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Our Vision

To be a world class service organisation that ensures for Shippers in Ghana, quick, safe and reliable delivery of import and export cargoes by all modes of transport at optimum cost.

Our Mission

To effectively and efficiently protect and promote the interest of shippers in Ghana's commercial shipping sector in relation to international trade and transport logistics.

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AFRICA CONTINENTAL FREE TRADE AGREEMENT (ACFTA): PROSPECTS AND CHALLENGES

By Abdul Haki Bashiru-Dine, Ghana Shippers' Authority and Nafula Wakoli, Kenya Maritime Authority



1.0 Introduction

Africa's desire to develop and provide its citizens with better living conditions and dignity as a people was given a boost in March, 2018 in Kigali Rwanda when the African Union agreed on a free trade framework aimed at promoting greater intra-Africa trade and indeed Africa's global trade; thereby bringing prosperity and significantly reducing poverty through a continental free trade pact dubbed 'Africa Continental Free Trade Agreement'(CFTA).

The African Continental Free Trade Area is the result of the African Continental Free Trade Agreement among all 55 members of the African Union. If ratified and implemented successfully, the agreement will result in the largest free-trade area in terms of participating countries since the formation of the World Trade Organization.

African heads of state gathered in Kigali, Rwanda in March 2018 to sign the proposed agreement. Forty-four (44) of the 55 members of the African Union signed it on 21st March, 2018.

2.0 What is the Continental Free Trade Area(CFTA)?

CFTA is a continent-wide free trade agreement brokered by the African

Union (AU) and initially signed by 44 of its 55 member states. The agreement for a start requires members to remove tariffs from 90% of goods, allowing free access to commodities, goods and services across the continent.

The United Nations Economic Commission for Africa (UNECA) estimates that the agreement's implementation will boost intra-African trade by fifty two percent (52%) by 2022 as compared to the trade levels in 2010. The Agreement will come into force after ratification by 22 of the signatory states.

3.0 What are the Prospects or Benefits of the Continental Free Trade Area?

On coming into force, it will have the effect of bringing together 1.2 billion people with a combined gross domestic product (GDP) of more than \$2 trillion. It is undeniable that the agreement provides a huge economic power that Africa can leverage on in trade partnership agreements with other continents and will be a shot in the arm for intra-Africa trade as it will ensure a single market for products and services across the continent.

The agreement commits countries to removing tariffs on 90 percent of goods, with 10 per cent of "sensitive items" to be phased in later.

It will also liberalise services as it aims to tackle so-called "non-tariff barriers" which hamper trade between African countries, such as long delays at the borders.

Eventually, free movement of people and even a single currency could become part of the free trade area.

3.1 Why a single market for Africa?

By creating a single continental market for goods and services, the member states of the African Union hope to improve trade between African countries.

According to the UNCTAD Review of Maritime Transport report, 2015, Intra-African trade is relatively limited; UNCTAD, the main UN body dealing with trade, said that it made up only 10.2 per cent of the continent's total trade in 2010.

David Luke, Coordinator of the African Trade Policy Centre at UNECA, predicts that the free trade area will correct this 'historical anomaly' as he informs Al Jazeera that, "Colonialism created a situation where neighbours stopped trading with each other. The main trading route was between African countries and European countries and between African countries and the US."

"Removing barriers to trade is expected to not just grow trade within Africa", Luke said, "but also grow the kind of trade this continent needs".

According to a UNECA Report of 2016, it was observed that between 2010 and 2015, fuels represented more than half of Africa's exports to non-African countries, while manufactured goods made up only

eighteen per cent (18%) of exports to the rest of the world.

3.2 Objectives of the CFTA

- The CFTA aims at creating a single continental market for goods and services, with free movement of business persons and investments, thus paving way for accelerating the establishment of the Continental Customs Union and the African Customs Union.
- It is also in place to help expand intra-African trade through better harmonization and coordination of trade liberalization and facilitation regimes and instruments across Regional Economic Communities (RECs) and across Africa in general.
- CFTA is expected to resolve the challenges of multiple and overlapping memberships and expedite the regional and continental integration processes.
- To enhance competitiveness at the industry and enterprise level through exploiting opportunities for scale production, continental market access and better reallocation of resources.
- CFTA has an Action Plan on Boosting Intra-Africa Trade (BIAT) which identifies seven clusters: trade policy; trade facilitation; productive capacity; trade related infrastructure; trade finance; trade information; and factor market integration.

- The CFTA is also expected to enhance competitiveness at the industry and enterprise level through exploitation of opportunities for scale production, continental market access and better reallocation of resources.
- The establishment of the CFTA and the implementation of the Action Plan on BIAT provide a comprehensive framework to pursue a developmental regionalism strategy. The former is conceived as a time bound project, whereas BIAT is continuous with concrete targets to double intra-African trade flows from January 2012 to January 2022.

4.0 What are the challenges of CFTA?

4.1 Uneven distribution of Wealth

One of the low points of the Kigali AU Summit was the failure by Nigerian President Muhammadu Buhari to sign the Agreement at the signing ceremony. A statement said the decision was made to allow time for broader consultations.

The Nigeria Labour Congress (NLC) had warned Buhari against signing the agreement, calling it a 'renewed, extremely dangerous and

radioactive neo-liberal policy initiative'.

Nigeria's sudden stalling points to the fact that not everybody is satisfied and confident that individual countries will be better off under the deal.

A research paper by UNCTAD concedes that elimination of all tariffs between African countries would take an annual \$4.1bn out of the trading states' coffers, but would create an overall annual welfare gain of \$16.1bn in the long run.

Thus, the uneven distribution of the benefits of the CFTA is real and would need a concerted effort by member states in overcoming it.

4.2 Production Capacities of African Countries

The uneven nature of production capacities among African States portend a serious challenge to the successful implementation of the CFTA. This is a view shared by a number of experts in trade development.

Sylvester Bagooroo, a Programme Officer at Third World Network Africa, thinks the treaty focuses too much on cutting tariffs, without sufficient consideration of the varying production capabilities of African countries.



Africa's most advanced countries are at an advantage with their more developed manufacturing capabilities. This will allow them sell their goods and services to the continent's less developed countries which could undercut industrial development in such countries.

Bagooro further said that if you do not build on productive capacities, when you liberalise, you are only going to be trading imported goods across Africa, and that will be a big blow to domestic manufacturing across the continent. He stressed the need to pay attention to the big economies against the small economies as well as pay attention to the dominant sectors against the weaker sectors.

4.3 Domestic Policies to Support CFTA

Domestic policies would be very crucial in the successful implementation of the CFTA. The Agreement must be reflected in national legislations and policy documents among State Parties. Eyerusalem Siba, a research fellow at the Brookings Institution's Africa Growth Initiative, raised her concern about the domestic policies which need to be in place to assist workers and also businesses when competition increases.

Governments will need to develop a more skilled workforce adaptable to

the demands of globalization and at the same time, create social policies for those who may lose jobs due to increased competition (Siba, 2016). She observes that competition tends to have a detrimental impact on wages in low-cost jobs. Countries therefore need to think of how they're going to address that situation.

Countries which are already connected to the global economy may benefit from integration, while others have to wait for the benefits to trickle down (Siba, 2016). She concludes by stating that, it is a good idea to integrate eventually, but poses a question on Africa's readiness for it. Different experts have had varying views on this subject.

4.4 Ratification of CFTA Agreement by Member States

The text signed on March 21st contains the legal framework for the free trade area, which will then need to be ratified by the individual countries after complying with their respective domestic processes. This requires strong political commitment by Member States, given the local socio-political dynamics.

A second phase of negotiations will be held later to cover investment, competition policy and intellectual property.

exempting them from the tariff cut for the time being. The African Union Commission will also need to establish a secretariat to preside over the agreement.

4.5 Existence of Bilateral Trade Agreements

The heterogeneous size of African economies, the existence of numerous bilateral trade agreements with the rest of the world, overlapping REC memberships, divergent levels of industrial development and varying degrees of openness also pose challenges to the CFTA.

5.0 Conclusion

One of the central goals of the Agreement is to boost African economies by harmonizing trade liberalization across sub-regions and at the continental level. As a part of the CFTA, countries have committed to remove tariffs on 90 per cent of goods. According to the U.N Economic Commission on Africa, intra-African trade is likely to increase by 52.3 per cent under the CFTA and will double upon further removal of non-tariff barriers.

By promoting intra-African trade, the CFTA will also foster a more competitive manufacturing sector and promote economic diversification. The removal of tariffs will create a continental market that allows companies to benefit from the economies of scale.

However, there are other details that still need to be ironed out. An example is the fact that countries will need to submit the products they consider "sensitive", thus

Countries, in turn are likely to be in a position to accelerate their industrial development. By 2030, Africa may emerge as a \$2.5 trillion potential market for household consumption and \$4.2 trillion for business-to-business consumption. African nations with large manufacturing bases such as South Africa, Kenya and Egypt are most likely to receive the most rapid benefits.



ABOSSEY-OKAI SPARE PARTS DEALERS AND OTHERS HONOURED AT 2018 GHANA SHIPPERS' AWARDS



Ms Benonita Bismarck, C.E.O of GSA presenting an award to one of the award winners

The second edition of the Ghana Shippers' Awards was held on 22nd June, 2018 at the Movenpick Ambassador Hotel in Accra with many shippers and providers of shipping services winning awards for their contributions to the growth of the maritime and logistics sector.

Two members of the Abossey-Okai Spare Parts Dealers Association, Messrs Emmanuel Nyarko and Kow Baffoe Essilfie of Kofata Motors and Baffoe Essilfie Enterprise respectively received honorary awards for their role in the growth of the spare parts industry.

Other honorary award winners of the night from the Ghana Union of Traders' Association (GUTA) were Vida Afriyie Owusu Kwateng of Serboat Electricals Co. Ltd from the Ghana Electrical Dealers Association; Messrs Paul Oscar Ankoma, Emmanuel Asante of Oscarpak Enterprise Ltd, Andy 'D' Enterprise from the Used Clothing Dealers Association, Messrs Gabriel Kwabena, Duke Owusu Ansah of Gafkwa Phones and Rutabe Phones from the Mobile Phone and

Accessories Dealers Association

A total of 63 awards were given on the night with 19 awarded to importers and exporters for their significant contribution to the growth of the trade and transport sector.

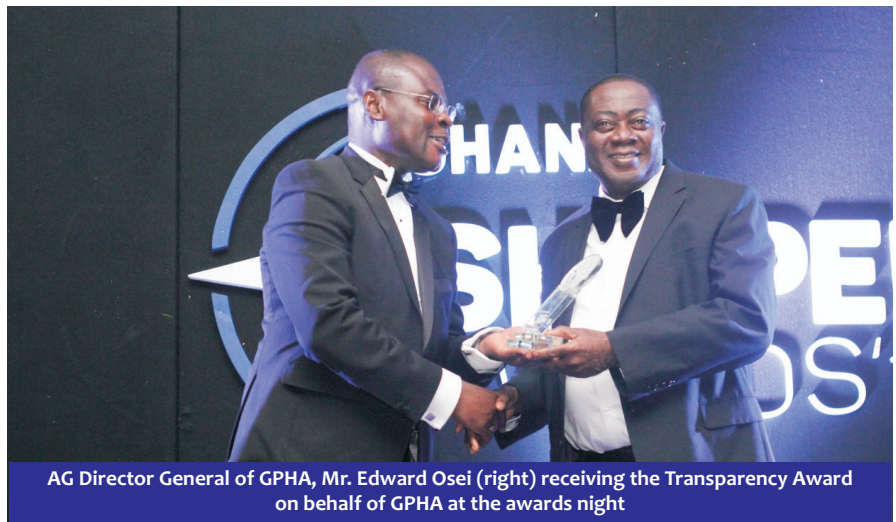
The event was organised by the Globe Productions in partnership with the Ghana Shippers' Authority and Graphic Business to recognise individuals and companies that play key roles in Ghana's international trade and transport chain. The Awards is aimed at distinguishing excellence in the trade and

transport industry in order to instil in the industry players a sense of fulfilment and greater zeal to achieve higher laurels, encourage more transparency and compliance with laid down procedures in the trade and transport industry.

The Chief Executive Officer (CEO) of the Ghana Shippers' Authority (GSA), Ms Benonita Bismarck, in her welcome address stated that the Awards categorisation which cut across varied sectors including road, ocean and air transportation, freight forwarding, shipping lines and agents, government agencies, insurance and financial institutions is an improvement on last year's.

Madam Benonita added that Ghana's seaborne trade volume increased by 15.9 per cent in 2017 over the year 2016. "Statistics for the first quarter of 2018 is also indicating an increase of about 28 per cent over the same period in 2017."

