“CHALLENGES FACING HAULAGE OPERATIONS AT THE PORT OF TEMA”

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DECLARATION

I declare with honesty that, this is my original work “CHALLENGES FACING HAULAGE OPERATIONS AT THE PORT OF TEMA”. This work has never been presented either in whole or in part for any purpose anywhere. I deem it appropriate to acknowledge the various sources of information I used as my references.

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DEDICATION

I dedicate this work to the Great Provider (God) who has been my strength, sustenance and shield. This work could not have been possible without His divine support. This work has not been easy at all but through it all, God has been my sustenance.

My next dedication goes to my parents Mr. Isaac Kingsley Paintsil and Mrs. Anthonia Ama Paintsil for their immeasurable support and prayers. I am ever grateful to God for giving me such adorable and supportive parents. They have always been there for me through thick and thin.

Finally, I also dedicate this piece of work to my dear husband Mr. Obeng Mensah Aborampah and my daughter Abena Tabuaa Obeng-Mensah for the love, time and every sacrifice you accorded me to enable me complete this piece.
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ABSTRACT

It is of paramount importance for import and export trade to be carried on steadily. To this effect, haulers are needed to cart goods to and from the port and finally to its desired destinations.

The haulage industry is seen to assist immensely in the distribution of cargo at the port. Though the type and nature of trade determines the kind of transportation to use, the haulage trucks and for that matter the road haulage industry have really been of great help in this direction. It is in the light of this that my research work is designed to find out the challenges facing haulage operations at the Port of Tema laying emphasis on the gate procedures in the receipt and delivery of cargo and to provide possible recommendations to forestall the challenges.

The research objective was to find out if haulage operations are really useful in the development and management of the port. Another objective of the study was to find out how long it really takes on average for the receipt or delivery of cargo. The research was also meant to analyse the challenges confronting haulage operations at the port of Tema. Finally, the study is intended to identify possible measures, make informed policy decisions as well as give suggestions and recommendations towards improving haulage operations at the Port of Tema.

The research employed the survey method to solicit views from respondents. A sample size of 225, selected from an estimated population of 860 made up of haulage drivers, owners, officials manning the haulage industry as well as officials from the port in charge of haulage. A simple random technique was employed to select 218 respondents constituting drivers and owners of haulage trucks. Questionnaires were thus administered to this group. Purposive sampling was used to select the two officials at the Tema Port (GPHA) in charge of haulage and the five
officials who are the main managers of the targeted Bodies for the research. In all, a total of seven officials were interviewed.

The challenges identified spanned from problems associated with documentation and delays, network breakdowns, fewer parking lots for truck drivers leading them to park at unauthorized places most especially on the edges and shoulders of the road. It has also been established that haulage operations at the port of Tema are really useful in the area of revenue generation for the state, creation of employment and enabling surrounding landlocked countries to import and export their cargoes.

A number of recommendations were made at the end of the research to help address the research problems raised. These include: the need to provide the platform for the port officials to brief stakeholders on the processes and accompanied procedures laid down in receiving or delivering cargo at the port of Tema, the dire need to provide the port with additional parking lots, need to encourage haulage truck drivers, owners and managers to make use of the new additional parking lots, developed by private entrepreneurs outside the main port premises. The final recommendation was geared towards encouraging females to appreciate the prospects in the haulage industry and take up such careers.
CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Seaports are areas where there are facilities for berthing or anchoring ships and where there is the equipment for the transfer of goods from ship to shore or ship to ship. Alderton believes that seaports can also be a ship/shore interface or a maritime intermodal interface where customs facility and operations are legally possible (Alderton 1999:2).

Alternatively, Bindra (1992:25) defines a seaport as a harbor where marine terminal facilities are provided. These facilities consist of piers or wharves at which ships berth while loading or unloading cargo, transit sheds and other storage areas where ships may discharge incoming cargo and warehouses where goods may be stored for longer periods while awaiting distribution or sailing.

Major reference books list seaports in the world from 3,500 to 9,000. The figure varies because the meaning and definition of a port vary. At one end of the scale a large estuarial port may contain many terminals which may be listed as separate ports. At the other end of the scale not every place where a small vessel anchors to offload cargo may be listed as a port.

Ports should be considered as one of the most important vital aspects of a national transport infrastructure. For most trading nations they are:

-the main transport link with their trading partners and thus a focal point for motorways and railway systems.
-a major economic multiplier for the nation’s prosperity. Not only is a port a gateway for trade but most ports attract commercial infrastructure in the form of banks, agencies as well as industrial activities.

The following benefits should be noted about ports:

a) it is a major national interface between a country and the outside world and as such it is a vital element in the national economy. (About 11% of GDP of the Netherlands is generated by the activities of the port of Rotterdam alone.) It is an expensive capital investment with a large proportion of sunk costs—that is, costs that require long-term recovery.

b) it cannot exist in a vacuum. It should be the focal point of a national transport system of roads and rail—with access to an airport. It will attract industries and become an area of commercial and administrative activity. Alderton (1999: 2,121).

Nearly everything we consume from the clothes we wear and the food we eat comes to us on a ship. No wonder that in the United States, seaports invest more than $2.5 billion every year to maintain and improve their infrastructure as well as security.

Around the globe also, seaports are more than just safe havens in rough waters. They are centers of commerce and trade, busy and dynamic transportation hubs that are constantly adapting to meet ever-changing global trade demands.

Seaports are where imported goods make their first landfall, and where the goods we export to the world first leave our shores. Thus help build and grow international trade, and strengthen local and national economies. They provide high-paying jobs and help increase our standard of living. They connect us with the rest of the world; at a time when our mutual dependence on trade is becoming
even more important and vital to human existence. This is why keeping ports modern, navigable, safe, and properly supported must be a core priority for a nation.

The stages of port operations include pre-arrival planning, berthing, discharging of cargo and the like. However, if these important stages are not well coordinated, each of these stages is likely to result in a seeming congestion.

Various reasons have been given for the congestion at the ports and include an increase in the container traffic; tendency of some importers to use the stacking areas of the port for storage of their consignment; technical hitches experienced in some of the ports which resulted in loss of some operational man hours and lack of sufficient capacity to handle the volume of cargo traffic, especially containers, in a nation's seaports.

Congestion can arise out of

- Ship to shore transfer of goods: This comprises loading and offloading of consignments.
- Quay transfer of goods: Quayside equipments, if inadequate, or the rate at which transfer of goods is from the quay to the point of conveyance (this can be at the transit storage or for onward receipt and delivery), is faster than the rate at which the point of conveyance is met with the cargo, congestion is bound to be created.
- Transit storage: Where equipments for the carriage of goods into the transit storage are inadequate, congestion is bound to arise.
- Receipt and delivery stage: This occurs as a result of bureaucracies and lengthy documentation or delays.
Dilating on the receipt and delivery stage, congestion can arise in view of the clearance procedures and documentation,

- late arrival of documents,
- faulty documents,
- outmoded documentation requirements and processing methods,
- outmoded facilities for vessel and cargo, and
- Importers allowed to order shipments without sufficient funds to take delivery on arrival.

The possible ways by which goods are delivered from the ports to the hinterland are roads, rails, airways and inland waterways.

Presently, road haulage transport is the main transport mode for moving goods from the Port of Tema to the hinterland in Ghana. Could haulage trucks found packed some few meters to the port awaiting haulage services to be rendered to clients by road convey a seeming congestion situation at the Port of Tema? Nowadays, one cannot talk of serious port efficiency and administration because goods do not reach their destination in a timely manner. The haulage business therefore is of considerable importance to the image of the port industry in Ghana.

*A brief on the Port of Tema*

The Port of Tema with a total land area of 3.9 million square meters, is the largest of the two sea ports in Ghana. It handles 80% of the nation’s imports and export cargo. The Tema city and port lies in southeastern Ghana along the Gulf of Guinea (Atlantic Ocean), 29 km east of the capital city, Accra. Opened formally in 1962, the port of Tema is regarded as Africa’s largest man-made harbour. The port of Tema is a traffic junction, where goods are transshipped and transit cargo destined for the hinterlands/landlocked countries of Burkina Faso, Mali and Niger are handled.
Most of the country's chief exports, cacao, is shipped from Tema. Goods hauled through the Port of Tema include aluminium, steel, refined petroleum, soap, processed fish, chocolate, textiles, cement and chemicals. The port which also serves as a transit point for business activity has shown marked increase in recent times. The total volume of transit cargo stands at 887,325 metric tonnes for 2006.

The port has 12 berths besides two others, one dedicated to oil berth and the other operated by the Volta Aluminium Company.

The minimum and maximum depths of the 12 berths range from 8.0 to 11.5 metres respectively.

There are currently six (6) storage sheds within the port, located at terminals seven, nine, ten (A&B), eleven and twelve (www.ghanaports.gov.gh/GPHA/tema/index.html).

The port also has a 100,000 deadweight (dwt) dry dock and slipway facility. There is a container terminal as well as various off dock container terminals and car parks run by private operators.

The Tema port provides the opportunity to trade our products on the world market thus earning the country foreign exchange. Furthermore, Tema Port provides the link through which imports are received affording the populace to have variety and enjoy products from other countries.

Most stakeholders of the Tema port, be it an importer or an exporter have no choice than to use the road trucks to cart their goods either upon delivery or receipt. These haulage trucks have become indispensable in the receipt and delivery of cargo in Ghana because the other means of inland transport are unavailable at the Port. The picture below shows the layout of the Port of Tema.
In Ghana we do not have the rail links to the Port of Tema. Even if there were, operating rail freight is not effective at the moment due to its high entry and other operational costs. Air haulage is also less patronized because of excessive cost. Air haulage is estimated to be three times more expensive than ocean transportation.

These have made road haulage transport at the port indispensable when it comes to the receipt and delivery of cargo at the port. Some advantages offered by the road haul are:

- Greater flexibility – Road haulage offers the ability to control consignments. Customers are often prepared to pay for the extra costs due to the certainty it provides.
- Door-to-Door Service - Road haulage has the ability of getting goods at the door step of the consumer.
- Easy escort service – Road haulage is very helpful most especially in the delivery to end points in the form of factories, warehouses or wholesalers.
1.2 PROBLEM STATEMENT

An impression of congestion of trucks inside and outside the port area is formed when one is at the port. Haulage trucks can be found parked some few meters from the port and also inside the port awaiting haulage services to be rendered to clients. The Ghana Ports and Habours Authority (GPHA) has laid down procedures for receipt and delivery of goods. This has been brought into the public domain.

