Detailed Information on the Case Studies

Operational Dwell Time

Mombasa
The port in Mombasa has 16 deepwater berths, five of which are used for container traffic. The equipment is only five to six years old, and reliability is high.\textsuperscript{1} Average productivity at berth is 16–18 moves per vessel-hour, but this usually involves two cranes. Crane productivity is only 10–12 boxes per gross crane-hour and 12–13 per net crane-hour. This compares with more than 20 in modern ports. The low productivity is a result of congestion in the container yard as well as lack of reliable power. While equipment is reasonably reliable, the amount of equipment is not sufficient to meet peak demand. Two other berths, 13–14, have a length of 368 meters and alongside depth of 10.6 meters. These are dedicated to serving Maersk vessels, which are loaded and unloaded using their own gear. Kenya Ports Authority has equipped the adjoining storage area with three reachstackers. Maersk provides additional equipment in order to speed turnaround but is only able to achieve handling rates of 13 boxes per vessel-hour. Berths 13 and 14 have been handling an increasing portion of the port’s container traffic.

The increase in the number of containers transferred per call, combined with the decline in average berth productivity due in part to the
increase in the amount of containers handled at Berths 13–14, has increased the average time that vessels spend at berth to about three days to discharge about 900 boxes (1,200 20-foot equivalent units [TEUs]). Because of the limited amount of equipment, productivity is the same for larger vessels, which require five to six days to discharge 1,500 TEUs or more.

Occupancy for the container terminal has fluctuated between 80 and 90 percent for much of the last seven years. Severe congestion occurred in the middle of 2007 and again in 2008, when occupancy rose above 90 percent. Up through 2006, the average delay for vessels waiting for a berth was about 1.5 days, but by 2008, this figure was 2.5 days, even though the number of vessels waiting had decreased. In 2009, the average berth waiting time (for all vessels) decreased steadily as the number of vessels waiting declined. While waiting time is somewhat high for a modern port, it is low compared to that of other ports in the region.

Yard congestion is a continuing problem. In 2007, the container terminal had a backup area of about 12 hectares, with an additional 7.5 acres behind Berths 11–14. Together these provided a maximum design capacity of about 12,000 TEU and normal operating capacity of about 8,000 TEUs. However, in early 2007, the confluence of peak winter traffic and lack of inland transport due to postelection violence led to yard occupancy of about 19,000 TEUs.

**Tema**
The Tema Container Terminal was constructed in 2002 on an existing timber pier located within the port’s breakwater. The entrance channel restricts vessels to a maximum length of 246 meters and draft of 11.5 meters. The terminal has two berths. These have a length of 575 meters and can accommodate vessels with a draft of up to 11.5 meters. On the other side of the pier, Berths 3–5 are used for general cargo operations and can accommodate vessels with a draft up to 10 meters. In addition to the pier, the port has a main wharf with seven multipurpose berths, one of which is used to load and unload clinker. The terminal is equipped with three ship-to-shore gantry cranes (SSGs). Despite their age, they are able to achieve an average gross handling rate of 19–21 moves per hour.

Imports are stored in a separate area located to the west of the pier. One section is equipped with four old rubber-tired gantries (RTGs) used to block stack containers destined for the off-dock container yards (ODCYs). The rest of the yard has low-density stacking suitable
for reachstacker operations. While a shortage of yard equipment has contributed to congestion in the past, efforts are under way to resolve this problem. Specifically, the number of RTGs is to be doubled.

The container terminal is operated by Meridian Port Services under a 20-year concession agreement. As part of the agreement, the port transferred its container-handling equipment to the concession, and this accounts for a majority of the equipment in use. Under the agreement, Meridian Port Services was required to develop approximately 16.5 hectares of paved storage plus ancillary buildings. In return, it was given exclusive right to serve all vessels carrying more than 50 containers. In 2007, its market share was 85 percent. This decreased during the following year due to congestion, but has since recovered to more than 90 percent.

Vessel productivity is currently between 28 and 30 moves per hour at berth, but the net rate is much higher, because the time required for berthing, unberthing, and clearing the vessel often exceeds five hours. Most vessels can achieve turnaround in less than two days. The larger lines are able to achieve 35–40 moves per berth-hour, which allows a turnaround time of 1.5 days since the terminal operates 24 hours a day, seven days a week. Improvements in berth productivity have helped to moderate the increase in time at berth resulting from the increase in the amount of containers transferred per vessel call. However, the increase in waiting time for a berth has led to an increase in overall port turnaround time.

