



THE MOMBASA PORT & NORTHERN CORRIDOR COMMUNITY

2018 - 2024

Charter Summary



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.

The Mombasa Port and Northern Corridor Community Charter was made possible with funding by DANIDA, through TradeMark East Africa:



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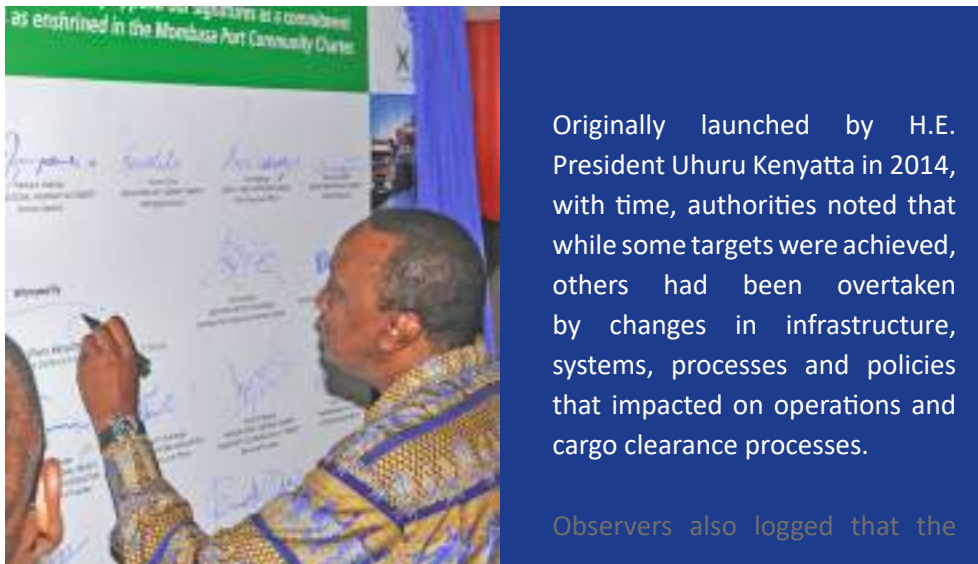
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INTRODUCTION

Background

The Mombasa Port and Northern Corridor Community Charter 2018 (known as the Charter) expresses the range of trade potential that stakeholders foresee passing through the port and corridor.

The result of broad consultations between the public and private sectors, it sets out its vision, purpose, organs, signatories, commitments, scope, mechanisms for funding, engagement and sustainability, among others. It is therefore a framework to achieve a seamless cargo flow through Mombasa to Kenya and countries beyond.



initial Charter had omitted key stakeholders who needed to be part of the process.

TradeMark East Africa consented to support a review of the Charter in May 2016. Africa Economic and Social Development Consultants undertook the review, which covered, among others, an enhanced monitoring and evaluation framework, proposed new signatories, revised performance indicators and targets and a communications strategy.

The Charter is a major step towards achieving the Government of Kenya's 'Big Four' economic agenda, in that it eases the way for efficiency of the logistics chain.

It is supported by the

1. Ministry of Transport and Infrastructure Development
2. Ministry of Housing and Urban Development
3. The National Treasury
4. Ministry of Industry, Trade and Cooperatives
5. Ministry of Health, Agriculture
6. Ministry of Livestock and Fisheries
7. Ministry of Defence
8. Ministry of Energy and Petroleum,

It is also supported by:

9. Mombasa County Government
10. Mombasa Port Community Stakeholders' Forum
11. Civil society organisations.

TradeMark East Africa provided both technical and financial support for the development of the Charter, while port community stakeholders through the second 'think tank' forum, gave valuable input for the reviewed Charter.

The Steering Committee for the Charter forms the core team responsible for coordinating the execution of Charter objectives. They comprise the Shippers Council of Eastern Africa, the Kenya Maritime Authority, the Kenya Ports Authority, the Kenya Revenue Authority, the Kenya National Trade Agency, TradeMark East Africa and the Kenya Ship Agents Association.

This is a summary of the full reviewed Charter of 2018 and gives a broad outline of its contents. For further details and for explanations of port terminology please refer to the unabridged Mombasa Port and Northern Corridor Community Charter 2018, parts I and II.