Following the procedures for the receipt and delivery of goods given by the GPHA, the seeming congestion could be either from the end of the port authority or from the truck haulers. Could the problem or challenge of congestion be due to the fact that perhaps the truck haulage drivers do not understand well the procedures as drawn up by the port authority thus causing them to be found where they should not be, leading to the seeming congestion at the Port of Tema?

On the other hand, could it be due to the fact that the port authority has not taken the pain and challenge to follow the procedures through with the stakeholders which also can culminate in congestion?

Or are the procedures complex or not straight-forward to be implemented by the Port authority? These possible delays resulting from congestion that haulage truck operators encounter could lead to an increase in their operating cost which does not auger well for any business.

1.3 RESEARCH OBJECTIVES

The main objective of the study is to assess the challenges confronting the gate procedures in the receipt and delivery of cargo by haulage drivers, owners and officials at the Port of Tema and GPHA as a whole.
This objective can be attained by achieving a number of sub-objectives as listed:

1. To find out if haulage operations are really useful in the development and management of the port.
2. To find out how long it really takes on average for the receipt or delivery of cargo.
3. Analyse the challenges confronting haulage operations at the port of Tema.
4. Identify possible measures, make informed policy decisions, give suggestions and recommendations towards improving haulage operations at the Port of Tema.

1.4 RELATED RESEARCH QUESTIONS

The following questions will be addressed in the study:

I. Does it take long to receive/deliver goods at the port of Tema?
II. Do haulage drivers/owners/officials have problems with the receiving process for onward haulage at the port?
III. Is GPHA satisfied with the receiving and delivery processes at the Port of Tema?
IV. Are haulage operations useful in the development and management of the port of Tema?

1.5 JUSTIFICATION OF THE STUDY

The researcher hopes that the findings would contribute to the literature on documentation processes and clearance procedures of receipt and delivery of goods at the port.

The study would also serve as a guide or brochure for further research into challenges facing haulage operations at Ports in Ghana. It would also serve as a source of reference to Port
Authorities in their bid to help mitigate the challenges of haulage management. Additionally, it is the researcher’s contribution to knowledge.

1.6 SCOPE OF THE STUDY
This study involved haulage drivers and owners who provided relevant data. Officials in charge of haulage at the Port of Tema also formed part of the study. Finally managers of the haulage sector (Executive Directors or their representatives) also assisted in this regard. The area of the study was the port of Tema.

1.7 OPERATIONAL DEFINITIONS / ABBREVIATIONS

- **Haulage**: the act or labour of hauling, a fee charged for hauling goods, as on a railroad or truck.
- **Inland carrier**: A transportation company that hauls export or import traffic between ports and inland points
- **Turnaround**: The time it takes between the arrival of a vessel and its departure from the port; frequently used as a measure of port efficiency and effectiveness.
- **Receiving (goods)**: To get, be given or accept (something offered or sent)
- **Delivery of goods**: The carrying of (goods, letters etc.) to a person or a place.
- **Transportation**: The act of transporting or the process of being transported.
- **Demurrage**: A charge for detaining a freight car, ship or other vehicle beyond the free time stipulated for loading or unloading.
- **Consign**: To forward goods from one place to another.
- **Quay / Wharf**: An artificial structure that projects into the water for the loading and unloading of ships.
1.8 ORGANISATION OF THE CHAPTERS

This study was divided into five chapters.

Chapter one: This chapter dealt with the introduction to the study. The content of this introduction included the background to the study, problem statement, research objectives, related research questions, justification of the study, scope of the study, operational definitions and organization of the work. This chapter principally caters for definition of seaports, the role seaports play in trade with special emphasis on the receipt and delivery process of cargo at the port of Tema.

Chapter Two: This chapter was devoted to providing literature, works or research already done on the research topic. Sources such as the internet, textbooks, magazines and periodicals were used as a guide.

Chapter Three: This chapter deals with how the research data was collected and the appropriate instruments used in the collection and analysis of data.
Chapter Four: This chapter concentrates on presentation of the findings. Tables and Percentages are used to analyse the responses of the various respondents. Also where the views are varied and in bits, it is worded.

Chapter Five: This chapter deals with summary of findings, conclusions and recommendations which emanated from the findings.
CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

Seaports constitute one of the most important parts of infrastructure of the national economy. Seaports have delivered good economic performance worldwide, constitute a critical link in the overall trading chain and to a large extent, their level of efficiency and performance determines a country's competitiveness, and higher efficiency.

Cargo delivery may be direct or indirect. Direct delivery may take the form of containers being lifted directly unto a truck from the ship for onward delivery. Indirect delivery on the other hand reveals a situation in which cargo from the ship passes to the quay, then through the transit shed and finally through the gate and vice versa hence an intermediary is seen when it comes to indirect deliveries.

It must be noted that challenges, especially in the area of congestion, are bound to arise in either direct or indirect deliveries if the whole delivery process is not efficient. Trucks may wait in queue for yard cranes to load/unload containers at pickup locations. Finally all trucks leaving or entering the facility must again be processed through the access gates. Each of these activities requires processing time and potentially some waiting time which makes the port congested.

This chapter reviews various literature on the following topics: selected seaport haulage system, types of cargo and haulage at play, procedures for the receipt and delivery of cargo at some selected ports and that of the Tema Port Authority (GPHA), the requirements to be a cargo haulier based on practice as well as challenges faced in the industry and possible solutions.
2.2 SELECTED SEAPORT HAULAGE SYSTEM

Road haulage (also sometimes referred to as ‘road freight’ or ‘road transport’) is often the most effective mode of transport for most African countries, particularly exporting to the land-locked countries of Mali, Burkina Faso and is also rampant among countries of Zambia, Zimbabwe and Malawi.

Not only is road haulage a consideration for exports out of Africa, but also a large portion of exports from land-locked cities such as Johannesburg, Kimberly, Pretoria etc. are moved down to ports (Durban, Cape Town, Port Elizabeth, etc.) by road. Even industries that are based near ports, are likely to use road transportation to move goods from their factory to the quayside. Thus road transportation may form part of every transportation considerations, even if such goods are to be shipped or delivered by sea. Even in advanced countries, road haulage may form a significant part of transportation especially for countries in Europe, the US, Australia etc.

Considering the significant role played by the road haulage industry in meeting the numerous needs of those who patronize its services, let us look at the other aspects of road haulage management based on this literature.

2.3 TYPES OF CARGO AND HAULAGE AT PLAY

The type of cargo determines the means of haulage, packaging and documentation processes. For instance, general cargo can come in bags, cases, crates and drums either individually or in unitized or palletized loads. Any goods can be transported by conventional trucks so long as they are not overweight (more than 12 tonnes per piece), over height (not specific but to the extent where it does not pose stability problem for the trucks during transportation and is able to pass under structures along its route), over width (cargo extend beyond the sides of the vehicle thus causing danger to
other road users). In many countries road haulage or trucking constitutes the most dominant form of freight transportation. UNCTAD (2004) contends that even in the case of remote and relatively small locations, road transport is an essential transport mode, particularly for domestic and short-distance freight movements. Road freight is probably the most specialized among all forms of transportation. Discharge is performed directly to rail-wagons and road transport for further transportation. The four (4) sectoral pictures below depict the ways and means of hauling variety of cargoes to and from Seaports.

Plate 2.1: Refrigerated cargo hauled by road

Plate 2.2: General / Containerized cargo hauled by road

Plate 2.3: Bulk / Palleted Cargo hauled by road

Plate 2.4: Containers hauled by rail
In general clearing of Goods at seaports depends mostly on the right documentation being completed and shown at the access gate. It is important to ensure that all relevant documents necessary to complete the transaction are in hand and ready to be shown at the access gate. Goods entering or leaving the port are verified by the Gate clerk / Ports Police Security. The gate, being the first interface with users is expected to have several crucial functions it performs. Hence the Gate clerk/ Ports Police Security is charged to perform the following duties:

(a) Checks export/import documents;
(b) Checks delivery/receipt instructions or waybill;
(c) Fills gate log and notes particulars of vehicles;
(d) Inspects the container seal and the weight recorded;
(e) Prepares equipment receipt (ER) and gets drivers' signatures. (The equipment receipt (ER) is the document describing the condition of the equipment [container]);
(f) Indicates container location to the driver;
(g) Prepares inventory reports.

Viktor Wong (2010), in his publication outlined the following processes for the haulage of cargo in Malaysian Ports. The process begins with the request of transport from the cargo owners or their agents to the cargo haulage operator. The requirements for requests for transport are as follows:

- Cargo has been released by customs which mean they have been submitted for customs duty evaluation and have been cleared.
- The shipping agent on behalf of their principals has also released the delivery order (DO) which is usually done after the freight has been duly paid.
• The agent concerned prepares a delivery note and submits that with the relevant payment to the haulage company of their choice. This process is being carried out electronically.

• Usually agents on behalf of their principals indicate the preferred delivery date and time of the cargo.

• Upon receipt of the request for transport, the haulage operator plans the delivery date and time. This can be anywhere between 2 hours to several days depending on the requirements of the cargo owners as well as the availability of equipment and capacity of the haulers themselves.

In Liberia for example, gate passes are prepared following certification of all requirements for clearing. The requirements for clearing are as follows: The process begins prior to arrival of cargo if bill of lading is available. Duty is determined based on the cargo being commercial or a personal effect. An invoice for the shipment must be available in the case of a commercial cargo. However in the case of personal effects, a packing list must be shown (Front Page Africa NPA: Shipping & Clearing Procedures at Liberian Ports).