Berth waiting time peaked at the end of 2008 because of heightened security measures during the period of national elections and subsequent change in procedures with the new government. This coincided with the annual peak in traffic prior to Christmas and Chinese New Year. At one point, the delays reached 20 days. Prior to that, significant delays in 2007 were due to the combination of low berth productivity preceding handover of terminal operations to Meridian Port Services and construction of the new storage area. While exceptional circumstances caused the delays in both years, there was also a cyclical problem caused by seasonal peaks in demand, especially at the end of the year. The problem reoccurred at the end of 2009, when the annual surge caused congestion in the storage areas, with the result that not only the terminal but also all of the ODCYs were full and dwell times increased significantly.

**Dar es Salaam**

Tanzania International Container Terminal has a design water depth of 12.2 meters, but the actual depth is less than 10.5 meters because of
siltation. The length of the ships is limited to 234 meters as a result of a bend in the one-way approach channel. This presents a problem for bulk vessels, but not for container vessels, which currently average 160 meters. The 749-meter wharf can accommodate three vessels but lacks a backup area to serve this many vessels efficiently. The original area of 18 hectares has been increased to about 23 hectares. The 12-hectare storage yard used to have ground slots of 2,500 TEUs, but now has 3,860 TEUs. Additional container storage has been added outside the terminal, both within the port and outside in the off-dock yards and empty container depots.

Berth productivity increased dramatically at the start of the concession but has since declined due to unreliable equipment and congestion in the terminal yard. Two of the three ship-to-shore gantry cranes are more than 20 years old. Four of the 12 RTGs are about 20 years old, and the rest are about 10 years old. While seven RTGs have been added since 2007, the number of available SSGs declined during 2008–09, when one was out of commission for most of the year. Eventually, two mobile container cranes were brought in, but these had low productivity.

In 2009, the productivity of the two working SSGs was 19.6 moves per net working hour. This is reasonable given the age of the equipment. When nonproductive periods are included, this drops to 17.1 moves per gross crane-hour. The high level of berth occupancy has meant that most vessels use only one SSG, with the result that vessel productivity is similar to crane productivity. However, during the last two years, the loss of one SSG combined with yard congestion caused vessel productivity to decline to an average of 14.5 moves per net ship-hour.

The increase in the amount of containers transferred per call and the decline in berth productivity meant that vessel turnaround time increased. Occupancy increases because space must be reserved for the containers that are being unloaded and loaded. While unloading time had relatively little impact on dwell time up until 2007, since then, it has added more than a day to average dwell time. For the largest vessels, with turnaround times of four to five days, it has added more than two days.

Because neither the length of the wharf nor berth productivity increased with traffic, there was a dramatic increase in berth occupancy beginning in 2005. As berth occupancy rose above 80 percent, congestion at berth accelerated, and vessel waiting time increased sharply.

The nominal capacity of the yard in the container terminal was about 9,000 TEUs up until 2009, based on an average stacking height of three.
Occupancy approached 100 percent of nominal capacity in 2007 and reached 150 percent in 2008, creating severe congestion in the yard. This made it difficult to keep track of containers and to manage yard inventory, which increased average dwell time and the level of congestion. In order to address this problem, the storage area was expanded, and nominal capacity rose to about 15,000 TEUs, including the areas behind Berths 1 and 7. In addition, a network of off-dock container yards was introduced.

**Lomé**

Container ships are operated on a 250-meter-long, two-berth pier by two private terminal operating companies, SE2M and Manuport, but so far, there is no container terminal configuration as such. Regular calls are composed of both mother ships for east-west routes and feeder vessels for the region. Five mobile quay cranes in good condition are used for container transfers, with a satisfactory productivity at berth of 18 to 20 movements per hour. Other ports in the region have higher productivity, but Lomé needs to move to a proper container terminal configuration for operational performance to improve. Most vessel turnaround is about two days, but some congestion at berth has been evident recently, with up to 30 hours delay at buoy. Container traffic has increased four to fivefold since stevedoring activities were privatized in 2001; as a consequence, the port has reached the upper limit of its container-handling capacity. Two major projects are under way to expand capacity: the construction of a new pier dedicated to container traffic and the construction of a new port with capacity of 1.5 million TEUs. With its natural advantages and free port status, the port of Lomé attracts important transshipment flows, and shipping lines are willing to invest in its strategic potential.