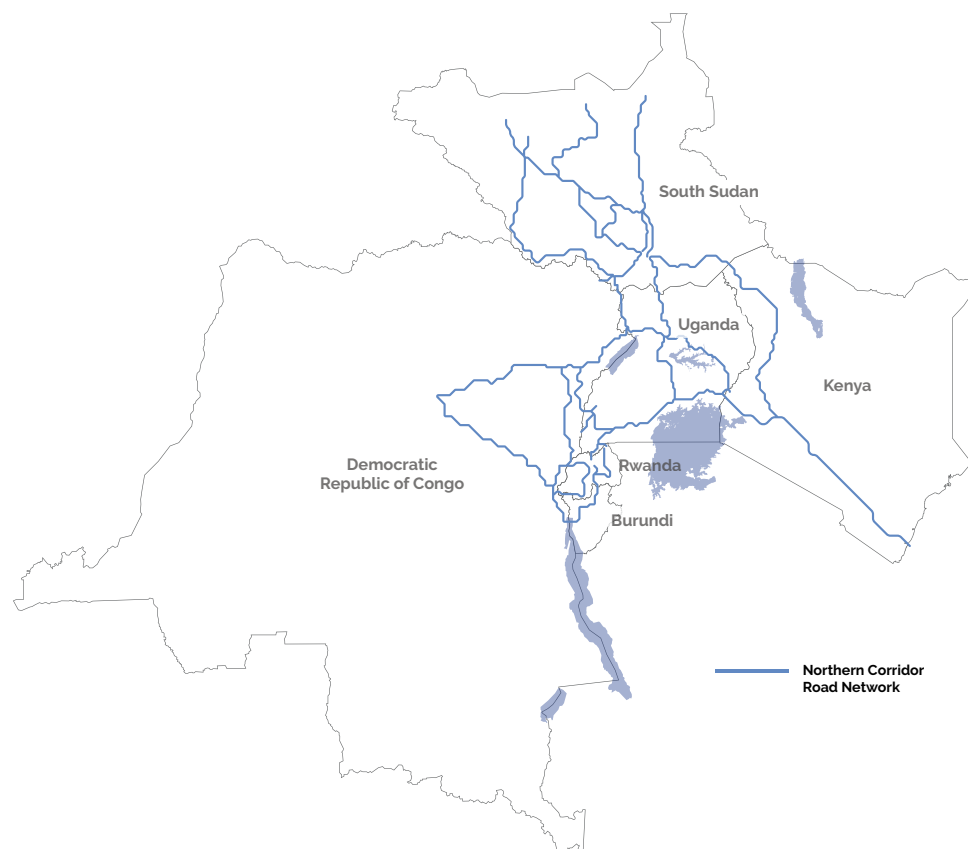
The Mombasa Port

The Mombasa Port (MP) and Northern Corridor (NC) is the trade gateway to Kenya, Burundi, eastern Democratic Republic of Congo (DRC), Rwanda, Somalia, South Sudan, Uganda, northern Tanzania and southern Ethiopia (see map).

Five of the countries are landlocked and rely on the MP for trade access. However, due to inefficiency, freight costs represent 35-40% of regional import values, compared to 8% in Europe and China. Port performance is measured by UNCTAD indicators, such as vessel waiting times, ship turnaround times and cargo dwell times.

Inefficiencies result in delays, surcharges and ultimately an escalation in the price of goods. Since 2013 cargo through the port has increased, culminating in almost 11% growth in 2017, with further average growth expected at 8%.

Over the same period, container ship turnaround time has decreased from 3.5 to 2.6 days and cargo dwell time from 5 to 3.9 days.



Ship waiting time however, saw a slight increase from a low of 0.6 days to 1.5 days. Although these time cuts are positive, the port's potential demands better performance, calling for improved service delivery and strengthened transport networks.

Average distance covered by truck on the Northern Corridor



Average distance covered by truck on efficient trade corridors



On average, trucks on the NC do between **60,000** and **96,000 km/truck/year** and cost up to about 30% of the value of goods using the NC, compared to **120,000** to **150,000 km/truck/year** on efficient trade corridors and a **4% cost** on the price of goods.

The Charter

Port and corridor performance can be boosted by enhancing port facilities, strengthening transport infrastructure, correcting the imbalance between imports and exports on the NC and improving border crossings. The Charter brings together key stakeholders to do this.

The 2018 Charter strengthens the original in the following ways:

1. As a framework for benchmarking NC performance
2. As a monitoring and evaluation framework
3. Includes new key stakeholders and criteria for new signatories
4. Has revised performance indicators, targets and benchmarks
5. Contains more stakeholder coordination, engagement and management
6. Includes new sustainability processes
7. Has enhanced management arrangements, systems, processes and human resources
8. Has timelines for review and lifespan of the Charter
9. Has a new communication strategy
10. Uses new information technology tools.

Part 1: The Charter

Article I:

Purpose

The Charter is a statement of scope, objectives and participants by the MC and NC community in their efforts to become efficient, reliable and globally competitive.

It was created as a mechanism for discussion, negotiation and planning between port and corridor stakeholders and it aims to:

- ② Create a common framework for the port community to meet obligations and targets
- ② Incorporate individual institutional service charter goals into the Charter's results framework

- ② Educate cargo owners, traders, labour unions, civil society and the public on best industry practices, encouraging acceptable behaviour by those participating in international trade
- ② Develop and implement a self-monitoring mechanism to ensure collective obligations are met.

Among other things the Charter:

- ② Acts as a contract of engagement between key stakeholders
- ② Defines the main stakeholders

- ② Documents reasons for stakeholders' efforts
- ② Highlights the key stakeholder objectives
- ② Provides a shared understanding of the port community's aspirations
- ② Provides direction on solutions identified by stakeholders to resolve long standing challenges
- ② Takes into account the best interest of the cargo owners and all customers.

Article II:

Vision, Mission and Goals

The Mombasa Port and Northern Corridor Community Vision

To be an efficient, reliable and globally competitive Mombasa Port and Northern Corridor.

The Mombasa Port and Northern Corridor Community Mission

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

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.

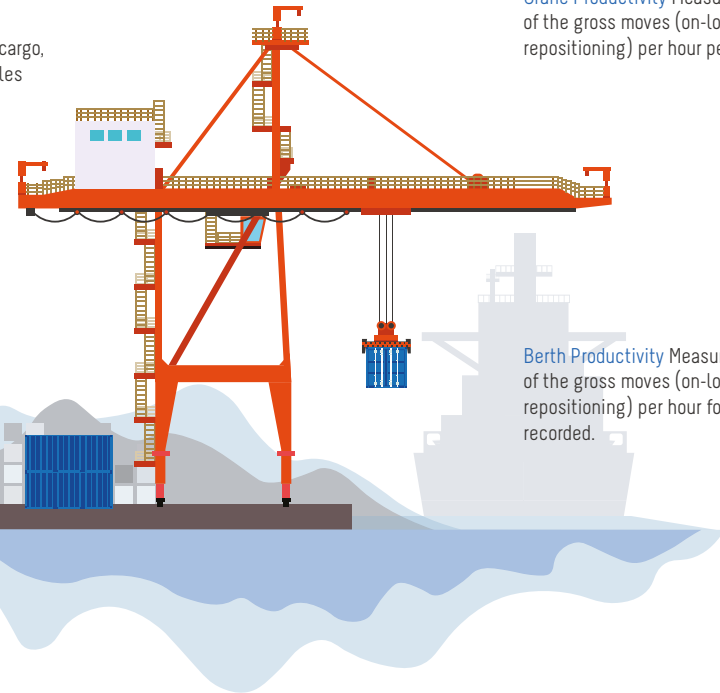
The Mombasa Port and Northern Corridor Community Charter will provide a mechanism for monitoring, evaluating and reporting on a regular basis, the key performance indicators on an agreed dashboard and results framework. As directed in the Circular, all agencies intervening in cargo clearance have to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

Article IV: Dashboard Indicators

Vessel Turnaround Time Measured as the time it takes between the arrival of a vessel and its departure from port.



