



GHANA SHIPPERS' AUTHORITY



Annual Report 2025

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Our Vision

To build a world class, competitive, transparent and predictable commercial shipping industry in Ghana that creates value for the shipper across all modes of transport.

Our Mission

- Effectively and efficiently regulate the commercial shipping industry in Ghana.
- Ensure that all business practices in the commercial shipping industry in Ghana are fair, competitive, and transparent.
- Develop clear solutions and regulations for shippers on issues like demurrage, port/border crossing delays, freight rates, local charges, service standards, etc.
- Create unique service experience for shippers in their import/export businesses.
- Facilitate the provision of fit-for-purpose infrastructure to meet the development and technological changes in the shipping industry

Our Core Values

- Integrity
- Excellence
- Teamwork
- Commitment and Personal Development
- Resilience



OUR SERVICES

REGULATORY ENFORCEMENT

Shipper, Port & International Cargo Shipment Compliance Training.

Negotiation and approval of freight rates, local port charges, border crossing procedures, shipping agency charges, and service standards.

Ensure the publication of approved freight rates, charges, & service standards of service providers for the benefit of the shipper.

TRADE FACILITATION

Resolution of shipper complaints at seaports, airports, and land border posts and crossing.

Promotion of transparency, simplification, harmonisation and standardisation of shipment procedures.

INFORMATION DISSEMINATION

Shipping Review

Maritrade

Digest of Maritime Statistics

Shippers App

The Admiral

SERVICE STANDARDS

Registration and issuance of certificates to new Shippers under Section 2 of the Ghana Shippers' Authority Regulations, 2012 (LI 2190).

Annual renewal of registration under Section 2 of the Ghana Shippers' Authority Regulations, 2012 (LI 2190).

Resolution of shipper complaints and enquiries.

SUPPORT SERVICES

Investment in infrastructure and logistic that creates value for importers and exporters across land, air, and seaports.

Facilitate the development of inland logistics platforms, freight parks, warehouses etc. that enhance the experience of Shippers.

Provide business opportunities for shippers including transit shippers across Ghana's ports, borders and corridors.

Conduct Industry Research to inform tailored advocacy.

Advisory Services (Legal, Commercial, Industry).



Ghana Shippers Authority



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GHANA SHIPPERS' AUTHORITY - Proving Shipping Solutions



Hon. Mike Allen Hammah
Chairperson

BOARD CHAIRPERSON'S REMARKS

INTRODUCTION

The 2025 business year at the Ghana Shippers' Authority (GSA) marked a decisive transition from legislative reform to regulatory action, following the passage of the Ghana Shippers' Authority Act, 2024 (Act 1122). With the new law, the focus of the Board, Management and staff shifted decisively to the structured and effective implementation of the Act, under the policy supervision of the Ministry of Transport.

Through the application of its enhanced regulatory authority, the GSA strengthened oversight and engagement across the shipping value chain to ensure that both shippers and shipping service providers operated within a predictable, transparent and cost-effective commercial environment, consistent with the objectives of the new Act.

OPERATIONAL ADVANCEMENT - IMPLEMENTATION OF ACT 1122 (2024)

To give full effect to its expanded mandate, the Ghana Shippers' Authority successfully developed

and submitted a draft Legislative Instrument (L.I.) to the Ministry of Transport to initiate the processes required for its passage. This step is expected to operationalise key provisions of its governing law, Act 1122 (2024) and strengthen the Authority's regulatory enforcement capacity. While work on the Legislative Instrument L.I. required to fully operationalize the Act intensified during the year, the Authority proceeded to implement the provisions of Act 1122 within the scope of its mandate, ensuring continuity and regulatory certainty within the sector.

In the year under review, the Authority recorded notable successes under the new regime. Key among these was the deferment of a proposed charge of USD250 per imported earth-moving equipment by the Minerals Commission, following sustained engagement and advocacy by the GSA on behalf of shippers. The Authority also secured a Bank of Ghana (BoG) directive to address inconsistencies in the application of foreign exchange rates by shipping service providers, a

development that brought greater clarity and predictability to shipping-related charges. In addition, the Authority rejected a proposed increment in cargo handling charges at the Kotoka International Airport, thereby averting additional cost burdens and delivering tangible savings to shippers.

These outcomes reflect the practical impact of Act 1122 (2024) and underscore the Authority's evolving role as a firm, responsive and effective regulator within Ghana's commercial shipping ecosystem.

STRATEGIC POSITIONING

To firmly gird the enforcement Act 1122 (2024) the Authority commenced the development of a new five-year Strategic Plan to align its enhanced mandate with a clear, forward-looking direction, the previous one having expired. The new plan, which will span 2026 to 2030, is particularly significant as it coincides with the target year for most of the Sustainable Development Goals (SDGs), providing an opportunity for the Authority to integrate its initiatives with broader national and global development priorities. To advance this process, the contract for the development of the five-year Strategic Plan was executed, and an inception meeting convened, paving the way for its crafting to lay the foundation for the GSA's strategic positioning in the years ahead.

INFRASTRUCTURAL DEVELOPMENT

Infrastructural development remained a key pillar of the GSA's strategy to enhance trade facilitation and strengthen support systems for shippers across the country. Significant progress was recorded on priority projects aimed at improving logistics efficiency, expanding inland cargo handling capacity and bringing the Authority's services closer to shippers.

Phase One of the Boankra Integrated Logistics Terminal (BILT) reached approximately 85 per cent completion by August 2025. During the period, the necessary approvals were secured to retain contractors and consultants on site, ensuring continuity of works while efforts to secure a suitable private sector partner were sustained. The advancement of BILT remains central to the

GSA's long-term objective of decongesting the ports and promoting efficient multimodal cargo movement.

Construction also commenced on the Akatekyiwa Freight Park, marking an important step towards strengthening inland logistics infrastructure and supporting regional cargo distribution.

PEOPLE DEVELOPMENT

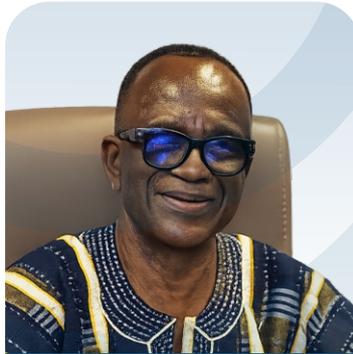
In full acknowledgement of the centrality of its human resource to its operational output as well as strategic goal, GSA invested in the capability of staff, both managerial and non-managerial. Formal training, local and foreign, complemented on-the-job training to enhance the quality and scope of delivery of Management and Staff across all its offices in Accra, Tema, Takoradi, Kumasi, and Tamale.

CONCLUSION

The year 2025 was a landmark period for the Ghana Shippers' Authority, marked by the full implementation of Act 1122 (2024), strengthened regulatory oversight, strategic interventions to protect shippers and reduce costs, significant progress in infrastructure and stakeholder engagement, as well as training and development of its human resource. The combined effect of these tailored interventions positioned the Authority as a more effective, transparent, and responsive regulator within Ghana's commercial shipping sector.

Looking ahead, the Ghana Shippers' Authority will continue to place cost reduction in doing business at the centre of its agenda from 2026 and beyond, with a clear focus on lowering shipping related charges and improving price certainty across the value chain. This priority will guide sustained interventions to address inefficiencies, promote fair pricing practices and limit avoidable cost passed through to shippers unduly. Alongside this, the Authority will advance institutional excellence and human capital development, accelerate logistics infrastructure delivery, strengthen regional and international partnerships, drive digital transformation, and secure the passage and implementation of the Legislative Instrument to fully operationalise Act 1122.

MEMBERS OF THE GOVERNING BOARD



Mr. Mike Allen Hammah
Board Chairman



Prof. Ransford Edward Van Gyampo – CEO / Member



Mrs. Yvonne Nana Afriyie Opere
Member



Major-General Paul Seidu Tanye-Kulono – Member



Dr. Kamal-Deen Ali
Member

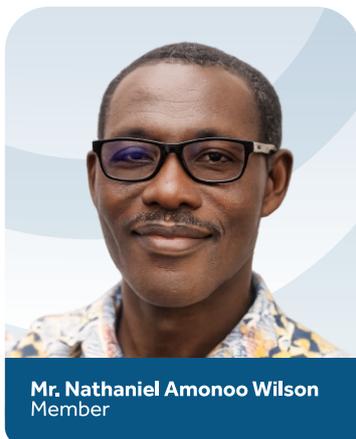
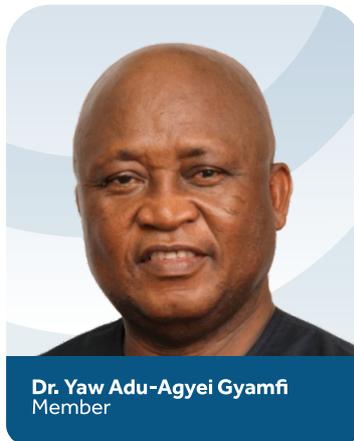
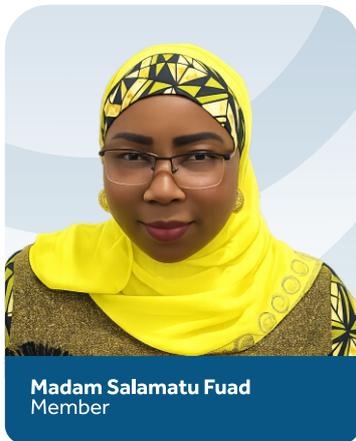
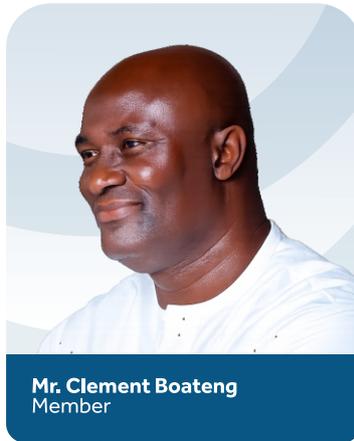
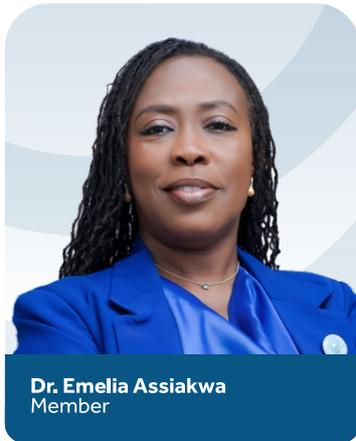


