



OSEBO LOGISTICS · FREIGHT FORWARDING GUIDE

The Osebo Freight Forwarding Book

A plain-language, step-by-step guide to running a forwarding and clearing desk on Osebo – from the tariff and the carrier rates through the shipment file, the container clock and the customs entry, to the airline settlements and the mail desk that turn a month's work into money.

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- Part 2** The shipment file
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How to use this book

This guide walks you through the **Osebo Freight Forwarding Suite** – the half of Osebo's logistics product built for a forwarder or clearing agent. It is for a company that moves other people's cargo and clears it: job files, boxes, free days, customs entries, and the money each one is worth. It is not the haulage product. If you own the trucks and the shed, the book you want is The Osebo Transport & Logistics Book.

Work through Part 1 once, in order, before you file anything in earnest – the rate card and the tariff decide what every later shipment is worth, and a file opened before them is priced at nothing. After that you will live in Part 2, which is the working day, and Part 8, which is how you find out whether the desk is still making money.

Every figure in this book comes from one real workspace – **Tema Clearing & Forwarding**, code **TMC**. It has been used: **24 shipment files** on the register, **30 customs entries**, **42 air waybills** settled with **3 carriers**, and **50 mail receptacles** consolidated onto **12 carrier waybills**. Where this book quotes a number, that number is on the screen beside it.

The big picture – four moves

Whatever your desk runs on today – a job file in a ring binder, a spreadsheet per client, a WhatsApp group with the terminal – this product does four things, and the menu is organised around them:

- **Open a file and keep it.** The shipment register, the parties, the transport document and who on your desk owns it. Part 2.
- **Watch what the box is costing you.** Containers, free days and the demurrage clock. Part 3.
- **Get it through customs.** Declarations, duties and how long the office is taking. Part 4.
- **Know what it earned.** The client portal, the analytics, and two desks that settle with carriers directly – GSA cargo and the mail desk. Parts 5 to 8.

The one idea to hold on to: the file is the unit, and the money hangs off it

A forwarding desk's natural unit is not the invoice and not the container. It is the **file** – one job, one client, one movement, from the booking to the last charge. Everything else in this product hangs off one.

That is why a shipment carries a job folder. On Tema Clearing & Forwarding all **24** files carry one, and each folder holds the client's own reference – the bill of lading or the air waybill they quote when they ring up – the party being billed, and the person on your desk who owns it. Type the B/L onto the shipment and the folder learns it; you do not type it twice.

★ IMPORTANT

This is the difference between a system and a filing cabinet. A filing cabinet holds the documents. A file that knows its own client, its own reference and its own owner can answer “where is my container” to the person asking, without anybody walking to a desk.

The second idea: a transport document is named by the mode, not the direction

An air shipment carries an **air waybill**. A sea shipment carries a **bill of lading**. A truck carries a consignment note and a train a rail waybill. That is true whichever way the cargo is going – a vessel issues a bill of lading on an export exactly as it does on an import.

It sounds obvious written down. It is worth saying because the industry’s shorthand – “imports are sea, exports are air” – is true of a lot of desks and false of this one. Tema Clearing & Forwarding runs **18 sea files and 6 air**, across **13 imports and 11 exports**; the two splits do not line up, and a desk that assumes they do will label a quarter of its paperwork wrongly.

▲ WATCH OUT

If a field on a form is asking for an “AWB/BL”, look at what it is actually going to print. This product names the document from the mode on the file. Change the mode and the label changes with it.

How to read a figure

Screenshots in this book are of the real workspace named above, on the day they were taken. Two things follow from that:

- A **count** on a screen is a count of what that screen is filtered to, not of everything. A register showing 9 files in progress is not saying you have 9 files.
- A **report** opens on its own default period, which is a decision the report makes and not one you made. Where this book quotes a report, it quotes the figure the screen shows on its default – and says which period that is.

What this product does not do

Worth knowing before you start, so you are not looking for something that is not there:

- **It does not own trucks.** There is no dispatch board, no driver roster and no warehouse here. That is the Transport & Logistics half, sold separately, and a workspace can hold both.

- **It does not file to ICUMS for you.** The customs part records the declaration, the duty and the turnaround. Lodging is still done where it is done.
- **It does not replace your accounts.** It raises what a job is worth and hands it to the ledger. The books are the Finance & Accounting product's job.

Part 1 Setting up the desk

Six steps, once, in order. The last three decide what every file you open afterwards is worth – do them before you file anything in earnest.

Step 1. Read the Freight desk before you change anything

The Freight desk is this product's front door and the only screen that reads the whole book of work at once. Open it first, before you have filed anything, and again every morning afterwards.

Do this now

1. Sign in. The suite opens on the Freight desk.
2. Read the figures across the top: what is running, what is due to land this week, what has already passed its date, and what it is costing you.
3. Read the lanes below them. Each one is a route with its own count and its own clock.
4. Read the exposure strip last. That is money the desk is on the hook for, not money it has earned.

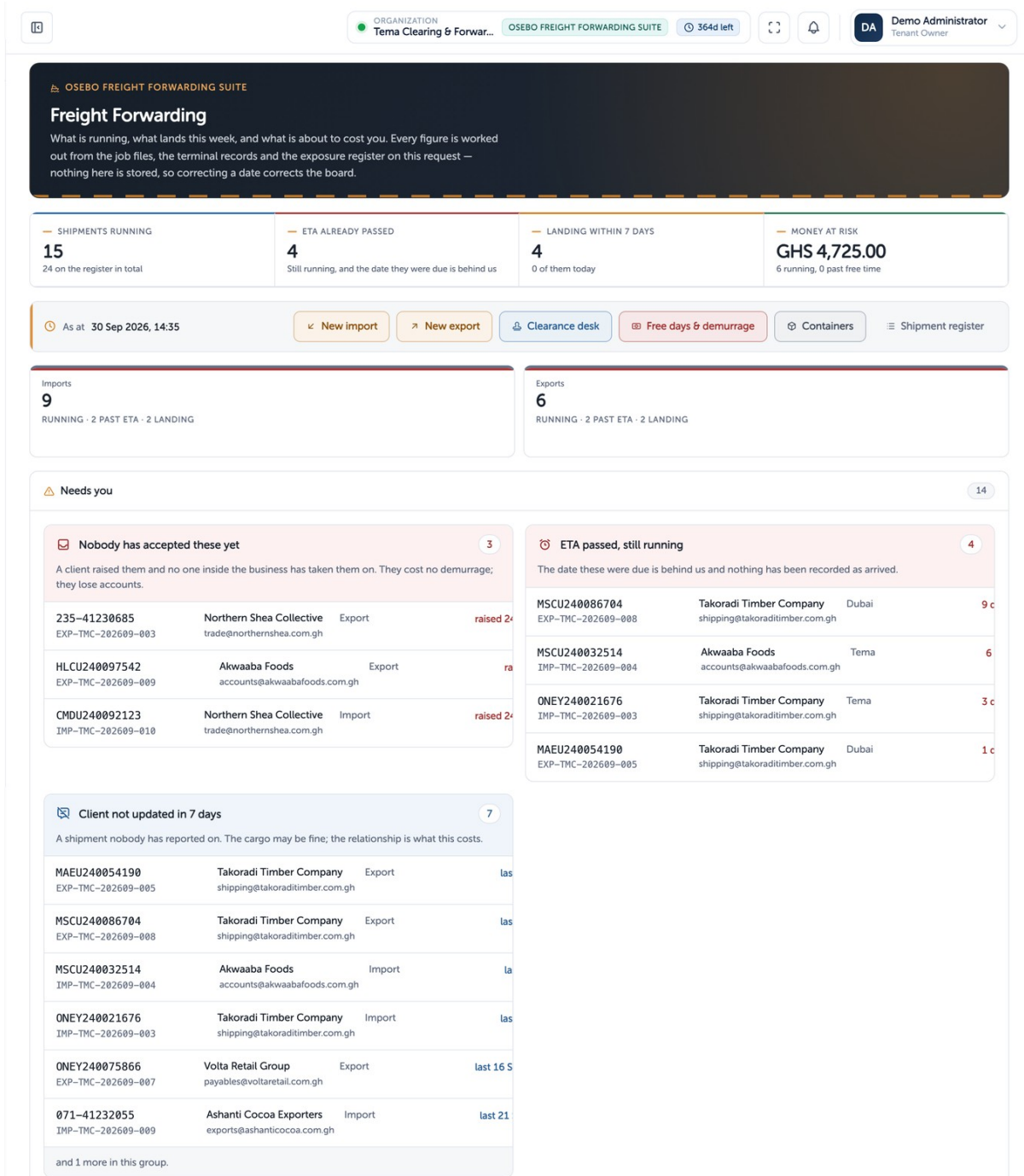


Figure 1 – The Freight desk for Tema Clearing & Forwarding. What is running, what lands this week, what has already passed its date, and what the desk is exposed to – composed entirely from the other screens, which is why it is the first thing to read and never a thing to set.

◆ GOOD TO KNOW

Nothing on this screen is a setting. It is composed entirely from what the other screens hold, which is why it is worth reading before you change anything – it tells you what the change will be measured against.

Step 2. The workspace

One screen about the company rather than about cargo: the name that prints on every document, the currency every figure is stated in, and the address a client writes to.

Do this now

1. Open **Admin** → **Workspace**.
2. Set the trading name, the currency and the timezone.
3. Save.

ORGANIZATION
Tema Clearing & Forwar...

OSEBO FREIGHT FORWARDING SUITE

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DA Demo Administrator
Tenant Owner

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Workspace

Tema Clearing & Forwarding - what you are called, where you are, and what you are paying for

Control tower

People & seats

Billing

29
TRACKED PEOPLE BILLED

—
NO SEAT COUNT SET

0
HELD BY INVITATIONS

—
UNCAPPED PLAN

Company

Company name

Tema Clearing & Forwarding

This is what your colleagues see on the desk and in the invitations you send.

Timezone

Africa/Accra

Your response targets and business hours are measured in this.

Industry

Logistics

Industry benchmarks compare you with other Osebo companies in this industry.

Contact email

hello@osebofreight.com

Phone

+233 30 274 1180

Website

https://osebofreight.com

Address

Tema Industrial Area, Heavy Industrial Zone

Your logo

Printed on every invoice, quote, receipt and payment voucher you send, and used as the faint watermark behind the page on the templates that carry one. PNG, JPG, WEBP or SVG, up to 2 MB — a wide, transparent PNG sits best in a document header.

Nothing uploaded — documents carry no mark

Upload a logo

Choose File

No file chosen

Save

→ Looking for something else?

Who can sign in

People & seats.

Your plan and invoices

Billing.

2026 © Osebo Freight Forwarding Suite.

Designed & Developed By Marvalinks Digital

Figure 2 – Workspace – the one screen about the company rather than about cargo. The currency set here is the currency every figure in the product is stated in.

▲ WATCH OUT

Set the currency before you file anything with a charge on it. Changing it later does not convert what is already recorded – it re-labels it, which is worse than leaving it alone.

Step 3. The staff register, and who owns a file

The people on your desk. Most of them will never hold a login: a clerk who is named as owning a file has to exist in the app so the file can be owned, and nothing more is required of them.

Do this now

1. Open **Admin** → **Staff register**.
2. Add each person who will own, clear or account for a shipment. A first name, a last name and a start date is enough.
3. Open **Admin** → **People & seats** for the ones who actually sign in, and invite them.

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Tema Clearing & Forwarding

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Staff register

Tema Clearing & Forwarding - the people whose time you keep

A seat is a person whose time you keep. Everybody on this register uses one seat. A login is free and optional.

The app
People & seats
Departments
Import from a spreadsheet
Billing

29
TRACKED PEOPLE

—
NO SEAT COUNT SET

24
CAN CLOCK IN THEMSELVES

0
OFF THE REGISTER

Add somebody to the register

First name

Last name

Email — only if they will clock in themselves

Staff no.

Add

Department — optional

Started — defaults to today

On the register
29

NAME	DEPARTMENT	CAN DO	STARTED	CLOCKS IN	ACTIONS
Abena Tetteh LOG-DEMO-020 Active	DISPATCH CONTROL	EMPLOYEE abena.tetteh.20@osebo-logi...	30 Jan 2026	Themselves	Edit Take off
Abena Nyarko DEMO-TMC-EMP-005 Active	Not set	No login abena.nyarko@osebofreight...	—	A supervisor records it	Invert to clock in Edit Take off
Abena Tetteh LOG-DEMO-010 Active	DISPATCH CONTROL	EMPLOYEE abena.tetteh.10@osebo-logi...	30 Jan 2026	Themselves	Edit Take off
Adjoa Asiedu LOG-DEMO-008 Active	FLEET COMPLIANCE	EMPLOYEE adjoa.asiedu.8@osebo-logis...	30 Jan 2026	Themselves	Edit Take off
Adjoa Asiedu LOG-DEMO-018 Active	WAREHOUSE OPERATIONS	EMPLOYEE adjoa.asiedu.18@osebo-logi...	30 Jan 2026	Themselves	Edit Take off
Akua Sarpong LOG-DEMO-015 Active	DISPATCH CONTROL	EMPLOYEE akua.sarpong.15@osebo-log...	30 Jan 2026	Themselves	Edit Take off
Ama Mensah DEMO-TMC-EMP-001 Active	Not set	No login ama.mensah@osebofreight.t...	—	A supervisor records it	Invert to clock in Edit Take off
Ama Asante LOG-DEMO-002 Active	DISPATCH CONTROL	EMPLOYEE ama.dispatch.demo@osebo...	30 Jan 2026	Themselves	Edit Take off
Efua Owusu LOG-DEMO-004 Active	FLEET COMPLIANCE	EMPLOYEE efua.compliance.demo@ose...	30 Jan 2026	Themselves	Edit Take off

◆ GOOD TO KNOW

Step 4. Your operators, and what each may handle

An operator is a member of staff who may be put on a shipment. They are scoped: some handle imports, some exports, some both – and the scope is what stops an export file being handed to somebody who has never cleared one.

Do this now

1. Open **Shipments** and use the operators panel.
2. Add each clerk who will carry files, and set what they may handle.
3. Save. They can now be assigned, and only to what they are scoped for.

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FREIGHT FORWARDING

Shipment Register
Every file this desk is running, both directions. A forwarder does not run a promise to a receiver — it runs a file against a clock somebody else owns, so each row leads with the document the outside world quotes and ends with whatever is counting against it.