In South Africa, irrespective of the mode of transport used when importing goods, the importer or his freight forwarder is required to present the following documents to the customs authorities: Bills of entry, Customs Worksheet, Commercial invoice, An Import permit (if necessary), Special import certificates or permits and A Transport document herein the road waybill (MBendi Information Services and Whitehouse & Associates: Import Documentation).
2.5 RECEIVING AND DELIVERY OF GOODS BY THE TEMPA PORT AUTHORITY

- Importer / agent presents delivery order and other relevant documents to the GPHA revenue staff.
- The authenticity of the delivery order (DO) and other documents are verified and checked against the consignment's information on the Ghana Community Network (GC Net) system.
- The importer/agent is then asked to settle the relevant port charges on the consignment i.e. handling charges; rent, if any, unstuffing and re-stuffing charges (if applicable). After these costs are paid a receipt or cash delivery invoice (CDI) is issued.
- The importer/agent proceeds to the container depot (yard 10) and deposits the DO at the charting office for 24 hours.
- Once again the DO is verified with information on the container received from the Stevedores. The container is subsequently tracked down and charted.
- The delivery order is dispatched to the yard where the container is located. House to house (FCL) containers are picked from the stack and consolidated. Containers that will be unstuffed are transferred to the delivery bay for unstuffing the next day.
- The next day the importer/agent reports to the yard to effect delivery.
  - House-to-house containers are loaded directly on the importer's truck which has already been provided.
  - The other containers positioned at the delivery bay are unstuffed and the contents examined in the presence of consignee/agent, port and other security personnel by CEPS. A CEPS release is then issued. The goods are subsequently loaded onto trucks.
The delivery orders are then handed over to the importer/agent to proceed to the delivery tally sheet (DTS)/waybill desk.

The DTS/waybill is prepared and the relevant copies are handed over to the importer/agent to enable him/her proceed to the exit gate. The copies of the distributed waybill are described as follows:

- Pink copy - importer/agent
- Green copy - security
- Blue copy - Police
- White copy - Shed

At the exit gate the GPHA security personnel verifies the DTS against the cargo loaded unto the truck. They also verify the required GPHA charges are paid. The port subsequently completes its role. However CEPS and other security agencies also conduct an examination. If everything is in order the vehicle is released from the port and the clearing process is complete.

The same process is used for vehicles and general cargo, however in those cases payment for the handling charges are made to SCL Ltd at their receipt point within the GPHA revenue building (www.ghanaports.gov.gh/GPHA/tema/index.html).
2.6 REQUIREMENTS TO BE A CARGO HAULER, BASED ON PRACTICE:

The requirements required to be a cargo hauler based on practice are listed below:

- The cargo hauler must be financially sound and strong to invest in capital equipment such as prime mover, trailers, depots, workshops and other requirements.
- Furthermore, the hauler must be willing to operate around the clock - 24 hours a day for 365 days a year.
- In addition, the equipment used by a cargo hauler is mainly prime movers and trailers. These equipments must meet specific minimum standards for safe and secure haulage of laden cargo.
- These equipment are to be inspected and approved by the Road Transport Department of the government in question.

2.7. STEPS TAKEN BY THE GHANA GOVERNMENT AND GPHA TO ENHANCE HAULAGE OPERATIONS AT THE PORT OF TEMA

Establishment of Tema Container Terminal (TCT): The Tema Container Terminal Ltd is a privately operated container terminal resulting from a joint venture between Antrak Ghana Ltd and SDV Ghana Ltd. TCT aims to significantly increase Ghana’s cargo reception, storage, bonded warehousing and clearance capabilities. The company currently delivers 50,000 TEU of full containers to Ghanaian importers and has a permanent storage capacity for 4,800 TEU for empty containers. The introduction of the Tema Container Terminal was expected to curb the problem of port congestion through enhancing efficient and effective haulage operations by the following means:
• Efficient and reliable handling of containers both full and empty. This improves control of container movements; reduce disruption to ship’s side transfers and stevedoring operations.

• The free flow of containers will result in better port. This will reduce the consequential cost of using Tema port and increase Ghana’s overall competitiveness against neighbouring states as the true gateway to Sub-Saharan Africa.

• TCT’s fully computerized information and accounting systems enables location of customers cargo within the terminal and on the spot delivery of goods after customs formalities have been completed (Antrak, 2009).

The introduction of Ghana Community Network System (GCNet):

The Ghana Community Network (GCNet) Services is an EDI system that links all the major players in cargo clearing processes. It enables quick processing of all customs clearance documentation online and facilitates clearance of goods through the port. The essence of the system is to increase speed and transparency in the clearing process and to ensure that the right revenue accruing to government is realized.

The introduction of the GCNet system was expected to assist Customs Excise and Preventive Service (CEPS) to validate valuation opinion provided by the Destination Inspection Companies (DIC). The authorities noted that, this has become necessary due to concerns raised about revenue loss to government as a result of malpractices in the valuation of imports. Another major reason for the introduction of this system is the hope that the migration from import declaration to electronic import will reduce some of the delays associated with the clearing processes which results in grave congestion at the port (www.ghanashipperscouncil.org, 2010).
**GPHA plans to construct 6-Lane road:**

In October 2009, the Ghana Ports and Harbours Authority (GPHA) announced its plans to start construction works on a 6-lane road from the motorway roundabout to the Tema harbour as part of a project to ease traffic congestion in the port. The project includes a dual-carriageway to be constructed from the Nungua barrier to the port as well as the building of a new modern car park at Kpone (www.otal.com/ghana, 2009).

**Government to revamp railway sector:**

The government of Ghana has over the past few years released several millions of dollars to the management of Ghana Railways Company (GRC) for revamping railway lines linking the ports to the outside towns and neighbouring landlocked countries. The move is aimed to ease congestion at the countries major ports of call and facilitate smooth haulage of cargo operations (Ghana News Agency, 2009).

**Government's review of Ghana Shippers Council (GSC) Law:**

The Ghana government reviewed the Ghana Shippers' Council law to deal with overstayed containers at the country's ports, excessive charges by some clearing agents and delays in processing of documents. This was aimed at bringing transparency in the charges and fee regimes of transport service providers in the country. In addition to this the Ghana Shippers' Council has been working hard over the years to cut down cost of doing business. As part of the GSC's efforts at enhancing the movement of goods through the corridor it organized a forum to educate haulage drivers on safe driving to minimise accidents on the roads and within the port environs.
In another development, the Ghana Institute of Freight Forwarders (GIFF) in January, 2009 made a strong appeal to the authorities of Customs, Excise and Preventive Service (CEPS) to resume its core functions of the classification and valuation of goods without delay. Under this proposed system, CEPS was expected to offer a one-stop-shop for the clearing of goods instead of importers and freight forwarders dealing with the Ministry of Trade and Finance before clearing their cargo. Members of GIFF are very optimistic that the system would enable importers and clearing agents to clear their goods within 2-days, instead of the unbearably long days which characterizes the present system. (GNA, 2009).

Again according to the Ghana News Agency, (GNA, 2009), Shipper Complaints and Support Unit (SCSU) of the Ghana Shippers Council was launched and inaugurated in August 2009. This organization was expected to help resolve complaints of high valuation for imported goods, poor warehousing facilities, inland haulage problems and road delays due to numerous checkpoints which ultimately culminates in port congestion making the situation unbearable.

Workshop on electronic goods clearance:

In May, 2009, a 5-day workshop, put together by the Ghana Maritime Authority (GMA), in collaboration with the International Maritime Organisation (IMO) was held in Ghana. The workshop was themed “Use of the single window concept and electronic means of clearance of goods.” It aims to establish procedures for the training of users of Electronic Data Interchange (EDI). This training was also geared towards enhancing efficient and prompt service delivery thereby reducing congestion at the port to further improve haulage operations (www.otal.com/ghana, 2009).
Warehousing Projects:

Six large warehouses in a prime location have so far been provided. The authorities have put in place these warehousing facilities to shippers especially those from the neighbouring landlocked countries transiting through the Port of Tema. The ultimate vision is to provide quality warehousing services through the provision of effective cargo handling and haulage services to shippers to facilitate movement of goods. The picture below shows a sample of one of the warehouses provided by the Port of Tema for storage of transit cargoes.

Plate 2.5: A warehouse at the Port of Tema

(Source: www.ghanashipperscouncil.org)
2.8 EXPERIENCES FROM OTHER RENOWNED MARITIME COUNTRIES’ SEAPORTS IN ENHANCING THEIR HAULAGE OPERATIONS

The Dampier Port Authority has over the years established itself as Australia’s largest tonnage ports. This increased trade recorded in 1994 was carried out by 1,701 vessels, and represents a growth of 5% on the previous year. Looking at the overall trade figures, it is in the area of general cargo that the port has seen the most noticeable growth and improvement in trade volume. This is mostly attributed to the substantial growth in the production industry and it is expected that this trend will continue.

This continued growth of general cargo has necessitated and indeed coincided with the design, approval and commencement of construction of a much needed extension to the Dampier Public Wharf. These extensions were necessary in order to alleviate the congestion on the wharf caused by the growth in the offshore exploration industry and increased quantities of general cargo being shipped through the port. It is worth noting that while there has been a dramatic increase in traffic on the Dampier Public Wharf, the three permanent users of the port continue to upgrade and maintain excellent facilities to ward off congestion. It is therefore clear from the above literature that as ports get busier due to increased cargo being handled, it becomes prudent that upgrading and improvement of port infrastructure becomes necessary if efficient and smooth haulage operations at the port are to be attained. The port of Tema can therefore learn key lessons from such steps being taken by the Australia’s Dampier Port Authority (Australian Ships & Ports, J. Shell 1994:20-21).

Port of Singapore Authority (PSA) being considered as the world’s busiest port of call and potential hub of maritime business for the South East Asian Region has adopted among other things the following strategies towards enhancing haulage and logistics operations;
• Reviewing Government Regulations. The aim is to allow trusted logistics companies to consolidate / deconsolidate cargo in their own premises outside their Free Trade Zones (FTZ)

• Review of bonded warehouse regulations to ensure maximum utilization of warehouse space.