Mrs. Ewurabena Aubynn
Member



Dr. Frederick Appoh
Member

MEMBERS OF THE GOVERNING BOARD



MANAGEMENT TEAM



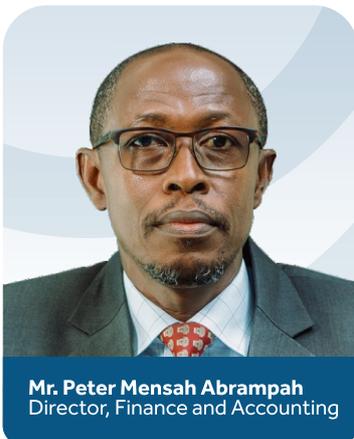
Prof. Ransford Edward Van Gyampo – CEO



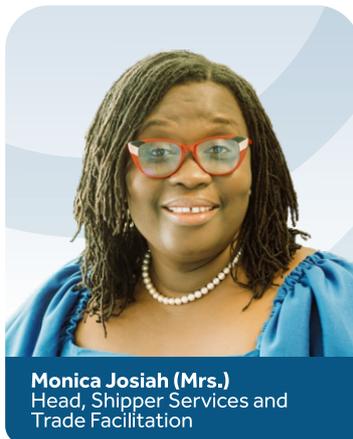
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Deputy CEO, Technical Services**



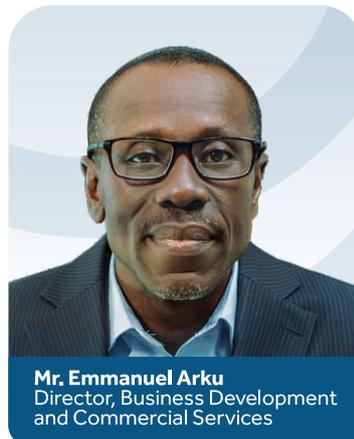
**Mr. Prince Henry Ankrah
Deputy CEO, Operations**



**Mr. Peter Mensah Abrampah
Director, Finance and Accounting**



**Monica Josiah (Mrs.)
Head, Shipper Services and Trade Facilitation**



**Mr. Emmanuel Arku
Director, Business Development and Commercial Services**

MANAGEMENT TEAM



Mr. Godwin A. Biney
Head, Management Information
Systems



Agnes Asamoah Duku (Mrs)
Head, Western Zone



Mr. John B.A Glover
Head, Middle Zone



Mr. Fred Atogyire
Head, Northern Zone



Ms. Boatemaa Manu-Antwi
Head, Human Resources and
Administration



Mr. Fred Asiedu Dartey
Head, Freight and Logistics

MANAGEMENT TEAM



Mr. George Gyasi Adjei
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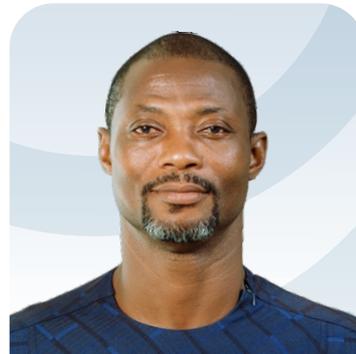
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Mr. Charles Sey
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Bernice L. Natue (Ms.)
Head, Corporate Affairs



Mr. Isaac Tersiah Ackwerh
Head, Internal Audit

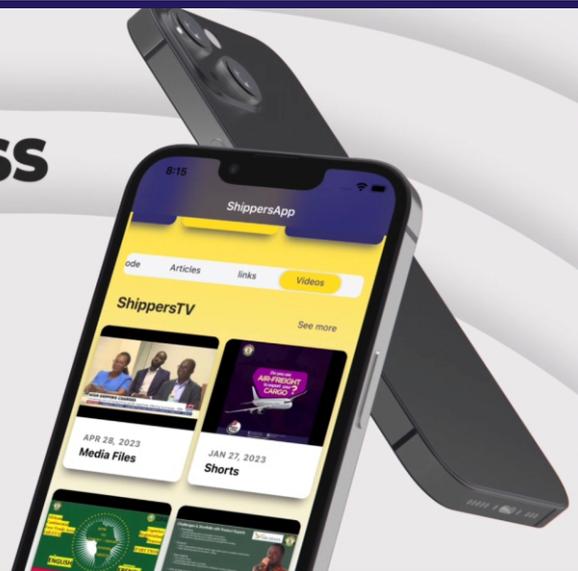


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CENTER-CHAPEL HILL



TEMA

5TH FLOOR GPHA TOWERS, TEMA MAIN
HARBOUR, TEMA



KUMASI

1ST FLOOR NCA BUILDING, DANYAMI



TAMALE

2ND FLOOR, UNITY PLAZA



7th Floor Ghana Shippers' House



Executive Summary 2025

The 2025 business year was a busy year at the Ghana Shippers' Authority (GSA / Authority). Significant progress was made in advancing the organization's mandate to protect shipper interests, strengthen regulatory oversight, enhance trade facilitation and improve efficiency across the entire spectrum of Ghana's shipping and logistics sector. Operating within a dynamic global and regional trade environment, the Authority focused on transparency, stakeholder engagement, data-driven regulation, and infrastructural oversight to enhance Ghana's competitiveness as a logistics hub.

GSA intensified monitoring of operations at Tema and Takoradi ports, the transit corridors as well as the key border posts of the country to address challenges such as congestion at the ports, container backlogs, unofficial charges, scanning delays, valuation disputes, road conditions, and corridor security. Engagements with Customs, Shipping Service Providers (SSPs), Border

Agencies, and Transit Stakeholders supported improved coordination and dispute resolution, as well as contributed to smoother cargo movement and enhanced service delivery.

A major regulatory milestone was the review and approval of shipping-related charges. The Authority constituted a Charges Review Committee to assess proposed tariffs, resulting in informed approvals aligned with prevailing economic conditions and the rejection of unjustified increases. Ground Handling charges that could not be justified were denied approval, preventing their implementation. Compliance with the regulatory directives was strengthened through publication of approved tariffs. A Standard Operating Procedure (SOP) to govern the minimum service standards to be required of Freight Forwarders was initiated and made significant progress towards finalization for dissemination.

Trade Facilitation efforts were reinforced through complaint resolution mechanisms, and the continued development of the Non-Tariff Barriers (NTBs) Reporting and Resolution Platform. Research and analytical outputs including shipper satisfaction surveys, freight rate trend analyses, reefer container cost studies, and market surveillance reports supported evidence-based policy decisions, and informed national institutions and international partners.

The Authority maintained oversight of logistics infrastructure, including monitoring progress at the Boankra Integrated Logistics Terminal (BILT) and proposing improvements to border and transit logistics facilities such as truck parks and integrated logistics hubs. Transit trade facilitation remained a priority, with joint corridor engagements, fact-finding missions, and regional cooperation initiatives complementing the effort to address operational bottlenecks, informal charges, axle load enforcement, and cargo-sharing arrangements.

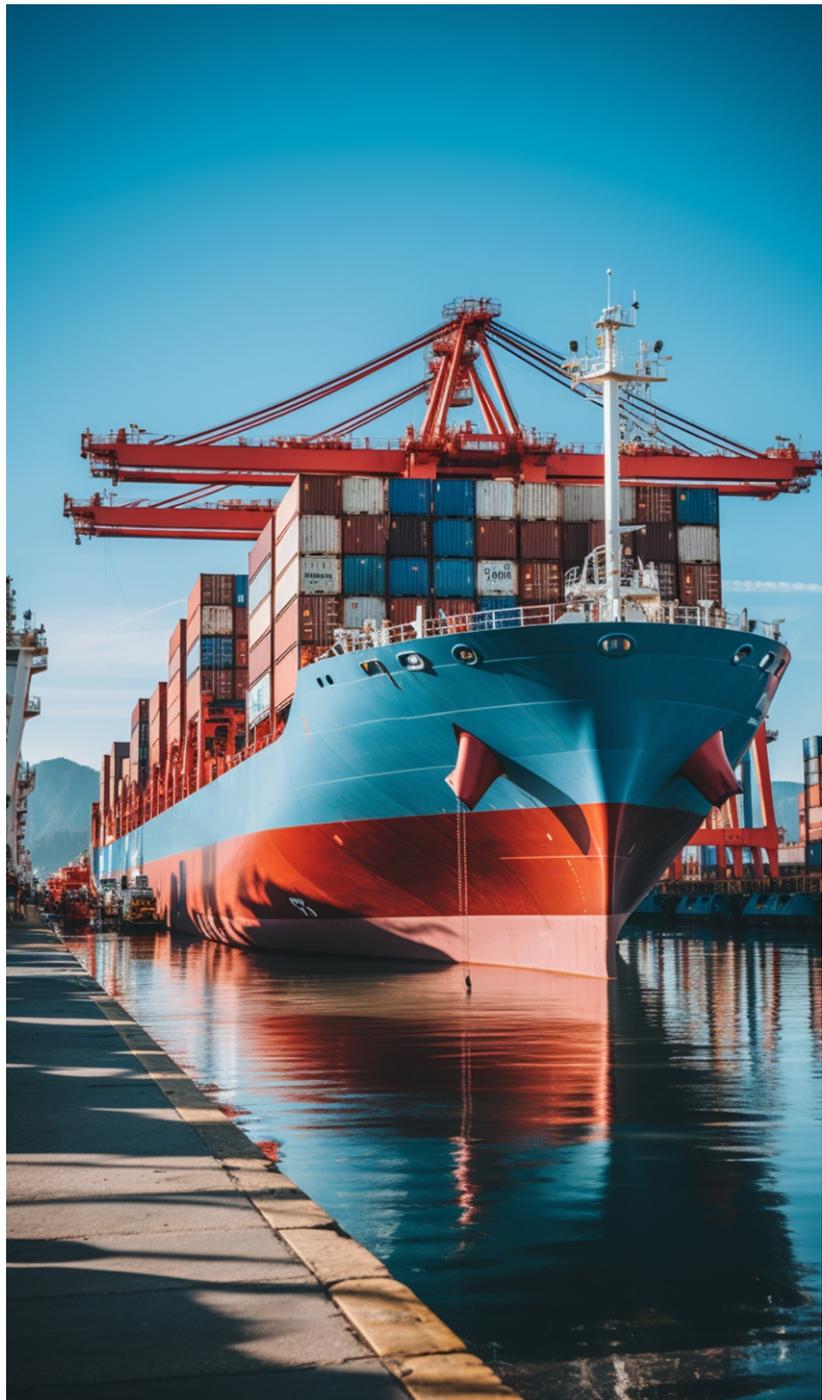
In the year under review, GSA operated with 198 staff, stationed across the country. Capacity building through targeted training programmes and implemented key appointments were done to enhance performance.