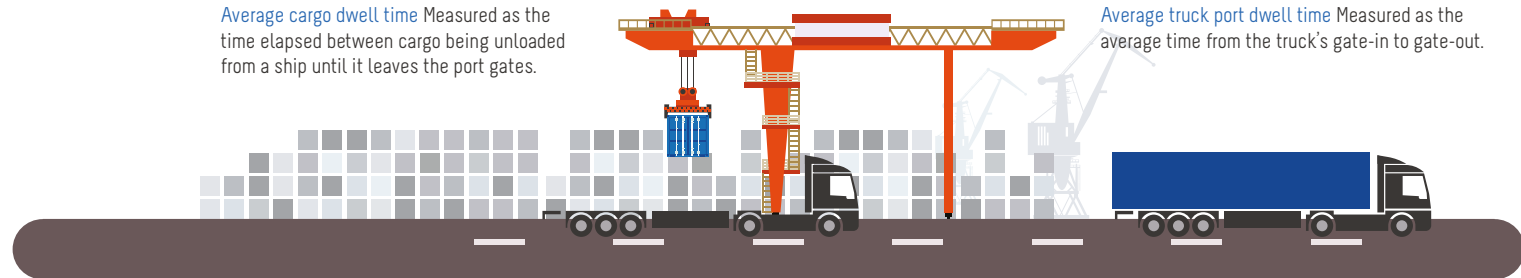
Enhanced port cargo handling and processing capacity Indicated by the total annual cargo throughput that includes dry bulk, liquid bulk cargo, breakbulk cargo, roll-on/roll-off (Ro/Ro) vehicles and industrial equipment, and the contents of shipping containers.



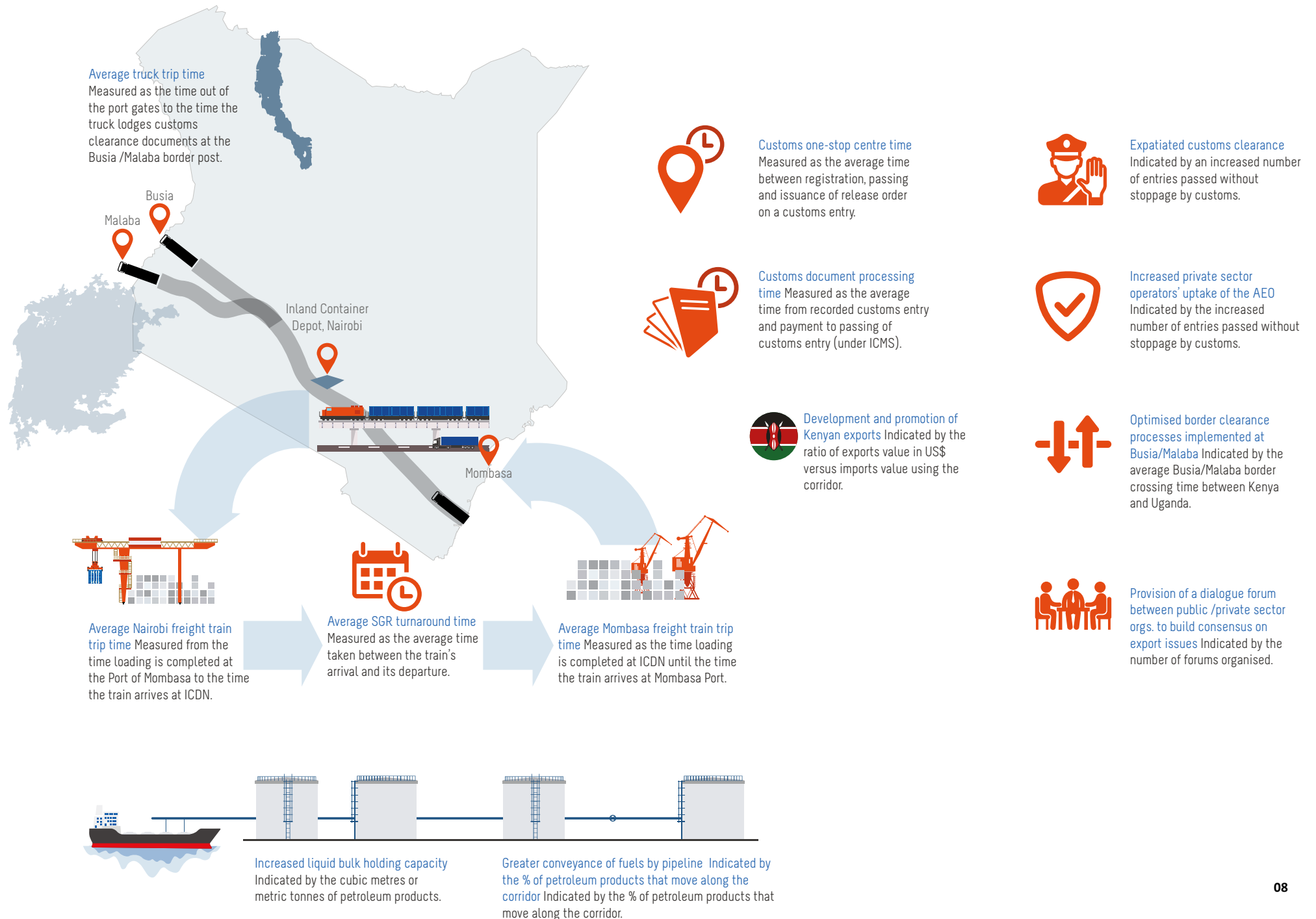
Crane Productivity Measured as the average of the gross moves (on-load, off-load and repositioning) per hour per crane.

Berth Productivity Measured as the average of the gross moves (on-load, off-load and repositioning) per hour for each vessel call recorded.

Average cargo dwell time Measured as the time elapsed between cargo being unloaded from a ship until it leaves the port gates.



Average truck port dwell time Measured as the average time from the truck's gate-in to gate-out.



