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# START OF TRANSCRIPT

Facilitator: Okay [unclear]. Thank you very much for the time. Basically, this project, as I've explained before, is about trying to see how and what sort of measures the ports put in place to boost productivity, efficiency, and different ports depending on the circumstances put in place, different types of measures. I want to understand what it is that the KPA has put in place recently. You are free to go as broad as you can, but you can start from anywhere. So, take me through some of the things that you've adopted.

Interviewee: Okay. Thank you [Facilitator]. Thank you for this opportunity. I will mainly touch on the [ICT] solutions, which have been [unclear] contributed to adoption of best practices in the port to increase and improve - improvement of efficiency and productivity. In KPA all this began with the KPA board of directors coming up with a policy called the [KPA ICT] policy. But this carries the basis for, as I will explain later, different ICT solutions or applications. The policy was wanted in the late '90s, KPA ICT policy, and it is divided into three phases. The first phase of the KPA ICT policy...

Facilitator: Did you say '90s?

Interviewee: Late '90s. Around about '99, 2000. It's in three phases. The first phase was to oversee the implementation of an enterprise resource planning system - an ERP system called SAP. SAP refers to Systems, Applications and Products. SAP was mainly to automate the administrative components of KPA. This would include, for example, human resource functionalities, technical services functionalities, [inaudible]. The system went live in 2002, in June.

 So, SAP essentially automated the administrative component of the port Yes, the benefits are almost immediate. The amount of papers that would be there, the timeframe for business processes - they were reduced drastically. For example, where one [inaudible] opposed to the then manual system where one had to fill in a set of six copies. [Unclear] the head of ..., head of department then to personnel and so on.

Facilitator: Six copies of everything.

Interviewee: Of the leave form now.

Facilitator: Oh, leave.

Interviewee: Yes, leave form.

Facilitator: Just a moment Interviewee. What did you say SAP stands for?

Interviewee: Systems, Applications and Products.

Facilitator: Yeah.

Interviewee: With the implementation of SAP, the HR module for example, leave application and leave processing [unclear] now they don't take time at all. The element of processing payroll under the financial module - because SAP has different modules. There's the human resource module, there's a finance module, there's a material management module, there's a plant maintenance module that is used by engineers now.

 For example, now we are able to have systematic scheduled periodic maintenance of equipment, which did not affect operations, in the sense that technicians are able to get periodic alerts through the system and therefore notify the operations department that this equipment is due to be withdrawn for maintenance or for service at a specific time. So essentially then that helps the operations department to plan, to see how best they are able to program as the operations [inaudible].

 It's come up with audit trails where then you are able to literally analyse data [inaudible]. If you want to analyse, for example, if an equipment has a ... So, you are able to get information like ship to shore gantry plan number 16 is one. It has a perennial problem of [inaudible] captured in the system. So, you are able to make those analyses - you are able to analyse that data.

 It went live in June 2002 and that [inaudible]. But you will appreciate at this point that it only had improved - let me call it, a second [unclear] component of the port, considering the primary element, the actual operation - cargo handling operation - forecast and achieving a quick turnaround time of the vessel. So that now propelled the second phase of the KPI strategy, which is the implementation of the Kilindini Waterfront Automated Terminal Operating System. That is abbreviated as KWATOS.

Facilitator: KWATOS is Kilindini...

Interviewee: Yes. Waterfront Automated Terminal Operating System.

Facilitator: System?

Interviewee: Yeah. So, the second phase essentially was to provide an ICT solution to now the cargo handling component of the port. The administrative part of the port was essentially tackled by the implementation of SAP. So basically, then the process began in late 2005 and it culminated and went live in June of 2008. Now the Kilindini waterfront system basically automates the operational component of [inaudible] improved in the terminal, the conventional cargo terminal, our outputs that are in the container depots - one at Nairobi, one at Kisumu.

 Of course, you cannot really satisfactorily talk of achieving efficiency in terms of productivity and throughput if you only improve on handling cargo without having to look at the marina component, which is responsible for ships' reception and departure from the port. So, the marine department was also automated using the KWATOS system, so as to cater for what needs of ship reception at the port, timely berthing and mooring of ships, and of course the subsequent ship operation. Again, after the culmination of [inaudible] then the de‑berthing the vessel and departure.

 So that was taken [inaudible] KWATOS system. But I will give you an elaborate presentation in PowerPoint on the impact it has had in port operations and business processes and actually adopting best practice - trying as much as possible to adopt best practice - and challenges that have been experienced and are still being experienced at this point in time. So that marked the second phase of the KPA ICT strategy.

 The third phase is what is now called the National Single Window. Now the National Single Window eventually [inaudible] in the east African maritime industry. ... the revenue for [unclear]. It would include Kenya Ports Authority, it would include banks, it would include insurance companies, it would include transporters and it is actually earmarking [inaudible] for example, an officer in Uganda Revenue, 32 ... a phone [unclear] Port of Mombasa, then ... use of the National Single Window they'd be able now to trace any cargo bound for Uganda, you know, electronically. That is expected to provide a solution to particularly the ... cargo, you know, the transit cargo into the local market in Kenya.

 The project is funded by the Royal Bank. The key players who have taken the lead in the implementation of the system - they make up an implementation of the system - are Kenya Ports Authority and Kenya Revenue Authority. National Single Window has now been made into a state corporation - Cabinet has given approval - so at this point in time as I speak, we are in the process of trying to come up with the money levels and so on, so that then they would refer [unclear] to basically then facilitate the implementation.

 It has a secretariat in Nairobi, situated at [unclear]. Of course, the people there are personnel from Kenya Revenue Authority and Kenya Ports Authority seconded to that secretariat. Now the National Single Window in essence - it is going to be a platform - just an electronic or digital platform - where all the databases for all players in the maritime industry would be sitting. Now based on our authorisation levels, depending on the aspects of transactions that a user wants to make, then what will happen is if I am an importer and am interested in a specific cargo, having had a specific bill of lading number, then I will log in and make a specific query.

 Maybe I want to know if the ship carrying my cargo has arrived and if yes, then where is my cargo at that point in time. So, when I log in into the National Single Window what will happen is based on the query, then the electronic platform will take it to the specific database. In this case, for ship arrival and cargo discharge it will be KPA. So, the query will be brought into KPA and that specific information will be [unclear] and then displayed on the ... user that the vessel has arrived. Then he would get the dates of the vessel arrival, berthing. If the cargo has been discharged, they are able to get that it was discharged on this date and it is currently sitting on this location in the port premises.

 If, at that point, I would like to know how far Kenya Revenue Authority have gone with processing my customs entries that probably unloaded some time ago, [unclear] make that query through the National Single Window, then it takes me - okay these are things that are happening in the background. Of course, on the screen you're not seeing that. But then it now relays the queries to the relevant database - in this case it will be Kenya Revenue Authority - and then it gives feedback.