• Allow pre-clearance of cargo. Many countries like Hong Kong and the US have implemented cargo pre-clearance to expedite cargo shipments. Singapore also decided to allow for this cargo pre-clearance system not only to benefit air express companies but be extended to haulage and logistics industries within the shipping sector as well (Report of the Working Group on Logistics, 2002: 7-10).
CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

This discusses the various methods/techniques used in collecting, collating and analyzing the necessary research data for this study. Consequently the study area, population and sample, sampling procedures, research design, problems encountered during field work as well as data analysis are given attention.

3.2 STUDY AREA

Ghana has two ports; located at Takoradi and Tema. The Ghana Ports and Harbours Authority (GPHA) owns Ghana’s two main ports built in 1928 and 1962 respectively and it is charged with the responsibility of planning, building, managing, maintaining and operating the seaports of Ghana. It is important to note that the administration of GPHA is made up of the management of the Port of Tema and the Port of Takoradi. The Tema Port was the study area. Study groups comprise the haulage drivers, owners and the Port of Tema. They were the groups in the Tema Port environ who were relevant to the research.

Tema port was chosen to constitute the area of research due to its busy nature. The Port of Tema handles the highest proportion of Ghana’s seaborne traffic representing 85 percent (85%) of imports and exports\(^1\). The remaining 15% of cargo traffic (imports and exports) come from the Takoradi Port.

Most of the activities in relation to import and export trade are handled within the Port of Tema.

\(^1\) Ref. GPHA Handbook 2005 - 2006
Ghana Statistical Service the container traffic in this port in terms of Twenty Foot Equivalent Units
(TEU) as at the end of 2007, the total for both import and export of TEU for Tema was 90.5%. Out
of this, about 7% is transit cargo.

3.3 POPULATION AND SAMPLE

The target population for the study was haulage drivers and haulage owners/managers as well as
officials from the Port of Tema (GPHA). The list of Haulage Organizations on the port of Tema
(GPHA) database was 199 companies. The reality is that not all Organizations mentioned on the list
frequent the port regularly and some are also defunct organizations. The organizations relevant to
the study are: Ghana Haulage Transport Owners Association (G.H.T.O.A.), Flat-Body Articulator
Drivers Union of Ghana (Flat-Body), Ghana Haulage Transport Drivers Association (G.H.T.D.A),
Trado Logistics Company Limited (Trado) and Freddy Mens Ventures Limited (Fmens). The
above listed Bodies as shown in Table 3.1 were chosen by the researcher based on the fact that, they
were found to be most regular, frequent and active in their operations at the port. Moreover it is
believed that the role they play as far as hauling goods from the Port has a direct bearing on my
research study.

The officials from the Port of Tema (GPHA) haulage department were chosen by virtue of their role
played at the port as far haulage is concerned and it is believed that they could provide relevant
information on the subject matter.
3.4 SAMPLING PROCEDURE

The research focused on The Port of Tema (GPHA), haulage drivers' and owners' knowledge and understanding of gate procedures at the Port of Tema in relation to the challenges they encounter in respect of the receipt and delivery of cargo. On that basis,

- A representative sampling technique was employed. This method ensured that every individual in the population had a chance of being selected to constitute the sample size. This method was also used because the respondents share a common characteristic and have the same experience. Simple random sampling technique was subsequently used to select the sample size of 25 haulage owners of G.H.T.O.A. This constitutes 25% of an estimated population of 100. The corresponding estimated populations, sample sizes and percentages from the other selected groups are as shown in Table 3.1 below.

- A non representative sampling technique was used to select the 2 officials from the Tema Port (GPHA) who were interviewed. The purposive sampling method was accordingly used to select them. These interviewed officials were in charge of haulage businesses at the port hence it is believed they had reliable and more technical information required for the study.

- The researcher interviewed a total of 7 officials. This is made up of 2 from the port of Tema (GPHA), and an Executive Director (Representative) each from G.H.T.O.A, Flat Body, G.H.T.D.A, Trado and Freddy Mens. A total of 218 respondents issued with questionnaires, were made up of haulage drivers and owners. In all, a total sample size of 225 respondents was selected out of an estimated population of 860. This sample size constitutes approximately 26% of the estimated population.
Table 3.1 BREAKDOWN OF POPULATION AND SAMPLE SIZE BY TARGET GROUPS

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>ESTIMATED POPULATION</th>
<th>SAMPLE SIZE</th>
<th>PERCENTAGE ALLOCATION (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewed Officials</td>
<td>14</td>
<td>7</td>
<td>50%</td>
</tr>
<tr>
<td>Ghana Haulage Transport Owners Association (G.H.T.O.A.)</td>
<td>100</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td>Flat-Body Articulator Drivers Union of Ghana (Flat-Body)</td>
<td>320</td>
<td>80</td>
<td>25%</td>
</tr>
<tr>
<td>Ghana Haulage Transport Drivers Association (G.H.T.D.A)</td>
<td>400</td>
<td>100</td>
<td>25%</td>
</tr>
<tr>
<td>Trado Logistics Company Limited (Trado)</td>
<td>20</td>
<td>10</td>
<td>50%</td>
</tr>
<tr>
<td>Freddy Mens Ventures Limited (Fmens)</td>
<td>6</td>
<td>3</td>
<td>50%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>860</strong></td>
<td><strong>225</strong></td>
<td><strong>26%</strong></td>
</tr>
</tbody>
</table>

3.5 RESEARCH DESIGN

The researcher used the survey method to collect information from the haulage drivers and owners to enable the findings generalize the entire population. The merit of this method (survey) is that, it
enables data to be collected from a fraction of the population thereby providing qualitative description to represent the entire population of the study area.

Questionnaires were issued to both haulage drivers and owners (managers). Both closed and open-ended questions were asked.

The researcher also interviewed a total of 7 officials from the Port of Tema (GPHA) and Executive Directors of the five targeted groups. This offered the researcher the opportunity to ask in-depth questions with respect to the challenges facing haulage operations at the Port of Tema.

Interviewer’s guide was the instrument used for the two officials interviewed at Tema Port (GPHA). Kwabia (2006) explained that interviewer’s guide involves some form of oral discussion. He further says it consists of a set of written down questions that are used as a guide for the oral discussion.

3.6 FIELD PROBLEMS

In undertaking the study, the researcher encountered some challenges collecting the primary data. Moving from one respondent to another consumed a considerable amount of time and money from the researcher which she actually underestimated from the onset.

Moreover, some respondents were uncooperative towards providing assistance in the filling of the questionnaires. They mistook the researcher as a high ranking official from Government, soliciting information from them for some policies which may affect them, hence they were not willing to release certain vital information they considered personal. The researcher had to persuade and assure them that, information gathered was going to be treated with the needed confidentiality it deserves.
Finally, combining the research and academic work brought a lot of pressure to bear on the researcher.

3.7 DATA ANALYSIS

The primary data from the field was analysed in order to derive relevant meanings from responses of the respondents. Tables were used to assist in the organisation of the data in order to be able to draw appropriate conclusions from them. Software termed SPSS was used to aid the analysis. Absolute figures were converted into percentages so as to have a common basis for assessing the figures generated for the raw data. This enabled the researcher draw conclusions and offer recommendations to address the research problem.

The Chapter had examined the research methods, the study area, population and sample, sampling procedure, techniques used in collecting the data, and the instruments employed for the research. Now the next Chapter deals with the analysis of data obtained from the field and the Presentation of Findings.
CHAPTER FOUR: PRESENTATION OF FINDINGS

4.1 INTRODUCTION

This chapter covers the presentation of analysis of primary data gathered from the field. A total of 225 respondents were considered. This includes 2 officials from the Port of Tema, and 1 Executive Director (Representative) each from the various targeted bodies who were interviewed. Another 218 drivers and haulage owners were issued with questionnaires. Out of 218 questionnaires issued, 210 were retrieved.

The analysis of data from the field is presented in two Sections, 1 and 2. Section 1 is made up of analysis of the 210 responses from the questionnaires whilst Section 2 deals with the analysis of information obtained from the 7 respondents interviewed. In each section, the analysis will be done in the order of background, knowledge, attitude and practice of respondents. The background section deals with the gender, age and educational level of the respondents and the knowledge section deals with their understanding of the problem. The attitude deals with their viewpoint whilst the practice section highlights their suggestions and recommendations in relation to the research problem. All the responses are presented using the guidelines of the data in Chapter three, section 3.7.

The researcher realized from the responses given by the respondents that condition at the port gate does not differ from driver to driver and from owner to owner hence data relating to the respondents background, knowledge, attitude and practice were merged and analyzed. Therefore the subsequent presentations of the findings from the Haulage drivers and Owners are combined and analyzed.
4.2 ANALYSIS OF QUESTIONNAIRE RESPONSES AND FINDINGS

Background of questionnaire respondents (Haulage drivers and Owners)

Regarding gender, 100% of respondents were found to be males.

Table 4.1 Age distribution of Haulage drivers and Owners.

<table>
<thead>
<tr>
<th>Age Profile</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>28</td>
<td>13.3%</td>
</tr>
<tr>
<td>30-39</td>
<td>77</td>
<td>36.7%</td>
</tr>
<tr>
<td>40-49</td>
<td>67</td>
<td>31.7%</td>
</tr>
<tr>
<td>50-59</td>
<td>35</td>
<td>16.7%</td>
</tr>
<tr>
<td>60+</td>
<td>3</td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 4.1 above indicates the age distribution of Haulage drivers and Owners. 144 out of the 210 respondents in the haulage industry hover between 30-49 years. This constitutes about 68% of the total frequency. Only 1.6% of respondents are above 60 years whilst another 13.3% fall within the age group of 20-29 years. The remaining 16.7% are aged between 50-59 years.
Table 4.2 Educational level of Haulage drivers and Owners.

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic</td>
<td>172</td>
<td>81.7%</td>
</tr>
<tr>
<td>Secondary</td>
<td>35</td>
<td>16.7%</td>
</tr>
<tr>
<td>Tertiary</td>
<td>3</td>
<td>1.6%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

Majority, that is 172 out of the 210 respondents (81.7%) have acquired a maximum of basic education. Most respondents indicated they had basic education. Another 16.7% have attained Secondary level education whist approximately 1.6% are of Tertiary level education.
Table 4.3 Years of Experience in the haulage industry.