She attributed the impressive increase in throughput to political stability, increased confidence in the economy and the



AG Director General of GPHA, Mr. Edward Osei (right) receiving the Transparency Award on behalf of GPHA at the awards night



Hon. Minister of Transport, Kwaku Ofori Asiamah (2nd from left) presenting an award to one of the award winners

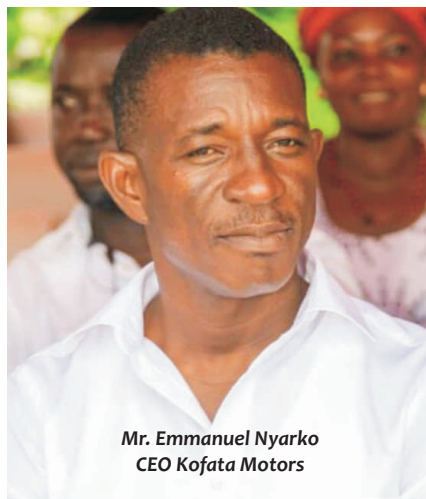
implementation of trade facilitation reforms in the country's trade and transport industry.

The Transport Minister, Mr. Kwaku Ofori Asiamah, who was the special guest said an ambitious port reform programme like the Paperless port system rolled out by government in September, 2017, was aimed at ensuring efficiency in Ghana's port operations. The introduction of this system has led to a significant reduction in the time and cost of doing business in the ports.

He mentioned that current data available to government through the GCNet System on the success and efficiency of the Paperless Port System indicates that about 43 per cent of containers are cleared within 24 hours and about 70% of them cleared within 72 hours. Data from the GSA has also shown a decrease in the payment of demurrage and rent at the ports.

Other award winners include: CEO of the Year: Daniel Mckorley of McDan Shipping Company; Excellence in Corporate Social Responsibility: McDan Shipping Company; Exporter of the Year: Kingdom Exim Ghana Ltd; Handicraft Exporter of the Year: Delata Ghana Ltd; Trade Facilitation Organisation of the Year: Ghana Community Network Services Ltd (GCNET) among others.

PROFILES OF HONORARY AWARDEES OF THE SME CATEGORY OF THE GHANA SHIPPERS' AWARDS



Mr. Emmanuel Nyarko
CEO Kofata Motors

1. Kofata Motors

The journey of Kofata Motors began with Mr. Emmanuel Nyarko as shop attendant in the spare parts industry at Goodman and Sons Limited-one of the pioneer automobile spare parts businesses established in Abossey-Okai. In 1988, he began selling used driving shafts on tables in front of the main shop he served.

Kofata Motors was duly registered on 4th April, 1991 under the 'Registration of Business Names Act, 1962 (no.151), and began full operation with just two shop attendants.

Mr. Nyarko imports some of the automobile spare parts from Dubai in the United Arab Emirates. In 1996, the quest to be the frontier for solutions

in the automobile industry led Kofata Motors to engage in the sale of home-used engines, in addition to the already established brand new parts.

Importation of goods has been his routine activity for over 20 years.

The company is a member of the Abossey-Okai Spare Parts Dealers Association.

The motto- 'It is God', signifies the extent to which Kofata Motors owes every bit of its success to the Almighty God.



Mr. Gabriel Kwabena Frimpong,
the CEO of Gafkwa Trading Enterprise

2. Gafkwa Trading Enterprise

Gafkwa Trading Enterprise imports and deals in Mobile phones. It is located at Kwame Nkrumah Circle, opposite Odo Rice. It was registered at the Registrar General's Department in May 2013.

The company has fast grown into one of the well-known dealers of mobile phones due to competent supervision and loyalty to its regular and potential customers with a committed and hardworking staff.

Gafkwa is committed to excellent delivery of services to its customers. The company is making efforts to further improve its services to ensure that the company wins more laurels in future.

Gafkwa Trading Enterprise is a member of the Mobile Phone and Accessories Dealers Association.



Vida Afriyie Owusu Kwateng
MD of Serboat Electricals

3. Serboat Electricals

Serboat Electricals was established over 25 years ago. It sells and supplies quality British electrical accessories.

They are sole distributors of BG Nexus electrical accessories in Ghana. Serboat also represents LUCECO LED lighting in Ghana. These are all high quality UK products.

The company prides itself in the supply of quality products and has created a niche market when it comes to quality, originality and efficient customer care.

They are located in Opera Square-Accra Central. Serboat Electricals is a member of the Ghana Electrical Dealers Association.



Duke Owusu Ansah
CEO of Rutabe Phones

4. Rutabe Phones

Duke Owusu Ansah is the CEO of Rutabe Phones. Established eight years ago, the company deals in all types of phones and accessories. Rutabe Phones has three branches of its sales outlets and it is located at Accra Central, adjacent White Chapel building.

Rutabe Phones is a member of the Mobile Phone and Accessories Dealers Association.



Paul Oscar Ankoma
MD. Oscarpak Enterprise Ltd.

5. Oscarpak Enterprise Ltd.

Oscarpak Enterprise Ltd was established by its Managing Director Mr Paul Oscar Ankoma in 1995 and registered in 1996 under the Company Act 1963 (Act 179) at the Registrar General's Department.

The company, located in Accra Central is a major dealer in used clothing. He imports and distributes to retailers in Ghana. Oscarpark's trade in used clothing also extends beyond the borders of Ghana to La Cote d'Ivoire, Burkina Faso and Niger.

It currently has a workforce of nine made up of management, staff and eleven casual workers.

The company imports an average of

eight containers a month mainly from the United Kingdom, USA and Canada.

As part of its expansion drive, Oscarpark is also diversifying and venturing into the hospitality industry and building construction.

Mr. Ankoma is a good standing member of the Used Clothing Dealers Association.



Kow Baffoe Essilfie
Director-Baffoe Essilfie Enterprise

6. Baffoe Essilfie Enterprise

The Director of Baffoe Essilfie Enterprise, Mr Kow Baffoe Essilfie, started life from a humble beginning by operating a corn mill and also sold bread at Rawlings Park, Accra for a year.

In December 1991, Mr Essilfie ventured into spare parts business at Abossey-Okai. For over 25 years and counting, his business has served a lot of customers.

The company imports and deals only in Japanese spare parts such as engines, shock absorbers, radiators, alternators, water tanks among others.

Mr Essilfie has eleven shops and 15 workers who operate his businesses. He is a member of the Abossey-Okai Spare Parts Dealers Association.



**GHANA PORTS AND
HARBOURS AUTHORITY**

GPHA

The Leading Trade and Logistics Hub of West Africa

BUSINESS COMPETITIVENESS

- Quick Turn Round Time
- Ultra-modern land and sea Security systems
- Quick Delivery of Cargo
- Efficient Cargo handling
- Competitive Tariffs
- Good Roads & Trucks
- Social & Industrial Stability
- Good Customer Service
- Stakeholder engagement

INNOVATION

- On line vessel booking System
- On line container movement tracking system in Port
- Automatic Ship Identification System,
- The Jade Master Terminal Operating System,
- Electronic cargo tracking by GPS
- EDI and Single Window application in cargo documentation
- Electronic security surveillance



Honours

In the last few years the company has received thirteen major national and international awards including

- Best Performing Port in West and Central Africa- 2012-2014
- Best Container Port in West and Central Africa- 2012-2014
- Public Relations Organization of the year 2015- Public Sector
- Public Relations Campaign of the year- Port Integrity Campaign (Anti-corruption Crusade)
- International Transport Award 2016
- Manager Of The Year - Europe Business Assembly 2016
- Best Enterprise Award- Europe Business Assembly 2016
- The Majestic 5 Continents Award For Quality And Excellence 2016
- Maritime Media Programme of the Year (Eye On Port)
- Ghana Shipper's Award - 2017

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ASCO: THE ISO Certified Company With A Passion For Serving Its Clients

For the past 21 years, Apex Shipping and Commercial Company (ASCO) has been providing sterling shipping services to shippers and other stakeholders in Ghana's maritime space. Founded in 1997 as a wholly owned Ghanaian freight forwarding/transport company by a former Chartered Accountant and a passionate golfer, Mr David L. Arkutu, ASCO provides core shipping services such as customs clearance, freight forwarding, warehousing, haulage services, ship brokerage, supply chain consultancy, project cargo handling, heavy lift among others.

The founder's dream was to build a Ghanaian company whose services meet international standards. This vision has guided ASCO throughout the years in building a reputable organisation. ASCO has now grown from its modest beginnings to its current position where it handles huge capital projects of any magnitude.

Mr Arkutu bowed out gracefully as the Chief Executive Officer (CEO) of ASCO in January 2014 and handed over to his son, Prince Koblah Arkutu. Prince joined the company in 2011 and was in charge of the Business Development Department

for three years before stepping in the heavy shoes of his father.

He is a graduate of the University of Ghana with a BSc in Business Administration (Finance & Banking option) and a certified capital projects handler with experience in customs clearance, project management, EHS policies, project cargo handling and a certified dangerous goods and hazardous substance handler. Prince is also a student of the Stanford Seed Program.

Staff Strength

As a shipping service provider with operational licenses from the Ghana Ports and Harbours Authority (GPHA), Ghana Institute of Freight Forwarders (GIFF) and GRA-Customs Division, ASCO continues to lend credence to its reputation by delivering the best of services to its clients.

At the heart of this is the 70 dedicated full-time and contract employees that man its offices in the Port of Tema, Takoradi, Kotoka International Airport (KIA) and at the Aflao border serving its wide array of clients in the trading, manufacturing, construction, oil and gas sectors among others.

staff of ASCO include handling of dangerous goods, fire and safety procedures and managing logistics for capital projects.

Contributions and Awards

As an indigenous freight forwarding and haulage company that has been providing end-to-end logistics solutions in Ghana for over two decades, ASCO's contribution to the economy of Ghana cannot be over emphasised.

The company provides services ranging from international freight forwarding, door to door shipping, consultancy, shipping agency and husbandry, dangerous cargo handling, warehousing, heavy lift and project cargo management and international removal and relocation among others to several national projects.

Some of these projects include the Eastern Corridor Roads construction, 370 MW AKSA Energy project, Kwame Nkrumah Interchange Construction, Kumasi Kejetia Project, Komenda Sugar Factory Construction, Tullow Achimota Golf Reconstruction, Mikael Wind Power Projects.

The company's CEO noted that in its quest to stay relevant and continuously improve on their level of service to clients all over the country, ASCO recently received certification as ISO 9001: 2015 compliant. By extension, they always ensure their partners and stakeholders work according to their EHS and Quality Policy manuals and standards.

The company has received both local and international awards and recognitions for its cutting edge



The company's staff undergo regular training to keep abreast with fast changing regulations and developments in the shipping industry. Some of the training programmes received by the



service delivery and most recently winning “Haulier of the Year” at the Ghana Shippers Awards 2017 and the “Promising Prospect of the Year” at the Ghana Maritime Awards 2017

Challenges and Recommendations

Prince, a father of three, who considers himself a lifelong learner on subjects such as philosophy, psychology and leadership, mentioned security of cargo at the ports, delays caused by processing of documents and the high cost of port charges as some of the challenges that ASCO faces in its daily resolve to provide reliable logistics solutions to its clients.

The young CEO called for the strengthening of the Paperless Port System to fast-track the release of cargo to save time and cost to shipping service providers and shippers; the inclusion of private companies to provide e-tracking services of containers and the reduction in some of the shipping tariffs to lessen the burden of cost on importers.

The 7:30 am service and the ASCO Plus

The ASCO C.E.O said their clients deserve the best of services. To this end, the company continually assesses its operations to come up with innovative ways of serving

their clients to save time and cost.

“While Ghana's conventional working hours start from 8:00am, that of ASCO kicks off at 7:30am. We have analysed the challenges faced in the ports of Ghana and have devised a time strategy to stay ahead of the pack. We start work at 7:30 am, which gives us a huge time advantage over the other players in our industry”, he said.

Additionally, shippers who do business with ASCO stand the chance of enjoying demurrage waivers and free days negotiated on their behalf with shipping lines. This is due to the cordial relationships built by the company with shipping lines and carriers over the past 20 years.

“We speak the language of shipping and therefore are in a better position to present your case before the shipping lines if the need arises. We strive to complete every task using cost-effective methods guaranteeing best prices for our clients”, he assured.

Importers who do business with ASCO are assigned Cargo Relationship Managers with assistants who are responsible for planning, providing daily reports on imports, providing duty and clearance estimates, coordinating

with importers on delivery schedules among others.

On cargo security, the ASCO boss noted that the safety of their clients' cargo is the most important thing to their organisation. “We understand that when our client loses his/her cargo, we lose our business. ASCO has a Goods-In-Transit Insurance policy to protect the cargo we move. In addition, every cargo that is cleared from the port is duly escorted by a dispatch security. We cannot over emphasise our resolve to safeguard your cargo”.

