

**FACTORS AFFECTING CLEARANCE OF IMPORTED GOODS AT THE
PORT OF MOMBASA**

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DECLARATION

This project is my original work and has not been presented for a post graduate diploma in any other academic or non-institution

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HDB335-C016-2408/2016

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ABBREVIATIONS AND ACRONYMS

CDO	Central Documentation Office
CFS	Container Freight Stations
DI	Departmental Instruction
DPC	Document Processing Centre
I & ED	Investigations and Enforcement Department
ICT	Information and Communication Technology
KIFWA	Kenya International Freight & Warehousing Association
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
NTC	National Targeting Centre
PMAESA	Port Management Association of Eastern & Southern Africa
PVoc	Pre-verification Certificate of Conformity
SCT	Single Customs Territory
SD	Standard Deviation
TEUs	Twenty-foot Equivalent Units
TPA	Tanzania Ports Authority
UNCTAD	United Nations Conference on Trade and Development

DEFINITION OF TERMS

Documentation procedures Documentation procedures refer to a series of steps undertaken during the presentation of necessary documents; through the document processing centre, national targeting centre, verification point, enforcement point, the point of pre-verification certificate of conformity and the investigations and enforcement department; for clearance of imported goods (Aeromarine Capital Group Kenya, 2018).

Involvement of personnel in verification and clearance Involvement of personnel in verification and clearance refers to the deployment of required customs staff to assist in confirming the contents and data entered on the necessary import and payment related documentation and finally clearing cargo (Luo & Gngalunas, 2003).

ICT system issues ICT system issues refer to problems related to information and communication technology applications in clearance of imported goods (Oshima & Muramatsu, 2015).

Delay in clearance of imported goods Delay in clearance of imported goods refers to the difference between the ideal clearance dwell time and the actual time it takes clear cargo from the port (Faris, 2018).

ABSTRACT

The port of Mombasa clearly has a lot of potential to develop into one of the most efficient ports of the world, joining the likes of Port of Singapore and China ports, due to operational inefficiencies at the port, it is estimated that for every one container cleared at the port of Mombasa, 500 have been cleared in the port of Singapore. In the past five years, more than a thousand cases of complaints from importers and customs licensed clearing agents pertaining to the delays in the clearance of their containers have been reported; that it is taking about fourteen days to clear a consignment from the port. The study examined the causes of delay in the clearance of imported goods at the port of Mombasa. The study specifically determined the extent to which documentation procedures, involvement of personnel in verification and clearance and ICT system issues cause delay in the clearance of imported goods at the port of Mombasa. This study was founded on the single window system theory, stakeholders' theory and transaction cost theory. The research design used was a descriptive survey. 1500 clearing firms in Kenya as obtained from KIFWA registrations office comprised the target population. The accessible or study population was the 316 clearing firms based in Mombasa. The study sample consisted of 177 clearing firms. The clearing firms whose employees participated in the study were selected through simple random sampling. To ensure that the research questionnaire was reliable, a pilot study was undertaken. Content validity of the questionnaire was ensured by consulting the supervisor. Cronbach's alpha coefficient was used to test for reliability of the research questionnaire. Self-administered semi-structured questionnaires were used for collection of data. Descriptive statistics and inferential statistics were employed in data analysis. Descriptive statistical tools included frequencies, percentages, means and standard deviations. Inferential statistics included Pearson correlation analysis. Tables were used for presentation of study findings. The study found out that documentation procedures, personnel involvement in verification and clearance and ICT system issues cause delays in clearance at the port of Mombasa to some extent. It was concluded that the documentation procedures at DPC, NTC, enforcement, Pvoc, verification and DPC points are generally not fast and efficient. It was also concluded that assigned officers are not adequate enough to handle the assigned volume of cargo and some may not be very knowledgeable and efficient at work hence leading to delays in cargo clearance. The study also concluded that network connectivity problems adversely affect system functionality and efficiency at the port of Mombasa. The study recommended that clearing agents, KPA and KRA should put in place measures to ensure an expeditious documentation process, efficient and competent staff and uninterrupted network and computer systems' connectivity.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The measurement of the time spent and costs incurred in cross-border trade transactions and processes is one of the most important tasks to be undertaken by any concerned importer or government. Countries that are still developing are becoming fundamental links in sourcing networks across the globe. The flow of goods to and from developing countries is adversely impacted by involvement of governments in customs clearance. Consequently, the uncertainty created impacts firms in these countries that are still developing and seeps into the global networks of supply where the firms take part in (Rajeev & Narendar, 2015).

Customs controls for generation of revenue, interests of domestic economies and for purposes of national security have been put in place by countries across the world; Kenya included. Countries have some specific local requirements within their localities but similarities such as the universal need for documentations for shipment purposes, which include commercial invoices and bills of lading, still exist (McLinden, 2015). For efficient operations and clearance of goods at the port of Mombasa that is smooth and reliable, Kenya Ports Authority (KPA) works hand in with the Kenya Revenue Authority (KRA). Customs clearance refers to the duties that a national customs authority, such as KRA undertakes. KRA is a corporate body enacted by act of Parliament in July 1995. It is charged with the responsibility of collecting government revenues (KRA, 2017).

The customs and border services department of KRA is entrusted with the responsibility of documentation and clearance of all cargo in and out of the port Mombasa. The department ensures that imports, exports and declarations of transit are processed. It is also in-charge of assessing the origin and value of goods as well as the classes into which goods are categorized. The customs and border services department also ensures that duties and fees are collected and processed and that cargo is physically inspected,

examined and released. Furthermore the department is mandated with the responsibility of ensuring that audits after clearance are conducted, consignments that are urgent are processed and that waivers, exemption schemes and drawback schemes are administered accordingly (McLinden, 2015).

1.1.1 Global Perspective of World Major Ports.

The port of Singapore, which plays a fundamental role in economic development, emerged as the second busiest port in the world based on total shipping tonnage. A half of the yearly supply of crude oil in the world and a fifth of the shipping containers in the world are also trans-shipped through this port. Before it was surpassed by the port of Shanghai in 2005, the port of Singapore was the busiest port in the world based on total tonnage of cargo. The port is connected to over 600 other ports in 123 countries spread across over six continents (Clifford, 2015). The port of Singapore overtook the Hong Kong port, beginning from the first quarter of 2005 to date. In 2015, approximately 19,335 TEUs was handled in the port of Singapore from the start of the year to October. During that period, 18,640 TEUs was handled in Hong Kong port. Ever since it overtook the port of Hong Kong in 1998, the port of Singapore has always emerged as the traffic in the region that consolidates its position with Southeast Asia rose. Also, the transshipment traffic that uses the East Asia-Europe route through Singapore increased. Hong Kong port, which is a gateway economically to mainland China, is among several hub ports that serve the South-East and East Asia region (Clifford, 2015).

The port of Singapore Authority runs one of ports that are the most technologically advanced. Information technology (IT) is the tool behind making it the most efficient port in the world. Use of sophisticated technology at the port led to efficient utilization of land in the midst of land scarcity in the country (Lee partridge, Teo & Lim, 2000). This is clear evidence of how IT aids in enhancing the capacity of physical resources required in running of a big port despite constraints existing. Operations and information technology majorly creates flexibility and can also lead to reduction in labour and time required as well as increased quality. Hence, it is clear that operation and information technology can be crucial in capacity expansion without the need for additional

investment in plant and equipment or physical space. Technology leads to more effective utilization of assets in a firm (John et al., 2010).

The port of Dar es Salaam is the major port in Tanzania that is managed by the Tanzania Ports Authority (TPA). Over 90% of the cargo in Tanzania is handled by the port. The TPA is a landlord port authority that was established by the Ports Act No. 17 of 2004 in Tanzania (TPA, 2013). The International Association of Ports and Harbors reported that the Dar es Salaam port is the fourth largest port along the coastline of Indian Ocean in Africa after Durban, Mombasa and Maputo. The economy of the region has lost millions, in dollars, because of the existence of inefficiencies at the Dar es Salaam port. This led to US\$1.8 billion and 830 million US dollars loss in global welfare for the economy of Tanzania and the neighbouring countries in 2012 respectively (TPA, 2013).

Effective ports like the ports of Rotterdam and Durban set the pace for ports in Africa, such as the port of Dar es Salaam and the port of Mombasa. The port of Dubai also emulates such efficiently managed ports, including ports of countries such as Hong Kong and Singapore (Clifford, 2015). As Clifford (2015), notes, Singapore and Hong Kong have invested in good infrastructure such as Gantry cranes, and rail and road works that ensure there's high efficiency, and increased berth turnover rate. The United States is also taking part in international port trade. The port of Los Angeles container volume was 7.9 million TEUs in the year 2013. In United States, it is the busiest port.

1.1.2 The Port of Mombasa

The port of Mombasa is vital to Kenya's domestic economy. The port is used for multiple purposes. The infrastructure at the port can handle the volumes along the Northern Corridor that are growing. The port has a natural harbor that is excellent; it has shelter that is good, a maximum draft of 15 metres and can handle approximately 23.7 million tonnes of cargo annually. The port has 13 berths for general cargo with a quay length of 2448 metres and four berths for containers with a quay length of approximately 840 metres with a capacity to hold containers of 1,050,000 TEUs (Trademark East Africa, 2015).

The import and export trade is fundamental in facilitation of Kenya's global integration. However, inefficiencies in clearance procedures at the port of Mombasa and high costs for transport on sea are great obstacles to efficient international trade. In Kenya, the collection of duties and taxes at the Mombasa Entry Port is a very essential contributor to the state revenues (KPA, 2015). In order to enhance revenue collection, it is fundamental to monitor the efficiency of customs administration at the Port of Mombasa. It is now increasingly known that the time efficiency in customs clearance is essential in facilitating trade globally. Theoretically, the time for performance of formalities of import clearance begins long before cargo arrival. It is not strictly related to dwell time for cargo (KPA, 2015).