As at 30 Sep 2026, 14:35

Book an import

Book an export

Free time & demurrage

GSA settlements

Find a shipment

BILL OF LADING, AIR WAYBILL, ENTRY, CONTAINER OR CARGO

MAEU123456, CSQU3054383, IMP-OSB-202608-001

Part of any of them is enough. A client quotes a transport document and a terminal quotes a container number — neither of them knows our own reference.

DIRECTION

Both directions

Not a label on one list. An import clears customs at the end and an export before it leaves, so the two carry different journeys and different paperwork.

MODE

Any mode

Sea, air, road or rail — how the cargo physically travels.

STATUS

Any status

Where the FILE is in its life — not where the cargo is. That is the journey on the row.

Search

Demurrage running (0)

Free time nearly out (0)

Landed, nothing counting (0)

Past ETA (4)

No job folder (0)

GSA legs (0)

The register

24

THE DOCUMENT	BILLED TO	LANE	WHERE THE FILE IS	PROGRESS	THE CLOCK	WHO HAS IT
235-41230137 AIR WAYBILL (AWB) EXP-TMC-202609-001 EXPORT Air freight	Tema Pharma Logistics finance@temapharma.com.gh Shipper, billed	GHTKD → BEANR Takoradi → Antwerp No Incoterm agreed	Departed 6 of 8 · Main carriage · 01 Oct from the file's dates, no stage recorded In Progress	0% 0 of 8 recorded Nothing recorded yet	03 Oct 2026 expected - Sat 3 days to go	Ama Mensah ama.mensah@osebofreight.test Lead
HLCU240016257 BILL OF LADING (B/L) EXP-TMC-202609-002 EXPORT Sea freight 1 box	Ashanti Cocoa Exporters exports@ashanticocoa.com.gh Shipper, billed	GHTEM → DEHAM Tema → Hamburg No Incoterm agreed	Delivered 8 of 8 · Destination handling · 18 Sep from the file's dates, no stage recorded Completed	0% 0 of 8 recorded	18 Sep 2026 arrived · Fri Landed Fri 18 Sep 2026	Nobody assigned
235-41230685 AIR WAYBILL (AWB) EXP-TMC-202609-003 EXPORT Air freight	Northern Shea Collective trade@northernshea.com.gh Shipper, billed	GHTEM → USNYC Tema → New York No Incoterm agreed	Booked only Nothing recorded on the journey yet. Pending Acceptance	0% 0 of 8 recorded Nothing recorded yet	14 Oct 2026 expected - Wed 14 days to go	Efua Boateng efua.boateng@osebofreight.test Lead +1 more
HLCU240043352 BILL OF LADING (B/L) EXP-TMC-202609-004 EXPORT Sea freight 1 box	Volta Retail Group payables@voltaretail.com.gh Shipper, billed	GHACC → GBLON Accra → London No Incoterm agreed	Departed 6 of 8 · Main carriage · 25 Sep from the file's dates, no stage recorded In Progress	0% 0 of 8 recorded Nothing recorded yet	16 Oct 2026 expected - Fri 16 days to go	Yaw Darko yaw.darko@osebofreight.test Lead
MAEU240054190 BILL OF LADING (B/L) EXP-TMC-202609-005	Takoradi Timber Commoanv	GHACC → AFDXXR	Departed 6 of 8 · Main carriage ·	0%	29 Sep 2026	Ama Mensah

***Figure 4** – Operators, scoped to what each may handle. A member of staff with no operator record cannot be assigned at all – an open default would put every employee on every shipment.*

▲ WATCH OUT

A member of staff with no operator record is not “unrestricted” – they cannot be assigned at all. That is deliberate: an open default would let every employee in the company be put on every shipment until somebody remembered to restrict them one at a time.

Step 5. The tariff – what you charge

The published price list for your own services: documentation, handling, delivery order, agency. It is what turns a file into an invoice, and until it exists every file you open is worth nothing.

Do this now

- 1. Open **Freight Forwarding** → **Tariffs**.**
- 2. Add each charge you raise, with what it is called on a client’s invoice and what it costs.**
- 3. Save.**

Figure 5 – Tariffs – the published price list for the desk’s own services. Charges are frozen onto a file when it is priced, so editing this re-prices the next file and leaves every existing one alone.

Charges are **frozen onto a file** when it is priced. Editing the tariff afterwards changes what the next file is worth and leaves every existing one exactly as it was – which is the behaviour you want, because an invoice already sent must not restate itself.

Step 6. Carrier rates – what it costs you

The other side of the same arithmetic: what the shipping line or the airline charges you, per lane. The difference between this and the tariff is the desk's margin, and it is the figure Part 8 reads back to you.

Do this now

1. Open **Freight Forwarding** → **Carrier rates**.
2. Add a rate per carrier and lane.
3. Save.

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LOGISTICS & CARGO

Rates by Lane

Which rate applies to which lane, and until when. The amounts come from the carrier rate card the settlement engine already uses — one card, not a second that drifts from it — and are changed there, in GSA Operations.

CARRIERS
3
On the register

RATE LINES
13
Across the whole book

EXPIRED, STILL CHARGED
0
Past expiry and still active — GSA reads active alone

IN FORCE TODAY
13
Inside their window and active

As at 30 Sep 2026, 14:35

Air cargo tariffs

Freight board

These rates are shared with the GSA settlement engine, which bills real carrier accounts from them. This screen READS them and records which lane and which contract period each line belongs to. Amounts, bases and retirement are changed on the carrier's own rate-card screen, so a rate that money is already reconciled against cannot be altered from a forwarding desk.

Where the rate book stands

13

In force today
13
INSIDE THEIR WINDOW AND ACTIVE

Expired — still charged
0
PAST EXPIRY, AND "ACTIVE"

Not yet in force
0
A WINDOW THAT STARTS LATER

Retired
0
INACTIVE — THE ENGINE IGNORES THESE

Rate lines

13

In force today

Find a carrier

AIRLINE NAME, IATA CODE OR AWB PREFIX

Ethiopian, ET, 071

Part of any of them is enough. A carrier quotes its prefix on every air waybill; nobody quotes our own id for it.

Search

With an expired line (0)

Carriers

3

CARRIER	RATE LINES	STANDING	SETTLEMENT
Africa World Airlines AW - AWB 394	4 4 in force	✓ Card in force	GHS · DEMO-TMC-AW
Brussels Airlines Cargo SN - AWB 082	5 5 in force	✓ Card in force	EUR · DEMO-TMC-SN
Ethiopian Airlines ET - AWB 071	4 4 in force	✓ Card in force	USD · DEMO-TMC-ET

Figure 6 – Carrier rates – what the line or the airline charges you, per lane. The difference between this and the tariff is the margin the profitability screen reads back.

✓ **TIP**

Do this even if you only have two lanes. The profitability screen cannot tell you which lane earns until it knows what each one costs, and a lane with no rate reads as pure margin – flattering and wrong.

Part 2 The shipment file

This is the working day. Five steps, and you will repeat the last three of them for every job the desk takes on.

Step 7. The shipment register

Every file the desk holds, in one list, and the screen you will have open most of the week. It leads with the transport document – the AWB or B/L the client quotes – because that is what somebody says on the phone before they say anything else.

Do this now

1. Open **Freight Forwarding → Shipments**.
2. Read the chips across the top. Each one is a state with a count, and each one is also the way into exactly the files it counted.
3. Read a row. The document number leads; your own file number sits small underneath it.
4. Read the clock column. It is the date the file is due, and it changes colour as that date approaches and passes.

The register							24
THE DOCUMENT	BILLED TO	LANE	WHERE THE FILE IS	PROGRESS	THE CLOCK	WHO HAS IT	
235-41230137 AIR WAYBILL (AWB) EXP-TMC-202609-001 ➤ EXPORT ➤ Air freight	Tema Pharma Logistics finance@temapharma.com.gh Shipper, billed	GHTKD → BEANR Takoradi → Antwerp No Incoterm agreed In Progress	Departed 6 of 8 - Main carriage - 01 Oct <i>from the file's dates, no stage recorded</i> Completed	0% 0 of 8 recorded Nothing recorded yet	03 Oct 2026 expected - Sat 3 days to go	Ama Mensah ama.mensah@osebofreight.test Lead	
HLCU240016257 BILL OF LADING (B/L) EXP-TMC-202609-002 ➤ EXPORT ➤ Sea freight ➤ 1 box	Ashanti Cocoa Exporters exports@ashanticocoa.com.gh Shipper, billed	GHTEM → DEHAM Tema → Hamburg No Incoterm agreed Completed	Delivered 8 of 8 - Destination handling - 18 Sep <i>from the file's dates, no stage recorded</i> Completed	0% 0 of 8 recorded	18 Sep 2026 arrived - Fri Landed Fri 18 Sep 2026	Nobody assigned	
235-41230685 AIR WAYBILL (AWB) EXP-TMC-202609-003 ➤ EXPORT ➤ Air freight	Northern Shea Collective trade@northernshea.com.gh Shipper, billed	GHTEM → USNYC Tema → New York No Incoterm agreed Pending Acceptance	Booked only Nothing recorded on the journey yet. Pending Acceptance	0% 0 of 8 recorded Nothing recorded yet	14 Oct 2026 expected - Wed 14 days to go	Efua Boateng efua.boateng@osebofreight.test Lead +1 more	
HLCU240043352 BILL OF LADING (B/L) EXP-TMC-202609-004 ➤ EXPORT ➤ Sea freight ➤ 1 box	Volta Retail Group payables@voltaretail.com.gh Shipper, billed	GHACC → GBLON Accra → London No Incoterm agreed In Progress	Departed 6 of 8 - Main carriage - 25 Sep <i>from the file's dates, no stage recorded</i> In Progress	0% 0 of 8 recorded Nothing recorded yet	16 Oct 2026 expected - Fri 16 days to go	Yaw Darko yaw.darko@osebofreight.test Lead	
MAEU240054190 BILL OF LADING (B/L) EXP-TMC-202609-005	Takoradi Timber Company	GHACC → AFDXR	Departed 6 of 8 - Main carriage -	0%	29 Sep 2026	Ama Mensah	

Figure 7 – The shipment register: 24 files. The transport document leads each row because that is what a client says on the phone; the desk's own file number sits small underneath. The chips across the top are states, and each one is also the way into exactly the files it counted.

On Tema Clearing & Forwarding the register holds **24** files: 9 in progress, 5 completed, 4 open, 3 waiting to be accepted, 2 on hold and 1 cancelled. The chips add up to the register, which is worth checking on your own desk – a state nothing is ever in is a state worth removing.

Step 8. Open a file

One form, and the three facts that matter are the direction, the mode and the parties. Everything else can follow later.

Do this now

1. From **Shipments**, choose **New import** or **New export**.
2. Set the mode – sea, air, road or rail. The transport document is named from this, so set it before you type the number.
3. Pick the shipper and the consignee, and say which of them is billed.
4. Type the transport document number if you have it. Save.

Figure 8 – Opening a file. The mode is set before the document number, because the document is named from it – a vessel issues a bill of lading and an aircraft an air waybill, whichever way the cargo is going.

The direction cannot be changed afterwards and is deliberately not on the edit form. Flipping an import to an export would leave a history describing a journey that never happened and a document checklist for the wrong customs regime. A wrong direction is a new file.

Step 9. Give the file to somebody

A file nobody owns is a file nobody chases. Assignment is how a shipment gets a name against it, and the register prints that name on the row so the desk can see at a glance what is nobody's.

Do this now

1. Open the shipment.
2. Assign an operator, and mark one of them the **lead**.
3. Add support operators if more than one person is on it.

The screenshot displays a shipment management interface. At the top, a header bar shows the organization 'Tema Clearing & Forwar...' and the suite 'OSEBO FREIGHT FORWARDING SUITE'. Below this, a dark blue banner identifies the shipment as 'EXP-TMC-202609-001' with the description 'Sawn timber, kiln dried · Takoradi → Antwerp'. A summary row provides key metrics: 'JOURNEY RECORDED' at 0%, 'ETA' for '03 Oct 2026', 'OPEN HOLDS' at 0, 'DOCUMENTS OUTSTANDING' at 4, and 'CLIENT LAST TOLD' '1d ago'. Below the summary, a row of action buttons includes 'Edit the file', 'Raise free-time exposure', 'Close shipment', 'Void', and 'Register'. A section titled 'Raise against JOB-0002' follows. A note states: 'Raising quotes, invoices and purchase requests needs the matching ESS permission. The lists below still show what has been raised.' The 'What this file needs' section lists three items: 'Nothing has been recorded on the journey', '4 required documents are missing or expired', and 'Nothing has been quoted or committed on this job'. Each item has a corresponding action link like 'Record a milestone', 'Open the checklist', or 'Raise a quote'. A 'Quotes' section at the bottom shows a single entry: 'What has been offered on this job. Scoped the way the quote register scopes it, so this is what you may see — not necessarily every quote on the job.'

Figure 9 – One shipment, end to end. The lead operator is named on it, and the job folder behind it takes its manager from whoever that is.

★ IMPORTANT

The lead is who the desk chases when a client rings, and there is exactly one. Promoting a second demotes the first rather than failing, because the intent of the click is unambiguous. The job folder takes its manager from whoever holds it.

Step 10. Move it along

A file has milestones – booked, collected, loaded, sailed, arrived, cleared, delivered – and the register reads the last one reached. They are the difference between “in progress” and knowing where it actually is.

Do this now

1. Open the shipment and record each milestone as it happens.
2. Watch the register’s progress column move with it.
3. Where a milestone slips, say so in an update rather than leaving the date to speak for itself.

LOGISTICS & CARGO

EXP-TMC-202609-001
Sawn timber, kiln dried · Takoradi → Antwerp

JOURNEY RECORDED	ETA	OPEN HOLDS	DOCUMENTS OUTSTANDING	CLIENT LAST TOLD
0% Nothing recorded yet	03 Oct 2026 On the promised date	0 Nothing holding this file	4 Of the set this direction requires	1d ago Goes on the quiet list after 7 days

Air Waybill (AWB) 235-41230137 · EXP-TMC-202609-001 · In Progress

[Edit the file](#) [Raise free-time exposure](#) [Close shipment](#) [Void](#) [Register](#)

Raise against JOB-0002

Raising quotes, invoices and purchase requests needs the matching ESS permission. The lists below still show what has been raised.

What this file needs 3 to look at

- Nothing has been recorded on the journey**
The file says the cargo is due 3 Oct 2026 and no step has been marked. Nobody reading this can say where it actually is. [Record a milestone →](#)
- 4 required documents are missing or expired**
Customs will not take an expired document any more than a missing one, so both are counted here. Optional paperwork is not. [Open the checklist →](#)
- Nothing has been quoted or committed on this job**
Nobody in this organisation has offered a quote or committed spend against this job. A shipment being worked with no commercial record behind it is how a job finishes unbilled. [Raise a quote →](#)

Quotes

What has been offered on this job. Scoped the way the quote register scopes it, so this is what you may see — not necessarily every quote on the job.