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 10</td>
<td>120</td>
<td>57%</td>
</tr>
<tr>
<td>11 - 20</td>
<td>57</td>
<td>27%</td>
</tr>
<tr>
<td>21 - 30</td>
<td>21</td>
<td>10%</td>
</tr>
<tr>
<td>31 - 40</td>
<td>12</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.3 shows the distribution of years of experience of drivers and haulage owners. It can be seen from the table that, a total of 120 out of the 210 respondents representing 57% have up to 10 years working experience. This forms the majority. Another 27% of respondents indicated they have been in the haulage industry between 11 -20 years. Finally, a total of 16% confirmed having been in the industry between 21 to 40 years.

Knowledge, Attitude and Practice

*Name the regulatory authority you know at the Port of Tema.*

On the above question soliciting information on respondents’ knowledge of the presence of any regulatory authority at the Port of Tema, about 97% acknowledged the Ghana Ports and Harbours
Authority (G.P.H.A) as the Body in Charge. However the remaining 3% expressed their lack of knowledge on this question and hence they decided to remain silent.

Table 4.4 Duration for the receipt or delivery of cargo.

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>less than three days</td>
<td>28</td>
<td>13.3%</td>
</tr>
<tr>
<td>3-4 days</td>
<td>17</td>
<td>8.3%</td>
</tr>
<tr>
<td>5-6 days</td>
<td>56</td>
<td>26.7%</td>
</tr>
<tr>
<td>1-2 weeks</td>
<td>35</td>
<td>16.7%</td>
</tr>
<tr>
<td>more than 2 weeks</td>
<td>74</td>
<td>35%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

The frequency distribution from table 4.4 shows the duration for the receipt or delivery of cargo. The highest proportion (35%) or 74 out of the 210 respondents indicated that it takes them more than two (2) weeks for receipt or delivery of cargoes. The next 26.7% say it takes them between 5-6 days. Another 13.3% and 16.7% confirmed length of days it takes them to deliver/receive cargo at their disposal as, less than 3 days and 1-2 weeks respectively. The last 17 respondents out of the 210 (8.3%) indicated that, it takes them 3 – 4 days for the receipt /delivery of cargo.

What is the process used to receive/deliver the haulage?

To this open-ended question, the respondents gave a variety of processes but the summary of what the majority are saying is as outlined below:

Vessel dock and documentation, importer liaises with agent, visit the transport union for haulage to be arranged, a contract is established through an agent/importer, followed by cargo examination,
particulars are shown to customs before release of goods, payment of toll/gate fees with accompanied receipt to allow entry or exit. Release of cargo from ship to truck or from storage area unto truck (truck loading). Scanning/ cargo examination by custom officials.

Table 4.5 Existence of ample parking spaces for the trucks at the port?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>17</td>
<td>8.3%</td>
</tr>
<tr>
<td>No</td>
<td>193</td>
<td>91.7%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

The table 4.5 shows the distribution of respondents views on whether there are enough parking spaces at the Port of Tema. Views that emerged was that, a total of 193 respondents out of the 210 answered “No”, affirming that parking spaces at the port are woefully inadequate. This frequency constitutes 91.7% of the selected population. The remaining 8.3% answered “Yes”, representing a total of 17 respondents out of the total frequency.
Table 4.6 Management of available space by respondents.

<table>
<thead>
<tr>
<th>Management of available space by respondents</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Managed by GPHA</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>• Few parking lots hence we park at the shoulders of the road</td>
<td>200</td>
<td>95%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

Generally, it was observed that the parking lots are woefully inadequate and this is explicitly seen in the answers given. The table shows that 95% of the respondents park at the shoulders of the roads since the parking lots are few. 5% of the respondents said the available space is managed by G.P.H.A. This situation has grave consequences on the port and a portion of the congestion at the port can be attributed to this practice of parking at the shoulders of the roads.

Suggestions/recommendations by respondents as to how parking spaces could be utilized

All respondents answered this question. The suggestions from the respondents comprised the following: the need to increase the number of cargo handling equipments to make up for unexpected breakdowns, documentation processes should be fast tracked to reduce long queues, there is also the need to free the transit yards for the trucks that are halfway done with their port procedures. Other suggestions were that, all terminals are to be provided with parking spaces so as to relieve the pressure on the few available spaces within the port since parking lots are woefully inadequate. Port expansion must be carried out since the port in their views is becoming smaller with the expansion of trade to accommodate them. These the respondents believe, could be
achieved by adopting land reclamation from the sea within the same port area as well as a practical policy for consignment and documentation to be completed before they are called. They also indicated the need for designated parking lots for each identifiable cargo type as is being done in many giant maritime nations.

Table 4.7 Views from respondents on whether haulage operations are useful in the development and management of the port.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>204</td>
<td>97%</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100</td>
</tr>
</tbody>
</table>

The table 4.7 shows the distribution of respondents views on whether haulage operations are useful in the development and management of the port. Views that emerged was that, a total of 204 respondents out of the 210 answered “Yes”, affirming their belief that, haulage operations are really useful in the development of the port. This frequency constitutes 97% of the selected population. The remaining 3% answered in the negative.

As a follow up question to responses on depicted above in Table 4.7, reasons cited by the respondents with regard to whether haulage operations are useful in the development and management of the port or not were composed of varied views. However, the most common reasons were, as presented below:

A total of 73 (34.6%) out of the 210 respondents emphasized that it generates revenue, 22% indicated that it offers opportunities for surrounding landlocked countries to import and export their
cargo. Again, 58 (27.4%) of the 210 indicated that it creates employment for many Ghanaians. Another 12% of the respondents said such operations at the port assists in cargo delivery and hence, reducing port congestion. This they further explained that the port could come to a standstill if goods are not hauled to their various destinations at any point in time. The last 4% of the respondents expressed their views that, haulage operations at the port of Tema assist in cargo discharge which in a way, prevents cargo damage depending on the perishability of the cargo.

**Table 4.8** Distribution of responses from haulage drivers/owners on whether they face any challenges doing business with the port of Tema.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>185</td>
<td>88.3</td>
</tr>
<tr>
<td>NO</td>
<td>25</td>
<td>11.7</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.8 shows that 88.3% confirmed facing challenges whiles doing business at the port of Tema. This is made up of 185 respondents out of the total frequency. The remaining 11.7% of the haulage drivers and owners' respondents indicated they do not face any challenges doing business at the Port of Tema.
If yes, do the challenges fall under any of these categories (documentation procedures, unbudgeted payments, unauthorized parking lots, poor road construction, issues of security, toll issues, delays in turnaround time, accidents)?

Table 4.9 Categories of operational challenges encountered by Haulage drivers and Owners.

<table>
<thead>
<tr>
<th>Types of operational challenges</th>
<th>Number of respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Documentation procedures</td>
<td>210</td>
<td>204</td>
<td>97%</td>
</tr>
<tr>
<td>Unbudgeted Payments</td>
<td>210</td>
<td>120</td>
<td>57%</td>
</tr>
<tr>
<td>Unauthorized parking lots</td>
<td>210</td>
<td>202</td>
<td>96.2%</td>
</tr>
<tr>
<td>Poor road construction</td>
<td>210</td>
<td>180</td>
<td>86%</td>
</tr>
<tr>
<td>Issues of security</td>
<td>210</td>
<td>196</td>
<td>93%</td>
</tr>
<tr>
<td>Toll issues</td>
<td>210</td>
<td>175</td>
<td>83%</td>
</tr>
<tr>
<td>Delays in turnaround time</td>
<td>210</td>
<td>150</td>
<td>71.4%</td>
</tr>
<tr>
<td>Accidents</td>
<td>210</td>
<td>80</td>
<td>38%</td>
</tr>
</tbody>
</table>

The table 4.9 highlights the major categories of operational challenges faced by haulage truck drivers and owners at the port of Tema. The most operational challenges encountered by the respondents have to do with documentation procedures. Out of a total frequency of 210, 204 respondents representing 97% specified this category as their major source of worry. The rest of the ranking of categories of operational challenges followed in this order:
Unauthorised parking lots, Issues of security, poor road construction, toll issues, delays in turnaround time, unbudgeted payments and finally accidents. Their corresponding percentages are thus 96.2%, 93%, 86%, 83%, 71.4%, 57% and 38% respectively.

Responses to the follow up question which demanded reasons for the various challenges raised above, in Table 4.9 are outlined below: Mostly they attributed undue delays in documentation procedures to payment of toll fees, scanning and re-examination. Others hinted on unbudgeted payments demanded by port security men charged to man the gates which increase their operational cost as well as unauthorized gate charges. Still others hinted on the limited parking spaces being a challenge to them. Additional challenges given by respondents include theft, fuel siphoning as well as unavailable places of convenience was also raised as other challenges confronting them.

Table 4.10 Rating of port charges by respondents at the port of Tema.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>151</td>
<td>71.7%</td>
</tr>
<tr>
<td>Moderate</td>
<td>56</td>
<td>26.7%</td>
</tr>
<tr>
<td>Very low</td>
<td>3</td>
<td>1.6%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

The table 4.10 is a distribution of responses of how haulage drivers and owners rate charges at the Port of Tema. It came out that 151(71.7%) of the 210 respondents indicated the port charges to be too high. Another 26.7% rates fees charged at the port as moderate. The last 1.6% of respondents stated that port charges are very low.
Table 4.11 Give one difficulty you encounter with the processing of your documents.