 In terms of the players in the industry, it is also going to help in cutting down time. Currently you'll find ship agents have to submit electronic copies of manifests separately to Kenya Ports Authority to - in fact Kenya Maritime Authority will submit hard copies. Kenya Revenue Authority also will submit an electronic copy. So, you see now, there's a duplicity there and time consuming. Then chances of disparity are there as well. But now under the National Single Window what will happen is the ship agent will upload that single electronic file on the platform, which will only be accessed by KRA at that point.

 Once KRA have gone through and are satisfied they now will be uploaded back to the platform, which now becomes available to the operators' specific users. For example, now Kenya Maritime Authority should be able to access the manifests, KPA should be able to access the manifests, the ship agent themselves now should be able now to access the now approved manifests by Kenya Revenue Authority. So, in essence then it will essentially be digitalising the maritime industry and therefore facilitate that efficiency in the industry.

 What we are looking for to benefiting from the National Single Window, particularly for forwarders or clearing, what emerges is that the balance will also be sitting in that platform. So, payments through electronic fund transfer would basically be [unclear]. I don't need now - or rather when it was live there's no need for one to go to the bank to trigger the bank to affect an EFT to KRA, for example, when they are paying duties and the relevant taxes.

 The user would really not need to really come to KPA to trigger the payment of port [unclear]. All that he can do by triggering the bank for that action from the comfort of his own home, office space, wherever he may be, as long as they have Internet connection or connectivity. National Single Window is yet to go live. It has had a rocky path. You will appreciate - I mean with due respect to Government, I mean Government processes - it's quite a process. At first it began by being called a community-based system. At some point there were some disagreements, so maybe change the name to Port Community Based System - PCBS. There were further disagreements and misunderstanding and then it was changed to National Single Window.

Facilitator: Why were there disagreements with these other names?

Interviewee: Actually, the names came out - it wasn't specifically because of the name but rather [inaudible] would be sitting there ... That's where the tussle was. So, you find where one uses the - what they call the muscle, the influence and power to [unclear], you know to overcome someone else. You know, someone now comes up with a new idea and then says, this one should not really be called Port Community Based System, it should be called [unclear] Based System. Then someone else comes in - is not happy with the predecessors, then they say, no. The best name should be the National Single Window.

 Although now it seems the National Single Window is there to stay, because now it's got Cabinet approval to become a state corporation.

Facilitator: Now this National Single Window. The parties who've got access - let me see, you've got KPA?

Interviewee: Yes.

Facilitator: But then the KPA itself has different operations. Who exactly in KPA -which section in KPA has got access?

Interviewee: To? It's operations.

Facilitator: Operations?

Interviewee: Yes.

Facilitator: So, for example, a container terminal [unclear]...

Interviewee: Yes.

Facilitator: Then you've got KRA?

Interviewee: Yes.

Facilitator: And you've got ships' agents? Then you've got - do you want to go to freight forwarders?

Interviewee: All of them. Freight forwarders would be there. Financial institutions and insurance companies would be there. Basically, all players. In essence where it is aiming to get is the time and environment that unless you are automated then you cannot really transact business in the maritime industry. So, it would [inaudible] time you are - we are talking now, currently the active players are KPA and KRA. But what they are doing - now the secretariat - the National Single Window secretariat - what it is doing is that it's now going around the different stakeholders getting to [unclear] as is [inaudible] and then ... who now should never look that kind of assistant.

Facilitator: So, I want to understand how these three systems interact and the best way to do that is to explain to me from the beginning, from 1999 in a sequence.

Interviewee: Okay.

Facilitator: I've got a container on a ship...

Interviewee: Okay.

Facilitator: ...and I've got [inaudible] practice. I'm a shipper, I'm involved in a logistics company - say a freight forwarding company.

Interviewee: Okay.

Facilitator: Then of course you have the involvement of the ship's agents to secure [unclear] space on board and you've got KPA - or let's say you've got a container terminal, because this is a container. You've got KRA.

Interviewee: You will have...

Facilitator: To you the vessel - now I'd like you to take me through that sequence from the time the container leaves my yard until it's loaded on board.

Interviewee: Okay. Well look - I'll begin from the last port of loading before the ship comes to the port of Mombasa.

Facilitator: The ship that is going to take the container?

Interviewee: Yes. From that point after you have secured space on a vessel and of course that is the premise on the sales [unclear] between you the shipper and the consignee at this end. Once you have secured space you will [inaudible] possession of ... or bill of lading from the shipping company. That is...

Facilitator: Before the vessel arrives?

Interviewee: Yes. Once you have handed over your cargo for export at the port of loading and once your cargo has been loaded on board the vessel at the port of loading, [inaudible] the port of - the agents - the ship agent at the port of loading sends an electronic message to their counterparts at the port of discharge - in this case Mombasa - of files, one, which is called a Baplie file or a Bay Plan File. Now the Baplie file would list for you the containers actually loaded on board, their weights, their storage position on the vessel. So, the Baplie actually is a confirmation for what is expected to be discharged, or what should be discharged at the next port of discharge.

 Secondly, they would also send a file called a manifest.

Facilitator: A Baplie. Did you say...

Interviewee: Yes. A Baplie. B-a-p-l-i-e. Baplie is a short form for Bay Plan File

Facilitator: Yes. [Inaudible]

Interviewee: So, it's basically...

Facilitator: It is sent...

Interviewee: [Inaudible] by the ship agent at the port of loading.

Facilitator: When are you saying the port of loading - loading which container? Because I want to look at it from my perspective.

Interviewee: Okay.

Facilitator: It's my container in Kenya I'm sending to...

Interviewee: Ah. To - you're exporting now?

Facilitator: I'm exporting [unclear].

Interviewee: Okay.

Facilitator: But because I was going to come to be receiving, but I think now continue with that sending.

Interviewee: Okay.

Facilitator: So, I'm not expecting a container - because you've sent it back I'm not expecting a container.

Interviewee: All right. Okay.

Facilitator: So let me just see if I've got it right. The container is loaded. Who sends the Baplie?

Interviewee: The ship agent.

Facilitator: From the [unclear] loading port?

Interviewee: From the loading port, yes, to the ship agent at the discharge port. They will also send a manifest.

Facilitator: Somehow the Baplie is different from a manifest.

Interviewee: Okay. Baplies list cargo actually loaded on board.

Facilitator: Yeah - and details?

Interviewee: And details, yes. Manifest is what was documented to be loaded on board. Because it is based on a shipping order. You know - the original [unclear] is the shipping order. Now I may book space and secure a shipping order for a shipping 10 containers. But because of poor logistics I end up delivering and handing over seven containers.