The Authority also fulfilled statutory performance monitoring obligations and engaged with oversight bodies including the Ministry of Transport (MoT) and the State Interests Governance Authority (SIGA) on performance assessments and future targets.

At the strategic level, GSA strengthened bilateral and multilateral cooperation through active participation in AfCFTA-related engagements. GSA also contributed to international trade digitalisation initiatives, including

input in UNCITRAL's Working Group VI, positioning Ghana as a leader in modern trade documentation and logistics reform.

Overall, despite some infrastructural and systemic challenges, GSA's coordinated regulatory, research, and stakeholder-focused interventions in 2025 laid a strong foundation for improved service delivery, enhanced transparency, effective trade facilitation, and sustained support for Ghana's shipping and logistics community.



CHAPTER 01

CONTRIBUTION TO MARITIME INFRASTRUCTURE



CEO's working visit to the Boankra Integrated Logistics Terminal (BILT)

Construction activities progressed across key components such as earthworks, access roads, bonded warehouses, container freight station facilities, and retaining structures, albeit overall implementation remained behind schedule. To enhance the future commercial viability of the project, GSA, engaged prospective investors, developed an Investor Brief, and confirmed alignment of the project with the Government's Big Push infrastructure programme, multimodal transport initiatives, and AfCFTA objectives.

1.0 Boankra Integrated Logistics Terminal (BILT)

The Ghana Shippers' Authority (GSA / Authority) maintained oversight of the Boankra Integrated Logistics Terminal (BILT) infrastructure throughout the 2025 business year. Interventions included contractual reviews, technical and financial assessments, and regular site monitoring in collaboration with the consultants and the contractor on the project, and inter-agency stakeholders.

multimodal transport initiatives, and AfCFTA objectives.

1.1 Port, Border, and Corridor Infrastructure Projects

GSA undertook several infrastructure projects to strengthen logistics support along key trade corridors. These included the renovation of selected warehouses within the Tema Port enclave, commencement of the construction of an

articulated truck park at Aketekiya in the Central Region, and upgrades at the Takoradi Shippers' Centre comprising perimeter fence reinforcement, generator shed construction, and car park development. Renovation works at the Elubo Freight Park were also monitored to ensure continuity of construction works.

1.2 Monitoring and Maintenance of Landed Assets

The Authority conducted routine inspections and continuous monitoring of its landed properties in Accra, Tema, Takoradi, and Aketekiya to ensure safety, security, and operational efficiency.

Preventive maintenance, environmental management, and boundary protection measures were implemented across warehouses, offices, residential facilities, and logistics platforms. Renovation works progressed on selected GSA residential properties to restore structural integrity and improve functionality.

1.3 Facility Management Services

In partnership with the Facility Managers and Service providers, GSA ensured effective maintenance of the Ghana Shippers' House in Accra and the Takoradi Shippers' Centre.

Key systems including power generation, elevators, air conditioning, security, sanitation, and fire safety were maintained to support service delivery. Measures were also taken to recover outstanding rent and enforce tenancy obligations.

1.4 Protection of Landed Property

To safeguard its assets, GSA pursued legal action to recover encroached lands, resolve outstanding litigation, and collect arrears from defaulting tenants. These actions were aimed at mitigating financial and operational risks and losses while

enabling the Authority to rightfully enjoy its properties.

1.5 Service Standards for Shipping and Logistics Service Providers

Progress was made in developing service standards through the preparation of a Standard Operating Procedure (SOP) for Shipping Service Providers (SSPs). The initiative aims to standardize operations, improve compliance, and enhance the quality of services delivered to shippers.

1.6 Border Logistics Facilities and Truck Parks

Technical reviews of border logistics facilities informed proposals to re-model existing truck parks into integrated logistics hubs, and also assess the feasibility of new facilities along strategic routes, including the Ghana–Burkina Faso and western corridors.

1.7 Monetization of Conference Facilities

During the first quarter of 2025, GSA's conference facilities continued to receive strong patronage. A total of one hundred and fourteen (114) reservations were made for the conference rooms at the Ghana Shippers' House in Accra to host seminars, workshops, and other corporate events. Ninety-Four (94) of the reservations were paid for and generated GHC 551,889.00 for the Authority. The remaining twenty (20) were on a pro bono basis approved by Management.

Takoradi Shippers' Centre on the other hand recorded twenty-one (21) patrons within the same period, generating GHC 55,800.00.

The conference facilities provided fit-for-purpose facilities for the maritime, shipping and logistics industry whose members, organizations, institutions as well as sister Agencies and superintending Ministries found their locations apt for their meetings, seminars, workshops among other functions.

For the wider business community, the conference facilities in Accra remained the preferred choice on account of its centrality in the Central Business District, easy access and relevant facilities, including a spacious vehicle parking area. Revenue generated was over 50% increase above the sum realized in the 2024 business year (GHC 551,889 versus GHC 304,966.00).



The CEO of GSA Prof. Ransford Gyampo interacted with staff of the Northern Zonal Office when he paid a working visit to the Paga Truck Yard.

CHAPTER 02

MEETINGS, SEMINARS AND TRANSIT TRADE ACTIVITIES



GSA's CEO called on the Customs Commissioner. He urged collaboration between the two (2) organisations to reduce the cost of doing business at the ports

2.1 Strategic Stakeholder Engagement and Institutional Collaboration

Throughout 2025, the Ghana Shippers' Authority (GSA / Authority) intensified high-level stakeholder engagements to strengthen collaboration, address operational challenges, and improve service delivery across the shipping, logistics, and transit trade ecosystem. Engagements were held with officials of seaports,

airports, border posts, Regulatory agencies; as well as shipping service providers, Freight Forwarders, and transport unions.

Meetings with port operators, shipping lines, terminal operators, and industry associations focused on reducing the cost of doing business, improving cargo evacuation, resolving empty container return challenges, addressing port congestion, and enhancing transparency in charges. Engagements at the Kotoka International Airport addressed air cargo handling standards, infrastructure upgrades, tariff reviews, and the ICUMS system downtimes which impacted clearance efficiency adversely.

Inter-agency collaboration was strengthened through working visits and technical meetings with institutions such as the Ghana Revenue Authority–Customs Division, Ghana Standards Authority, Food and Drugs Authority, Ghana Free Zones Authority, Environmental Protection

Agency, Ghana Immigration Service, and Ghana Ports and Harbours Authority. These engagements addressed regulatory delays, certification bottlenecks, inconsistent enforcement of standards, environmental compliance, and the need for harmonized operating procedures.

2.2 Corporate Capacity-Building Initiatives

GSA actively participated in and hosted policy-oriented workshops and seminars aimed at strengthening trade facilitation frameworks at national, regional, and international levels. Notable amongst them included:

- Orientation workshop on the preparation of the 2026–2029 Sector Medium-Term Development Plan (SMTDP), facilitated by the National Development Planning Commission (NDPC) to align sector planning with national development priorities.
- Participation in a World Bank-led stakeholder engagement on national confirmatory testing procedures under the World Trade Organization (WTO) Trade Facilitation Agreement. The engagement emphasized standardized testing, service standards, and digital coordination.
- Engagement in the ECOWAS National Trade Facilitation Committee's (NTFC) Maturity Assessment and Workplan Development Workshop, which resulted in strategic workplans to address non-tariff

barriers, SPS measures, digital trade, and inclusive trade.

- Policy dialogue on inclusive cross-border trade under AfCFTA, which highlighted the role of Trade Information Desks (TIDs) in supporting women- and youth-led MSMEs. It also recommended nationwide rollout of One-Stop TIDs.

The interventions reinforced Ghana's commitment to evidence-based trade facilitation, regulatory harmonization, and inclusive participation in regional and global trade.

2.3 Regulatory Oversight and Cost Transparency Initiatives

As part of its regulatory mandate, GSA undertook consultative fora and research-driven engagements to review port, cargo, and airline-related charges. A key outcome was the refusal to approve Ground Handling charges that could not be linked to specific services rendered by the airlines.

In similar fashion, engagements with the Ministry of Finance addressed systemic issues related to ICUMS onboarding, VAT and other levies on transit cargo, auctioning of transit goods, and the implementation of the Exemptions Act. The Bank of Ghana (BoG) on their part, issued a policy directive effective Tuesday 22nd July, 2025 to streamline the application of forex rate by shipping lines and other service providers in response to an express request by GSA in its oversight duty over the industry.

