

Breaking records

By **GICHIRI NDUJA**

MANAGING DIRECTOR, KENYA PORTS AUTHORITY



GICHIRI NDUJA

holds a Masters degree in Economics from the University of Nairobi. He joined the Kenya Ports Authority in 1984 and served in a variety of roles most notably as Corporate Services Manager and Business and Development Coordinator and is credited with being one of the chief architects of the Port Master Plan including the development of the Free Port. He also serves as a Director of the Kenya Railways Corporation. He is the current President of the International Association of Ports and Harbours (IAPH) and is the first African CEO to hold this post.

Set up in 1978, the Kenya Ports Authority (KPA) has dedicated itself over the last three decades to managing the country's network of ports and is now the sole body responsible for all aspects of national port development and operations.

KPA's mandate is to maintain, operate, improve and regulate all seaports along Kenya's Coastline. KPA is a commercial entity that operates and manages the port of Mombasa. It is also responsible for other eight social infrastructure seaports and has three Inland Container Depots (ICDs) in Nairobi, Kisumu and Eldoret as well as a liaison office in Kampala.

KPA is ISO 9001:2008 Quality Management System certified and affiliated to British Safety Council, Port Management Association for Eastern and Southern Africa (PMEASA), International Maritime Organisation (IMO) and International Association of Ports and Harbours (IAPH).

Mombasa is Kenya's principal seaport with an excellent natural harbour currently with a capacity to handle approximately 20 million tonnes of cargo per year. It has 13 general cargo berths with quay length of 2,448 metres and three container berths with quay length of 596 metres. Over the last five years, the port of Mombasa has grown to become one of the major shipment joints on the East African Coast, reaching a record traffic figure of 13.52 million tonnes in 2005-06 to 19.21 million tonnes in 2009-10 an average growth of 9.2 per cent. Total throughput is expected to rise by around 4.7 per cent a year to reach 21.11 million tonnes in 2012-13.

Average container dwell time has fallen to just 5.5 days compared with 13.1 days in 2008, due to mainly introduction of Container Freight Stations (CFS) and implementation of the 24/7 operations that have increased cargo off-take and deliveries despite the inadequacy of rail and road transport. This improved performance is in large part in response to the EAC Customs Union that came into effect at the beginning of 2010. It also reflects measures taken by KPA in support of the nation's Vision 2030 development programme.

Over the last five decades, KPA has made significant strides to expand port services. The strides include: a succession of ship to shore gantry cranes were installed in 2004 to reduce quayside bottlenecks. KPA is also investing in more cargo handling and marine equipment including five reach-stackers, two Ship to

Shore gantry cranes, ten terminal tractors, one pilot boat, one mooring boat, one mobile harbour crane and five forklifts. Ten Rubber-Tyred Gantry were delivered late November.

Investment in Information and Communication Technology has increased efficiency and service delivery.

- A resource planning system; the Systems Application Product (SAP), has integrated all functions in KPA online and in real time.

- KPA headquarters is connected to Inland container Depots and the Kampala Liaison office through the Very Small Aperture Terminal (VSAT). The liaison office plays a pivotal role as an outreach station to boost marketing efforts in the Great Lakes region.

- Implementation of Electronic Data Interchange has improved data accuracy and speed of processing manifests. The Kilindini Water Front Automated Terminal Operating System, (KWATOS) ensures efficient ship and yard planning, traffic management, warehouse and general information management. Efforts are currently underway to implement the National Single Window System enable all port users to share information on one platform

- KPA has also enhanced efficiency by reducing lengthy cargo documentation procedures to a bare minimum. All these processes are now carried out in a one stop centre which houses all cargo interveners.

- Every Friday, KPA holds consultative meeting with port customers and other stakeholders where various bottlenecks on cargo movement from the port are discussed and resolved.

The Ports safety status has continued to be enhanced with the commissioning of the new 86 metre control tower. The implementation of the Vessel Traffic Management Systems (VTMS) aimed at directing movement of the vessels within the harbour is also underway.

- To contain pollution, KPA has invested in highly trained manpower and specialist equipment to manage oil spills, rubbish, and waste dumping, which remains the biggest threat to the port environment.

- To restore integrity and good governance, the authority has put in place an anti-corruption programme whose main objective is to develop a business culture based on credibility, integrity and trust by creating awareness on the negative aspects of ethical misconduct.