Figure 10 – Milestones. The register reads the last one reached, which is the difference between “in progress” and knowing where the cargo actually is.

✓ TIP

The milestone names differ between an import and an export, because the journey does. The form knows which you are on and offers the right list.

Step 11. The job folder behind it

If your workspace also holds the Finance & Accounting product, every shipment can carry a job folder – and it is the folder, not the shipment, that all the money hangs off.

Do this now

1. Open the shipment and link it to a job, or open one from the folder screen.
2. Check the folder: it should carry the client's own reference, the party billed and the person who owns the file.
3. Raise the client's invoice and the carrier's bill against the folder.

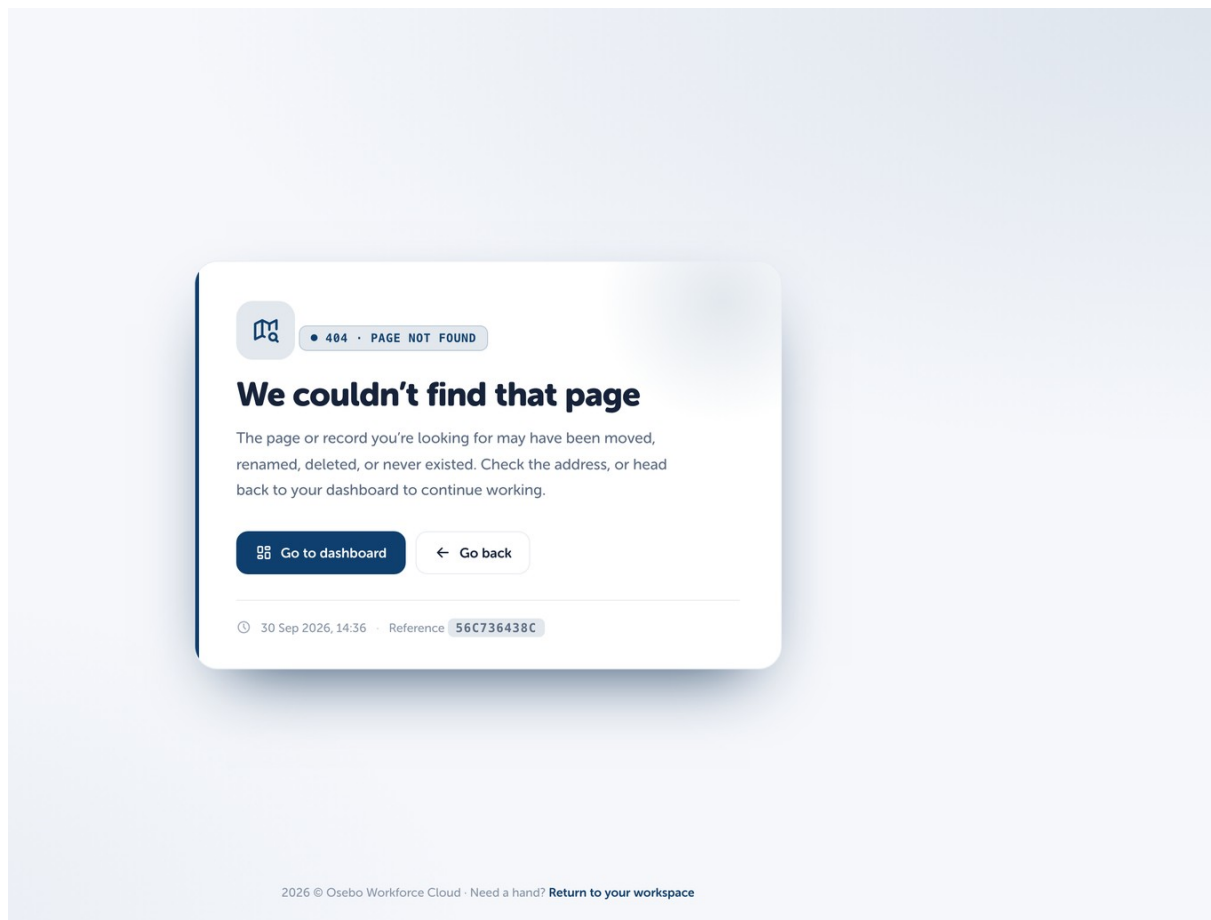


Figure 11 – The job folder behind a shipment – 24 of them on this desk, each carrying the client's own reference, the billed party and the file's owner. None of those three is typed here: the shipment fills them.

♦ GOOD TO KNOW

You do not type those three into the folder. The shipment fills them: the transport document becomes the client's reference, the billed party becomes the client, and the lead operator becomes the manager. Correct a B/L on the shipment and the folder follows – but a reference somebody typed by hand is left alone, because it is theirs.

Part 3 Boxes, free days and demurrage

The part of a forwarding desk that costs money while nobody is looking. Three steps, and the third one is the reason this part exists.

Step 12. The container register

Every box the desk is responsible for, with the vessel it came on, the terminal it is sitting in and the day its free time runs out.

Do this now

1. Open **Freight Forwarding** → **Containers**.
2. Add each container against its shipment: number, size, terminal and the discharge date.
3. Set the free days the line has given you.

Figure 12 – The container register: every box the desk is answerable for, with the terminal it is in and the day its free time runs out. Free days are counted from discharge, not arrival.

Free days are counted from discharge, not from arrival, and the two are rarely the same day. Recording the arrival as the discharge is how a desk discovers it has been paying demurrage for three days it thought it had.

Step 13. The demurrage clock

One screen that answers a single question: what is the desk on the hook for today if nothing moves. It is not income and it is not a bill – it is exposure, and it is the number worth reading before lunch.

Do this now

1. Open **Freight Forwarding** → **Demurrage exposure**.
2. Read the total at the top. That is what today costs if nothing changes.
3. Read the rows underneath, soonest to run out first.
4. Act on the top three. That is the whole job of this screen.

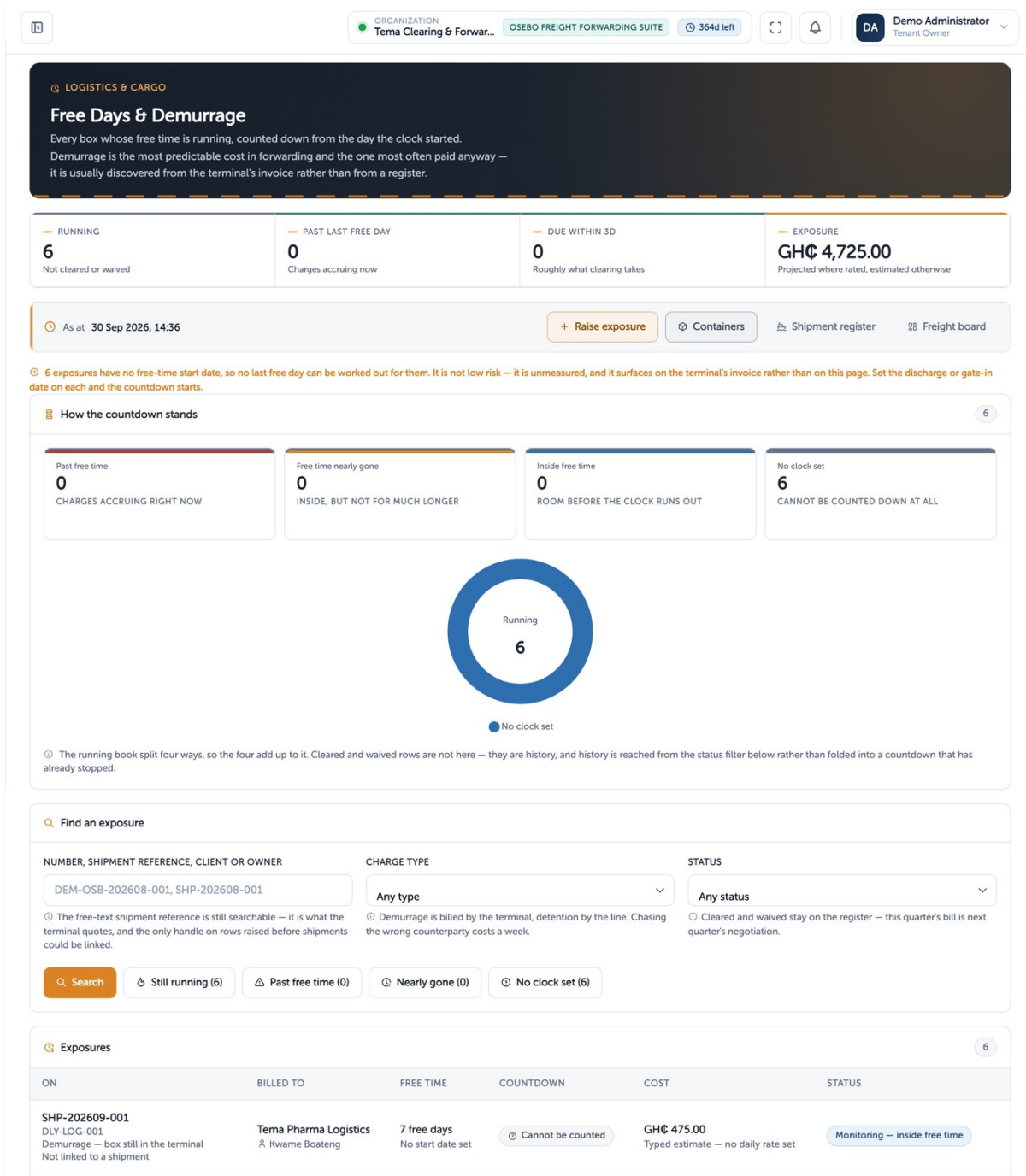


Figure 13 – The demurrage clock – six live exposures, soonest to run out first. Stated as exposure rather than as cost, because a box cleared this afternoon costs nothing.

★ IMPORTANT

Tema Clearing & Forwarding carries **6** live exposures. The figure is deliberately stated as exposure rather than as a cost: a box cleared this afternoon costs nothing, and a screen that had already booked it as spent would be lying in the expensive direction.

Step 14. The procedure

What your desk does, in order, written down once. It is the screen a new clerk is pointed at, and it is the only place in this product where the answer is yours rather than the software's.

Do this now

1. Open **Freight Forwarding → Procedure**.
2. Write the steps your desk actually follows, import and export.
3. Save, and point every new clerk at it in their first week.

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OSEBO FREIGHT FORWARDING SUITE

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DA Demo Administrator
Tenant Owner

LOGISTICS & CARGO

Shipment procedure

The stages your shipments move through and the paperwork they must carry. Every forwarder runs a different procedure — this is yours.

ImportExportIncoterms & checklists

Import timeline

ORDER	STAGE	WHAT IT MEANS	PHASE	ON THE TIMELINE
10	Booking confirmed booked	Shipment booked with the supplier or carrier	Origin handling	☒ Save
20	Shipped shipped stamps actual departure	Left the origin. This sets the actual departure	Main carriage	☒ Save
30	Arrived arrived stamps actual arrival	Landed at the destination port or airport.	Main carriage	☒ Save
40	Customs entry lodged entry_lodged	Declaration filed for clearance.	Import customs	☒ Save
50	Duty paid duty_paid	Assessed duty and taxes settled.	Import customs	☒ Save
60	Customs released customs_released	Cleared to leave the port.	Import customs	☒ Save
70	Delivered delivered	Confirmed received by the consignee.	Destination handling	☒ Save

ADD A STAGE

e.g. Pre-alert sent

WHAT IT MEANS
Shown under the stage on every shipment.

AFTER
At the end

+ Add stage

Import paperwork

ORDER	DOCUMENT	WHAT IT IS	REQUIRED	EXPIRES	ON THE LIST
10	Commercial invoice commercial_invoice	The seller's invoice for the goods. Customs value:	☒	☐	☒ Save
20	Packing list	What is in each package, and what it weighs.	☒	☐	☒ Save

Figure 14 – *The procedure: what this desk does, in order. The one screen in the product where the answer is the desk's rather than the software's.*

✓ **TIP**

Write it as the desk works, not as the desk should work. A procedure describing an aspiration is one nobody follows, and then the file that goes wrong is the one nobody can reconstruct.

Part 4 Clearance

Getting it through customs, and knowing how long the office is taking. Four steps.

Step 15. The clearance desk

Every entry the desk has in front of customs, standing at the stage it has reached. A clearance queue is not a pipeline – the useful question is not “where do files go” but “which of them is stuck, and for how long”.

Do this now

1. Open **Customs & Clearance** → **Clearance desk**.
2. Read the two sides: what is with you, and what is with the office.
3. Read the age on each entry. That is the number that decides what you chase.

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SEMI-AUTOMATED WORKFLOW

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Customs Clearance Register

Every declaration this desk is running, findable by the number the caller is holding. The entry itself is filed with Ghana Customs — what lives here is our own workflow around it: who is preparing it, what was assessed, what has been paid, what was queried, and when the cargo was released.

As at 30 Sep 2026, 14:36

+ New declaration

Duty & charges

Turnaround report

Forwarding desk

Customs desk

Find a declaration

REFERENCE, ENTRY NUMBER, PERMIT OR BROKER

Part of any of them is enough. An agent rings quoting the customs entry, never our own reference.

STAGE

Any stage

Where the file has got to in our workflow — not an ICUMS status code.

REGIME

Any regime

What the entry was filed under. An import for home use and one for warehousing attract different duty.