2.4 Development of the NTB Reporting and Resolution Platform

GSA advanced the development of the Non-Tariff Barrier (NTB) Reporting and Resolution Platform through targeted stakeholder engagements at key border posts. Inputs from border officials and women cross-border traders informed platform design features, including multi-lingual support, GPS tracking, anonymity safeguards, and



Participants at the GSA's meeting with the Ministry of Finance to review the policy of VAT on Transit Services

complaint resolution workflows. Steps to pilot the system, sensitize stakeholders, facilitate cross-border cooperation, and eventual national rollout were initiated.

2.5 Transit Trade Monitoring and Corridor Management

Transit trade facilitation remained a core focus in 2025. GSA conducted extensive monitoring of major transit corridors and border posts, particularly across northern routes. Monitoring activities identified key challenges including poor road conditions, congestion at freight parks, valuation disputes, axle load enforcement issues, rising police checkpoints, and incidents of extortion and harassment.

Despite the challenges, overall cargo flow along most corridors remained relatively stable, supported by stakeholder coordination and ongoing infrastructure interventions. GSA also monitored transit cargo performance at ports and borders and through that, contributed to data-driven advocacy and policy dialogue.

2.6 Transit Committees, Bilateral Engagements, and Regional Cooperation

GSA convened and participated in several strategic committee meetings and bilateral engagements aimed at addressing persistent challenges affecting transit trade and strengthening regional cooperation.

Key among these were Transit Shipper Committee Meetings which provided a platform for stakeholders to deliberate on critical issues such as axle load harmonization, hazardous cargo handling, cargo-sharing arrangements, corridor security, and compliance with ECOWAS trade and transit protocols. The discussions facilitated consensus-building and promoted coordinated responses to operational bottlenecks along major transit corridors.

Additionally, the Authority engaged with Axle Load Working Groups and the National Road Transport and Transit Facilitation Committee to address



Participants at the engagement with the Niger Shippers' Council during discussions on Transit Trade

systemic enforcement challenges and infrastructure gaps that impact the efficiency and safety of transit operations. The engagements supported efforts to improve compliance, reduce delays, and protect road infrastructure while balancing the interests of transport operators and Regulatory Agencies.

At the bilateral level, the Authority held targeted engagements with the Shippers' Councils of Burkina Faso, Mali, Niger, and Côte d'Ivoire. The meetings focused on resolving corridor-specific challenges, improving cargo tracking mechanisms, addressing container return penalties, and strengthening the implementation of existing Memoranda of Understanding.

During the review period, GSA actively participated in Permanent Joint Commission meetings, to strengthen cooperation on cargo sharing, transit trade facilitation, capacity building, and logistics development.

Collectively, the engagements enhanced collaboration, fostered mutual understanding among transit partners, and reinforced Ghana's position as a beacon in transit trade within the sub-region.

2.7 Sensitization, Outreach, and Trader Support

GSA sustained extensive sensitization and outreach programmes targeting Haulers, Freight Forwarders, exporters, small-scale cross-border traders, and transport unions. Activities included annual haulers' workshops, Zonal Stakeholder Committee meetings, and trader-focused engagements that addressed documentation, valuation, regulatory compliance, and corridor security. Special attention was given to the



CEO of GSA Prof. Ransford Gyampo and the Director General of the Niger Shippers' Council Colonel Major Souley Ibrahim signed a Memorandum of Understanding (MOU) between the two organisations

border delays and documentation bottlenecks, and strengthening axle-load enforcement mechanisms to protect road infrastructure, while ensuring efficient cargo movement. Security concerns along transit routes were also extensively examined, alongside the review and resolution of previously reported complaints raised by shippers and transport operators.

The meetings provided a structured platform for dialogue, information sharing, and collaborative problem-solving, resulting in improved inter-agency coordination and more responsive interventions. Through these engagements, the Authority reinforced its role in facilitating smooth transit operations, resolving stakeholder concerns, and promoting a more efficient, secure, and predictable transit trade environment.

northern as well as other border communities, agro-exporters, and MSMEs to ensure inclusive participation in cross-border trade under the AfCFTA framework.

2.8 Transit Shipper and Stakeholder Committee Meetings

The Authority convened Transit Shipper Committee and Zonal Stakeholder Committee meetings during the year, with particular emphasis on the Northern Zone, to strengthen coordination among Agencies involved in transit trade facilitation. The meetings brought together key stakeholders, including officials from Customs, Immigration, the Police Service, transport unions, and other trade facilitation agencies, to jointly address operational and regulatory challenges along transit corridors.

Discussions during the meetings focused on improving transit cargo management, addressing

2.9 15th Maritime Law Seminar

The Judicial Training Institute (JTI) and the Ghana Shippers' Authority (GSA) renewed their long-standing partnership at the 15th Maritime Law Seminar for judges of the Superior Courts of Ghana, held from Friday 31st October to Saturday 1st November 2025. The two-day forum brought together Superior Court Judges, Maritime Law experts, Policymakers, and Industry Players to reinforce the link between maritime jurisprudence and Ghana's ambition to be the hub for



A cross section of Resource persons, Judges of the Superior Courts of Judicature and a cross section of Management of GSA

international trade within the sub-region.

Speakers including the then acting Chief Justice, Justice Paul Baffoe-Bonnie, His Lordship Justice Yonny Kulendi who chaired the programme, His Lordship Justice I.D Amadu Tanko, Director of the JTI, Mrs. Grace Oppong Dolphy, a Chief State Attorney who represented the Attorney General, the CEO of the GSA, Prof. Ransford Gyampo, and other officials of the JTI highlighted the importance of a judiciary that keeps pace with global shifts in shipping, digitalisation, and the evolving Blue Economy. They stressed that fairness, clarity, and timely resolution of maritime disputes are essential for investor confidence and economic growth.

Three Resource Persons led the technical sessions:

- Dr. Kofi Mbiah, Esq. a former CEO of the GSA spoke on Carriage of Goods by Sea Law in Ghana: Time for Needed Change.
- Justice Yaw Darko Asare, a Justice of the Supreme Court delivered a presentation on The Legal Regime for the Arrest of Ships in Ghana, and
- Justice Richard Adjei-Frimpong, a Justice of the Supreme Court and distinguished



The Chief Justice, Justice Paul Baffoe-Bonnie delivered the keynote address at the 15th Maritime Law Seminar

maritime law expert, presented on Security in the Maritime Domain and Ghana's Criminal Law Regime

Participants engaged actively at the formal learning session and on the second day, they toured the Tema Port including the MPS Terminal 3 to gain first-hand insight into port operations and the realities that shape maritime disputes.

The seminar concluded with a clear message: Ghana's courts, ports and commercial institutions are steering in the same direction towards fairness, progress, and sustainable prosperity.



Resource Persons, some Judges of the Supreme Court of Ghana and Executive Management of GSA

CHAPTER 03

SERVICE TO SHIPPERS

3.1 Assistance to Shippers

In fulfilment of its statutory mandate to protect and promote the interests of shippers, the Ghana Shippers' Authority (GSA / Authority) delivered comprehensive support services throughout 2025. These services focused on enquiry handling, complaint resolution, shipper outreach, stakeholder engagement, and shipper registration across all operational zones.

3.2 Shipper Enquiries

During the year under review, GSA received and successfully responded to a total of one hundred and fifty-one (151) shipper enquiries through multiple communication channels, including emails, telephone calls, WhatsApp messages, walk-in visits, submissions through Zonal offices, and enquiries lodged via the Authority's website. This multi-channel approach ensured accessibility and timely support for shippers across the country.

The enquiries covered a wide range of issues, including import and export procedures, vessel and cargo tracking information such as Expected Time of Arrival (ETA), shipper and Clearing Agent registration requirements, duty and tariff

computation, port and terminal charges, and requests for contact details of shipping service providers. Shippers also sought guidance on broader shipping and logistics challenges that affected their operations.



The Middle Zonal Office of the GSA paid a courtesy visit to Epiroc Ghana in Obuasi



Routine Shipper Visitation to educate shippers on emerging trends and policy update

All enquiries were promptly acknowledged, thoroughly addressed, and resolved through appropriate guidance, referrals, and follow-up actions. This timely engagement enabled shippers to make informed operational decisions, reduce delay in cargo clearance processes, and contribute to the smooth movement of goods through Ghana's ports and logistics corridors.

3.3 Resolution of Shipper Complaints

GSA continued to provide effective dispute resolution and shipper protection services throughout the year under review. In total, one hundred and eighty-one (181) shipper complaints were received nationwide, reflecting the diverse operational challenges faced by shippers across the supply chain. Out of these, one hundred and twenty-six (126) complaints were successfully resolved, and fifty-five (55) remained at various stages of resolution including engagement with relevant stakeholders.

The complaints received spanned a broad spectrum of issues, including delay in the transfer of containers to Inland Container Depots (ICDs), demurrage and storage charges arising from port congestion and system downtimes, and challenges related to the issuance of Bills of Lading and telex releases. Other concerns involved cases of lost or missing cargo, excessive handling and terminal charges, disputes over cubic metre (CBM) calculations, and disruptions caused by intermittent downtime of the Integrated Customs Management System (ICUMS).

Other complaints related to transit VAT, the COVID-19 levy, transshipment charges as well as

reports of Police extortion, cargo detention along transit corridors, and issues surrounding abandoned or detained goods at bonded warehouses. Through sustained and structured engagement with shipping lines, terminal operators, Customs, Freight Forwarders, Border Agencies, and Security Services, the Authority facilitated amicable resolution, secured relief for affected shippers, and reinforced confidence in its role as a neutral arbiter and advocate for equity within the shipping and logistics ecosystem.

