

REPUBLIC OF KENYA

*Paper handed by the
Chairman of the SC
on Roads and Transportation
(Sen. Abu Chaka) on
Wed, 13/4/2015*



PARLIAMENT

THE SENATE

ELEVENTH PARLIAMENT -THIRD SESSION

STANDING COMMITTEE ON ROADS AND TRANSPORTATION

REPORT OF THE STUDY TOUR TO QATAR AND SINGAPORE

24TH OCTOBER - 3RD NOVEMBER 2014

Approved

[Signature]

4/5/15

CLERK CHAMBERS

THE SENATE

PARLIAMENT OF KENYA

NAIROBI

*Hon. Speaker
You may approve for
tabling in the Senate
[Signature]
28/04/15*

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List of Acronyms/Abbreviations

CAG	-	Changi Airport Group
COE	-	Certificate of Entitlement
GDP	-	Gross Domestic Product
GPRS	-	General Packet Radio Service
LRT	-	Light Rail Transit
MPA	-	Maritime Port Authority
MRT	-	Mass Rapid Transit
PSA	-	Port of Singapore Authority
SBS	-	Singapore Bus Service
SMRT	-	Section for Magnetic Resonance Technologists

PREFACE

Mr. Speaker Sir,

The Standing Committee on Roads and Transportation was constituted on Thursday 13th March 2014 during the Second Session of the Eleventh (11th) Parliament pursuant to the provisions of Standing Order 208 and is mandated to, *consider all matters related to transport, roads, public works, construction and maintenance of roads, rails and buildings, air, seaports, housing and communication.*”

Mr. Speaker,

Membership

The membership comprise of the following Senators:-

Sen. Abu Chiaba Mohamed, MP	-Chairman
Sen. Judith Sijeny, MP	-Vice-Chairperson
Sen. Chris Obure, MP.	-Member
Sen. Charles Keter, MP	-Member
Sen. Mike Sonko Mbuvi, MP	-Member
Sen. Liza Chelule, MP	-Member
Sen. Hargura Godana, MP	-Member
Sen. Kimani Wamatangi, MP.	-Member
Sen. Moses Kajwang', MP	- Member

Mr. Speaker, Sir,

From the 24th October to 3rd November 2014 a delegation of the Standing Committee comprising of the following Senators undertook a study visit to Qatar and Singapore:-

1. Sen. Abu Chiaba Mohamed, MP - Chairman and Leader of Delegation
2. Sen. Judith Sijeny, MP -Vice-Chairperson
3. Sen. Charles Keter, MP -Member
4. Sen. Liza Chelule, MP -Member
5. Sen. Kimani Wamatangi, MP. -Member

The delegation was accompanied by

1. Ms. Emmy Chepkwony, Committee Secretariat
2. Mr. Christopher Gitonga, Committee Secretariat

Executive Summary

The objectives of the visit were to develop insight on the:

- a) Role and operations of the New Hamad International Airport with specific reference to Service Delivery, Risk Management, Strategic Development and Knowledge Transfer; and
- b) Operations of the construction works on the New Port Project in Doha;
- c) Role and operations of Changi International Airport in Singapore with specific reference to Service Delivery, Risk Management, Strategic Development and Knowledge Transfer; and
- d) Role and operations of the Singapore Port.

The study visit programme was organized to include meeting with the government representatives and projects management as well as touring the projects.

From its Study visit, the Committee made the following findings and observations:-

- ii) Automating the clearance process in the Seaport would greatly increase efficiency and lower the costs of ware housing and freight;
- iii) Introduction of E gate pass would be very convenient for it reduces long queues and fasten the clearance process;
- iv) Opening air space for other airlines would increase competitiveness hence improved quality in service delivery as well as increased business opportunities; and
- v) Openness, fairness, transparent and less bureaucratic process in tendering attracts more investors especially in the construction industries.

Acknowledgements

Mr. Speaker Sir,

The Committee is grateful to the Offices of the Speaker and the Clerk of the Senate for the support it received to discharge its mandate and during this study tour. Further, the delegation appreciates the warm reception and is grateful to the Kenya's Ambassador in Qatar and the High Commissioner of Kenya in India who facilitated the delegation during the tour.