Moving your cargo from all parts of the world is possible with ASCO. You can rely on their International Forwarding Department to handle all your requests. ASCO is also a member of several international freight forwarding networks that allow them to move cargo irrespective of its geographical location to the desired final destination.

Corporate Social Responsibility

Apex Shipping (ASCO) has over the last five (5) years been at the forefront of Junior Golf in Ghana. The founder of ASCO, also an ardent golfer, believes that the future of the game in Ghana lies in youthful talents. He has therefore devoted time and money towards this worthy cause.

ASCO recently hosted the 3rd Edition of the National Open Junior Golf Competition at the Achimota Golf Club. This event brought together 44 (38 boys and 6 girls) junior golfers drawn from Damang, Bogoso, Nsuta, Takoradi, Benso, Gomoa Fetteh, Celebrity and Achimota Golf Clubs to play the 9/18 holes competition. The essence of this competition is to identify and groom these talents to play at the highest level for the country.

BUILDING THE CONNECTED WAREHOUSE

By Sid Geddam, Vice President and General Manager, Warehouse Management System, NetSuite



Boxes, pallets, and forklifts are not the only things that move throughout a warehouse. Data also flows across a range of warehouse business processes, from the receipt of goods to storage and tracking, picking and packing and outbound transportation.

How effectively a business utilizes that information has a massive impact on warehouse and supply chain performance. Outdated, unreliable data that languishes in loosely connected systems typically results in inefficient warehouse operations.

Businesses can optimize warehouse performance with real-time data that flows through a centralized warehouse management system (WMS) to synchronize all warehouse processes. Leveraging real-time data on inventory, products, and customers is the foundation for the ideal connected warehouse that eliminates waste, enables informed decision-making and streamlines operations.

VISIBILITY DRIVES VALUE

The connected warehouse is linked to internal Enterprise Resource Planning (ERP) and Customer

Relationship Management (CRM) systems, as well as supply chain partner applications. The connected warehouse can also increasingly integrate with Internet of Things devices, such as smart forklifts, robots and voice picking.

By linking warehouse operations to CRM, companies equip sales and service personnel with real-time information to grow the business. Integration between a warehouse and ERP system supports more accurate planning and forecasting with insights into stock levels, inventory turns and carrying costs that impact the bottom line.

Extending the warehouse to external partner systems can elevate performance across the full supply chain ecosystem by better aligning warehouse/partner processes and giving all stakeholders on-demand transparency that is vital to identifying gaps and areas for cost-efficient improvement. It also increases the resilience of the supply network to adapt swiftly to changing conditions, from delays at an overseas factory to a downturn in customer demand.

THE INTERNET OF THINGS

New opportunities to drive

warehouse and supply chain performance are emerging from smart-device technologies, as well as artificial intelligence systems that optimize routes for robot or human operators, from within the warehouse to around the world.

Besides making warehouse operations faster and more efficient, these Internet of Things technologies generate a wealth of real-time information that all supply chain stakeholders, including the warehouse, can capture and analyze for actionable insights.

One key objective of many companies is to future-proof warehouse operations as the pace of business change continues to accelerate. Companies are looking for the agility to not only react swiftly to change, but to drive change by taking advantage of disruptive technologies for greater efficiency, partner collaboration, and competitive advantage. To meet these objectives, companies are growing more interested in agile, cloud-based WMS solutions that do not hamstring them with the high cost, inflexibility and delays of outdated, on-premise legacy systems.

Building the connected warehouse is a milestone in maximizing warehouse efficiency and positioning a company to decisively navigate changes across the supply chain. Real-time data intelligence delivers the visibility and control needed to effect measurable improvements across the entire extended supply chain. Companies that pay as much attention to data as they do to forklifts and daily shipments gain a competitive advantage.

INCOTERMS: Playing by the Rules

By Gary Wollenhaupt



When doing business globally, who pays the freight, you or your vendor? Who assumes the risk if cargo is damaged? Enter Incoterms, a set of international rules that interprets the most commonly used trade terms.

When global companies enter into contracts to buy and sell goods, they are free to negotiate specific terms. These terms include the price, quantity, and characteristics of the goods. Every international contract also contains what is referred to as an Incoterm, or international commercial term. Applying Incoterms to sale and purchase contracts makes global trade easier and helps partners in different countries understand one another.

In 1933, the International Chamber of Commerce published the first version of the Incoterms, short for International Commercial Terms. The current version of the predefined commercial terms governing movement of freight is Incoterms 2010, published in January 2011.

The 11 terms primarily define when risk for the cargo passes from seller to buyer and which party is responsible for freight and insurance costs. The first letter in the terms is significant:

- C terms: Require the seller to pay for shipping.
- D terms: The seller or shipper's responsibility ceases at a specified

point and they deal with who will pay pier, docking, and clearance charges.

- E terms: When the goods are ready to leave the seller's premises, their responsibility ceases.
- F terms: The primary cost of shipping is not met by the seller.

The current Incoterms are divided into two categories: one for any mode of transport, and the second for sales that solely involve non-containerized shipping by sea or inland waterways. This distinction reflects the fact that the condition of the freight can be verified only at the point of



loading on board the vessel. The condition of freight in sealed containers cannot be verified at the time of loading.

Here is a brief description of the 11 terms that comprise Incoterms 2010. The full Incoterms also define common terms such as "delivery," "arrival" and "free." Incoterms is a registered trademark of the International Chamber of Commerce. You can obtain the full official text of the rules from the ICC Business Bookstore.

Rules for any Mode(s) of Transport

EXW(EXWORKS)

The seller has placed the goods at the disposal of the buyer at the seller's premises or at another named place (i.e., factory, warehouse, etc.). The seller does not need to load the goods nor clear the goods for export. The buyer assumes transportation costs and risks.

FCA(FREE CARRIER)

The seller has delivered the goods to the carrier or a

buyer's representative at the seller's premises or another named place. The parties should specify as clearly as possible the point within the named place of delivery, as the risk passes to the buyer at that point.

CPT(CARRIAGE PAID TO)

The seller has delivered the goods to the carrier or representative at an agreed place and the seller must contract for and pay the costs of carriage necessary to bring the goods to the named destination.

CIP (CARRIAGE AND INSURANCE PAID TO)

The seller has delivered the goods

to the carrier or a representative of the seller at an agreed place and the seller must contract for and pay the costs of carriage necessary to bring the goods to the named place of destination, as well as 110 percent insurance coverage of the value of the goods against the buyer's risk of loss or damage to the goods during the carriage.

DAT (DELIVERED AT TERMINAL)

The seller has delivered when the goods, once unloaded from the arriving means of transport, are placed at the disposal of the buyer at a terminal or other named destination. "Terminal" includes a place, whether covered or not, such as a quay, warehouse, container yard, or road, rail or air cargo terminal. The seller bears all risks involved in bringing the goods to and unloading them at, the named place of destination.

DAP (DELIVERED AT PLACE)

The seller has delivered when the goods are placed at the disposal of the buyer on the arriving means of transport ready for unloading at the named

FOLLOWING THE RULES: WHO IS RESPONSIBLE FOR THE CARGO, AND WHEN?

INCOTERM 2010	EXPORT. CUSTOMS DECLARATION	CARRIAGE TO PORT OF EXPORT	UNLOADING OF TRUCK IN PORT OF EXPORT	LOADING CHARGES IN PORT OF EXPORT	CARRIAGE (SEA FREIGHT/ AIR FREIGHT) TO PORT OF IMPORT	UNLOADING CHARGES IN PORT OF IMPORT	LOADING ON TRUCK IN PORT OF IMPORT	CARRIAGE TO PLACE OF DESTINATION	INSURANCE	IMPORT CUSTOMS CLEARANCE	IMPORT TAXES
EXW	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer
FCA	Seller	Seller	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer
FAS	Seller	Seller	Seller	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer
FOB	Seller	Seller	Seller	Seller	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer	Buyer
CFR	Seller	Seller	Seller	Seller	Seller	Seller	Buyer	Buyer	Buyer	Buyer	Buyer
CIF	Seller	Seller	Seller	Seller	Seller	Seller	Buyer	Buyer	Seller	Buyer	Buyer
CPT	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Buyer	Buyer	Buyer
CIP	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Buyer	Buyer
DAT	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller		Buyer	Buyer
DAP	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller		Buyer	Buyer
DDP	Seller	Seller	Seller	Seller	Seller	Seller	Seller	Seller		Seller	Seller



destination. The seller bears all risks involved in bringing the goods to the named destination. The buyer is responsible for duties and taxes at the destination. This term replaced the former Delivery Duty Unpaid (DDU) Incoterm.

DDP (DELIVERED DUTY PAID)

The seller has delivered the goods when the goods are placed at the disposal of the buyer, cleared for import on the arriving means of transport, ready for unloading at the named destination. The seller bears all costs and risks involved in transporting the goods to the place of destination and bears the obligation to clear the goods not only for export but also for import and to pay any taxes and duties for both export and import and fulfill all customs formalities.

Rules For Sea and Inland Waterway Transport

FAS (FREE ALONGSIDE SHIP)

The seller has delivered when the goods are placed alongside the vessel (e.g., on a quay or a barge) designated by the buyer at the named shipment port. The risk of loss or damage to the goods passes when the goods are

alongside the ship, and the buyer bears all costs from that moment onward.

FOB (FREE ON BOARD)

The seller has delivered the goods on board the vessel designated by the buyer at the named port, or procures the goods already on board. The risk of loss or damage to the goods passes when the goods are on board the vessel, and the buyer bears all costs from that moment forward.

CFR (COST AND FREIGHT)

The seller has delivered the goods on board the vessel or procures the goods already on board a vessel. The risk of loss or damage to the goods passes when the goods are on board the vessel.

The seller must contract for and pay the freight costs necessary to bring the goods to the destination port. This term does not include insurance for the freight during transit.

CIF (COST, INSURANCE AND FREIGHT)

The seller has delivered the goods on board the vessel or procures the goods already on the vessel. The risk of loss or damage to the goods passes when the goods are on board the vessel. The seller must contract for and pay the costs and freight necessary to bring the goods to the named port of destination and also contract for insurance for 110 percent of the goods' value against the buyer's risk of loss or damage to the goods during carriage. The buyer must procure any additional insurance coverage or negotiate coverage with the seller. The seller must provide to the buyer all documents necessary to obtain the goods or make an insurance claim. This term is used specifically for non-containerized freight.

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AFTER THE EU LIFT OF BAN, WHAT NEXT FOR VEGETABLE PRODUCERS AND EXPORTERS ASSOCIATION OF GHANA?



Mr. Tonto (in white) interacting with visitors from a Netherlands seed company on his farm

In 1997, a group of vegetable producers and exporters across the country formed an association to champion their cause. This singular effort by these men and women anchored on the mission to promote and establish Ghana as an important vegetable producer and exporter on the world market under a brand name synonymous with quality and consistency gave birth to the Vegetable Producers and Exporters Association of Ghana (VEPEAG).

The principal objective of the Association is to assist its members and individuals in the proper cultivation and the marketing of vegetables in accordance with acceptable standards. It also provides services such as business planning; providing marketing information on current prices of fresh vegetables; technical services such as site selection, pest and diseases control, regular training and seminars for its members on specific industry requirements.

Membership

The membership of VEPEAG comprises two units: vegetable producers with big farms who do exports and outgrowers who produce on smaller scale to feed into the volumes for export and local consumption. As a result of the high cost of farming large acreage of vegetables at a go, outgrowers are engaged, trained, given seeds, fertilisers and other agronomical supports to supplement the volumes of the big farmers.

The VEPEAG membership steadily rose to about 400 over the years even though there are many vegetable farmers that are yet to join. However, the ban imposed by the European Union (EU) on vegetables from Ghana in October 2015 took a heavy toll on the capacity and profitability of vegetable exporters in the country. For almost three years, no vegetable, not even a box of chilli, left the tarmac of the Kotoko International Airport (KIA) to the markets of England, Germany,

France and Holland where these vegetables are mostly patronised.

The ban also affected the Association's membership and capacity; it reduced drastically for trite reasons. Where was the motivation to keep tilling the land in sweats of time and capital investments when the final product was banned by the very market it was produced for? After the ban was lifted and access granted to the EU market January this year, the calls for new membership registration have started appreciating. This, according to the President of VEPEAG Mr Joseph Tonto, is a positive indication for a rise in interest for vegetable farming. Currently, the Association has 260 registered members out of which 10 undertake regular export to the EU market.

Types of vegetable exports

The main vegetables for export by VEPEAG include chillies (cayenne types), turia, marrow, tinda, fresh okra, onions/shallot, sweet potatoes, garden eggs, yard long beans, guwar, fresno and Jalapeno among others while carrot, cabbage, lettuce, spring onion, cucumber and green pepper are grown for the local market.