Container storage areas consist of a series of platforms operated by SE2M and Manuport that cover about 20 hectares in total for a storage capacity of about 10,000 containers. New platforms are being built to meet growing demand. A dedicated container freight station enables shippers to break bulk cargo within the port, and most containers are emptied there. The port is operated in a low-density four-level reach-stacker configuration with modern yard equipment. Together with the modernization of infrastructure and superstructure, Manuport and SE2M have invested in modern terminal operating systems, and operational performance is no longer a bottleneck in the clearance process.
**Douala**

In the port of Douala, berth congestion is due to a shortage of capacity, given average berth occupancy of 60 percent. Net crane productivity could be improved through better maintenance of the two gantry cranes, which have not yet reached half of their lifetime. The investment in a third gantry crane is not yet economically justified, but it will be if traffic increases. Efficient dredging could improve berth productivity by extending the availability of berths.

As for yard productivity, the main issue today is the very high occupancy rate (88 percent). Physical extension of yard area would be difficult given the shortage of available land in the port outskirts and would require either additional movements or much longer distances between the peers and storage places. The pavement of a small area in the import yard is expected to increase yard capacity by a few hundred TEUs, and the transfer of very long-stay containers and confiscated containers to a separate storage area could also release some capacity. A substantial increase in capacity is, however, only achievable through investment in a more intensive storage configuration and a transfer from the current reachstacker configuration to a straddle carrier configuration (capacity increase of 40 to 50 percent). See figure A.1 for operational dwell time in Douala port.

**Durban**

The Durban Container Terminal has benefited substantially from major infrastructure investments, and it now comprises a new terminal known as Pier 1 and the old terminal known as Pier 2. With a capacity of 720,000 TEUs, Pier 1 has three berths with an 11.9-meter draft, six SSGs with 888 reefer points, and RTGs. Pier 2 is designed for a capacity of 2.9 million TEUs, and it boasts six berths over 14,000 ground slots, with an average draft of 11.8 meters, 19 ship-to-shore gantries, and 1,117 reefer points.\(^5\)

---

**Figure A.1 Operational Dwell Time in Douala Port**

<table>
<thead>
<tr>
<th>Operational Dwell Time</th>
<th>Vessel Arrival at Buoy</th>
<th>Vessel Berthing &amp; Container Discharge</th>
<th>Transfer to the Yard or ODCY</th>
<th>Delivery onto Truck</th>
<th>Exit from Yard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>24h to 48h</td>
<td>1h to 8h</td>
<td>1h to 8h</td>
<td>&lt;2h</td>
<td>1h to 8h</td>
</tr>
</tbody>
</table>

*Source:* Authors, based on data from Douala International Terminal.

*Note:* h = hour.
Transaction Dwell Time

Mombasa

Kenya Revenue Authority, which generates 95 percent of government funding, obtains 40 percent of its revenue from duties and value added taxes collected by the Customs Services Department. As a result, considerable attention is given to maximizing this revenue, including setting revenue targets for individual customs offices, conducting extensive reviews of customs declarations, and undertaking high rates of physical inspection.

Kenya Revenue Authority does not employ a destination inspection service. The local shipping agencies file their vessel manifests at least two days prior to the arrival of the vessel. The carrying and forwarding (C&F) agents file their customs declaration after the manifest has been registered with customs. These are filed electronically using the Simba system, which Kenya Revenue Authority introduced in 2005. The system is designed to handle scanned copies of the supporting documents, but this has not been implemented, with the exception of government documents.\(^6\)

After the declaration has been lodged with customs, the consignee pays the duties and taxes computed by the Simba system based on the self-assessment. Once the payment has been made, the C&F agent delivers a folder with the declaration and supporting documents to the declaration validation point, where they are reviewed and a final decision is made regarding the level of inspection. Once a customs release has been issued, the C&F agent pays the port charges and outstanding shipping charges and the delivery order is issued, allowing the container to exit the port.