<table>
<thead>
<tr>
<th>Difficulty</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delays and disrespect by officers in charge of documentation</td>
<td>148</td>
<td>70.4%</td>
</tr>
<tr>
<td>Difficulty in accessing waybills</td>
<td>7</td>
<td>3.3%</td>
</tr>
<tr>
<td>Long queues, bribery and corruption</td>
<td>3</td>
<td>1.4%</td>
</tr>
<tr>
<td>Unstable toll rates</td>
<td>10</td>
<td>5.0%</td>
</tr>
<tr>
<td>Losses associated with premature expiry dates of tolls tickets</td>
<td>21</td>
<td>10.0%</td>
</tr>
<tr>
<td>Poor communication network and frequent power cuts</td>
<td>7</td>
<td>3.3%</td>
</tr>
<tr>
<td>Denial of finally transporting cargo leading to inconveniences</td>
<td>7</td>
<td>3.3%</td>
</tr>
<tr>
<td>Bribery at toll issuing offices due to long queues</td>
<td>7</td>
<td>3.3%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the table it is realized that difficulties encountered in document processing ranges from delays and disrespect by officers in charge of documentation, difficulty in accessing waybills, long queues and bribery, unstable toll rates, losses associated with toll tickets considered to be expired prematurely, poor communication network and frequent power cuts as well as bribery at toll issuing offices due to long queues. The frequency depicts that, 148 respondents representing 70.4% stated delays and disrespect by officers in charge of documentation as a difficulty they encounter in their documentation processing. With more than half of the respondents mentioning this as the main difficulty they encounter with the processing of documents at the port, it attests to the fact that this is their major source of worry.
Table 4.12 Suggestions/recommendations on improving haulage operations at the port of Tema

<table>
<thead>
<tr>
<th>Suggestions/Recommendations</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>• An uninterrupted power supply to be put in place to avert power cuts</td>
<td>16</td>
<td>8%</td>
</tr>
<tr>
<td>• Additional parking lots to be provided at the ports and expansion of the Tema port itself</td>
<td>67</td>
<td>32%</td>
</tr>
<tr>
<td>• Extension of toll tickets expiration periods and need for reduction of toll fees</td>
<td>11</td>
<td>5%</td>
</tr>
<tr>
<td>• GPHA and haulers to convene meetings to help unanimously put things right at the port</td>
<td>11</td>
<td>5%</td>
</tr>
<tr>
<td>• Provision of adequate scanning machines, computers and more custom officials</td>
<td>29</td>
<td>14%</td>
</tr>
<tr>
<td>• Thorough truck inspection to avoid last minute inconveniences</td>
<td>38</td>
<td>18%</td>
</tr>
<tr>
<td>• The need to develop inland dry ports to help decongest the seaport</td>
<td>38</td>
<td>18%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.12 shows that all 210 respondents gave suggestions to improve haulage operations at the port of Tema. Approximately 8% felt the provision of an uninterrupted power supply will avert the frequent power cuts and network breakdowns, 32% demanded that additional parking lots be
provided and the port of Tema itself must be expanded, 5% recommended an extension period of toll tickets deemed to expire prematurely and the need for reduction in toll fees. Another 5% recommended regular meetings to be held with G.P.H.A to solicit the views of haulers on issues affecting their operations at the port which will go a long way to assist in the development of the port. 14% suggested that there should be the provision of adequate scanning machines, computers and increase in the number of custom officials. This, the respondents think will help mitigate some of the delays experienced at the port. 18% suggested the need for a thorough inspection of trucks to avoid last minute inconveniences whereby drivers are denied loading of cargo due to poor condition of trucks. This, they believe, does not only waste time, but also leads to congestion at the port.

Table 4.13 Views of respondents as to whether they think the roads are good enough for haulage operations

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>5%</td>
</tr>
<tr>
<td>No</td>
<td>200</td>
<td>95%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.13 depicts the distribution of responses from haulage drivers/owners on whether they think the roads are good enough for haulage operations. Ninety five percent (95%) said they do not think the roads are good enough for haulage operations. This constitutes 200 out of the total frequency of 210 respondents. The remaining 5% are of the view that the roads are good enough for haulage operations.
Table 4.14 The distribution of explanations by respondents affirming why they think the roads are not good for haulage operations.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor road network and lack of maintenance culture</td>
<td>78</td>
<td>39.2%</td>
</tr>
<tr>
<td>Too many pot-holes</td>
<td>8</td>
<td>3.92%</td>
</tr>
<tr>
<td>Two lane roads causing delays and clutch failures</td>
<td>20</td>
<td>9.8%</td>
</tr>
<tr>
<td>Some immotorable transit roads</td>
<td>8</td>
<td>3.93%</td>
</tr>
<tr>
<td>Inadequate car parks, rest stops and lack of towing services on transit roads</td>
<td>35</td>
<td>17.65%</td>
</tr>
<tr>
<td>Unnecessary curves on transit routes</td>
<td>27</td>
<td>13.73%</td>
</tr>
<tr>
<td>Too many check points</td>
<td>24</td>
<td>11.77%</td>
</tr>
</tbody>
</table>

TOTAL 200 100%

Table 4.14 shows the various views and explanations of haulage truck drivers and owners regarding poor condition of roads. Due to the nature of responses to the question “Do you think the roads are good enough for haulage operations?” this follow up question displayed in Table 4.13 above was posed to allow the respondents freely come out with why they think the situation was that
deplorable. Though this brought in varied responses, their reasons stemmed from poor road network and lack of maintenance culture, too many pot-holes on the roads, two lanes roads causing delays and resulting in clutch failures, some immotorable transit roads, inadequate car parks, rest stops and lack of towing services on transit roads, unnecessary curves as well as too many check points.

4.3 ANALYSIS OF INTERVIEW RESPONSES AND FINDINGS

Background of Interviewed Respondents

Interviews were conducted with a total of 7 officials in the Haulage industry. Six out of the seven are males while the remaining one is a female. The two officials from G.P.H.A (Port of Tema) had attained Tertiary level of education whilst the remaining five had up to Secondary level qualification.

Interview with Port Officials of G.P.H.A, Tema – Haulage Department

What is the process used to receive/deliver haulage at the Port of Tema?

In response to the above question on the process used to receive/deliver haulage at the Port of Tema, the officials indicated that the agent has a responsibility of negotiating haulage services on behalf of their clients. A toll is required to permit the haulage truck driver entry into the port. They further hinted that it is the duty of the cargo owner or agent to complete the necessary documentation before the haulage driver enters the port to either receive or deliver the goods. The remaining processes these port officials enumerated were about similar to that given by the haulage drivers/owners posed in an earlier question.
Are there enough parking lots for the haulage trucks at the Port?

To this question, the Tema Port Officials think the issue of adequate parking spaces is not much of a problem. They based their stand on the fact that the Port Authorities have provided transit yards for the haulage trucks where they can park. They further hinted that private companies have acquired spacious parking lots outside the port premises for haulage trucks awaiting their turn to be loaded. However, they think most haulage operators are not participating or making use of this facility due to fees charged.

Are you aware the drivers are complaining that the transit yard is stuffed with confiscated goods (such as cars) instead of being allowed for their use?

In responding to this follow up question, the officials admitted to the fact that the afore mentioned is a real challenge to them which they are working hard to overcome in the near future.

Do you have problems regarding the expiry dates of toll tickets, since the haulers complained this affect them?

The Tema Port officials responded yes to this question. The explanation they gave was that, all toll gate tickets for entry and exit purchased by haulage truck drivers/owners are deemed expired by 12 Midnight irrespective of time of acquisition. This they said is the current applicable norm at the port.

Haulers complain it takes so much time to receive and or deliver goods at the Port of Tema? Are you aware of this phenomenon?

On the above question of haulers' complaints concerning duration taken by haulers in the receipt/delivery of goods, the officials again admitted a shortfall in this area by answering “yes”.

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They explained that the issue has to do with some of the agents or clients wanting to take short cuts instead of going through the normal laid down procedures. They also believe that some haulage operators do not want to pay the right duties charged, thus going through unapproved routes. In effect the issue of their agents/clients dragging their feet also leads to this delay.

**Is GPHA satisfied with the receiving and delivery processes at the Port of Tema?**

The officials, in responding to this question, conceded to the fact that in as much as they are giving out their best of services, there is still more room for improvement.

**What challenges do you encounter with respect to dealings with haulage drivers/owners at the Port of Tema?**

Officials at the port of Tema strongly believe that some causes of congestion that are encountered at the port can be attributed to the behavioural pattern of hauliers. Reasons cited were that for most of the times, these haulers do not wait for the final processing of documentation to be completed before buying their toll tickets in entering the port. They added that some haulage agents cunningly use their trucks as warehouses to avoid paying demurrage. This affects the haulers so much.

**What is the way forward for the Port of Tema?**

The port officials expressed their optimism to the fact that the numerous developmental projects and activities undertaken so far give the haulage industry a brighter future. Some steps taken by the authorities towards the realization of this goal includes encouragement of private entrepreneurs to participate in the acquisition and running of parking lots outside the port premises. This they believe will go a long way to help curb the problem of port congestion. Nevertheless, the port officials foresee the impending challenge of convincing these haulers to appreciate the need in patronizing this facility.
**Interview with Officials from the haulage sector (G.H.T.O.A, Flat Body, G.H.T.D.A, Trado and Freddy Mens).**

**What is the process used to receive/deliver the haulage?**

In response to the above question on the process used to receive/deliver haulage at the Port of Tema, the officials emphasized that the agent negotiates haulage services on behalf of their clients. They further stated that, a toll ticket is required to permit the haulage truck driver entry into the port. The next in the process is the cargo owner or agent to complete the necessary documentation before the haulage driver enters the port to either receive or deliver the goods. The above process enumerated by these officials from the haulage sector does not vary in so much from that which was outlined by the haulage drivers/owners and that of the G.P.H.A officials.

**How do you liaise with your customers in such a way that your truck is not delayed?**

The officials made it known that demurrage, which is a kind of charge (penalty) for delay is instituted. They further hinted, there is an established agreement and constant communication with the agent to know the stage at which the documentation procedures have gotten too. Others felt the customers (importers) need to fast track their documentation. As well, one indicated a cordial relationship must exist between the parties concerned. The officials made it known that; they make sure their truck is not delayed by not picking goods that are likely to cause delays. For instance they termed foodstuffs as being a good that normally delay them. They indicated the inconveniences one has to go through in picking such goods since all the bodies (Food and Drugs Board, Ghana Standards Board, Customs Excise and Preventive Services) need to make inspection before the final release of cargo. This, they felt wastes so much of their time and many would not want to haul such cargo (goods).
How is haulage managed to prevent congestion at the port?