Contribution to national economy:

- I. Foreign exchange: Vegetable production, its exports especially, generate a lot of foreign exchange for Ghana. It is the chief earner in the non-traditional exports category. In the peak year of



Vegetables being sorted out and packed for export

2005, export of vegetables fetched the country US\$3 billion

II. **Good health:** The consumption of vegetables has enormous health benefits to the human body. The VEPEAG president said his Association has contributed significantly to reducing the health bill of Ghana by making vegetables available in shops and markets across the country. Vegetables are rich in vitamins A, C and E and are also a source of varied nutrients for the human body and VEPEAG makes its consumption attractive since their vegetables are hygienically produced and stored.

III. **Employment:** The growing of vegetables has also given jobs to a lot of people across the country. From tilling the land, planting the seeds, and every activity that happens within the period of planting, harvesting and selling.

“Vegetable farming is the fastest way to give jobs to the people. The land, sun and

water needed for the farming are available and within three months they start harvesting their vegetables and seeing money in their pockets.”, Mr Tonto said

The VEPEAG president has 50 out growers that receive agronomical training, fertilisers, seeds and other forms of support from him.

VEPAG's Challenges

IV. **Inadequate logistics:**

Majority of vegetable farmers in Ghana lack the required logistical support to enable them produce on a large scale and also achieve effectiveness in their operations. The equipment needed for the digging dams, spraying, harvesting and other activities on the farm are very expensive; these are not within the reach of most farmers.

V. **Storage facilities:** The perishable nature of vegetables require that they are stored in cold facilities to prolong their shelf life. VEPEAG says the lack of storage facilities is

negatively hampering their operations resulting in loss of capital investments.

The lack of such facilities pushes the farmers to stop harvesting by 11:00am due to the heat of the sun, move to the airport for export and in the event that there is no flight or flight delay the vegetables get damaged.

“It's like a dead person. They (vegetables) are living organisms, the moment you pluck them from their trees they lose their breath and start decaying. The only way you can stop the decay is to place it in a cold store to reduce the heat from the sun and prolong its shelf life.”, worried Mr Tonto said.

VI. **Climate Change/Weather:**

The erratic patterns of rainfall in Ghana do not encourage farming to be an all-year-round activity. To stay in business 365 days to produce to serve the local and international market, farmers have to dig dams and procure machines for irrigation - an expensive investment.

“I have to spend GHS 500,000 cedis to construct a dam to farm all year round; it is a huge cost. Those who do not have it rely on dirty and gutter water which are unhygienic.”

The situation becomes worse as banks are not willing to give loans to vegetable farmers to expand their businesses by investing in logistics and modern technologies.

- V. Shipment Cost:** Using the main airlines to export vegetables is costly. The freight per kilo of vegetables is one dollar. Mr Tonto disclosed that the exporters have to rely on one cargo plane from East Africa that carts vegetables from Kenya, Uganda and Ghana before landing in England.

Recommendations

- VI. Financial Assistance:** For vegetable producers and exporters to adequately invest in their activities and produce hygienic and enough vegetables to feed the local and international demand, soft loans must be made available to them.

“We don't need free money; make it easier for us to access funds at reasonable interest rates from the banks”.

“Holland, France, Germany, England and Eastern European markets for vegetables keep growing but we can't meet their demands; our production is going down. We lost the market for three years due to the ban and we are now recovering. If the ban is lifted and you announce that we should continue, how is it going to be done when the farmers have lost all their investments? Where are the stimulus packages to encourage the farmers to come back into the business?”, the VEPEAG president quizzed

He added that the lack of support for the Association has placed them in a



disadvantage position with their main competitors from Kenya and Uganda. These two countries take nine (9) to 10 hours to get to the foreign market.

“We travel only six hours to the same market so we have a competitive advantage over them. But because we are not supported, the Kenyans always get their vegetables sold before ours. We need financial support.”

- II. Streamlining the land tenure system:** Land acquisition is a key requirement for any form of farming enterprise. The VEPEAG President noted that to acquire a 50-acre of land one must engage about four different chiefs and deal with its inherent challenges.

In contrast, Mr Tonto said the Kenyan government has acquired huge land banks fitted with irrigation machines that enable farmers to farm all year round. This state intervention, he observes, has greatly helped

graduates and the youth of Kenya to go into farming

“With no access to land, water and other challenges, the youth will all line up for white collar jobs. We naturally have the land, water and the sun; if we make use of it we can feed the whole of Europe. Kenya is doing very well because of vegetable production and has now gone into flowers and they are making more money from these than what Ghana gets from cocoa”, the 2005 Best Chilli farmer emphasised

- VII. Provision of storage facilities and pack houses:** “If there is a warehouse and storage facility, farmers can make a lot more money. Everyone wants to farm cocoa because it is easier but it does not give them much money. Farmers buy seeds which have 70 per cent rate of germination and 40 per cent post harvest loss, what does the farmer gain?

“What would have been ideal is the availability of



An Envirodome greenhouse facility-a modern technological tool used in growing vegetables

storage facilities at the airport so that we don't rush to export the vegetables for fear of them going bad.”, Mr. Tonto said

According to him Park houses must be set up outside or inside the airport by Customs to facilitate inspection of the vegetables before they are finally put into the plane for export. This, the President VEPEAG believes, will cut down on customs administrative shipment procedures at the airport, which causes delays.

V. Youth-in-agriculture: In spite of the many challenges that vegetable producers and exporters encounter in their businesses, Mr Tonto thinks the youth must still venture into vegetable farming.

He has since encouraged, trained and helped many young people at his own expense to start their vegetable farms.

“Most of the youth and

students in agriculture training institutions do not even know how to select a seed to plant and the business side of agriculture. I educate and train them and some of them don't even go back to their offices. We need more internships and practicals for students studying agriculture,” he suggested.

VEPEAG and the future

Mr Tonto and his Association say they cannot do anything substantial without the total support of government. For

them, the role of the state is key in championing their cause and for the ultimate good of the country. Continuous appeals shall be made to government and other private stakeholders to invest heavily in the production of vegetables.

He noted that if a quarter of the support given to cocoa farmers like building of depots, selling of tonnes of cocoa beans at designated places by individual farmers among others is extended to VEPEAG, the benefits to vegetable farmers and the country will be enormous.

For the nation to stay healthy, vegetables must be served daily on every Ghanaian table. Beyond encouraging people to grow vegetables in their backyard gardens, it must also be produced on a large scale to satisfy the nutritional needs of the country and to also become the chief foreign exchange earner of Ghana. This is why VEPEAG deserves our attention



An excited farmer holding his harvested carrots



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GHANA'S MARITIME TRADE REVIEW (January-June 2018)



1.0 OVERVIEW

The July 2018 edition of the IMF World Economic Outlook maintained its April 2018 projection of global economic output growth for 2018 at 3.9 percent. As indicated in our first quarter review, world merchandise trade (measured by the average of exports and imports) is expected to grow at 4.4 percent in 2018. However, there were signs that the escalating trade tensions between China and US could be affecting business confidence and investments, which could dampen the current outlook. Indeed, the WTO World Trade Outlook Indicator (WTOI) for the second quarter (up to May) 2018 showed a slower growth than the first quarter 2018, albeit above the baseline value.

In spite of the growth in economic output, accompanied by a rise in world merchandise trade in the first half of 2018, rising bunker prices has narrowed the profitability in the container market. Average bunker prices for the first half of 2018 increased by 25

percent compared to the average prices in 2017. However, as a measure to deal with the high bunker prices, carriers are resorting to slow steaming to improve their profitability. This measure, in addition to the slowing down of ship orders, could lead to higher freight charges by these shipping lines. It is therefore advisable that shippers lock-in long term contracts with carriers to avert hikes in freight rates.

In Ghana, total seaborne trade volume for the first half of 2018 posted an increase of 14.3 per cent over the same period in 2017.

2.0 COMPARISON OF GHANA'S CARGO THROUGHPUT OF Q2 2018 AND Q2 2017

Cargo throughput for the 2nd quarter (Q2) 2018 increased by 2.1% compared to the same period of 2017 (i.e. Q2 2017). Total import and export trade volume in Q2 2018 increased by 2.9% compared to Q2 2017 whilst total transit/transshipment trade volume in Q2 2018 decreased by 13.2% over Q2 2017. See Table 1 for details.

**Table 1 SUMMARY COMPARISON OF GHANA'S CARGO THROUGHPUT
(Apr –Jun) 2018 AND 2017**

TRADE TYPE	Apr-Jun (Q2) 2018 (mt)	Apr- Jun (Q2) 2017 (mt)	CHANGE
TOTAL IMPORT & EXPORT	5,274,296	5,121,040	2.99%
TOTAL TRANSIT/TRANSH.	271,504	312,767	-13.19%
CARGO THROUGHPUT	5,545,800	5,433,807	2.06%

3.0 PORTS SHARE OF CARGO THROUGHPUT FOR FIRST HALF (JANUARY – JUNE) 2018

Cargo throughput for the seaports of Ghana (i.e. Tema and Takoradi) for the first half (H1) of 2018 was 11.75 million metric tons (mt). Cargo throughput for the Port of Tema was 8.10 million mt representing 69% of the total whilst the Port of

Takoradi recorded 3.65 million mt, representing 31% of the total seaborne trade.

Transit/Transshipment imports amounted to 522,012 mt whilst transit/transshipment exports recorded 49,042 mt. Table 2 below shows the summary performance for the review period.

**Table 2. SUMMARY OF GHANA'S SEABORNE TRADE (in mt)
(JAN- JUN 2018)**

PORT	IMPORT (mt)	TRANSIT/ TRANSHP. IMPORT (mt)	*EXPORT (mt)	TRANSIT/ TRANSHP. EXPORT (mt)	TOTAL (mt)	Share
TEMA	6,281,731	502,384	1,269,462	49,042	8,102,619	69%
TAKORADI	873,993	19,628	2,757,354	0	3,650,975	31%
TOTAL	7,155,724	522,012	4,026,816	49,042	11,753,594	100%

* Exports exclude Ghana's crude oil exports

4.0 COMPARISON OF CARGO THROUGHPUTS H1 2018 AND H1 2017

Table 3 below shows the summary of seaborne trade comparison between the first half(H1) of 2018 and 2017.

Cargo throughput for the review period (H1 2018) increased by 14.3% compared to the same period of 2017 (H1 2017). Total import and export trade volume in H1 2018 increased by 14.4% compared to H1 2017. Total transit/transshipment trade volume for H1 2018 increased by 11.5% over H1 2017.

**Table 3 SUMMARY COMPARISON OF GHANA'S CARGO THROUGHPUT
(Jan –Jun) 2018 AND 2017**

TRADE TYPE	Jan-Jun (H1)2018 (mt)	Jan-Jun (H1)2017 (mt)	CHANGE
TOTAL IMPORT & EXPORT	11,182,540	9,771,533	14.44%
TOTAL TRANSIT/TRANSH.	571,054	512,187	11.49%
CARGO THROUGHPUT	11,753,594	10,283,720	14.29%

5.0 COMPARISON OF GHANA'S SEABORNE TRADE H1 2018 AND H1 2017 PER CARGO TYPE

Liner cargo, 863,751 mt of Break bulk, 1,708,944 mt of Dry bulk cargo and 1,656,733 mt of Liquid bulk imports.

5.1 IMPORT TRADE

Total imports for the review period (H1 2018) was 7.16 million mt. This comprised 2.93 million mt of

In Table 4 below, it can be seen that imports for H1 2018 increased by 5.9% over H1 2017.

Table 4 COMPARISON OF GHANA'S SEABORNE TRADE PER CARGO TYPE

TRADE TYPE	Jan-Jun (H1) 2018 (mt)	Jan-Jun (H1) 2017 (mt)	Change
IMPORT:			
Liner	2,926,296	2,530,555	15.64%
Break Bulk	863,751	732,339	17.94%
Dry Bulk	1,708,944	1,731,247	-1.29%
Liquid Bulk	1,656,733	1,761,702	-5.96%
TOTAL IMPORT	7,155,724	6,755,843	5.92%
EXPORT:			
Liner	1,173,045	795,751	47.41%
Break Bulk	148,972	265,870	-43.97%
Dry Bulk	2,560,776	1,924,926	33.03%
Liquid Bulk	144,023	29,143	394.19%
TOTAL EXPORT	4,026,816	3,015,690	33.53%
TOTAL IMPORT & EXPORT	11,182,540	9,771,533	14.44%

5.2 EXPORT TRADE

The total export trade volume for H1 2018 was 4.0 million mt. This represents a 33.5% increase over H1 2017. This was made up of 1,173,045 mt of Liner items, 148,972 mt of Break bulk items, 2,560,776 mt of Dry Bulk and 144,023 mt of Liquid Bulk.