Mr. Speaker, Sir.

On behalf of the Standing Committee on Roads and Transportation, I wish to table the Report of the Committee in accordance to Standing Orders.

Thank you, Mr. Speaker, Sir.

Signed



The Hon. Sen. Abu Chiaba, MP- Chairman

Date

21st April - 2015

Acknowledgements

Mr. Speaker Sir,

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Mr. Speaker, Sir.

On behalf of the Standing Committee on Roads and Transportation, I wish to table the Report of the Committee in accordance to Standing Order 203 (6).

Thank you, Mr. Speaker, Sir.

Signed



The Hon. Sen. Abu Chiaba, MP- Chairman

Date

18th April - 2015

1.0 QATAR

1.1 Introduction

State of Qatar is a sovereign Arab country located in Western Asia, occupying the small Qatar Peninsula on the northeastern coast of the Arabian Peninsula. Its sole land border is with Saudi Arabia to the south, with the rest of its territory surrounded by the Persian Gulf. A strait in the Persian Gulf separates Qatar from the nearby island kingdom of Bahrain. In 2013, Qatar's total population was 1.8 million; 278,000 Qatari citizens and 1.5 million expatriates. Although tiny, Qatar wields significant clout due to its natural gas wealth and its sovereign wealth fund, which is one of the world's largest.

Qatar is an absolute monarchy and its head of state is Emir Tamim bin Hamad Al Thani. After Saudi Arabia, Qatar is the most conservative society; most Qataris adhere to the strict Wahhabi interpretation of Islam. Sharia law is the main source of Qatari legislation according to Qatar's Constitution.

Qatar is the world's richest country per capita and has the highest human development in the Arab World; furthermore, it was recognized as a high income economy by the World Bank. Qatar has the world's third largest natural gas reserves and oil reserves in excess of 25 billion barrels. Qatar has become an influential player in the Arab world.

Much of the country consists of a low, barren plain, covered with sand. To the southeast lies an area of rolling sand dunes surrounding an inlet of the Persian Gulf. There are mild winters and very hot, humid summers.

The highest point in Qatar is Qurayn Abu al Bawl at 103 metres (338 ft) in the Jebel Dukhan to the west, a range of low limestone outcroppings running north-south from Zikrit through Umm Bab to the southern border. The Jebel Dukhan area also contains Qatar's main onshore oil deposits, while the natural gas fields lie offshore, to the northwest of the peninsula.

1.2 Meeting with the Kenya's Embassy Representative

Upon arrival to Doha, the Committee was received and welcomed by Charge D'Affaires Mr. James Omosa, representing Kenya's Ambassador to Qatar. The Committee was briefed on matters related to politics and governance, people and society, as well as Kenya – Qatar relations.

1.3 Meeting with the Management of New Doha Seaport Project

The Committee held a meeting with the management of the New Doha Seaport Project. The project was funded by the government loans; this will later be converted into ownership share.

The Committee heard that:-

i) The Elements of the Project were:

- New Port
- Naval Base
- Qatar Economic Zone 3 Canal

ii) The Budget and Area:

- Total estimated budget was QAR 27 billion
- Total area was 26.5 km² 25 km south of Doha

iii) The Progress levels were:

- New Port 46.2%
- Qatar Naval Forces Base 22.0%
- Qatar Economic Zone 3 Canal 15.3%

iv) The contracts are sub-divided into:

- Building contracts
- Infrastructure contracts
- Marine contracts
- Equipment supply contracts

v) The projects were done in close proximity to one another for:-

- It reduced impact on environment

- Concentrating infrastructure in one area reduced land wastage
- Projects were inter-related in that they involve reclamation of land.
- Once complete the projects would share the same channel of transport.