At the Mombasa port, like in many countries that are developing, a lot of formalities are still performed after the arrival of despite initiatives for facilitation of trade being put in place (UNCTAD, 2013). There is a close relationship between customs clearance and cargo dwell time for cargo. Delays largely, but not solely, occur during customs clearance. Customs clearance is usually managed efficiently managed by shippers as well as clearing and forwarding agents during some other operations, hence and transactional dwell time for transactions does not significantly contribute to overall dwell time (UNCTAD, 2013).

It has been noted by other parties that missing documentation, declaration errors or just lack of anticipation leads to loss of time during clearance at the port of Mombasa. Moreover, apart from administration of customs, there are several other players managing formalities at the port of Mombasa. However, for dwell time, processes involved in customs clearance mark the start and the end of majority of procedures (UNCTAD, 2013). Regulations regarding security and customs can lead to great delays in terminal operations. Therefore, it is important there is negotiation with the responsible agencies and that management of the terminal incorporates security practices especially for logistics related to containers (Acciaro and Serra, 2013). However, major issues still abound regarding the impact of procedures for scanning and custom clearance as well as the ISPS code (Yang, 2005; Bakshi, Flynn & Gans, 2011).

1.2 Statement of the Problem

The port of Mombasa clearly has a lot of potential to develop into one of the most efficient ports of the world, joining the likes of Port of Singapore and China ports, as noted by Jackson (2005, as cited in Mola, 2010). Mombasa port handles large volume of imported goods for Kenya and its neighbouring countries such as Uganda, Tanzania, Ethiopia and Sudan. For the past five years the volume of imports through the port has greatly increased, thus any slight delay in documentation or clearance of cargo at the port can cause serious congestion of containers which in the long run may cause the importer or agent colossal amounts of money in terms of demurrages (KPA, 2014). However, Jackson (2005, as cited in Mola, 2010) explains that due to operational inefficiencies at the port, it is estimated that for every one container cleared at the port of Mombasa, 500 have been cleared in the port of Singapore. In the past five years more than a thousand cases of complaints from importers and customs licensed clearing agents pertaining to the delays in the clearance of their containers; that it is taking about fourteen days to clear a consignment from the port (KPA, 2014). According to Jackson (2005, as cited in Mola, 2010), there is need for an improvement in port and marine transportation structure as this lead to container delay at the port. He adds that container dwell time delays consequently leads to increased costs of shipping, triggers delays in delivery because of congestion, and forces the retention of higher levels of inventory by shippers and consignees due to increased uncertainties in supply. In Kenya there is a need to also establish these causes as they affect the Mombasa port. Studies by various scholars have been done globally on ports of the world on the factors affecting container clearance; both port clearance and customs clearance. However, little has been done on the extent to which documentation procedures, involvement of personnel in verification and clearance and ICT system issues contribute to delays in clearance of imported goods at the port of Mombasa. Therefore, this study examined the factors affecting clearance of imported goods at the port of Mombasa.

1.3 Objectives

The study was guided by the following objectives;

1.3.1 General Objective

The general objective of the study was to examine the factors affecting clearance of imported goods at the port of Mombasa.

1.3.2 Specific Objectives

- i. To determine the extent to which documentation procedures contribute to the delay in the clearance of imported goods at the port of Mombasa.
- ii. To determine the extent to which involvement of personnel in verification and clearance contributes to the delay in clearance of imported goods at the port of Mombasa.
- iii. To determine the extent to which ICT system issues contribute to the delay in the clearance of imported goods at the port of Mombasa.

1.4 Research Questions

- i. To what extent do documentation procedures contribute to the delay in the clearance of imported goods at the port of Mombasa?
- ii. To what extent does involvement of personnel in verification and clearance contribute to the delay in the clearance of imported goods at the port of Mombasa?
- iii. To what extent do ICT system issues contribute to the delay in the clearance of imported goods at the port of Mombasa?

1.5 Significance of the Study

The study's findings will be useful to the customs administration as well as other Government agencies, clearing agents, importers and exporters. It will be important to the process of policy making in customs clearance, automation and modernization of cargo clearance processes. There has been a lot of interest on the study and establishment of the factors that lead to container dwell time at the port, with the ultimate aim finding their solution. The stakeholders and customers will know who is responsible for what fraction of dwell time and how the port can improve its services to reduce the container dwell time as a result of this study. This study looked at a more specific factor on container delays, which is customs clearance at the port. The study

will also bridge the knowledge gap in literature. The study results will be used by other academicians as a source of knowledge and will also propel further research for those who intend to study the same topic in future.

1.6 Scope of the Study

This study was done within KRA operational areas at the port of Mombasa. The study targeted the clearing firms' staff as respondents.

1.7 Limitations of the Study

Several limitations were met in the research process. One of the limitations is that respondents were at times unwilling to provide the data required by the study. However, the researcher assured the respondents that the data was being collected for academic purposes only and would be treated confidentially.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of theories that guided the study, a review of empirical literature, the study's conceptual framework and a critique of existing literature relevant to the study. A summary of reviewed literature and the research gaps are also presented.

2.2 Theoretical Review

This section provides a review of theories that guided this study. They are; the single window system theory, stakeholders' theory and transaction cost theory.

2.2.1 The Single Window System Theory

This theory focuses on the single electronic window system. The systems are internetworked, to work together and efficiently to hasten container clearing processes. According to Clifford (2015) electronic window systems receive data from other sources, and convert data that is input into output. This system eliminates the need for a clearing and forwarding agent, because it also provides a platform to pay online, and cargo is delivered to the owner. The government is concerned in ensuring that all taxes are paid fully by the importer. By use of the single electronic window system, tax collection is made easier. The Kenya Revenue Authority has embraced technology in its collection of taxes, where by all filing documents are available online, on the iTax system. When this system is integrated with the single window system, then we get a very powerful combined computer technology that will reduce container clearance delay.

2.2.2 Stakeholders' Theory

The stakeholders' theory was first described by Edward Freeman in 1984 at the University of Virginia. This theory argues that shareholders are just one of the many company's stakeholders. According to the theory, those who invest in or get involved in the company such as employees of the company, environmentalists near the plants of the company, suppliers and agencies of the government among others. Freeman's theory

suggests that a company's real success lies in satisfying all its stakeholders, not just those who might profit from its stock. Stakeholders are any group of individual who is affected by or can affect the achievement of an organization's objectives (Freeman 1984).

Applying this theory to the study and research at hand, it focuses on the effect the stakeholders have on container clearance at the port and also customs clearance under the KRA. The KRA and the KPA should be thought of as many stakeholders coming together to achieve the main objectives required, i.e if it's custom collection or container clearance in ports. (Friedman, 2006). The managers of KRA and KPA should ensure that all stages from the importation of goods, to their release at the port is as smooth as possible and also eliminate delays. This efficiency will avoid inconveniencing external stakeholders, who are the clients themselves. Management of the staff doing the actual document verification, confirmation, inspection etc, is also paramount because according to the stakeholder's theory, managing the lower units by the stakeholder's is directly proportional to success of a venture (Fontaine et. al, 2006).

2.2.3 Transaction Cost Theory

This theory is used to explain the cost incurred, as influenced by decisions made by managers. Over the years cost has become a significant element in analysing a number of strategic and organizational issues that are important to firms (Williamson, 1994). Its application in the port transport industry comes in when we want to calculate and find out how much amount of money has been lost in cases where there is container clearance delay. Additional cost to the importer are always imminent in such cases, as we have demurrage fees shooting up, and also losses being incurred if the goods lose value in the market due to delay in delivery.

2.3 Empirical Review

In this chapter the researcher reviews the literature on causes of delays in custom clearance of imported goods. The review of literature is basically on documentation procedures, personnel involvement in verification and clearance and ICT system issues as factors that cause delays in clearance of imported goods, which the study focused on.

2.3.1 Documentation Procedures

Shepa (2013) assessed the challenges that lead to ineffective customs clearance of goods in the medical stores department at sea port of Dar es Salaam. The findings revealed that multiple requirements in the documentation process and inadequately transparent and non-documented procedures leads to clearance procedures taking too long. Durgavich (2009) studied the customs clearance issues related to import of goods for public health programs at the port of Mombasa in Kenya. The study found out that the major cause of delays in customs clearance process is usually the documentation process. It was established that the storage procedures of documents is poor and there is lack of a reliable procedure and guidance on how to go about the process of documentation.

Clifford (2015) studied the factors that affect the clearance of containerized cargo at the port of Mombasa in Kenya. It was noted that respondents were in agreement that it is critical to clear and verify goods process and that the process of clearance of containerized is very fast and effective. It was determined that the process of documentation positively and significantly affects the clearance of containerized cargo at KPA. Wanyama (2017) studied the causes of delay in clearance of goods at the port of Mombasa in Kenya. The study established that lack of smooth flow of documentation process is a contributing factor to the delay in the clearance of goods. The researcher found out that this is attributed to few officer processing the documents, mis-declaration by the agents, laxity of employees, many stages that a document has to pass through and corrupt practices.

2.3.2 Involvement of Personnel in Verification and Clearance

Durgavich (2009) established that employment of incompetent staff is a major cause of delays in clearance especially regarding the documentation process. It was determined that this leads to loss of revenue at the port as all papers needed for container clearances are not processed in time, and the individuals who are not familiar with the process are not guided properly. Wanyama (2017) noted that the number of officers deployed at the verification section do not match the demand of the work. It was also revealed that the volume of goods had increased and therefore, the laid down number of containers that every officer is supposed to verify, cannot reduce congestion at the port.

Datche and Kisingu (2017) examined the factors influencing logistics service delivery at the port of Mombasa in Kenya. It was revealed that the respondents were undecided on whether employees at the port have skills to deliver services as required of them or not. It was established that port staff competence positively and significantly affects logistics service delivery. Shepa (2013) noted that in the medical stores department at the sea port of Dar es Salaam, delays in clearance result from inadequate clearing staffs to handle tasks as well as long procedures of payment.