The level of inspection—green, yellow, amber, red channel—is determined once the declaration has been lodged. Currently, nearly all import containers are subject to physical inspection, but this varies from a brief visual check to removal and inspection of all of the contents of the container. For shipments of homogeneous goods in multiple containers, only one container is usually inspected. The average time to clear an import container at the Mombasa container terminal is three days. For green channel inspections, the time is two days or less, for the red channel, it is three to four days. This time refers only to the period from lodging to assignment of a level of inspection in addition to a period from presentation of the folder to the customs office and issuance of the customs release.
There are fewer procedures for clearing transit containers than for clearing imports. The C&F agent submits the transit declaration with supporting documents, including bill of lading, invoice, and packing list. The customs officer checks that seals are intact and occasionally performs a physical inspection. The container generally can be released within a day, provided that the C&F agent has paid the port fees and arranged for inland transport. Inland transport can introduce delays since the container must be transported under a bond provided by the C&F agent or importer. This procedure should require one day if the C&F agent has a sufficient bond.\textsuperscript{7}

Some of the additional dwell time can be explained by the additional scrutiny given to commodities such as sugar and automobiles that have a high risk of diversion because duties are high. However, constraints on landside transport explain part of the problem. Deterioration in the availability of rail service has reduced the amount of transit boxes moved by rail to 6 percent. The increase in demand for bonded transport has created delays in obtaining vehicles. In addition, delays en route for trucks carrying transit cargo have effectively reduced fleet capacity.

\textit{Tema}

Ghana’s clearance procedures for import and inbound transit cargo are unnecessarily complex and redundant. However, delays are avoided by allowing the clearance process to begin up to three weeks prior to the arrival of cargo. Processing time is reduced through the use of electronic exchange of documents using a common platform, GCNet. This platform links shipping lines, C&F agents, customs officials, and other supply chain participants. As a result, the amount of container dwell time attributable to clearance procedures is generally four days or less.

Ghana currently employs a destination inspection scheme (DIS) to review the initial declarations form prior to arrival of the container in port. The import declaration form (IDF) is submitted to the DIS prior to arrival of the cargo, together with a pro forma invoice, supplementary information document, and tax identification number. Since 2009, the IDF can be submitted electronically, which significantly reduces the time for processing. By early 2010, about half were filed in this manner. The DIS reviews the documents for correctness of the classification and valuation. The latter involves contacting a network of DIS agents operating outside of the country, a process usually requiring three to 10 days. Once approved and after the final invoice, bill of lading, and packing list have been submitted, a final classification and valuation report (FCVR) is issued.
Following electronic transmission of the FCVR, the C&F agent submits to customs the hard copy together with the customs declaration and supporting documents. The documents are then checked by customs, the Ghana Shippers Council, and the Ministry of Trade and Industry, and the import declaration is lodged in customs’ computer system. For containers that are to be scanned or physically inspected, the C&F agent makes an appointment with customs. For scanning, the container is moved to the scanner facility adjoining the container terminal. For physical inspection, it is moved to the Shed 10 area for containers in the port and to a dedicated inspection facility for containers in the ODCY.

Once the inspection has been completed, customs issues a release order and the cargo can exit the port or ODCY. At the gate, the Ghana Ports and Harbours Authority (GPHA) security personnel verify the declaration against the cargo loaded onto the truck and also verify that the required GPHA charges have been paid; then Ghana customs and other security agencies conduct a final examination before releasing the vehicle.

The high rate of scanning and physical inspection is intended to discourage misrepresentation rather than to increase collections. A sample of customs records indicates that additional charges and fines collected as a result of inspection represent less than 1 percent of total collections. Efforts to increase the proportion of shipments assigned green channel status focus on the Customs Gold Card Program. Currently, about 144 large companies are in the program, mostly multinationals. These shippers receive multiple-container shipments but represent less than 20 percent of total shipments. Despite its success, the program has not been expanded. Moreover, customs opens the green channel for containers as they leave the port for a visual check.

The amber and red channel designations increase the clearance time by one to three days. The typical time from lodgment to release is three to five days for the red channel versus about three days for the yellow channel. Both require moving containers from the stacks to the designated inspection area. The physical inspection requires more time to organize, but the scanning requires waiting in a queue for the scanner. Containers in the port that are subject to physical inspection must exit the container terminal and pay all handling charges before being delivered to a shed for inspection.