vi) The challenges encountered include:-

- Site management
- Project timelines or schedules

Further, the Committee was informed of the following:-

- a) Feasibility study was key before initiating any development projects and the study should target both technical and commercial benefits;
- b) Transparency / openness or working in a system that is familiar to both insiders and outsiders boosts the confidence of the investors hence attracting quality contractors - this includes posting on the website future contracts and tenders which are to be awarded, possible time to be awarded, contract amount and conditions for each type of contract;
- c) Proper procurement procedures advance fairness and efficient monitoring of the project's progress;
- d) It was crucial for every project to have timelines which must be adhered to ensure the project is timely completed;
- e) For a contractor to qualify for award of contract, the following were of paramount importance as points of consideration:
 - i.) Cash flow
 - ii.) Experience through certification
 - iii.) Man power
 - iv.) Must be ready to incorporate local sub-contractors
 - v.) Must be ready to use local materials where possible
 - vi.) Must not be overcommitted into other tenders

- f) Adequate Environmental Impact Assessment was important before any works begun to avoid conflicts with environmental advocates, especially where the project involves reclamation of land - silting must be avoided as much as possible since introduction of silt in water affects fishing.
- g) Extension of contracts time should only be guaranteed if adequate reasons are substantiated.

1.4 Meeting with the Officials of the Hamad International Airport

The Committee was informed as follows:

- a) The airport was done to replace the Doha International Airport and was built on over 36 square kilometres (14 sq. mi), half of which is on reclaimed land;
- b) Planning took place in 2003 and construction began in 2005. The airport (terminal and runway) has been built 5 kilometres (3.1 mi) east of the older Doha international airport.
- c) the Airport was designed to cater for a projected ongoing increase in the volume of traffic, initially the annual capacity was 29 million passengers;
- d) After completion the airport would handle 50 million passengers per year, it would be among the largest airport in the region.
- e) has capacity to handle 320,000 aircraft movements and 2 million tonnes of cargo annually;
- f) The contract for the development of the airport included the design, managing the construction and project facilities.
- g) Cargo operations began from December 2013, with an inaugural flight by Qatar Airways Cargo carrier

The Committee toured the Hamad International Airport and observed that:

- a) The check-in and retail areas were quite spacious to handle a large number of clients;
- b) The airport had an oasis theme and many of the buildings have a water motif, with wave-styled roofs and desert plants growing in recycled water.

- c) Concourse A had 10 passenger gates connected to jet bridges and is located west of the check-in area and Main Terminal. Two of the gates are designed to accommodate the Airbus A380;
- d) Concourse B had 10 passenger gates connected to jet bridges and is located east of the check-in area and there was a small coffee shop located at the end of Concourse B, as well as family areas, and an express duty-free store.
- e) Concourse C had 13 passenger gates connected to jet bridges, and it had a number of remote gates without a fixed jet bridge link connected;
- f) The security was ensured by the Airport police. There are 3 check points to ensure that there was no security lapse;
- g) E-gate pass were issued to frequent clients after vetting by Immigration office and ministry of External Affairs that reduced the time taken during check in and verification for passage;
- h) There were adequate facilities designed to accommodate persons with special needs or physically challenged;
- i) The airport had two parallel runways, located 2 kilometres (1.2 mi) from each other, which were designed for simultaneous take-offs and landings
- j) The airport had 3 lounges as well as accommodation facility with capacity of 200 beds; and
- k) Accommodation was mainly for transit travelers who are only accommodated for maximum 24 hours, the hotel is equipped with swimming pool, gym, Quash area and massage parlor.

2.0 SINGAPORE

2.1 Introduction

Republic of Singapore is a sovereign city-state and island country in Southeast Asia. It lies off the southern tip of the Malay Peninsula and is 137 kilometres north of the equator. The country's territory consists of the lozenge-shaped main island, commonly referred to as Singapore Island. Singapore is separated from Peninsular Malaysia by the Straits of Johor to the north, and from Indonesia's Riau Islands by the Singapore Strait to the south. The country is highly urbanized, and little of the original vegetation remains. The country's territory has consistently expanded through land reclamation.

Singapore is one of the world's major commercial hubs, with the fourth-biggest financial centre and one of the five busiest ports. Its globalised and diversified economy depends heavily on trade, especially manufacturing, which represents about 26 percent of Singapore's GDP. In terms of purchasing power parity, Singapore has the third-highest per capita income in the world. It places highly in international rankings with regard to education, healthcare, and economic competitiveness. Approximately 5.4 million people live in Singapore (June 2013). As of mid-2014, the estimated population of Singapore was 5,469,700 people, 3,343,000 (61.12%) of whom were citizens, while the remaining 2,126,700 (38.88%) were permanent residents.