2.3.3 ICT System Issues

Mola (2010) examined the determinants of container dwell time at the port of Mombasa in Kenya. The study noted that there are several challenges in using the KRA Simba system software. These include compatibility problems and data retrieval failure which makes the system unreliable hence being unreliable in the customs clearance process hence leading to delays. Clifford (2015) determined that respondents were in agreement that the system of KPA used in clearing containerized cargo is efficient and effective. It was also agreed that the problem of congestion has been curbed owing to single window system being introduced and used in clearance of containerized cargo. Niga (2011) examined capacity utilization at the port of Mombasa in Kenya. The study noted that inadequate information systems and technological factors are perceived by to be constraints to efficient service delivery at the port.

Nyema (2014) studied the factors influencing container terminals efficiency at Mombasa entry port in Kenya. It was established that out of all the respondents who participated in the research, 83.3% agreed that the lack of an integrated information technology system substantially delays in customs at the port. Datche and Kisingu (2017) examined the factors influencing logistics service delivery at the port of Mombasa in Kenya. Results of analysis revealed that it was generally agreed that it is easy to access the systems to process your documents, the integration of the port information systems works well and that the agents are able to access all the customs systems under the single window systems. The study established that port information systems positively and significantly affects logistics service delivery.

2.4 Conceptual Framework

A conceptual framework represents what the researcher has interpreted from the research at hand and how the variables relate to each other. According to McGaghie, Bordage and Shea (2001), a conceptual framework presents a platform to simplify a particular research question, hence allow solutions to be attained on the problem statement at hand. The independent variables were: Documentation procedures, involvement of personnel in verification and clearance and ICT system issues. The dependent variable was clearance of imported goods at the port of Mombasa.

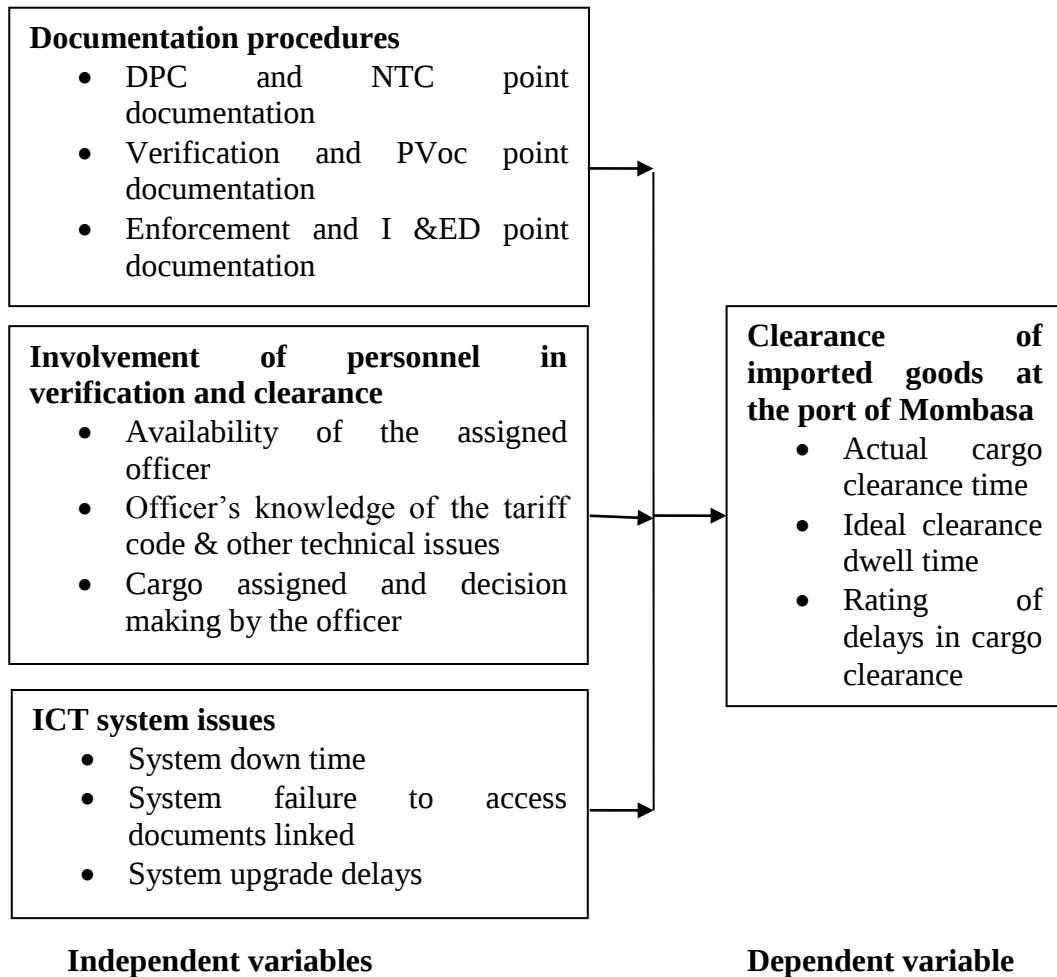


Figure 2.1: Conceptual Framework

2.4.1 Documentation Procedures

According to Escoe (1998) documentation means anything written in any medium, policies and procedures manuals or perhaps records. It originates from legal

requirement, external customers, users and certification auditors and examiners. A good documentation shows quality standards employee handbooks and safety programmes. According to World Bank (2001), the factors affecting container dwell time at the port include: - documentation, clearing agent's compliance, different agencies concerned, government and port authorities, terminal operators etc. Management and control of import risks by traders has enhanced international trade now days. Documentary systems and customs form the basis for managing import risk (Jimenez, 1997). A good documentation system should exhibit efficiency and should have means and ways of detecting forgery, alteration or simple misrepresentation.

The KRA eighth departmental instruction on verification stipulates that documents should be lodged at the long room in order to be processed and that taxes are collected, before dispatching them to the Central Documentation Office (CDO) at the KPA. The CDO office at KPA is located in the Kilindini port (KRA, 2017). After documents are dispatched to the CDO office, they are dispatched various sheds within the port of Kilindini so that goods can be verified and released. The processing of entries for private Container Freight Stations (CFSs) occurs at the long room in Mombasa. Documents are presented after customs clearing agents pay self-assessed taxes in the bank (KRA, 2017)

The management of KRA have been reviewing the process to ensure that goods are cleared on a timely basis and recent developments indicate that the documentation procedures, from the time of lodgement to the time of releasing of goods, is much longer than the stipulated time (KRA, 2010). The entire process is supposed to take forty eight hours but many complaints have indicated delay in the processing and clearance of goods for a longer time, sometimes longer than two weeks. Some of the areas that affect the releasing of goods are the tariff section in cases where there is a dispute in tariff declared, the valuation section when dealing with cases whose duties are undervalued, the PVOC Unit which checks the documentation uploaded confirm to the standards required and authentic (KRA, 2010).

2.4.2 Involvement of Personnel in Verification and Clearance

Verification is a procedure of confirming the contents and data entered on the import document form (C17B), a commercial invoice, the contract of sale, bill of lading, clean report of findings, insurance document, and payment related documents from the bank to ensure that they are correct, while personnel are the qualified people who are involved in the verification of goods and documents (Luo & Gngalunas, 2003). The human resource planning ensures the identification of human resources and planning in order to meet the requirements. It is concerned with matching resources and needs in the long-term and addresses human resource needs both quantitatively-number of people and qualitatively-kind of people. It is concerned with issues to do with employment and development of people in order to improve the effectiveness of the organization (Ivancevich, 1994).

In the case of the KRA, the verification personnel are assigned the duties to ensure that imported goods are examined according to the laid down procedures. The competency and skills required for this activity should therefore be quite explicit to enable the appointed perform their duties efficiently. As per the financial budget 13th June 2015, it was noted that there was a significant increase in the volume of imported goods, compared to the previous years (KRA, 2017). Therefore it is management's duty to ensure that trained adequate staffs are availed to perform the required tasks. This notwithstanding, the advancement in technology which means that continuous staff development programs have to be in place to ensure that the staff are well equipped with modern techniques and equipment to facilitate their work (KRA, 2017). Sleenken (2004) argues that for a successful process of clearing a container, the different stakeholders who control this process must learn to work together and efficiently.

The customs services department of KRA has a great responsibility in expediting clearance of goods so that the importers, exporters and national economies can benefit. One of the reasons is that efficiency in clearance of goods leads to greater quality of products, reduces costs and ensures fast delivery of goods. Verification is the process of checking or confirming the truth or accuracy of something (KRA, 2010). It is also considered the process of establishing the truth or correctness of, by examination or demonstration (Fowler, 2000). Goods imported in the country for either home

(domestic) use or in transit to the neighbouring countries are different in nature and this determines the type of verification a consignment will be subjected to (KRA, 2010).

According to the KRA sixth departmental instruction goods are classified in three categories ranging from the riskiest, riskier and risk. The riskiest are subjected to 100% verification, the riskier 50% verification and the risk between 10-50%. The riskiest goods include electronics; used items, spare parts and motor vehicles while the riskier covers foodstuffs, cosmetics, alcohols and the rest of the goods fall under the risk category. The management is charged with the responsibility of ensuring that right methods are applied when verifying goods (KRA, 2017).

Enhancing the techniques of analyzing risk by all agencies involved in verification of goods will improve the identification the declarations which required further detailed scrutiny. It is also critical that dialogue is held with the business community in order to discuss ways of improving efficiency of clearance procedures to avoid delays (Barn, 1999). The verification of these goods are done manually and with the large increase in volume of the imports which has been reported at the port, the verification officers are unable to perform their examination tasks efficiently and effectively. The department to achieve efficiency in the verification of goods and compete globally, modern techniques in verification of goods which are being used by fast developing ports should be adopted (Barn, 1999).

2.4.3 ICT System Issues

From an early age, KRA identified the use of information and communication technology (ICT) as a major factor for success in revenue administration reforms and particularly for improving service delivery reduction of lead times to cut costs and reduce interaction between tax officials and the public (KRA, 2017). The implementation of single customs territory (SCT) along the northern corridor since 2013 has changed the pattern of clearing transit cargo by Kenyan agents in various ways. Kenya Customs agents have to undergo training in the foreign system. As at April 2016 less than 13% of customs agents had been adequately trained on the system use of the system. The customs Agents said the implementation of the new system under (SCT)

had rendered Kenyan agents redundant as they cannot clear goods destined for Uganda (KRA, 2017).