Article V:

Scope of Engagement

The Charter will make policy recommendations and engage in the following:

- ② Promote the sharing and adoption of best practices in the port and corridor
- ② Highlight to stakeholders relevant emerging issues and trends
- ② Identify priorities and challenges faced by the port and corridor communitya
- ② Develop a coherent and unified advocacy agenda for the port and corridor community
- ② Articulate challenges faced by shippers, freight forwarders and transporters
- ② Monitor progress towards resolving challenges and achieving results in the port and corridor
- ② Find lasting solutions to the high logistics costs in the port and corridor
- ② Foster strong partnerships between the communities of the port and corridor, the EAC , the corridor authorities and Partner States
- ② Create communication strategies aimed at different target groups
- ② Act as a pre-policy development sounding board, when appropriate
- ② Provide feedback on the impact of Charter action plans
- ② Other relevant issues as they arise.



Article VI: Principles of Engagement

The signatories will aim for high standards and reduce the possibility of capture (or fracture) by narrow interest groups. All stakeholders have relevant knowledge, experience etc. to inform the decision-making process. The Charter will bring diverse groups together to achieve its vision.



PRINCIPLE 1

Equality of Stakeholders

The equality and respect of all signatories.



PRINCIPLE 2

Inclusivity

The promotion of inclusive and diverse stakeholder engagement.



PRINCIPLE 3

Effective and Efficient Communications

Communication with stakeholders to be clear and timely.



PRINCIPLE 4

Ethics

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



PRINCIPLE 5

Continually Collect Stakeholder Feedback

Use this feedback 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

Engage 'champions' from the public and private sectors to lead the Charter and take ownership of the stakeholder engagement process.



PRINCIPLE 8

Transparency

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



PRINCIPLE 9

Focus on outcomes

Stakeholder engagement, rather than an end, is a means of realising the Charter's goals.



PRINCIPLE 10

Sustainability

Integrate the Charter's activities within existing institutions without displacing existing structures.

Article VII.

Signatories To The Charter

The signatories are organised into six categories:

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



New signatories with a positive contribution to make will be considered by the Steering Committee (SC). (For an explanation of the Steering Committee see the Introduction.)

Signatories may cease to be members if they have no role to play in the Charter. Associate status can be nominated by signatories and may be granted, suspended or terminated by the SC.

The signatories are listed in alphabetical order.

1. Agriculture Food Authority (AFA)
2. Border Control Operational Coordinating Committee (BCOCC)
3. Car Importers Association of Kenya (CIAK)
4. Cereal Millers Association (CMA)
5. Container Freight Station Association (CFSA)
6. East Africa Civil Society Organisations' Forum (EACSOF)
7. Eastern African Grain Council (EAGC)
8. East African Online Transport Agency (EAOTA)
9. East African Tea Trade Association (EATTA)
10. Empty Container Depots Association (ECDA)
11. Export Promotion Council (EPC)
12. Government Chemist (GC)
13. ICT Authority

- | | |
|---|---|
| 14. Intergovernmental Standing Committee on Shipping (ISCOS) | 34. Ministry of East Africa Community and Regional Development |
| 15. Kenya Association of Manufacturers (KAM) | 35. Mombasa County Government |
| 16. Kenya Bureau of Standards (KEBS) | 36. Mombasa Port Civil Society Network |
| 17. Kenya Coffee Traders Association (KCTA) | 37. National Public Laboratory (NPL) |
| 18. Kenya International Freight and Warehousing Association (KIFWA) | 38. National Transport and Safety Authority (NTSA) |
| 19. Kenya Long Distance Truck Drivers Association (KLDTDA) | 39. National Treasury |
| 20. Kenya Maritime Authority (KMA) | 40. Northern Corridor Transit and Transport Coordination Authority (NCTTCA) |
| 21. Kenya National Chamber of Commerce and Industry (KNCCI) | 41. Pest Control Products Board (PCPB) |
| 22. Kenya National Highways Authority (KeNHA) | 42. Petroleum Institute of East Africa (PIEA) |
| 23. Kenya National Police Services (KNPS) | 43. Port Health Services Unit (PHSU) |
| 24. Kenya Pipeline Company (KPC) | 44. Rwanda Revenue Authority (RRA) |
| 25. Kenya Plant Health Inspectorate Service (KEPHIS) | 45. Shippers Council of East Africa (SCEA) |
| 26. Kenya Ports Authority (KPA) | 46. State Department for Shipping and Maritime Affairs |
| 27. Kenya Private Sector Alliance (KEPSA) | 47. State Department for Trade |
| 28. Kenya Radiation Protection Board (KRPB) | 48. State Department for Transport |
| 29. Kenya Railways Corporation (KRC) | 49. State Department for Infrastructure |
| 30. Kenya Revenue Authority (KRA) | 50. Trademark East Africa (TMEA) |
| 31. Kenya Ship Agents Association (KSAA) | 51. Uganda Revenue Authority (URA) |
| 32. Kenya Trade Network Agency (KENTRADE) | 52. Women in the Maritime Sector in East and Southern Africa (WOMESA) |
| 33. Kenya Transporters Association Limited (KTA) | |

Article VIII.

Signatories' Specific Commitments to the Charter

Fifty-two signatories (Article VI) are listed with their specific responsibilities. The signatories with most responsibilities are KPA with 12 responsibilities and KENTRADE, with 13 responsibilities.

KPA's responsibilities are to:

1. Coordinate and support joint verification of cargo.
2. Reduce cargo dwell time.
3. Reduce vessel turnaround time.
4. Optimise port clearance operations.
5. Optimise berth efficiency.
6. Optimise freight truck handling operations.
7. Minimise KPA systems downtime.
8. Expand Berth number 22.
9. Implement truck booking system.
10. Develop free port facilities.
11. Develop Kisumu Port.