While Singapore had diverse, ethnic Asians predominate: 75 percent of the population was Chinese, with significant minorities of Malays, Indians, and Eurasians. There are four official languages, English, Malay, Mandarin, and Tamil, and the country promotes multiculturalism through a range of official policies.

On-going land reclamation projects had increased Singapore's land area from 581.5 km² (224.5 sq mi) in the 1960s to 718.3 km² (277.3 sq. mi) 2014. The country was projected to grow by another 100 km² (40 sq mi) by 2030. Some projects involved merging smaller islands through land reclamation to form larger, more functional islands.

Close to 10 percent of Singapore's land had been set aside for parks and nature reserves. The network of nature reserves, parks, park connectors, nature ways, tree-lined roads and other natural areas had enhanced the sense of green space in the city.

Singapore is a major international transport hub in Asia, positioned on many sea and air trade routes.

2.2 Meeting with Members of Parliament of Singapore -The Representative Parliamentary Committee on Transport

Singapore is a unitary multiparty parliamentary republic. It has a Westminster system of unicameral parliamentary government representing constituencies. The country's constitution establishes a representative democracy as the political system. Executive power rests with the Cabinet of Singapore, led by the Prime Minister and, to a much lesser extent, the President. The President is elected through a popular vote, and has veto powers over a specific set of executive decisions, such as the use of the national reserves and the appointment of judges, but otherwise occupies a largely ceremonial post.

The Parliament serves as the legislative branch of the government. Members of Parliament (MPs) consist of elected, non-constituency and nominated members. Elected MPs are voted into the Parliament on a "first-past-the-post" (plurality) basis and represent either single-member or group representation constituencies.

The Committee scrutinizes the regulations, functions and policy formulation and implementation.

During the discussions between the delegates and the Singapore Parliamentary Committee on Transport the following issues were highlighted regarding the transport sector in the country.

- a) Since Singapore was a small island with a high population density, the number of private cars on the road was restricted so as to curb pollution and congestion; Car buyers must pay for duties one-and-a-half times the

vehicle's market value, and bid for a Singaporean Certificate of Entitlement (COE), which allows the car to run on the road for a decade.

- b)** Car purchase prices were generally significantly higher in Singapore than in other English-speaking countries.
- c)** Singaporean residents also travelled by foot, bicycles, bus, taxis and train (MRT or LRT) - the policy is to encourage use of public transport and cycling. Two companies run the public bus and train transport system – SBS Transit and SMRT Corporation.
- d)** There were six taxi companies, who together put out over 27,000 taxis on the road - Taxis were a popular form of public transport as the fares are relatively convenient compared to many other developed countries.
- e)** Singapore had a road system covering 3,356 kilometres, which includes 161 kilometres of expressways - the Singapore Area Licensing Scheme, implemented in 1975, became the world's first congestion pricing scheme, and included other complementary measures such as stringent car ownership quotas and improvements in mass transit. Upgraded in 1998 and renamed Electronic Road Pricing, the system introduced electronic toll collection, electronic detection, and video surveillance technology.
- f)** The bus model is most convenient; The government procures the busses and leases them to transport operators - the bus fares are set by public transport sector and the bus routes are bundled together depending on the profitability
- g)** To ensure effective service delivery and adherence to set regulation the government regulatory body used GPRS to track the buses and road usage.
- h)** There was a Land Transport Authority which is charged with rehabilitation and paving of roads while new roads are done by the ministry of Land and urban Development.