Facilitator: So, the manifest - the difference between the Baplie and the manifest is the three containers.

Interviewee: Yes, exactly. Yeah. Because now there'll be situations of cargo shutout, cargo left behind which the Baplie would capture the actual loaded, where the manifest would just give the [unclear].

Facilitator: So, it was [inaudible] the Baplie...

Interviewee: And the manifest, yes. What now happens is that the ship agent will forward a copy of the manifest to Kenya Revenue Authority for [inaudible] for approval. Then they would forward to the ports both the Baplie and the manifest. That is for a regular ship calling. If it's a maiden calling, what can happen is they would also send to KPA [inaudible] a vessel definition file. Now a vessel definition file is a file that actually defines the vessel, which subsequently enables now the KWATOS system to do the berth planning for the vessel, because it would have given information for the length overall of the ship and the draught.

 It would help KPA to do the ship planning in terms of doing the [unclear] sequence. How many cranes can be assigned to which hatches to begin discharge from which hatch going to which hatch and so on.

Facilitator: That is done by KWATOS?

Interviewee: That's done by KWATOS, yes.

Facilitator: Okay. So KWATOS is the marine interface?

Interviewee: Marine - in what sense?

Facilitator: I mean, KWATOS [inaudible] - it comes into play at the point of scheduling the vessel, berthing the vessel, loading, discharging?

Interviewee: Exactly. Yes.

Facilitator: Yeah?

Interviewee: And up to delivery of cargo.

Facilitator: Out of the port?

Interviewee: Out of the port. From [unclear] we continue. So - and vessel definition file is just once. You just send it once and that's it. Every other subsequent [unclear] that ship they will always be ... yeah. If there are any changes probably then they send an updated vessel definition file.

Facilitator: So, the Baplie, the manifests and perhaps the definition file - you said they are sent to KRA - they are forwarded to KRA?

Interviewee: No, no. KRA - they would only take the manifest...

Facilitator: Okay.

Interviewee: ... to seek now the necessary [unclear]. Because KRA would want to know what is coming into the country so that now...

Facilitator: Shouldn't the Baplie be the one to show them what is...

Interviewee: Indeed, it should, but then they don't have that system capacity. The KRA [unclear] system does not have the formats or cannot interpret the Baplie file if sent to them. Yeah. Their system is not - their system is designed more on documentation than aspects to do with cargo on boat or vessel. Yes.

Facilitator: But won't there be a discrepancy?

Interviewee: There is. There is. The fact as we speak - they always [inaudible] to send them to reconcile the information. But let me explain something further then I can pick up this point again. Now indeed it's true that if they have the Baplie then it would solve most of their problems. Because what is actually happening on the ground now is that either shippers or consignees, they collude with ship agents. So, you will find the manifest sent to KPA is different - has different information from the one sent to KRA, because they know that will be one of the bases for determining duty.

 So, you will find, for example, where weight will become a factor. The manifest sent to KPA may read 20 tons for container X. The same manifest sent to KRA for container X will have 10 tons. So, there's that discrepancy, which, for us, we have the benefit of getting the actual information because we're able to [unclear] with the Baplie. The ship's Master cannot compromise on the Baplie because of now the actual weights carried and the balancing of the ship and so on. So, he cannot [inaudible].

Facilitator: [Inaudible] ballasting...

Interviewee: Yes.

Facilitator: ...balancing...

Interviewee: Exactly so. So once a Baplie and manifest has been received in KPA what we do is we reconcile it. We - there's a function actually to reconcile - it's just a click of a button. Then [inaudible] we can get something appearing on the Baplie and it's not showing in the manifest or vice versa it will be given a red font colour. So, if you have something with a red font colour throughout in Baplie, it means it's missing in the manifest. The [unclear] actually appear - you're able to see them. If it's just a specific component - maybe now weight, for example, then the field for weight will now be given a red font colour. So, then you know there is a problem with the weight declaration.

 So, if you check on the manifest [unclear] you will see there's a discrepancy. Of course, Baplie [inaudible] it takes precedence or it takes the higher - it's what we will go for and by that fact that is the reason why [inaudible] to send them the consignment [unclear].

Facilitator: But considering that that is very significant - that sounds to me like a very significant omission.

Interviewee: Indeed, it is.

Facilitator: Because then it means that you are doing double. If it was the case that KRA could receive the Baplie, then they don't have to double back and check to find it and it wouldn't provide the window for that [unclear].

Interviewee: Indeed.

Facilitator: So, what is KRA doing about it?

Interviewee: I doubt if they have - they've given thought about the Baplie. I doubt. The only steps I see them doing is basically [unclear] those writing letters and requesting us to send them the consignment information. They're ... I think to them the solution is to compare with KPA, because I was tempted to think in this light that come the National Single Window, we would be sharing the same information. But you see that will be manifest information and may not necessarily be Baplie.

Facilitator: Why? Because it's going to be the same window, and these documents are essentially meant to be uploaded onto the same platform, so why is it not the case that - once these documents have been uploaded then they are accessible to KRA including the manifest and the Baplie anyway. So KRA - it would view the same and...

Interviewee: KPA.

Facilitator: ...KPA would see the same.

Interviewee: Yeah. But you see only to the extent where they will appreciate or recognise the importance of the Baplie. Then it will make sense to them. Otherwise, because you see again, they need to invest further into enhancing their available system so that then it is able to pick and read the Baplie file as sent.

Facilitator: Now, what you described is prior to the coming into effect of the National Window?

Interviewee: Yes.

Facilitator: But it to me it seems - it sounds like once the National Window comes into place the current system [inaudible] upload different files to different - to KPA and to KRA. Won't they just ... same platform?

Interviewee: Okay. Because I'm also looking at it - okay, I'm not so elaborately exposed on the makeup of the National Single Window and so on. However, I may want to appreciate the obligations that two different players may have to one another. Because you may find the ports interaction with the ship agent - there are some [unclear], there are some levels that do not necessitate the involvement ... with other stakeholders. For example, now when it comes to ship planning - looking at the [inaudible] that may not really concern any other person except the ship agent and KPA.

 So, I think to that extent then the National Single Window will not be applicable. Because, I mean, that information - how we let - contribute positively or [unclear] processing on a National Single Window level. These are some of the prerequisites that may remain between more or less buyer-seller kind of a relationship. Equally a client loading a customs entry - it may be there, but only to - you know, the two people. So, it may not necessitate the uploading of everything to that platform.

Facilitator: Okay.

Interviewee: So once reconciliation has been done of course in the background berth planning is done, because the ship agent would have already made the declaration that we're expecting this ship to arrive on such and such a date. So based on that then of course the planning is done. So, upon arrival of the vessel, she is received, she is brought in, she is berthed - then the actual arrival time, actual berthing time, the actual time of work is captured in the system. Once that is done, particularly the actual time of work, then it triggers everything.