- KPA is constantly updating its safety and security

measures at Mombasa port to safeguard international trade. The authority is compliant with the international ship and port facility security (ISPS) code which entails:

- a) Implementation of an integrated security system improvement programme to address electronic access controls, surveillance and detection.
- b) Training of port security staff on maritime security modules.
- c) Preparation of port security procedures and guidelines, among others.

After completing a major modernisation programme at the existing container terminal, the KPA has greatly improved our internal systems and structures, including the installation of the latest information communications technology. As a result, all indicators show that Mombasa is an increasingly efficient container gateway to East and Central Africa.

A tradition of excellence

The port is the only deepwater gateway in the region, making it the natural cargo hub. A port for more than 500 years, it has passed through Portuguese, Zanzibari, Omani, and British control. But the present port dates back to 1926, when the British built two deep-water berths, and then a further three. An oil terminal was built during WWII. After independence in 1963, the country formed a short-lived tri-national association with Tanzania and Uganda to form the first incarnation of the East African Community. The KPA was formed in 1978 as the three countries went their separate ways. But Mombasa had been handling containers since 1975.

Mombasa is a multipurpose port handling a range of cargoes. In its role as a regional gateway, Mombasa plays a key role in facilitating trade for the EAC's landlocked members. The strength of Mombasa as a gateway is gauged by the fact that by mid 2009 the port was already receiving more than 20 shipping lines as customers. The port of Mombasa is one of Africa's most successful gateway ports with a market beyond the EAC.

All five EAC countries, along with the Democratic Republic of Congo and southern Sudan are witnessing rapid population growth and an increase in economic activity. One of the objectives of the KPA is to improve port and terminal facilities for the benefit of the wider East African community.

Aside from boosting efficiency KPA is working with officials from its hinterland neighbours to find ways to speed up cargo flows. Discussions continue about setting aside areas close to the port of Mombasa that would be dedicated to individual countries' cargo.

Countries like Ethiopia, Zambia, and Malawi are interested in making Mombasa an alternative trade gateway for some overseas markets as the port's transport corridors push deeper into the surrounding region.

Looking to the future

Having transformed the Port of Mombasa, setting ambitious targets to gain a place among the world's top-ranked ports, the KPA has laid out plans for the future that include a 1.2 million TEUs container terminal that will double current capacity. Work began in 2009, and is expected to be completed by 2013. KPA has already decided that the second terminal should be operated by a concessionaire and in some form of competition with the authority's own container handling facility. A third, smaller container handling facility is also planned by converting berths 11-14. The existing terminal continues to be upgraded.

Mombasa is also one of the few cruise destinations in Africa where passengers can visit a top quality game park in just one day. To accommodate calls and for vessels wishing to home berth in Mombasa, the KPA has allocated two berths for cruise ships. Guaranteeing security has been a priority.

Bigger terminals mean bigger ships. The KPA has committed itself to a major dredging programme that will allow the latest generation of large container ships to call. Water depths will be increased from 13 to 15 metres. Plans to create an Export Processing Zone – or possibly a Free Trade Zone – on a large site at Dongo Kundu have been drawn up by the KPA, subject to funding. Such a zone would allow the Port of Mombasa to evolve from being purely a transport centre and to become more directly involved in added value activities such as cargo processing and logistics. This in turn would allow Mombasa to play a greater role in the development of international trade, thus helping to stimulate the national economy of Kenya.

A new Indian ocean megaport estimated at US\$3.5 billion is planned for a location close to the island of Lamu in northern Kenya. The proposed project also forms part of a new freight corridor that will provide better transport links for large parts of Africa. It will be financed by overseas investment, and will see the construction of a new road connecting with the highway to Ethiopia. Also a new rail link to connect to the wider region.

An airport is planned, along with a free trade zone and a pipeline to carry oil from southern Sudan. Meanwhile, the recently released report on the evaluation of the performance of public agencies for the year 2008-09 placed the Kenya Ports Authority in 13th position overall out of 139 state corporations that were evaluated. In the commercial and manufacturing category, the organisation stood at 5th position out of 29 state corporations.

The performance contract in management of the public service was introduced in 2003, aimed at rationalising governance and ensuring that public institutions work better and cost less.

Mombasa plays a key role in facilitating trade for the EAC's landlocked members