The Simba system was introduced in July 2005 in Kenya in order to speed up clearance of cargo and eradicate corruption at the port of Mombasa. However, a backlog of consignments is usually caused by hitches to the system. The cargo clearance delays at the port lead to demurrage charges owing to delayed delivery of consignment as well as extra charges for storage among others (KRA, 2010). However, the unpredictable nature of systems implies that interruptions can only be minimized, not entirely eliminated. A delay for a few hours due can cost greatly, for example, due to procedures of clearance being lengthy, the gate out process being slow and off-take of containers to freight stations being slow (KRA, 2010).

2.5 Critique of the Existing Literature Relevant to the Study.

The researcher thoroughly reviewed past literary work done on causes of clearance delay in ports. It is evident that there has been wide research on causes of delay of container clearance in ports. However, most of the reviewed literature brings out issues solely related to factors affecting physical port clearance of containers such as space occupancy, handling systems, mechanical machines such as cranes and transport infrastructure. There is limited literature clearly focusing on delays in customs clearance. Moreover, limited research has also been done on the extent to which documentation procedures, involvement of personnel in verification and clearance and ICT system issues on delays in customs clearance.

2.6 Summary

There have been widespread complaints from various stakeholders such as clearing and forwarding firms, consignees, customers etc. due to the fact that their container shipment took extra days to be cleared from the port. On top of that at the time of clearance they would not be exempted from being charged demurrage fee, even though they had nothing to do with the delay of clearance. It's evident that technology in itself carries the lions share as the root cause of delay in clearance at the port of Mombasa. The previous used computer system was not very efficient, and when it was replaced by a new one,

there were compatibility issues. The current system is stable and is catching on well, and more personnel need be trained to use it efficiently to ensure no delays are caused. This is to tackle the oxymoron presenting itself when delays are caused by technology, which in practical sense is supposed to make work easier and efficient.

2.7 Research Gaps

Shepa (2013) assessed the challenges that lead to ineffective customs clearance of goods in the medical stores department at sea port of Dar es Salaam. However, the study was not done at the port of Mombasa which is a different context. Durgavich (2009) studied the customs clearance issues related to import of goods for public health programs at the port of Mombasa in Kenya. Clifford (2015) studied the factors that affect the clearance of containerized cargo at the port of Mombasa in Kenya. Wanyama (2017) studied the causes of delay in clearance of goods at the port of Mombasa in Kenya. Mola (2010) examined the determinants of container dwell time at the port of Mombasa in Kenya. All the above studies did not examine the extent of delays caused by the factors affecting clearance. To bridge these gaps, this study examined the extent to which documentation procedures, involvement of personnel in verification and clearance and ICT system issues contribute to delays in clearance of imported goods at the port of Mombasa.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the study's research design, study population, sampling frame, sample and sampling technique, data collection instruments, data collection procedure, pilot testing and data analysis.

3.2 Research Design

A research design is a laid out plan to assist researchers to find solutions to research questions and research problems at large (Kerling, 2014). Descriptive research design was used in order to describe the factors influencing the clearance of imported goods. The design is ideal because it describes phenomena as they exist (Collins & Hussey, 2003). The method if well used can provide reliable, valid and theoretical meaningful information (Peil, 1995).

3.3 Population

Population refers to all people or things of interest that are under investigation by the researcher (Sekaran, 2010). The population can be defined as the entire group of individuals or objects with observable characteristics that are common (Mugenda & Mugenda, 2011). According to Bryman & Bell (2007), population is the universe of units available for selection of the sample. The target population of the study was 1500 clearing firms in Kenya as obtained from KIFWA registrations office. The accessible or study population was the 316 clearing firms based in Mombasa.

3.4 Sampling Frame

This refers to a list of all the items from where the researcher selects a representative sample for the study (Nachmias & Nachmias, 2008). It is a list of the members of the population only (Cooper & Schindler, 2006). The sampling frame for the study consisted of the 316 clearing firms based in Mombasa.

3.5 Sample Size and Sampling Technique

A sample is defined as a subset of the study population which is selected for the purpose of analysis. A representative sample is one that accurately reflects the population being sampled (Bryman & Bell, 2003). To determine the sample size, the researcher used Slovin's formula. According to Slovin (1960) as cited in Ellen (n.d.), this formula is used when behaviour of population is not known at all. The formula is used to determine the sample size given the population size, a 5% of margin of error and a confidence level of 95%. The Slovin's formula is shown in Equation 3.1.

$$n = \frac{N}{(1+Ne^2)} \dots\dots\dots \text{Equation 3.1}$$

Where; n = sample size, N= total population, e= error tolerance. Accordingly, the sample size was 174 clearing firms as shown in Equation 3.2.

$$n = \frac{316}{(1+316*0.05^2)} = 176.5363 = 177 \dots\dots\dots \text{Equation 3.2}$$

Simple random sampling was used to select the clearing firms whose employees participated in the study. Only a single employee from each clearing firm was required to respond to the questionnaire. According to Mugenda & Mugenda (2011), simple random sampling enables selection of subjects in the population such that there is an equal chance of selection of all subjects.

3.6 Data Collection Instruments

Scientific inquiry demands that researchers should develop tools that can yield accurate and meaningful data to facilitate decision making (Mugenda, 2008). The key instruments employed in primary data collection were self-administered questionnaire designed for one employee of each clearing firm. The questionnaires were semi-structured. According to Cooper and Schindler (2006) questionnaires are effective in descriptive studies as they are relatively less costly and reaching participants is easy. The response rate is also increased when questionnaires are used (Kothari, 2009). Questionnaires also assist in accumulation and summarization of responses easily (William, 2006).

3.7 Data Collection Procedure

After conducting a pilot study, the researcher sought the permission of the department of customs studies in the Kenya school of revenue administration at Kenya Revenue Authority to collect data for the actual research. The permission of the staff of the various clearing firms in Mombasa was also sought before involving them in data collection. Respondents were required to fill the questionnaires on their own and return them once through.

3.8 Pilot Testing

A Pilot survey was carried out prior to the actual research. This aimed at testing the validity of the research instruments. Bryman & Bell (2003) states that, it is always desirable if at all it is possible to conduct a pilot study before administering a questionnaire to your sample. Zikmund (2010) stresses the importance of pre-testing the questionnaire to check if the questionnaire is effective and well understood by the respondents. According to Kothari (2004), pilot testing should involve about 10% of the size of the sample population. The pilot test was carried out on 18 clearing firms at the port of Mombasa where the instruments were administered to clearing agents randomly. Cooper and Schindler (2003) noted that the accuracy of data collected depends on how valid and reliable the research instrument is.

3.8.1 Validity

Validity refers to the extent to which a research instrument measures what it is intended to measure. It is the accuracy, truthfulness and meaningfulness of inferences based on the data obtained from a research instrument or a scale for each variable in the study (Mugenda, 2008). Content validity of research questionnaire was ensured by consulting the supervisor.

3.8.2 Reliability

Reliability is the consistency with which a research instrument measures the construct or content area it is intended to measure. It is reported as a coefficient that can range from 0.00 (low) to +1.00 (high). A coefficient above or equal to 0.70 is considered sufficient for most cases (Sreevidya & Sunitha, 2011). Therefore, reliability of the questionnaire

was tested using Cronbach's alpha coefficient where a threshold value of ≥ 0.7 was used.

3.9 Data Analysis

Data was analyzed after it was coded, entered into the computer and cleaned. The statistical software used for analysis was SPSS 17.0. Descriptive statistics was used for analysis of quantitative data. Descriptive statistical tools of analysis used included percentages, frequencies, means and standard deviation. Data was presented in tables.

CHAPTER FOUR

RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction

This chapter presents the response rate, background information of respondents and the results of descriptive statistics. The variables and objectives of the study guided descriptive analysis.

4.2 Response Rate

The researcher delivered a total of 177 questionnaires to the sampled respondents. A total of 96 questionnaires were duly filled and returned. This represents a response rate of 54.24%. According to Kothari and Gang (2014), a response rate of 50% is sufficient for analysis and reporting while a response rate of 60% is good and it is excellent when it is 70% and over. The response rate was therefore considered adequate for analysis and reporting by the researcher.

4.3 Reliability Test Results

This study assessed the internal consistency of the research questionnaire. The results of analysis are shown in Table 4.1.

Table 4.1: Reliability of the Research Questionnaire

Constructs	Cronbach's Alpha	Test Items
Documentation procedures	0.707	6
Involvement of personnel in verification and clearance	0.765	4
ICT system issues	0.725	3

The findings indicate that all the independent variables had Cronbach's alpha coefficients greater than 0.7. Involvement of personnel in verification and clearance had a Cronbach's alpha coefficient of 0.765. ICT system issues had a Cronbach's alpha coefficient of 0.725 while documentation procedures had a Cronbach's alpha coefficient of 0.707. This implies that the research questionnaire was reliable.

4.4 Background Information

The researcher sought information on the gender, age bracket and levels of education of respondents as well as the periods of time they had worked in the clearing firms.

4.4.1 Distribution of Respondents by Gender

The study sought information on the gender of the respondents. The results of analysis are shown in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percent
Female	17	17.7
Male	79	82.3
Total	96	100.0

The results indicate that 79 (82.3%) of the respondents were male while 17 (17.7%) were female. The results imply that the clearing agents' business is dominated by males.

4.4.2 Distribution of Respondents by Age

Respondents were also asked to indicate the age brackets in which they lie. The results are presented in Table 4.3.

Table 4.3: Age Brackets of the Respondents

Age bracket	Frequency	Percent
Below 20 years	22	22.9
20 to 30 years	52	54.2
31 to 40 years	12	12.5
41 to 50 years	10	10.4
Total	96	100.0

It was noted that 52 (54.2%) respondents were aged between 20 and 30 years. 22 (22.9%) respondents were aged below 20 years, 12 (12.5%) respondents were in the age bracket of 31 to 40 years while only 10 (10.4%) respondents were in the age bracket of 41 to 50 years. This implies that majority of the respondents were youth.