6.0 PERFORMANCE IN LADEN CONTAINERS

Table 5 below shows the details of the performance in Laden containers for the first

half(H1) of 2018. Total Laden Containers for imports and exports for H1 2018 was 328,801 TEUs. This represents an increase of 13.5% compared to H1 2017.

Total import Laden Containers for H1 2018 was 255,569 TEUs; a 9.9% increase compared to H1 2017. Total export Laden Containers for H1 2018 was 73,232 TEUs; representing an increase of 27.6% compared to H1 2017.

Table 5 GHANA'S SEABORNE TRADE IN LADEN CONTAINERS (in TEUs) PER PORT

TRADE TYPE	PORT	Jan-Jun (H1) 2018 (in TEU)	Jan-Jun (H1) 2017 (in TEU)	CHANGE
IMPORT	TEMA	242,852	226,851	7.05%
	TAKORADI	12,717	5,597	127.21%
	TOTAL IMPORT	255,569	232,448	9.95%
EXPORT	TEMA	65,217	47,253	38.02%
	TAKORADI	8,015	10,124	-20.83%
	TOTAL EXPORT	73,232	57,377	27.63%
TOTAL	IMPORT/EXPORT	328,801	289,825	13.45%

7.0 DIRECTION OF GHANA'S SEABORNE TRADE

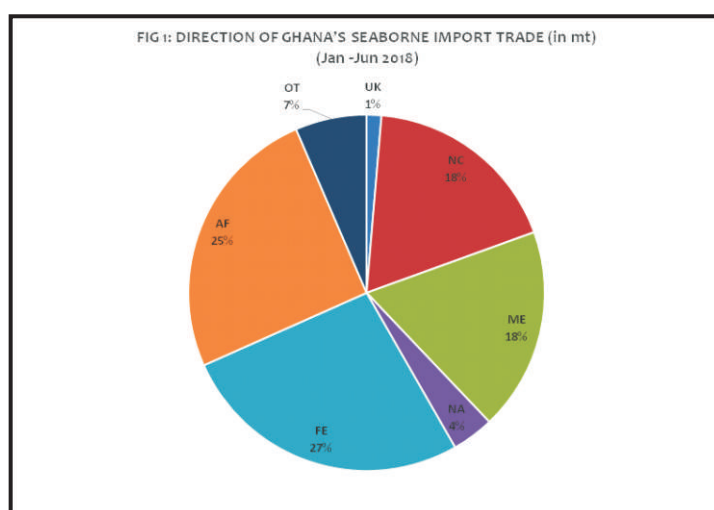
7.1 Import Trade

Figure 1 and Table 6 below show that majority of Ghana's seaborne imports for H1 2018 came from the Far East range, representing about 27% of the

total import trade. Africa was next with 25% share of Ghana's import trade. Imports from Africa was 1,802,427 mt, a increase of 171,101 mt over the previous year's figure of 1,631,950 mt. The major commodities imported from the Africa range were LPG, Petroleum Products and Clinker.

Table 6. DIRECTION OF GHANA'S SEABORNE IMPORT TRADE (in mt)
(Jan – Jun 2018)

Trade Type	UK	N. Cont.	Med.Eur	N.Amer.	F. East	Africa	Others	TOTAL
LINER	57,433	338,245	319,622	168,361	1,214,913	532,647	295,075	2,926,296
BREAK BULK	1,058	145,913	24,808	2,075	542,278	48,774	98,845	863,751
DRY BULK	-	89,337	923,259	100,000	128,157	440,161	28,030	1,708,944
LIQUID BULK	37,037	724,168	51,614	2,603	18,969	780,846	41,496	1,656,733
TOTAL	95,528	1,297,662	1,319,304	273,039	1,904,317	1,802,427	463,446	7,155,724
SHARE	1%	18%	18%	4%	27%	25%	6%	100%

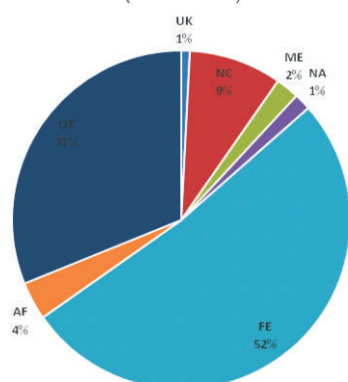


7.2 Export Trade

The 3.0 million mt of seaborne exports for H1 2018 went to various destinations in the world. Majority of these exports were to the Far East accounting for a total of 2,083,474 mt (i.e. 52% of total exports). Table 7 below gives more details about the direction of Ghana's seaborne export trade for H1 2018.

Table 7. DIRECTION OF GHANA'S SEABORNE EXPORT TRADE (in mt)
(Jan-Jun 2018)

	UK	N. Cont.	Med. Eur	N. Amer	F. East	Africa	Others	TOTAL
LINER	22,463	201,495	80,684	33,909	506,265	128,088	200,141	1,173,045
BREAK BULK	72	15,846	8,820	12,405	90,391	3,720	17,718	148,972
DRY BULK	10,000	121,657	254	-	1,486,818	124	941,923	2,560,776
LIQ. BULK	-	18,316	-	18,168	-	14,399	93,140	144,023
TOTAL	32,535	357,314	89,758	64,482	2,083,474	146,331	1,252,922	4,026,816
SHARE	1%	9%	2%	2%	52%	4%	31%	100%

FIG 2: DIRECTION OF GHANA'S SEABORNE EXPORT TRADE (in mt)
(Jan-Jun 2018)

8.0 TRANSIT TRADE AND TRANS SHIPMENT THROUGH THE SEAPORTS OF GHANA

Total Transit/Trans shipment trade volume for H1 2018 shows an increase of 11.5% compared to H1 2017. Total volume of transit/transshipment for H1 2018 was 571,054 metric tons (mt).

Transit/Trans shipment Imports for H1 2018 amounted to 522,012 mt, an increase of 13.1% compared to H1 2017. Transshipment/Transit Exports recorded 49,042 mt in H1 2018, a decline of 3.3% compared to H1 2017. Table 8 below shows the details of the transit/transshipment trade volumes for the review period.

Table 8. SUMMARY COMPARISON OF TRANSIT TRADE AND TRANSHIPMENT THROUGH THE SEAPORTS OF GHANA (JAN. - JUN.) 2018 AND 2017

TRADE TYPE	Jan-Jun (H1) 2018 (mt)	Jan-Jun (H1) 2017 (mt)	CHANGE
TRANSIT/TRANSH. IMPORT	522,012	461,457	13.12%
TRANSIT/TRANSH. EXPORT	49,042	50,731	-3.33%
TOTAL	571,054	512,188	11.49%

9.0 TRANSIT TRADE PERFORMANCE FOR BURKINA FASO, MALI AND NIGER

Total transit volume for the three (3) land locked countries of Burkina Faso, Mali and Niger amounted to 497,574 mt in H1 2018. This represents an increase of 10.7% compared to H1 2017. The transit trade comprises imports of

449,710 mt and exports of 47,864 mt.

Major transit trade commodities included Processed Foods/ Beverages (65,989 mt), Frozen Meat/ Foods (41,843 mt) and Iron/Steel/Plates/Pipes (60,569 mt.). Details are shown in Table 9.

Table 9. SUMMARY COMPARISON OF TRANSIT TRADE for BURKINA FASO, MALI & NIGER (JAN. - JUN.) 2018 AND 2017

TRADE TYPE	Jan-Jun (H1) 2018 (mt)	Jan-Jun (H1) 2017 (mt)	Change
TRANSIT IMPORT	449,710	400,298	12.34%
TRANSIT EXPORT	47,864	49,352	-3.02%
TOTAL	497,574	449,650	10.66%

10.0 PERFORMANCE IN GHANA'S CONTAINERIZED CARGO TRADE

10.1 Shipping Line Performance in the Containerized Trade

Twenty-Three (23) Shipping Lines were involved in the containerized cargo trade which amounted to 328,801 TEUs for the review period H1 2018. The highest operators were Maersk Line, with 108,310 TEUs (32.9% of the container trade) and

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Mediterranean Shipping Company (MSC), with 65,682 TEUs (19.9%). Details are shown in Table 9.

10.2 Shipping Agents' Performance in the Containerized Trade

Twenty-Two (22) Shipping Agents were involved in the containerized trade to and from Ghana. Together, they handled 328,801 TEUs for the review period H1 2018. The highest performing agencies were Maersk Ghana Ltd, with 108,310 TEUs (32.9% of the containerized trade) and MSC, with 65,682 TEUs (19.9% of the containerized trade). Details are shown in Table 11.

11.0 PERFORMANCE OF SHIPPING LINES AND AGENTS PER VOLUME OF SHIPMENT

11.1 Performance of Shipping Lines per Volume of Shipment and Trade Type

A total of Eighty-Seven (87) Shipping Lines and Charterers participated in transporting the over 11.75 million mt of Ghana's seaborne cargo (import & export) through the Ports of Tema and Takoradi during H1 2018. The performance of the Lines per trade type (i.e. Liner, Break bulk, Dry bulk and Liquid bulk) is shown in Table 10 below.

The high performers in Liner Trade were Maersk Line (23.88%) and Mediterranean Shipping

Company (12.71%). In the Break Bulk Trade, Maersk Line moved the highest volume (24.9%), followed by Mediterranean Shipping Company with 21.5%. High performers for the Dry Bulk Trade were I.M.T (55.3%) and H.C Trading with 18.1%. In the Liquid Bulk Trade, BP Oil International Ltd lifted the highest volume of 50.6%.

11.2 Performance of Shipping Agents per Volume of Shipment and Trade Type

Fifty-Nine (59) Shipping Agents handled over 11.75 million mt of seaborne trade (import & export) through the Ports of Tema and Takoradi during the period H1 2018. Table 12 below shows the performance in the various trades namely, Liner, Break Bulk, Dry Bulk and Liquid Bulk trade for the review period.

High performers in the Liner Trade were Maersk Ghana Ltd. with 23.7% of the volume and MSCA Ghana Ltd. with 12.6%. The leading Shipping Agents in the Break Bulk Trade were Maersk Ghana Ltd. with 25.1% and MSCA Ghana Ltd. with 21.7%. In the Dry Bulk Trade, the high performers were Supermaritime Ghana Ltd. with 47.2% of the share and Hull Blyth Ghana Ltd. with 18.8%. In the Liquid Bulk Trade, Inchcape Shipping Ltd handled 56.4% of the volume whilst Oil and Marine Agencies (OMA) handled 30.8%.

TABLE 9 PERFORMANCE OF SHIPPING LINES PER LADEN CONTAINERS (in TEUs)

TOTAL (TEMA & TAKORADI)				
JAN- JUN (H1) 2018				
SHIPPING LINE	IMPORT	EXPORT	TOTAL	% of TOTAL
AFRITRAMP	1	30	31	0.01%
AFRICA EXPRESS LINE	3,469	1,293	4,762	1.45%
ARKAS LINE	4,052	2,925	6,977	2.12%
BBC CHARTERING	30		30	0.01%
CHINA OCEAN SHIPPING	26,026	7,845	33,871	10.30%
CMA CGM	16,001	10,730	26,731	8.13%
GOLD STAR LINE	10,088	4,247	14,335	4.36%
GRIMALDI LINES	7,743	1,688	9,431	2.87%
HAPAG-LLOYD	16,309	6,650	22,959	6.98%
HC TRADING	64		64	0.02%
HOEGH AUTOLINERS	2		2	0.00%
I.M.T	107		107	0.03%
MAERSK LINE	95,121	13,189	108,310	32.94%

MEDITERRANEAN SHIPP. CO	55,804	9,878	65,682	19.98%
MESSINA LINES	1,647	771	2,418	0.74%
MITSUMI O.S.K. LINES	3,102	515	3,617	1.10%
NEWMONT GH. GOLD LTD	2		2	0.00%
NILEDUTCH	375		375	0.11%
OCEAN NETWORK EXPRESS PTE.	1,857	981	2,838	0.86%
OTHER	2,788	75	2,863	0.87%
PACIFIC INTL. LINE	10,929	4,744	15,673	4.77%
SAFMARINE MPV N.V	-	7,660	7,660	2.33%
UNIVERSAL AFRICA LINE	52	11	63	0.02%
TOTAL	255,569	73,232	328,801	100.00%

