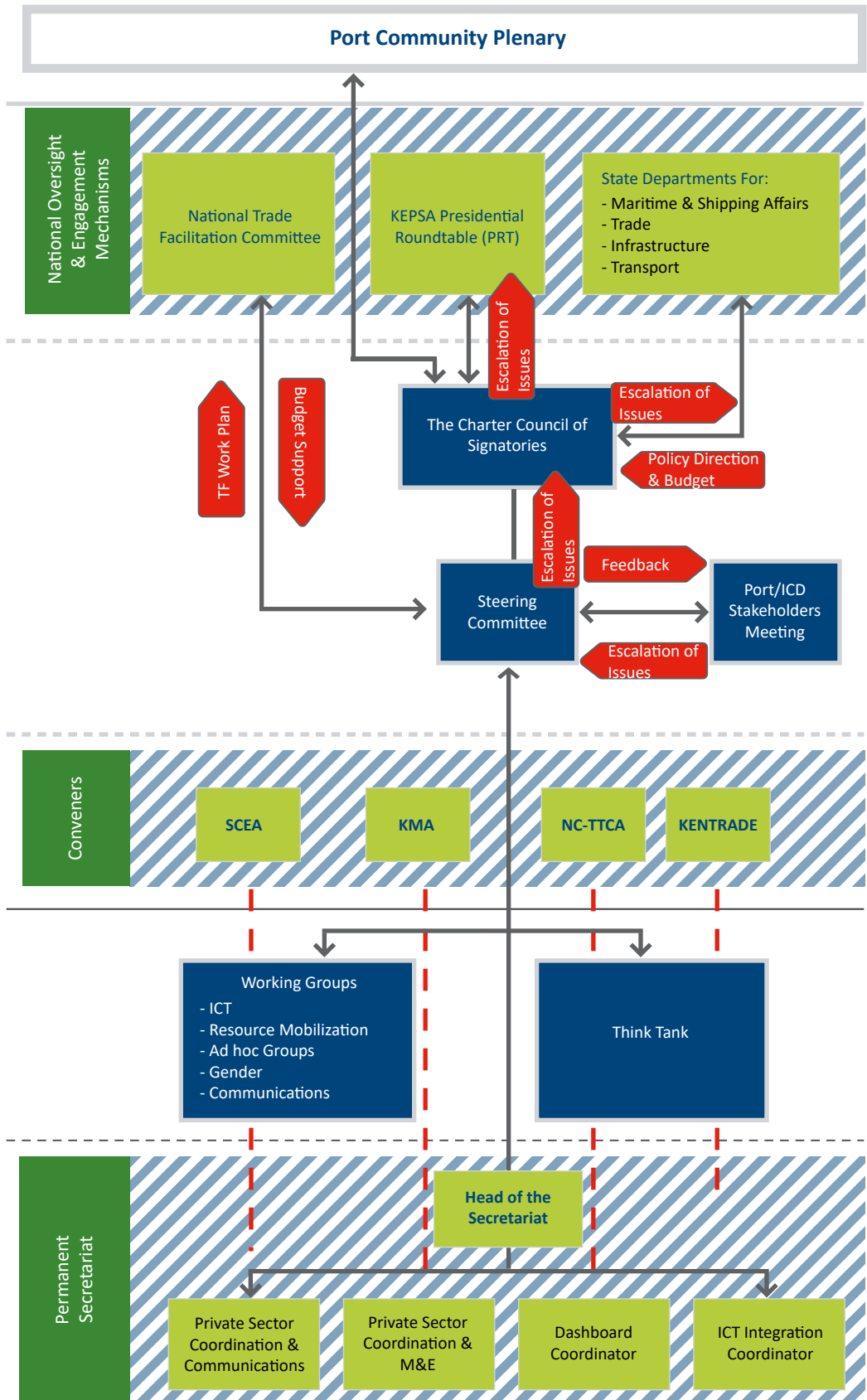
51. Uganda Revenue Authority (URA)

- i. Facilitate fast clearance of Ugandan imports and exports.
- ii. Reduce clearance times for Ugandan imports and exports.
- iii. Encourage enhanced service delivery.

52. Women in the Maritime Sector in East and Southern Africa – (WOMESA)

- i. Advocate for gender inclusivity in maritime affairs.
- ii. Develop the Charter's gender programme within the maritime sector.

Article IX Organs of the Charter



A The Port Community Plenary

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

The Plenary will be chaired by a representative of the public sector at Cabinet Minister level, on a rotation basis.

The Plenary will convene at least once a year and more frequently if required. During this meeting the Plenary will:

- Consider and make recommendations on the Charter's general principles of cooperation
- Discuss any issues relating to the efficiency, effectiveness, reliability and global competitiveness of the port and corridor and make recommendations.
- Discuss and make recommendations on any issue within the scope of the Charter or affecting the powers and functions of any organ of the Charter.
- Receive and consider reports from the Council of Signatories and the Steering Committee.

B 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, organisational, technical, cost, management, cultural and personnel issues.

It is co-convened by the following:

- The Principal Secretary (PS) Department For Maritime and Shipping Affairs
- The PS Finance
- The PS State Department for Trade
- The PS State Department of Infrastructure
- The PS State Department of Transport
- Chairperson of KEPSCA
- Chairperson of the Steering Committee (Secretary to the Council)

The Council will provide the political will to move to drive the process forward. Captains are drawn from both the public and private sectors and shall provide oversight to the Charter's Steering Committee.

The Council will meet at least twice a year to deliberate on matters concerning the Charter.

Membership of this Council shall be limited to the following order of individuals:

- Permanent Secretaries of government departments involved in the Charter including the PS Finance, PS Trade and PS Transport
- Managing Directors of parastatals involved in the Charter
- Heads of government departments intervening in cargo clearance
- Chairpersons of the boards of private sector associates participating on the Charter
- Chairperson of the Steering Committee
- Any other person as may be nominated by the convenors.

In the absence of any designated member, the designated deputy may provide temporary representation. This should not exceed two subsequent meetings. The Council will ensure a strong link between policymakers, policy influences and the work of the Charter.

The key role for the Council is:

- Driving the agenda of the Mombasa Port and Northern Corridor Community Charter, where necessary by bringing to bear the required political and institutional pressure.
- Advising the Steering Committee on decisions about the strategic direction of the Charter in ways consistent with the needs of the Port Community.
- Informing the development of strategy for the Charter.
- Ensuring the Charter operates in accord with its statement of purpose.
- Resolving highlighted issues escalated to the Council of Signatories.

C Steering Committee

The Steering Committee reports to the Council and makes strategic decisions concerning the realisation 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.

The Steering Committee reaches decisions by means of consensus. Where necessary the Steering Committee can create ad hoc working groups to pursue a specific and focused agenda. It:

- Sets the tone for cooperation – The Steering Committee is expected to rise above sector interests and make sure that stakeholders cooperate in completing the shared vision and goals.
- Represents signatories that do not sit directly on the Steering Committee – It is the Steering Committee’s job to represent those that do not have a direct representation in the governance structure.
- Ensures equality in decision-making – The Steering Committee must make sure that the project meets the needs of as many participants as possible. This means it must fairly weigh all requests and act impartially to do the most good with the resources available.

Members of the Steering Committee shall be selected from the Charter’s signatories collectively as hereunder. The Steering Committee shall comprise the heads of the following:

1. Public sector

- i. Kenya Maritime Authority (KMA) ⁷
- ii. Kenya Bureau of Standards (KEBS) (new)
- iii. Kenya Trade Network Agency (KENTRADE)
- iv. Kenya Ports Authority (KPA)
- v. Kenya Revenue Authority (KRA)
- vi. Kenya Railways Corporation (KRC) (new)

2. Private sector

- i. Shippers Council of Eastern Africa (SCEA) ⁸
- ii. Eastern African Grain Council (EAGC)
- iii. Petroleum Institute of East Africa (PIEA)
- iv. Kenya Ships Agents Association (KSAA)
- v. Kenya International Freight and Warehousing Association (KIFWA) (new)
- vi. Kenya Transporters Association (KTA) (new)

3. Development agencies

- i. Northern Corridor Transit Transport Coordination Authority (NCTTCA)
- ii. Trademark East Africa (TMEA)
- iii. Exports Promotion Council (EPC) (New)

⁷ Public Sector Coordinator

⁸ Private Sector Coordination

4. Policy oversight

- i. State Department of Transport
- ii. State Department of Trade

The members shall have the following roles and responsibilities:

- i. Represent respective organisations on the Steering Committee so as to enhance partnership and collaboration between the representative organisations.
- ii. Consult with other members and inform them of developments in their respective organisations that may impact on matters of concern to the Steering Committee and its members.
- iii. Make a contribution to the work of the Steering Committee through oral or written comments at Charter meetings or written communications to the Chairperson.
- iv. Collaborate with other members by working in partnership, in face-to-face meetings and on a virtual platform with relevant stakeholders, to achieve the objectives for which the Steering Committee was set up.
- v. Review the quarterly report and give recommendations.
- vi. Hold a quarterly meeting with the Council to deliberate on issues back-to-back.
- vii. Present the Annual Charter Progress Report.

D Chairperson of the Steering Committee

The Chairperson of the Steering Committee shall be nominated by the Council of Signatories from among the private sector signatories.

The Chairperson of the Steering Committee will hold office for a maximum of two years. The duties and responsibilities of the Chairperson include:

- Preside at all meetings of the Steering Committee.
- Lead and manage the business of the Steering Committee and in doing so, seek to provide appropriate direction and focus to the Steering Committee and its working groups and establish a governance culture that upholds the highest standards of integrity and probity.
- Approve the agenda for the Steering Committee, taking into account the suggestions of other members for the inclusion of items on the agenda, and ensure that sufficient time is allowed for discussion of relevant issues.

- Work with the Charter Coordinator to ensure that members of the Steering Committee receive accurate, timely and clear information regarding matters within their responsibility; in particular about the progress in the implementation of the Charter Work Plan so as to enable the Steering Committee to make sound decisions, monitor effectively and provide advice relevant to efficient and effective management of the port and the corridor.
- Ensure that decisions agreed by the Steering Committee are effectively implemented and reported to the relevant convenors.
- Lead the Steering Committee in monitoring its own performance and review this performance annually.

E The Vice-Chairperson

The Vice-Chairperson of the Steering Committee shall be nominated by the Council of Signatories from among the public sector signatories.

The Vice-Chairperson of the Steering Committee will hold office for a maximum of two years and the holder's duties and responsibilities shall be to:

- Assist the Chairperson in running the business of the Charter, including chairing meetings of the Charter in the absence of the Chairperson.
- Assist the Chairperson in ensuring adequate time is provided for discussions of matters on the agenda, reaching consensus and bringing the discussion to a close.
- Assist the Chairperson in identifying items to be included in the agenda of the Charter.

F Sector Working Groups

The Steering Committee shall draw on the expertise necessary to perform its mandate and may establish working groups to assist it in performing its functions.

These groups shall be disbanded once their purpose is achieved. To minimise chances of duplication of effort through unnecessary multiplication of meetings, the Steering Committee shall first determine if any specific work cannot be incorporated into an existing working group before setting up any new one.

Working groups created for a specific purpose shall be provided with terms of reference (ToRs) indicating details of the date of establishment, the duration, the mandate and reporting, membership and roles of members, the purpose and scope of the working group, key deliverables, means of operation and resources required.

The Steering Committee shall appoint the chair and vice-chair of a working group, with one being public and the other private. The Steering Committee may designate additional members and alternate members to participate in a working group. A working group member shall act in his/her personal capacity.

Panel members shall have demonstrated and recognised expertise relevant to the field of work, in particular regarding tasks described in the terms of reference.

A working group member shall have documented his/her competence through a self-declaration, recommendations and any other documentation specified in the ToRs.

In addition, a working group member shall:

- Have recognised experience and/or knowledge relevant to the Charter.
- Have the minimum length of years of relevant experience as defined in the ToR of a working group.
- Be able to communicate fluently, both in writing and orally, in English or Kiswahili.
- Be free from any interest that might cause the working group to act in any manner other than impartially and non-discriminatory.

The Steering Committee shall require a member of a working group to commit in writing to comply with the Charter's guidelines, the rules of procedure of the Steering Committee and any decisions taken by the Steering Committee, in particular with regard to confidentiality and to independence from commercial and other interests.

A working group shall be composed of an appropriate number of working group members, taking into account regional and gender balance, as determined by the Steering Committee.

A working group member shall meet the competence requirements specified above, in addition to requirements identified in the ToR of the working group.

The Steering Committee shall invite experts wishing to serve on a working group to forward their application. Such an invitation shall be issued by the Secretariat upon adoption by the Steering Committee of the ToR and competence requirements for a working group. It shall be announced on the Charter's website and through any other cost-effective means.

The length of term of a working group member shall be

defined in the ToR. A working group member may not participate in more than one working group of the Steering Committee at the same time.

G The Secretariat

The Charter's operations shall be facilitated and housed under the auspices of the following organisations:

- Kenya Maritime Authority (KMA)
- Kenya Trade Network Agency (KENTRADE)
- Northern Corridor Transit and Transport Coordination Authority (NCTTCA)
- The Shippers Council of East Africa (SCEA)

The four institutions will provide the structure needed to operationalise the revised Mombasa Port and Northern Corridor Community Charter.