2.3 Meeting with the Singapore Changi Airport Group (CAG)

The Committee met with the Corporate Development and International Relations Managers. The Committee was informed as follows:-

- a) The construction of the new Changi International Airport began in 1975; this was away from residential areas - its Located on eastern tip of Singapore - following its completion the other airports were closed;
- b) The Cost of construction was S\$1.5 billion at that time;
- c) More than half the airport built on reclaimed land from the sea for the location was ideal for round-the-clock operations;
- d) Singapore was an aviation hub for Southeast Asia and a stopover on the Kangaroo Route between Sydney and London;
- e) Singapore Changi Airport hosts a network of over 100 airlines connecting Singapore to some 300 cities in about 70 countries and territories worldwide. It has been rated one of the best international airports. The national airlines are Singapore Airlines, Silk Air and Scoot;
- f) It is the 6th World's Busiest International Airport after Dubai (DXB), London (LHR), Hong Kong (HKG), Paris (CDG) and Amsterdam (AMS);
- g) In terms of Efficient & Convenient Service delivery they endeavored to achieve:
 - i) Seamless Transfers;
 - ii) Personalized, Stress-free & Positively Surprising Service;
 - iii) Speedy Clearance; and
 - iv)Efficient Baggage Handling.
- h) The future plans for the Airport include:
 - i) Expansion of Terminal 4
 - It was designed to serve 16 million passengers per annum and both low cost and full service carriers - a full-serviced terminal similar to existing Changi Terminals, with passenger-friendly facilities and a wide range of commercial offerings;
 - It would deploy high levels of automation and productivity-enhancing work processes, and be a test-bed for new concepts of operations;
 - It would introduce self-service options for check-in and bag-drop, would make use of biometric technology to facilitate faster and more seamless travel experience; and
 - It would include attractive retail stores to offer an enhanced shopping experience.

- The complex would offer aviation and travel-related facilities, a wide range of retail offerings, as well as unique leisure attractions
- ii) Project “Jewel”
- There was a Proposed Car Park 1 redevelopment - to increase space for accommodating rising numbers.
 - The estimated construction period was from 2014 – 2018
 - It was designed to be a mixed-use complex to boost Singapore’s appeal as a stopover point for global travellers.

2.4 Meeting with the Port of Singapore Authority (PSA) Group

The Committee met with manager Group Business Development, Assistant Vice President Group Business Development.

The Committee was informed that:

- a) The Port of Singapore was managed by port operators PSA (established in 1964) International and was the world's second-busiest port in terms of shipping tonnage handled, at 1.15 billion gross tons, and in terms of containerized traffic, at 23.2 million twenty-foot equivalent units (TEUs) - it was also the world's second-busiest, behind Shanghai, in terms of cargo tonnage with 423 million tons handled;
- b) the port was also the world's busiest for transshipment traffic and the world's biggest ship refueling center;
- c) In 1996 a statutory board called the Maritime and Port Authority of Singapore (MPA) was established to take over the functions of the regulatory departments of the PSA. The formation of MPA was vital to Singapore to maintain its position as a hub port and major international maritime center;
- d) In 1997, PSA was corporatized to ensure the port remain responsive to the developments of the shipping industry and the demands of a marketplace – this was to position it to be able to seize new business opportunities and respond more effectively to future challenges though it retained its core business of operating container terminals and expand into investing, developing and operating international port terminals;

- e) Corporatization also aimed at giving PSA autonomy to engage in related harbour-front developments, warehousing and logistics - the to continue in managing the World Trade Centre, the existing cruise center and ferry terminals, and the Singapore Expo in Changi;
- f) PSA International was the largest global port group – it took pride in being a common user terminal focused on long term partnerships and high service standards originating from flagship operations in PSA Singapore and PSA Antwerp;
- g) there has being efforts to achieve international expansion with collaboration with more operators, namely:
- PSA International Ltd
 - Global Terminal Operator
 - Premier Port Developer & Operator
- h) PSA is world's largest port group. 8% of global containers are handled in Singapore port based on equity-weighting. In 2013 the port handled 61.8 million TEUs and it offers employment to 30,000 staff globally with over 19,000 direct employs
- i) PSA had been recognized for World-Class Terminal Capabilities and awarded:
- i.) Asian Freight & Supply Chain Awards;
 - Best Global Container Terminal Operating Company for 9 years – PSA International Best Container Terminal Asia (over 4 million TEU/annum) for 25 years – PSA Singapore Terminals
 - Best Container Terminal Europe, 2012 – PSA Antwerp
 - Best Container Terminal Asia (under 1 million TEU/annum), 2012 – Fuzhou International Container Terminals
 - ii.) Lloyd's List Asia Awards; Port Operator Award for 12 years – PSA International
 - iii.) Lloyd's List Turkish Shipping Awards; Port of the Year, 2008 – Mersin International Port