3.4 Shipper Visitation and Outreach

In line with its proactive stakeholder engagement strategy, GSA undertook extensive shipper visitation and outreach programmes across all Zones to obtain first-hand information on the operational challenges faced by importers and exporters. The engagements were designed to strengthen relationships with shippers, improve service delivery, and enhance the Authority's understanding of prevailing conditions within the shipping and logistics sector.

In total, seven hundred and twenty-two (772) visitation and outreach activities were conducted nationwide through a combination of in-person visits, telephone engagements, stakeholder meetings, and institutional consultations. Beyond information gathering, the exercise also served as an important platform for educating shippers on the provisions of the Ghana Shippers' Authority Act, 2024 (Act 1122), with particular emphasis on the mandatory shipper registration requirement under Section 26.

During the engagements, shippers raised a range of recurring concerns, including increases in shipping line and port charges, the arbitrary application of exchange rates by some shipping lines, and the imposition of demurrage charges during weekends and public holidays. Other issues related to the levying of unapproved local charges such as container cleaning fees, delays arising from intermittent downtime of the Integrated Customs Management System (ICUMS), and challenges with container evacuation by the Ghana Ports and Harbours Authority (GPHA).

Shippers also expressed concern about excessive checkpoints and illegal payments along transit

corridors, inconsistent cargo classification by Regulatory Agencies, delay in the issuance of Bank of Ghana Letters of Commitment, and persistently high freight charges despite periods of currency appreciation. In response, shippers were encouraged to register with the Authority and formally lodge complaints on such anomalies, and thereby, support evidence-based advocacy, data-driven policy formulation, and more effective regulatory interventions.

3.5 Shipper Registration

The total number of registrations was four hundred and sixty-five (465) comprising two hundred and seventeen (217) newly registered shippers and two hundred and forty eight-one (248) registration renewals. The table below contains information on the shipper registration for the quarter:

Table1: Shipper Registrations for 2025

CATEGORY	OPERATIONS ZONE	EASTERN ZONE	WESTERN ZONE	MIDDLE ZONE	NORTHERN ZONE	TOTAL
NEW REGISTRATION	36	13	22	127	19	217
REGISTRATION RENEWAL	30	86	34	44	54	248
TOTAL	66	99	56	171	73	465

Registration was recorded across all operational Zones, reflecting increased awareness and compliance with statutory requirements for the shipping and logistics industry.

3.6 Sensitisation Programmes

During the year under review, GSA organised sensitisation programmes for cargo truck drivers and cross-border traders as part of its broader effort to promote safe, compliant, and efficient trade operations. The programmes provided a platform to engage directly with transport operators and traders on critical operational and regulatory issues that affect movement along transit corridors.

Key areas addressed included variations in axle-load readings and the implications for compliance with axle-load regulations, road safety practices aimed at reducing accidents and vehicle breakdowns, and security risks such as incidents of armed

robbery along major corridors. Participants were also educated on regulatory and compliance requirements that govern transit trade, border procedures, and cargo movement.

The sensitisation engagements enhanced awareness, encouraged adherence to regulatory standards, and fostered greater cooperation among transport operators, enforcement Agencies, and the Authority. Overall, the programmes contributed to improved safety, reduced non-compliance, and stronger collaboration across the transport and logistics value chain.

3.7 Engagement with Cross-Border and Online Traders

GSA engaged cross-border traders and online importers across the northern and middle corridor

communities. Discussions addressed freight costs, border procedures, transit routes, documentation requirements, and trader protection mechanisms.



The Northern Zonal Office engaged members of the Ghana National Cargo Truck Drivers Association, Tema Chapter, during a sensitization session

CHAPTER 04

FREIGHT, LOGISTICS, RESEARCH, MONITORING & ADVOCACY



Engagement with some Shipping Service Providers (SSPs) on the cost of doing business at the ports

4.1 Approval and Review of Shipping Service Provider (SSP) Charges

During the year under review, the Ghana Shippers' Authority (GSA / Authority) exercised its regulatory mandate in the review and approval of charges submitted by Shipping Service Providers operating at the seaports and the Kotoka International Airport. Proposals for the 2025 operational year were examined through a Charges Review Committee constituted in January 2025, which provided a structured and transparent framework for assessing proposed adjustments.

In reviewing the submissions, the Authority considered prevailing economic conditions, the impact of rate adjustments approved in 2024, and the cost structure of the Service Providers, particularly where charges were indexed to the United States Dollar (USD). On this basis, proposed rate increases submitted by Ground handlers were not approved, as their existing USD-indexed tariffs already offered protection against currency fluctuation and further increases were deemed unjustified at the time.

Modest adjustments were approved for selected service providers to reflect operational realities, where reasons for the requested adjustment demonstrated clear justification that also safeguarded the interests of shippers. Some operators, however confirmed their decision to maintain existing charges, contributing to price stability within the sector.

The review process for outstanding requests continued beyond the reporting period, with further evaluations extending into 2026 to ensure that all approved charges remain fair, transparent, and aligned with market conditions.

4.2 Cocoa Freight Negotiations

Following the 2024/2025 Cocoa Freight Negotiation (CFN), the Authority intensified engagements with shipping lines and key sector stakeholders to address identified operational and logistical issues that affected the carriage of cocoa and cocoa products from Ghana, ahead of the 2025/2026 Cocoa Freight Negotiation. The issues included declining cocoa volumes, delays in the evacuation of empty containers, shortage of handling equipment and haulage constraints that impacted the export of cocoa and cocoa products.

As part of preparatory activities and meetings for the 2025/2026 Cocoa Freight Negotiation (CFN), the Technical Committee, comprising staff from the GSA and the Ghana Cocoa Marketing Company (CMC), visited the various Take Over Centers (TOCs) to enable a first-hand assessment of operational conditions, identify bottlenecks, and monitor the effectiveness of interventions.

Additionally, the Authority collaborated closely with the Ghana Ports and Harbours Authority (GPHA) to strengthen logistics support, particularly at the Takoradi Port, where equipment availability and haulage capacity were identified as critical challenges. These coordinated interventions underscored the Authority's commitment to enhancing the efficiency of cocoa export logistics and ensuring that issues raised during the Cocoa Freight Negotiations are addressed through sustained stakeholder collaboration and practical operation improvements.

Subsequently, the Authority attended the main CFN conference in Rouen, France, from the 26th - 29 August, 2025. A key outcome of this negotiation was the maintenance of the

2024/2025 negotiated freight rates for the 2025/2026 crop season.

The finalized rates for the 2025/2026 cocoa shipments are summarized as follows:

- United Kingdom: £32.00 per tonne, subject to a 28% Bunker Adjustment Factor (BAF).
- Northern Europe: €56.72 per tonne, including a 30% BAF.
- Estonia: €64.83 per tonne, including a 30% BAF.
- Mediterranean Europe: €63.67 per tonne, including a 30% BAF.
- Long-Haul Routes (inclusive of BAF): Far East at \$105.46 per tonne, Japan at \$111.39 per tonne, and Brazil at \$122.05 per tonne.

All other commercial shipment conditions, including the provision of dressing materials by shipping lines and container stuffing by CMC, remained unchanged.

4.3 Monitoring of Port and Airport Charges

The Authority undertook continuous monitoring of port and airport charges to ensure strict compliance with approved rates and to promote transparency and fairness in the application of fees. At Kotoka International Airport, it was observed that the approved 2024 rates were consistently applied by all service providers, reflecting adherence to regulatory standards. At the seaports, a detailed analysis of invoices was conducted to evaluate pricing trends, assess the fairness and consistency of charges, and identify possible deviations from approved rates.

The insights gained from the monitoring activities informed regulatory decisions, guided interventions where discrepancies were noted, and reinforced transparency in the application of port and airport charges. The continuous oversight ensured that shippers and cargo operators were charged appropriately, contributing to a more predictable and accountable logistics environment.

4.4 Port Operations and Cargo Flow Monitoring

Extensive monitoring was conducted at both Tema and Takoradi Ports, encompassing



CEO, Prof. Ransford Gyampo led discussions at the 2025/2026 Cocoa Freight Negotiations held in France

terminals, bonded yards, scanning sites, transit facilities, and truck parks. The exercise provided a comprehensive view of operational performance and highlighted several challenges that affect cargo flow and safety. Significant issues identified included delay in container evacuation, largely attributed to shortages of available trucks, which created bottlenecks at key handling points. Scanning operations were also affected by inefficiencies stemming from Optical Character Recognition (OCR) system failures and intermittent downtime of the ICUMS platform, resulting in slower processing of cargo documentation.

Additionally, overbooking and misuse of truck appointment systems were observed, contributing to congestion and operational inefficiencies. Space constraints at transit terminals and bonded yards further exacerbated the handling delay, limiting the smooth movement of containers. Safety concerns were also noted, particularly in relation to insufficient personal protective equipment (PPE) for workers and gaps in emergency response infrastructure. The findings underscored the need for targeted interventions to enhance operational efficiency, improve compliance with safety standards, and optimize port and transit facility management.

4.5 Terminal-Specific Observations

At the Terminal level, several operational trends and challenges were observed. At MPS Terminal 3, there was a gradual reduction in container backlog, largely attributable to the deployment of additional GPHA trucks, which helped to ease congestion and improve cargo flow. The Golden Jubilee Terminal saw improvements in operational efficiency; gains which were, however, tampered by significant safety concerns that required urgent attention to ensure both personnel and cargo security.

Scanport, GSL, and Nick Scan Terminals navigated a period of transition, which, combined with delays related to the Optical Character Recognition (OCR) system, impacted overall throughput and processing times adversely. The Intrusive Examination Bay was underutilized, with clearance delays contributing to inefficiencies that affected the smooth movement of goods.

The Bonded and Transit Terminals continued to experience capacity pressure, which was compounded by labour shortage. The situation posed a challenge to maintaining optimal operational performance. Collectively, the observations highlighted the need for targeted interventions at specific Terminals to enhance efficiency and address safety and labour concerns, to ensure that the seaports are aptly equipped to meet growing demand.