The facilitators have been selected as they have sufficient mandate and political and social power to bring together the diverse port and corridor community to resolve its challenges collaboratively.

Facilitators with the support of development partners will initiate and support the operationalisation of the Charter. The facilitators will work closely with the Charter's Steering Committee.

A Memorandum of Cooperation shall be signed between the Charter's facilitators to provide a framework of cooperation and facilitate collaboration between the signatories.

It will also delineate the signatories' respective responsibilities, identify areas in which they will assist each other and minimise duplication of efforts.

H The Memorandum of Cooperation among Port Community Service Providers in Cargo Clearance Process (MOC)

The Memorandum of Cooperation among Port Community Service Providers in Cargo Clearance Process is an annex of the Mombasa Port Community Charter and shall be administered by the MPCC Secretariat.

The MPCC Secretariat will undertake the following functions to facilitate implementation of the Memorandum of Cooperation among Port Community Service Providers in Cargo Clearance Process:

- Administer and coordinate the implementation of the MOC

- Convene all meetings, minute all proceedings and circulate the same to the parties
- Develop and implement a monitoring framework
- Receive and disseminate notices, reports and any other documents to, and on behalf of the parties
- Collect and analyse relevant information and prepare quarterly reports
- Maintain proper records relevant to the MOC
- Receive and follow up on correspondence
- Facilitate dispute resolution
- Any other functions as may be assigned by the parties.

Convener's responsibility

The following is a broad representation of the convener's responsibility:

a. Kenya Maritime Authority (KMA)

- Provide the Head of the Secretariat
- Provide a Public Sector and M&E Coordinator
- Convene and coordinate meetings of the Steering Committee
- Provide Secretariat services.

b. Kenya Trade Network Agency (KENTRADE)

- Provide an ICT Coordinator to the Charter's Secretariat
- Provide a single data collection point to be used in monitoring evaluation and analysis.

c. Northern Corridor Transit and Transport Coordination Authority (NCTTCA)

- Provide and host the Secretariat's Dashboard Coordinator
- Host the Northern Corridor performance dashboard, and provide technical support for the operation of the corridor dashboard and dissemination of information to stakeholders in the port and corridor
- Coordinate and ensure projects and interventions along the corridor by Charter members have links with relevant projects in the rest of the Northern Corridor member states
- Collect and prepare weekly, monthly and quarterly quantitative KPIs.

d. Shippers Council of Eastern Africa (SCEA)

- Provide a Private Sector and Communications Coordinator
- Carry out regular analysis and dissemination of data on the KPIs of the Charter
- Carry out an annual logistics performance survey and analysis of operational and policy frameworks to facilitate effective advocacy
- Carry out communication and publicity duties on the Charter's activities.

J Housing and operations of the Secretariat

A permanent Secretariat shall be established and anchored at the Kenya Maritime Authority (KMA). The Head of the Secretariat shall be supported by four coordinators. The Head of the Secretariat shall keep track of all ongoing Charter activities and in particular the technical working groups, and may be appointed to chair technical sub-groups in some cases.

The Head of the Secretariat shall be the driving force behind the elaboration of the Charter and its action plan.

They are responsible for calling and organising meetings and technical working groups; mediating the meetings and discussions between the private and public sector representatives; recording the minutes of meetings, keeping the work focused on the goal of producing viable proposals for reform to be included in the action plan; researching the issues; preparing written proposals for discussion; and formulating the various implementation activities.

The key functions of the Charter's Coordinators are to:

- Consult with stakeholders to determine their interest, willingness and ability to participate, and find ways of reaching out to foster broad representation from the private sector.
- Work publicly and behind the scenes to lead the engagement between government and private sector counterparts – spotting opportunities, negotiating compromises and developing a shared agenda – and encourage government to allow that engagement to play a role in new policy initiatives related to the private sector.

- Liaise with development partners on the provision of necessary inputs, such as expert policy advice, independent evidence-based research, and specialised technical assistance to build the engagement capacity of all participants.
- Develop the agenda and vision for the engagement, injecting energy while paying close attention to detail, through keeping accurate and transparent records and providing impartial and timely summaries of meetings.

Article X

National and International Engagement Mechanisms

A National Trade Facilitation Committee

The National Trade Facilitation Committee is a high-level national trade facilitation engagement mechanism. The Ministry of Industry, Trade and Cooperatives in pursuing its mandate contained in the Executive Order issued by the Presidency, established the National Trade Facilitation Committee (NTFC), whose main mandate and functions are:

- Establishing links with the Trade Facilitation Committee of the World Trade Organisation (WTO) for purposes of exchanging information, including participating in its meetings from time to time
- Formulating a domestic coordination mechanism for the implementation of the TFA
- Developing procedures for sharing with members', relevant information and best practices as appropriate
- Maintaining closer contact with international organisations in the field of trade facilitation such as the World Customs Organisation, with the objective of securing the best available advice for implementation and administration of the Trade Facilitation Agreement.

B State Department of Transport

The State Department of Transport is responsible for overseeing road safety, civil aviation, maritime transport, rail transport, developing government transport policy, organising public transport, and the maintenance and construction of infrastructure projects.

C Think Tank

The Mombasa Port and Northern Corridor Community Charter Think Tank is convened by the KMA on an ad hoc basis to mobilise expertise and ideas to influence the policy-making process that would impact the efficiency, effectiveness and competitiveness of the Mombasa Port and Northern Corridor. The Think Tank also serves as an important catalyst for ideas and action.

The Think Tank equips the Charter with the ability to capture the political imagination by brokering ideas, stimulating public debate, and offering creative yet practical solutions to tackle the Mombasa Port and Northern Corridor's most pressing problems.

The Think Tank also plays a role in helping to set the policy agenda. These policy processes are expected to culminate in important decisions that will shape the course of action on issues.

The Think Tank shall support the Steering Committee at times when the Committee is struggling to develop an effective response to challenges faced in the port and the corridor, by bringing practical and feasible options that tackle these issues.

Outputs from the Think Tank are channelled to the Steering Committee for consideration.

D KEPSA Presidential Round Table

The Charter will work closely with the Presidential Round Table as a means of engaging with the Head of State on issues that require the President's direct intervention as Head of State.

The Presidential Round Table resolutions and commitments are cascaded down to the respective implementing ministries and other arms of government.

E Friday Stakeholder Forum

The Friday stakeholder forum meets each Friday at the port and the members are drawn from the Mombasa port community actors to address day-to-day challenges that affect operational challenges. It is chaired by the KPA Managing Director.

Article XI Supplementary Instruments

The Charter's implementation is supported by the following instruments:

- Results framework
- Supplementary polices and guidelines
- Communications strategy
- Three Year Budget For Secretariat And implementation of Trade Facilitation Agreement, NTFC and its Thematic Working Groups 2017/18 to 2019/2024.

Article XII Decision Making

The Charter shall endeavour to achieve consensus on all issues.

Each port community member commits to provide data to facilitate decision-making and monitoring of the implementation of the Charter.

Article XIII Funding and Sustainability Mechanisms

Signatories should commit to making necessary budget allocations to support the Charter's objectives

Towards the sustainable growth of the port and corridor so that it will continue to create social and economic value for the community's stakeholders, the port community may create special funds upon the resolutions of the Steering Committee.

To this purpose, contributions on a voluntary basis from the signatories of the Charter, observers, and third-party donors shall be welcomed, provided that the conditions attached to such voluntary contributions are consistent with the principles and objectives of the Charter.

Each special fund shall be governed by specific rules and regulations including subscriptions adopted for such funds by the Steering Committee.

Article XIV Amendments

Any signatory may propose an amendment to this Charter. The text of any proposed amendment shall be circulated to the signatories by the Secretariat and submitted to the Council of Signatories for consideration and approval.

The Chairperson of the Steering Committee shall convene a meeting of the signatories for the purpose of rectifying and accepting the amendments, or of approval by the signatories and the amendments shall enter into force once two-thirds of the members' instruments of ratification, acceptance, approval or accession are deposited with the Chairperson of the Steering Committee.

Article XV Signature, Ratification, Acceptance, Approval, Accession

The Charter shall be open for signature by all proposed signatories. This Charter is subject to ratification, acceptance or approval by the signatories of the Charter.

Instruments of ratification, acceptance, approval or accession shall be deposited with the Chairperson of the Steering Committee.

Article XVI Entry into Force

This Charter shall enter into force on the first day of the month following the date when two-thirds of the signatories have deposited their instruments of ratification, acceptance or approval.

Each stakeholder who ratifies, accepts, approves or accedes to this Charter after the date of its entry into force, shall enter into force on the date of the deposit by that signatory of its respective instruments.

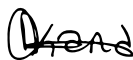


President Uhuru Kenyatta signs the first Mombasa Port Community Charter on June 2014 .

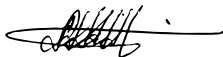
Source: TradeMark East Africa

IN WITNESS WHEREOF, the undersigned, being duly authorised to that effect, have signed this Charter.

Signatures



Agriculture Food Authority (AFA)
Director General
Anthony Muriithi



Car Importers Association
of Kenya (CIAK)
National Chairman
Peter Otieno



Border Control Operational
Coordinating Committee
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Secretary
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Container Freight Station
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Chairman
Faisal Abass



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Organizations' Forum
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Chairman
Morris Odhiambo



East African Grain Council
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Executive Director
Gerald Masila



East African Tea Trade
Association (EATTA)
Managing Director
Edward K. Mudibo



Empty Container Depots
Association (ECDA)
Chairman
Stephen Kamau



The Export Promotion
Council (EPC)
Chief Executive Officer
Peter K. Biwott



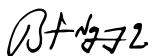
Government Chemist
Government Chemist
Ali Gakweli



ICT Authority
Director P&S
Paul K. Ronoh



Kenya Association of
Manufacturers (KAM)
Chief Executive Officer
Phyllis Wakiaga



Kenya Bureau of Standards
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Managing Director
Bernard Nguyo



Kenya Coffee Traders
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Kennedy Keya



Kenya International
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National Chairman
William Ojonyo



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Director General
Maj (Rtd) George Nyamoko
Okong'o



Kenya Long Distance
Truck Drivers Association
(KLDTDA)

General Secretary

Nicholas Mbugua



East African Online
Transport Agency (EAOTA)

Chief Executive Officer

Sofia Getambu



Kenya National Highways
Authority (KeNHA)

Director General

ENG Peter M Mundinia



Kenya National Police
Services (KNPS)

Inspector General

Joseph Boinnet



Kenya Pipeline Company
(KPC)

Ag. Managing Director

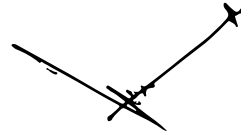
Mr. Hudson K. Andambi,
OGW



Kenya Plant Health
Inspectorate Service
(KEPHIS)

Managing Director

Dr. Esther Kimani



Kenya Ports Authority (KPA)

Managing Director

DR ARCH Daniel Manduki



Kenya Private Sector
Alliance (KEPSA)

Chief Executive Officer

Carole Kariuki



Kenya Radiation Protection
Board (KRPB)

**Secretary/Chief Executive
Officer**

Joseph Maina



Intergovernmental
Standing Committee on
Shipping (ISCOS)

Ag. Secretary General

Kassim Mpaata



Kenya Revenue Authority
(KRA)

Commissioner General

John Njiraini, CBC



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Association (KSAA)

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Ag. Managing Director

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Kenya Trade Network
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Chief Executive Officer

Amos Wangora



Kenya Transporters
Association Limited (KTA)

Chairman

Newton Wang'oo



Ministry of East Africa
Community and Regional
Development

Permanent Secretary

DR. Margaret W. Mwakima



Mombasa County
Government

Ag. County Secretary

Joab Tumbo



National Transport and
Safety Authority (NTSA)

Director General

Francis Meja



Pest Control Products
Board

Chief Executive Officer

Peter Opiyo



Petroleum Institute of East
Africa (PIEA)

General Manager

Wanjiku Manyara



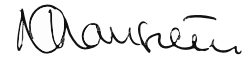
Port Health Services Unit
(PHSU)
Director Public Health
Dr Kepha Ombacho



Rwanda Revenue Authority
(RRA)
Liaison Manager
Jane Birungi



Shippers Council of East
Africa (SCEA)
Chief Executive Officer
Gilbert K. Langat



State Department for
Shipping and Maritime
Affairs
Permanent Secretary
Nancy Karigithu



State Department for Trade
Permanent Secretary
Dr Chris Kiptoo



State Department for
Transport
Principal Secretary
Esther Koimet



State Department for
Infrastructure
Principal Secretary
Julius Korir



The Kenya National
Chamber of Commerce and
Industry (KNCCI)
Chief Executive Officer
George Kiondo



National Public Laboratory
(NPL)
Head NPHL
Mamo Omuro



Northern Corridor Transit
and Transport Coordination
Authority (NCTCA)
Executive Secretary
Omae Nyarandi



TradeMark East Africa
(TMEA)
Country Director
Ahmed Farah



Uganda Revenue Authority
(URA)
**Ag. Manager Operations
Customs (URA)**
Basomba Charles



Women in the Maritime
Sector in East and
Southern Africa (WOMESA)
Chairperson
Fiona Syovata Mbandi

PART 2

The Results Framework



Definition of M&E Terms

The Charter's Results Chain

This is the causal sequence for the Charter's interventions that stipulates the necessary sequence to achieve the desired objectives, beginning with the outputs of the stakeholders' activities, through the outcomes and culminating in impacts.

