

NATURE OF OUR BUSINESS

The authority manages and operates the Port of Tema and the Port of Takoradi in conjunction with a host of private service providers in the areas of vessel handling, stevedoring, transfer, storage, receipt and delivery of containerized and general cargoes. Others are safety, security and conservancy services. The GPHA also leases out plant and equipment to a wide range of service providers.

The major customers we serve include: Ship Owners and their Agents, Freight Forwarders, Cargo Handlings Companies, Importers and Exporters, Haulage Companies, Ship Chandlers, Off-dock Terminal Operators, Warehouse Companies, Dock Labour Pool Operators, etc

MAIN FUNCTIONS

The Authority has the following statutory functions: Plans, builds, manages, maintains operates and controls ports in Ghana and in particular:

- i. Provides such port facilities as appear to be necessary for the efficient and proper operation of the port;
- ii. Maintains the port facilities, extend and enlarge any such facilities as it shall deem fit;
- iii. Regulates the use of any port and of the port facilities;
- iv. Maintains and deepens as necessary the approaches to, and the navigable waters within and outside the limits of any port, and also maintain lighthouses and beacons and other navigational service and aids as appear to be necessary;
- v. Provides facilities for the transport, storage, warehousing, loading, unloading and sorting of goods passing through any port, and operate road haulage services for hire or reward;
- vi. Carries on all the business of stevedoring, master portorage and lighterage services; and
- vii. Generally discharges any other functions which are necessary or incidental to the above functions.

MAIN ACTIVITIES

- i. Offering pilotage services;
- ii. Supervising stevedoring, lighterage and container services, where these are provided by persons other than the Authority;
- iii. Operating tugs, dredgers and other craft for towerage, salvage, fire prevention and protection of life;
- iv. Controlling the erection and use of wharves, stairs or stages in any port or its approaches;
- v. Entering into any agreement with any person:
 - For supply, construction, manufacture, maintenance or repair by that person of any property which the Authority may require for the efficient discharge of its functions

- For the operation or provision of any port facility which the Authority is empowered to operate or provide.
- vi. Appointing, licensing and regulating stevedores, master porters to operate in the container terminals;
- vii. Establishing pilotage districts and directing that pilotage shall be compulsory in any such district, determine the pilot (including Authority pilots) to operate in such districts, license pilots for work in such districts and establish pilotage boards and specify their duties including the duty of inquiring into the conduct of pilots;
- viii. Prescribe rates, charges and dues for service provided by the Authority or specify the persons liable to pay such rates, charges and dues.

VISION STATEMENT

GPHA's vision is to make the ports of Ghana the regional maritime hub and become the dominant oil and gas services centre in the West African sub-region.

MISSION STATEMENT

Our mission is to provide efficient port facilities and ensure quality service delivery to customers

CORE VALUES

Commitment to Employees

We recognize our employees as our greatest asset and key to success.

Customer Service

We deliver efficient, friendly and best value services that delight our customers

Teamwork

We value the spirit of mutual trust, cooperation and harmony in the provision of services to Port users

Technology

We employ modern technology and innovation to improve performance and contribute towards a clean and healthy environment

Integrity and Professionalism

We serve with honesty, integrity and professionalism in all business dealings. We uphold ethical conduct, transparency and accountability.

CORPORATE GOALS

- to make port operations more efficient and financially viable;
- To provide and maintain efficient and modern port facilities.
- To operate in customer friendly environment
- to make Ghanaian ports more competitive in the sub-region;

BUSINESS OBJECTIVES

- to improve the quality of services to customers;
- to reduce the cost of doing business at the ports;
- To enhance port sector competitiveness by integrating stakeholders into strategy development and implementation.
- to encourage sustained growth in the ports industry;
- to generate more private capital for re-tooling and modernization.
- To ensure that the GPHA is financially strong and self sustaining
- To implement practices that minimize or eliminate environmental hazards and health risks of port operations and development on employees, port users and the community.
- To ensure a safe and secure environment for people, vessels, cargo and facilities.
- To operate an efficient organization that fosters an inclusive, transparent and team oriented culture.
- To promote good corporate citizenship and image.

STRATEGIC DIRECTION

The major corporate strategic direction is to seek win-win partnerships with the private sector to enhance efficiency in service delivery, improve financial viability and drive the modernization and development of the ports. In the last couple of years therefore the Authority has increased the participation of the private sector in the provision of facilities and services to ships and cargo.

The Authority also seeks to position the ports of Ghana as the trade and investment gateway to the West African sub-region.

BUSINESS COMPETITIVENESS

- Quick Turn Round Time
- Good Security
- Quick Delivery of Cargo
- Efficient Cargo handling
- Competitive Tariffs
- Good Roads & Trucks
- Social & Industrial Stability
- Good Customer Service

PORT MANAGEMENT REFORMS

In 2000 the GPHA began a programme to increase the participation of the private sector in the provision of services and facilities to ships and cargo in line with the government's strategic port development policy to transform the ports of Ghana from service ports to landlord ports

ELEMENTS OF THE REFORM PROGRAMME

By 2001 stevedoring and shore handling licenses as well as joint venture and concession agreements had been signed with private companies that had the capacity to introduce modern operational equipment and procedures into cargo handling.