Meeting with the Ghana Airports Company Limited on the Inter-Agency collaboration to drive operational efficiency and effectiveness in port operations

4.6 Monitoring of Ship Traffic and Cargo Throughput

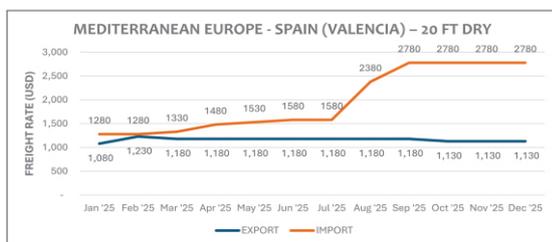
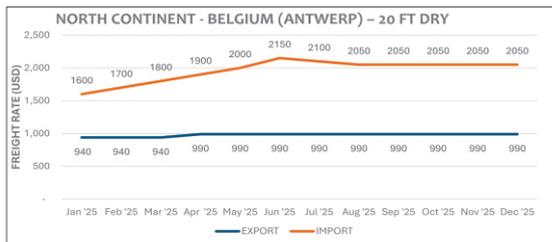
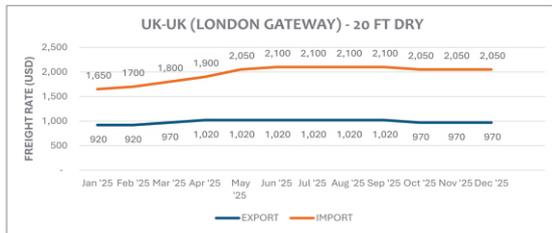
At the Takoradi Port, a total of 117 chargeable ship calls were recorded during the reporting period, reflecting the port's steady level of maritime activity. Total cargo throughput reached 2.9 million metric tonnes, with exports slightly surpassing imports. The figures underscored the port's continued significance in facilitating Ghana's bulk export operations and sustaining its role as a vital hub for international trade. The data highlighted the port's capacity to efficiently handle both incoming and outgoing cargo, reinforcing its importance in the national and regional economy.

4.7 Freight Rates Monitoring and Publication

During the year under review, the Authority conducted regular monthly analyses of freight rates between Ghana and key international trade corridors, including Europe, Asia, North America, the Middle East, and South America. The continuous monitoring enabled the Authority to track cost movements, identify emerging trends, and assess the impact of global shipping dynamics on Ghana's import and export trade.



INDICATIVE FREIGHT RATES (in USD) FOR SHIPMENTS TO/FROM GHANA (PORT OF TEMA) JANUARY 2025 – DECEMBER 2025



The analyses produced freight rate pictographs that supported internal decision-making, regulatory oversight, and stakeholder engagements. In addition, comprehensive freight rate trend analyses spanning January to December 2025 were prepared and published in the Shipping Review, the GSA's quarterly journal. The publications provided industry stakeholders with reliable and accessible information on freight rate movements, thereby enhancing transparency, supporting planning and budgeting, and strengthening the Authority's role as a credible source of trade and shipping intelligence.

4.8 Vessel Movement Reporting

Daily vessel arrival and berthing data were compiled for both Tema and Takoradi Ports, and were disseminated to stakeholders through the MIS Department to support trade planning and operational coordination.

4.9 Shipper Complaint Resolution Feedback Survey

The Authority administered satisfaction surveys to shippers whose complaints had been resolved. Monthly and consolidated reports were prepared to assess service quality and improve complaint handling mechanisms.

4.10 Market Research and Specialized Studies

During the year under review, the GSA undertook market research and specialized studies to support evidence-based policy formulation, regulatory decision-making, and improved service delivery within the shipping and logistics sector. The studies were designed to address emerging operational challenges and provide analytical support for the Authority's regulatory and advocacy functions.

A key study conducted during the period examined refrigerated (reefer) container processes and associated costs at the Tema Port. The study identified major inefficiencies contributing to high logistics costs and significant financial losses for importers, including complex multi-agency clearance procedures, high electricity and extended dwell-time charges (including cases of double billing), systemic delays linked to ICUMS and slow inspections, limited cost transparency, and weak enforcement of existing regulations. The challenges increased food prices, reduced importer profitability, weakened cold-chain integrity, and undermined Ghana's competitiveness as a regional logistics hub.

The findings are expected to inform targeted policy interventions focused on metered electricity billing, faster and digitized clearance processes, stronger inter-agency coordination, improved transparency, enhanced institutional capacity, stricter oversight, and greater investment in technology and automation to improve efficiency in temperature-sensitive trade. In addition, the Authority prepared Market Analysis and Surveillance Reports to guide the review and approval of shipping charges to ensure that pricing decisions are aligned with prevailing market conditions, cost structures, and service delivery trends.

The Authority also compiled Container Demurrage Reports to assess the financial burden borne by shippers due to delay at the ports. Although the reports are yet to be published due to pending final data validation, they represent an important step toward quantifying demurrage trends and strengthening advocacy for fair and transparent charging practices.

Collectively, the research output enhanced the Authority's capacity to provide data-driven insight to drive efficiency, transparency, and fairness within the shipping and logistics ecosystem.

4.11 Trade Statistics and Data Requests

The Authority responded to multiple requests from Government Agencies and Ministries, Foreign Missions and international partners, Media organizations and private sector operators for data to support their operations. Data provided covered imports, exports, transit trade, and commodity-specific statistics.

4.12 Boankra Integrated Logistics Terminal (BILT)

The BILT project experienced delay in physical and financial performance. The Authority, however, continued with technical reviews and monitoring to address implementation bottlenecks.

4.13 Truck Parks and Border Logistics Facilities

During the year under review, the Authority intensified efforts to improve truck parking infrastructure and border logistics facilities as part of its broader strategy to enhance transit trade facilitation, safety, and operational efficiency along key transport corridors. The interventions were informed by field assessments, stakeholder engagements, and the need to address persistent congestion, infrastructure deterioration, and inadequate driver welfare facilities.

A major intervention was the proposal to remodel the Hamile Truck Park into a fully integrated Border Logistics Hub. Following a comprehensive technical review, the facility was found to be in a state of significant deterioration, characterized by pavement failure, poor drainage, and the absence of essential amenities such as sanitation, potable water, lighting, security systems, and structured

management. The Authority, consequently, proposed a phased re-development of the site to include designated truck staging areas, inspection and Border Agency collaboration zones, driver welfare facilities, and security and emergency response infrastructure. The intervention is expected to significantly improve safety, reduce congestion at the border, and enhance the overall efficiency of transit operations along the Ghana–Burkina Faso corridor.

In addition, the Authority conducted a review of the status, ownership, and management arrangements of the Elubo Freight Park. The assessment revealed operational and maintenance challenges that limited the effective utilization of the facility. To safeguard the Authority's strategic interests while ensuring sustainable operations, a Public–Private Collaboration model through a joint venture arrangement with the Jomoro Municipal Assembly was recommended. The approach is intended to strengthen governance, improve maintenance, and optimize the facility's role in supporting cross-border trade at the western frontier.

Furthermore, as part of efforts to address capacity gaps and improve traffic management along major transit routes, the Authority undertook a feasibility assessment for the establishment of a new truck park at Winneba Junction. The assessment examined land suitability, accessibility, security considerations, and integration with existing logistics networks. The proposed facility is expected to support structured truck staging, reduce roadside parking,



Routine engagement with the Joint Association of Port Transport Unions (JAPTU) to discuss how to advance compliance and professionalism in Transit Trade

improve driver welfare, and enhance cargo flow efficiency along the southern corridor.

The collective impact of the initiatives underscore the Authority's commitment to developing resilient, well-managed truck parks and border logistics facilities that support safe, efficient, and competitive transit trade operations.

4.14 Multimodal Infrastructure Mapping

A multimodal Infrastructure map of Ghana was completed. It captured ports, roads, railways and border points in the country. The map will support national logistics planning, trade facilitation and multimodal integration

4.15 Stakeholder Engagements

During the year under review, the Authority strengthened stakeholder collaboration through the convening of targeted engagements with key actors involved in transit trade and cargo movement. The meetings provided a structured platform for dialogue among public and private sector stakeholders to review prevailing transit trade challenges, assess progress on previously agreed actions, and align expectations in support of the 24-Hour Economy and regional trade facilitation objectives. Discussions focused on critical issues such as truck availability, cargo-sharing arrangements, axle load enforcement, corridor security, exchange rate application by shipping lines, and port readiness for round-the-clock operations.

Engagements with the Joint Association of Port Transport Unions (JAPTU) and other Drivers' Unions addressed concerns related to haulage capacity, driver registration, tariff structures, and compliance with transport and road safety regulations. The interactions also enhanced information sharing and promoted adherence to regulatory requirements governing port and corridor operations.

The Authority further deepened regional collaboration through engagements with the Shippers' Councils of Burkina Faso and Niger, together with their respective Drivers' Associations. Discussions focused on cross-border transit challenges, including cargo allocation, truck

shortages, and harmonisation of operational procedures along transit corridors; and reinforced the importance of sustained regional cooperation in facilitating seamless cargo movement, reducing non-tariff barriers, and strengthening Ghana's role as a preferred transit hub for landlocked countries.

Overall, the stakeholder engagements enhanced coordination, strengthened partnerships, and supported evidence-based interventions that improved transit trade efficiency and stakeholder confidence in Ghana's transport and logistics system.

4.16 Corridor Monitoring and Fact-Finding Missions

In fulfilment of its mandate to facilitate efficient transit trade and protect the interests of shippers, the Authority undertook a comprehensive fact-finding mission along the Tema–Hamile transit corridor during the period under review. The mission was designed to verify complaints received from transit shippers and drivers, assess operational conditions along the corridor, and generate evidence-based input to inform policy advocacy and stakeholder engagement.