The Charter's Results Framework⁹

This is the programme logic that explains how the Charter's objectives are expected to be achieved.

The Charter's Logical Framework (Log Frame)

This is a tool used by the Charter's management in identifying the strategic elements (outputs, outcomes and impact) and their causal relationships and indicators that may influence success and failure. It facilitates planning, execution and evaluation of the Charter's interventions.

The Charter's Results Based Management (RBM)

This is the Charter's management strategy focusing on performance and the achievement of outputs, outcomes and impacts.

Outputs, Outcomes and Impact

Outputs, outcomes and impact are terms used in this framework to describe changes at different levels, from the delivery of goods and services, to long-term, sustainable change in people's lives.

The framework recognises that while the terminology is in common use, there is great inconsistency in how the terms are interpreted by the various stakeholders.

Different organisations tend to use different definitions, and there may be little consistency between these definitions. This section has been prepared so as to harmonise stakeholders' understanding of the impact, outcomes, outputs and activities as used in this framework.

The results chain below attempts to categorise the various steps by breaking them down into manageable stages – inputs, activities, outputs, outcomes and impact. It is based on a set of definitions originally developed by OECD.¹⁰

Impacts

These are defined as the direct and intended positive primary and secondary long-term effects produced by the port community's interventions.

Outcomes

These are the likely or achieved short-term and medium-term effects of the interventions' outputs.

Outputs¹¹

These are defined as the products, capital goods and services that result from the port community's interventions; they may also include changes resulting from the intervention that are relevant to the achievement of outcomes.

Activities

These are defined as the actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilised to produce specific outputs.

Inputs

These are the financial, human, and material resources deployed by stakeholders in the stakeholders' interventions.

In this results chain, inputs are used to carry out activities. Activities lead to services or products delivered (outputs). The outputs start to bring about change (outcomes) and eventually this should (hopefully) contribute to the impact.

⁹ The **berth operations** concern the schedules of arriving vessels and the allocation of wharf space and quay crane resources to service the vessels. The key concern of efficient berthing operation is the turnaround time of vessels.

¹⁰ Measuring and managing results in development co-operation November 2014: A review of challenges and practices among DAC members and observers

¹¹ The OECD DAC definition states that an output "may also include changes resulting from [an] intervention which are relevant to the achievement of outcomes. This therefore includes initial changes such as increased efficiency, reduced time, reduced costs and reduced complexity as valid outputs.

Introduction



Results have been defined through indicators, which are quantifiable, measurable or observable, although some indicators may be qualitative.



It will be difficult to know whether the Charter succeeds or fails if the expected results are not clearly articulated. An explicit definition of results – precisely what is to be achieved through the Charter and by when – keeps measurable objectives in sight, helps monitor progress toward those objectives, and assists with the adjustment and management of the Charter’s implementation.

The results framework serves to enable the Charter’s management to discuss and establish strategic development objectives and then link interventions to intermediate outcomes and results that directly relate to those objectives.

This results framework is an explicit articulation of the different levels, or chains of results expected from the implementation of the Charter.

The results specified comprise the longer-term objectives (often referred to as ‘outcomes’ or ‘impact’), and the intermediate outcomes and outputs that precede and lead to desired longer-term objectives. This framework captures the essential elements of the logical and expected cause-effect relationships among outputs, intermediate results or outcomes, and impact.

The groundwork for a results framework was developed through defining cause-effect linkages for the Charter’s stakeholder interventions.

Results have been defined through indicators, which are quantifiable, measurable or observable, although some indicators may be qualitative. The monitoring plan includes baseline values and targets expected for outputs and outcomes. It specifies the measures to be used for data gathering to ensure that the results framework is populated with data, updated with information at key points during the Charter's implementation, and should be used in decision making.

This results framework will support monitoring, management, and evaluation in the following ways:

Communication and reporting - The results framework will act as a vehicle for communicating about the resources, activities, and outcomes to signatories, key stakeholders, and the port community and development partners. This framework is an important tool in illustrating to the beneficiaries or community what the Charter is meant to achieve.

Consensus, coordination, and ownership - The results framework provides the opportunity for the Steering Committee to work with key stakeholders to agree on coordinating the implementation approach, to reach a consensus on expected results, to highlight and check the underlying assumptions, and to specify needed resources.

Evaluation - The specification of each level of results with associated indicators, measures, and targets establishes an effective framework for ongoing monitoring and evaluation, including earlier on in the programme cycle.

The results framework clearly identifies how progress toward the targeted objectives will be measured and thus provides the basis for the development and use of the Steering Committee's performance monitoring system. It also serves as the basic accountability tool for developing the evaluation approach to the Charter's interventions.

Achieving strategic objectives - The strategic objectives are the ultimate driver of the Charter. Interventions range in complexity from simple ones by the community, to several interrelated interventions. All intermediate results needed to achieve the strategic objectives are specified, allowing partners to harmonise their efforts or to identify areas where additional programme activities will be needed.

Establishing an evidence-based approach to monitoring and evaluation - By including specific indicators of outcomes and impacts and identifying baselines and targets to be achieved, the results framework helps answer the question, "How will we know that the intervention has succeeded?"

Focusing the Charter on specific outcomes - The results framework clearly outlines the ultimate objectives of the Charter, rather than simply listing implementation activities, processes and inputs. It facilitates a focus on specific expected outcomes.

Measuring progress toward strategic objectives - The emphasis on concrete outcomes rather than on the completion of activities requires that Charter implementers monitor key outcome variables and make midstream corrections as necessary. The results framework is therefore a useful management tool, with programme implementation assessed in direct relationship to progress in achieving results, at the output, outcome and impact levels.

Highlighting the key linkages in the theory of change that underpins intervention - The results framework engages stakeholders in thinking through the theory of change that underpins the stakeholders' interventions.

Management - Performance data should inform the Charter's programming decisions. The results framework should guide the Steering Committee in taking corrective adjustments to activities, reallocating resources and re-evaluating targeted objectives or underlying assumptions. It will provide a way to understand and make decisions related to unintended (especially negative) effects of the programme.

In summary, this results framework underpins the Charter's strategic planning process and serves as a living management tool, fostering ownership and consensus, guiding corrective actions, facilitating the coordination of development efforts, charting the course for achieving a strategic objective, and ultimately serving as a key accountability tool for evaluation.

Process of Building the Results Framework

The Steering Committee has developed this framework to encourage common monitoring between stakeholders on the progress achieved that is directly related to the Charter’s activities. It has been developed through a participatory process and holding consultations with stakeholders by phone, email and in person meetings.

The process began with a review of the Charter’s existing results framework, followed by a survey of key stakeholder activities and indicators based on the now superseded Charter’s monitoring and evaluation (M&E) framework.

Various stakeholders provided input into the process by phone, email, and in person and at consultation meetings held in Mombasa and Nairobi.

The process began with a review of the Charter’s existing results framework, followed by a survey of key stakeholder activities and indicators based on the now superseded Charter’s M&E framework.

The Charter’s Steering Committee reviewed the initial draft of the results framework on 4 April 2018 at a meeting in Mombasa. The Steering Committee collected further input by way of phone calls, emails and one-on-one meetings. The result framework was then presented to a select team of stakeholders at a meeting held on 24 May 2018 at the Park Inn Hotel Nairobi.

An expanded team of experts was then assembled to conduct a final review. This meeting was held at the Gelian Hotel Machakos on 26 and 27 June 2018.

The final draft incorporated both stakeholders’ and experts’ inputs that were shared during the meeting.

Structure of the Results Framework

The results framework is based on the Results Based Management (RBM) framework, a broad management approach with the core focus of achieving results. It can be defined as a “management strategy by which processes, outputs and services contribute to the achievement of clearly stated expected accomplishments and objectives”.¹²

The framework is focused on achieving results, improving performance, integrating lessons learned into management decisions and monitoring and reporting on performance.

High-level results monitoring is achieved through the benchmarking framework while **implementation monitoring** is realised through an outputs log frame.

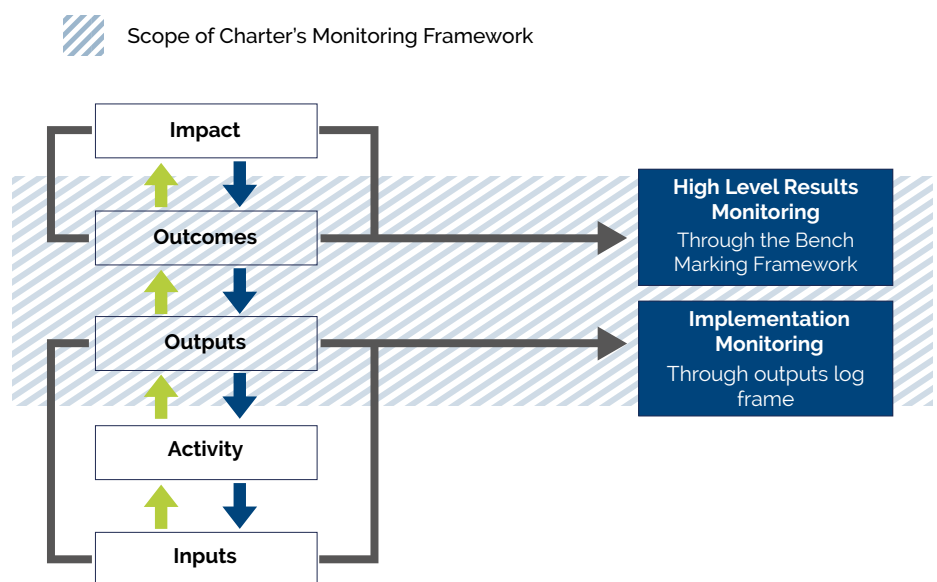
Activity and inputs monitoring is outside the scope of this framework and is the responsibility of the designated signatories.

This structure is arrived at following numerous stakeholder consultations whose rationale is anchored in the premise that the Charter operates in a complex environment where there are no easy solutions to its complicated process of enhancing and transforming the port’s economic and social performance.

The logistics environment is fluid and there is a high likelihood that although the outputs desired will remain the same, the interventions may need to be changed as stakeholders explore initiatives with the aim of delivering desired outputs.

The activities for the over 35 signatories may number in the mid hundreds and tracing them will represent a significant administrative and financial challenge to the Charter’s Secretariat.

The diagram below illustrates the structure and scope of the Charter’s results framework.



¹² Definition according to the Organisation for Economic Cooperation and Development (OECD)

The Charter's Log Frame

The Charter's Log Frame is an instrument that helps to better organise the results and outputs that will be delivered by responsible stakeholders in improving the efficiency and competitiveness of the Mombasa Port and Northern Corridor.

The frameworks provide information on:



Goals, results (and/or objectives), indicators and targets



Definitions of each indicator.



Groups or individuals responsible for data collection.

Areas of Monitoring

The Charter should focus on the principal operational areas that contribute to trade facilitation by highlighting efficiency, reliability and competitiveness. Such data can to a great extent be sourced from the service interfaces in the port and on the corridor.

These may include, but are not limited to, the quay side, the rail component, the gate and the border.

These performance areas should be complemented by key performance indicators (KPIs) that address drivers of the traditional and large indicators such as port dwell time and port throughput.

Targets

The targets established are statements of the expected value of an indicator, and the date by which the change is to be achieved.

Setting a target required a solid indicator and good baseline data. In many instances baselines were not available and secondary data were used to inform the baselines.

It is hoped that the Charter will in future refine these baselines after actual baseline values are collected from baseline assessments.

Dashboard Indicators

The Charter's Dashboard indicators are composed of the KPIs which satisfy the following criteria of being:

- i. **Programmatically important**
The Charter's KPIs are linked to improving the efficiency and competitiveness of the Mombasa Port and Northern Corridor.
- ii. **Manageable**
The number of KPIs is limited to one per monitoring aspect.
- iii. **Focused on service Interfaces**
Focus measurement at service interfaces and avoid consideration of stakeholders' internal aspects such as processes, asset utilisation, availabilities, and stakeholders' internal performance aspects.
- iv. **Sustainable**
The KPIs measure or gather data from sources that will continue to exist and that exist for their own purpose and are not established for the purpose of a temporary project. Most of the KPIs measure outputs already being recorded by existing ICT infrastructure and operational systems for which measuring can be realised with ease. Where possible, the need for manual data collection for KPIs has been avoided.
- v. **Clearly owned**
The Charter's KPIs are defined in a way that they measure and describe the performance of a single operational entity. That is to say those KPIs analysing processes with more than one involved entity are avoided.
- vi. **Consistent**
The Charter's KPIs limit the number of data sources. The Charter will collect data from the most reliable entities. As far as possible, data shall be sourced from the national single window system.
- vii. **Phased appropriately**
The Charter's KPIs are indicators that can be measured at an interval that is appropriate to the level of change expected. The table below outlines the Charter's KPIs (dashboard indicators).

The Charter's Benchmarking Framework

The port and corridor community's vision is to become a leading port and corridor for global and intra-African freight logistics on the Indian Ocean.