 So that all information is made available to any module within KWATOS. Once you activate - or rather once you indicate the actual time of work, what happens is that the information is now made available to [unclear] handheld terminals. It's essentially a shift from tally board to tally sheet on pen to an electronic [unclear] simply call up the container record using the last 20 years. If it appears, everything is okay. You are just simply to confirm that it has landed, and of course to capture, for example, the serial numbers and then the damage condition, if any, of the container. So that cannot be made available unless the actual time of work has been indicated in the system.

 So once the container is discharged of course you may want to consider in the background that the client has submitted the necessary documentation to [unclear] hazards or clearing and forwarding ... Now it is law here that you cannot clear cargo from a port as itself. You must enlist the services of a customs registered [inaudible] interpretations ... the industry very, very ... You could have ... agents, you could have various people clearing themselves, but they must declare everything. So, you can't be able to trust them in the event.

 So that is why now the Minister of Finance, through the [unclear] authority - they say ... to register these people, create specific standards that they should meet and ... So right now, if you put anything you cannot be able to lodge documents to customs for clearance unless you are a registered [unclear] or you do it through a registered clearing and forwarding agent. So, to the clearing agent to submit ... is ... go then will engage the customs process. After ... then you will go to the bank, because now you don't pay direct to KRA. You deposit to the bank and the bank literally now transfers the amount from, you know, pays now on the entry number and so on to KRA.

 Once that is done and if you get a direct release what happens - when KRA issues a release in [unclear] or ... system. The two systems are integrated. So, when they issue a release in ... or in ... system, the same electronic message is now transferred to KWATOS to now capture and indicate that this cargo and this container has been released to this port. At that point it will be the port. On the basis that [inaudible] that is ... then they would indicate the vessel name and the bill of lading number. Then what happens is that at that point when they submit the document to KPA electronically, in the background the system [inaudible] this bill of lading ... release was it to this border, or was it to someone else?

 If there's a discrepancy it sends back an error message and does not allow that person to proceed with the transaction. It literally terminates that transaction. So, it's a security check [unclear]. On the other hand, if your cargo has been targeted for verification, they will target it using the symbol system, but because the two systems are now integrated, depending on what they have targeted. Because they can target your cargo for scanning - they have an x-ray scanner at the port. They can target your cargo for 100 per cent verification, which now is a different component altogether. Or they may just target it for sight and release, depending on the profiling they've done.

 So, if the target has been made, then it trickles down to KWATOS. We're able to see that this container has been targeted for scanning. So, what happens is that that now triggers the transfer process where now our yard attendant is notified. Then the terminal tractors are marshalled in the yard, the container is loaded on the terminal tractor, then it is towed through the scanner - you know, where they do all of the scanning. Once they are through and satisfied with the scanning, what happens is now they issue a report and a release.

 Now when they issue that release again it marks into KWATOS. Then now the client can - logs into KWATOS and lodges the document. Once the document has [inaudible] because internally within the port we have two types of systems. We have KWATOS for operations and we have SAP for finance. So now the [unclear] interface. So, what happens is that we have clients who do that interface. Once they click on the interface button the operational information is now transferred to the finance module, the SAP, which now converts that into monetary fiscal information based on the tariff [inaudible] the client is able to get an invoice.

 Most clients now already are account holders, so the amounts are essentially deducted from their funds automatically and they get the necessary notifications. Once payment has been confirmed the next thing, they do is to print something called a ticket for cash payment. Now that ticket for payment is now what the forwarder either through the port clerk or the transporter will now proceed to the port gates, issue it at the gate where the first validation is going to be done, either by a reference number [unclear] or by the container number.

 If everything is in order, then they're issued with something called a position slip. The position slip essentially serves to guide the driver where the cargo is located. So, then they know they need to go [unclear] they need to go to this specific location. [Inaudible] when the position slip has been generated the system essentially sends a message to the equipment nearest to where the cargo is sitting. So, then the equipment operator, or the clerk, is able now to get information that track number KPA this, this, this is coming to location block B, maybe 145B2 to collect this container.

 So depending on if there was a queue then [inaudible] would not bring the crane if they are slightly far from where it is. You know, they position the crane in other words. By the time the truck gets there then essentially, they confirm from the truck the registration number with a message that has come in the system. Then they load and then they confirm to have loaded. Then the message is essentially taken back to the exit gate. So upon arrival at the exit gate, they again enquire from the system. So now that becomes the final check that we are actually delivering cargo to the intended owner.

 So, they will give a [inaudible] number ... if everything is in order. Then they will generate something called an EIR - Electronic Interchange Receipt. The EIR solves two main problems. One, it is a gate pass, and two, it is also an interchange report considering that the facility [inaudible]. It is now moving away from KPA to the transport owner for ... So, we need to have recorded the condition at which we deliver it. In the event that there are in the future claims and so on, then you are able to absolve ourselves or become accountable. You know the case - they send it in good condition, but we delivered it damaged, so it actually happened in our place.

 Now that completes it, so the forwarder now brings the truck to your premise, or your business premises. Either the container or the contents - either the container's off-loaded or the contents are stripped from the container.

Facilitator: Okay. What about the other way round?

Interviewee: Now the other way round becomes that because you booked this originally then what happens is that after loading here, they generate the Baplie file. We generate the Baplie file and give it to the ship's agent who then now transmits it to the next port of discharge. And that's it.

 But then of course, yes, there's the background process of the customers. You first need to [unclear] entries, they need to determine the ... duty of taxes and so on. Once you have ... they issue you with the necessary clearance. Then what happens is that you go into KWATOS, you prepare a document called a pre‑advice. Then what happens is that it is received, it is interfaced and then you make the necessary payment and then you bring the container - the physical container - to port. That is based on the acceptance and [unclear].

 So, then the export process is planned way before the ship arrives. So as the ship arrives and begins to load that information now, of loading, having been confirmed by the [unclear]. Then automatically it generates the Baplie, that this one has actually been loaded on board the vessel.

Facilitator: Okay. Now these systems [unclear] you said from the beginning to ... and ... So, what has been the impact so far?

Interviewee: Oh, tremendous, tremendous - including resistance as you know. But I have a presentation here. Maybe [unclear] just an overview of the system for you to be able to appreciate the flow. Then I take you now to a specific presentation that literally highlights the impact that this system has had. This one here shows the import process - this is the inbound working process. As for the system now, it begins with now the berth planning...

Facilitator: So, it's CATOS?

