

Concept and Implementation Program of the National Maritime Policy with a Focus on Seaports

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EU's maritime policy and consistent with it Poland's maritime policy represent one of the elements of competitiveness, innovation and development of Polish maritime economy. This publication aims at presenting the very nature and importance of the state maritime policy and priority directions and program for their implementation. A set of actions to be taken to guarantee a long-term development of Polish seaports are formulated. This publication contributes to the discussion on the integrated maritime policy of the state in the European Union.

Key words: maritime economy, EU's maritime policy, priority directions of Polish maritime policy, seaports, institutional determinants of maritime economy development

1. THE ESSENCE OF MARITIME POLICY

Maritime policy is an integral part of the economic policy of the state. It defines strategic objectives and directions of far-fetched activities aimed at all-embracing and rational use of the maritime location of the state, accounting for preferences resulting from political, social and economic conditions. Maritime policy is a set of systemic activities of national authorities, self-governments, business entities, public institutions and social organizations, intended to optimize the use of the sea and its resources in the process of social and economic development of the country. The framework of national maritime policy precisely defines financial, economic, legal and administrative methods and instruments for the implementation of its strategic objectives and principles of control and verification of relevant activities.

The term 'national maritime policy' is also understood as a document, adopted and implemented by the state, that describes goals and tasks in the maritime economy as well as methods used and measures taken to reach the goals and execute the tasks. The strategy of maritime economy development is a document derived from national maritime policy.

Scientists and business practitioners regard the fact that for many years neither maritime policy in Poland existed nor strategic decisions were taken in the right time as the main reason for its poor condition today and inability to take advantage of opportunities offered by the coastal location of Poland.

Poland had outstanding scientific achievements in creating national maritime policy before joining economic structures of the EU. However, concepts of maritime policy that even today remain up-to-date, created by Polish scientists and business practitioners, were not accepted by the government that was little aware of maritime issues and was not able to fully understand the specific character of economic processes and benefits that might be derived from the country's coastal position. In the years of Poland's economic transformation degradation affected maritime economy, culture and education, as well as the respect for maritime tradition and heritage. It is therefore necessary to initiate the process of rejuvenation and development of the maritime economy in Poland. The integration of Polish economy with the developed economy of EU member states parallel to joint integrated maritime policy is an enormous opportunity to put Polish maritime economy on the right track.

Maritime economy covers a variety of areas:

1. Maritime transport,
2. Seaports,
3. Inland waterway transport,
4. Shipbuilding industry,
5. Marine mining,
6. Fisheries and fish processing,
7. Research and development,
8. Education and human resources,
9. Maritime and inland administration,
10. Maritime heritage and development of maritime awareness,
11. Sea and inland tourism,
12. Other areas related to the marine environment.

The mission of maritime policy is to create an integrated and sustainable system of maritime economy that will enhance the competitiveness of the sector, unite interests of all maritime companies and raise the quality of living of coastal towns and communes.

The main objectives of the national maritime policy are as follows:

1. International promotion and protection of country's maritime economy,
2. Creation of conditions for sustainable development of maritime economy,
3. Developing technical infrastructure of maritime economy,
4. Rational use of the offshore areas and the coastal belt,
5. Harmonization of the development of maritime economy with the development of technical and social infrastructure,
6. Supporting actions aimed at the improvement of economic effectiveness of management,
7. Protection of political, social and economic interests of the state in the maritime sector,
8. Creating proper conditions for the education of personnel and for scientific research,
9. Arousing social interest in maritime affairs and shaping maritime awareness in the society,
10. Protection of maritime heritage,
11. Improvement of the marine environment condition,

12. Increasing the share of maritime economy in GDP and improvement of the national balance of payments.

Polish maritime economy, while becoming a subsystem of European maritime economy, should be able to make use of all opportunities that have been created by the European Union for maritime economy and have its own contribution in science, politics and economy for the EU's development.

The idea of EU's maritime economy and policy, presented in the Green Paper titled 'Towards a Future Maritime Policy of the Union: a European vision for the oceans and seas'¹, does not principally differ from the herein presented definitions of such terms as 'maritime economy' and 'national maritime policy'. However, the implementation of integrated maritime policy for the EU, as an economic system of European and global range, can be expected to bring huge economic, social and environmental benefits for the EU and each member state.