This will be achieved by coordinating, streamlining, and accelerating stakeholders' efforts aimed at providing: efficient port and corridor processes, globally competitive logistics services and appropriate primary infrastructure needed to realise the port community aspirations.

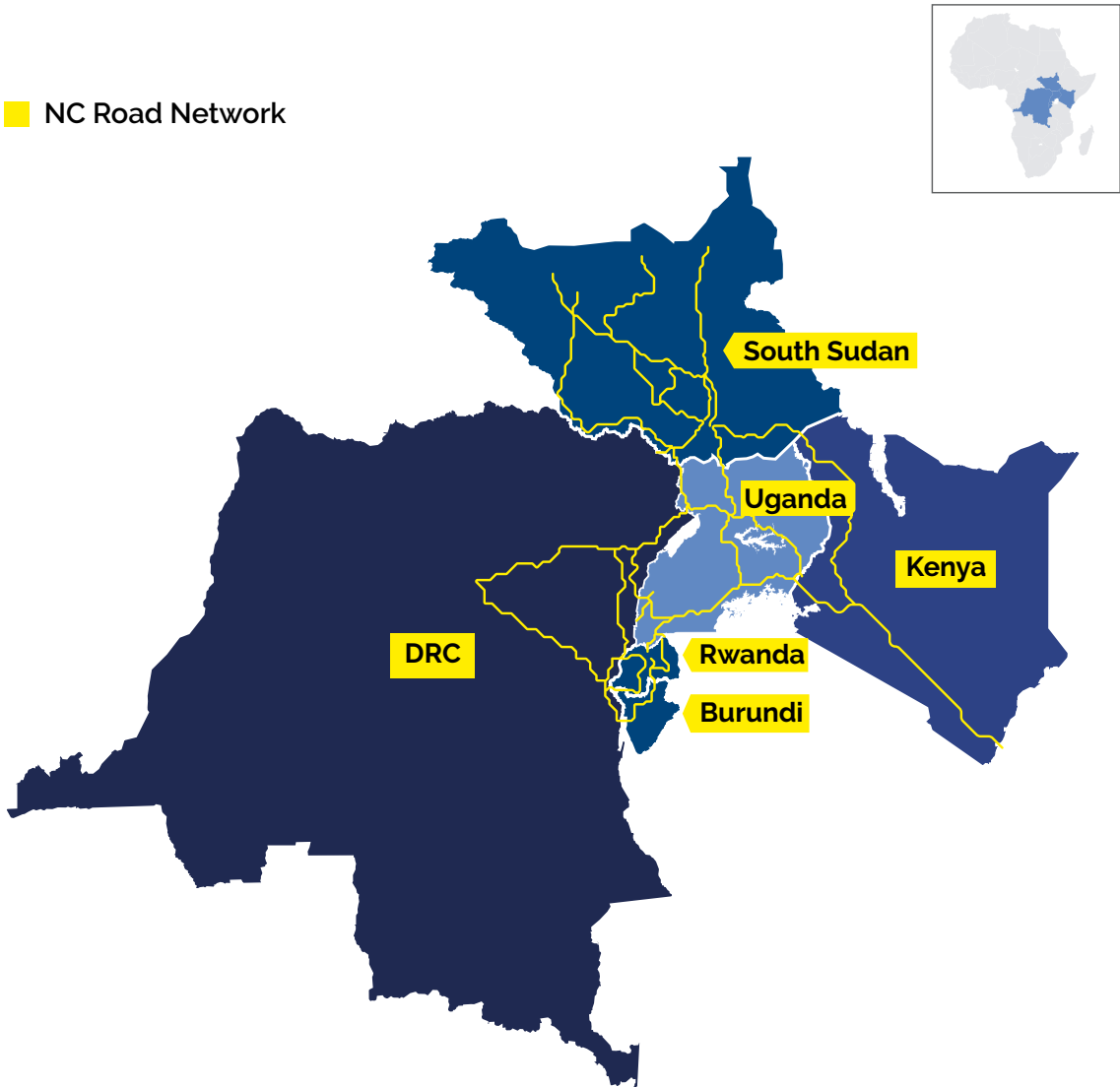
The Mombasa Port and Northern Corridor's outcomes will be measured against select Indian Ocean countries (see Figure 2) that have ports linked to international corridors.

This implies that island nations such as Bahrain, Comoros, East Timor, Indonesia, Madagascar, Maldives, Mauritius, Seychelles and Sri Lanka have been excluded, as these island nations do not have transport corridors that service an international hinterland.

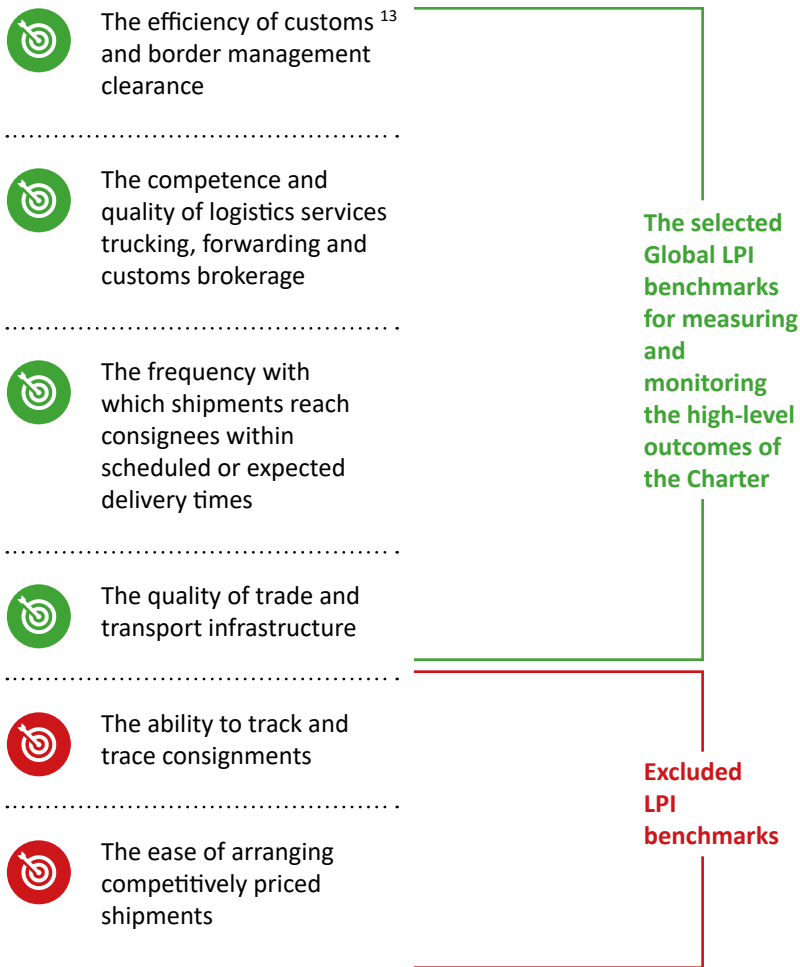
The only exception to this is Australia, which has been included because of its sheer size and because its provinces can be considered a hinterland.

The Port of Singapore, which is the largest port on the Indian Ocean and the world's second-busiest port in terms of total shipping tonnage, has been included to strengthen the dimension of international best practice.

Figure 6: Map showing the Northern Corridor Road Network



The means of measurement will be the biennial World Bank Logistics Performance Index (LPI) which ranks 160 countries on six dimensions of trade.



Overall ranking on the Logistics Performance Index 2016 benchmarked against select benchmark countries

The logistics performance of the 18 select benchmark countries in 2016 is shown in Table 1 overleaf. Out of the 18 select benchmark countries the top overall performer was Singapore, which was ranked 5th globally and first among the select benchmark countries.

South Africa is the top performing African country ranked 20th globally and 4th among the select benchmark countries. Kenya was ranked 42nd globally and 8th among the select benchmark countries.

Ranking of efficiency of customs and other clearance processes on the Logistics Performance Index 2016 against select benchmark countries

Singapore was the top performer globally and therefore also top among the select benchmark countries. South Africa once again was the top performing African country ranked 18th globally and 3rd among the select benchmark countries. Kenya was ranked 39th globally and 7th among the select benchmark countries.

Ranking of appropriateness of primary infrastructure on the Logistics Performance Index 2016 against select benchmark countries

Singapore was ranked 5th with regards to infrastructure globally and first among the select benchmark countries. South Africa was once again the top performing African country ranked 21st globally and 4th among the select benchmark countries. Kenya was ranked 42nd globally and 9th among the select benchmark countries.

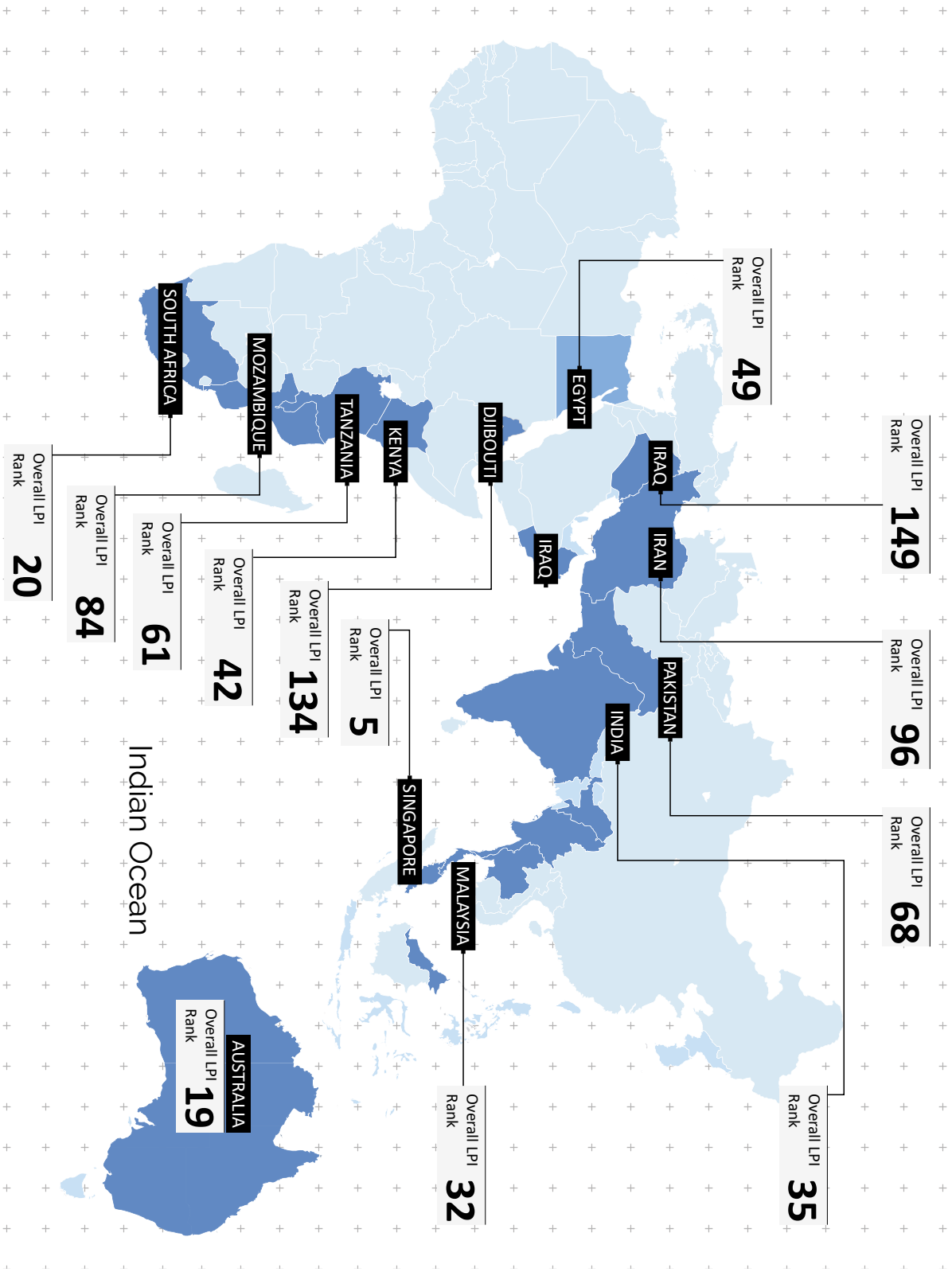
Ranking of logistics competence on the Logistics Performance Index 2016 against select benchmark countries

Singapore was ranked 5th with regards to logistics competence globally and 1st among the select benchmark countries. South Africa was once again the top performing African country ranked 20th globally and 4th among the select benchmark countries.

Kenya was ranked 40th globally and 9th among the select benchmark countries.

¹³ Customs processes include all other government agencies (OGA) such as immigration, standards, health agriculture etc.