Search

Still being worked 25

Lodged, not released 19

Under query 5

Over 7 days 15

Duty unpaid 5

Where these 30 have got to

Draft 6

Submitted 5

Assessment 0

Payment pending 5

Examination 4

Query 5

Released 2

Completed 3

The register 30

DECLARATION	BILLED TO	STAGE	AT THIS STAGE	DUTY OUTSTANDING	SHIPMENT	OUR AGENT	NEXT
GH-2026-077123 DEMO-TMC-CUS-024 Import (home use)	Northern Shea Collective trade@northernshea.com.gh AICFTA Trade Desk	Submitted Waiting on customs	20d lodged	Not assessed	IMPORT IMP-TMC-202609-013	Nobody assigned Takoradi Collection	Release
GH-2026-077100 DEMO-TMC-CUS-001 Export	Tema Pharma Logistics finance@temapharma.com.gh Gold Coast Brokers	Completed	2d to release	GHS 0.00 of 8,520.00 assessed	EXPORT EXP-TMC-202609-001	Nobody assigned Tema Collection	Open
GH-2026-077101 DEMO-TMC-CUS-002 Export	Ashanti Cocoa Exporters exports@ashanticocoa.com.gh Tema Clearance Partners	Payment pending Ours to move	20d assessed	GHS 10,206.25 of 10,206.25 assessed	EXPORT EXP-TMC-202609-002	Nobody assigned KIA Collection	Record payment
GH-2026-077102 DEMO-TMC-CUS-003 Export	Northern Shea Collective trade@northernshea.com.gh AICFTA Trade Desk	Query Ours to move	19d queried	Not assessed	EXPORT EXP-TMC-202609-003	Nobody assigned Aflao Frontier	Answered
GH-2026-077103 DEMO-TMC-CUS-004 Export	Volta Retail Group payables@voltaretail.com.gh Gold Coast Brokers	Submitted Waiting on customs	19d lodged	Not assessed	EXPORT EXP-TMC-202609-004	Nobody assigned Takoradi Collection	Release
GH-2026-077104 DEMO-TMC-CUS-005 Export	Takoradi Timber Company shipping@takoraditimber.com.gh Tema Clearance Partners	Examination Waiting on customs	16d selected	GHS 0.00 of 15,265.00 assessed	EXPORT EXP-TMC-202609-005	Nobody assigned Tema Collection	Record outcome

◆ GOOD TO KNOW

Step 16. Declarations

The entry itself: the regime, the office, the entry number and the classification the duty is computed from.

Do this now

1. Open **Customs & Clearance** → **Declarations**.
2. Raise one against the shipment. The entry number, the country and the office come from the file where they are known.
3. Lodge it where you lodge it, and record the response here.

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OSEBO LOGISTICS SUITE

Customs Clearance Register

Every declaration this desk is running, findable by the number the caller is holding. The entry itself is filed with Ghana Customs — what lives here is our own workflow around it: who is preparing it, what was assessed, what has been paid, what was queried, and when the cargo was released.

As at 30 Sep 2026, 14:36

+ New declaration

Duty & charges

Turnaround report

Forwarding desk

Customs desk

Find a declaration

REFERENCE, ENTRY NUMBER, PERMIT OR BROKER

Entry number, permit, broker, CDN-OSB-202611-001

Part of any of them is enough. An agent rings quoting the customs entry, never our own reference.

STAGE

Any stage

Where the file has got to in our workflow — not an ICUMS status code.

REGIME

Any regime

What the entry was filed under. An import for home use and one for warehousing attract different duty.

Search

Still being worked 25

Lodged, not released 19

Under query 5

Over 7 days 15

Duty unpaid 5

Where these 30 have got to

Draft 6

Submitted 5

Assessment 0

Payment pending 5

Examination 4

Query 5

Released 2

Completed 3

The register

30

DECLARATION	BILLED TO	STAGE	AT THIS STAGE	DUTY OUTSTANDING	SHIPMENT	OUR AGENT	NEXT
GH-2026-077123 DEMO-TMC-CUS-024 Import (home use)	Northern Shea Collective trade@northernshea.com.gh AFCFTA Trade Desk	Submitted Waiting on customs	20d lodged	Not assessed	IMPORT IMP-TMC-202609-013	Nobody assigned Takoradi Collection	Release
GH-2026-077100 DEMO-TMC-CUS-001 Export	Tema Pharma Logistics finance@temapharma.com.gh Gold Coast Brokers	Completed	2d to release	GHS 0.00 of 8,520.00 assessed	EXPORT EXP-TMC-202609-001	Nobody assigned Tema Collection	Open
GH-2026-077101 DEMO-TMC-CUS-002 Export	Ashanti Cocoa Exporters exports@ashanticocoa.com.gh Tema Clearance Partners	Payment pending Ours to move	20d assessed	GHS 10,206.25 of 10,206.25 assessed	EXPORT EXP-TMC-202609-002	Nobody assigned KIA Collection	Record payment
GH-2026-077102 DEMO-TMC-CUS-003 Export	Northern Shea Collective trade@northernshea.com.gh AFCFTA Trade Desk	Query Ours to move	19d queried	Not assessed	EXPORT EXP-TMC-202609-003	Nobody assigned Afiao Frontier	Answered
GH-2026-077103 DEMO-TMC-CUS-004 Export	Volta Retail Group payables@voltaretail.com.gh Gold Coast Brokers	Submitted Waiting on customs	19d lodged	Not assessed	EXPORT EXP-TMC-202609-004	Nobody assigned Takoradi Collection	Release
GH-2026-077104 DEMO-TMC-CUS-005 Export	Takoradi Timber Company shipping@takoraditimber.com.gh Tema Clearance Partners	Examination Waiting on customs	16d selected	GHS 0.00 of 15,265.00 assessed	EXPORT EXP-TMC-202609-005	Nobody assigned Tema Collection	Record outcome

Figure 16 – A declaration. The entry number, the country and the office come from the file where they are known.
This records the entry; it does not lodge it.

▲ **WATCH OUT**

This product records the declaration; it does not file it. Recording one here and assuming it has been lodged is the single most expensive misreading available on this screen.

Step 17. Duties

What was assessed, what was paid, and the gap between them.

Do this now

1. Open **Customs & Clearance** → **Duties**.
2. Record the assessment against the declaration.
3. Record the payment when it is made.

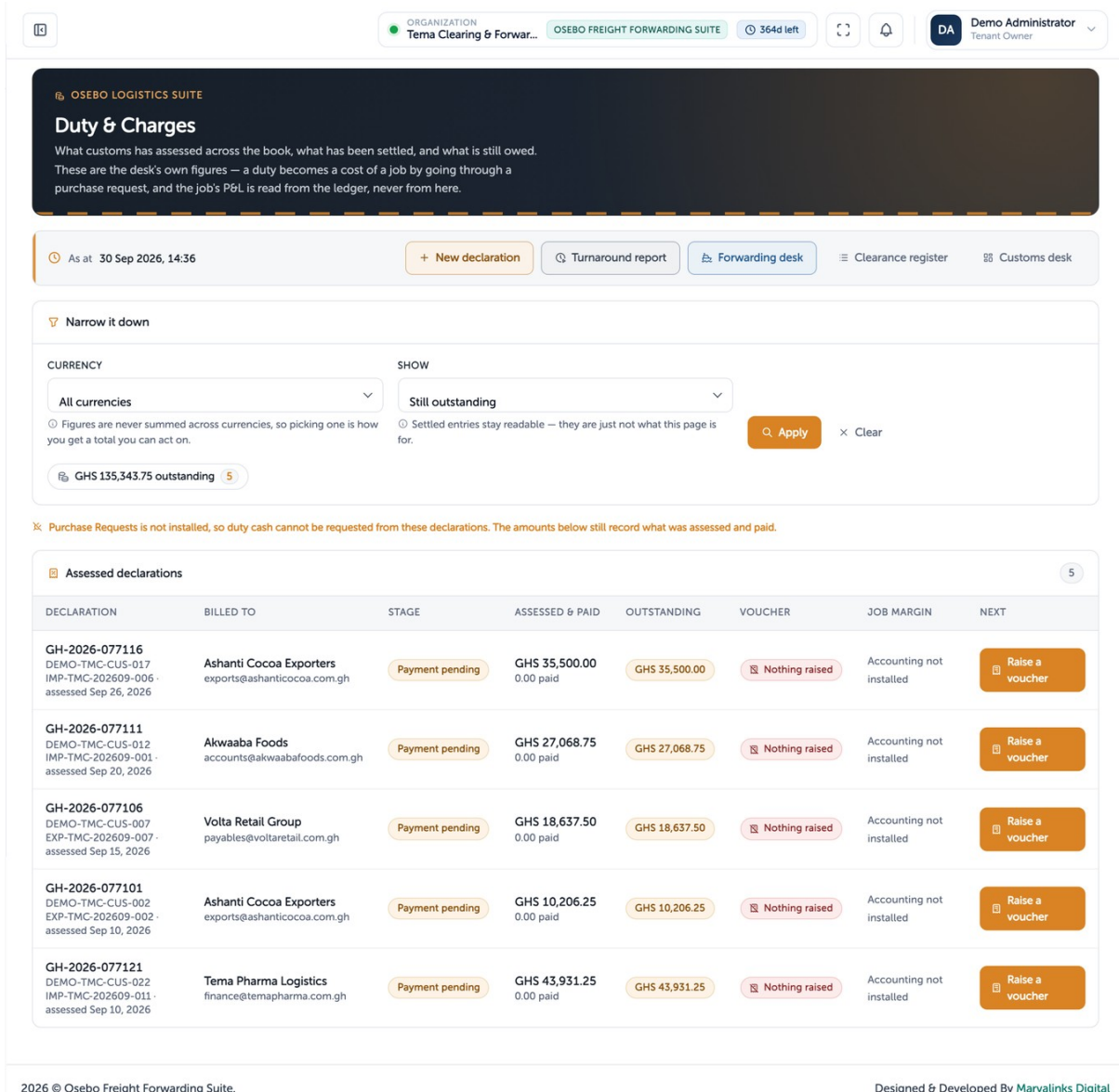


Figure 17 – Duties – what was assessed, what was paid, and the gap between them. The gap is what the turnaround screen measures.

✓ TIP

Record the assessment even when payment is immediate. The gap between assessed and paid is what the turnaround screen measures, and a desk that only ever records the payment cannot see where its money is waiting.

Step 18. Turnaround

How long clearance is actually taking you, by office and by regime – the screen you take to a meeting about why a client's cargo sat for nine days.

Do this now

1. Open **Customs & Clearance → Turnaround**.
2. Read the median rather than the average. One catastrophic entry moves an average and does not move a median.
3. Compare offices. A difference between two offices is a fact about the offices, not about your clerks.

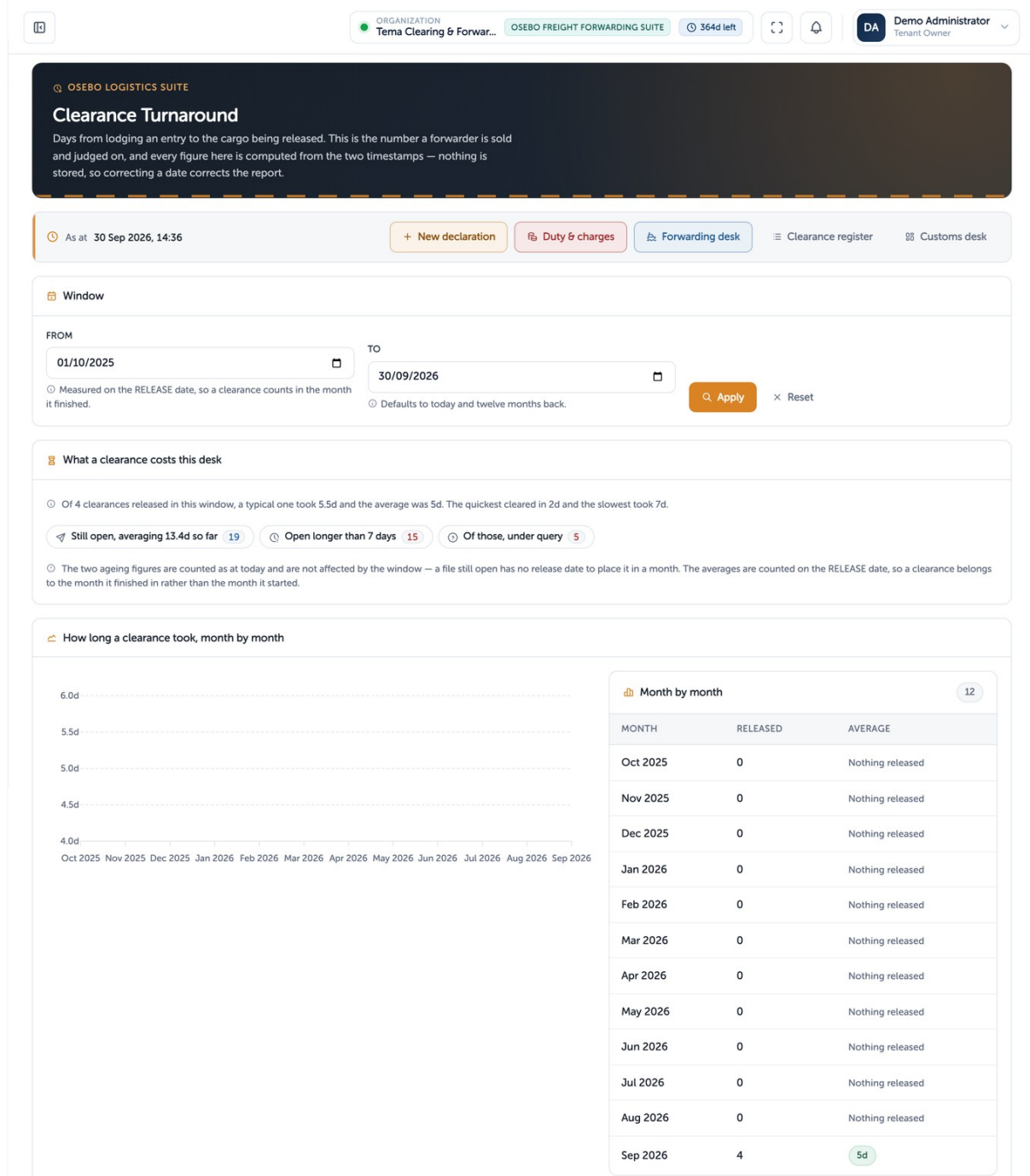


Figure 18 – Turnaround by office and regime. Read the median, not the average: one catastrophic entry moves an average and does not move a median.

Part 5 Selling airline space – GSA Operations

A different desk with a different contract, sold as part of this product. If you are a general sales agent for an airline, this is where the money is. Five steps.

Step 19. The cargo desk

A GSA sells space on somebody else's aircraft, and every waybill carries three figures pointing in **different directions**: a receivable from the client, a payable to the carrier, and the sliver between them that is yours.

The one thing this desk must never do is add two of them together. So the console states the arithmetic that is allowed, as an equation, in full view – and a figure that cannot be reached from that equation does not belong on the row.

Do this now

1. Open **GSA Operations** → **Cargo desk**.
2. Read one carrier lane. Billed, paid, kept – in that order, and never summed across carriers.
3. Read the lane's state: idle, unpriced, blocked or ready. That is whether its month can close.