The assessment revealed the presence of an excessive number of checkpoints operated by multiple enforcement Agencies along the corridor, which contributed to delays, increased transit time, and higher transport costs. The mission further confirmed the prevalence of informal payments at several Customs points, that undermined transparency and increased the cost burden on transit operators. The practices were identified as key non-tariff barriers that affected the smooth movement of goods and the competitiveness of Ghana's transit corridors.



Burkina Faso Shippers' Council and journalists from State Broadcaster visits GSA to explore transit trade and regional collaboration.

The mission further highlighted significant infrastructure challenges, including poor road conditions characterized by potholes, erosion, and near-failed sections, as well as inadequate street lighting in critical areas. The absence of designated rest areas and truck parking facilities along the corridor was also noted as a source of safety risks for drivers. It also contributed to congestion and operational inefficiency.

The findings from the fact-finding mission provided a credible evidence base to support the Authority's advocacy effort and policy recommendations. They were further used to engage relevant enforcement Agencies, infrastructure authorities, and policy-makers, with the aim of reducing non-tariff barriers, improving corridor infrastructure, enhancing transparency, and strengthening Ghana's position as a reliable and competitive transit hub for the sub-region.

4.17 Complaints Management

During the period under review, the Authority effectively managed transit-related complaints submitted through its electronic complaints platform (E-platform), in line with its mandate to protect the interest of shippers and promote transparency within the transport and logistics chain. Each complaint received was subjected to prompt investigation and verification to establish the underlying issues and affected stakeholders.

Find details of complaints in the table below; The Authority's E-platform system for monitoring non-tariff barriers recorded a total of fifty-one (51) complaints as at the end of December 2025. The Table below shows the complaints received against various institutions operating along the corridors.

TABLE 2: E-PLATFORM SYSTEM AS AT DECEMBER 2025

Institutions	Police	Axle load	Customs	Immigration	MPS	ICUMS	JAPTU	SHIPPING LINES	OTHER	TOTAL
No. of Complaints	33	1	10	1	1	1	1	2	1	51

As depicted in the table above, 33 out of the 51 complaints received from January to December 2025 were against the Police.

Resolution of the complaints was achieved through coordinated stakeholder collaboration involving relevant enforcement Agencies, port authorities, transport unions, and service providers. The Authority facilitated dialogue,

conducted follow-up engagements, and ensured that agreed corrective actions were implemented within established timelines.

The structured approach did not only lead to the successful resolution of all reported transit-related complaints but also helped to address systemic issues that contributed to recurrent challenges along transit corridors. The complaints management process therefore served as both a redress mechanism for shippers and a feedback tool for improving operational practices, strengthening inter-agency cooperation, and enhancing confidence in Ghana's transit trade framework.

4.18 Results Monitoring and Corporate Planning

During the reporting period, the Authority strengthened its performance management and corporate planning processes to ensure alignment with strategic objectives. Quarterly Results Monitoring Matrices were prepared and disseminated to departments, providing a structured framework for tracking progress against planned targets, and identifying areas that required corrective action.

The Authority also completed and validated the 2025 Corporate Plan, which set out clear priorities, goals, and performance indicators to guide operations and resource allocation for the year. Through systematic performance tracking, departmental outputs were closely aligned with the strategic objectives of the Authority, enabling evidence-based decision-making, enhanced accountability, and improved organizational effectiveness across all functional areas.

4.19 Performance Contract with SIGA

The Authority actively engaged with the State Interests and Governance Authority (SIGA) to ensure compliance with statutory performance requirements and to strengthen accountability. As



Delegation from Angola's Regulatory Agency for Cargo Certification and Logistics (ARCCLAJ) visited the Ghana Shippers' Authority as part of an exchange programme to strengthen cooperation and share best practices in commercial shipping and logistics.

part of this engagement, the Authority submitted all required statutory reports, participated in the 2025 Half-Year Performance Monitoring exercises, and provided comprehensive updates on progress toward agreed targets.

Additionally, the Authority took part in the end-of-year assessment and the negotiations for the 2026 Performance Contract. Notable contributions were made to the definition of key performance indicators, strategic priorities, and operational benchmarks for the ensuing year. The engagements reinforced the Authority's commitment to transparent operations and reporting, continuous improvement, and alignment with national performance management frameworks.

4.20 Bilateral and Multilateral Engagements

The Authority actively participated in key bilateral and multilateral forums to strengthen regional trade and transport cooperation. They included engagement in the Ghana–Burkina Faso and Ghana–Zambia Permanent Joint Commissions, where discussions focused on enhancing cross-border trade, improving transit procedures, and resolving operational bottlenecks.

At the multilateral level, the Authority contributed to the work of the UNCITRAL Working Group VI on Negotiable Cargo Documents, providing input on the digitalization of transport documentation and supporting efforts to modernize international trade practices, reinforcing Ghana's leadership in trade digitalisation and logistics reform.

Through these engagements, the Authority advanced initiatives in trade facilitation, regional transit cooperation, and the adoption of digital solutions to streamline cargo handling and documentation processes.

4.21 National and Industry Engagements

The Authority actively participated in a wide range of national and industry engagements aimed at strengthening collaboration and promoting logistics modernization. The engagements included National Facilitation Committee meetings, where key stakeholders discussed strategies to streamline trade and transit operations.

4.22 Review of Charges and Tariff Transparency

GSA deepened stakeholder engagement on the review and approval of administrative charges, ensuring fairness and inclusiveness. Approved port, cargo, and air freight tariffs were published to enhance transparency, support compliance monitoring, and reduce arbitrary charges.

4.23 Transit Corridor Monitoring and Interventions

The Authority intensified monitoring of major transit corridors, ports, airports, and land borders to address operational challenges such as informal charges, truck shortages, axle load enforcement, security concerns, and infrastructure gaps. Complaints received were investigated and resolved through coordinated stakeholder engagements.

CHAPTER 05

HUMAN RESOURCES AND ADMINISTRATION

5.1 Human Resource Management

Throughout the year under review, the Ghana Shippers' Authority's (GSA) mandate was executed through administrative efficiency, staff welfare, procurement coordination, and staff capacity development. The workforce comprised permanent staff, National Service Personnel, outsourced contract staff, and interns who were deployed in accordance with the organization's strategic intent.

Management and staff participated in local, regional, and international meetings, conferences, workshops, and training programmes to build and/or enhance their capability to drive the achievement of corporate goals effectively. Staff were engaged via periodic durbars, Union and Management meetings to keep them aligned with the strategic direction of the organization.

Transport Management through regular fleet maintenance and Procurement activities supported both operational continuity and strategic development, notably the development of the GSA Strategic Plan (2026–2030) and the Scheme of Service. The two documents are expected to be completed in 2026.

5.1 (a) Staff Position

Staff strength fluctuated marginally during the year due to Confirmations, Resignations, Retirements, Contract engagements, Postings, and Terminations in accordance with government directives and internal policies. Staff redeployment and job rotation were carried out to enhance operational efficiency across the organization.

The total staff strength of the Authority at the end of the year under review was 198, made up of 102 permanent staff, 28 National Service Personnel, 67 outsourced Contract staff and 1 intern.



A cross section of members of the Board of Governors and staff



5.1 (b) Meetings, Conferences and Workshops

In the year under review, the Authority facilitated the participation of Management and staff in national, regional, and international meetings, conferences, and workshops. Various levels of staff participated in Permanent Joint Commission for Cooperation meetings, maritime governance forums, meetings of the Agencies of the United Nations and the International Maritime Organization, conferences on Climate Change, regional trade missions, and stakeholder dialogues.

Staff participation in the engagements strengthened Ghana's collaboration with regional and international partners, enhanced staff exposure to global Best Practices, and reinforced the Authority's role in trade facilitation, transit trade advocacy, and maritime policy development. The knowledge and experience gained from the engagements contributed significantly to institutional learning and overall impact on the shipping and logistics sector.

5.1 (c) Staff Engagement

Durbars to provide a forum for interaction between and amongst staff, Management and the Governing Board were held during the year under review. The intentional engagements enhanced communication amongst the varied internal and external stakeholders. The sessions further provided opportunities for staff to be informed about the strategic direction of the Authority, discuss operational issues and address matters of mutual concern.

5.1 (d) Leave Administration

Leave Administration was managed throughout

the year in line with the Authority's Human Resource policies.

5.1 (e) Transfers and Postings

Transfers and Postings were done during the year to address operational needs and strengthen service delivery across the Authority's offices across the country.

5.1 (f) Retirement

Staff due to proceed on statutory retirement were served with the appropriate notices, and arrangements were made for pre-retirement Leave where applicable. The measures ensured a smooth transition and continuity of operations.

5.1 (g) Training

Capacity building remained a central focus for GSA throughout the period under review. Staff participated in a wide range of local and international training programmes in Human Resource Management, Procurement and Contract Management, Corporate Governance, Leadership Development, Fraud Prevention, Maritime Safety, Logistics and Port Management, Data Analytics, Records Management, and Retirement Planning.

The investment in building professional and occupational capacity of staff aimed to enhance competency and service delivery, and thereby engender an apposite fit with the Authority's strategic objectives.

Largely, staff demonstrated improved output in their areas of expertise as was reflected in the Authority's agility in dealing with its operational obligations.

5.1 (h) Industrial Harmony

In the year under review, the relationship between the local Union and Management remained cordial. The Executive of the Union participated in the annual Management Workshop during which staff matters of mutual concern were deliberated through constructive dialogue and mutual respect.

5.2 TRANSPORT

Maintenance, repair, and certification of the organization's fleet of vehicles were undertaken judiciously. Routine servicing and renewal of roadworthy certificates were done in compliance with national road safety standards.

5.3 PROCUREMENT

Procurement activities during the year were managed in accordance with the Public Procurement Act (2003), Act 663 as amended.