TABLE 10 PERFORMANCE OF SHIPPING LINES IN GHANA'S SEABORNE TRADE - JAN - JUN. 2018
IMPORT AND EXPORT - TEMA - TAKORADI

SHIPPING LINES/CHARTERER

	IMPORT	EXPORT	TOTAL	% SHARE / TRADER TYPE	%SHARE
LINER					
ADVANCED MARITIME TRANSPORT	172	18	190	0.00	0.00
ADOM MBROSO COLDSTORES LTD	11756	0	11,756	0.28	0.11
AFRICA EXPRESS LINE	46908	44,904	91,812	2.20	0.82
AFRITRAMP	630	2,800	3,430	0.08	0.03
ARKAS LINE	42294	45,561	87,855	2.11	0.79
AMEROPA LAUSANNE	22600	0	22,600	0.54	0.20
AMISACHI LTD	2561	0	2,561	0.06	0.02
AVNASH IND. GH. LTD	11969	0	11,969	0.29	0.11
BP OIL INTERNATIONAL	30687	0	30,687	0.74	0.27
BBC CHARTERING & LOGISTIC	1132	0	1,132	0.03	0.01
BOLLORE AFRICA	14	0	14	0.00	0.00
C & G FISHERIES CO. LTD	1537	0	1,537	0.04	0.01
CHINA HARBOUR ENGINEERING CO.	2194	0	2,194	0.05	0.02
CHINA OCEAN SHIPPING	259989	106,393	366,382	8.79	3.28
CHINA SHIPPING	47	0	47	0.00	0.00
CMA CGM	136251	179,678	315,929	7.58	2.83
CONSHIP	1393	0	1,393	0.03	0.01
EUKOR CAR CARRIERS	7417	0	7,417	0.18	0.07
EUROAFRICA	4115	0	4,115	0.10	0.04
FLOUR MILLS GH. LTD	6969	0	6,969	0.17	0.06
GLOVIS	4158	0	4,158	0.10	0.04
GOLD STAR LINE	84923	67,959	152,882	3.67	1.37
GOLDEN STAR FISH CO. LTD	912	0	912	0.02	0.01
GRIMALDI LINES	93037	30,508	123,545	2.97	1.10
HAPAG-LLOYD	132021	101,829	233,850	5.61	2.09
HB SHIPPING	70	0	70	0.00	0.00
HC TRADING	86875	0	86,875	2.09	0.78

HOEGH AUTOLINERS	3188	0	3,188	0.08	0.03
I.M.T.	9731	0	9,731	0.23	0.09
K LINE	757	0	757	0.02	0.01
LEONE FISHING CO. LTD	8468	0	8,468	0.20	0.08
LOUIS DREYFUS CO.	17600	0	17,600	0.42	0.16
MAERSK LINE	771746	223,248	994,994	23.88	8.90
MEDITERRANEAN SHIPPING CO.	358958	170,561	529,519	12.71	4.74
MESSINA LINES	17477	12,618	30,095	0.72	0.27
MITSUMI O.S.K LINES	26473	34,407	60,880	1.46	0.54
NEWMONT GH. GOLD LTD	32	0	32	0.00	0.00
NILEDUTCH	17989	0	17,989	0.43	0.16
NMT LINES	4772	0	4,772	0.11	0.04
NORDEN SA	27500	0	27,500	0.66	0.25
OCEAN FARE CO. LTD	6166	0	6,166	0.15	0.06
OCEAN NETWORK EXPRESS	7013	13,896	20,909	0.50	0.19
OLAM GHANA	38500	0	38,500	0.92	0.34
OTHER	285065	25,087	310,152	7.44	2.77
PACIFIC INTL LINE	99404	69,440	168,844	4.05	1.51
PIONEER FOOD CANNERY LTD	4666	0	4,666	0.11	0.04
PRECIOUS COLDSTORE LTD	4496	0	4,496	0.11	0.04
TRUSTLINK VENTURES LTD	5603	0	5,603	0.13	0.05
SAFMARINE	0	135,375	135,375	3.25	1.21
SCANSHIP GH. LTD	0	321	321	0.01	0.00
SEVENLOG	89714	1,918	91,632	2.20	0.82
SHELL INTERNATIONAL	4200	0	4,200	0.10	0.04
UNILIVER GH. LTD	3869	0	3,869	0.09	0.03
UNIVERSAL AFRICA LINES	412	2,578	2,990	0.07	0.03
UNITED ARAB SHIPP. CO	29	0	29	0.00	0.00
VITOL SA	24908	0	24,908	0.60	0.22
VOLTA RIVER AUTHORITY	301	0	301	0.01	0.00
WE 2 SEAFOODS CO. LTD	16624	0	16,624	0.40	0.15
YORK OVERSEAS	49100	0	49,100	1.18	0.44
SUB-TOTAL	2,897,392	1,269,099	4,166,491	100.00	37.26

BREAK BULK

AFRICA EXPRESS LINE	916	0	916	0.11	0.01
AGROSYDICAT GH. LTD	14,993	0	14,993	1.74	0.13
ARKAS LINE	8,205	0	8,205	0.95	0.07
CHINA OCEAN SHIPPING	57,653	0	57,653	6.68	0.52
CMA CGM	30,664	0	30,664	3.55	0.27
CONTI GMT SHIPPING	57,285	0	57,285	6.63	0.51
GOLD STAR LINE	20,484	0	20,484	2.37	0.18
GRIMALDI LINES	8,158	0	8,158	0.94	0.07
HAPAG-LLOYD	30,538	0	30,538	3.54	0.27
HB SHIPPING	127	0	127	0.01	0.00
HOEGH AUTOLINERS	32	0	32	0.00	0.00
I.M.T.	413	0	413	0.05	0.00
MAERSK LINE	214,643	0	214,643	24.85	1.92

DRY BULK

AFRICA EXPRESS LINE	9,600	1,863	11,463	0.26	0.10
AFRITAMP	0	762	762	0.02	0.01
BBC CHARTERING	0	9,500	9,500	0.22	0.08
CARMEUS TRADING	21,251	0	21,251	0.49	0.19
CHINA OCEAN SHIPPING	2,191	8,929	11,120	0.26	0.10
CIMENTS DE L'ATLAS SA	30,325	0	30,325	0.70	0.27
CMA CGM	300	1,477	1,777	0.04	0.02
DANGOTE CEMENT GH. LTD	244,885	0	244,885	5.63	2.19
ED & F MAN SHIPPING	29,260	0	29,260	0.67	0.26
ESL AFRICA	0	5,000	5,000	0.11	0.04
FLOUR MILLS GH. LTD	13,030	0	13,030	0.30	0.12
GRIMALDI LINES	0	165	165	0.00	0.00
HAFEN LOGISTICS	0	10,000	10,000	0.23	0.09
HC TRADING	756,468	29,600	786,068	18.06	7.03
I.M.T	52,583	2,356,088	2,408,671	55.34	21.54
MAERSK LINE	397	16,843	17,240	0.40	0.15
MAXAM LOGISTICS	0	5,500	5,500	0.13	0.05
MEDITERRANEAN SHIPP. CO.	1,554	17,806	19,360	0.44	0.17
MESSINA LINES	0	356	356	0.01	0.00
NILEDUTCH	17,041	0	17,041	0.39	0.15
OLDENDORFF CARRIERS GMBA	86,490	0	86,490	1.99	0.77
OTHER	265,102	101,511	366,613	8.42	3.28
PACIFIC INTL. LINE	440	3,150	3,590	0.08	0.03
SCANSHIP GH. LTD	0	508	508	0.01	0.00
SEVENLOG	115,672	0	115,672	2.66	1.03
SIEM SHIPPING	61,037	0	61,037	1.40	0.55
UNICARGO LINES	0	37,142	37,142	0.85	0.33
UNIVERSAL AFRICA LINES	104	7,500	7,604	0.17	0.07
WESTERN BULK CARRIERS AS	30,740	0	30,740	0.71	0.27
SUB-TOTAL	1,738,470	2,613,700	4,352,170	100.00	38.92

LIQUID BULK

ALPHAPTRO	18,510	0	18,510	1.03	0.17
AVNASH IND. GH. LTD	5,685	0	5,685	0.32	0.05
BLUE OCEAN/ ALFAPETRO	2,800	0	2,800	0.16	0.03
BLUE OCEAN	185,242	0	185,242	10.29	1.66
BL OIL INTERNATIONAL	5,000	0	5,000	0.28	0.04
BOST	44,369	24,158	68,527	3.81	0.61
BP OIL INTERNATIONAL LTD	910,344	0	910,344	50.57	8.14
CIRRUS	15,400	0	15,400	0.86	0.14
CIRRUS/EBONY	71,185	0	71,185	3.95	0.64
EBONY OIL & GAS	40,361	0	40,361	2.24	0.36
FUELTRADE	45,622	0	45,622	2.53	0.41
FUELTRADE/BLUE OCEAN	3,903	0	3,903	0.22	0.03
G.N.P.C.	11,288	0	11,288	0.63	0.10
GLENORE ENERGY	55,842	0	55,842	3.10	0.50
HAPAG-LLOYD	59,673	0	59,673	3.31	0.53

MEDITERRANEAN SHIPP. CO	186,003	0	186,003	21.54	1.66
MESSINA LINES	1,298	0	1,298	0.15	0.01
MITSUMI O.S.K. LINES	8,942	0	8,942	1.04	0.08
NILEDUTCH	8,672	0	8,672	1.00	0.08
NMT LINES	64	0	64	0.01	0.00
OCEAN NETWORK EXPRESS PTE	3,024	0	3,024	0.35	0.03
OLAM GH. LTD	15,497	0	15,497	1.79	0.14
OTHER	80,819	0	80,819	9.36	0.72
PACIFIC INTL. LINES	23,004	0	23,004	2.66	0.21
SEVENLOG	92,205	0	92,205	10.68	0.82
UNIVERSAL AFRICA LINE	61	0	61	0.01	0.00
SUB-TOTAL	863,700	0	863,700	100.00	7.72
I.M.T.	9,949	0	9,949	0.55	0.09
MAERSK LINE	519	0	519	0.03	0.00
MEDITERRANEAN SHIPP. CO.	1,398	0	1,398	0.08	0.01
MONJASA DMCC	5,826	0	5,826	0.32	0.05
OTHER	121,885	119,866	241,751	13.43	2.16
P.W.S.L.	1,500	0	1,500	0.08	0.01
PACIFIC INTL. LINE	501	0	501	0.03	0.00
PLATON GAS OIL GH. LTD	7,553	0	7,553	0.42	0.07
SHELL INTERNATIONAL	9,434	0	9,434	0.52	0.08
TEMA OIL REFINERY	14,869	0	14,869	0.83	0.13
VITOL SA	7,500	0	7,500	0.42	0.07
SUB-TOTAL	1,656,158	144,024	1,800,182	100.00	16.10
GRAND TOTAL	7,155,720	4,026,823	11,182,543	100.00	100.00

TABLE 11 PERFORMANCE OF SHIPPING AGENTS PER LADEN CONTAINERS (in TEUs)

TOTAL (TEMA & TAKORADI)				
JAN – JUN (H1) 2018				
SHIPPING AGENT	IMPORT	EXPORT	TOTAL	% SHARE
ANTRAK GHANA LTD	1,949	901	2,850	0.87%
ARKAS GHANA LIMITED	0	2,925	2,925	0.89%
BLUE FUNNEL GHANA	5,537	-	5,537	1.68%
CMA CGM	16,001	10,730	26,731	8.13%
COMEXAS GHANA LTD TEMA	451	11	462	0.14%
DW CABLE NET SHIPPING GH. LTD	2	1,545	1,547	0.47%
GRIMALDI GHANA LTD	7,261	4,241	11,502	3.50%
HAPAG LLOYD GHANA LIMITED	13,804	4,247	18,051	5.49%
HAFENAGENTUR GH. LTD	94	-	94	0.03%
HULL BLYTH GHANA	85	-	85	0.03%
INTERMODAL SHIPPING AGENCY GH	10,088	-	10,088	3.07%
MARITIME AGENCIES	40	-	40	0.01%

MAERSK GHANA LTD	95,121	13,189	108,310	32.94%
MOL GHANA LTD	3,102	515	3,617	1.10%
MSCA GHANA	55,804	9,878	65,682	19.98%
OCEAN NETWORK EXPRESS GH. LTD	1,857	981	2,838	0.86%
OIL AND MARINE AGENCIES	2,505	2,409	4,914	1.49%
PIL GHANA LTD	10,929	4,674	15,603	4.75%
SAFMARINE	0	7,660	7,660	2.33%
SCANSHIP GHANA LIMITED	26,508	8,015	34,523	10.50%
SEVENLOG	0	18	18	0.01%
SUPERMARITIME GHANA LIMITED	4,431	1,293	5,724	1.74%
TOTAL	255,569	73,232	328,801	100.00%