Interviewee: It's - okay now. CATOS - okay, yes, I should have said this. We've called it CATOS. Now that's more or less a kind of a generic name. We contextualise it to the local industry or the local interpretation. The system itself is called CATOS - Computer Automated Terminal Operating System. So, we have discussions with the vendors and there was that aspect of letting us know quality - KWATOS. In essence the abbreviation also picks up a Swahili element of what KWATOS is. So, we are simply picking up or following from CATOS. So KWATOS CATOS - it basically means the same thing.

 So, you have the berth planning where we have the load time schedule. That is done now way before the arrival of the vessel. Then the creation of calling schedules. After that the element of Baplie, which essentially refers to storage [unclear] - as I explained earlier - and the manifests are sent through the electronic data interchange ... by the ship agent. We have a module in the event that EDA should suffer any down time then internally there is a module called operation management that is able now to pick this information up. It will send manually through a [unclear] then it is ... so it [inaudible] as I understand.

 So once that has been received and done then comes the ship plan where now we plan the discharge sequence or the loading sequence, the hatches to be worked on and so on. So, you do the inbound ship planning. After that comes the [unclear] because after the ship [inaudible] then after that we have that element of preparation for discharge. This is where now the ... are done...

Facilitator: The [unclear]?

Interviewee: Yeah. Then once the vessel has berthed there is a module called Monitor and Control. That captures now the actual time of berthing, the actual time of work and so on. Then now you have one of the handheld terminals. We had equipment - or the Monitor and Control module - facilitating the discharge and the stacking operation. Once that has been done by [unclear 0:58:46.3] then the generation of discharge records is essentially done and sent automatically through ... to the ship agents and so on. Then the element of the [unclear] again is picked up here.

 Customs are ... interchange. Again, through EDA or ... show the reason ... it generates an EDA message which is received in KWATOS. Then the client now prepares a document called a pickup order which is now used to remove import cargo from the port. After preparation of that they send now their tracker or a port clerk who [unclear] get and uses the ticket, validation is done at this point. The information for the job is created and sent to the equipment, which is supposed to handle the cargo. Once the cargo has been loaded into the truck it arrives at the out-gate where the final validation is done. Then the generation of a container movement report - what has been delivered out of port.

 This equally helps clients today to be able to monitor their cargo, which has already left the port [unclear]. That's the inbound part, this ... presentation. Of course, we will go to a more detailed one shortly. Outbound basically for export begins again the same. Load time schedule, you know we receive the vessel documentation file, do all that then a [unclear] schedule is done. [Inaudible] the element of the ... process is picked up now when they are repatriating ... to cut off in the trade in balance and so on. Then the same are received in port, because we also do pre‑stack of empties in the port to kind of act as a buffer, because you find the empty depots are located far away from the port.

 When the empties are being brought to the port, they must contend with the traffic jams and so on. Upon arrival at the gate again they must queue. Here you have a full export coming in and so on. So, it becomes strategic to be stuck in port so that while you are waiting for those coming from the depots you are picking those that are already available in the port. Otherwise, then yard planning is done using the container book-in forecast. This I should have mentioned is actually sent to the ship agent based on the shipping orders they have issued to clients, and they send us that we are expecting to ship these here.

 Then we do the out [unclear] plan that cargoes on this ship coming in should be stacked at this specific berth. Then now here internally through a program called Operations Management [inaudible] create now the export [unclear] then make the necessary payment, then now bring the container to the port. At the gate validations are done - that yes, we are receiving something that has already been paid for and is actually supposed to be shipped.

 Then it is taken into the yard, stacked and because the reconciliation is done, now reconciliation here reconciles the book-in forecast against what has actually been passed through the gate, because they'll tell us - we have 200 containers [inaudible] and of course then, yes, it reconciles now that container loading [unclear] entry to generate a final ... that these are what we actually have in the port for shipment.

 So thereafter - or rather alternatively apart from sending the container book-in forecast, the ship agent can send what is called a Move-ins file. Move-ins means movement instructions. In essence it will - this move-ins file actually touches up to the bay - the storage location [inaudible] so if we held specific containers that they want them to be loaded on specific storage on the vessel then they will send a move‑ins file. So, the move-ins will mark up to the given ship planning level, so that [unclear] tells you that this one is supposed to go to this specific bay. So, it's optional essentially.

 Then the out-going ship plan is done. Then of course the [unclear]. Thereafter when the commencement of loading is done, that is captured by the ... control. The loading operation takes place. Once the vessel has completed the operation, they capture the completion date and vessel departure from the berth. Thereafter the generation of [inaudible] discharge and so on. So, in a nutshell, that's the flow of the system.

 Now [inaudible] and this one is general. Maybe I'll conclude with this but let me think what to [unclear]. Now this is a sample of the import business process. What is in red is how we choose to be for KWATOS and what is in blue is as it is now through the advent of KWATOS.

 Now I'll just quickly take you through the import process then where the ship agent will prepare and submit six copies of the manifest to the ship - to KRA - for approval and you may want to appreciate that then a single manifest would have an average of about 800, 900 pages - measuring it conservatively. Others would go up to 1800 pages. So, you can imagine doing six copies of those. Hand them over to KRA to see through and then issue an approval.

 So once an approval is given what used to happen is that a copy would be sent to the then called Merchant Shipping Superintendent Office, now is [unclear] sent to KPA, because a copy remains at KRA, a copy remains at the shipping line and so on. A copy maybe would be given to Kenyan Bureau Standards and so on. In the meantime, the clearing agent would engage in a similar system. KRA automated way before us.

 So, once they have got the necessary releases they would prepare a document called the Mombasa Port Release [inaudible] attached with a copy of the entry and then submit it to KRA, which would be taken to KPA revenue office where now then applicable port charges will be secured. Now once the applicable port charges have been secured the documents will be despatched to the section where the cargo is sitting by courier. Once, on arrival, they will be received through the MPRO to check which one is [unclear] released and which one has been stopped for verification.

 For those stopped for verification the documents would ... before them to the KRA officers, the verification officers at this section, and of course other Government agencies like Kenya Bureau Standards, Mombasa Anti‑Smuggling Team and so on. Now these organisations would carry out cargo verification. Once they are through and satisfied then the [unclear] on the documents which are then passed back to the section. Now at the section they would check does this cargo…in storage, because they're given a pre-storage priority within which you are supposed to have cleared your goods out to port.

 If yes, they would secure - they would raise and secure. If not, then the [unclear] proceeds to book to bring in the truck. The truck comes in, is loaded with cargo, then a gate pass is issued and then the truck leaves the port. Now this process then used to take an average of between 15 to [unclear] to clear. Now all the...18 days. About 95 per cent of what was contributing to the prolonged clearing period was the document called the MPRO, meaning if you removed the MPRO from the scene then you have still got 95 per cent of the [unclear] and hence ... document.