In answering this question, the officials indicated that VAN, TLA and toll system that has been put in place, help to prevent congestion at the port. They further stated that, the agent in question sounds a message of reminder as to when the goods/cargo are ready to be hauled to or from the port. This situation, the officials believe, prevents the long period of waiting at the port thereby reducing congestion.

What do you think could be done to reduce congestion at the Port of Tema and hence increase efficiency in haulage operations?

The officials gave several suggestions and recommendations regarding answers to the above question. They suggested that, GPHA ensures consignments with all necessary documentations are completed and ready before haulage trucks are permitted entry, loads to be quickly discharged. They believe long queuing if curtailed through faster processing of documents will help in haulage; at least 2 days could be spent at the port. Other suggestions that emerged from the haulage officials included the creation of additional transit yards for half way cleared goods. Again they saw the need for the port of Tema to use the existing yards for the sole purpose for which they were established since for most times the venue is used to accommodate auctioned vehicles. The need to follow laid down processes strictly and not jumping queues to avoid confusion thus preventing congestion as a result of the disarray, port securities need to be strict on their work and not give in to favours, need for GPHA to improve turnaround times, need for honest and well principled officers at the gates of entry and exit, delays by customs personnel should be ceased.
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In this Chapter, we shall first summarize the findings obtained from the presentation of analysis in Chapter 4. Based on these findings, relevant meanings will be deduced in order to make useful recommendations with respect to the research objectives. The recommendations made by respondents as well as those of the researcher will also be considered in this Chapter.

5.2 SUMMARY OF FINDINGS

The Summary of findings to whom questionnaires were issued will be presented first. This will be followed by that obtained from respondents who were interviewed.

*Summary of findings from Haulage drivers and Owners (questionnaire respondents)*

The haulage industry is found to be highly male dominated since 100% of respondents came out to be males.

Majority (68%) of respondents in the haulage industry were found to be aged between 30-49 years. Another 13.3% fall within the age group of 20-29 years.

Findings that emerged from the research was that, the majority, (81.7%) of haulage drivers and owners have acquired a maximum of basic education. Only 16.7% have attained Secondary level education whist approximately 1.6% are of Tertiary level education.

Fifty seven percent (57%) of respondents have up to 10 years working experience in the haulage industry. This forms the majority. Another 27% of respondents have been in the haulage industry
between 11 -20 years.

About 97% of haulage drivers and owners respondents acknowledged the Ghana Ports and Harbours Authority (G.P.H.A) as the overall Body in charge of haulage affairs at the port of Tema.

On the duration for the receipt or delivery of cargo, the largest fraction (35%) of respondents indicated that, it takes them more than two (2) weeks for receipt or delivery of cargoes. The next 26.7% say it takes them between 5-6 days. Another 13.3% and 16.7% confirmed length of days it takes them to deliver/receive cargo at their disposal as, less than 3 days and 1-2 weeks respectively. The last 8.3% respondents also indicated that, it takes them 3 – 4 days for the receipt/delivery of cargo.

Findings from the field showed clear similarities among the responses provided by all the targeted groups on the processes used to receive/deliver cargo at their disposal. A brief summary is as outlined below: Vessel dock and documentation, importer liaises with agent, visit the transport union for haulage to be arranged, a contract is established through an agent/importer, followed by cargo examination, particulars are shown to customs before release of goods, payment of toll/gate fees with accompanied receipt to allow entry or exit. Release of cargo from ship to truck or from storage area unto truck (truck loading). Scanning / cargo examination by custom officials.

Majority (91.7%) of haulage truck drivers and owners affirmed that, parking spaces at the port of Tema are woefully inadequate.

On the issue of how available parking spaces are managed at the port, 95% of the respondents indicated they park at the shoulders of the roads since the parking lots are few.
These responses buttress on the fact that the parking lots are woefully inadequate as explicitly revealed in the answers given. Some of the causes of congestion at the port can therefore be attributed to this practice of parking at the shoulders of the roads.

As much as 97% of the selected haulage drivers and owners affirmed their belief that, haulage operations are really useful in the development of the port. Further explanations outlined by these respondents include generation of revenue for the State. This forms the majority of 34.6%. Another 22% indicated that haulage operations offer opportunities for surrounding landlocked countries to import and export their cargo. Again, 27.4% of the haulage drivers and owners stated that haulage operations are useful in creating employment opportunities for many Ghanaians. Another 12% of the respondents said such operations at the port assists in cargo delivery and hence, reducing port congestion.

Approximately, 88.3% of respondents confirmed facing challenges whiles doing business at the port of Tema.

The major categories of operational challenges faced by haulage truck drivers and owners at the port of Tema have got to do with documentation procedure. About 97% specified this category as their major source of worry. The rest of the ranking of categories of operational challenges followed in this order: Unauthorised parking lots: 96.2%, Issues of security: 93%, poor road construction: 86%, toll issues: 83%, delays in turnaround time: 71.4%, unbudgeted payments: 57%, and finally accidents 38%.

Reasons cited for the various challenges raised above include undue delays in documentation procedures to payment of toll fees, scanning and re-examination.
The majority, (71.7%) of the haulage drivers and owners' respondents stated that, fees charged at the port of Tema are too high. Another 26.7% rates such charges at the port as moderate.

Difficulties encountered in document processing at the port of Tema, ranges from delays and disrespect by officers in charge of documentation, difficulty in accessing waybills, long queues, unstable toll rates, losses associated with toll tickets considered to be expired prematurely, poor communication network and frequent power cuts as well as bribery at toll issuing offices due to long queues. About 70.4% stated delays and disrespect by officers in charge of documentation as a difficulty they encounter in their document processing. With more than half of the respondents mentioning this as the main difficulty they encounter with the processing of documents at the port, it attests to the fact that, this is their major source of worry.

A total of 95% made up of haulage drivers and owners say the roads are not good enough for haulage operations. This reflects how dire the situation is.

Explanations from haulage truck drivers and owners regarding poor condition of roads are stemmed from poor road network, lack of maintenance culture and too many potholes on the roads.

Suggestions/recommendations made by respondents as to how parking spaces could be utilized include: the need to increase the number of cargo handling equipments to make up for unexpected breakdowns, documentation processes to be fast tracked to reduce long queues, there is also the need to free the transit yards for the trucks that are halfway done with their port procedures. Other suggestions were that, all terminals are to be provided with parking spaces so as to relieve the pressure on the few available spaces within the port since parking lots are woefully inadequate. Port expansion must be carried out since the port in their views is becoming smaller with the expansion of trade to accommodate them. These the respondents believe, could be achieved by adopting land
reclamation from the sea within the same port area. They further saw the need for a practical policy on consignment and documentation to be completed before they are called into the port for loading. They also indicated the need for designated parking lots for each identifiable cargo type as is being done in many giant maritime nations.

Furthermore, a good number of suggestions were given as to the improvement of haulage operations at the port of Tema. These suggestions are provided below:

Approximately 8% of haulage drivers and owners felt the provision of an uninterrupted power supply will avert the frequent network breakdowns, 32% demanded that additional parking lots be provided and the port of Tema itself be expanded, 5% recommended an extension period of toll tickets deemed to expire prematurely and the need for reduction in toll fees. Another 5% recommended regular meetings to be held with G.P.H.A to solicit the views of haulers on issues affecting their operations at the port which will go a long way to assist in the development of the port. 14% suggested that there should be the provision of adequate scanning machines, computers and increase in the number of custom officials. This, the respondents think will help mitigate some of the delays experienced at the port. 18% suggested the need for a thorough inspection of trucks to avoid inconveniences as a result of late turndowns of trucks to carry on with the assignment in question. Finally, the remaining 18% felt there is the need to develop inland dry ports so as to aid in decongesting the port.
Summary of findings from Port Officials of G.P.H.A, – Incharge of Haulage (Interviewed Respondents)

The two officials from G.P.H.A (Port of Tema) had attained Tertiary level of education. It is interesting to note that the other was a female.

Processes that the port officials enumerated were about similar to that given by the haulage drivers/owners. It can be seen that these procedures, if properly followed may go a long way in easing congestion at the port. In summary, although it appears that there seem to be ample and well laid down procedure for the receiving and delivery of cargo, it is clear from the analysis that too much time is spent in either receiving or delivering cargo from the port of Tema. More significantly, there is the potential for revenue loss.

The Tema Port Officials think the issue of adequate parking spaces is not much of a problem based on the fact that the Port Authorities have provided transit yards for the haulage trucks where they can park. Another positive step taken by the port authorities is the encouragement of private companies to acquire spacious parking lots outside the port premises for haulage trucks.

The officials at the port of Tema admitted to the fact that the transit yard is stuffed with confiscated cargo. This they affirmed is a real challenge which they are working hard to overcome in the near future.

The Tema Port officials again admitted to complaints surrounding issues concerning the expiry of toll. The explanation given was that, all toll gate tickets for entry and exit purchased by haulage truck drivers/owners are deemed expired by 12 Midnight irrespective of time of acquisition.
On the issue of haulers complaints concerning duration taken in the receipt/delivery of goods, the officials again admitted a shortfall in this area. They explained that the issue has to do with some of the agents or clients wanting to take short cuts instead of going through the normal laid down procedures. They also believe that some haulage operators do not want to pay the right duties charged, thus going through unapproved routes. In effect the issue of the agents/clients dragging their feet also lead to this delay. The reasons cited above in comparison with responses given by haulage drivers and owners, indicates clearly that there is a bone of contention among the two parties.

On the issue as to whether GPHA is satisfied with the receiving and delivery processes at the Port of Tema, they indicated there is still more room for improvement although they are rendering the best of services.

Officials at the port of Tema are of the belief that the causes of congestion that are encountered at the port can be attributed to the behavioural pattern of haulers. Reasons cited were that for most of the times, these haulers do not wait for the final processing of documentation to be completed before buying their toll tickets in entering the port. They added that some haulage agents cunningly use their trucks as warehouses to avoid paying demurrage. This affects the haulers so much.

The port officials were optimistic that the numerous developmental projects and activities undertaken so far give the haulage industry a brighter future. This they believe will go a long way to help curb the problem of port congestion. The port officials again encouraged these haulers to patronize the lots provided by private entities.
Summary of findings from Interview with Officials from the haulage sector (G.H.T.O.A, Flat Body, G.H.T.D.A, Trado and Freddy Mens).