The Benchmarking Framework



List of Indian Ocean countries to benchmark the Mombasa Port and Northern Corridor's outcome performance

Country and Global Benchmark Rank	Overall LPI Rank	Customs ¹⁴	Infrastructure ¹⁵	Logistics Competence ¹⁶
1. Singapore	5	1	6	5
2. United Arab Emirates	13	12	13	18
3. Australia	19	22	18	17
4. South Africa	20	18	21	22
5. Qatar	30	21	28	29
6. Malaysia	32	40	33	35
7. India	35	38	36	32
8. Kenya	42	39	42	40
9. Bahrain	44	41	48	33
10. Egypt, Arab Rep,	49	65	50	43
11. Saudi Arabia	52	68	40	54
12. Tanzania	61	60	60	58
13. Pakistan	68	71	69	68
14. Mozambique	84	88	116	109
15. Bangladesh	87	82	87	80
16. Iran, Islamic Rep,	96	110	72	82
17. Djibouti	134	106	110	152
18. Iraq	149	139	153	150

¹⁴ Customs includes revenue authorities, bureau of standards, immigration, plant health, public health and all other government agencies intervening in cargo.

¹⁵ The quality of trade and transport infrastructure including, port infrastructure, roads infrastructure, ICT infrastructure such as single window.

¹⁶ The competence and quality of logistics services—trucking, forwarding, and customs brokerage.

Implementation Monitoring Log Frame

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
1. Efficient Logistics Operations	Improved ranking on the LPI component for the frequency with which shipments reach consignees within scheduled or expected delivery times	N/A	TBD	TBD	TBD	TBD	MOT
1.1. Efficiency of vessel servicing operations	Ship agents perceptions on efficiency of vessel servicing operations as measured on a likert scale 1-5. 5=High efficiency, 1- very low efficiency	LIKERT Scale	TBD	TBD	TBD	TBD	KPA
1.1.1. Efficient port operations ^{17]}	Ship waiting time for containerized vessels: Waiting time before berth is the average of the time difference in hours from the time the ship enters the port area to the time of berthing. It is a component of ship or vessel turnaround time.	Days	0.5	TBD	TBD	TBD	KPA
1.1.2. Efficient berth operations ^{18]}	Gross vessel turnaround time: This will be measured as the average time it takes between the arrival of all vessels and their departure from port.	Hours	90	81	75	67	KPA/KSAA
1.1.3. Bulk cargo servicing	Bulk cargo vessel turnaround time: This will be measured as the average time it takes between the arrival of bulk cargo vessels and their departure from port.	Days	7.8	7	6.5	6	KPA/KSAA
1.1.4. Car carrier servicing	Car carrier vessel turnaround time: This will be measured as the average time it takes between the arrival of car carrier vessels and their departure from port.	Days	1	1	1	1	KPA/KSAA
1.1.5 Container servicing	Container vessel turnaround time: This will be measured as the time it takes between the arrival of container vessel and its departure from port.	Days	2.5	2	2	1.8	KPA/KSAA
1.1.6. General cargo servicing	General cargo vessel turnaround time: This will be measured as the average time it takes between the arrival of General Cargo vessels and their departure from port.	Days	4.5	4	3.5	3	KPA/KSAA
1.1.7. RoRo servicing	RoRo vessel turnaround time. This will be measured as the average time it takes between the arrival of RORO vessels and their departure from port.	Days	1.9	1.6	1.3	1.1	KPA/KSAA
1.1.8. Tanker servicing	Tanker vessel turnaround time: This will be measured as the average time it takes between the arrival of Tanker vessels and their departure from port.	Days	4.9	4.7	4.5	4	KPA/KPC/ KSAA

¹⁷ The **berth operations** concern the schedules of arriving vessels and the allocation of wharf space and quay crane resources to service the vessels. The key concern of efficient berthing operation is the turnaround time of vessels.

¹⁸ The target will be measured against the availability of petroleum storage facilities which is the responsibility of KPC.

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
1.1.9. Efficient ship operations ^{19]}	Berth productivity: Which will be measured as the average of the gross moves (on-load, off-load and repositioning) per hour for each vessel call recorded.	Moves per-ship, per-hour	36	38	40	42	KPA
	Crane productivity: Which will be measured as the average of the gross moves (on-load, off-load and repositioning) per hour for each crane.	Moves per-crane hour per-hour	18	20	22	24	KPA
1.1.10. Efficient yard operations ^{20]}	Average cargo dwell time (port): This will be measured as the time elapsed between cargoes being unloaded from a ship until it leaves the port gates.	Hours	96	78	60	48	KPA
	Average container dwell time (imports) at ICDN	Days	TBD	TBD	TBD	TBD	KPA
1.1.11. Efficient train servicing operations	Average train turnaround time (port): This will be measured as the average time from the train's arrival to the train's departure)	Hours	4	3.8	3.5	3	KPA/KR
1.1.12. Efficient CFS transfer of cargo	Average time taken to transfer cargo from the port to CFS (which is time from gate-out port to gate-In CFS)	Hours	TBD	TBD	TBD	TBD	CFS
1.1.13. Efficient gate operations ^{21]}	Average truck turnaround time (port): This will be measured as the average time from the truck's gate-in to the truck's gate-out)	Hours	5	4	3	2	KPA
1.2. Timely and accurate submission of all relevant documents by vessel agents prior to arrival of a vessel at the port of mombasa	Proportion of consignments with all relevant submitted prior to arrival of vessel	% Consignments	TBD	TBD	TBD	TBD	KSAA/ KENTRADE
1.2.1. Efficiency in submission of arrival notices	Average time to submit arrival notice	Hours	TBD	TBD	TBD	TBD	KSAA/ KENTRADE/ KPA
1.2.2. Efficiency in submission of manifests	Average time to submit manifests (under iCMS)	Minutes	60	Instant	Instant	Instant	KRA/ KSAA/ KENTRADE/ KRA

¹⁹ The ship operations concern the discharging and loading of containers onboard the vessel. This is handled by quay cranes working in synchronisation so as to maintain safe separation from each other

²⁰ The yard operations concern the discharging of cargo from the vessels, loading of cargo onto vessels, shuffling of cargo that is out of sequence, in the yard, redistribution of cargo to other blocks for more efficient loading onto the second vessels and inter-terminal haulage where cargo is moved to other yards within the port.

²¹ The gate operations concern the export delivery where truckers bring in export containers to the yard or wharf to be loaded onto the vessels, and import receiving, where the truckers receive containers from the yard or wharf to bring into the country.

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
1.2.3. Efficiency of issuance of release order	Average time between passing of an entry and issuance of a delivery order	Hours	TBD	TBD	TBD	TBD	KRA
1.2.4. Efficiency on issuance of Delivery Order (DO)	Automation and issuance of DO through integrated system (Single Window System, iCMS, KWATOS)	Target date	TBD	TBD	TBD	TBD	KSAA
	Average time to issue DO upon settling all shipping line payments	Hours	TBD	TBD	TBD	TBD	KSAA
1.2.5. Increase cargo under Pre-Arrival Clearance (PAC)	Documents submitted 48 hours before arrival of vessels in port	% of cargo cleared under PAC	TBD	TBD	TBD	TBD	KSAA
1.3. Efficient SGR operations	Average turnaround time (which is the average time from the trains arrival to the trains departure)	Hours	18	24	12	12	KR
1.3.1. Efficient SGR unloading operations	SGR unloading performance: This will measure the time from train arrival at the port to the time the last container is unloaded	Hours	1.5	1.5	1.3	1.0	KR
1.3.2. Efficient SGR imports operations	Average SGR trip time: This will be measured as the time out of the port to the time train arrives at ICDN	Hours	15	TBD	TBD	TBD	KR
	Average SGR trip time: This will be measured as the time out of the port to the time train arrives at NTS	Hours	15	4.5	4	3.5	KR
1.3.3. Efficient SGR exports operations	Average SGR trip time: This will be measured as the time out of ICDN to the time train arrives at the port of Mombasa.	Hours	15	15	13	10	KR
	Average SGR trip time: This will be measured as the time out of NTS to the time train arrives at the port of Mombasa.	Hours	15	15	13	10	KR
1.3.4. Efficient SGR operations	Average train turnaround time: average time of train arrival to trains departure time ICDN	Hours	TBD	15	13	10	KR
	Average train turnaround time: average time of train arrival to trains departure time port of Mombasa	Hours	TBD	15	13	10	KR
1.4. Efficient road haulage services	Average truck trip time for malaba and busia	HOURS	2	TBD	TBD	TBD	KTA/EAOTA/NC-TTCA

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
1.4.1. Fast port to border road haulage Malaba	Average truck trip time: This will be measured as the time out of the port gates to the time the truck lodges customs clearance documents at the Malaba border post.	days	3.5	2.5	1.7	1.5	KTA/EAOTA/NC-TTCA
1.4.2. Fast port to border road haulage Busia	Average truck trip time: This will be measured as the time out of the port gates to the time the truck lodges customs clearance documents at the Busia border post.	Days	3.7	2.7	1.85	1.5	KTA/EAOTA/NC-TTCA
2. Efficiency in cargo clearance	Benchmarking for improved ranking on the Ipi component for efficiency of customs and border management clearance against select ports and corridors	Benchmark Ranking	8	6	5	4	KRA
2.1. Efficient customs processes	Improved ranking on the Ipi component for efficiency of customs and border clearance against select ports and corridors	BENCHMARKING	7	6	5	4	Treasury
2.1.1. Efficient customs entries by freight forwarders.	Average time taken for freight forwarders to register customs entries.	Hours	TBD	TBD	TBD	TBD	KIFWA
2.1.2. Efficiency in freight forwarders computation of customs dues.	Average time freight forwarders take to compute online customs dues.	Hours	TBD	TBD	TBD	TBD	KIFWA
2.1.3. Timely payment of customs dues by freight forwarders KPA.	The time from when customs computes dues to the time the dues are paid by freight forwarders.	Hours	TBD	TBD	TBD	TBD	KIFWA
2.1.4. Timely passing of customs entries.	Average time elapsed from the time duties are paid by freight forwarders until the entry is passed or rejected by customs (under iCMS)	Hours	2.3	Instant	Instant	Instant	KRA
2.1.5. Expedited one-stop centre processes.	Paperless customs processing (e-filing)	e-filing	manual	TBD	e-filing	e-filing	KRA
2.1.6. Prompt payment of port dues by freight forwarders	Time taken from customs release to time release order is issued	Hours	TBD	TBD	TBD	TBD	KIFWA
2.1.7. Automation of processing	Automation of DPC process (Under iCMS)	instant	instant	instant	instant	instant	KRA
2.2. Increased compliance by operator's on customs and OGA requirements	Increase in number of imports entries cleared without stoppage by customs	%	70.20%	74%	78%	82%	KRA
2.2.1. Increased utilization of the AEO by EATTA members	Number of EATTA members registered under AEO	Annual percentage of members registered as AEO	TBD	25%	50%	75%	EATTA

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
2.2.2. Increased awareness of traders on export and imports requirements	Forums & trainings organized with customs & OGAs on requirements	Annual % of members attended forums	TBD	TBD	TBD	TBD	KIFWA, EATTA, KAM, KNCCI
2.2.3. Increased utilization of AEO by KAM members	Number of KAM members registered under AEO	Annual percentage of members registered as AEO	TBD	10%	15%	20%	KAM
2.2.4. Increased utilization of AEO by KCTA members	Number of KCTA members registered under AEO	Annual percentage of members registered as AEO	TBD	10%	15%	20%	KCTA
2.2.5. Increased use of "radiation-free" certificates	Number of shipments with radiation-free certificates	Annual percentage of shipments with radiation-free certificates	TBD	25%	50%	75%	KIFWA
2.2.6. Increased utilization of AEO by KIFWA members	Number of KIFWA members registered under AEO	Annual percentage of members registered as AEO	TBD	10%	15%	20%	KIFWA
2.2.7. Increased utilization of AEO by KTA members	Number of KTA members registered under AEO	Annual percentage of members registered as AEO	TBD	25%	50%	75%	KTA
2.2.8. Increased utilization of AEO by SCEA members	Number of SCEA members registered under AEO	Annual percentage of members registered as AEO	TBD	25%	50%	75%	SCEA
2.3. Efficient cargo inspection and verification	The average time from siting cargo for inspection until cargo is passed for inspections	Hours	TBD	TBD	TBD	TBD	ALL OGA
2.3.1. Efficient KEBS testing services implemented	Average time taken to complete KEBS inspection and testing	Days	10	5	5	5	KEBS
2.3.2. Raise compliance to PVoC programme	% of PVoC compliance	%	10	98	98	100	KEBS
	% of PVoC compliance on cargo cleared by KIFWA members	%	TBD	TBD	TBD	TBD	KIFWA
	% of PVoC compliance on cargo cleared by KAM members	%	TBD	TBD	TBD	TBD	KAM
2.3.3 Enhancement of PVoC to include OGAs requirements	Number/level of government agencies' with requirements integrated in PVoC	Number	0	TBD	TBD	TBD	KEBS
2.3.4. COC recognition by KEBS and multi-agencies (OGAs)	Number or % of PGAs recognizing COCs	%	0	100%	100%	100%	KEBS
2.3.5. Increased Pre-Clearance of Consignments by KAM Members	Proportion of consignments pre-cleared	Hours	TBD	TBD	TBD	TBD	KAM