The Green Paper 'Towards a Future Maritime Policy of the Union: a European vision for the oceans and seas' was the first document that gathered all directions of EU's maritime economy development. As a document and a joint idea, the maritime policy of EU states should in practice integrate all fields of maritime economy and reconcile competitive interests in sea and coastal regions. To create and implement maritime policy decision makers at all levels of state authority have to build mutual understanding and create a common vision.

The final version of EU maritime policy has been a result of multidisciplinary research and social consultation. Permanent investing in maritime knowledge and skills is one of the most important conditions of creating and improving a vision of maritime policy and its effective implementation. Another essential condition is the maintenance and improvement of the water environment (rivers, seas and oceans), exploited by each maritime activity. The power and development of European maritime economy depend on its competitiveness and ability to introduce innovations.

¹ Green Paper: *Towards a Future Maritime Policy of the Union: a European vision for the oceans and seas* Brussels 2006

The principle of integrated governance expresses itself in the formulation of far-fetched development vision of maritime economy understood as a system whose elements, particular areas are interrelated, grouped, among others, in economic organizations, known as maritime clusters. For EU's maritime economy to be competitive, there must be understanding of the idea of internal links and interactions between different fields of maritime economy. This idea became a premise for the establishment of maritime clusters that in Europe are organized into a European Network of Maritime Clusters. The idea to create maritime clusters in Poland is at an initial stage of research and development. There exists an opportunity to take advantage of the experience of developed EU countries, adapting such clusters to Polish conditions.

Following the example of the EU countries, coastal city and commune authorities in Poland may implement and use the system of integrated coastal zone management, covering the land/sea areas, aimed at their all-embracing and sustainable use. A joint vision for the creation and development of one offshore/coastal plan might lead to a consistent set of objectives and principles.

In October 2007 the European Commission published the Blue Paper on an integrated maritime policy for the European Union, including an action plan². The Blue Paper features an integrated, interdisciplinary, complementary and overall approach to EU maritime policy. Records of the Blue Paper on integrated maritime policy, adopted by the European Commission in October 2007, gained support of the Council of Europe, confirmed in its conclusions adopted on 14 December 2007 at a session in Lisbon. The Blue Paper was also positively received by the European Parliament. Besides, on 20 May 2008 in Strasbourg the chairpersons of the Council of Europe, European Parliament and European Commission signed a Trilateral Declaration on establishing the European Sea Day on 20 May. These facts prove there has been a fundamental change in the approach of EU states to maritime issues. In the years 2008 - 2009 work was in progress in the European Commission and EU

member states on the ultimate formulation of the European integrated maritime policy. At the same time in member states actions were taken in order to develop national integrated maritime policies. Their developments are based on the guidelines set forth in the Communication of the European Commission 'Guidelines for an Integrated Approach to Maritime Policy: Towards Best Practice in Integrated Maritime Governance and Stakeholder Consultation'³.

In the adopted documents EU member states are recommended the ways and methods of action aimed at outlining and conducting a national integrated maritime policy, in accordance with the objectives of European integrated maritime policy. The Council of Europe called member states to activate and develop mechanisms of co-ordination in creating and implementing national integrated maritime policy, and obliged the European Commission to present in 2009 a report on the stage of preparation and implementation of an integrated maritime policy for the European Union by member states.

Basic objectives of EU's integrated maritime policy include:

1. Maximizing sustainable use of the seas and oceans,
2. Creation of a knowledge and innovation base for maritime policy,
3. Achievement of high quality of life in coastal regions,
4. Promoting Europe as a leader of international maritime policy,
5. Popularizing the maritime character of Europe.

The Blue Paper of the European Commission also defined objectives and instruments for the implementation of an integrated maritime policy for the European Union. This requires that member states establish, under their national maritime policy, appropriate governance structures that will apply an integrated approach at each level of EU's maritime policy implementation.

Main instruments of maritime governance at the EU level include a European network of

² Communication: Integrated Maritime Policy for the European Union, (COM (2007) 575), Action Plan (SEC (2007) 1278)

³ Communication: *Guidelines for an Integrated Approach to Maritime Policy: Towards best practice in integrated maritime governance and stakeholder consultation*, COM (2008) 395

marine surveillance and monitoring, maritime spatial planning, integrated management of the coastal zone and European Marine Observation and Data Network.