4.4.3 Distribution of Respondents by Level of Education

The researcher also sought information on the levels of education attained by the staff of clearing firms in Mombasa. Results are depicted in Table 4.4

Table 4.4: Educational Levels of the Respondents

Educational level	Frequency	Percent
Secondary	11	11.5
Post secondary	54	56.3
Graduate	27	28.1
Post graduate	4	4.2
Total	96	100.0

The results indicate that 54 (56.3%) respondents had attained post secondary education. 27 (28.1%) respondents had attained graduate education, 11 (11.5%) had attained secondary education while only 4 (4.2%) respondents had attained post graduate education. The results imply that majority of the respondents were knowledgeable enough to give reliable data required by the study as majority had attained at least post secondary education.

4.4.4 Distribution of Respondents by Period of Time in Organization

The study also sought information on the periods of time that the respondents had worked for the clearing firms. The relevant results of analysis are presented in Table 4.5

Table 4.5: Period of Time in the Current Organization

Period of time	Frequency	Percent
Below 1 year	11	11.5
1 to 5 years	49	51.0
6 to 10 years	20	20.8
Over 10 years	16	16.7
Total	96	100.0

The results indicate that 49 (51.0%) respondents had been in their current organizations for 1 to 5 years. 20 (20.8%) respondents had been in their organizations for 6 to 10

years, 16 (16.7%) for over 10 years and 11 (11.5%) for less than a year. This implies that majority of the respondents had been in their organizations for a period of time long enough to understand the ups and downs of clearance at the port of Mombasa.

4.5 Findings of the Survey

The study sought opinions of the respondents on the extent to which documentation procedures, involvement of personnel in verification and clearance and ICT system issues lead to delays in clearance at the port of Mombasa. The staff of clearing firms were required to rate the extent to which delays in clearance result from the three factors as; no extent, little extent, some extent, great extent and greatest extent. Such a Likert scale has been used in past studies such as a study conducted by Naibei, Oima and Ojera (2014).

4.5.1 Documentation Procedures

The researcher sought information on whether delays are encountered by the respondents in documentation procedures at the port of Mombasa. The pertinent results of analysis are depicted in Table 4.6.

Table 4.6: Delays due to Documentation Procedures

Delays are encountered in documentation procedures while clearing cargo	Frequency	Percent
Yes	96	100.0

It was revealed that 96 (100%) respondents consented that delays are encountered in documentation procedures while clearing cargo at the port of Mombasa. This implies that the documentation procedures indeed cause delays in clearance. This finding concurs with the findings of studies conducted by Durgavich (2009) and Wanyama (2017) who identified the documentation process as a major contributor to delays in cargo clearance process at the port of Mombasa. This is also similar to findings of a study conducted by Shepa (2013) at the sea port of Dar es Salaam. However, this finding contradicts the findings of a study by Clifford (2015) which noted agreement among respondent that the documentation process is very fast and effective. One of the reasons

for this contradiction is that the study by Clifford (2015) merely sought to find out the level of agreement on a number of statements and to find out the relationship between documentation process and cargo clearance. It neither established the existence of a real problem in documentation process or not nor the extent that it causes delay.

Further analysis was also conducted to investigate the extent to which documentation procedures at the DPC point cause delays. Pertinent results of analysis are depicted in Table 4.7

Table 4.7: Extent to which DPC Point Documentation Causes Delays

Rating	Frequency	Percent
No extent	3	3.1
Little extent	22	22.9
Some extent	33	34.4
Great extent	30	31.3
Greatest extent	8	8.3
Total	96	100.0

The findings indicate that 33 (34.4%) respondents agreed that documentation at the DPC point causes delays in clearance to some extent. 30 (31.3%) respondents felt that documentation at the DPC point causes delays in clearance to a great extent. 22 (22.9%) respondents agreed that documentation at the DPC point causes delays in clearance to a little extent. 8 (8.3%) respondents agreed that documentation at the DPC point causes delays in clearance to the greatest extent. 3 (3.1%) respondents agreed that documentation at the DPC point causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by DPC point documentation to some extent.

The study also sought to find out the extent to which documentation procedures at NTC point cause delays in clearance at the port of Mombasa. The results of analysis are depicted in Table 4.8.

Table 4.8: Extent to which NTC Point Documentation Causes Delays

Rating	Frequency	Percent
No extent	2	2.1
Little extent	20	20.8
Some extent	48	50.0
Great extent	20	20.8
Greatest extent	6	6.3
Total	96	100.0

The findings indicate that 48 (50.0%) respondents agreed that documentation at the NTC point causes delays in clearance to some extent. 20 (20.8%) respondents felt that documentation at the NTC point causes delays in clearance to a great extent. Also, 20 (20.8%) respondents agreed that documentation at the NTC point causes delays in clearance to a little extent. 6 (6.3%) respondents agreed that documentation at the NTC point causes delays in clearance to the greatest extent. 2 (2.1%) respondents agreed that documentation at the NTC point causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by NTC point documentation to some extent.

The researcher sought to determine the extent to which documentation procedures at the verification point cause delays in clearance at the port of Mombasa. The results of analysis are depicted in Table 4.9.

Table 4.9: Extent to which Verification Point Documentation Causes Delays

Rating	Frequency	Percent
No extent	2	2.1
Little extent	32	33.3
Some extent	28	29.2
Great extent	28	29.2
Greatest extent	6	6.3
Total	96	100.0

The findings indicate that 32 (33.3%) respondents agreed that documentation at the verification point causes delays in clearance to a little extent. 28 (29.2%) respondents felt that documentation at the verification point causes delays in clearance to a great extent. Also, 28 (29.2%) respondents agreed that documentation at the verification point causes delays in clearance to some extent. 6 (6.3%) respondents agreed that documentation at the verification point causes delays in clearance to the greatest extent. 2 (2.1%) respondents agreed that documentation at the verification point causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by verification point documentation at to a little extent.

The researcher also established the extent to which documentation procedures at the enforcement point cause delays in clearance at the port of Mombasa. The results of analysis are depicted in Table 4.10.

Table 4.10: Extent to which Enforcement Point Documentation Causes Delays

Rating	Frequency	Percent
No extent	4	4.2
Little extent	25	26.0
Some extent	38	39.6
Great extent	23	24.0
Greatest extent	6	6.3
Total	96	100.0

The findings indicate that 38 (39.6%) respondents agreed that documentation at the enforcement point causes delays in clearance to some extent. 25 (26.0%) respondents felt that documentation at the enforcement point causes delays in clearance to a little extent. 23 (24.0%) respondents agreed that documentation at the enforcement point causes delays in clearance to a great extent. 6 (6.3%) respondents agreed that documentation at the enforcement point causes delays in clearance to the greatest extent. 4 (4.2%) respondents agreed that documentation at the enforcement point causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by enforcement point documentation to some extent.

The researcher also established the extent to which documentation procedures at the PVoc point cause delays in clearance at the port of Mombasa. The results of analysis are depicted in Table 4.11.

Table 4.11: Extent to which PVoc Point Documentation Causes Delays

Rating	Frequency	Percent
No extent	5	5.2
Little extent	24	25.0
Some extent	39	40.6
Great extent	19	19.8
Greatest extent	9	9.4
Total	96	100.0

The findings indicate that 39 (40.6%) respondents agreed that documentation at the PVoc point causes delays in clearance to some extent. 24 (25.0%) respondents felt that documentation at the PVoc point causes delays in clearance to a little extent. 19 (19.8%) respondents agreed that documentation at the PVoc point causes delays in clearance to a great extent. 9 (9.4%) respondents agreed that documentation at the PVoc point causes delays in clearance to the greatest extent. 5 (5.2%) respondents agreed that documentation at the PVoc point causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by PVoc point documentation to some extent.

The study also examined the extent to which documentation procedures at the I and ED point cause delays in clearance at the port of Mombasa. The results of analysis are depicted in Table 4.12.

Table 4.12: Extent to which I and ED Point Documentation Causes Delays

Rating	Frequency	Percent
No extent	5	5.2
Little extent	37	38.5
Some extent	25	26.0
Great extent	23	24.0
Greatest extent	6	6.3
Total	96	100.0

The findings indicate that 37 (38.5%) respondents agreed that documentation at the I and ED point causes delays in clearance to a little extent. 25 (26.0%) respondents felt that documentation at the I and ED point causes delays in clearance to a great extent. 23 (24.0%) respondents agreed that documentation at the I and ED point causes delays in clearance to a little extent. 6 (6.3%) respondents agreed that documentation at the I and ED point causes delays in clearance to the greatest extent. 5 (5.2%) respondents agreed that documentation at the I and ED point causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by DPC point documentation to some extent.

4.5.2 Personnel Involvement in Verification and Clearance

The researcher sought to find out whether delays are encountered while dealing with the customs officers during cargo clearance or not. The results of analysis are presented in Table 4.13.

Table 4.13: Delays Encountered while Dealing with the Customs Officers

Delays are encountered while dealing with the customs officers while clearing cargo	Frequency	Percent
Yes	96	100.0

The findings indicate 96 (100%) respondents consented that delays are encountered while dealing with the customs officers while clearing cargo at the port of Mombasa. This implies that the process of dealing with customs officer indeed cause delays in

clearance. The study also examined the extent to which availability of assigned officers causes delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.14.

Table 4.14: Extent to which Availability of the Assigned Officer Causes Delays

Rating	Frequency	Percent
No extent	5	5.2
Little extent	36	37.5
Some extent	43	44.8
Great extent	11	11.5
Greatest extent	1	1.0
Total	96	100.0

The findings indicate that 43 (44.8%) respondents agreed that availability of assigned officers causes delays in clearance to some extent. 36 (37.5%) respondents felt that availability of assigned officers causes delays in clearance to a little extent. 11 (11.5%) respondents agreed that availability of assigned officers causes delays in clearance to a great extent. 6 (6.3%) respondents agreed that availability of assigned officers causes delays in clearance to the greatest extent. 5 (5.2%) respondents agreed that availability of assigned officers causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by availability of assigned officers to some extent.