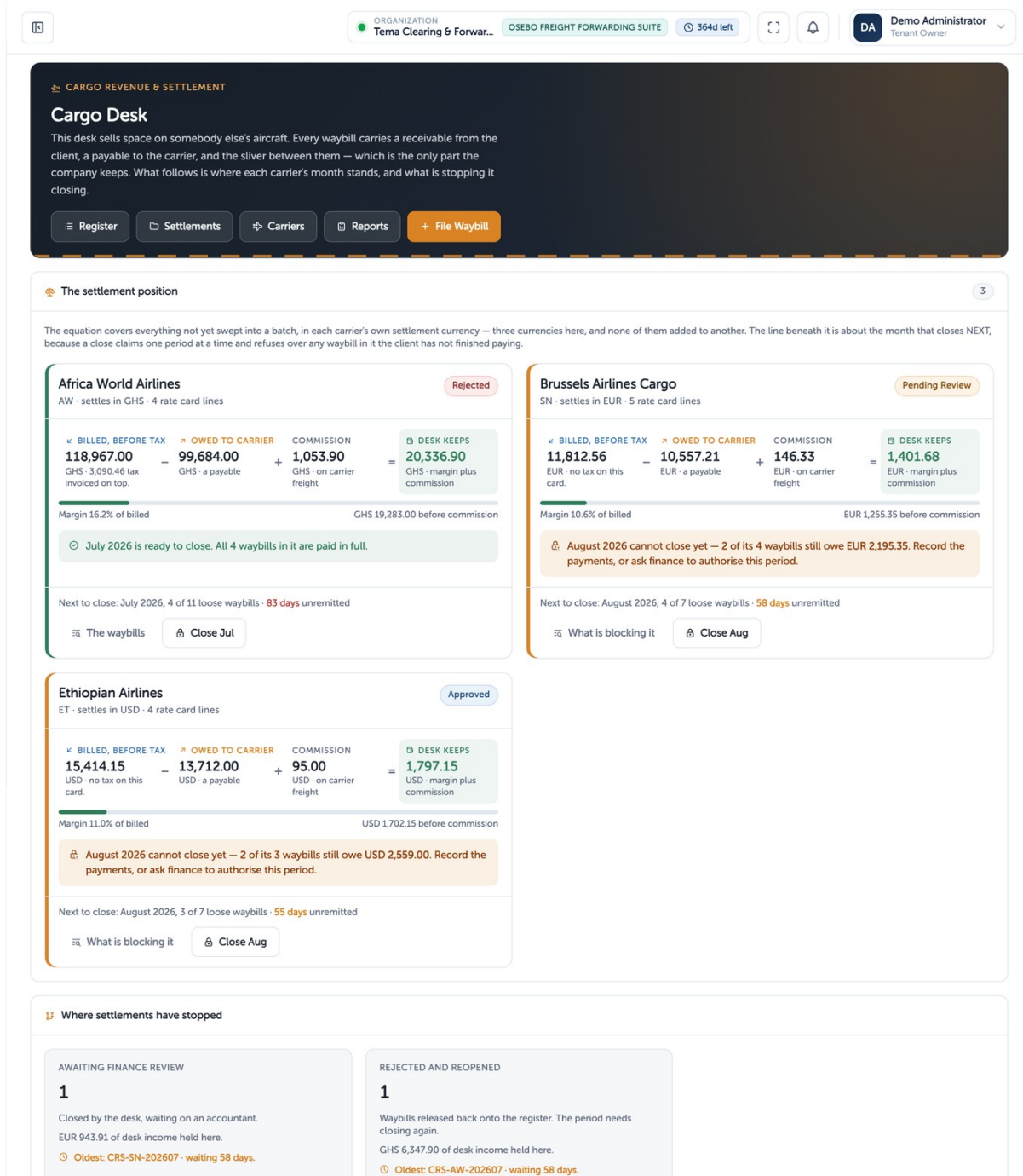


Figure 19 – The cargo desk. Every waybill carries three figures pointing in different directions – a receivable from the client, a payable to the carrier, and the sliver between. The equation is stated in full view so that nothing on the row can be added to anything else.

★ IMPORTANT

Tema Clearing & Forwarding settles **42 waybills** across **3 carriers**. Each lane is stated in its own settlement currency and the desk never totals across them: a bank account holds one currency, and a figure adding two is a number with no meaning.

Step 20. Carriers and their rate cards

One airline, one agreement, one rate card. Commission and fees are negotiated per carrier, which is why the card lives on the carrier rather than on the company.

Do this now

1. Open **GSA Operations** → **Carriers**.
2. Add the airline, its settlement currency and its account details.
3. Build the rate card: the components you bill, the commission you keep, and the ledger account each one posts to.

Carriers

The airlines this desk sells space for. Each carries its own rate card, because commission and fees are negotiated per agreement — not set once for the whole company. What each agreement is worth is the column on the right.

[Cargo Desk](#) [+ Add Carrier](#)

CARRIER	RATE CARD	WAYBILLS	BILLED	REMITTED	EARNED ON IT	LAST SETTLED	STATUS
Africa World Airlines AW - AWB 394 - settles in GHS	4	14 11 still loose	GHS 148,464.80	GHS 124,516.00	GHS 25,264.90 17.0% of billed	Jul 2026 CRS-AW-202607 - Rejected	Active
Brussels Airlines Cargo SN - AWB 082 - settles in EUR	5	14 7 still loose	EUR 26,946.80	EUR 24,033.83	EUR 3,246.58 12.0% of billed	Jul 2026 CRS-SN-202607 - Pending Review	Active
Ethiopian Airlines ET - AWB 071 - settles in USD	4	14 7 still loose	USD 32,076.30	USD 28,576.00	USD 3,698.37 11.5% of billed	Jul 2026 CRS-ET-202607 - Approved	Active

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Figure 20 – A carrier and its rate card. Commission and fees are negotiated per airline, which is why the card lives on the carrier and not on the company. Until one exists, waybills against it calculate to nothing.

▲ WATCH OUT

Until a carrier has a rate card, waybills filed against it calculate to nothing. The desk will let you file them; it simply has nothing to price them with.

Step 21. File a waybill

The air waybill itself, priced from the carrier's card the moment it is saved.

Do this now

1. Open **GSA Operations** → **Waybill register** and file one.
2. Pick the carrier and the client, and enter the weight and the route.
3. Save. The charges are folded on from the card and frozen onto the waybill.

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Tenant Owner

CARGO REVENUE

Air Waybill Register

Every waybill this desk has sold. Each one carries three figures that point in different directions — what the client owes, what the carrier is owed, and what is left over.

Cargo Desk

Import

+ File Waybill

Quick views

Not yet settled 25

Still owing 12

Chargeable below gross 4

Counted across the search, carrier and date range currently applied — not inside one another, so a chip's figure does not move when another is clicked.

Find a waybill

AWB, SHIPMENT NUMBER, CLIENT OR CARGO

CARRIER

CHARGE STATE

SETTLED

PAYMENT

DATA QUALITY

CLIENT LINK

SHIPPED FROM

SHIPPED TO

Search

Clear

What this view comes to

CURRENCY	INVOICED	COLLECTED	OUTSTANDING	REMITTED	DESK INCOME
EUR	26,946.80	23,745.85	3,200.95	24,033.83	3,246.58
GHS	152,309.13	136,449.75	15,859.38	124,516.00	25,264.90
USD	32,076.30	26,958.30	5,118.00	28,576.00	3,698.37

Totals are per currency. 3 settlement currencies are in this view, so there is no single total — minor units of one are never added to minor units of another. Across every waybill matching the filter above, not just this page. Invoiced is the charges plus their tax — what the client was asked for — so collected and outstanding measure against it. Invoiced, remitted and desk income point in different directions and are never summed.

The register

42

WAYBILL	CLIENT	ROUTE	WEIGHT	BILLED	PAID	BALANCE	REMITTED	INCOME	STATUS
394-41205617 TMC-CRS- 202609-0042 · 26 Sep 2026	GOLDEN EXOTICS LTD finance@goldenexotics.gh	ACC → LOS Africa World Airlines (AW)	145 kg gross 96	GHS 1,097.60 + tax 42.84	GHS 0.00	GHS 1,140.44 unpaid	GHS 932.00	GHS 174.30	Calculated
071-41204658 TMC-CRS- 202609-0035 · 25 Sep 2026	BOMARTS FARMS ap@bomarts.com	ACC → DXB Ethiopian Airlines (FTI)	2,960 kg gross 2 960	USD 4,026.00	USD 1,811.70 1 payment	USD 2,214.30 part paid	USD 3,572.00	USD 478.86	Calculated

Figure 21 – Filing an air waybill. The charges are folded on from the carrier's card and frozen onto the waybill, so editing the card afterwards re-prices the next one and leaves this alone.

♦ GOOD TO KNOW

Frozen is the important word. Editing the rate card afterwards re-prices the **next** waybill and leaves this one alone, so an invoice already sent never restates itself. Re-running the card over a waybill deliberately is a separate action, and it asks first.

Step 22. Close the month with a carrier

A settlement period: everything filed against one carrier between two dates, totalled, and handed to somebody else to approve.

Do this now

1. Open **GSA Operations** → **Settlements** and close a period.
2. Read the four figures: billed, paid, commission, kept.
3. Send it for review.

Organization

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DA

Demo Administrator

Tenant Owner

CARGO REVENUE

Settlements

Each batch is one carrier's period, closed by the desk and reviewed by finance before anything reaches the ledger. Nobody closes and approves the same month.

Cargo Desk

Close a Period

Waiting on finance

SETTLES IN	BATCHES	DESK INCOME HELD	OLDEST HAS WAITED
EUR	1	943.91	58 days

One row per settlement currency, and they are never added together — minor units of dollars summed with minor units of cedis is a confident figure that is not money in either.

Quick views

Awaiting review 1

Approved 4

Rejected 1

CARRIER

Any

Apply

Clear

One airline's batches only.

Authorise an unpaid close

The desk cannot close a period containing unpaid waybills. Authorising one here lets them close that carrier and that period once — your name and your reason are copied onto the settlement, and the authorisation is spent when it is used.

CARRIER *

Africa World Airlines

PERIOD START *

dd/mm/yyyy

PERIOD END *

dd/mm/yyyy

WHY IS THIS BEING AUTHORISED? *

Recorded against the settlement with your name. This sentence is the authorisation.

Authorise

CARRIER	PERIOD	REASON
Africa World Airlines	01 Jun 2026 – 30 Jun 2026	1 waybill still owing at month end; the carrier is remitted on its own cycle and the receivable is being chased separately.

Batches

CARRIER & PERIOD	WAYBILLS	BILLED	REMITTED	DESK KEEPS	WHERE IT IS
Africa World Airlines 01 Jul 2026 – 31 Jul 2026 CRS-AW-202607	4	GHS 37,464.10	GHS 31,448.00	GHS 6,347.90	Rejected Fuel surcharge on three waybills does not agree with the September car...
Ethiopian Airlines 01 Jul 2026 – 31 Jul 2026 CRS-SN-202607	4	USD 9,634.95	USD 8,582.00	USD 1,112.46	Approved
Brussels Airlines Cargo 01 Jul 2026 – 31 Jul 2026 CRS-SN-202607	3	EUR 7,765.88	EUR 6,918.26	EUR 943.91	Pending Review Approve

★ **IMPORTANT**

Step 23. Post it to the books

Approval releases the figures; posting writes them. Both need the Finance & Accounting product, because a posting needs a ledger to post to.

Do this now

1. Have a second person open the batch and approve it.
2. Open **GSA Operations** → **Posting settings** and check every rate-card component has a ledger account.
3. Post.

The screenshot displays the 'Plan Payment & Renewal' page for the 'Osebo Freight Forwarding Suite'. The page header shows the organization 'Tema Clearing & Forwar...' and the suite 'OSEBO FREIGHT FORWARDING SUITE' with 364 days left. A 'Heads up' notification states: 'Your plan does not include this feature. Upgrade to unlock it.' The main section shows the plan name 'Osebo Freight...', a billing cycle of '0 GHS / YEAR', and a renewal date of '29 Sep 2027'. Below this, a section titled 'What you pay for' lists the components: 'Osebo Freight Forwarding Suite Plan' (Core Plan, Yearly - renews 29 Sep 2027, GHS 0.00 / year) and 'Osebo Freight Forwarding Suite' (Industry Suite, Renews with plan, Included). A note at the bottom states: 'Renewal opens on 26 Sep 2027. This subscription is paid up to 29 Sep 2027, so there is nothing to settle yet — paying now would buy a period you already have. Come back from 26 Sep 2027, or add seats and pay for those at any time.' At the bottom, there are two cards: 'Osebo Freight Forwarding Suite — Monthly' (GHS 0 / month) and 'Osebo Freight Forwarding Suite — Annual' (GHS 0 / year, Current cycle). The annual card has an 'Active Cycle' button.

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Figure 23 – Posting settings. Every rate-card component needs a ledger account; one without refuses the whole batch, and the desk says which before anything is pressed.

▲ WATCH OUT

A component with no ledger account refuses the whole batch. The desk tells you which ones before you press anything – on the batch, on the register row, and on the console – because a refusal is a worse way to learn it than a warning.

Part 6 The mail desk

Mails & Courier is the third desk in this product and the least like the other two: international postal mail, settled with an airline under a different contract from your cargo agreement. Five steps.

Step 24. What the mail desk actually does

Receptacles – sacks and bags – arrive from a postal operator against their own paperwork. You consolidate them onto a carrier waybill, invoice the operator, and settle with the airline. Different rate book, different SLA, different department from GSA cargo, which is why it is a different desk and not a tab on the last one.

Do this now

1. Open **Mails & Courier** → **Mail desk**.
2. Read the three boards: what is at the hub, what is priced and unsettled, and what is past its transit allowance.
3. Read the cash strip at the bottom. That is the month so far.

Overview

1 · Receive

2 · Update & track

Waybills

Settlements

Reports

Destinations

Rate book

Settings

 5 bags waiting more than 3 days
Received and still on no waybill. Ordinary for a day or two; worth a look after that.

5

15
Settled
 Historical. Reopen the settlement to change anything.

 Billed, payable and margin by month



◆ GOOD TO KNOW

45

Step 25. The rate book

One card per destination: what you charge the operator per kilo, what the carrier charges you, and how many days the mail is allowed to sit in transit.

Do this now

1. Open **Mails & Courier** → **Rate book**.
2. Add a lane with its currency, its rates and its transit allowance.
3. Set the date the card takes effect.

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DA Demo Administrator
Tenant Owner

MAILS & COURIER

Rate book

One lane, both sides of the trade. What the postal operator is invoiced per kilogram, and what the carrier is paid — with the minimum that floors a whole waybill.