Notably, Consulting Services were procured for the development of a 5-year Strategic Plan (2026-2030) and the Scheme of Service for the Authority. Other activities included the acquisition of a vehicle, ICT equipment, furniture, branded materials, Consultancy Services for civil and other construction works, maintenance and repair of elevators, valuation of landed property, and the establishment of Framework Agreements for consumables.



CHAPTER 06

CORPORATE REPUTATION AND IMAGE

The Authority undertook measures to protect and enhance its reputation and public image throughout the period under review. The efforts covered the following key areas:

- the management of Publicity to amplify the output of the organization and by that showcase GSA as a beacon in the bustling shipping and logistics sector,
- periodic (Daily, Weekly, Monthly, Quarterly and Annual) Publications to underscore GSA's standing as a thought-leader and knowledge hub for the shipping and logistics sector, and
- provision of professional and administrative Protocol and Support services to both internal and external stakeholders to facilitate the discharge of their varied obligations towards the achievement of the organization's strategic objectives. Monetization of the conference facilities of the Authority raised appreciable funds in the year under review.

Peer Learning was employed to complement the formal training sponsored by the organization to enhance delivery and output in this strategic part of the organization.

6.1 DELIVERY IN KEY RESULTS AREAS

1. Reputation & Image Management: To effectively place GSA positively in the public eye, daily intellectually stimulating information captured in the form of creative fliers was disseminated via social media. In total, there were 160,000 interactions (Likes, Comments, Sharing, etc) on the information shared via this medium.

The output of the Shipper Services & Trade Facilitation as well as the Freight & Logistics Departments in all the four (4) operational Zones and the Head office was amplified via stories published on the GSA website and conventional media coverage was within 48 hours of their occurrence. Media Syndication was often utilized to keep the cost of the amplification within reasonable lines of the budget. In total, about forty- eight (48) stories were published across both conventional and non-conventional Media.

Reports from daily monitoring of the entire spectrum of the Media landscape were published at 9am for the information of Management and staff to elicit prompt action as became necessary.

A spirited camaraderie with the Media Fraternity proved to be worthwhile in the discharge of this

pertinent task, as a good number of the publications were done on pro bono basis. Overall, no negative media report was recorded in the year.

On monthly basis, a Media Report that gauged the reputation of the Authority through an analysis of Media reportage from all channels (Print, TV, Radio, Online, Social Media) enabled an effective assessment of how GSA was perceived by the public. The report, submitted to Management by the 5th day of an ensuing month aided the utilization of the varied Media Channels and Media Houses. It as well enabled Management to get a sense of the expectations of the varied publics (stakeholders) of the Authority.

II. Knowledge Building & Dissemination: In the year under review, GSA continued to hold its place as the thought-leader and hub for vital information with respect to international. Publications, including the following were duly delivered;

- the quarterly Shipping Review, a 40-page pseudo-journal that contained articles on varied subjects that impact the shipping and logistics sector;
- quarterly Operational Report to Management drawn from the extensive work undertaken by all departments to deliver the core mandate of the organization; *(that is to safeguard and advance the interests of all stakeholders in the shipping ecosystem of Ghana in relation to movement of international commercial trade cargo across the borders of Ghana);*
- the Annual Report on the Authority's strategic and operational output, and
- quarterly info-tainment Newsletter to engage and delight staff as they discharged their varied responsibilities to drive the organization's goals.

III. Protocol & Support Services: In the year under review, GSA's conference facilities in Accra and Takoradi received significant patronage and generated a total of GHC 606,889.00. Accra received ninety-four (94) paid patronage resulting in a revenue GHC 551,889 .00, and Takoradi recorded twenty-one (21) paid patronage which generated GHC 55,000.00.

Travel for training, meetings, conferences and Business Development by both staff and the

Governing Board were efficiently and effectively managed to drive the strategic goals of the organization.

6.2 PUBLIC RECOGNITION

In the year under review, GSA received public recognition for outstanding performance in different segments of its mandate. Nine (9) in all, they comprised eight (8) Awards, and one (1) Appreciative citation. The underlisted are the named recognition received:

a) Awards

1. Impact in Shipping and Trade - Ghana Celebrity Impact Award, June 2025.
2. Maritime Trade Facilitation and Logistics Access Award - National Business Awards, August 2025.
3. Top-30 Next Rated Public Sector Leaders of the Year - National Business Awards, August 2025.
4. Africa's 100 Most Influential Trail Blazers - Africa's 100 Most Influential Trail Blazers Awards, August 2025.
5. Excellence in Shipper Focused Policy Development - Maritime & Logistics Awards, September 2025.
6. African Public Service Optimum Awards – Logistics and Trade Facilitation Award, November 2025.
7. Africa Global Leadership and Changemakers Awards - The Order of the Golden Eagle – Golden Eagle Star Award in Leadership, Governance and Entrepreneurship, November 2025.
8. Eminent West Africa Nobles Forum – Nobles International Award for West Africa Men and Women of integrity, 11th December 2025.

b) Recognition

1. Citation of Honour for Dedication and Contributions to the Shipping and Logistics Industry - GNCCI, Tema Region, September 2025



The GSA and its CEO, Prof. Ransford Gyampo, were honoured for excellence at the prestigious Africa Global Leadership and Changemakers Awards.



Prof. Ransford Gyampo was recognised as one of Africa's 100 Most Influential Trailblazers.



The GSA was honored for its Impact in Shipping and Trade at the Ghana Celebrity Impact Awards



CEO Prof. Ransford Gyampo received a citation from the Speaker of Parliament, Rt. Hon. Alban Sumana Kingsford Bagbin, in recognition of his support for the successful organisation of the Democracy Cup. The citation was presented by the Deputy CEO - Technical, Mrs Sylvia Asana Dauda Owu



2025 AWARDS AND RECOGNITION



CHAPTER 07

CHALLENGES



Notwithstanding the creditable achievements in the year under review as outlined above, the operations of the Authority faced challenges that negated the otherwise applaudable output. Persistent infrastructure deficits at the ports, transnational borders, and along key transit corridors constrained the smooth movement of international cargo. Poor road conditions, inadequate truck parks fitted with rest areas and adequate lighting, and other logistics necessary for uninhibited transit trade unfortunately frustrated the deliberate interventions to deliver a sterling year.

Non-tariff Barriers (NTB), particularly the excessive number of checkpoints and the incidence of informal charges along transit corridors, undermined transparency and increased transit time and costs. The practices impacted shipper confidence adversely and negated the otherwise enviable preferred transit route status Ghana enjoyed. In addition, weak inter-agency coordination and overlapping regulatory mandates at ports and borders resulted in duplicated procedure, inconsistent enforcement, and avoidable delay in cargo clearance.

Operational inefficiencies associated with digital trade systems also posed significant challenges during the year under review. Intermittent downtime of critical platforms, including Customs and cargo clearance systems, disrupted operations and delayed documentation processing, leading to the accumulation of demurrage and storage charges. The challenges were further compounded by port congestion, limited cargo evacuation capacity, misuse of truck appointment systems, labour constraints, and space limitations at Terminals and transit yards,

compounding the challenges in the cost of doing business in Ghana.

Shippers continued to face high and unpredictable costs arising from elevated freight rates, and the relative instability in the foreign exchange rate within the Shipping sector. The cost pressures reduced predictability in trade transactions and impacted the cost of doing business negatively. Safety and security concerns along some trade corridors, including harassment, extortion, inadequate lighting, and limited emergency response infrastructure, further heightened risks to drivers, cargo, and transport operators.



(Act 1122) remained a matter of grave concern for the Authority.

Delay in the implementation of strategic logistics infrastructure projects, notably the Boankra Integrated Logistics Terminal (BILT), slowed the realization of anticipated multimodal and transit trade benefits. At the same time, capacity constraints among some stakeholders within the trade and logistics ecosystem affected compliance with regulatory requirements, documentation standards, and safety protocols. The inability to complete the requisite work required to pass the Legislative Instrument (L.I) to strengthen the enforcement of the GSA ACT 2024

The Governing Board, Management and staff are nevertheless, poised to tackle the operational bottlenecks decisively through the rigorous enforcement of Act 1122 (2024), the passage of the Legislative Instrument to strengthen the operationalization of the expanded mandate of the Authority, continuous investment in the capacity of staff and intentional investment in strategic infrastructure across the country to complement the resolution of systemic challenges that may arise.



CHAPTER 08

CONCLUSION

The 2025 business year at the Ghana Shippers' Authority (GSA/Authority) was a year of appreciable achievement, institutional resilience, and strategic progress. The Authority pursued and implemented coordinated interventions that strengthened transparency, efficiency, and stakeholder confidence in the organization's ability to deliver its mandate competently without let or hindrance.

Intensified monitoring of ports, airports, borders, and transit corridors to identify operational bottlenecks, address Non-Tariff Barriers (NTB), and improve service delivery characterized the operations of the Authority. Fact-finding missions, corridor monitoring, and complaints management mechanisms provided credible, evidence-based input that informed policy advocacy and stakeholder engagements. The tailored interventions contributed to improved coordination among Enforcement Agencies, Service Providers, and trade actors, and reinforced Ghana's position as a reliable and competitive trade and transit hub within the sub-region.

Overall, despite persistent infrastructural, systemic, and global industry challenges, GSA's integrated approach to delivering its mandate in 2025 enhanced transparency, and sustainable growth of Ghana's shipping and logistics sector. The Authority is thus, well positioned, to consolidate the gains made, and build upon it to continue to provide expert support for national development and regional trade integration in the years ahead.



Staff of the Eastern Zonal Office, Tema in a group photo with a cross section of Management



TERMINOLOGIES

ACTUAL CONTAINER GROSS WEIGHT

Total weight of a container, i.e. the weight of the payload plus empty container weight, together with any loose internal fittings.



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