A detailed action plan of the European Commission is contained in the Blue Paper. It lists projects of crucial importance for EU's integrated maritime policy, namely:

1. A European Maritime Transport Space without barriers,
2. A European Strategy for Marine Research,
3. A Roadmap towards maritime spatial planning,
4. A Strategy to mitigate the effects of climate change on coastal regions,
5. Reduction of CO₂ emissions and pollution by shipping,
6. Elimination of pirate fishing,
7. A European network of maritime clusters,
8. EU labour law exemptions for the shipping and fishing sectors.

The greatest political and program-related importance for the maritime policy of the Republic of Poland is embodied in the document 'Integrated maritime policy for the European Union'⁴ and 'Guidelines for an Integrated Approach to maritime policy: Towards Best Practice in Integrated Maritime Governance and Stakeholder Consultation'⁵.

2. GUIDELINES AND PRIORITIES OF MARITIME POLICY OF THE REPUBLIC OF POLAND TILL 2020

According to the decision of the Ministry of Infrastructure, which has competency over maritime issues, Guidelines for the maritime policy of the Republic of Poland⁶, adopted by the Polish government in 2009 after social consultation, are the basis for the development of the document Maritime policy of the Republic of Poland (RP). The creation of the document and implementation of RP maritime policy will prove

⁴ COM (2007) 575

⁵ COM (2008) 395

⁶ *Guidelines for the Maritime Policy of the Republic of Poland till 2020 (in Polish)*, Ministry of Infrastructure, Warsaw, September 2009.

that Poland actually takes into account the guidelines formulated in the communication issued by the Commission: 'An Integrated Maritime Policy for the European Union' (COM (2007) 575) and in conclusions of the Council of Europe adopted on 14 December 2007 at its session in Lisbon. The responsibility for creating and conducting long-term maritime policy of the Republic of Poland lies with an Interministerial Team for Maritime Policy of the Republic of Poland, acting an auxiliary body of the Prime Minister⁷. The Minister of Infrastructure is in charge of the team.

'The mission of Poland's maritime policy is to maximize all kinds of benefits for the citizens and national economy derived from a sustainable use of the seaside location of the country and of natural resources of the seas and oceans'⁸.

Priority directions of RP's maritime policy are shown in Table 1.

3. MAIN ACTIVITIES DETERMINING THE IMPLEMENTATION OF INTEGRATED MARITIME POLICY IN SEAPORTS

Actions to be taken (Table 2) to assure the effectiveness and efficiency of implementation of integrated maritime policy in Polish seaports can be defined from an analysis of best management practice in EU seaports. In author's opinion these actions constitute the basis for achieving actual effects of policy implementation in Polish institutional, legal and organizational conditions, eliminating previously neglected and pushed aside management issues⁹.

⁷ Regulation No 103 of Prime Minister of 17 September 2008 on the establishment of an *Interministerial Team for Maritime Policy of the Republic of Poland* (in Polish) (M. P. no 70, item 635 and of 2009, No 34, item 503)

⁸ *Guidelines for the Maritime Policy of the Republic of Poland till 2020 ...*, op. cit.

⁹ 'Research and modelling of management systems of operational and service processes in Polish seaports of major importance for the national economy', a research project headed by Cz. Christowa at the Maritime University of Szczecin, financed by the Ministry of Science and Higher Education in the years 2009 – 2011.

Table 1. Priority directions of maritime policy of the Republic of Poland till 2020