KENTRADE's responsibilities are to:

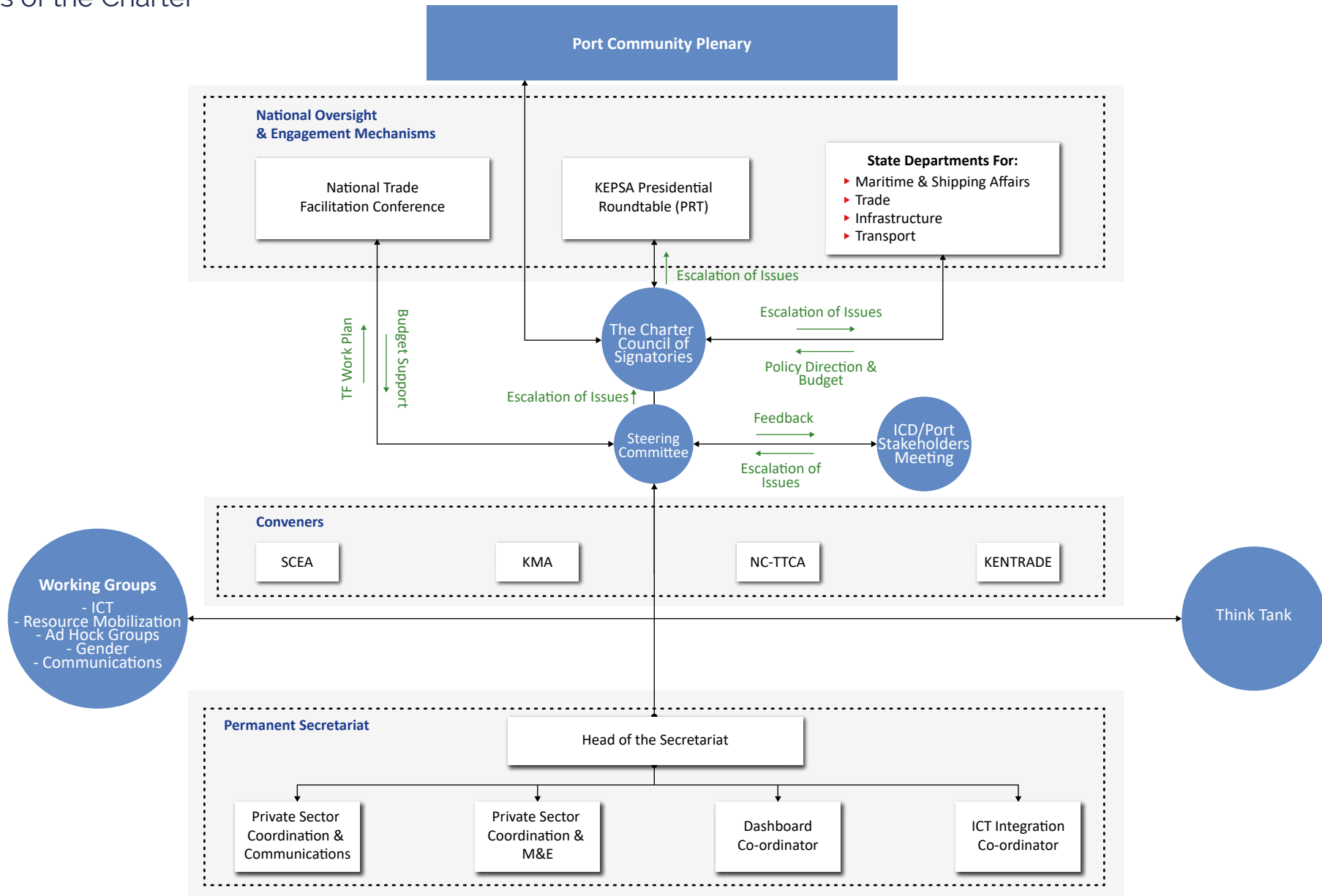
1. Speed up completion of outstanding Single Window System modules.
2. Enhance capacity for stakeholders' systems integration with the single window system.
3. Integrate Single Window System with key private sector players on cargo clearance such as shipping lines for delivery order, KNCCI for the goods' Certificate of Origin, and CFSs systems for clearance of cargo from their depots.
4. Encourage and support relevant private sector entities without systems to develop them for integration with KNESWS.
5. Enable cargo electronic monitoring from origin to destination to analyse delays.

6. Establish a Business Intelligence System as added value for analysing data, tracking business performance, presenting actionable information and supporting better business decisions.
7. Finalise the Maritime Single Window System and integrate it into the Kenya TradeNet System to aid seamless documentation of ship and cargo clearance documents and compliance with the Facilitation of International Maritime Traffic Convention.
8. Continue documentation of trade procedures on the Information for Trade in Kenya portal.
9. Continue working with key stakeholders to harmonise and simplify trade procedures.
10. Work towards integrating KNESWS with regional Single Window Systems.

11. Minimise system downtime and ensure system availability 99% of the time.
12. Facilitate a paperless electronic cargo clearance system and harmonise documents to reduce duplication.
13. Provide an ICT Coordinator for the Secretariat together with a data exchange and collection platform for the Charter.

(For a full list of signatories' responsibilities see the unabridged Charter 2018)

Article IX. Organs of the Charter



Article X.

National and International Engagement Mechanisms

National Trade Facilitation Committee

Responsibilities include:

1. Establish links with the World Trade Organisation.
2. Create a domestic mechanism to implement the Trade Facilitation Agreement. (TFA)
3. Develop procedures to share information and best practice. Maintain contact with international organisations, such as the World Customs Organisation, to ensure good advice on implementing TFA.

State Department of Transport

Responsibilities include

1. Overseeing road safety, civil aviation, maritime transport, rail transport.
2. Developing government transport policy; organising public transport.
3. Maintenance and construction of infrastructure projects.

Think Tank

Convened as and when needed, to gain expertise that will influence the policy-making process to positively affect efficiency, effectiveness and competitiveness of the port and corridor.

KEPSA Presidential Round Table

Allows the Charter to engage with the Head of State on issues that require the President's direct intervention, then are cascaded down to arms of government.

Friday Stakeholder Forum

A weekly meeting of members of the port community to address challenges, chaired by the KPA Managing Director.

Article XI.

Supplementary Instruments

The Charter is supported by the results framework, policies and guidelines, a communications strategy and a three-year budget for specific purposes.

Article XII.