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
2.3.6. Efficient cargo inspection and verification	Average time from sitting cargo for inspection until cargo is passed for inspection	Hours	2	2	2	2	KEBS
	Clearance of cargo upon submission of COC data and inspection	Hours	2	2	2	2	KEBS
2.3.7. Efficient truck weighing processes implemented at weighbridges	Average time taken to weigh truck at the weighbridge	Minutes	4	4	3	2	KENHA
2.3.8. Raise compliance to PVoC programme	% of PVoC compliance on cargo cleared by KNCCI members	%	TBD	TBD	TBD	TBD	KNCC
2.3.9. Efficient KEPHIS inspection and testing services	Average time taken to complete KEPHIS inspection and testing	Hours	TBD	TBD	TBD	TBD	KEPHIS
2.3.10. Increased Pre-Clearance of Consignments by KIFWA Members	Proportion of consignments pre-cleared	Hours	TBD	25%	50%	75%	KIFWA
2.3.11. Increased Pre-Clearance of Consignments by KNCCI Members	Proportion of consignments pre-cleared	Hours	TBD	TBD	TBD	TBD	KNCC
2.3.12. Efficient processing and Issuing certificates of origin	Average time taken to issue certificates	Hours	TBD	TBD	TBD	TBD	KNCC
2.4. Increased uptake of the AEO	Number of AEO recruits in customs	Number of Recruit	171	230	245	250	KRA
2.5. Efficient Border Clearance	Overall Average Border Crossing Time	Hours	TBD	TBD	TBD	TBD	BCOCC/NC-TTCA
2.5.1. Optimized Border Clearance Processes Implemented at Busia	Average border crossing time Kenya, Uganda in hours	Hours	TBD	TBD	TBD	TBD	BCOCC/NC-TTCA
2.5.2. Optimized Border Clearance Processes implemented at Malaba	Average border crossing time Kenya, Uganda in hours	Hours	TBD	TBD	TBD	TBD	BCOCC/NC-TTCA
3. Globally competitive logistics services	Bench marking for improved ranking on the lpi component for quality of logistics services against select ports & corridors	Benchmarking Scale	8	6	5	4	MOT
3.1. Expanded freight logistics capacity	Annual Corridor Transit Traffic In Million Tons	In Million Tons	TBD	TBD	TBD	TBD	NC-TTCA

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
3.1.2. 24-hour working operation	Volume of trade cleared after normal working hours	% / number of consignments/ entries cleared after 18:00hrs	TBD	TBD	TBD	TBD	ALL
3.1.3. Increased cargo offtake by the SGR on the corridor	Proportion of corridor freight carried by rail	% Rail freight	TBD	30%	40%	50%	KR
3.1.4. Increased liquid bulk holding capacity	Cubic metres or metric tonnes of petroleum products	Cubic Metres(M ³) or Metric Tonnes (MT)	TBD	TBD	TBD	TBD	KPC
3.1.5. Greater conveyance of fuels by pipeline	% of petroleum products move along the corridor	% Fuels conveyed by pipeline	90	100	100	100	KPC
3.1.6. Enhanced port cargo handling and processing capacity	Total demonstrated capacity (Port): This will be measured as the total annual cargo throughput that includes dry bulk, liquid bulk cargo, break-bulk cargo, roll-on/roll-off (RoRo) vehicles and industrial equipment, and the contents of shipping containers	Metric Tonnes	40.5	42.8	52.2	59.1	KPA
3.1.7. Increased safety to life and property on handling, transportation, storage and transferring on corridor	Reported incidents on lost of life, injuries, and damage to property	Annual no. of incidents to life, injuries and property loss	TBD	TBD	TBD	TBD	KPC
3.1.8. Enhanced container terminal handling and processing capacity	Total Demonstrated Container Handling Capacity (Port): This will be measured as the volume of containers handled by the port within 1 year and shall be expressed as a throughput in TEU per year	'000 TEUs	1,713	2,100	2,600	2,800	KPA
3.1.9. Enhanced container terminal handling and processing capacity	Total Demonstrated Container Handling Capacity (ICDN): This will be measured as the volume of containers handled by the port within 1 year and shall be expressed as a throughput in TEU per year	TEUs	450,000	450,000	600,000	600,000	KPA
3.1.10. Efficient yard operations ^[22]	Yard population for containers (Port of Mombasa)	TEUs	TBD	TBD	TBD	TBD	KPA
	Holding Capacity (Port of Mombasa)	TBD	TBD	TBD	TBD	TBD	KPA
	Holding Yard Capacity (ICDN)	TEUs	TBD	TBD	TBD	TBD	KPA
	Yard population (ICDN)	% of yard capacity for containers	TBD	TBD	TBD	TBD	KPA
3.2. Increased freight logistics safety and security	Driver perceptions on safety & security of the corridor of the corridor as measured on a likert scale 1-5. 5=Very safe, 1- extremely unsafe	LIKERT Scale	TBD	2	3	4	NPS/NTSA

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
3.2.1. Reduced cargo loss along the corridor	Number of reported incidences of cargo loss	No of incidence	TBD	TBD	TBD	TBD	NPS
3.2.2. Reduce number of cargo related accidents on the corridor	Number of reported track accidents	No of reports	TBD	TBD	TBD	TBD	NPS/NTSA
	Sensitize road users on traffic laws	Number of awareness forums	TBD	TBD	TBD	TBD	NPS/NTSA
	Number of reported incidences of cargo loss	No of incidence	TBD	TBD	TBD	TBD	NPS/NTSA
3.3.3. Reduce number of loss of life and injuries on corridor	Number of reported deaths	No of deaths	TBD	TBD	TBD	TBD	NPS/NTSA
	Number of reported injuries	No of injuries	TBD	TBD	TBD	TBD	NPS/NTSA
3.3.4. Development of appropriate regulatory transport laws and policies	Initiatives/activities to improve road transport policies and regulatory	No. of initiatives	TBD	TBD	TBD	TBD	NPS/NTSA
3.3.5. Facilate timely processing of number plates of motor vehicles for new imports	Number of days for registration and insuance of number plates	Days	3	TBD	TBD	TBD	NTSA
3.4. Increased efficiency in freight logistics	Improved ranking on the LPI component for quality logistics against selected ports and corridors	Benchmarking scale	TBD	10%	20%	30%	MOT/SCEA/TMEA
3.4.1. Zoning plan for Mombasa County developed and Implemented			TBD	TBD	TBD	TBD	CGOM
3.4.2. Shippers awareness on INCO terms increased	% of SCEA importers trained on INCO terms	Absolute Count	TBD	TBD	TBD	TBD	SCEA
3.4.3. Construction of truck / marshalling yard and system connection to the port and corridor	Space allocation for truck / marshalling	Truck / marshalling	TBD	TBD	TBD	TBD	CGOM
3.4.4. Increased traffic flow to port and corridor	Traffic congestion to port and corridor	Time delays	TBD	TBD	TBD	TBD	CGOM

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
3.4.5. Reduced road freight transit time in Kenya (Mombasa to Busia)	The average time for transit trucks to move from Mombasa port to Busia	Days	3.5	2.5	1.75	1.5	KTA/NC-TTCA
3.4.6. Shippers awareness on logistic performance increased	Publish annual Logistic Oerformance Index (LPI)	Annual LPI report	TBD	TBD	TBD	TBD	SCEA
3.4.7. Reduced road freight transit time in Kenya (Mombasa to Busia)	The average time for transit trucks to move from Mombasa port to Busia measured by NC-TTCA	Days	3.5	2.5	1.75	1.5	KTA
3.4.8. Reduced road freight transit time from port gate to ICD gate	The average time for transit trucks to move from Mombasa port to ICDN measured by NC-TTCA	Days	TBD	TBD	TBD	TBD	KTA/NC-TTCA
3.4.9. Efficient imports logistics	Average import container delays after customs release at the port (Average time between entry of release order and removal of containers)	Hours	TBD	TBD	TBD	TBD	KRA
3.4.10. Efficient imports logistics	Average import container delays after customs release (ICDN)	Hours	TBD	TBD	TBD	TBD	KRA
3.5. Reliable logistics services	Shippers Perceptions On Reliability Of Logistics Services Measured On A LIKERT Scale 1-5. 5=Very Reliable, 1- Very Unreliable	LIKERT Scale	30	25	15	5	MOT
3.5.1. CFS operator's capacity to deliver quality services enhanced	Number of firms implementing ISO 9001	% of sector's players certified	TBD	10%	20%	30%	CFSA
3.5.2. C&F agent's capacity deliver quality services enhanced	Number of firms implementing ISO 9001	% of sector's players certified	TBD	10%	20%	30%	KIFWA
3.5.3. Efficient yard operations	Average container dwell time at CFS: This will be measured as the time elapsed between container gated in until it leaves the CFS gates	Hours	TBD	TBD	TBD	TBD	CFSA
3.5.4. Increased port trade	Cargo throughput (Port): Total volume of cargo discharged and loaded at the port. It includes break-bulk, liquid bulk, dry bulk, containerized cargo, transit cargo, and transhipment	Metric Tonnes	30.9	TBD	TBD	TBD	KPA
3.5.5. Increased port trade	Container traffic (Port): Total volume of cargo discharged and loaded at the port. It includes transhipment at the port	'000 TEUs	1,304	1,432	1,599	2,055	KPA
3.5.6. Increased port trade	Container traffic (ICDN): Total volume of cargo discharged and loaded at the port	'000 TEUs	258	450	500	552	KPA

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
3.5.7. Reliable port management system Implemented	Average system uptime	% uptime	TBD	90%	95%	99.90%	KPA
3.5.8. Reliable customs management system Implemented	Average system uptime	% uptime	90%	95%	97%	98%	KRA
3.5.9. Increase cargo uptake under pre-arrival clearance (PAC)	Consignments customs cleared 48 hours before docking of vessels or earlier upon departure from relevant ports of loading	% of imports under marine/ sea cargo processed under PAC	18	23	30	40	KRA
3.5.10. Ship agent's capacity to deliver quality services enhanced	Number of firms implementing ISO 9001	% of sector's players certified	TBD	10%	20%	30%	KSAA
3.5.11. Trucker's capacity to deliver quality services enhanced	Number of firms implementing ISO 9001	% of sector's players certified	TBD	10%	20%	30%	KTA
3.6. Simplified trade processes	Improved ranking on world bank doing business index time to import: documentary compliance (hours)	Benchmarking Scale	60	45	30	15	MOT
3.6.1. All government and private sector players connected to KNSW	% of players involved connected	% connected	70%	80%	90%	100%	KENTRADE
3.6.2. All government and private sector players connected to KNSW	PGAs integrated with KNSWS for online cargo releases	Number of PGAs connected KNSWS	25	35	37	40	KENTRADE
3.6.3. All government and private sector players connected to KNSW	Private sector players with systems integrated with KNSWS for online cargo releases	Number of private players connected to KNSWS	4784.00	6000.00	8000.00	10000.00	KENTRADE
3.6.4. All government and private sector players connected to KNSW	Time taken by partner agencies for processing permits and releasing cargo	Days	5.14	2.00	1.00	0.50	KENTRADE
3.6.5. All government and private sector players connected to KNSW	% of consignments documents released through KNSWS and successfully approved	Permits processed on SWS	459250	800000.00	1000000	1200000	KENTRADE
3.6.6. Paperless ship, cargo, crew and passenger electronic facilitation (FAL convention) Adoption of the Maritime Single Window	Implementation progress of Kenya maritime single window by April 2019	% of implementation	0%	100%	100%	100%	KENTRADE

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
3.6.7. Paperless electronic cargo clearance Implemented	Number of documents as reported by WB LPI	Absolute Count	TBD	TBD	TBD	TBD	MOT
3.6.8. Increased containerization of cargo	Level of containerization on the corridor	% of containerized cargo versus loose cargo	TBD	50%	75%	75%	NC-TTCA
3.6.9. Increased Shippers Awareness of Benefits of Containerization	Proportion SCEA members Briefed on befits of Containerization	% of members	TBD	25%	50%	75%	SCEA
3.6.10. Paperless ship, cargo, crew and passenger electronic facilitation (FAL convention) Adoption of the Maritime Single Window	Implementation progress of Kenya maritime single window by April 2019	% of implementation	0%	100%	TBD	TBD	KENTRADE
4. Quality primary transport infrastructure	Bench marking for improved ranking on the LPI component for transport infrastructure against select ports & corridors	TBD	8	6	5	4	MOT
4.1. Enhanced road infrastructure capacity	Quantity of roads constructed or rehabilitated	Kilometres	TBD	TBD	TBD	TBD	KENHA
4.1.1. Encroachments on Roads Cleared	Encroachments on roads cleared. Number of kilometres of clearing encroachments on road	Number of kilometres	964	TBD	964	964	KENHA
4.1.2. Accelerate dualing of Mombasa West Road Network		TBD	TBD	TBD	TBD	TBD	KENHA
4.1.3. Accelerate dualing of Changamwe – Magongo – Kwa Jomvu road	Number of kilometres constructed	KM	0	TBD	6.7	TBD	KENHA
4.1.4. Makupa Bridge constructed to replace the causeway	% of bridge works completed	% bridge works constructed	0%	20%	60	100%	KENHA
4.1.5. Mombasa Southern Bypass constructed	No of Km constructed	Number of kilometres	0	8	TBD	TBD	KENHA
4.1.6. Superhighway constructed between Mombasa and Nairobi	No of Km constructed	Target Date	0	68	191	214	KENHA
4.2. Expanded rail freight capacity	Date Of Launch Of Kisumu Freight Train	Target Date	TBD	TBD	TBD	TBD	KR