Overview

1 · Receive

2 · Update & track

Waybills

Settlements

Reports

Destinations

Rate book

Settings

+ Open a lane

DESTINATION *

Choose

The lane this card prices.

CURRENCY *

USD

Both sides are priced in it.

OPERATOR RATE / KG *

What the postal operator is invoiced, per receptacle.

CARRIER RATE / KG *

What the airline charges, per waybill.

CARRIER MINIMUM *

0

Floors the whole waybill. It is the carrier's term and never reaches the operator's invoice.

IN FORCE FROM *

30/09/2026

Movements are priced at the card in force on the day they flew, so a later correction never restates an invoice already sent.

TRANSIT SLA (DAYS)

What dwell at the hub is measured against.

DELIVERY SLA (DAYS)

Origin to destination, end to end.

+ Open the lane

Lanes

7

#	DESTINATION	OPERATOR / KG	CARRIER / KG	MARGIN / KG	MINIMUM	SLA	IN FORCE	STATUS	
1	ARN	3.0500	2.2000	0.8500	15.00	3	01 Jan 2026	In force · priced	Edit
2	BOM	7.6800	5.0000	2.6800	20.00	5	01 Jan 2026	In force · priced	Edit
3	CAI	3.8200	1.5000	2.3200	0.00	2	01 Jan 2026	In force · priced	Edit
4	DSS	3.8200	2.1000	1.7200	0.00	2	01 Jan 2026	In force · priced	Edit
5	GBR	4.5000	3.6000	0.9000	0.00	3	01 Jan 2026	In force · priced	Edit
6	NRT	6.1000	3.1000	3.0000	0.00	6	01 Jan 2026	In force · priced	Edit
7	YYZ	4.5000	3.6000	0.9000	0.00	4	01 Jan 2026	In force · priced	Edit

A lane that has priced nothing is corrected in place. A lane that has already priced mail is superseded from the date you give — the old card stays on record, so every month already settled still reprints at the figure it was settled at.

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Figure 25 – The rate book. A card carries an effective date, and a bag is priced against the card in force the day it was received – not against today's.

▲ WATCH OUT

A card carries an **effective date**, and a bag is priced against the card in force on the day it was received – not against today's card. A lane whose only card starts next month cannot price a bag booked this month, and the desk will say so rather than offering a button that fails.

Step 26. Receive the mail

Booking bags in against the operator's paperwork. It is step one of two, and the register says so in its own menu.

Do this now

1. Open **Mails & Courier** → **1 • Receive mail**.
2. Record each receptacle: its number, its destination, its weight and the day it arrived.
3. Price it, once the lane has a card in force for that day.

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DA Demo Administrator Tenant Owner

MAILS & COURIER

Receptacles

Every sealed bag the postal operator has handed over, against the receptacle / CN38 their system sent with it — where each one has got to, how long it has been at the hub, and whether it can be invoiced yet.

Overview
1 · Receive
2 · Update & track
Waybills
Settlements
Reports
Destinations
Rate book
Settings

As at 30 Sep 2026, 14:36
+ Receive a receptacle Stamp a batch

Find a receptacle

RECEPTACLE / CN38 ⓘ Part of the number is enough. This is the operator's number, which is what they quote — not the carrier's AWB.	DESTINATION Any destination ⓘ Where the mail is going. The lane decides both the price and the transit allowance.	Search
--	---	--

50 Every bag
0 Not priced
5 Awaiting a waybill
4 Past its allowance
4 Sitting at the hub
41 Arrived

The register
50

THE BAG	PARTIES	LANE	WEIGHT	WHERE IT IS	AT THE HUB	STATUS
GHACCBARNAACN40009001961550 RECEPTACLE / CN38 AWB not loaded yet	EMS Shipper ET Carrier Received 27 Sep 2026	ARN	15.000 kg 2 pieces	 Received, nothing stamped	— Not at the hub yet.	Awaiting a waybill
GHACCBYYZAACN40009002438021 RECEPTACLE / CN38 AWB not loaded yet	EMS Shipper ET Carrier Received 26 Sep 2026	YYZ	8.400 kg 3 pieces	 Received, nothing stamped	— Not at the hub yet.	Awaiting a waybill
GHACCBCAIAACN40009003067668 RECEPTACLE / CN38 AWB not loaded yet	EMS Shipper ET Carrier Received 25 Sep 2026	CAI	23.300 kg 1 piece	 Received, nothing stamped	— Not at the hub yet.	Awaiting a waybill
GHACCBBOAAMCN40009004096580 RECEPTACLE / CN38 AWB not loaded yet	LETTER POST Shipper ET Carrier Received 24 Sep 2026	BOM	20.100 kg 2 pieces	 Received, nothing stamped	— Not at the hub yet.	Awaiting a waybill
GHACCBARNAACN40003001588221 RECEPTACLE / CN38 AWB 071-31757501	EMS Shipper ET Carrier Received 23 Sep 2026	ARN	15.000 kg 2 pieces	 Arrived at destination	2d cleared the hub. ARN allows 3.	Priced
GHACCBBDSSAACN40009005555928 RECEPTACLE / CN38 AWB not loaded yet	EMS Shipper ET Carrier Received 23 Sep 2026	DSS	19.000 kg 3 pieces	 Received, nothing stamped	— Not at the hub yet.	Awaiting a waybill

✓ TIP

Step 27. Consolidate onto a waybill

Bags go onto a carrier waybill, and the waybill is what the airline is settled against.

Do this now

1. Open **Mails & Courier** → **2 · Update & track**, and move the bags along.
2. Open **Waybills** and raise one, putting the bags onto it.
3. Read the lane breakdown: a carrier argues a settlement lane by lane, and a total with no lanes under it is a figure nobody can check.

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MAILS & COURIER

Waybills

One row per AWB the carrier issued: the bags riding on it, how far the SLOWEST of them has got, and what each side owes. A waybill appears here as you type its number onto bags in Update & Track — this is the review, not a place to open one.

Overview

1 · Receive

2 · Update & track

Waybills

Settlements

Reports

Destinations

Rate book

Settings

As at 30 Sep 2026, 14:37

Write an AWB onto bags

+ Open one manually

Settlements

Find a waybill

AWB, FLIGHT OR DESTINATION

071-12345678, ET500, ARN

Part of any of them is enough. The carrier quotes an AWB and the operator quotes a lane; neither of them knows our own record id.

Search

12 Every waybill

0 Flown, not priced

0 No AWB yet

8 Priced, not settled

4 Settled

The register

12

THE WAYBILL	LANE	WHAT IT CARRIES	WHERE THE MAIL IS	THE CLOCK	IN / OUT	STATE
071-31757501 AIR WAYBILL · ET FLIGHT ET521	ACC → ADD → ARN Flew 25 Sep 2026 · manifested 24 Sep	3 bags 41.200 kg chargeable	Arrived at transit 2 of 3 already departed from transit	5 / 6d in the air · ARN allows 6	IN USD 125.66 OUT USD 87.92 37.74	Priced Waiting on a month-end
071-35465219 AIR WAYBILL · ET FLIGHT ET514	ACC → ADD → GBR Flew 18 Sep 2026 · manifested 17 Sep	5 bags 68.700 kg chargeable	Arrived at transit 4 of 5 already departed from transit	12 / 6d 6 days past what GBR allows	IN USD 309.15 OUT USD 239.90 69.25	Priced Waiting on a month-end
071-91515261 AIR WAYBILL · ET FLIGHT ET507	ACC → ADD → NRT Flew 11 Sep 2026 · manifested 10 Sep	4 bags 45.700 kg chargeable	Arrived at destination All 4 bags together.	19d door to door, all bags in. Lane allows 9.	IN USD 278.77 OUT USD 137.42 141.35	Priced Waiting on a month-end
071-80357072 AIR WAYBILL · ET FLIGHT ET500	ACC → ADD → DSS Flew 04 Sep 2026 · manifested 03 Sep	3 bags 34.100 kg chargeable	Arrived at destination All 3 bags together.	26d door to door, all bags in. Lane allows 5.	IN USD 130.27 OUT USD 69.46 60.81	Priced Waiting on a month-end
071-92276041 AIR WAYBILL · ET FLIGHT ET521	ACC → ADD → CAI Flew 25 Aug 2026 · manifested 24 Aug	3 bags 45.700 kg chargeable	Arrived at destination All 3 bags together.	36d door to door, all bags in. Lane allows 5.	IN USD 174.57 OUT USD 66.49 108.08	Priced Waiting on a month-end
071-56328692 AIR WAYBILL · ET FLIGHT ET514	ACC → ADD → YYZ Flew 18 Aug 2026 · manifested 17 Aug	5 bags 67.200 kg chargeable	Arrived at transit 4 of 5 already departed from transit	43 / 7d 36 days past what YYZ allows	IN USD 302.40 OUT USD 234.66 67.74	Priced Waiting on a month-end
071-70423462 AIR WAYBILL · ET FLIGHT ET507	ACC → ADD → ARN Flew 11 Aug 2026 · manifested 10 Aug	4 bags 49.900 kg chargeable	Arrived at destination All 4 bags together.	50d door to door, all bags in. Lane allows 6.	IN USD 152.20 OUT USD 106.49 45.71	Priced Waiting on a month-end
071-51405326 AIR WAYBILL · ET	ACC → ADD → GBR Flew 04 Aug 2026 · manifested 03 Aug	3 bags 40.500 kg chargeable	Arrived at destination	57d door to door, all bags in. Lane allows 7.	IN USD 182.25 OUT USD 141.43 40.82	Priced Waiting on a month-end

Figure 27 – Consolidating bags onto a carrier waybill, with the lane breakdown underneath. A carrier argues a settlement lane by lane, and a total with no lanes under it is a figure nobody can check.

Step 28. Settle the month

The same shape as the cargo desk, and the same rule about who may approve it.

Do this now

1. Open **Mails & Courier** → **Settlements** and close a window.
2. Have somebody else review and approve it.
3. Post it, if you hold the Finance product.

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MAILS & COURIER

Settlements

A month of mail, agreed with the carrier and billed to the postal operator. Every row carries both signatures: whoever closed it, and whoever approved what the airline is paid. They are never the same person.

Overview

1 · Receive

2 · Update & track

Waybills

Settlements

Reports

Destinations

Rate book

Settings

As at 30 Sep 2026, 14:37

Close a month

Waybills holding a month up

Which months

1 Every month

1 Waiting on a second person

0 Agreed and booked

0 Sent back

A month closed here takes its waybills off the live desk and waits. Nothing is invoiced to the operator and nothing is paid to the carrier until somebody other than the person who closed it has looked at the figure.

Settlement periods

1

THE PERIOD	WHAT IT TOOK	IN / OUT	BOTH SIGNATURES	STATE
01 Jul – 31 Jul 2026 ET - USD REF MS-2026-07	4 waybills 15 bags inside them Closed 30 Sep 2026	IN 811.42 OUT 549.07 262.35	CLOSED BY Demo Administrator freight@osebodemotest	APPROVED BY Nobody yet You closed it, so it is not yours to approve. In Review Waiting on somebody else

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Figure 28 – Closing the mail month. One currency per window – a window holding two is refused and both are named, rather than added together and labelled with one of them.

★ IMPORTANT

A settlement window is **one currency**. If it holds waybills in two, the desk refuses and names both, rather than adding them together and labelling the result with one of them.

Part 7 What the client sees, and staying legal

Two things a forwarding desk is judged on that are not about cargo at all. Four steps.

Step 29. The client portal

A way for a client to see their own shipments without ringing your desk. They see what you let them see, and nothing else.

Do this now

1. Open **Client Portal** → **Portal access** and give a client access.
2. Choose which of their shipments they may see.
3. Read **Client requests** – that is them asking you for something, in writing, with a date on it.

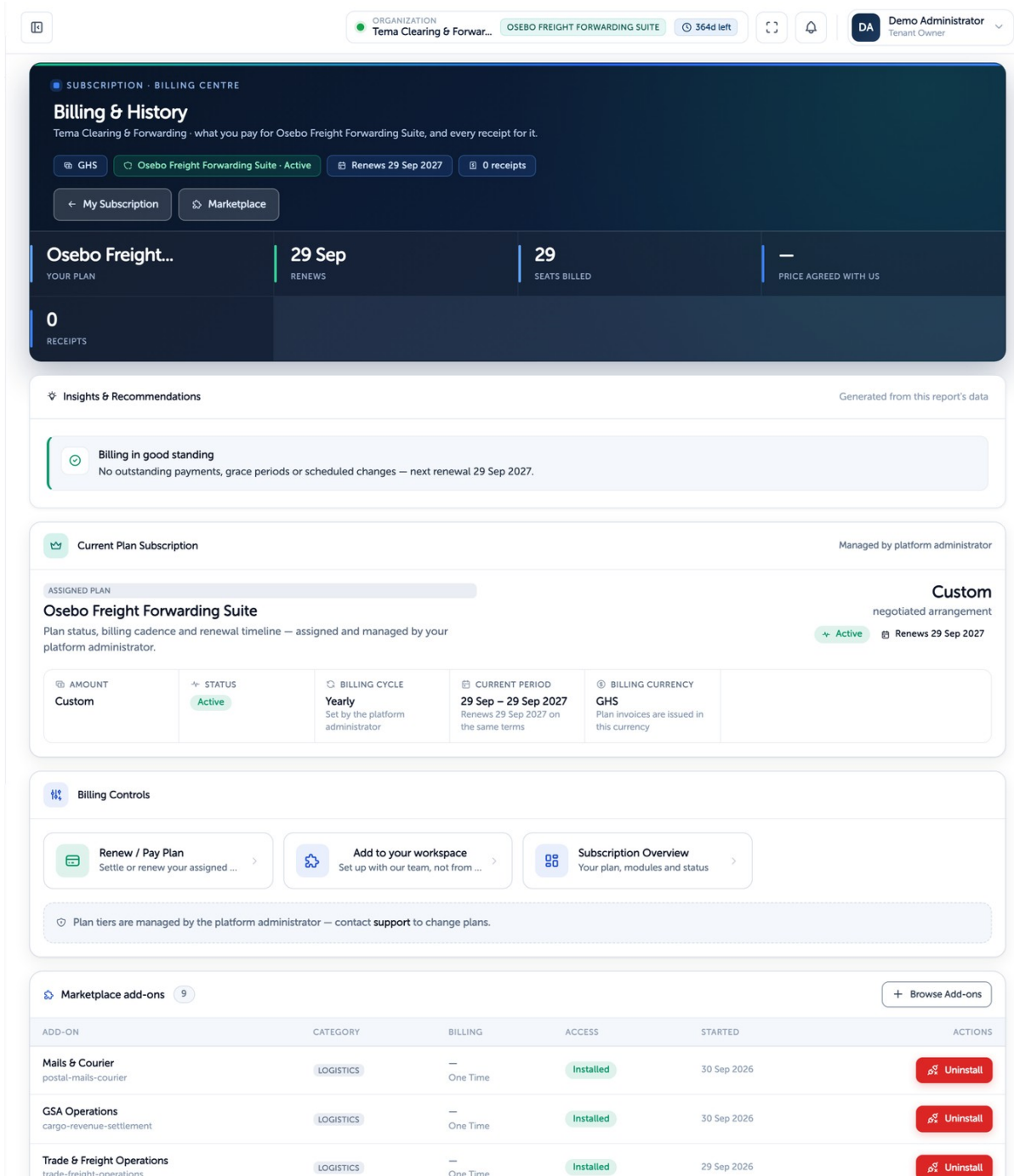


Figure 29 – The client portal: 56 records across the shipments shared, the accesses granted and the requests raised. A request that arrives here is one nobody has to remember.