The study also examined the extent to which to officer's knowledge of the tariff code and other technical issues causes delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.15.

Table 4.15: Extent to which Officer's Knowledge of the Tariff Code and Other Technical Issues Causes Delays

Rating	Frequency	Percent
No extent	2	2.1
Little extent	43	44.8
Some extent	34	35.4
Great extent	13	13.5
Greatest extent	4	4.2
Total	96	100.0

The findings indicate that 43 (44.8%) respondents agreed that officer's knowledge of the tariff code and other technical issues causes delays in clearance to a little extent. 34 (35.4%) respondents felt that officer's knowledge of the tariff code and other technical issues causes delays in clearance to some extent. 13 (13.5%) respondents agreed that officer's knowledge of the tariff code and other technical issues causes delays in clearance to a great extent. 4 (4.2%) respondents agreed that officer's knowledge of the tariff code and other technical issues causes delays in clearance to the greatest extent. 2 (2.1%) respondents agreed that officer's knowledge of the tariff code and other technical issues causes delays in clearance to no extent. This implies that majority of the respondents felt that delays are caused by officer's knowledge of the tariff code and other technical issues to a little extent. The above concurs with findings of a study conducted by Durgavich (2009) which noted that employment of incompetent staff is responsible for slowed documentation process. The finding partially supports the finding of a study by Datche and Kisingu (2017) which noted that respondents were generally undecided on whether employees at the port had required skills to serve them or not.

The study also examined the extent to which to volume of cargo assigned to the officer causes delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.16.

Table 4.16: Extent to which Volume of Cargo Assigned to the Officer Causes Delays

Rating	Frequency	Percent
No extent	6	6.3
Little extent	35	36.5
Some extent	34	35.4
Great extent	18	18.8
Greatest extent	3	3.1
Total	96	100.0

The findings indicate that 35 (36.5%) respondents agreed that volume of cargo assigned to the officer causes delays in clearance to a little extent. 34 (35.4%) respondents felt that volume of cargo assigned to the officer causes delays in clearance to some extent. 18 (18.8%) respondents agreed that volume of cargo assigned to the officer causes delays in clearance to a great extent. 6 (6.3%) respondents agreed that volume of cargo assigned to the officer causes delays in clearance to no extent. 3 (3.1%) respondents agreed that volume of cargo assigned to the officer causes delays in clearance to the greatest extent. This implies that majority of the respondents felt that delays are caused by volume of cargo assigned to the officer to a little extent. These findings are in line with findings of a study by Wanyama (2017) which noted that the officers at the port are not sufficient to handle the increasing volume of cargo at the port. The findings of a study by Shepa (2013) are also similar to those of this study.

The study also examined the extent to which decision making by the officer causes delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.17.

Table 4.17: Extent to which Decision Making by the Officer Causes Delays

Rating	Frequency	Percent
No extent	11	11.5
Little extent	37	38.5
Some extent	31	32.3
Great extent	16	16.7
Greatest extent	1	1.0
Total	96	100.0

The findings indicate that 37 (38.5%) respondents agreed that decision making by the officer causes delays in clearance to a little extent. 31 (32.3%) respondents felt that decision making by the officer causes delays in clearance to some extent. 16 (16.7%) respondents agreed that decision making by the officer causes delays in clearance to a great extent. 11 (11.5%) respondents agreed that decision making by the officer causes delays in clearance to no extent. 1 (1.0%) respondent agreed that decision making by the officer causes delays in clearance to the greatest extent. This implies that majority of the respondents felt that delays are caused by decision making by the officer to a little extent.

4.5.3 ICT System Issues

The researcher sought to find out whether delays are encountered due to ICT system issues during cargo clearance or not. The results of analysis are presented in Table 4.18.

Table 4.18: Delays are Encountered due to ICT System Issues

Delays are encountered due to ICT system issues	Frequency	Percent
Yes	96	100.0

The findings indicate 96 (100%) respondents consented that delays are encountered due to ICT system issues while clearing cargo at the port of Mombasa. This implies that ICT system issues indeed cause delays in clearance. This finding supports the findings of studies conducted by Niga (2011) and Nyema (2014) which identified information system and technological problems and inadequacies as key factors that are responsible

for delays at the port of Mombasa. However, the finding contradicts the findings of a study conducted by Datche and Kisingu (2017) which revealed that the respondents were in agreement that the ICT system works well, is easily accessible and is well integrated.

The study also examined the extent to which system down time causes delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.19.

Table 4.19: Extent to which System Down Time Causes Delays

Rating	Frequency	Percent
No extent	6	6.3
Little extent	23	24.0
Some extent	37	38.5
Great extent	28	29.2
Greatest extent	2	2.1
Total	96	100.0

The findings indicate that 37 (38.5%) respondents agreed that system down time causes delays in clearance to some extent. 28 (29.2%) respondents felt that system down time causes delays in clearance to a great extent. 23 (24.0%) respondents agreed that system down time causes delays in clearance to a little extent. 6 (6.3%) respondents agreed that system down time causes delays in clearance to no extent. 2 (2.1%) respondents agreed that system down time causes delays in clearance to the greatest extent. This implies that majority of the respondents felt that delays are caused by system down time to some extent.

The study also examined the extent to which system failure to access documents linked causes delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.20.

Table 4.20: Extent to which System Failure to Access Documents Linked Causes Delays in Clearance

Rating	Frequency	Percent
No extent	7	7.3
Little extent	26	27.1
Some extent	34	35.4
Great extent	22	22.9
Greatest extent	7	7.3
Total	96	100.0

The findings indicate that 34 (35.4%) respondents agreed that system failure to access documents linked causes delays in clearance to some extent. 26 (27.1%) respondents felt that system failure to access documents linked causes delays in clearance to a little extent. 22 (22.9%) respondents agreed that system failure to access documents linked causes delays in clearance to a great extent. 7 (7.3%) respondents agreed that system failure to access documents linked causes delays in clearance to no extent. 7 (7.3%) respondents also agreed system failure to access documents linked causes delays in clearance to the greatest extent. This implies that majority of the respondents felt that delays are caused by system failure to access documents linked to some extent.

The study also examined the extent to which system upgrade delays cause delays in clearance at the port of Mombasa. The results of analysis are shown in Table 4.21.

Table 4.21: Extent to which System Upgrade Delays Causes Delays in Clearance

Rating	Frequency	Percent
No extent	9	9.4
Little extent	22	22.9
Some extent	23	24.0
Great extent	32	33.3
Greatest extent	10	10.4
Total	96	100.0

The findings indicate that 32 (33.3%) respondents agreed that system upgrade delays cause delays in clearance to a great extent. 23 (24.0%) respondents felt that system upgrade delays cause delays in clearance to some extent. 22 (22.9%) respondents agreed that system upgrade delays cause delays in clearance to a little extent. 10 (10.4%) respondents agreed that system upgrade delays cause delays in clearance to the greatest extent. Only 9 (9.4%) respondents also agreed system upgrade delays cause delays in clearance to the greatest extent. This implies that majority of the respondents felt that delays are caused by system upgrade delays to a great extent. These findings support the findings of a study by Mola (2010) which noted compatibility problems and data retrieval failure in using the KRA Simba system software.

4.5.4 Clearance of Imported Goods at the Port of Mombasa

The researcher also examined the clearance of imported goods at the port of Mombasa. Results of analysis on the time in days that it takes to clear cargo are presented in Table 4.22.

Table 4.22: Time in Days it Takes to Clear Cargo from the Port

Days	Frequency	Percent
3	15	15.6
4	6	6.3
5	8	8.3
6	22	22.9
7	12	12.5
8	15	15.6
9	9	9.4
10	5	5.2
11	3	3.1
12	1	1.0
Total	96	100.0

The findings indicate that 22 (22.9%) respondents noted that it takes 6 days to clear cargo from the port of Mombasa. 15 (15.6%) respondents noted that cargo clearance

takes 8 days. 15 (15.6%) respondents also noted that cargo clearance takes 3 days. 9 (9.4%) respondents noted that cargo clearance takes 9 days. 8 (8.3%) respondents noted that cargo clearance takes 5 days. 6 (6.3%) respondents noted that cargo clearance takes 4 days. 5 (5.2%) respondents noted that cargo clearance takes 10 days. 3 (3.1%) respondents noted that cargo clearance takes 11 days. Only 1 (1.0%) respondent noted that cargo clearance takes 12 days at the Mombasa port.

The study also examined the ideal clearance dwell time in days for the port of Mombasa. Results of analysis on the ideal time in days that it should take to clear cargo are presented in Table 4.23.

Table 4.23: The Ideal Clearance Dwell Time in Days for the Port of Mombasa

Days	Frequency	Percent
1	24	25.0
2	34	35.4
3	16	16.7
4	12	12.5
5	4	4.2
6	4	4.2
7	2	2.1
Total	96	100.0

The findings indicate that 34 (35.4%) respondents noted that the ideal dwell time for the port of Mombasa should be 2 days. 24 (25.0%) respondents noted that the ideal dwell time for the port of Mombasa should be 1 day. 16 (16.7%) respondents noted that the ideal dwell time for the port of Mombasa should be 3 days. 34 (35.4%) respondents noted that the ideal dwell time for the port of Mombasa should be 2 days. 12 (12.5%) respondents noted that the ideal dwell time for the port of Mombasa should be 4 days. 4 (4.2%) respondents noted that the ideal dwell time for the port of Mombasa should be 6 days. 4 (4.2%) respondents also noted that the ideal dwell time for the port of Mombasa should be 5 days. Only 2 (2.1%) respondents noted that the ideal dwell time for the port of Mombasa should be 7 days.

The study also examined the magnitude of delays encountered during clearance of imported goods at the port of Mombasa. The opinions of respondents were sought. The results of analysis are depicted in Table 4.24.