Decision Making

The Charter will always try to achieve consensus. Each port community member commits to provide data to aid decision making and the implementation of the Charter.

Article XIII.

Funding and Sustainability Mechanisms

The Charter will always try to achieve consensus. Each port community member commits to provide data to aid decision making and the implementation of the Charter.

Article XIV.

Amendments

Signatories may propose amendments, which must first be submitted to the Council of Signatories for consideration and approval. Amendments will enter into force after approval by two-thirds of the members as given to the Steering Committee.

Article XV.

Signature, Ratification, Acceptance, Approval, Accession

The Charter is subject to ratification, acceptance or approval by the signatories as deposited with the Steering Committee.

Article XVI.

Entry into Force

The Charter will take effect 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. Stakeholders who do so after the Charter has taken effect will enter into force on that date.

Part 2

The Results Framework

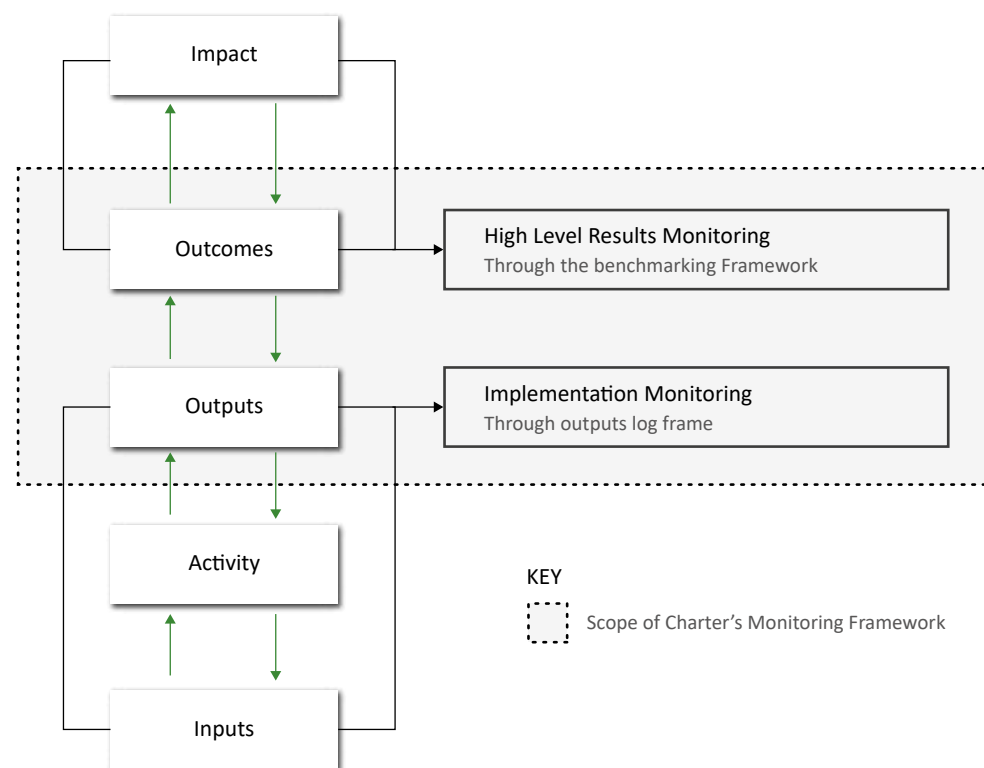
The Charter lays out the following three strategic goals:

-  **Goal 1**
Efficient Cargo Clearance Processes
-  **Goal 2**
Globally Competitive Logistics Services
-  **Goal 3**
Quality Primary Infrastructure and its Related ICT

To assess whether the Charter succeeds or not, the expected results, both intermediate and long term, must be articulated. The Results Framework is an important tool to communicate both to the community and to beneficiaries what the Charter is meant to achieve.

It is broken down into two parts: the first part focuses on high level monitoring, achieved through the benchmarking framework, while the second part, known as the implementation logframe, focuses on monitoring the implementation of activities to achieve intermediate/long-term outcomes, which in turn contribute to the strategic goals.

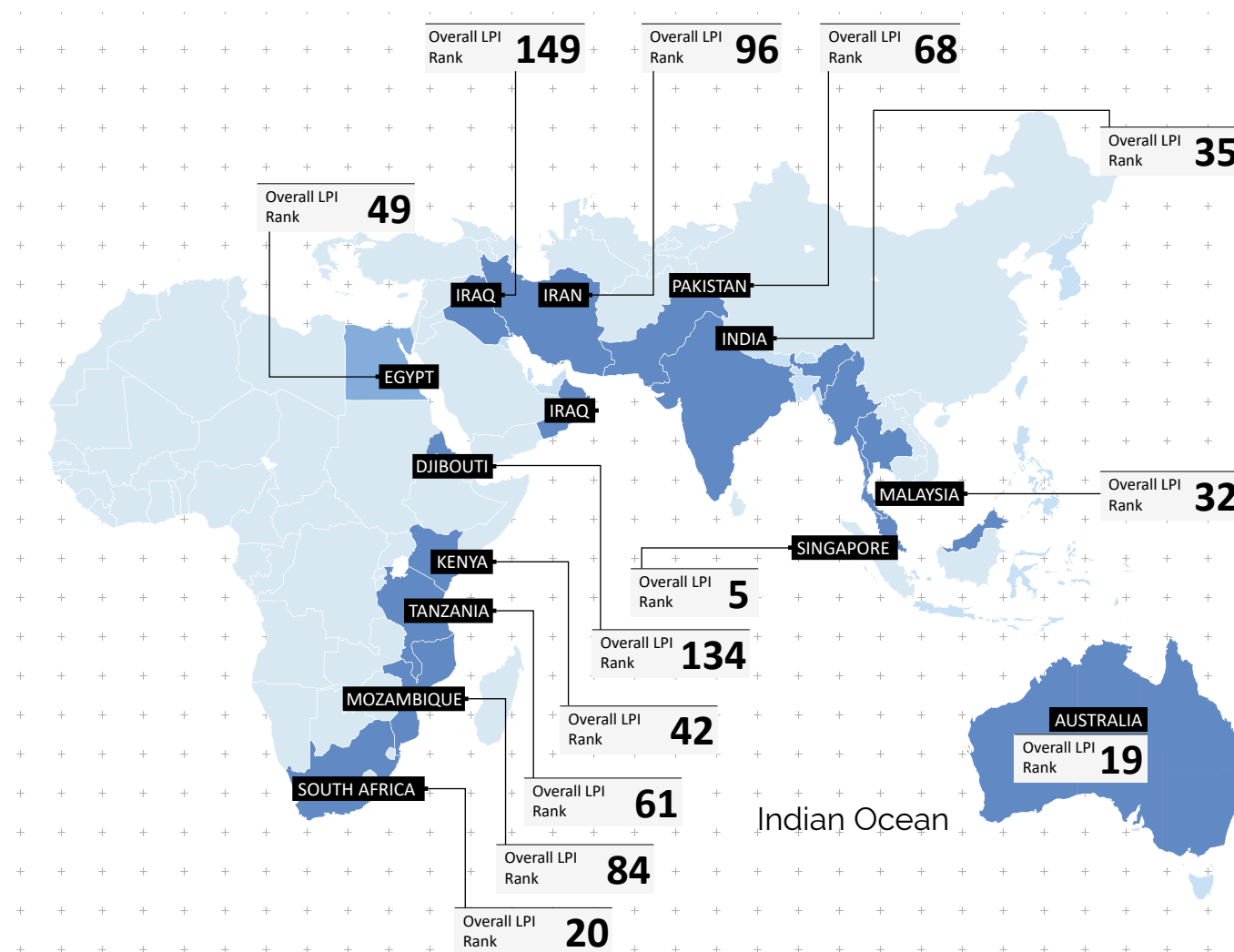
The structure is illustrated below.