Facilitator: [Inaudible].

Interviewee: Mombasa Port Release Order.

Facilitator: Mombasa Port Release Order.

Interviewee: Yeah. Now to appreciate the MPRO - this is the MPRO. It used to come in six copies [inaudible] each of the colour ... One white copy would be the ..., one white copy would be ..., the other white copy would ..., the yellow copy is what used to be called a ... This is where if they have targeted cargo for verification then they would indicate stop here. If it is [unclear] released, they would stamp ... release. The pink copy is now what used to be given to the transporter and then the blue copy is the one that should be used to load the cargo. So, when the transporter comes to the yard and presents the pink copy, the loading clerk marries the pink and blue. If they see it is okay, then now that is the [unclear] to load the cargo for delivery.

 Now here [inaudible] the MPRO used to look like before the client had lodged the documents. I've just picked one for the purpose of the sample. This is how it used to look like ...

Facilitator: At the end.

Interviewee: ... and the end.

Facilitator: Wow.

Interviewee: Now you see all these stamps - they meant a stage that the clearing agent has to [inaudible] The initial one ... stamps to the extent that you couldn't tell the writing on the document because ... then ... as that was reduced from 45 to 38, then from 38 to 32, then from 32 to [inaudible] and from .... 18 to 11 ... eventually ... after that we automated to KWATOS. Now you need to appreciate that to get these stamps, you had to go to a specific office location to get it and they were not all located in one area. So, one had to move about and that really prolonged the process.

 For example, this is a Mombasa [unclear]. This is the KRA ... This is the Port of Mombasa. This is the KPA headquarters. This is where you have the port police. This is the customs central ... office in the port. So, this is now - this is the container terminal. So, this is literally the clearing agent moving about, going to, for example, Kenya Bureau Standards, then was situated here, you know, KBS a different office here. [Inaudible] about ... and then mobility really was an issue. Now there's hotels, [unclear] and all of us, motor vehicles, yeah.

 This is what now again triggered - it compelled us to create the [inaudible] the one stop centres. But again, they were not really adhered to, to the meaning and the concept of one stop. You realise with the many stamps a lot of human intervention. Then of course corruption being there, because either you do something or the document disappears or [unclear] exactly, yeah, or the stamp cannot be seen - so many reasons. So that's the MPRO.

 Now when we automated the MPRO became defunct, and it was replaced by an electronic document called the ‘Pick Up Folder’. So, the ‘Pick Up Folder’ is what replaced the MPRO. This essentially - this is now the MPRO. Now we have moved away from there. Now we have a single electronic document. One has broken down the physical barriers. You don't need to be in a specific place. Literally if you had a modem here you could as well be doing the loading of documents from here. All you need is Internet connectivity. That's all that you need.

 Then it has three systems to [unclear] document. So, then this shift has become very significant in as far as cargo clearance and the import business process is concerned. Now in comes CATOS or KWATOS and the process changes in this way. That after having cleared with the customs process and obtained the necessary [unclear] the clearing agent now goes into the ... and lodges a ... and this is how he does it. Of course, based on user ... they use the actual account numbers that they have for KPA, because most of them are [unclear] controlled. So that when the [inaudible] it automatically maps to the specific account, which is then billed.

 So, once they log-in what they do is they go to the function that has the pick-up modem, which is the one that has replaced the Mombasa Port Release Order. Here they simply put in the vessel details. Now the vessel details are [unclear]. However, there's a link here that if they click on this link it takes them to the database where they are able to search the actual vessel. Then once they click on the vessel name it uploads the specific ... here. So, you don't need to memorise or master.

 Then the next thing they do, is to give in the bill of lading number. Now when they enquire - if there's an issue, they get the [unclear] but if there's no issue, this is the information they get, that these are your containers as per the bill of lading ..., this is where they are stacked in the port [inaudible]. So, you actually have necessary information ... now has actually been sent, so you are okay. So, the next thing they do is now submit. When they submit, they get a reference number which now ties in that transaction until it is completed.

 So, this is the reference number that they will get. So, it is what they can confidently produce at any point and say I am coming to clear this consignment by just giving the reference number. So, anyone with the system can be able to query and get the necessary information. Now what would happen in the background by the time they click on the submit button is that your information comes in, it is validated. If there's an issue, they get the feedback. If there's no issue, then that information displays and issues a reference number. Of course, this happens in the twinkle of an eye. I've taken more time because I'm explaining it, but system-wise it's milliseconds to get the feedback or to go [unclear].

 Now once the interface is done, because internally we have people who monitor the documents that trickle in and then they interface with SAP. Once the interface has been done, then the clearing agent from the office is able to print this to get the payment - by clicking here then they are able to print and then this is what now they will use to come to the gate and say I am bringing in this truck to come and collect this cargo. So then, on the basis of this, validation essentially is done. So, they would issue - they would print.

 For those who then - I need to update this. You see, they used to have cash clients. So, once they print the tickets they needed to come into finance and pay. But now all of them are being encouraged to become regular account holders because we find by and by - like now KPA does not accept anything beyond 1000 shillings in cash. So, most of those are now EFTs or easier still if you just have a [unclear] account...

Facilitator: That you just deduct it.

Interviewee: Yes - automatically. So, I need to update this, because we no longer have cash clients at the end of the day. So, they will give the tracker or the port clerk, who now comes to the entry gate - presents that ticket. Now at the entry gate - this is the validation that is done. They can choose either to enquire by the reference number, which [unclear] still ... produce under the reference number, or they can search using the container number. Where everything is in order pertinent information will appear here - the ship's name, you know, all those.

 But if there's an issue then a dialogue box appears that payment not made or a cargo stopped by customs, or cargo stopped by police and so on, and then it terminates such and such. Then they...

Facilitator: So, these are things that you can do before you come to the gate?

Interviewee: This is happening at the gate now. I'm [unclear].

Facilitator: You know the ... I'm just wondering - if it has to wait until you've come to the gates, is there no way you can check this so that - because it will mean that you come to the gates, be checked...

Interviewee: Oh, for the client - they can, they can.

Facilitator: They can check?

Interviewee: They can check.

Facilitator: Maybe payment has not been made. Finish that and then pick up.

Interviewee: Yes, yes. They have access to what is called Document Progress. Immediately they submit a document they can go to Document Progress. So, when interfaces then they see, it turns from N to I and on [unclear] Finance, what is secure to payment ... But it's not perfect.

Facilitator: I was thinking here, by the time they come to the gate ...

Interviewee: Yes. They are sure ...

Facilitator: ... chances are that no problems.

Interviewee: Yes, yes.

Facilitator: Because I was just imaging...

Interviewee: But, but - it's only for those who take the time to do some querying.

Facilitator: [Unclear] before they come.