TABLE 12 PERFORMANCE OF SHIPPING AGENTS IN GHANA'S SEABORNE TRADE - JAN - JUN. 2018

IMPORT AND EXPORT - TEMA - TAKORADI					
	IMPORT	EXPORT	TOTAL	% SHARE / TRADE TYPE	%SHARE
LINER					
ADVANCED MARITIME	172	18	190	0.00	0.00
AFRICA CARGO CENTRAL LTD	490	0	490	0.01	0.00
A&J SHIPPING SERVICES	16,946	0	16,946	0.40	0.15
ANDIPEX CO. LTF	29,668	0	29,668	0.71	0.27
ANTRAK GH. LTD	28,582	15,417	43,999	1.05	0.39
ARKAS GH. LTD	0	45,561	45,561	1.09	0.41
AR RAHMANI SHIPPING LTD	1,566	0	1,566	0.04	0.01
BAJFREIGHT	38,901	0	38,901	0.93	0.35
BLUE FUNNEL GH. LTD	52,854	0	52,854	1.26	0.47
COMEXAS GH. LTD	20,366	2,578	22,944	0.55	0.21
CONSOLIDATED SHIPPING AGENCIES	1,026	0	1,026	0.02	0.01
CMA CGM GH. LTD	136,251	179,678	315,929	7.53	2.83
DAMCO LOGISTICS GH. LTD	130,520	0	130,520	3.11	1.17
DOLPHIN SHIPP. SERVICES	4,496	0	4,496	0.11	0.04
FAIRPOINT BUSINESS	2,475	0	2,475	0.06	0.02
GLOBAL CARGO & COMMODITIES	67,500	0	67,500	1.61	0.60
GMT SHIPPING LTD	232	0	232	0.01	0.00
GREENLINE LOGISTICS LTD	913	0	913	0.02	0.01
GRIMALDI GH. LTD	89,220	27,893	117,113	2.79	1.05
HAPAG-LLOYD GH. LTD	94,944	65,842	160,786	3.83	1.44
HASS LOGISTICS GH. LTD	7,001	13,798	20,799	0.50	0.19
HULL BLYTH GH. LTD	98,424	0	98,424	2.35	0.88
INCHCAPE SHIPP. SERVICES GH. LTD	78,911	0	78,911	1.88	0.71
INTERMODAL SHIPP. AGENCY GH. LTD	84,923	67,959	152,882	3.64	1.37
KHUDA SERVICE	16,049	0	16,049	0.38	0.14
KOYANKS COMPANY LIMITED	1,773	0	1,773	0.04	0.02

MACRO SHIPPING LTD	14,700	0	14,700	0.35	0.13
MAERSK GH. LTD	771,746	223,248	994,994	23.72	8.90
MAP SHIPPING LTD	0	0	0	0.00	0.00
MARITIME AGENCIES	1,763	1,803	3,566	0.08	0.03
MARINE & ENERGY SERVICES GH. LTD	166	0	166	0.00	0.00
MOL GHANA LTD	26,473	34,407	60,880	1.45	0.54
MSCA GH. LTD	358,958	170,561	529,519	12.62	4.74
OCEAN NETWORK EXPRESS GH. LTD	7,013	13,896	20,909	0.50	0.19
OIL & MARINE AGENCIES	66,338	35,987	102,325	2.44	0.92
PIL GHANA LTD	99,404	69,440	168,844	4.02	1.51
PORTS MARINE LTD	4,772	0	4,772	0.11	0.04
SAFMARINE	0	135,375	135,375	3.23	1.21
SCANSHIP GHANA LIMITED	264,503	109,330	373,833	8.91	3.34
SDV GH. LTD	1,647	0	1,647	0.04	0.01
SEVENLOG LTD	139,811	115	139,926	3.34	1.25
SHARAF SHIPPING AGENCY LIMITED	4,158	0	4,158	0.10	0.04
SILVERMARITIME GH. LTD	3,013	0	3,013	0.07	0.03
STARDEX MARINE CONSULT	11,974	0	11,974	0.29	0.11
SUPERMARITIME GHANA LIMITED	145,109	56,194	201,303	4.80	1.80
TRAMSCO SHIPPING	700	0	700	0.02	0.01
UNITED ARAB SHIPPING AGENCIES	29	0	29	0.00	0.00
SUB-TOTAL	2,926,480	1,269,100	4,195,580	100.00	37.52
BREAK BULK					
AFRICA CARGO CENTRAL LTD	18,125	0	18,125	2.12	0.16
ANTRAK GH. LTD	1,860	0	1,860	0.22	0.02
BAJFREIGHT	255	0	255	0.03	0.00
BLUE FUNNEL GH.	9,928	0	9,928	1.16	0.09
COMEXAS GH. LTD	8,927	0	8,927	1.04	0.08
CMA CGM GH. LTD	30,664	0	30,664	3.58	0.27
DAMCO LOGISTICS GH. LTD	1,871	0	1,871	0.22	0.02
FACULTY LOGISTICS	10,000	0	10,000	1.17	0.09
GLOBAL CARGO & COMMODITIES	23,497	0	23,497	2.74	0.21
GMT SHIPPING LTD	73,070	0	73,070	8.53	0.65
GRIMALDI GHANA LTD.	7,999	0	7,999	0.93	0.07
HAPAG-LLOYD GH. LTD	28,685	0	28,685	3.35	0.26
HULL BLYTH GH. LTD	133	0	133	0.02	0.00

INCHCAPE SHIPPING SERVICES	5,197	0	5,197	0.61	0.05
INTERMODAL SHIPP. AGENCY GH. LTD	20,484	0	20,484	2.39	0.18
MAERSK GH. LTD	214,643	0	214,643	25.06	1.92
MAP SHIPPING LTD	20,000	0	20,000	2.33	0.18
MOL GH. LTD	8,942	0	8,942	1.04	0.08
MSCA GH. LTD	186,003	0	186,003	21.71	1.66
OCEAN NETWORK EXPRESS GH. LTD	3,024	0	3,024	0.35	0.03
OIL & MARINE AGENCIES	1,868	0	1,868	0.22	0.02
PIL GHANA LTD	23,004	0	23,004	2.69	0.21
PORTS MARINE LTD	64	0	64	0.01	0.00
SCANSHIP GH LTD	49,384	0	49,384	5.76	0.44
SEVENLOG LTD	92,205	0	92,205	10.76	0.82
SILVERMARITIME GH. LTD	15,000	0	15,000	1.75	0.13
SUPERMARITIME GH. LTD	1,809	0	1,809	0.21	0.02
WATER FRONT ALL SERVICES LTD	6,993	0	6,993	0.82	0.06
SUB-TOTAL	863,634	0	856,641	100.00	7.72
DRY BULK					
AFRICA CARGO CENTRAL LTD	290	0	290	0.01	0.00
ANTRAK GH. LTD	2,653	2,744	5,397	0.12	0.05
BLUESEA MARITIME GH. LTD	0	37,142	37,142	0.86	0.33
BOCS GH. LTD	0	10,000	10,000	0.23	0.09
CMA CGM GH. LTD	0	1,477	1,477	0.03	0.01
COMEXAS GH LTD	16,304	7,500	23,804	0.55	0.21
DAMCO LOGISTICS GH. LTD	81,000	0	81,000	1.87	0.72
GLOBAL CARGO AND COMMODITIES	29,000	0	29,000	0.67	0.26
HASS LOGISTICS GH. LTD	0	41,562	41,562	0.96	0.37
HULL BLYTH GH. LTD	784,978	29,600	814,578	18.84	7.28
INCHCAPE SHIPPING SERVICES	40,048	0	40,048	0.93	0.36
MAP SHIPPING LTD	33,944	0	33,944	0.79	0.30
MACRO SHIPPING GH. LTD	0	510,137	510,137	11.80	4.56
MAERSK GH. LTD	397	16,843	17,240	0.40	0.15
MSCA GH. LTD	1,554	17,806	19,360	0.45	0.17
PIL GH. LTD	440	2,007	2,447	0.06	0.02
SCANSHIP GH. LTD	1,992	9,118	11,110	0.26	0.10
SEVENLOG LIMITED	389,864	0	389,864	9.02	3.49
SIFAX AGENCIES GH. LTD	109,390	0	109,390	2.53	0.98

STAR MARITIME GH. LTD	0	9,500	9,500	0.22	0.08
SUPERMARITIME GH. LTD	125,491	1,918,262	2,043,753	47.28	18.28
UMAL SHIPPING AGENCY GH LTD	77,495	0	77,495	1.79	0.69
WESTERN FERIGHT & LOGISTICS LTD	14,112	0	14,112	0.33	0.13
SUB-TOTAL	1,708,952	2,613,698	4,322,650	100.00	38.66
LIQUID BULK					
BULKSHIP & TRADE LTD	104,446	0	104,446	5.80	0.93
CMA CGM GH. LTD	300	0	300	0.02	0.00
DADOO MARITIME GH. LTD	0	8,664	8,664	0.48	0.08
DAMCO LOGISTICS GH. LTD	5,826	0	5,826	0.32	0.05
INCHCAPE SHIPPING SERVICES	963,466	19,717	983,183	54.60	8.79
MAERSK GH. LTD	519	0	519	0.03	0.00
MARINEMOR CONSULT LTD	7,553	0	7,553	0.42	0.07
MSCA GH. LTD	1,398	0	1,398	0.08	0.01
MULTI PLAN LTD	3,000	0	3,000	0.17	0.03
OIL & MARINE AGENCIES	536,453	18,168	554,621	30.80	4.96
PIL GH. LTD	501	0	501	0.03	0.00
SCANSHIP GH. LTD	199	0	199	0.01	0.00
SEVENLOG GH. LTD	0	55,000	55,000	3.05	0.49
STARDEX MARINE CONSULT	1,500	0	1,500	0.08	0.01
SUPERMARITIME GHANA LIMITED	31,495	42,474	73,969	4.11	0.66
SUB-TOTAL	1,656,656	144,023	1,800,679	100.00	16.10
GRAND TOTAL	7,155,722	4,026,821	11,182,543	100.00	100.00



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MANKESSIM-THE HUB OF KAKO



Pieces of Kako

In many Ghanaian homes, one special delicacy is found in stews and soups that the teeth gently caresses and satisfies the bellies of hungry men and women-both old and young. Kako, as it is locally and affectionately called, is a dried salted fish.

One cannot talk about Kako without touching on its unique taste and smell especially when it is smoked or fried. For some, a meal is not whole until it has a tinge of Kako. Truth is, the scent that is emitted from the cooking of Kako does not compare to the choicest and costly of perfumes manufactured in Grasse, France.

Due to its dry and salted nature, Kako can last for six to eight months when stored. It is mostly prepared from shark, bat ray, guitarfish and other sea fish.

The genesis of the Kako trade in Ghana

In 1962, the late Kwame Abudu travelled to Sierra Leone with two canoes and 20 men in his quest to expand his fishing business. Unfortunately for him, business was not good, the people were only buying particular types of fish. To save more of his unsold and unwanted catches from going

waste, he decided to process them into Kako and export them to Ghana. This is how it all began.

The Kako trade then began spreading to other countries like Senegal, Gambia, Guinea and Mauritania by Ghanaians who migrated there and have found the business lucrative. For over 50 years now, the Kako business is still thriving in Ghana.

Alhaji Abubakr Abdulah Anderson, Chairman of the United Kako Dealers Association of Ghana and son of the late Kako business pioneer in Ghana, Mr Abudu, mentioned Obroni Enterprise, Anderson Modern Ventures, Okwadaa Enterprise and Westcoast Enterprise as the major importers of Kako into Ghana. There are other subsidiary importers composed of 100s of individuals who consolidate their bags of Kako into one shipment.

Mode of Shipment

Thousands of sacks of this locally adored culinary ingredient from different fishermen and traders are consolidated into 20ft and 40 ft containers and shipped to Ghana through the Tema port. But the traders have abandoned the sea route for road transport for some years now. A truck is loaded with

about 600 bags of Kako from Mauritania, Senegal, Guinea, Sierra Leone and The Gambia and transported to Ghana.

According to Alhaji Abubakr, the shippers prefer this current mode of transport because it takes several weeks for one's shipment to arrive in Ghana through the sea. This he attributed to the vessels, in Mauritania particularly, moving to Europe before docking in Tema. Now, it takes only two weeks for their shipments to arrive in Ghana from Mauritania by road.

The Mankessim Story

Approximately 85 kilometres west of Accra is Mankessim. It is one of the biggest and busiest commercial districts in the Central Region. According to Alhaji Abubakr of United Kako Dealers Association, a group of Kako dealers boasting of about 300 members, 100 per cent of the Kako business in Ghana is controlled from Mankessim-the place his late dad shipped his first consignment of Kako from Sierra Leone to Ghana. Most of this sought-after fish sold in the markets of Kejetia, Makola, Kaneshie, Asafo and other markets and shops across the country are distributed from the heart of Mankessim. Call it the hub of Kako and you will not be wrong.

Alhaji Abubakr, who turned 60 recently and has been in the Kako business for 30 years, said even though Kako is sold every day in Mankessim, Wednesdays are the special market days for its sale. Traders troop to Mankessim market on this fourth day of the week to buy the salted fish for onward distribution across the country.