Table 4.24: Magnitude of Delays Encountered during Clearance of Imported Goods at the port of Mombasa

Rating	Frequency	Percent
Very low	1	1.0
Low	7	7.3
Moderate	40	41.7
High	18	18.8
Very high	30	31.3
Total	96	100.0

The findings indicate that 40 (41.7%) respondents rated the delays encountered during clearance of imported goods at the port of Mombasa as moderate. 30 (31.3%) respondents rated the delays encountered during clearance of imported goods at the port of Mombasa as very high. 18 (18.8%) respondents rated the delays encountered during clearance of imported goods at the port of Mombasa as high. 7 (7.3%) respondents rated the delays encountered during clearance of imported goods at the port of Mombasa as low. Only 1 (1.0%) respondents rated the delays encountered during clearance of imported goods at the port of Mombasa as very low. This implies that majority of respondents rated the magnitude of delays encountered during clearance of imported goods at the port of Mombasa as moderate.

4.6 Descriptive Analysis

The study also analysed the data descriptively. The mean and standard deviation (SD) were the descriptive statistical tools employed for analysis. The results of analysis are presented in this section.

4.6.1 Documentation Procedures

The study examined the extent to which documentation procedures cause delay in clearance at the port of Mombasa. The results of analysis are presented in Table 4.25.

Table 4.25: Descriptive Statistics for Documentation Procedures

Statement	Number	Mean	Std. Deviation
DPC point	96	3.19	.987
NTC point	96	3.08	.867
Verification point	96	3.04	.983
Enforcement point	96	3.02	.962
PVoc point	96	3.03	1.020
I and ED point	96	2.88	1.039
Extent to which delays are caused by documentation procedures	96	3.04	.639

The findings indicate that DPC point documentation causes delays in clearance at the port of Mombasa to some extent (mean = 3.19; SD = 0.987). It was established that NTC point documentation causes delays in clearance at the port of Mombasa to some extent (mean = 3.08; SD = 0.867). It was noted that verification point documentation causes delays in clearance at the port of Mombasa to some extent (mean = 3.04; SD = 0.983). It was determined that PVoc point documentation causes delays in clearance at the port of Mombasa to some extent (mean = 3.03; SD = 1.020). It was revealed that enforcement point documentation causes delays in clearance at the port of Mombasa to some extent (mean = 3.02; SD = 0.962). It was shown that I and ED point documentation causes delays in clearance at the port of Mombasa to some extent (mean = 2.88; SD = 1.039). On average, it was established that documentation procedures cause delays in clearance at the port of Mombasa to some extent (mean = 3.04; SD = 0.639).

4.6.2 Personnel Involvement in Verification and Clearance

The study examined the extent to which personnel involvement in verification and clearance causes delay in clearance at the port of Mombasa. The pertinent results of analysis are presented in Table 4.26.

Table 4.26: Descriptive Statistics for Personnel Involvement in Verification and Clearance

Statement	Number	Mean	Std. Deviation
Availability of the assigned officer	96	2.66	.792
Officer's knowledge of the tariff code and other technical issues	96	2.73	.876
Volume of cargo assigned to the officer	96	2.76	.937
Decision making by the officer	96	2.57	.937
Extent to which delays are caused by personnel involvement	96	2.68	.663

The findings indicate that volume of cargo assigned to the officer causes delays in clearance at the port of Mombasa to some extent (mean = 2.76; SD = 0.937). It was established that officer's knowledge of the tariff code and other technical issues causes delays in clearance at the port of Mombasa to some extent (mean = 2.73; SD = 0.876). It was noted that availability of the assigned officer causes delays in clearance at the port of Mombasa to some extent (mean = 2.66; SD = 0.792). It was determined that decision making by the officer causes delays in clearance at the port of Mombasa to some extent (mean = 2.57; SD = 0.937). On average, it was revealed that personnel involvement in verification and clearance causes delays in clearance at the port of Mombasa to some extent (mean = 2.68; SD = 0.663).

4.6.3 ICT System Issues

The study analysed the extent to which ICT system issues cause delay in clearance at the port of Mombasa. The relevant results of analysis are depicted in Table 4.27.

Table 4.27: Descriptive Statistics for ICT System Issues

Statement	Number	Mean	Std. Deviation
System down time	96	2.97	.934
System failure to access documents linked	96	2.96	1.045
System upgrade delays	96	3.13	1.163
Extent to which delays are caused by ICT system issues	96	3.02	.879

The findings indicate that system upgrade delays cause delays in clearance at the port of Mombasa to some extent (mean = 3.13; SD = 1.163). It was established that system down time causes delays in clearance at the port of Mombasa to some extent (mean = 2.97; SD = 0.934). It was noted that system failure to access documents linked causes delays in clearance at the port of Mombasa to some extent (mean = 2.96; SD = 1.045). On average, it was established that ICT system issues cause delays in clearance at the port of Mombasa to some extent (mean = 3.02; SD = 0.879).

4.6.4 Clearance of Imported Goods at the Port of Mombasa

The study analysed the extent to which ICT system issues causes delay in clearance at the port of Mombasa. The relevant results of analysis are depicted in Table 4.28.

Table 4.28: Descriptive Statistics for Clearance of Imported Goods at the Port of Mombasa

Statement	Number	Mean	Std. Deviation
Time in days it takes to clear cargo from the port	96	6.47	2.271
The ideal clearance dwell time in days for the port of Mombasa	96	2.56	1.478
Magnitude of delays encountered during clearance of imported goods at the port of Mombasa	96	3.72	1.023
Time in days cargo clearance delays at the port of Mombasa	96	3.91	1.570

The findings indicate that on average, it takes 6.47 days to clear cargo from the port of Mombasa (SD = 2.271). It was established that on average, the time in days cargo clearance delays at the port of Mombasa is 3.91 (SD = 1.570). It was determined that on average, the magnitude of delays encountered during clearance of imported goods at the port of Mombasa is high (mean = 3.72; SD = 1.023). It was noted that on average, the ideal clearance dwell time in days for the port of Mombasa is 2.56 (SD = 1.478).

4.7 Inferential Analysis

This section presents the results of correlation analysis using Pearson correlation coefficient. Correlation analysis involved examining the association between the study's variables.

4.7.1 Correlation Analysis for Documentation Procedures

The researcher analysed the correlation between documentation procedures and personnel involvement in verification and clearance as well as ICT system issues at the port of Mombasa in Kenya. The correlation analysis results are presented in Table 4.29.

Table 4.29: Correlation Analysis for Documentation Procedures

		Personnel involvement in ICT system verification and clearance	issues
Documentation procedures	Pearson	-.074	-.037
	Correlation		
	Sig. (2-tailed)	.473	.723

It was found out that there is an insignificant negative association between documentation procedures and personnel involvement in verification and clearance ($r = -.074$; $p > 0.05$). It was also noted that there is an insignificant negative association between documentation procedures and ICT system issues ($r = -.037$; $p > 0.05$). It is implied that as documentation procedures cause more delays in clearance, personnel involvement in verification and clearance as well as ICT system issues cause less delays and vice-versa.

4.7.2 Correlation Analysis for Involvement of Personnel in Verification and Clearance

The researcher analysed the correlation between personnel involvement in verification and clearance and documentation procedures as well as ICT system issues at the port of Mombasa in Kenya. The correlation analysis results are presented in Table 4.30.

Table 4.30: Correlation Analysis for Involvement of Personnel in Verification and Clearance

				Documentation procedures	ICT system issues
Personnel involvement in verification and clearance	Pearson Correlation Sig. (2-tailed)	in		-.074	.004
				.473	.972

It was found out that there is an insignificant negative association between personnel involvement in verification and clearance and documentation procedures ($r = -.074$; $p > 0.05$). It was also noted that there is an insignificant positive association between personnel involvement in verification and clearance and ICT system issues ($r = 0.004$; $p > 0.05$). It is implied that as personnel involvement in verification and clearance causes more delays in clearance, documentation procedures cause less delays and vice-versa. It is also implied that as personnel involvement in verification cause more delays in clearance, ICT system issues insignificantly cause more delays in clearance.

4.7.3 Correlation Analysis for ICT System Issues

The researcher examined the correlation between ICT system issues and documentation procedures as well as personnel involvement in verification and clearance at the port of Mombasa in Kenya. The relevant results of correlation analysis are presented in Table 4.31.

Table 4.31: Correlation Analysis for ICT System Issues

		Documentation procedures	Personnel involvement in verification and clearance
ICT system issues	Pearson	-.037	.004
	Correlation		
	Sig. (2-tailed)	.723	.972

It was found out that there is an insignificant negative association between ICT system issues and documentation procedures ($r = -.037$; $p > 0.05$). It was also noted that there is an insignificant positive association between ICT system issues and personnel involvement in verification and clearance ($r = 0.004$; $p > 0.05$). It is implied that as ICT system issues cause more delays in clearance, documentation procedures cause less delays and vice-versa. It is also implied that as ICT system issues cause more delays in clearance, personnel involvement in verification and clearance insignificantly causes more delays in clearance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This section presents a summary of findings of the study conducted on causes of delays in cargo clearance at the Mombasa port in Kenya. The findings are in line with the study objectives.

5.1.1 Documentation Procedures

All respondents consented that delays are encountered in documentation procedures while clearing cargo at the port of Mombasa. Majority of the respondents felt that delays are caused by documentation procedures at both DPC, NTC, enforcement, PVoc and DPC points to some extent. Moreover, majority of the respondents felt that delays are caused by documentation procedures at the verification point to a little extent. Results of analysis revealed that generally, documentation procedures at DPC, NTC, enforcement, Pvoc, verification and DPC points cause delays in clearance at the port of Mombasa to some extent. On average, it was established that documentation procedures cause delays in clearance at the port of Mombasa to some extent. It was found out that there is an insignificant negative association between documentation procedures and personnel involvement in verification and clearance ($r = -.074$; $p > 0.05$). It was also noted that there is an insignificant negative association between documentation procedures and ICT system issues ($r = -.037$; $p > 0.05$).