Interviewee: Yes. This I was to explain it in the ... Some of the challenges we've had - it has been mainly because of [inaudible]. That is why passports ... find such a thing, maybe five, six people have arrived. They haven't checked yet. They actually have customs stop or police stop so they are asked to turn back their trucks and that causes congestion at the gates and so on. So, for the client it has all the tools [unclear] including where there's a stop to tell you who has put a stop and why. So, then it becomes easier for you.

 If they say for example, client has not submitted a specific document. Then you know I need to prepare this. As I go to Kenya Bureau Standards, I need to have maybe inspection certificate, or something based on what they have indicated. Because when they are putting a stop, they indicate the reason why. So, then you are able to prepare yourself from the office. You don't need to come and be told this document, and this document is missing, can you give us - but you come to the office knowing that [unclear] so you make the necessary [inaudible] additional issues ... client ... However, those notifications will appear here. Because some may be crafty.

 When they see that there's maybe an anti-smuggling or anti-narcotic stop, they say let me just try it anyway. So, if someone is not observant - if that message is not really showing here, this is then [unclear]. So, the idea here is to explain to not the KPA ... gate officer that the cargo you are trying to pass the truck to go and collect has an issue. So, in the event that maybe you've looked from your office, then at this point here you can be told, hey, look, your cargo has this issue with these people. Would you please go and sort it - you know, sort it out with them.

 So then that is done. That [unclear] information is captured. This is ... to ... depending on the ...

Facilitator: Who enters?

Interviewee: [Unclear] clerk.

Facilitator: Oh so you still have the boat ... clerk ...

Interviewee: Yes.

Facilitator: ... manually doing it.

Interviewee: Doing this, yes. Because that's the person to whom you will present the ticket - that I'm coming in to collect this cargo. Then they say, let me confirm if you are the authorised person to go in and [unclear]. So yes, there's that manual intervention.

Facilitator: Okay. So, this information that I ... anywhere before, was this ... is just confirming?

Interviewee: Just confirming.

Facilitator: So, who enters the information?

Interviewee: One, the Baplie that is sent with the ship agent, the manifest that was sent with the ship agent. Now [unclear] that were done. The release given by KRA and marked into KWATOS - all that literally...

Facilitator: Details of the track [unclear]?

Interviewee: Okay. Yes, it's now - it's a system because the system gives those options. For example - here. You see at this point he is able to click and then it gives his options. In essence it is asking that what [unclear]. The truck you want to enter - is it a ten-wheeler, is it a two wheeler - you know ... the wheels will change depending on the trailer. Because today this truck may have a trailer with only four wheels, you know, maybe some articulated kind of a thing. Next, it is towing a trailer with eight wheels - you know, four at the back, four at the front. [Unclear] truck ... to a trailer with maybe 12 wheels or 16 wheels. So that's why then these options must be entered every time.

Facilitator: So, who enters this?

Interviewee: The [unclear].

Facilitator: So, these parts - just confirming they are actually entered?

Interviewee: Yes. No, no - they - okay, yeah. They simply select here. They just click ...

Facilitator: [Inaudible].

Interviewee: On this [unclear]. Now ...

Facilitator: Then they select?

Interviewee: Then they select, yeah.

Facilitator: So, if this is ... given the options?

Interviewee: Yes. Then what has happened is that all transporters who wish to carry business to and from the port are all required to register their trucks. So, they will bring in a list of their registration numbers of the truck heads that will be used on that company name. Now that has been assisted and basically because of the depletion of integrity. You know, you may have a case where a truck comes in without its cover and no [unclear] it becomes a problem after that. So, because this information is now captured at the gate it has actually helped where we have had instances of cargo theft to trace.

Facilitator: You can trace it back to which company [unclear]?

Interviewee: Exactly that. These are some of the benefits now of ... system. So then what happens is that because of the element of registration, when they type in the truck registration number here, that company name will pick automatically because it's already available in the [unclear].

Facilitator: Because it's already there.

Interviewee: Yes. So, it's ... So, once they simply finish typing that and the company name comes in. They are also able to capture in details of [inaudible] and process number. Because trucks may be the same, but drivers driving them may be different. So, at any one time should anything happen then it's easy to see - at [unclear]. Yeah, because again, coming into the port you need a port pass. So then again it becomes easy to trace.

 The other significant thing is - you see now, it already indicates the [unclear] position. So, on the basis of this is where now the position slip has been ... and the ... is given to now enter the port. Now the position slip is issued. The truck is passed in. Now what happens in the background is this. At the gate here, you see what we've just been looking at. Once they passed in the red position slip, the system automatically [inaudible] ... to - and they add equipment nearest to where the cargo is sitting.

 You may have seven [unclear] but then it may want to look at one, the location for each - because they log-in. So, by virtue of logging in they also indicate the position. So, for every time they confirm to have done a job at this place, the system picks that up - this equipment to this location. So, it is able to relay now that information to get to the nearest. So, they pick the information. If it is [unclear] loading, then from the gate the information goes straight to the ship to ... so that they are able to know I'm expecting truck number this or truck number this to bring in this container for loading. Because direct loading is ... They ... without having to pass through ...

 If it is direct discharge, after they have discharged the cargo from the vessel the information is relayed directly to the outputs. Or if now its cargo being loaded in the yard, after being loaded and confirming that it has been loaded, the information is relayed to the [unclear] authority. So that's where now they are able to do the final check. The final check will be done again, by the exit ... clerk who may either enter the container number or pick it from the list.

 It's like you confirm [unclear] in the ... automatically. So, I can double check how ... enter - they get the same results definitely. So, they get this information. But if there were an issue, because customs may have released cargo, but at some point, maybe okay the intelligence network, they get information that there's contraband or there's something - so they can issue a stop even after they [unclear] as long as it has not yet left the port. So, if there's any stop given then this is the point where it will be captured.

 Now chances are the client may not know this. The chances are high that he may not know, because he may be - he may [unclear] port doing that clearance. So only now to get to the exit yet and be told the truck must be turned around, because there's an issue whether it's with customs, or ... or whoever that has put a stop. Otherwise, if everything is in order, what they simply do is click on pass, and then generates the electronic interchange receipt. Now what has happened, is that these have [unclear] to currently three and a half days. But it has the capability of taking two and a half days or less. This - the three and a half days have [unclear].

Facilitator: To three and a half?

Interviewee: Yeah, to three and a half days. But ... capability of taking it down to ... That's what we are now working towards. But then the three and a half days are basically - have a catch and the catch is [unclear]. Because sometimes we've done everything ... like the customs systems are going down, so trucks coming through. Sometimes it can go down for a whole day, two days - the longest we've had been five days.