**Dar es Salaam**

Pre-clearance can begin prior to receipt of the vessel manifest. The Tanzania Inspection Service Company (TISCAN) can issue a preliminary
classification and valuation report prior to receipt of scanned copies of the final bill of lading, actual invoice, and certificate of origin. After receiving these documents, it issues the final classification and valuation report. The FCVR is sent to customs in electronic format for entering the customs declaration in the ASYCUDA (Automated System for Customs Data). Once the vessel manifest has been received, a release order is issued. In 2009, about 97 percent of the IDFs were lodged at the time of arrival of the cargo versus only 30 percent in 2007. However, only about 85 percent of the FCVRs were issued prior to arrival of the cargo.

The results from a 2009 time release study indicate an average of 19 days to complete pre-clearance from submission by the C&F agent of the IDF application to receipt of the FCVR. TISCAN accounts for about 5.5 days, while the C&F agent accounts for 13.5 days. The former includes not only the time for processing but also the time between initial application and submission of the final IDF. Most of the latter is the time between submission of the final version of the IDF and submission of the final supporting documents.

The time required to unload the vessel and place the container in the stack is, on average, one day. The mean time from arrival to lodgment of the customs declaration is about six days, with a standard error of 180 percent. The time from lodgment to issuance of the customs release order is seven days, with a standard error of 85 percent. A further 3.5 days, on average, are required to complete formalities, arrange for transport, and remove the container from the terminal. The average of seven days between lodging the customs declaration and receiving the customs release order includes one day for confirmation of payment, one day for the C&F agent to submit the file for clearance after being assigned a clearance channel, and two days for customs to complete inspection and issue the customs release order.

In 2008, the clearance process for cargo assigned to the green channel averaged about 14 days, whereas cargo assigned to scanning averaged almost 15.7 days and cargo requiring physical inspection required an additional 0.25 day, on average. For goods that are subject to processing by other government agencies, the additional time required for clearance was about 1.5 days, on average. For import containers transferred to off-dock yards, the total time in port averaged about 18 days, of which 6.5 were required to move cargo from the vessel to the stacks in the ODCY. This time was considerably reduced in 2010.

A major contributor to the relatively long average storage time is long-stay cargo. Typically, this is government or project cargo waiting for
tax-exemption certification or cargo for which the consignee does not have the necessary funds to pay for its release. Under customs regulation, this is classified as long-stay cargo after 21 days. It is then subject to auction by customs; however, the procedure for notifying the consignee and preparing auction generally requires one to two months. Because of the difficulty of conducting a transparent audit, customs is reluctant to perform this function. However, in response to the growing problem of long-stay cargo, customs has begun to perform regular auctions.

**Lomé**
The customs clearance process has been reformed with the introduction of ASYCUDA++. However, redundancies between the former paperwork process and the current electronic system cause long clearance delays. The main sequence of customs clearance formalities is composed of the following documentary steps:

- Registration of the ship manifest by the consignee on ASYCUDA++ after vessel arrival
- Cargo delivery bill (*bon à délivrer*) handed over by the consignee to the shipper during exchange of the bill of lading
- Cargo clearance bill (*bon à enlever*) given by customs after receipt of the customs declaration and the payment of fees
- Cargo exit bill (*bon de sortie*) given by the port authority after the payment of port fees (valid for three days)
- Bill reissued by the Port Operations Department to confirm the payment of fees and register the exit date
- Delivery note issued by the Port Operations Department to confirm in writing the exit from port or transfer to a container freight station
- Order of execution issued by the Customs Brigade to confirm and verify liquidation of the customs declaration

Additional steps are sometimes necessary (for example, exemptions or special authorizations); as a consequence, clearance often exceeds 20 days.

**Douala**
In Douala, the layout of the port platform is ill adapted to the physical role of a container terminal (transfer area), and the creation of an independent customs area dedicated to physical or scanning inspections is being discussed (see figure A.2). The Comité National de Facilitation du Trafic Maritime International advocates the performance of physical
inspections of the truck to avoid double rehandling, but this would probably immobilize trucks to the detriment of trucking companies. Obstacles to an efficient gate exit also include poor connectivity of the customs booth and redundancy in document controls after the release has been issued.