There was no female among these officials interviewed. Officials from the haulage sector had up to Secondary level qualification. Again it can be seen here among the officials in the haulage sector that their educational levels were not encouraging. This seems to follow the similar trend on the analysis of the data obtained from the haulage drivers and owners.

Some of the major steps normally taken by the officials in the haulage sector in ensuring their trucks are not delayed includes: institution of demurrage and constant communication with agent to know the stage at which documentation procedures have reached, VAN, TLA and toll system that has been put in place, prevent congestion at the port. In addition, the agent in question sounds a message of reminder as to when the goods/cargo are ready to be hauled to or from the port.

Suggestions raised by officials from the haulage sector (G.H.T.O.A, Flat Body, G.H.T.D.A, Trado and Freddy Mens) were made up of the following: GPHA to ensure consignments with all necessary documentations are completed and ready before haulage trucks are permitted entry to enable loads to be quickly discharged. Other suggestions that emerged from the haulage officials included the creation of additional transit yards for half way cleared goods. The need to follow laid down processes strictly and not jumping queues to avoid confusion thus preventing congestion as a result of the disarray.
5.3 CONCLUSIONS

The main objective of the study is to assess the challenges confronting the gate procedures in the receipt and delivery of cargo by haulage drivers, owners and officials at the Port of Tema and GPHA as a whole.

The research involved a detailed study of on the challenges facing haulage operations at the Port of Tema. The following conclusions can therefore be drawn from the study which may help in making very useful informed policy decisions.

The first objective of the study was to find out if haulage operations are really useful in the development and management of the port of Tema. Majority (97%) of haulage drivers and owners affirmed haulage operations are really useful in the development of the port. They even coined a slogan regarding this by saying, "No haulage, No Port". Reasons outlined by some of these respondents to buttress on their views includes: generation of revenue for the State, offering opportunities for surrounding landlocked countries to import and export their cargo. Again, some haulage drivers and owners believe such operations are useful in creating employment opportunities for many Ghanaians. The rest said such operations at the port assists in cargo delivery and hence, reducing port congestion. The researcher also feels that, since they were so passionate about this saying, their challenges must be taken up seriously and improved by the authorities concerned.

It can therefore, be concluded on this note that, haulage operations are very useful in the development and management of the port of Tema.

The next objective was to find out how long it really takes on the average for the receipt or delivery of cargo at the port.
Thirty five percent (35%) of respondents indicated that, it takes them more than two (2) weeks for receipt or delivery of cargoes. The next 26.7% say it takes them between 5-6 days. Another 13.3% and 16.7% confirmed length of days it takes them to deliver/receive cargo at their disposal as, less than 3 days and 1-2 weeks respectively. The last 8.3% respondents also indicated that, it takes them 3 – 4 days for the receipt/delivery of cargo. The vast disparities among the above responses might be based on the fact that different types of cargoes require different days of clearing, documentation, inspection and haulage.

With majority of the respondents indicating that they have been in existence for at most 10 years, show they now know the ins and outs of the system. Yet they complain receipt and delivery of cargo at the Port of Tema is not as smooth as is seen and are fraught with delays. Most of the respondents were of the view that if this situation persists, the dream of making Tema Port the hub of West Africa may not be realized. Nevertheless, it falls on the Port authorities to take a second look at the laid down procedures that may be contributing to such delays. The Port officials however, admit there are short falls in the performance of the port in this regard and are making every effort to improve upon the situation.

This research has a further objective of analysing the challenges confronting haulage operations at the port of Tema.

Approximately, 88.3% of respondents confirmed facing challenges whiles doing business at the port of Tema. The major categories of challenges faced by haulage truck drivers and owners at the port of Tema, were associated with documentation procedures, unauthorised parking lots, security issues, poor road construction, toll issues, delays in turnaround time, and unbudgeted payments. Major reasons cited for the various challenges raised above include undue delays in documentation procedures, scanning and re-examination of cargoes.
Difficulties encountered in document processing at the port of Tema, ranged from delays and disrespect by officers in charge of documentation, difficulty in accessing waybills, long queues, unstable toll rates, poor communication network and frequent power cuts. It is obvious from the above categories of challenges raised that, they are numerous and hence deserves maximum attention from the port authorities and policy makers.

5.4 RECOMMENDATIONS

On the basis of the research findings, the researcher makes the following recommendations.

1. There is the need for G.P.H.A. officials to hold regular meetings and interact with haulage drivers, owners and managers to update them on new trends and developments in the haulage industry. This may also provide the platform for the port officials to brief these stakeholders on the processes and accompanied procedures laid down in receiving or delivering cargo at the port of Tema. Feedbacks can be obtained from both parties in this regard. Additionally, refresher courses handled by professional resource personnel may be inculcated into such programs.

2. Apart from the dire need to provide the port with additional parking lots, it is also incumbent on the port authorities to encourage haulage truck drivers, owners and managers to make use of the new additional parking lots, developed by private entrepreneurs outside the main port premises. This can be achieved by ensuring fees charged are moderate and allocating patronizing clients some form of tax rebates or incentives. The researcher believes this when complied with, may go a long way in reducing congestion at the port of Tema.
3. As can be seen from the data gathered from the field, the haulage industry in Ghana has been solely dominated by males both at junior and management levels. There is therefore the need to publicize the positive prospects associated with the haulage industry and encourage the numerous unemployed female youths to decide on taking up such a career. Again the educational levels of those already in the Ghanaian haulage industry seem not encouraging. Higher educated graduates should be encouraged to join the profession. There is also the need for the old hands to upgrade themselves so as to enhance, not only their performance, but also maximization of efficiency in their day to day operations.
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APPENDIX I

QUESTIONNAIRE ADMINISTERED TO DRIVERS/OWNERS OF THE
HAULAGE INDUSTRY

Preamble,

I am a graduate of the Regional Maritime University undertaking a research into “THE CHALLENGES FACING HAULAGE OPERATIONS AT THE PORT OF TEMA”. This research is in partial fulfillment for the award of Master of Arts degree in Ports and Shipping Administration. You have been specially chosen as a person who can provide specialist information to assist the study. I therefore, need your co-operation in responding to this questionnaire. Be assured that, this questionnaire will be used solely for the purpose of this academic research and information gathered will be treated with the utmost confidentiality it deserves. Thanking you.

INSTRUCTION

Please, tick ( ) the void brackets corresponding to your responses to questions that has been provided with answers and fill in the blank spaces that follow the question without answers

SECTION A: SOCIO-DEMOGRAPHIC BACKGROUND

1. Gender: ( ) Female ( ) Male

2. Age group: ( ) Below 20 ( ) 20 – 29 ( ) 30 – 39 ( ) 40 – 49 ( ) 50 – 59 ( ) 60+

3. Educational level ( ) Basic ( ) Secondary ( ) Tertiary ( ) Post graduate
4. How long have you been working/operating in the haulage industry?

( ) 1-10 years ( ) 11-20 years ( ) 21-30 years ( ) 31-40 years

SECTION B: KNOWLEDGE, ATTITUDE AND PRACTICE

5. Name the regulatory authority you know at the Port of Tema

6. How long does it often take to deliver/receive cargo at your disposal? ( ) Less than 3 days ( ) 3 – 5 days ( ) 5 – 6 days ( ) 1 – 2 weeks ( ) More than 2 weeks

7. What is the process used to receive the haulage?

8. Do you have ample parking space for the trucks at the port? ( ) Yes ( ) No

9. If “NO”, how is the available parking space managed?

10. What are your suggestions / recommendations as to how parking spaces could be utilized?

11. Do you think haulage operations are useful in the development and management of the port?

( ) Yes ( ) No

12. Explain your answer to Q11. Above

13. Do you face any challenges doing business with the port of Tema? ( ) Yes ( ) No

14. If Yes, does the challenges fall under any of these categories? (Please tick).

14a. Documentation procedures ( ) Yes ( ) No

14b. Unexpected payments ( ) Yes ( ) No

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14c. Limited parking lots ( ) Yes ( ) No
14d. Poor road construction ( ) Yes ( ) No
14e. Issues of security ( ) Yes ( ) No
14f. Toll issues ( ) Yes ( ) No
14g. Delays in turnaround time ( ) Yes ( ) No
14h. Accidents ( ) Yes ( ) No

15. If Yes, to any of the questions in 14 above, state your reasons for which answer(s) ---------------

16. How do you rate port charges at the port of Tema? ( ) Very high ( ) Moderate ( ) Very low

17. Give one difficulty you encounter with the processing of your documents.............................

18. In general, what are your suggestions/recommendations towards improving haulage operations at the port of Tema? ----------------------------------------------------------

19. Do you think the roads within the Port premises are good enough for haulage operations? ( ) Yes ( ) No

If No, Explain -----------------------------------------------------------------------------------------------

Thank you for your maximum co-operation

PAINTSIL, PATIENCE VICTORIA
APPENDIX II

INTERVIEWER’S GUIDE FOR OFFICIALS AT THE PORT OF TEMA
(INCHARGE OF HAULAGE)

1. What is the process used to receive/deliver haulage at the Port of Tema.

2. Are there enough parking lots at the Port? There seem to be congestion at the Port anytime?

3. Are you aware the drivers are complaining that the transit yard is stuffed with confiscated goods (such as cars) instead of being allowed for their use?

4. Do you have problems regarding the expiry dates of toll tickets, since the haulers complained this affect them?

5. Haulers complain it takes so much time to receive and or deliver goods at the Port of Tema? Are you aware of this phenomenon?

6. Is GPHA satisfied with the receiving and delivery processes at the Port of Tema?

7. What challenges do you encounter with respect to dealings with haulage drivers/owners at the Port of Tema?

8. What is the way forward for the Port of Tema?
APPENDIX III


1. What is the process used to receive/deliver the haulage?

2. How do you liaise with your customers in such a way that your truck is not delayed?

3. How is haulage managed to prevent congestion at the port?

4. What do you think could be done to reduce congestion at the Port of Tema and hence increase efficiency in haulage operations?