◆ GOOD TO KNOW

Tema Clearing & Forwarding carries **56** portal records: the shipments shared, the accesses granted and the requests raised. A request that arrives here is a request nobody has to remember.

Step 30. Compliance and the licences you trade on

Every permission your desk needs to operate – a customs agency licence, a freight forwarder registration, an insurance certificate – with the date each one expires.

Do this now

1. Open **Compliance & HSE** → **Licences**.
2. Record each permission with its expiry.
3. Open **Requirements** and record what the business is obliged to hold.

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LOGISTICS · COMPLIANCE

Operating Licences & Permits

What this company and its vendors hold, and how long it is good for. Vehicle and driver documents are not edited here — they belong to the fleet and crew registers, and the expiry radar reads them where they are.

As at 30 Sep 2026, 14:37

+ Record a licence

What we must hold

Expiry radar

Compliance desk

12 on the register

6 In good standing

3 Renewal window open

1 Renew now

2 Operating without it

3 nobody has picked up

business-stopping only

Find a licence

REFERENCE, NAME OR AUTHORITY

GSA/FF/2026/0142, customs licence

STATUS

Any status

ESCALATION

Any

HELD BY

Anyone

COUNTRY

ISO code, e.g. GH or GB.

Search

Licence register

12

LICENCE	HELD BY	COUNTRY	EXPIRES	TIME LEFT	STANDING
DEMO-TMC-LIC-001 Goods Vehicle Operator Licence operator · DVLA	Tema Clearing & Forwarding The company	GH	21 Aug 2026	40 days overdue	Expired Operating without it · nobody has picked it up
DEMO-TMC-LIC-012 Air Cargo Agent Registration trade · Ghana Civil Aviation Authority	Tema Clearing & Forwarding The company	GH	—	No expiry recorded	Suspended Operating without it · nobody has picked it up
DEMO-TMC-LIC-008 Cross-Border Transit Permit (Burkina) transit · ECOWAS Secretariat	Tema Clearing & Forwarding The company	GH	22 Sep 2026	8 days overdue	Expired Renew now · nobody has picked it up
DEMO-TMC-LIC-007 Cross-Border Transit Permit (Togo) transit · ECOWAS Secretariat	Tema Clearing & Forwarding The company	GH	14 Oct 2026	14 days	Expiring Renewal window open · nobody has picked it up
DEMO-TMC-LIC-002 Freight Forwarding Licence trade · Ghana Shippers Authority	Tema Clearing & Forwarding The company	GH	25 Oct 2026	25 days	Expiring Renewal window open · nobody has picked it up
DEMO-TMC-LIC-003 Customs House Agent Licence customs · Ghana Revenue Authority	Tema Clearing & Forwarding The company	GH	30 Nov 2026	61 days	Expiring Renewal window open · nobody has picked it up
DEMO-TMC-LIC-010 Fire Safety Certificate — Tema facility · Ghana National Fire Service	Tema Clearing & Forwarding The company	GH	16 Nov 2026	47 days	Valid

Figure 30 – Licences and the dates they expire. This is the one screen in the product where the consequence of ignoring it is that the desk should stop trading.

★ **IMPORTANT**

A licence that expires is not a paperwork problem, it is a trading problem: the desk is operating without a permission it is required to hold. This is the one screen in the product where the consequence of ignoring it is that you should stop working.

Step 31. Incidents

What has gone wrong, recorded on the same engine the rest of Osebo uses.

Do this now

1. Open **Compliance & HSE** → **Compliance register**.
2. Record the incident, what was done about it, and who is investigating.
3. Close it when it is closed.

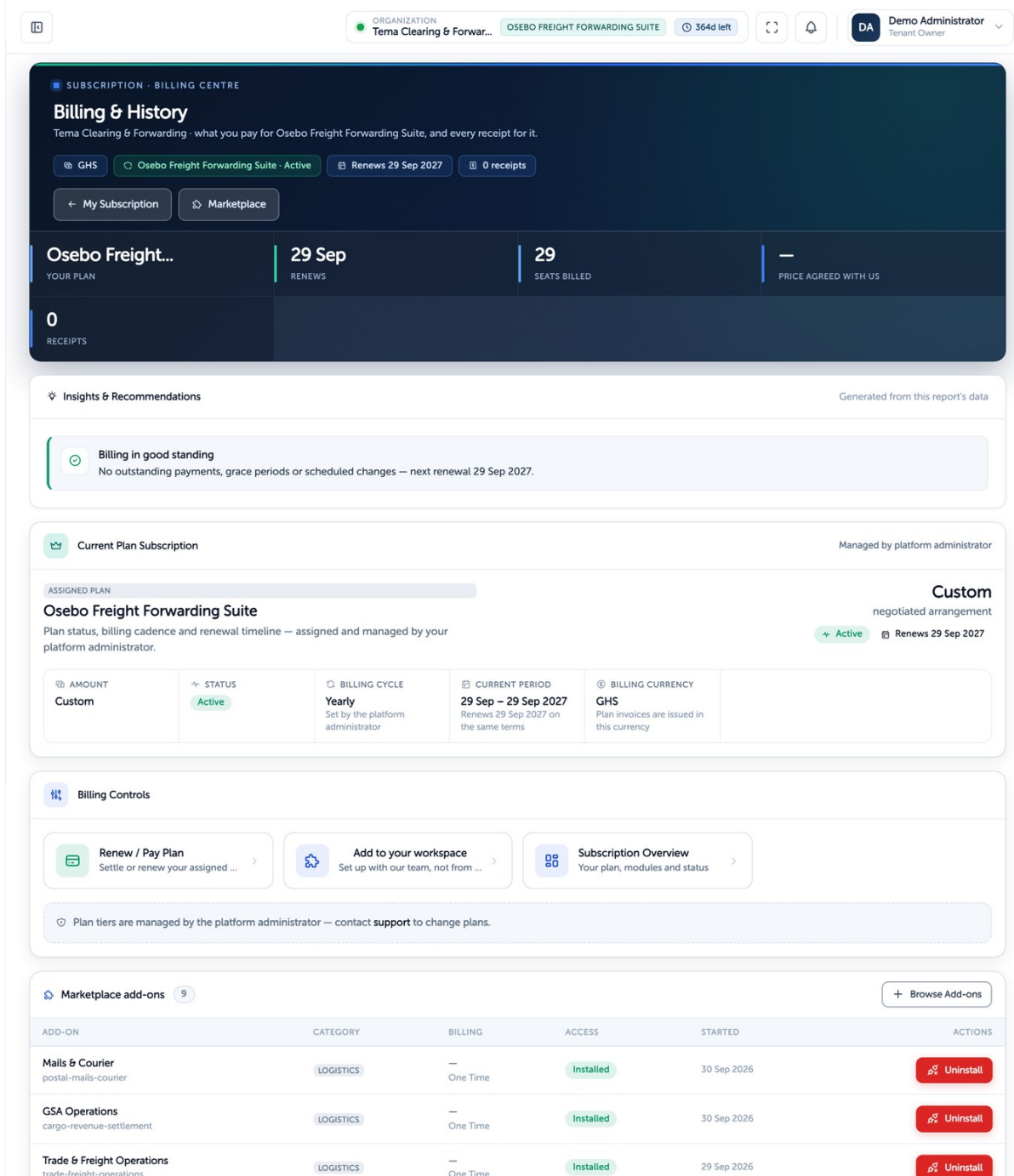


Figure 31 – The compliance register – five incidents on this desk, three closed, one under investigation and one open.

◆ GOOD TO KNOW

Tema Clearing & Forwarding carries **5** incidents – a forklift into racking, brake fade on the Kumasi run, a seal broken at the gate, a dropped parcel and a spilled drum. Three are closed, one is under investigation and one is open.

Step 32. Who can do what

The seats that ship with this product, and what each may reach:

Do this now

1. Open **Admin** → **People & seats**.
2. Check the seat each person holds against the list below.
3. Change anybody who is on the wrong one – it takes effect immediately and does not need a re-invitation.
 - **Freight Manager** – the whole desk, including closing a settlement.
 - **Freight Clerk** – opens and works files, cannot close a month.
 - **Customs Clerk** – declarations, duties and turnaround.
 - **Finance Reviewer** – approves and posts what somebody else closed, and nothing else.
 - **Client** – the portal only, and only their own shipments.

Figure 32 – People and seats. The role decides what somebody may reach; a Tenant Owner passes every check by design, which is why testing a seat means signing in as one.

A Tenant Owner passes every permission check in Osebo by design. That means the owner's own login is the one account that cannot show you what a clerk sees – if you want to know whether a seat works, sign in as one.

Part 8 Reading the desk, and what it costs

Four screens that read the work back to you, and one short section on the commercial mechanism.

Step 33. The operating picture

The whole desk at once: what is moving, what is late, what is earning.

Do this now

1. Open **Analytics** → **Operating picture**.
2. Read it weekly, not daily. It is a trend screen and a day is noise.

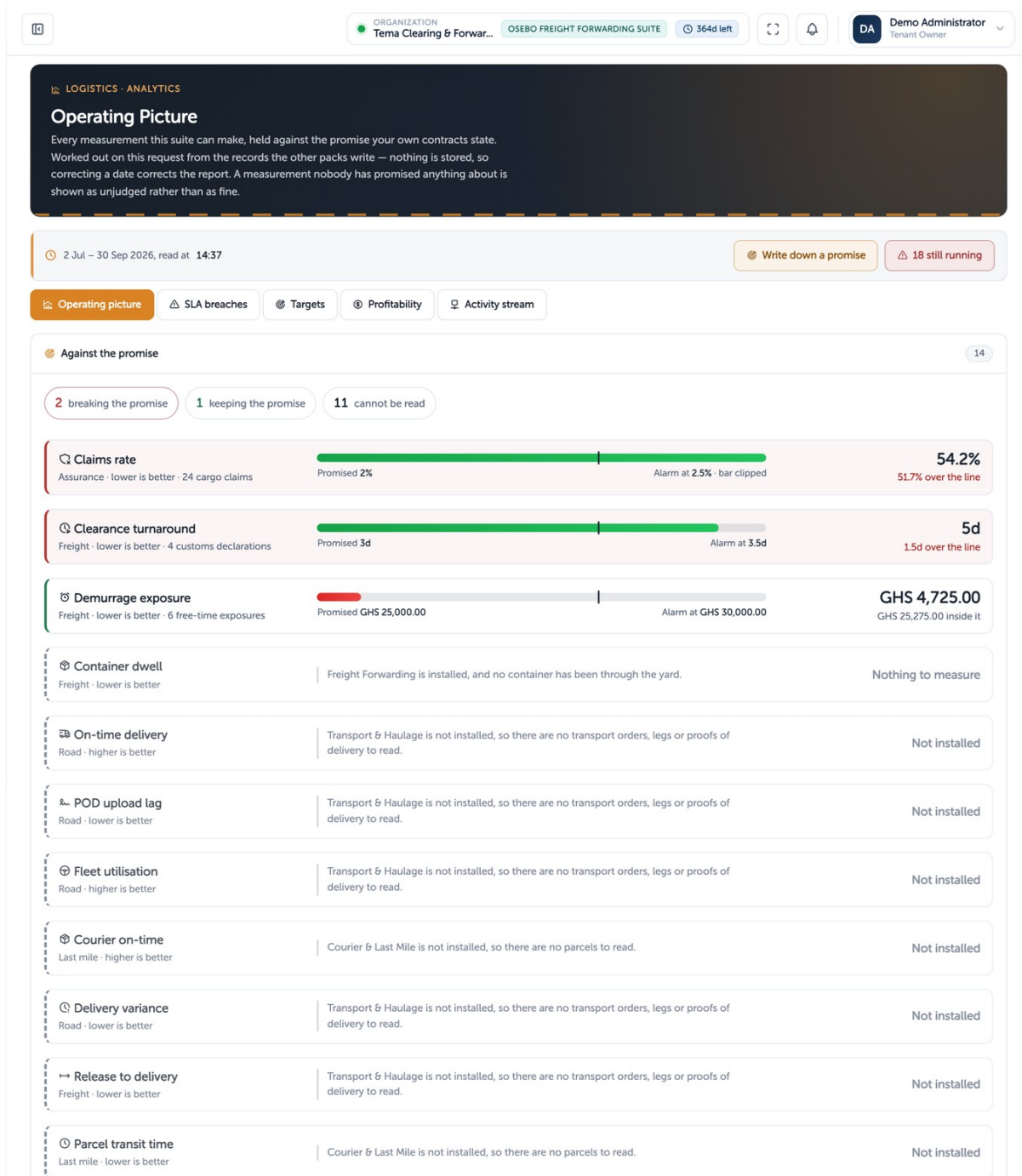


Figure 33 – The operating picture – the whole desk at once. A trend screen, so read it weekly; a day is noise.

Step 34. The SLA monitor

Whether you are keeping the promises you made – by lane, by client and by mode.

Do this now

1. Open **Analytics** → **SLA monitor**.
2. Read the breaches first. The kept promises need no action.
3. Where a lane breaches repeatedly, the lane is the problem, not the file.