Trade facilitation has been at the forefront of trade policy in Cameroon for almost 10 years, with initiatives and investments aimed at increasing trade performance by improving transport infrastructure, removing corruption and informal practices, modernizing customs administration, reducing non-tariff trade barriers, improving revenue collection and border controls, and reducing transaction and administrative costs. A multi-donor transit and transport facilitation project is being co-financed by the World Bank, the African Development Bank, and the European Commission to help Cameroon, the Central African Republic, and Chad to address these challenges. Much has been achieved in the course of the last 10 years. The modernization of customs administration and the introduction of a one-stop shop for clearance procedures (the Guichet Unique du Commerce Extérieur [GUCE]) have led to an estimated savings of more than 11 days in average clearance time (figure A.3).

A threshold of three days seems to be a lower limit for time-efficiency of manual procedures, and the GUCE is aiming to dematerialize procedures (to make them paperless) to achieve better performance. In parallel, the customs administration has recently introduced performance contracts to ensure better efficiency of customs operations in the port, and one indicator (time release) tracks the time period in between the broker’s registration and the customs officer’s assessment. The percentage of declarations assessed the day they are lodged has increased from 70 to 90 percent.

Customs clearance does not seem to be a priority for efforts to reduce dwell time in Douala. Of course, there is still room for improvement, in
particular, in the preshipment inspection process and lodging of the customs declaration.

**Durban**

The target for the South African Revenue Services (SARS) is to clear within three hours declarations processed through Electronic Data Interchange (EDI). According to SARS, during the first quarter of 2011, the average time to release goods was three hours when processed through EDI (75 percent of declarations) and 10 hours when not processed through EDI.

With customs clearing cargo in less than one day and Transnet Ports Authority moving cargo efficiently from the terminal area, it is safe to assume that there is no “transactional dwell time” at the port of Durban, according to one stakeholder (or at least it is rather limited by the standards of Southern Africa or Sub-Saharan Africa).

The customs modernization project made a significant contribution to improving the competitiveness of the port of Durban. The project delivery strategy of enhanced compliance recognized three key elements influencing customs operations: (a) some taxpayers or traders will always try to comply whether enforcement is effective or not, (b) the undecided majority will choose one way or the other based on how well the strategy is implemented, and (c) some taxpayers or traders—criminals—will not comply whether enforcement is effective or not.

Within that context, the strategy sought to improve services, making it easy for those who want to comply, and to improve enforcement, making
it hard for those who do not want to comply. Therefore, measures were initiated to increase treatment differentiation and compliance.

In this regard, contractualization between customs brokers and customs was developed. For instance, companies wishing to be authorized as an economic operator need to go through detailed interviews and be transparent regarding their economic activities and supply operations; from time to time, they are inspected randomly. However, these companies benefit from a green channel, which means that, cargo can be removed as soon as it is handled at the port.\(^8\) Contrary to most countries in Sub-Saharan Africa, pre-clearance is the rule, and this explains why the target for customs clearance is in hours and not in days, as in other countries.

**Notes**

1. Because Kenya Ports Authority lacks sufficient yard tractors and trailers, the shipping lines provide supplementary equipment.

2. Berth throughput begins to decline as yard occupancy rises above 8,000 TEUs.

3. A corporation whose largest shareholder is Bolloré and that includes A. P. Møeller as a major shareholder. This effectively gives the two major lines a presence on the board.

4. The concession of the container terminal did not produce a significant increase in net handling rates but did reduce the proportion of delay time from 28 percent of net working time in 2001 to 8 percent in 2005, which, in effect, resulted in a 30 percent increase in productivity. Since then, delay time has risen sharply, reaching 23 percent in 2007.

5. The port operates 24 hours a day and 365 days a year. During daylight hours, the ships are restricted to 243.8-meter length with a maximum width of 35 meters and a draft of 11.9 meters or 12.2 meters according to tide and harbor master service. The largest ship calling in 2009 had a 6,742-TEU carrying capacity, which is relatively small by world standards but probably the largest to call at any African port.

6. Orbus software is intended to transmit scans of documents produced by government agencies, including prearrival documents from government agencies and pro forma invoices.

7. However, the dwell time for containers averages 11 days due in part to delays in organizing inland movement and in part to the decision to take advantage of the free time period.
8. SARS identified its top 20 clients to get accreditation, with benefits such as green line designation, fewer inspections, and post-clearance audit. These companies account for approximately 70–80 percent of total cargo.

Reference