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
4.2.1. Increase in logistic services	Container and tonnage moved by rail (imports)	TEU/ tonnage	TBD	TBD	TBD	TBD	KR
	Container and tonnage moved by rail (exports)	TEU/ tonnage	TBD	TBD	TBD	TBD	KR
	Number of trains from Port to ICDN (upward)	Number	TBD	TBD	TBD	TBD	KR
	Number of trains from ICDN to Port (downward)	Number	TBD	TBD	TBD	TBD	KR
	Container and tonnage moved by rail (imports)	TEU/ tonnage	TBD	TBD	TBD	TBD	KR
	Container and tonnage moved by rail (exports)	TEU/ tonnage	TBD	TBD	TBD	TBD	KR
	Number of trains from Port to ICDN (upward)	Number	TBD	TBD	TBD	TBD	KR
	Number of trains from ICDN to Port (downward)	Number	TBD	TBD	TBD	TBD	KR
4.2.2. SGR extended from Nairobi to Naivasha	Date SGR Naivasha line is commissioned	June 2019	50%	100%	TBD	TBD	KR
4.2.3. SGR extended from Naivasha to Kisumu	Date SGR Kisumu line is commissioned	June 2022	0%	TBD	TBD	TBD	KR
4.3. Enhanced capacity for handling, transporting, storage & transferring of market demand petroleum products	Storage capacity	Million litres	TBD	TBD	TBD	TBD	KPC
4.3.1. Additional pumping and storage capacity installed	Storage capacity	Million litres	TBD	TBD	TBD	TBD	KPC
4.3.2. Additional storage capacity constructed	Storage capacity	Million litres	TBD	TBD	TBD	TBD	KPC
4.3.3. Loading and storage capacity at the Eldoret depot expanded	Storage capacity	Million litres	TBD	TBD	TBD	TBD	KPC
4.4. Multimodal transport capacity developed	Volume of freight moved through kisumu port	MOWT	TBD	TBD	TBD	TBD	KPA
4.4.1. Kisumu Port constructed	Date Kisumu Port is commissioned	Target date	TBD	TBD	100	TBD	KPA

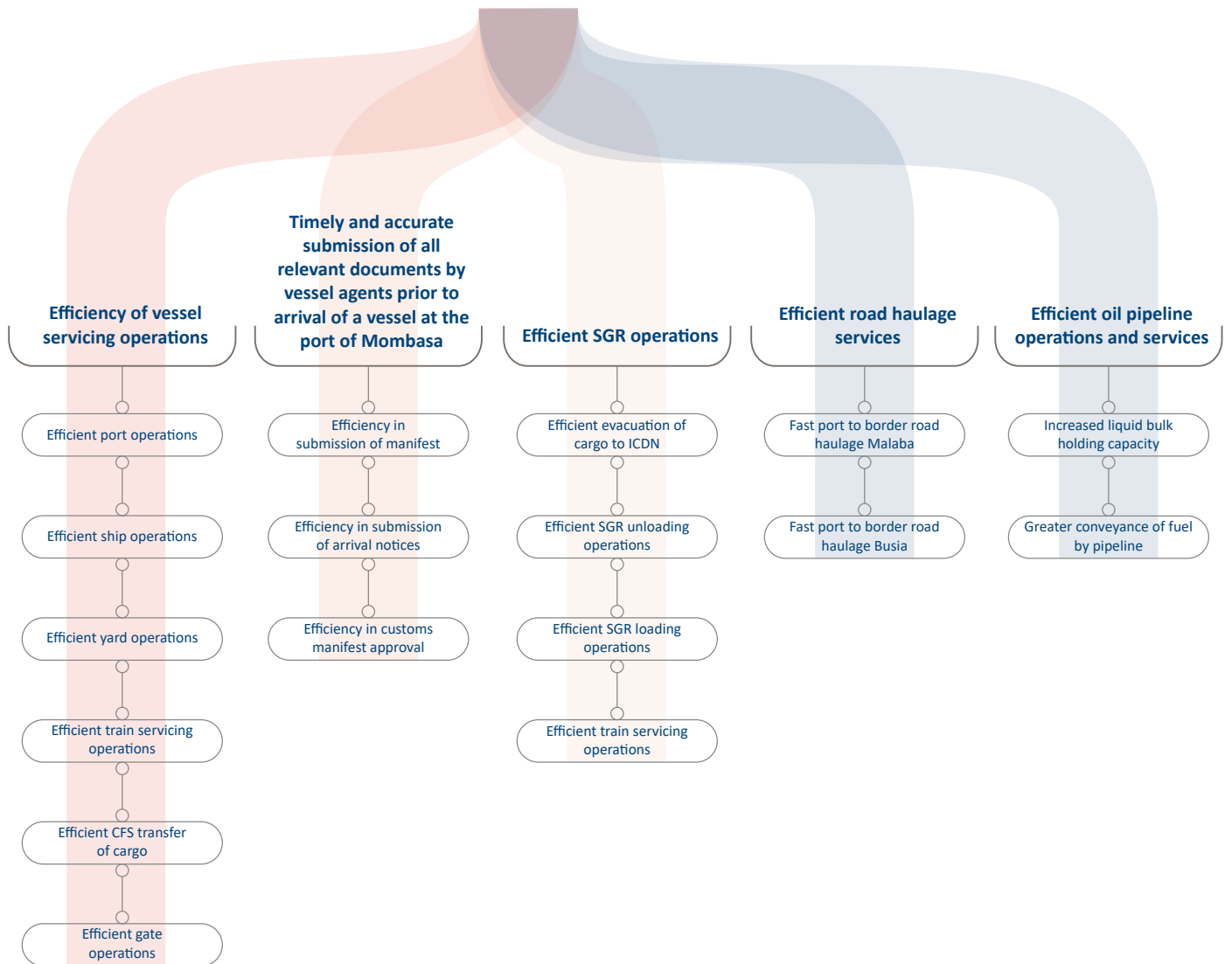
Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
5. Effective stakeholder engagement	All key Charter Organs Established	Number of Organs	1	8	8	8	KMA
5.1. Charters programs sustainable & inclusive	Level of donor funding	TBD	TBD	75%	50%	20%	MOT/MIT
5.1.1. Programmes for environment and gender developed	Date gender and environment programme is developed	Target date	TBD	TBD	TBD	TBD	WOMESA
5.1.2. Charter's seed funding secured	% of the Charter's budget funded	%	TBD	100%	100%	100%	TMEA/SC
5.1.3. Increased awareness and participation of women in maritime affairs	Forums & trainings on gender inclusivity in maritime affairs	Number or annual % of members attended forums	TBD	TBD	TBD	TBD	WOMESA
5.1.4. Charters Funding Sources diversified	Number of funding sources	TBD	TBD	1	23	4	SC
5.2. Charter secretariat operationalized	Date of launching of charter's new secretariat	Target date	TBD	TBD	TBD	TBD	KMA
5.2.1. ICT systems integration coordinator in place	Recruitment date	Target date	TBD	TBD	TBD	TBD	KENTRADE
5.2.2. Required infrastructure and amenities provided	Date equipment and facilities are procured	Target date	TBD	TBD	TBD	TBD	KMA
5.2.3. Public Sector Coordinator in place	Recruitment date	Target date	TBD	TBD	TBD	TBD	KMA
5.2.4. Analysis of corridor performance	Updated performance dashboard	Available performance dashboard	TBD	TBD	TBD	TBD	NC-TTCA
	Regular periodic reports	Periodic reports	TBD	TBD	TBD	TBD	NC-TTCA
5.2.5. Dashboard Coordinator in place	Date of designation	Target date	TBD	TBD	TBD	TBD	NC-TTCA

Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
5.2.6. Review, amend, and implement standards including those not covered by the Charter	Adopted industry service standards	Report / legal notice	TBD	TBD	TBD	TBD	KMA
5.2.7. Private Sector Coordinator in place	Recruitment date	Target date	TBD	TBD	TBD	TBD	SCEA
5.2.8. Develop and manage robust monitoring and evaluation framework for the industry service including KPIs of the Charter	Industry and Charterwise M&E framework	Quarterly Reports	TBD	TBD	TBD	TBD	KMA
5.2.9. Investment needs analysis performed and delivered to steering committee	Date of conference within 6 months	Target date	TBD	TBD	TBD	TBD	TMEA
5.2.10. Convene quarterly meetings on review of the implementation progress of the Charter in liaison with the Steering Committee	Reviewed and disseminated quarterly reports on Charter implementation	Quarterly Reports	TBD	TBD	TBD	TBD	KMA
5.3. Charters M&E capacity strengthened	% Of indicators reported	%	15%	75%	90%	100%	SC
5.3.1. Standing Committee and Ministry of Transport officials training completed	Date of Training	Target date	TBD	TBD	TBD	TBD	SC
5.3.2. M&E Coordinator in place	Date of Recruitment	Target date	TBD	TBD	TBD	TBD	SC
5.3.3. Secretariat staff and focal points trained on M&E	Date of Training	Target date	TBD	TBD	TBD	TBD	SC
5.3.4. e-Charter established	Date E-Charter Launched	Target date	TBD	TBD	TBD	TBD	SC
5.3.5. Enhance real-time monitoring system on performance of logistics service providers in use	Date of System Launch 30th June 2019	Target date	TBD	TBD	TBD	TBD	ISCOS
	Updated online actual report on experiences and feedback (delays, corruption, compliment & feedback)	Updated report	TBD	TBD	TBD	TBD	ISCOS

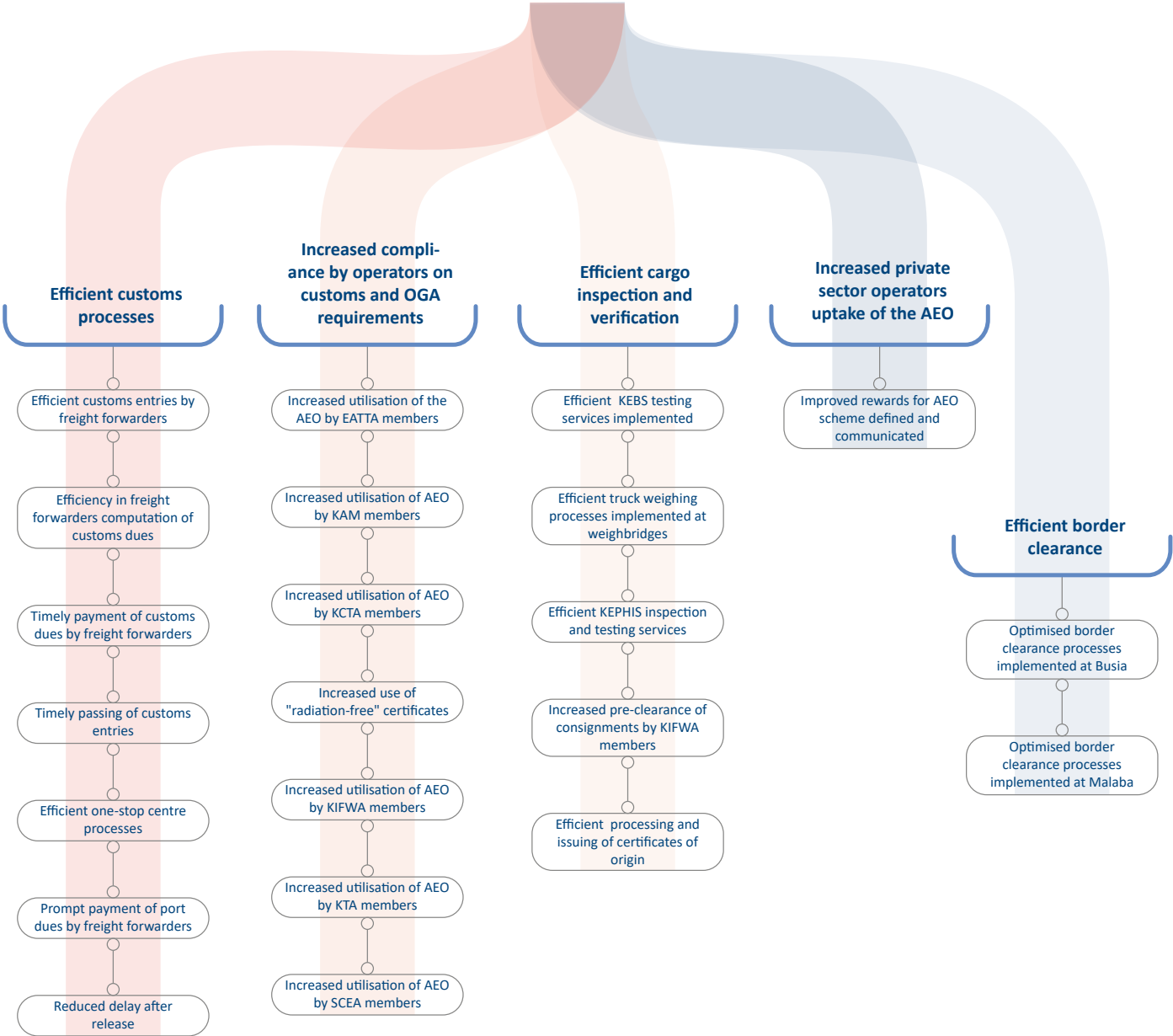
Performance Area	Performance Indicator	Units	Base-line 2018	Dec 2020	Dec 2022	Dec 2024	Resp
5.4. Review of laws	Number of laws reviewed	Absolute count	TBD	TBD	TBD	TBD	MOT
5.5. Communications strategy implemented	Number of media reports on the charters work	Absolute count	TBD	5	10	15	SC
5.5.1. Challenging Charter Issues requiring presidential attention escalated	Number of times per year the Charter's issues are included on the Presidential Round Table	Absolute Count	TBD	1	2	2	KEPSA
5.5.2. Internet resources established (to include website, e-Newsletter and mail alerts)	Date completed	Target date	TBD	TBD	QTR1	TBD	SC
5.5.3. Visibility toolkits developed (media tool kit, and brochures Etc.)	Date completed	Target date	TBD	TBD	QTR1	TBD	SC
5.5.4. Enhanced Northern Corridor Performance Dashboard in Use	Number of dashboard hits per year	Absolute number count	TBD	1000	5000	10000	SC
5.5.5. Communications Specialist in place	Date of recruitment	Target date	TBD	TBD	TBD	TBD	SC
5.5.6. Funding for Communications Budget effected	Level of funding for Communications Budget	% of budget funded	TBD	100%	75%	50%	TMEA
5.5.7. Continuing technical advice and support of a Communications Consultant provided	Date of recruitment	Target date	TBD	TBD	TBD	TBDww	TMEA