- i. As part of activities undertaken, a new container terminal was concessioned to a joint venture company, Meridian Port Services Ltd under a public private partnership agreement that saw the injection of about \$150 million into the development of the terminal.
- ii. Nine private stevedoring companies were licensed to operate in both ports of Tema and Takoradi and 75% of stevedoring services was transferred to these private companies. In addition, licenses were issued to bulk cargo importers and exporters to stevedore their own cargoes but are not authorised to provide services to third parties.
- iii. Hundred per cent of shore handling of general cargo was transferred to the private sector in both ports while 75 % of container handling was also passed on to the private sector in Tema Port.
- iv. In a spontaneous private sector response to congestion at the land side of the Port of Tema six private inland container depots were established in addition to the Jubilee terminal operated by the GPHA to undertake container transfer and receipt, storage and delivery operations.
- v. Information and communication technology was introduced into port and customs management and operation systems with the formation of a joint venture company, GC Net to design and operate a single window cargo clearance and documentation system for the port and shipping industry. A global positioning system was subsequently introduced to track and trace vehicles and cargo along the transit corridors to improve transit cargo transportation and security.
- vi. Following the licensing of five private destination inspection companies by the custom administration, container scanning equipments were installed to facilitate quick container examination and deliveries.
- vii. Scanning equipment was introduced to facilitate containerized cargo Inspection. Close circuit television cameras were mounted at vantage points within the ports to boost general port security. This has greatly enhanced the security and safety of personnel and cargo. Indeed the ports of Ghana boast of being the safe haven port in the West African sub-region.

- viii. Engagement of dock labour was outsourced to a joint venture entity, Ghana Dock Labour Company Limited, leading to a reduction of port staff by 53%. Non core activities transferred to the private sector included bunkering and waste collection.
- ix. The dry dock and slipway facilities in Takoradi Port were refurbished at the cost of \$15 million. A management contract was then signed with a specialized facility management company which provides management services, brings operational skills and know-how and trains the existing port staff to take over within a two year period.

IMPACT OF THE REFORMS

- The introduction of modern gantry cranes and the adoption of the NAVIS IT application at the MPS container terminal have significantly enhanced the efficiency and productivity in ship and cargo handling.
- Active Berth occupancy of the container terminal improved from 55% in 2003 to **78%** in 2011 whereas berths occupied but not working reduced from 15% to 5% within the same period.
- Container handling improved from about 10 moves per ship hour in 2005 to 22 moves in 2011; the time container vessels spend at birth decreased from 45 hrs in 2005 to 33 hrs in 2011 and container traffic in Tema Port increased from 223,000 TEUs in 2002 to 757,000 TEUs in 2011.
- With the introduction of a single window electronic data interchange system, customs procedures have been simplified. The thirteen manual documentation processes that used to take about two to three days to undertake have all been eliminated. The cargo clearance period has been reduced from an average of two weeks to two days.
- At the land borders, consignments are processed within a matter of hours as against a whole day (or longer) in the past.
- The electronic vehicular and cargo tracking system also guarantees maximum security on the corridors and a quicker transit time to their destinations.
- The Electronic Data Interchange system also increased annual revenue collected by Customs at the ports by 35%.
- The competitiveness of the Ghanaian exports increased due to the expeditious electronic processing of consignments.
- The refurbishment of the rail and road transport sectors has also facilitated movement of goods and persons to and from the ports.

THE WAY FORWARD

Despite these achievements, recent developments in Ghana have imposed greater challenges to further improve the performance of port and maritime logistics service delivery in the country.

The fast track production of oil in 2010 and the new wave of industrialization in the country fuelling the high economic growth rate of 13.6 % have brought enormous opportunities for business growth and investment in the maritime logistics supply chain.

The discovery of petroleum has resulted in the influx of supply vessels into Takoradi Port and thereby reduced the berthing capacity for traditional operation. Today 66% of the total 1,800 vessels calling at the port are supply vessels.

These have created the need for the expansion of the Port of Takoradi to meet the short-to medium term needs of the oil and gas Industry. New facilities to be constructed include:

- i. Bulk cargo terminal for handling mineral ore, clinker, cocoa beans, cereals and other non containerised cargo;
- ii. Dedicated container terminal
- iii. Port facilities for rail transport of containers and general cargo.
- iv. Port facilities for oil services vessels including repair and fabrication yards

Plans are equally far advanced to literally double the capacity of Tema Port to meet traffic growth, transshipment and transit trade demands. New facilities to be provided include:

- i. New container terminals
- ii. New passenger terminal
- iii. New food & fruit terminals
- iv. New Ro-Ro Terminal
- v. New trans-shipment terminals
- vi. New transit terminals
- vii. New break, dry and Liquid bulk terminals

The implementation of the expansion plans of both ports are estimated to cost about \$2.3 billion. A third port for deep sea vessels would be constructed to meet demands of an aluminium, bauxite and gas driven national economy development.

As part of the West Africa Transport and Transit Facilitation project more trunk roads are to be rehabilitated, rest stops are to be constructed by the Port Authority along the major transit corridors and satellite transit truck villages are to be developed near Tema port at the cost of \$80 million. Joint border posts are also being established between Ghana and her neighbouring countries.

In this regard the Port Authority has teamed up with government to develop the appropriate PPP policy that will attract potential private partners to contribute meaningfully to the development of port and maritime logistics infrastructure and services.

In response to these emerging opportunities, over 50 foreign and local companies have been registered over the last 5years to participate in the provision of various services in support of the new industry. And yet this is just the beginning of an era in maritime logistics service delivery.

Indeed the unprecedented economic growth of Ghana fuelled by the discovery of oil in 2007 and the new wave of industrialization have opened up life time opportunities for both local and foreign companies to energize their businesses and lift their profitability to the next level.