5.1.2 Personnel Involvement in Verification and Clearance

It was noted that all respondents consented that delays are encountered while dealing with the customs officers while clearing cargo at the port of Mombasa. Majority of the respondents felt that delays are caused by availability of assigned officers to some extent. Majority of the respondents felt that delays are caused by officer's knowledge of the tariff code and other technical issues, volume of cargo assigned to the officer and decision making by the officer to a little extent. The findings indicate that volume of cargo assigned to the officer, officer's knowledge of the tariff code and other technical

issues, availability of the assigned officer and decision making by the officer cause delays in clearance at the port of Mombasa to some extent. On average, it was revealed that personnel involvement in verification and clearance causes delays in clearance at the port of Mombasa to some extent. It was found out that there is an insignificant negative association between personnel involvement in verification and clearance and documentation procedures ($r = -.074$; $p > 0.05$). It was also noted that there is an insignificant positive association between personnel involvement in verification and clearance and ICT system issues ($r = 0.004$; $p > 0.05$).

5.1.3 ICT System Issues

It was noted that all respondents consented that delays are encountered due to ICT system issues while clearing cargo at the port of Mombasa. Majority of the respondents felt that delays are caused by system down time and system failure to access documents linked to some extent. Majority of the respondents also felt that delays are caused by system upgrade delays to a great extent. Results of analysis revealed that system upgrade delays, system down time and system failure to access documents linked cause delays in clearance at the port of Mombasa to some extent. On average, it was established that ICT system issues cause delays in clearance at the port of Mombasa to some extent. It was found out that there is an insignificant negative association between ICT system issues and documentation procedures ($r = -.037$; $p > 0.05$). It was also noted that there is an insignificant positive association between ICT system issues and personnel involvement in verification and clearance ($r = 0.004$; $p > 0.05$).

5.1.4 Clearance of Imported Goods at the Port of Mombasa

It was noted that majority of respondents rated the magnitude of delays encountered during clearance of imported goods at the port of Mombasa as moderate. The findings indicate that on average, it takes 6.47 days to clear cargo from the port of Mombasa. It was established that on average, the time in days cargo clearance delays at the port of Mombasa is 3.91. It was determined that on average, the magnitude of delays encountered during clearance of imported goods at the port of Mombasa is high. It was noted that on average, the ideal clearance dwell time in days for the port of Mombasa is 2.56.

5.2 Conclusions

The study made a number of conclusions according to study results. The conclusions are also in line with the study objectives.

5.2.1 Documentation Procedures

It was concluded that documentation procedures during cargo clearance at the port of Mombasa indeed cause delays to some extent. The documentation procedures at DPC, NTC, enforcement, Pvoc, I and ED verification and DPC points are generally not fast and efficient. Document processing which includes billing, invoicing, verification and scanning is therefore slow.

5.2.2 Personnel Involvement in Verification and Clearance

The study also concluded that personnel involvement in verification and clearance is responsible for delays in clearance at the port of Mombasa to some extent. It was concluded that assigned officers are not adequate enough to handle the assigned volume of cargo and some may not be very knowledgeable and efficient at work hence leading to delays in cargo clearance.

5.2.3 ICT System Issues

It was concluded that system upgrade delays, system down time and system failure to access documents linked cause delays in clearance at the port of Mombasa to some extent. It was also concluded that network connectivity problems adversely affect system functionality and efficiency at the port of Mombasa. The study also concluded that there are great hurdles to efficient use of the Simba system at the port of Mombasa.

5.2.4 Clearance of Imported Goods at the Port of Mombasa

It was concluded that the ideal clearance dwell time in the port of Mombasa is yet to be attained. The study concluded that the magnitude of delays encountered during clearance of imported goods at the port of Mombasa is high.

5.3 Recommendations

In order to achieve a state of efficiency in cargo clearance at the port of Mombasa a lot has to be done. Stakeholders involved have to jointly cooperate in order to improve the

port operations. To achieve the ideal average of 2.56 days, according to the results of this study, in cargo clearance and release is clearly not easy, but also not impossible. With adoption of better policies of operations, then the port of Mombasa will be able to catch up with ports such as Singapore Port and Hong Kong Port.

5.3.1 Recommendations to Clearing Agents

To clearing agents, this study recommends training of staff on relevant skills required to speed up the documentation process. Facilities necessary for processing of documents should also be increased. Clearing agents should also ensure immediate and quick securing of relevant charges.

5.3.2 Recommendations to Kenya Ports Authority (KPA) Revenue Office

To KPA revenue office, it is recommended that computer systems should be well maintained and stand by generators should be purchased to avoid failure of ICT systems and the delays that comes with power failure respectively. To avoid delays due to lengthy documentation procedures, the study recommends that the office should eliminate unnecessary processes, simplify documentation procedures and reduce paperwork, improve on document dispatch to respective sections, increase the number of employees and reduce the number of departments handling similar documents. The process of billing and invoicing also needs to be speeded up and supervision should be increased in the process as well.

5.3.3 Recommendations to Kenya Revenue Authority (KRA)

To KRA, this study recommends that in the use of Simba system, the process of authorization of payments should be expedited, processing time should be reduced, trained personnel conversant with valuation procedures should be increased, duplication of duties should be avoided, more machines should be purchased, entry rejections should be addressed by speeding up the re-applying processes, customs release order issuance should be sped up, time lapses between bank and KRA should be avoided and the allocation of competent officers to verification section should be increased. As regards ICT system issues, it is recommended that a service centre should be provided in the vicinity, a server in KRA Mombasa should be provided and an alternative power supply

should be established. As regards verification and scanning process, scanning first and then verification should only be done if there is a problem arising, documents should be valued at the port area and security delays should be avoided.

5.4 Areas for Future Research

Firstly, this study recommends that a similar study be conducted in other ports in developing countries. In Kenya, for example, the Lamu Port is one of the most promising ports in Africa, and therefore a study of this kind will be very useful to set things on the right track right from the beginning. Secondly, this study recommends further research on the extent to which other variables apart from the three covered here lead to delays in cargo clearance. This will further provide insight into the whole cargo clearance process, right from once the cargo lands to when it leaves the port. For example, scholars and researchers need to take a different approach on the matter of delays in cargo clearance and look at variables such as leadership at the port and customs departments, and also corruption.

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APPENDICES

Appendix I: Introduction Letter



From:

The Principal KESRA

Mombasa Campus

Date: 10th October 2017

Student details: Reg no: MSA/PGD/C/7

Name: Lucy Mbula Ndambuki

To whom it may concern

RE: REQUEST FOR INFORMATION CONCERNING ACADEMIC RESERCH WORK

Kenya school of revenue administration offers a post graduate diploma in Customs and Tax Administration in conjunction with Jomo Kenyatta University of Agriculture & Technology (JKUAT). As part of the requirements for the course, students are expected to carry out a research study in the fields of Tax or Customs.

The purpose of this letter is to request you to allow the student to conduct research at your organization. The information gathered will be used purely for this academic exercise.

Thank you in advance.

Yours Faithfully,

Winfred Jillani

Appendix II: Research Questionnaire for Clearing Firms' Staff

This questionnaire is developed and prepared for the staff of clearing firms. Its sole purpose is to aid in collecting data on the research topic of causes of clearance delay in the Mombasa port. As a selected respondent you are required to fill in the appropriate responses to the questions posed.

Questionnaire Number

Section A: General Information

Kindly put a tick (✓) against the correct choice.

1. What is your gender?
Male [] Female []
2. Kindly indicate your age bracket
Below 20 years [] 20-30 years []
31-40 years [] 41-50 years []
51-60 years [] Above 60 years []
3. What is the highest level of education you have attained
Primary [] Secondary [] Post secondary []
Graduate [] Post graduate [] Specify any other.....
4. How long have you been in the current organization?
Below 1year [] 1-5 years []
6 -10 years [] Over 10 years []

Section B: Cargo delays due to documentation procedures

Kindly put a tick (✓) against the correct choice.

1. Do you encounter any delays in documentation procedures while clearing cargo? Yes [] No []
2. You are required to indicate the extent to which delays are caused by documentation procedures. (Note: 1 = No extent, 2 = little extent 3= some extent 4=great extent 5 = greatest extent)

Customs clearance delay areas	1	2	3	4	5
i. DPC point					
ii. NTC point					
iii. Verification Point					
iv. Enforcement Point					
v. PVoc Point					
vi. I&ED Point					

Section C: Delays in cargo clearance due to personnel involvement

Kindly put a tick (✓) against the correct choice.

1. Do you encounter any delays while dealing with the customs officers while clearing cargo? Yes [] No []
2. You are required to indicate the extent to which delays are caused by personnel involvement. (Note: 1 = No extent, 2 = little extent 3= some extent 4= great extent 5 = greatest extent)

Customs clearance delay areas	1	2	3	4	5
i. Availability of the assigned officer.					
ii. Officer's knowledge of the tariff code & other technical issues					
iii. Volumes of cargo assigned to officer					
iv. Decision making by the officer e.g. valuation					

Section D: Delays in cargo clearance due to ICT system issues

Kindly put a tick (✓) against the correct choice.

1. Do you encounter any delays due to ICT system issues? Yes [] No []
2. You are required to indicate the extent to which delays are caused by ICT system issues. (Note: 1 = No extent, 2 = little extent 3= some extent 4= great extent 5 = greatest extent)

Customs clearance delay areas	1	2	3	4	5
i. System down time					
ii. System failure to access documents linked					
iii. System upgrade delays e.g. from the 2005 Simba system to the new ACMA system					

Section E: Clearance of imported goods at the port of Mombasa

Kindly put a tick (✓) against the correct choice.

1. On average how long (days) does it take you to clear your cargo from the port?
Less than 1 [] 1 [] 2 [] 3 [] 4 [] 5 [] 6 [] 7 [] 8 []
9 [] 10 [] If more than 10 days, specify.....
2. What should be the ideal clearance dwell time (days) for the port of Mombasa?
Less than 1 [] 1 [] 2 [] 3 [] 4 [] 5 [] 6 [] 7 [] 8 []
9 [] 10 [] If more than 10 days, specify.....
3. You are required to indicate the magnitude of delays encountered during clearance of imported goods at the port of Mombasa. (Note: 1 =very low, 2 = low, 3= moderate, 4= high 5 = very high)

Delays	1	2	3	4	5
Magnitude					

THANK YOU FOR YOUR TIME AND COOPERATION!