- iv.) Sea trade Asia Awards; Container Terminal Operator Award for 6 years – PSA International
 - v.) China Shipping Gazette Top 10 Best Container Terminals in China – Fuzhou International Container Terminals
 - vi.) Supply Chain Asia Logistics Awards Container Terminal of the Year for 6 years; – PSA Singapore Terminals
- j) Other PSA operations include Building World Class Terminals – Dammam
PSA's first port project in Saudi Arabia and Arabian Gulf Greenfield project in Saudi Arabia's largest Gulf port which was a Joint venture between Saudi Government & PSA was very successful -
- i.) it was Flexible and able to serve Mega-ships in the Arabian Gulf
 - ii.) It has 1,200 m quay length 16 m depth and able to handle 1.8 million TEUs
it was awarded the following awards:
 - "Kadri Saman Logistics Achievement Award" (2007)
 - "Port of the Year." Lloyd's List Turkish Shipping Awards (2008)
 - "Port of the Year", International Golden Anchor Awards (2011)
 - "Port Operator of the Year", Logistrans Logistics Award (2011- 2013)

The Committee toured the port and made several observations including:

- a) The level of Productivity and efficiency was very high since they have automated the clearance process and there was harmonious relationship with government agency to ensure there was no delay in clearance.
- b) The highest percentage of goods is on transit - about 60 vessels are received daily and the crane rate is 30 moves per hour.
- c) About 4000 containers are cleared within one day.
- d) PSA places a strong emphasis on helping its community grow personally and professionally through Foundational Skills, People Leadership, Transfer of Knowledge and Building Shared Vision. They identify the local talent, train equip them and allocate them duties which they can do best.

2.5 Meeting with the Honorary Kenya Consulate in Singapore

The Committee held a meeting with Mr. Neal Chandaria, the Honorary Consul for the Republic of Kenya. During discuss the following arose:-

- i.) The Singapore Seaport and airport are the largest in the world; the seaport specializes in transit cargo. Due to expansive experience there have been able to run several ports in the world;
- ii.) The PSA had interest in construction of Lamu port but KPA have not yet given a nod;
- iii.) Kenya Government uses India Embassy to make communication to Singapore instead of Malaysia Embassy which is nearer;
- iv.) Urban infrastructure, city transport system, water energy and optical fibre services are provided to almost every home; and
- v.) The Cabinet Secretary was supposed to meet Singapore Minister for Transport for sign a Memorandum of Understanding.

2.6 Meeting with the Singapore High Commissioner to Kenya

The Committee was hosted for a luncheon by Mr. Yatiman Bin Yusof, the Singapore High Commissioner to the Republic of Kenya. The matter relating to Kenya and Singapore bilateral agreements were discussed.

Of great importance was the need to open the air space to allow more airlines to fly to Kenya. This would allow direct flights from Singapore in order to promote trade between the two countries.

3.0 COMMITTEE OBSERVATIONS, CONCLUSION AND RECOMMENDATIONS

3.1 Observations

- i. Openness, fairness, transparent and less bureaucratic process in tendering attracts more investors especially in the construction industries;
- ii. Regulation and operations of the port are two distinct activities which require to be performed by different entities in order to improve efficiency;
- iii. Use of Electronic gate pass increases the efficiency during checking and reduces overcrowding of passengers waiting for the manual clearance; and
- iv. The Port Authority should not focus solely on the need to make revenue from warehousing charges but should emphasis on efficiency in order to attract more shipping lines and entities.

3.2 Conclusions

There is a lot to learn and borrow from the Qatar and Singapore relating to development, operations and role of Sea and Air transport.

3.3 Recommendations

- I. Kenya Ports Authority to automate the export and import goods clearance process at the Seaport in order to increase efficiency and lower the costs of ware housing and freight;
- II. The Ministry of Interior and Coordination of National Government through the Migration department to embrace and introduce Electronic gate pass, this would be very convenient in reducing long queues and fasten the clearance process; and
- III. The Ministry of Transport and Infrastructure to embrace competition as a means of improving quality service delivery and increasing market thus open the air space for other airlines.