The Benchmarking Framework

The Mombasa Port and Northern Corridor's outcomes will be measured against 18 selected Indian Ocean countries that have ports linked to international transport corridors. (Australia has been included because of its size and because its provinces can be considered a hinterland in the way that Rwanda, Burundi, Uganda etc. constitute the hinterland in East Africa. Singapore, the largest Indian Ocean port has been included to strengthen the dimension of international best practice)

The means of measurement is the World Bank Logistics Performance Index (LPI) which ranks 160 countries on six dimensions of trade, four of which will be used by the Charter: the efficiency of customs and border management clearance; the competence and quality of logistics services (trucking, forwarding and customs brokerage); the frequency with which shipments reach consignees within scheduled or expected delivery times; and the quality of trade and transport infrastructure.



The Implementation Monitoring Logframe

The logframe (below) is based on both long-term and intermediate outcomes and the results are defined through key performance indicators (KPIs), which can be quantified (or some may be qualitative) and are measurable and observable, as below.

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
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	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	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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
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
1.1.9. Efficient ship operations	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	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 measures 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	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
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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
	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
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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
2. Efficiency in cargo clearance	Benchmarking for improved ranking on the LPI 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 LPI 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
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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
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	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
3.1. Expanded freight logistics capacity	Annual Corridor Transit Traffic In Million Tons	In Million Tons	TBD	TBD	TBD	TBD	NC-TTCA
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(M³) 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	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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
	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
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
3.2.3. 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
3.2.4. 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
3.2.5. Facilitate timely processing of number plates of motor vehicles for new imports	Number of days for registration and issuance of number plates	Days	3	TBD	TBD	TBD	NTSA
3.3. 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
3.3.1. Zoning plan for Mombasa County developed and Implemented		TBD	TBD	TBD	TBD	TBD	CGOM
3.3.2. Shippers awareness on INCO terms increased	% of SCEA importers trained on INCO terms	Absolute Count	TBD	TBD	TBD	TBD	SCEA

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
3.3.3. 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
3.3.4. Increased traffic flow to port and corridor	Traffic congestion to port and corridor	Time delays	TBD	TBD	TBD	TBD	CGOM
3.3.5. 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
3.3.6. Shippers awareness on logistic performance increased	Publish annual Logistic Performance Index (LPI)	Annual LPI report	TBD	TBD	TBD	TBD	SCEA
3.3.7. 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
3.3.8. 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
3.3.9. 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
3.3.10. Efficient imports logistics	Average import container delays after customs release (ICDN)	Hours	TBD	TBD	TBD	TBD	KRA
3.4. 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
3.4.1. 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
3.4.2. 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
3.4.3. 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
3.4.4. 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 transshipment	Metric Tonnes	30.9	TBD	TBD	TBD	KPA

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
3.4.5. Increased port trade	Container traffic (Port): Total volume of cargo discharged and loaded at the port. It includes transshipment at the port	'000 TEUs	1,304	1,432	1,599	2,055	KPA
3.4.6. Increased port trade	Container traffic (ICDN): Total volume of cargo discharged and loaded at the port	'000 TEUs	258	450	500	552	KPA
3.4.7. Reliable port management system Implemented	Average system uptime	% uptime		90%	95%	99.90%	KPA
3.4.8. Reliable customs management system Implemented	Average system uptime	% uptime	90%	95%	97%	98%	KRA
3.4.9. 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
3.4.10. Ship agent's capacity to deliver quality services enhanced	Number of firms implementing ISO 9001	% of sector's players certified		10%	20%	30%	KSAA
3.4.11. Trucker's capacity to deliver quality services enhanced	Number of firms implementing ISO 9001	% of sector's players certified		10%	20%	30%	KTA
3.5. Simplified trade processes	Improved ranking on world bank doing business index time to import: documentary compliance (hours)	Benchmarking Scale	60	45	30	15	MOT
3.5.1. All government and private sector players connected to KNSW	% of players involved connected	% connected	70%	80%	90%	100%	KENTRADE
3.5.2. 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
3.5.3. 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
3.5.4. 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
3.5.5. 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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
3.5.6. 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
3.5.7. Paperless electronic cargo clearance Implemented	Number of documents as reported by WB LPI	Absolute Count	TBD	TBD	TBD	TBD	MOT
3.5.8. Increased containerization of cargo	Level of containerization on the corridor	% of containerized cargo versus loose cargo	TBD	50%	75%	75%	NC-TTCA
3.5.9. Increased Shippers Awareness of Benefits of Containerization	Proportion SCEA members Briefed on benefits of Containerization	% of members	TBD	25%	50%	75%	SCEA
3.5.10. 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