Appendix

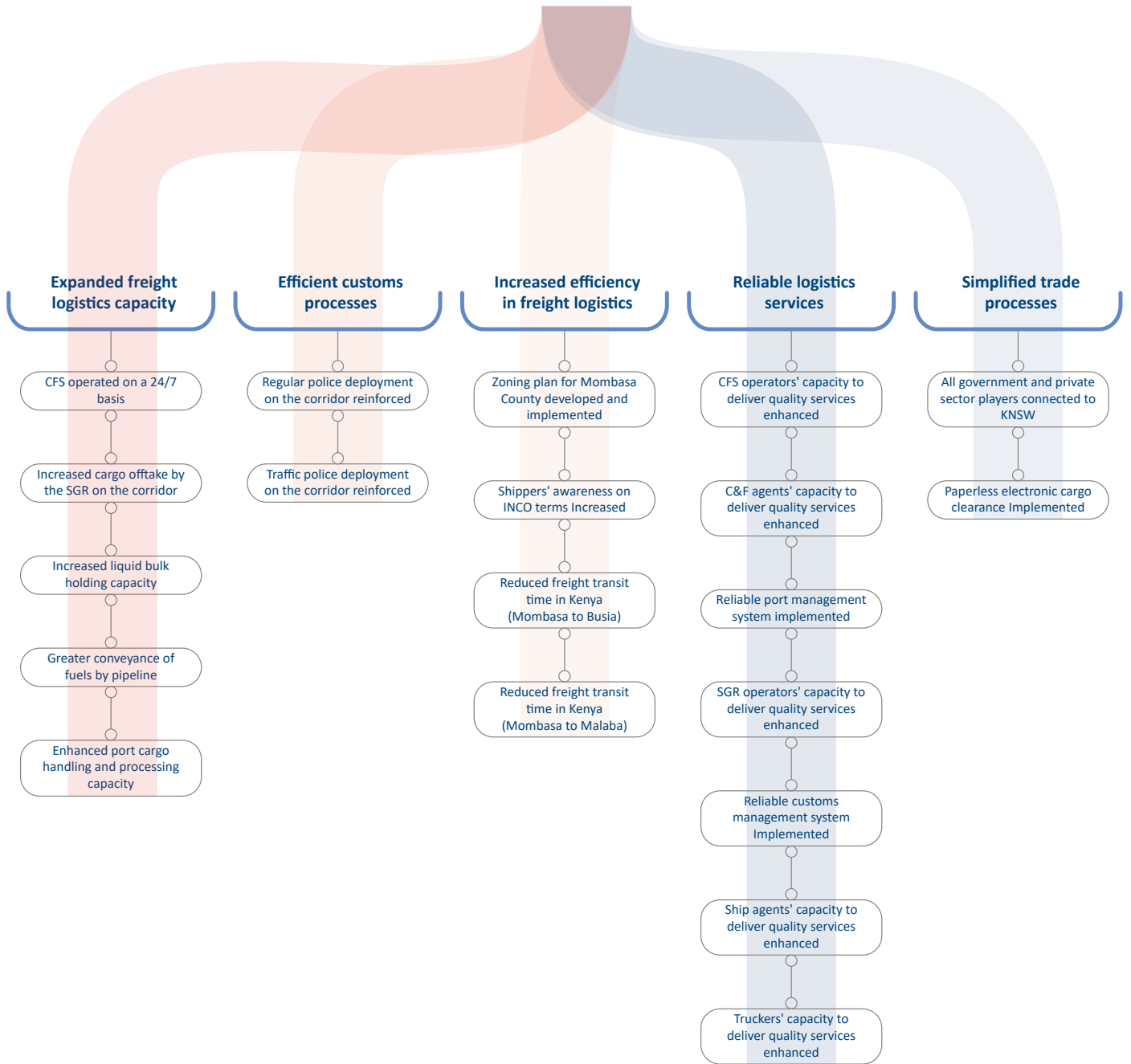
Efficient Logistics Operations



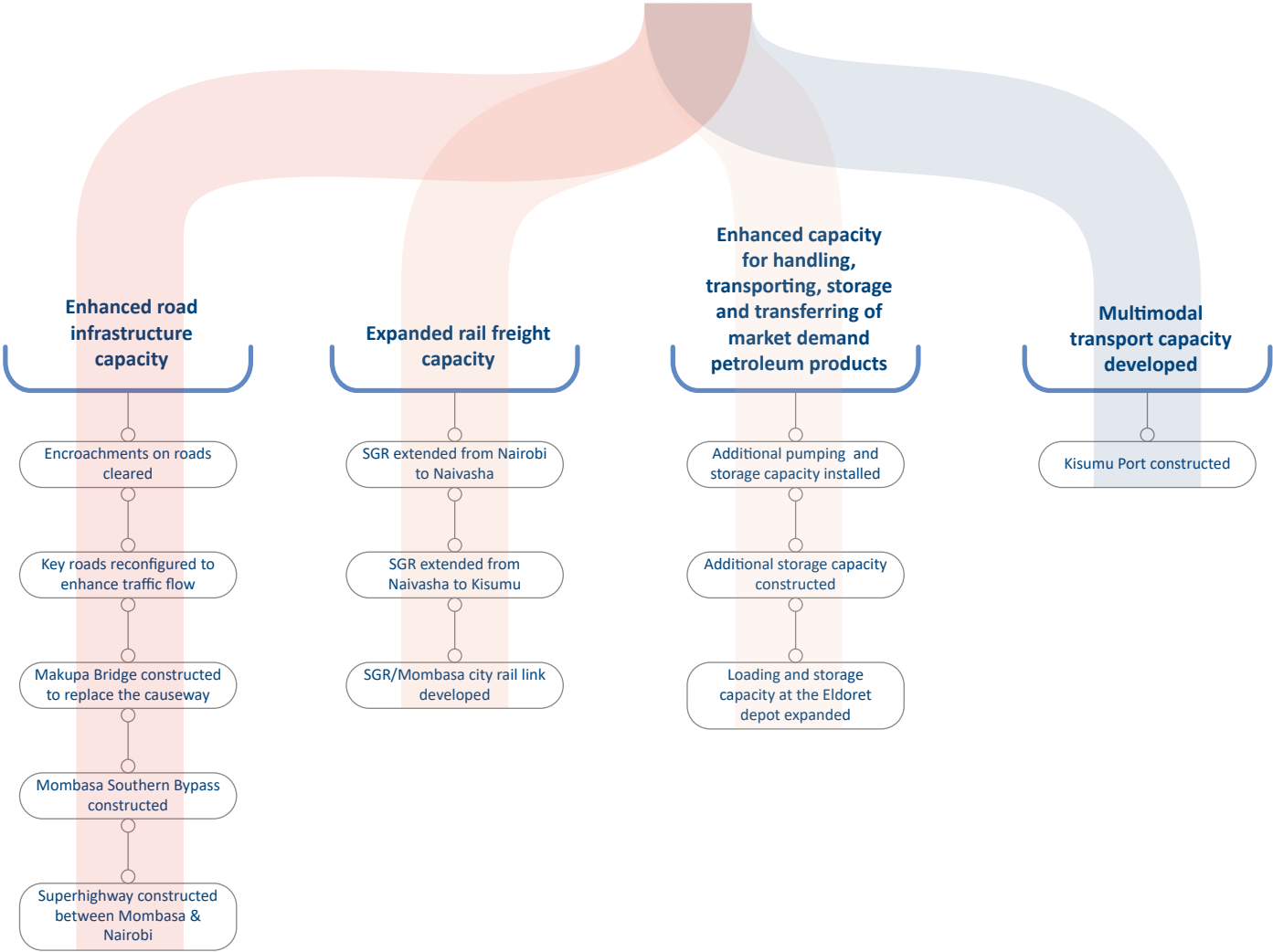
Efficiency in Cargo Clearance



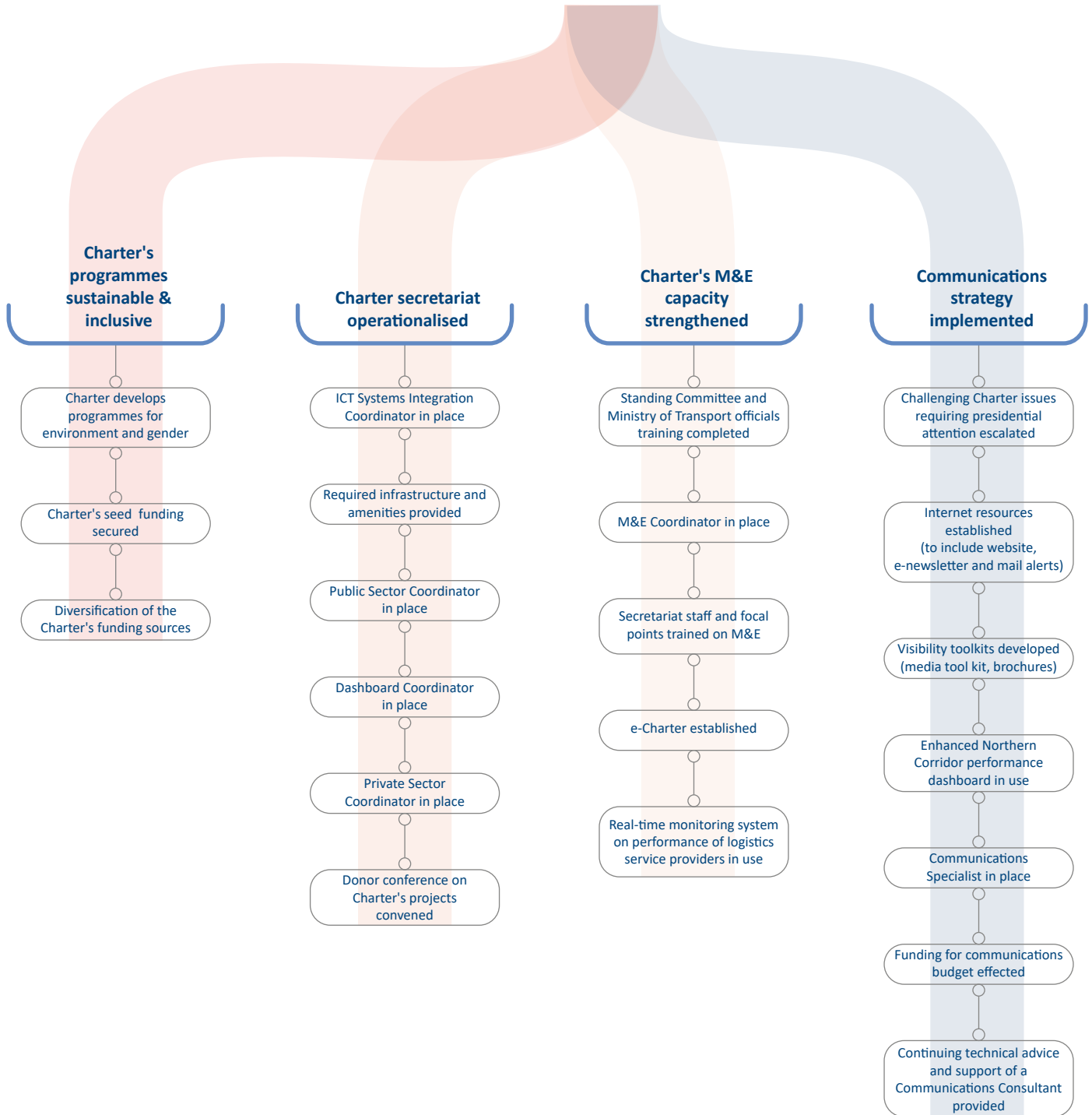
Globally Competitive Logistics Services



Quality Primary Transport Infrastructure



Effective Stakeholder Engagement





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