Facilitator: How long has it taken to cut down - to implement these systems in such a way that - in a way that cuts down the time from 18 days to three and a half days?

Interviewee: Okay. The system went live on 1 July 2008. It's been a long journey. The system implementation went live at the time when unpopular administrative work arrangement was also being implemented. The administrative work arrangement was to do away - or rather control reasonably overtime. So [unclear] bulk, you know, the workers, did not receive ... So, we are starting a system at the time when there were ... and all manner of silent industrial actions.

 That was [unclear] system processes were not followed as they should have and therefore now really clogging up the business. Of course, as a result again the silent industrial actions were reshuffled and that affected the element that users had already been trained according to their job specifications. So now the reshuffle is taking place - took people to areas to work with modules that they were really not familiar with. There was resistance from the clearing and forwarding fraternity. So again, there was that problem that people didn't want to use the electronic platform.

 For the clearing and forwarding fraternity one of the major reasons was that this industry was being run by middlemen. As I mentioned earlier, clearing agents have to be registered. They can never [unclear]. Now you have people who are not registered, like the Kenya Revenue Authority, but they do clear. What they do is they partner with someone who already has a certificate and then they pay him a commission for using the letterhead, the [unclear] licence, that sort of thing. This type of mannerism in the industry led to a situation where the middlemen had the client while most of those rightly certified clearing agents only had the licences.

 So, they had the companies, licensed companies, but they didn't have the clientele. So essentially, they were depending on - mostly those commissions. Yeah. They will get businesses [unclear] but not in the frequency that middlemen would. Now CATOS cut off that, because you needed to have been registered with KRA ... given password to log in and lodge ... So, then a lot of hate was received from now that specific group of people.

 But of course, we were [unclear] Government support ... but some might influence way up there. There was that call for the system to be withdrawn and so on, but then the Ministry stood firm and by and by then that form of resistance ended. Today they really appreciate it, because if you look at it that the physical barriers are not there, if you look at it - the reduction from the [unclear] based ... you can literally have about 10 to 15 days at your disposal. There was a man watching ... where if you are actually an enterprising clearing and forwarding agent, you have those additional days to focus on marketing and soliciting for cargo and enhance your business.

 Then wherever you may be - it could be in [unclear] or under soliciting for business, but at the same time you are literally dodging documents and following up from that. So those are some of the challenges experienced. Now both were being experienced at the same time. From the clearing and forwarding fraternity and internally now, we had my [unclear] to ... again and decide which ..., which took almost about a month plus. At that time the system had really suffered because we had to move for plan Bs, you know, as business owners. Because the business had to go on. The client has paid his dues. What he wants is to collect his cargo.

 Here you are, you have saved now - you have gone live with the system. No one wants to exit. So, we literally had to sort of very, very quickly, you know, revert to plan Bs and plan Cs, which eventually did not contribute very, very positively to the system. But by and by there's been that internal exit times and external exit times. Other challenges have been that management has not really upgraded the work environment based on the system. You will appreciate that when you automate you are adding value. So then again you need to have also added value to that work environment and so on.

 Before going live, we had already done an organisation structure that would support the system functionalities. To date it has never come out. So, you can imagine now [unclear] with those in the system and disagree substantive designations given because these are based on the manual. You have a courier, for example, a clerk. You have an MPL clerk, for example, and MPRO are no longer there. So that has been a setback and a constant cause of demoralisation amongst the staff, because some [unclear] will tell you what's the point of me working hard when the old structures eventually pass, I'll be taken somewhere else. So, there's no motivation in some sense.

 But the benefits are numerous. The cost of business has come down considering that the movements the client had to make. The number of photocopies we needed to do, and so on. And of course, the time as well. Right now, the truck turnaround time again has been improved as a result of the system, where the truck turnaround time is the time where the truck comes into the port, load, unload cargo and then exits the port. Initially it used to be about a day. When you bring in your truck under the manual environment, when you bring in your truck to collect cargo, then they expected to leave - if it comes in early in the morning, then you expected to leave in the evening or the next day.

 Today, that has been reduced to about two hours. Yes. So, one can make several trips in a day. Now with this [unclear] experience we tried as much as possible to ... training. We have put on board the stakeholders as well. For example, Kenya Bureau Standards are not really automated as far as cargo clearance of the port and the [unclear] is concerned. So, what we did is we literally carried them on board KWATOS. For them they needed to have seen the customs entry to have required to the manifest for them now to make a decision whether to stop or to [unclear] not to ...

 Now they're able to access manifests ... and through the functions of holding and releasing cargo they're able to hold and to release cargo electronically. That again has had down time. The fact that now [unclear]. As they take their time to automate their processes which give them - they come into ... will be now ... with KWATOS. We've continuously done training with trainees. We have enhanced the system, because there have been imaging business needs [unclear]. For example, the time the system went live we never used to have the ... They only had one ... Right now, they have sprouted all over. So, we had again to tailor make the system and enhance it to have ... first module.

 Because their type of clearance is different from the normal clearing and forwarding company. So, these are some of the efforts and the time it has taken really to move from the 10 to 18 days to the three and a half days as we speak now. Again, it's not perfect as [unclear] in the position, because this depicts then the situation. We've had resistances in terms of using of 100 terminals. Initially we had ... number of terminals, usually fixed ... Now the equipment operators demanded that they be promoted on the basis that they have been added responsibility of a gadget which is a lot of work according to them.

 So, they began vandalising the equipment. [Unclear] basically bent on sabotage. So, what happened is the gadgets were removed. The KPA had to go into an extra cost of building cabins on ... so that you can have clerks there. So, the equipment was brought [inaudible]. So, clerks again - they show...

Facilitator: Clerks on the cranes?

Interviewee: On the cranes, yes. Yeah, we had to go that way. Otherwise, you see the handheld terminal is a beautiful component of the system. But that's an additional cost again - having an additional person. Whereas it's the operator who could have checked, lifted [unclear] but correct, there is a lot of work and so on. So, because the organisation structure has not been out, there's been influence ... people began also literally spoiling those gadgets. So, as we speak now none of them is working. One costs almost $2000, so KPA has had to reorder fresh stock of it.

 But of course, now we have put accountable [unclear] as we are waiting for the orders to arrive. How - like, for example, how are we able to determine that [unclear] was this gadget's point and who's handling it at that time. Yeah, so those mechanisms have been put in place. Yeah.

Facilitator: Interviewee. Thank you very much. I think we love to discuss this a lot more. It's a lot of information ...

Interviewee: Okay.

Facilitator: ... and after one day digest it. I [unclear] digest it, but I'm sure I'll have many more questions, which I will then ask. Now what I can request is ... KWATOS and the point ... could get is ... presentation and ...

Interviewee: Sure. Sure, you can.

# END OF TRANSCRIPT