The Kako Seasons

The months of July and August are the bumper seasons for the sale of Kako in Ghana because it is during

this period that some are locally produced in Apam in the Central Region. Fishermen in Apam have to go fishing for two to four days at deep sea to catch the sharks used for the preparation of Kako. During this period the prices of Kako go down due to supply outstripping demand.

But for the rest of the year, prices of Kako are relatively high on the market because those available for sale are imported from Mauritania and other countries.

Kako is not easily perishable and can last for almost eight months, and it is sold all-year round. It has never disappointed its patrons who go to the market to exchange their cedi notes for its value.

The 'Kakonomy' Factor

Well, perhaps, we could call the study and relevance of Kako to the economy as Kakonomy. The contributions of the Kako trade to the economy of Ghana cannot be overlooked.

Alhaji Abubakr says the contributions of Kako dealers to the national economy are enormous and diverse. From the payment of import duties and other charges at the country's entry border points to the government; repayment of interests on loans to banks; supplementing the nutritional value of food to Ghanaians; creation of employment of avenues to thousands of people whose livelihoods are dependent along the Kako value chain from the catching of the fish, processing, transportation, sales, distribution among others are some of the benefits their business has been contributing to the economy of Ghana over the past decades.

Challenges and the way forward

The United Kako Dealers Association Chairman enumerated some challenges that affect their business.



A market woman cutting Kako into pieces

This includes but not limited to the payment of taxes on imported Kako which he considers to be high. The expensive nature of the fish in addition to increases in petroleum prices that affect transport fares, he noted, also increase their cost of doing business.

The high interest rates, he said, are killing their businesses. "Traders who go there (exporting countries) to buy Kako sometimes don't get enough to buy or the prices become high return to Ghana in debt and find it difficult to repay their loans."

Police harassments of truck drivers who cart the Kako by road through Paga and Hamile also featured prominently in Alhaji's concerns.

In Mauritania for instance, importers of Kako have to go through 60 to 80 security posts from Nouakchott to the border with Mali before coming down to Ghana through Burkina Faso. Payments extorted from the shippers through all these barriers numbering in their 100s is increasing their cost of doing business and also causing undue delays.

The Kako business is currently very saturated. A lot more people have joined the trade. Alhaji Abubakr who used to import an average of 40 to 20 ft containers annually some few years back, now imports just about five containers in a year.

He disclosed that the Government of

Mauritania has banned Ghanaians and foreigners from preparing and selling Kako, a business that they (Ghanaians) used to have monopoly over. Mauritians are now directly involved in the business and shippers can only buy Kako from them at exorbitant prices before exporting them to Ghana. This and the depreciation of the Cedi against major international currencies, he indicated, are increasing the cost of the Kako business.

On the way forward, he appealed to the government to work on reducing the taxes on imports and also called on banks to reduce their interests on loans to enable traders access more funds to expand their businesses.

The Future of Kako

Alhaji Abubakr expressed doubt about the future prospects of the Kako business in Ghana. He fears that the above-mentioned challenges may not go anytime soon. The situation, he said, is becoming more worrying due to the dwindling stocks of the fishes used for Kako.

For the future of the United Kako Dealers Association, he said they would continue to discuss issues of importance and concern to their trade at their meetings and device ways of addressing them. They will continue to engage stakeholders relevant to their trade on policies and measures affecting their business operations.

BASIC ANALYSIS OF INTERNATIONAL MARITIME REGULATORY REFORM

By AZOH-MBI Edward Chi-malang, Union of African Shippers' Councils



1. INTRODUCTION

Public governance whether by a State or regulatory organisation starts with regulation while evolution of society and industry, legal constraints, the operating environment etc., call for regulatory reform. The regulatory process comprises three main phases: regulation, assessment and regulatory reform, which comprises changes or modifications in the legal frameworks used to run a state or manage a given risk or sector of activity.

The OECD (1997) which has achieved a lot in globalising state, institutional and business regulation and regulatory reform refers to regulatory reform as the process of developing and instituting 'changes that improve regulatory quality, that is, enhance the performance, cost-effectiveness, or legal quality of regulations and related government formalities'. Furthermore, 'reform can mean revision of a single regulation, the scrapping and rebuilding of an entire regulatory regime and its institutions, or improvement of processes for making regulations and managing reform'. Reform includes deregulation which is the total or partial elimination of a specific

regulation or regulatory institution aimed at improving economic performance and regulatory quality.

The discipline of regulation is closely followed by the practice of regulatory reform, an interactive process which reviews existing regulation in pursuit of quality. Typically, revision, amendment or reform may simply adapt existing regulation, scrap faulty regulations, analyse and advise on regulatory culture and approach or turn to the regulatory institution itself for quality assurance.

The history of regulatory reform to the OECD 'is not one of coherent government strategy, but rather of reactions to changing crises and opportunities across countries, industries, and policies'. They cite the oil shocks of the 1970s, price volatility, growing environmental awareness, etc., as having contributed in sweeping away out-dated and rigid regulation.

However, the maritime sector's current regulatory reform system with its multilayer frameworks has been both reactive (responding to current incidents as they come) and proactive (anticipating risks by modifying old legal instruments).

Since being responsive meant being responsible, incident-led regulatory reform of course came first, provoked by environmental crises, social and technological changes, ship wrecks and collisions, etc. In the past, immediate response as such was enough to fetch a high efficiency rating for the sector's regulators. But, criticism of the wait-and-rescue reform approach led to IMO closing the gap with the anticipatory approach where applicable, scheduling some relevant amendments in advance and thereby complementing the defensive with preventive action.

In principle, maritime regulatory reform encompasses regulatory institutions and instruments such as international maritime conventions, codes, resolutions, recommendations, guidelines, circulars and notices used by IMO and other regulators to correspondingly order or preventively advance the sector's aptitude and performance in administrative, socio-economic and environmental dimensions.

Recurrent and assorted changes provoke regulatory reform, requiring governments and regulatory bodies to consider the cumulative and correlated effects of fully geared regulatory regimes that are transparent, accountable and progressive.

In this paper, 'regulation reform' and 'regulatory reform'; 'regulatee' and 'regulated entities' are respectively used interchangeably.

2. STAGES OF REGULATORY REFORM

Regulatory reform deals with two key concepts: regulatory institutions and regulatory instruments. Regulatory reform itself can be 'upstream' seeking to re-motivate regulators such as IMO/UNCTAD to perform better or best by designing and

enforcing high quality regimes, or 'downstream' designing a regime to appropriately condition regulatees such as governments and sector operators to reach optimum compliance and performance. Three stages of regulatory reform have been identified by the OECD (1977):

2.1. Deregulation: It is the revision, reduction, or scrapping of either or both the regulatory institution and instruments that are too costly, ineffective especially in fostering standards, or that hinder innovation and free competition in the market, in favour of a market-driven economy. Privatisation is a form of deregulation which is stage one of the regulation reform process.

2.2. Regulatory Reform involves a comprehensively scientific approach combining deregulation, re-regulation and more effective regulation aimed at detail analysis and reviewing of regulators, regulatees and regulations with the view to achieving economic, policy and regulatory efficiency. However, as this focus of the regulatory evolution was criticised for being episodic and hardly sustaining optimum prosperity, there has been a shift in recent decades to regulatory quality management.

2.3. Regulatory Quality Management is a permanent wide-ranging and dynamic process between administrators and regulated entities, which passes regulation through regulatory quality management systems that improve regulatory quality. In 'Encouraging Quality Regulation: Theories and Tools' Guerin (2003) anchors this view, stating that regulatory quality management involves 'driving regulatory reform policy from the highest political levels, establishing explicit quality standards and decision criteria, building capacities for regulatory management and providing oversight of implementation'.



3. OBJECTIVES OF REGULATORY REFORM

3.1. Overall Objective of Regulatory Reform

The OECD 'Report on Regulatory Reform: Synthesis' (1997) addresses the question: 'why reform regulation' by stating that, it is the most appropriate means of achieving the government objective of comprehensively promoting the economic and social well-being of people and enhancing economic ability to adapt to change. It can thus enable government to achieve major cross-sector public policy goals as more effective and lower cost regulatory management can significantly improve on government effectiveness.

Government being a 'State regulatory system' like the 'maritime regulatory system' this strategy could be used to harness a broad range of maritime policy goals as well such as the imposition of standards, reducing cargo loss, ensuring navigational safety, deterring abnormal industry practices, strengthening security and quality management systems, maintaining environmental quality, training and certification and a host of social concerns, etc.

3.2. Administrative Regulation Reform

Administrative regulations are rules, policies, usages, procedures and requirements imposed by

government or regulatory body on citizens in a state or regulatees in a given sector to direct their conduct in various activities using paperwork. Formalities and paperwork result from various forms of government or governance bureaucracy used internally and externally to organise activities, circulate instructions, collect information and apply policy in a State or regulatory system. Duplication between regulatory authorities that hinder cooperation, maintain confidentiality and cumulation of functions is included. Such anarchy urgently needs tidying up by regulatory reform as socio-economic well-being can neither be productively engineered nor efficiently promoted by such a chaotic administrative complex. This is why IMO urges member governments to reform their respective national maritime administrations and policies.

Reforming administrative regulations eliminates bureaucracies (red tape), streamlines and rationalises governance procedures within the regulatory system and facilitates sector activities. The desired outcome is administrative, time, cost and overall economic efficiency. Evidence of efficiency includes socio-economic freedom and welfare, institutional transparency and credibility, which score highly in citizen perception, donor aid and foreign direct investment decision-making.



IMO agrees that 'the potential for red tapeism is probably greater in shipping than in other industries, because of its international nature and the traditional acceptance of formalities and procedures'.

Recent IMO administrative regulatory reforms include the 2011 Resolution A.1043 (27) which instituted periodic reviews of administrative requirements in mandatory instruments thus confirming that reducing administrative burdens on governments and industry alike 'contributes to the organisation's goals of efficient regulation'.

Secondly, recommendations on how to alleviate 'unnecessary, disproportionate or even obsolete' administrative burdens were developed by an IMO ad hoc Steering Group established in 2012 for reducing administrative requirements (SG-RAR).

Through the FAL Convention, IMO seeks to reform various forms of maritime transport administrative regulations such as inspections, formalities and other documentary requirements. Besides ensuring a sustainable maritime transport system, the resulting efficiency has a clear positive impact on trade and economic development. A similar objective is sought in the WTO Trade Facilitation Agreement to further expedite the flow and clearance of goods.

3.3. Social Regulatory Reform

Social regulation is government or regulator imposed standards or requirements either encouraging socially desirable conditions/behaviour or prohibiting undesirable individual ways or corporate conduct.

Maritime social regulatory reform dealt with chiefly by IMO, ILO and influenced by ITF and ITUC, is aimed at maintaining labour standards for the world's more than 1.2 million seafarers (training, certification, welfare and ship management standards, etc.). The Maritime Labour Convention (MLC 2006), a consolidation of 37 previous seafarer labour regulations, is the most recent and comprehensive maritime social regulatory reform, expected to improve crew professionalism and competence, create conditions of fair competition for ship-owners, minimise the human element while fostering a better seafarer life initiative.

Though often categorised as a separate branch of regulation, improving human and marine environmental standards has a direct correlation with seafarer welfare, the marine environment being the natural and global context of shipping and ocean resource exploitation. In 'Emission Reduction in the Shipping Industry: Regulations, Exposure and Solutions' Jean-Florent Helfre and

Pedro Andre Couto Boot (2013) categorically foresees that as GHG shipping emissions are said to cause cardiovascular and respiratory diseases representing 3% of the global percentage, more stringent marine environmental regulatory reforms will apply to ship owners and shippers alike. Thus, IMO and its regulatory associates have since January 2013 established an Energy Efficiency Design Index and a Ship Energy Efficiency Management Plan mandatory for all ships of 400 gross tonnage upwards and ships operating in Emission Control Areas are required to use fuels of less sulphur content. Though the objective of maintaining a healthy working and living environment respectively for seafarers and community is laudable, the cost and responsibility of compliance with regulatory reform is a continuous challenge to the maritime industry.

3.4. Economic Regulatory Reform

Economic regulation is aimed at maximising economic growth by sustaining competitive markets, controlling market entry/exit, or production (input/output) and price. Shipping economic regulatory reform by UNCTAD, WTO, WCO and UNCITRAL etc., therefore seeks to eliminate the series of abnormal maritime transport service practices such as collusion, surcharges, price fixing and other trade and transport barriers. Goals include trade facilitation, maintaining market economy, eliminating disequilibria, fostering fair competition and reduced costs in view of overall economic efficiency beneficial first to the demand and supply sides of the market and secondly to the world economy. A remarkable example of economic regulatory reform is the 2008 repeal of block exemptions for liner shipping conferences (EC Regulation 4056/86) that stopped liner carriers from meeting in conferences, fixing prices and regulating capacities.