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
4.2. Expanded rail freight capacity	Date Of Launch Of Kisumu Freight Train	Target Date	TBD	TBD	TBD	TBD	KR
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	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
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			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	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

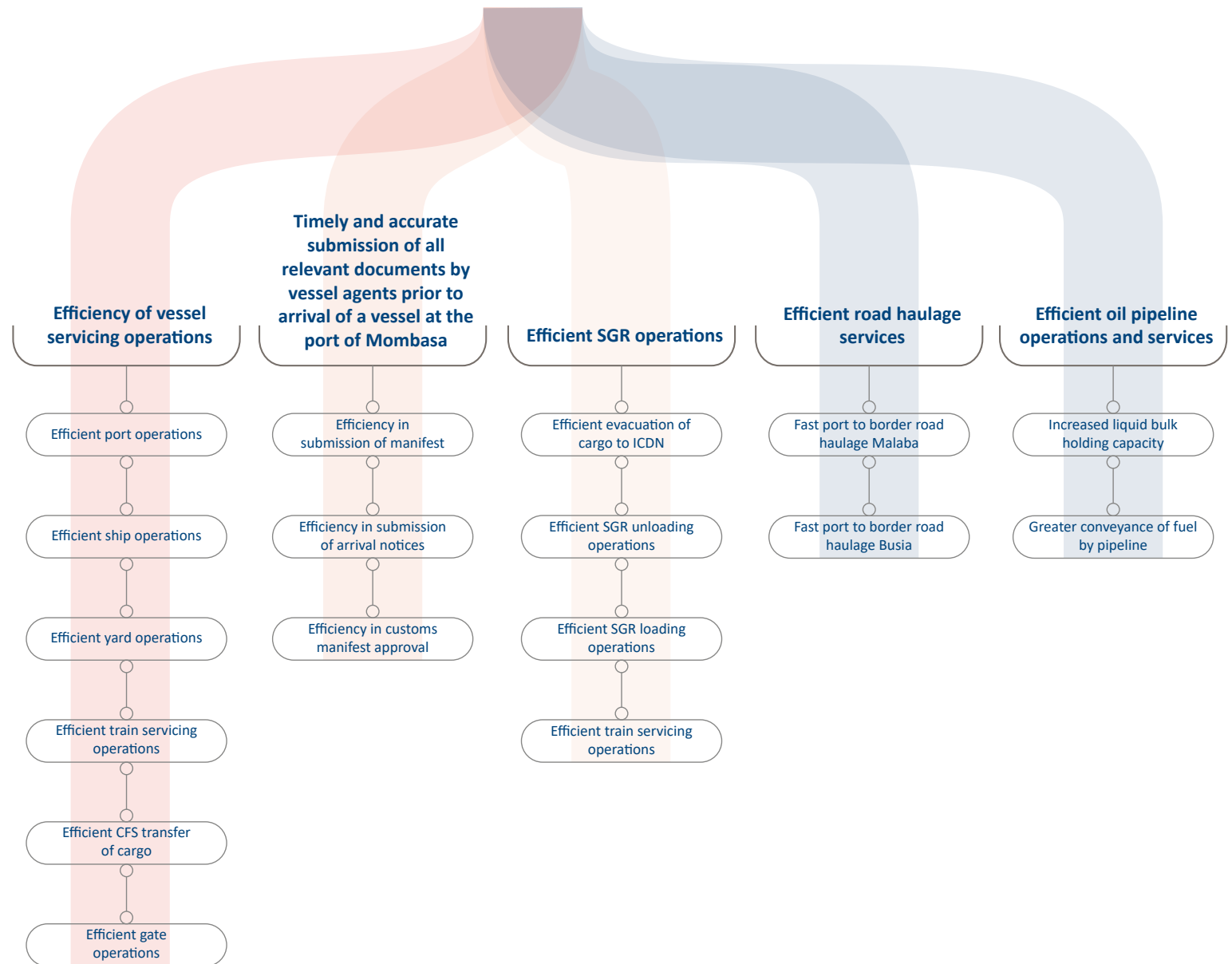
Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
5.2.6. Review, amend, and implement standards including those not covered by the Charter	Adopted industry service standards	Report / legal notice	TBD	TBD	TBD	TBD	KMA
5.2.7. Private Sector Coordinator 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
5.4. Review of laws	Number of laws reviewed	Absolute count	TBD	TBD	TBD	TBD	MOT

Performance Area	Performance Indicator	Units	Baseline 2018	Dec 2020	Dec 2022	Dec 2024	Responsibility
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	TBD	TMEA

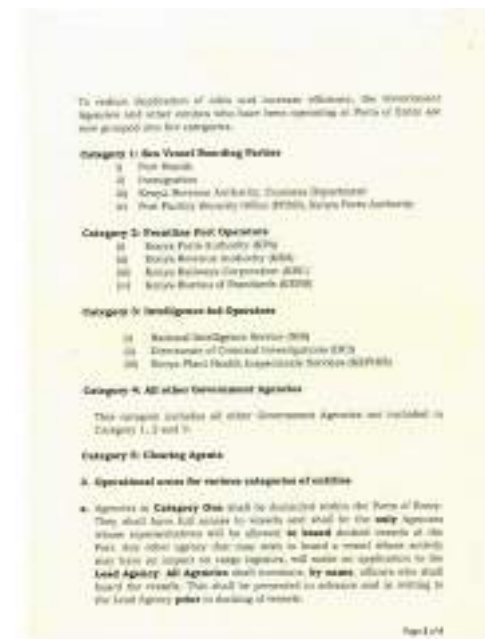
Efficient Logistics Operations

Each long-term objective can be illustrated by a results chain, an example of which is illustrated here.

(For the complete results chains see the unabridged Charter 2018 Part II)



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





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