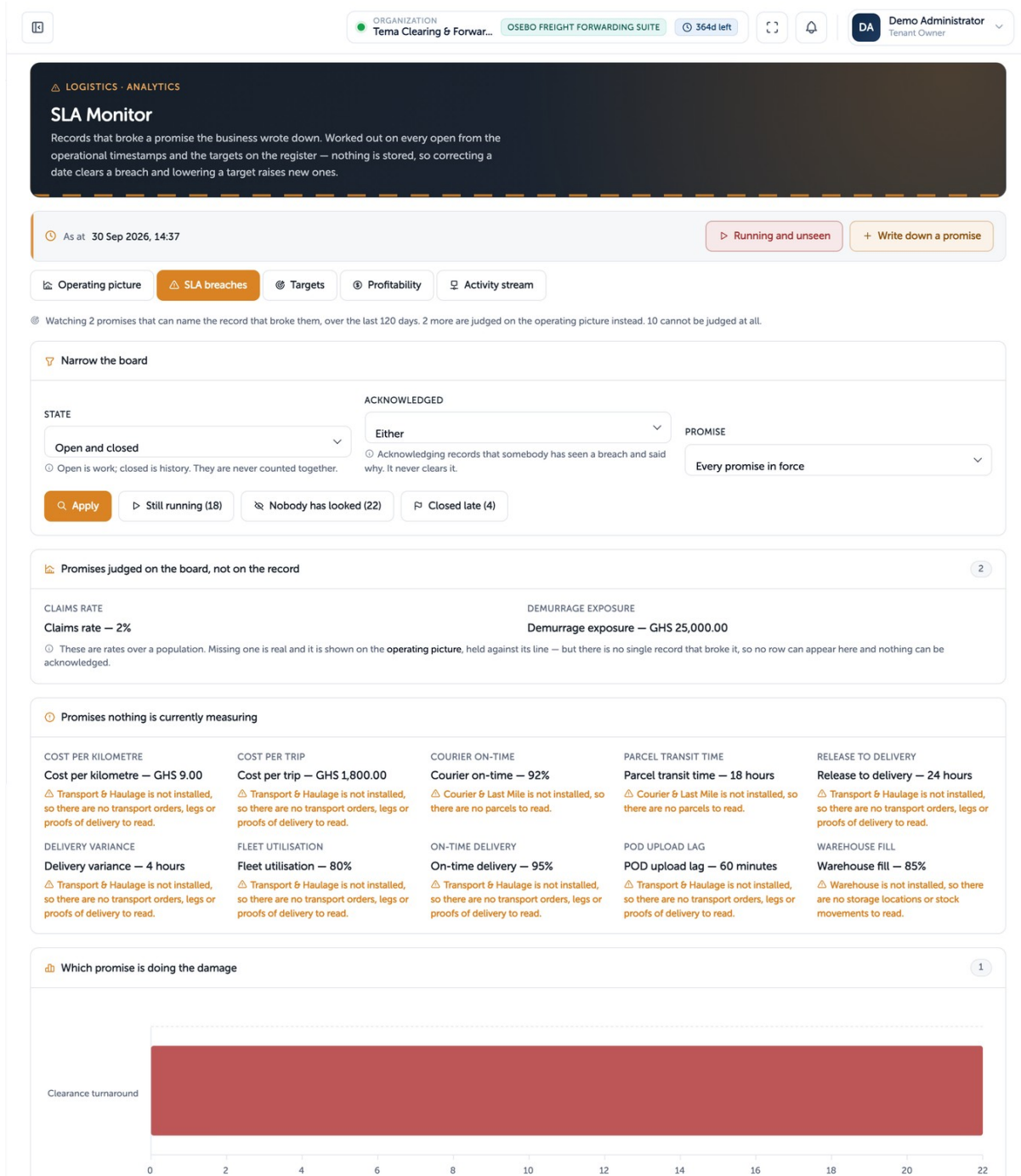


Figure 34 – The SLA monitor. Read the breaches first, and where a lane breaches repeatedly the lane is the problem rather than the file.

Step 35. Profitability

What each lane and each client actually earned, after what the carrier charged you.

Do this now

1. Open **Analytics** → **Profitability**.
2. Read by lane first, then by client.

3. A lane with no carrier rate reads as pure margin. That is the screen telling you to finish Step 6, not telling you about a good lane.

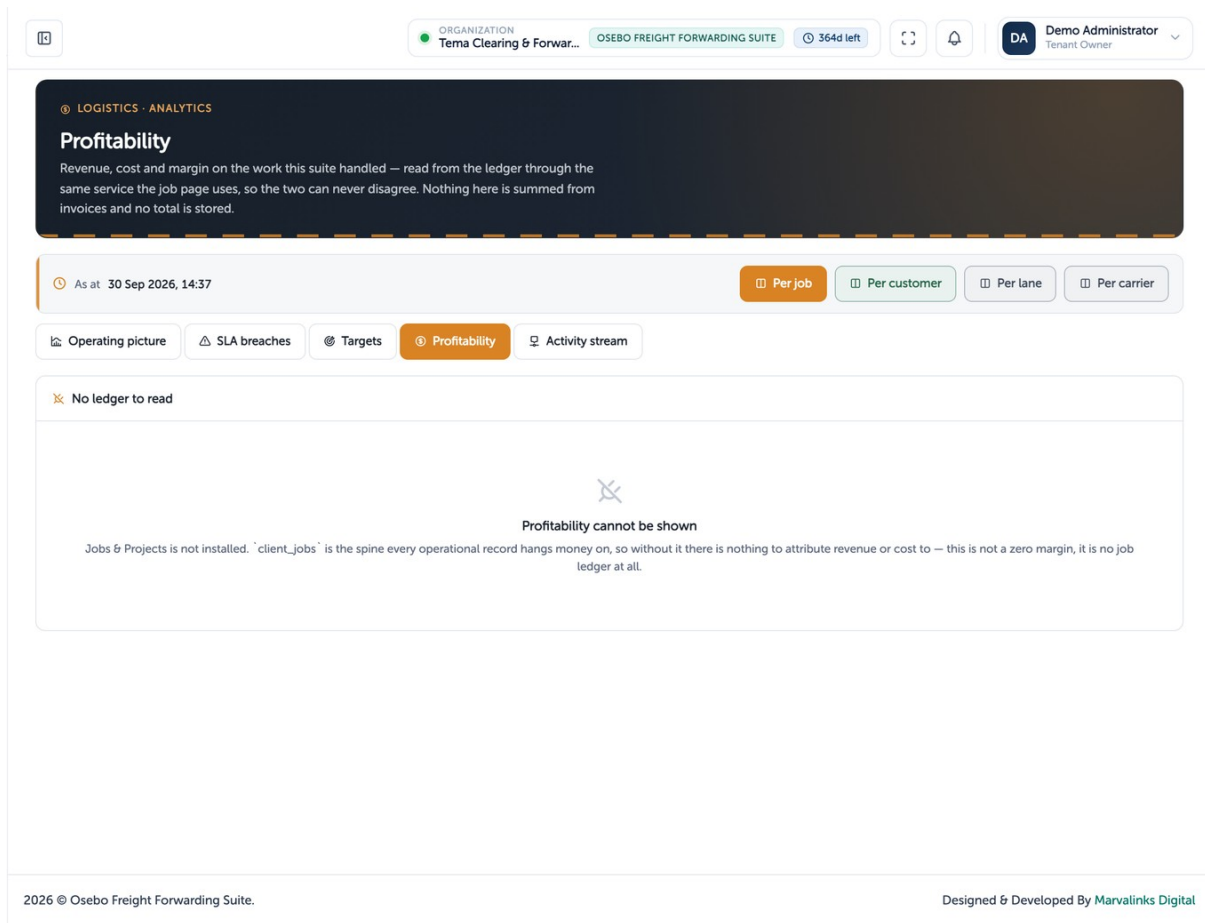


Figure 35 – Profitability by lane and by client, after what the carrier charged. A lane with no carrier rate reads as pure margin – that is the screen asking for a rate, not reporting a good lane.

✓ TIP

Take this screen to the conversation about which clients to keep. It is the only place in the product where “this client is busy” and “this client is worth having” are separated.

Step 36. The activity stream, and reports

Who did what, and the reports that put a period’s worth of it on paper.

Do this now

1. Open **Analytics** → **Activity stream** to see the desk’s own history.
2. Open **Reports** for anything you need to send somebody.
3. Press **Run report**. A report opens unrun, and an unrun report is not a figure.

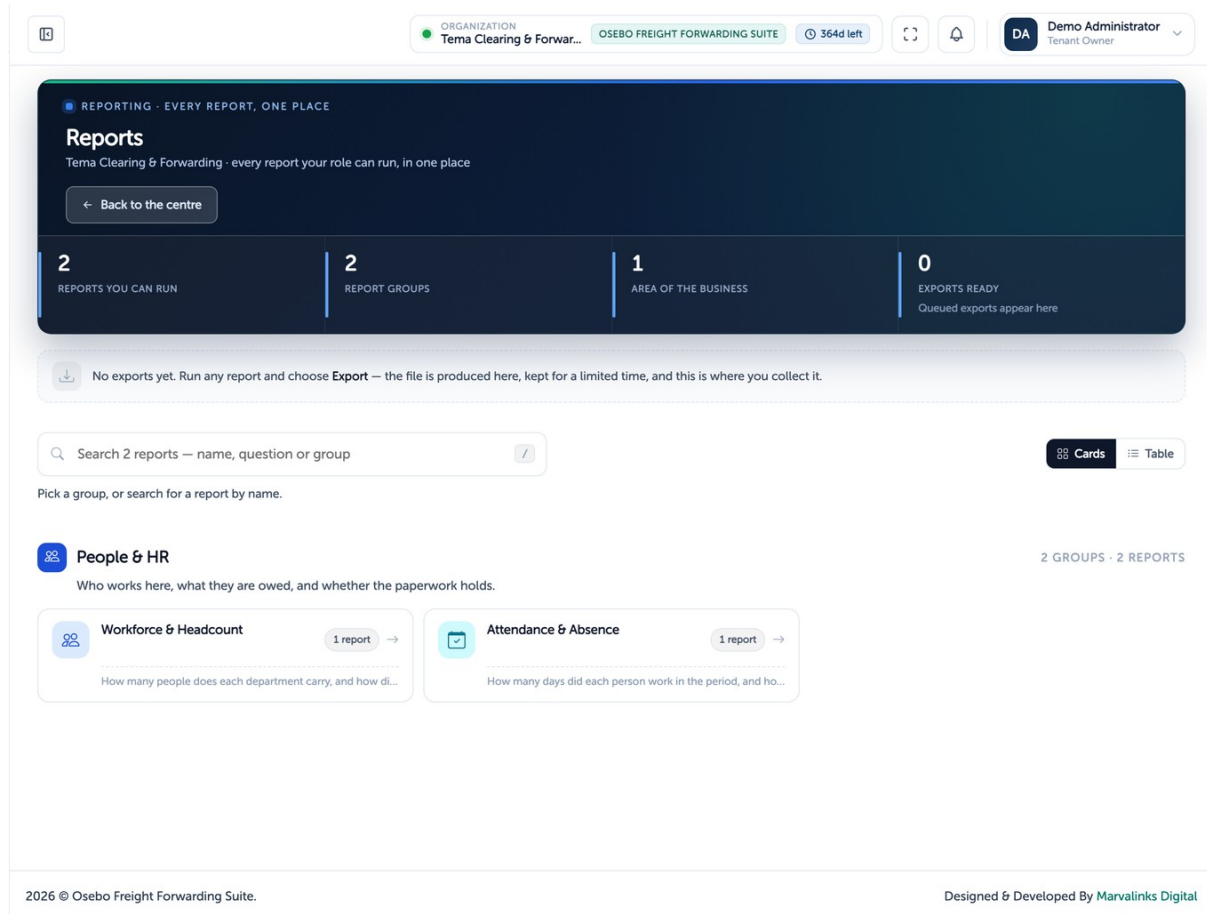


Figure 36 – Reports. Every one opens on its own default period and unrun; press Run report, then read the period before reading the number.

▲ WATCH OUT

Every report opens on its own default period, which is the report's decision and not yours. Read the period before you read the number – a figure that is right for the last 30 days and wrong for the quarter is the commonest way a correct screen is quoted wrongly.

What you actually pay for

You buy the **Freight Forwarding Suite** as a product, once, for the whole desk. It is one of the two halves the logistics suite is sold in – this one for a forwarder or clearing agent, the other for an operator who owns trucks and a shed – and a company that does both can hold the bundle instead, which costs less than buying the two.

Every desk in this book is included: freight, customs, GSA cargo, the mail desk, the client portal, compliance and the analytics. There is no per-desk charge and no per-module upgrade inside the product.

▲ WATCH OUT

The figures are on this product's page on the Osebo site, where they are kept current. They are deliberately not printed here: a book outlives a price list, and a number set in a document nobody can reissue is worse than no number at all. What does not change is the mechanism – you buy the half your desk actually is, the bundle costs less than both halves, and nothing inside either half is charged for separately.

Glossary

- **AWB** – air waybill. The transport document an airline issues.
- **B/L** – bill of lading. The transport document a shipping line issues, on an import and on an export alike.
- **CN38** – the postal operator's own document accompanying a despatch of mail.
- **Demurrage** – what the line charges for a container held beyond its free days.
- **File** – one job: one client, one movement, from booking to last charge.
- **Free days** – the days a line allows before demurrage starts, counted from discharge.
- **GSA** – general sales agent. A company that sells cargo space on an airline's behalf.
- **Lane** – a route, priced as a unit.
- **Receptacle** – a sack or bag of postal mail.
- **Settlement period** – everything filed against one carrier between two dates, closed and agreed as one.

Setup checklist

Once, in this order, before the desk files anything in earnest:

1. Workspace: name, currency, timezone.
2. Staff register, and logins for the people who need them.
3. Operators, scoped to what each may handle.
4. Tariff – what you charge.
5. Carrier rates – what it costs you.
6. Carriers and rate cards, if you run a GSA desk.
7. Rate book and transit allowances, if you run the mail desk.
8. Licences and their expiry dates.

The routine

What a working desk actually does, and how often:

- **Every morning** – the Freight desk, then the demurrage clock. Act on the top three exposures.
- **Every day** – the shipment register: anything unassigned, anything past its date.
- **Every week** – the SLA monitor and the operating picture.
- **Every month** – close each carrier's settlement, have somebody else approve it, post it.
- **Every quarter** – profitability by lane and by client, and the licences coming up for renewal.

Where to go next

If your company also owns trucks, a shed or riders, the other half of this product is **The Osebo Transport & Logistics Book** – the dispatch board, the warehouse and the last mile. A workspace can hold both, and the two share their compliance, their analytics and their client portal rather than duplicating them.

If you want the money side – the ledger every job folder posts into, the invoices and the bills – that is **The Osebo Finance & Accounting 360 Book**.