| Priority direction 1 Creation of legal conditions for effective operations and development of seaports | |
|--|---|
| Actions | Co-operating ministries |
| 1.1. Developing conditions for achieving the leading position in educating maritime personnel in Europe | MI, MEN, MNiSW, MON, MSWiA, MRiRW |
| 1.2. Establishing new maritime fields of study and specializations | MI, MNiSW, MEN |
| 1.3. Support and promotion of the development of science, research and maritime technologies | MI, MNiSW, MRiRW, MG, MON |
| 1.4. Development of 'Partnership for the Sea' and maritime promotion | MI, MNiSW, MPiPS, MKiDN, MRiRW, MG, MSZ |
| Priority direction 2 Development of seaports | |
| 2.1. Development of intermodal transport networks | MI, MRR, MF, MŚ, MSP |
| 2.2. Modernization and expansion of port infrastructure and seaport links with hinterland | MI, MRR, MŚ |
| 2.3. Revision of the Trans-European Transport Network (TEN-T) | MI, MSZ, MŚ, MRR, UKiE |
| 2.4. Developing conditions in Poland for the creation of a Baltic Logistic-Transport Centre for Central and Eastern Europe | MI, MG, MF, MSWiA, MRR, MRiRW, MŚ |
| Priority direction 3 Facilities for maritime transport | |
| 3.1. Implementation of mechanisms facilitating activities in maritime transport | MI, MF, MPiPS, UOKiK, MŚ, MG, MSP |
| 3.2. Eliminating barriers and legal obstacles in the development of maritime entrepreneurship | MI, MG, MF, MSP, MPiPS |
| Priority direction 4 Improvement of energy supply security in Poland | |
| 4.1. Preparation of marine infrastructure and construction of an LNG terminal in Świnoujście | MI, MG, MSP, MŚ, MSZ, MSWiA, SG |
| 4.2. Modernization of coal handling and storage port terminals | MI, MSP, MG, MŚ, MSZ |
| 4.3. Increasing capacities and potential of port oil and oil product terminals | MI, MSP, MG, MŚ, MSZ, MSWiA, PSP |
| 4.4. Development of offshore wind power industry | MI, MŚ, MG, MON, MSZ, MSWiA, MRiRW |
| Priority direction 5 Sustainable development of sea fisheries | |
| 5.1. Sustainable development of sea fisheries and aquaculture | MI, MRiRW, MRR, MSWiA, MŚ, SG |
| 5.2. Fish restocking of Polish sea territories | MRiRW, MŚ |
| 5.3. Rational management of natural resources | MRiRW, UKiE, MSZ |
| Priority direction 6 Sustainable use of natural resources of the seas and oceans | |
| 6.1. Making access to and extraction of marine mineral resources | MI, MG, MŚ, MRR, MSZ, MON |
| 6.2. Development of marine and coastal tourism | MI, MSiT, MKiDN, MSWiA, MRR, MZ, MON |
| Priority direction 7 Improvement of the marine environment and protection of the sea shore | |
| Actions | Co-operating ministries |
| 7.1. Implementation of international standards of marine environment protection | MI, MŚ, MRiRW, MG, MON, SG |
| 7.2. Effective surveillance and monitoring of sea areas | MI, MSWiA, MŚ, MON, SG |
| 7.3. Assurance of effective sea pollution combat | MI, MSWiA, MON, MŚ, SG, PSP |
| 7.4. Assurance of effective protection of sea shores and lower sections of coastal rivers safe for the environment and nature values | MI, MŚ |

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| Priority direction 8 Improvement of maritime safety | |
| 8.1. Assurance of standards of safe navigation by sea-going ships | MI, MON, MSWiA, SG |
| 8.2. Harmonization of Polish legislation with international standards investigations of marine accidents | MI, MS |
| 8.3. Integrating civic and military systems of surveillance and vessel traffic monitoring | MI, MON, MSWiA, MRiRW, SG |
| 8.4. Protection of ships and ports against threats of terrorism and criminal actions | MI, MF, MSWiA, MON, SG |
| 8.5. Development of Marine Search and Rescue service, including the improvement of coordination and cooperation with rescue units of the Navy and all emergency services participating in rescue operations at sea | MI, MF, MON, MSWiA, MŚ, MRiRW, SG, PSP |
| 8.6. Modernization and maintenance of the infrastructure for access to seaports from the sea | MI, MRR, MŚ, MF, MON |
| Priority direction 9 Improvement of maritime governance | |
| 9.1. Activity of the Interministerial Team for Maritime Policy of the Republic of Poland | MI, MF, MG, MSP, MSZ, UKIE, MNiSW, MPiPS, MRR, MRiRW, MSiT, MŚ, MON, MSWiA, SG |
| 9.2. Adjustment of maritime administration to European standards and requirements | MI |
| 9.3. Implementation of European and international solutions for maritime spatial planning | MI, MRR, MON, MSWiA, MŚ |
| 9.4. Participation in the preparation of the project 'Concept of spatial development of the country (KPZK) till 2033 | MI, MRR, MRiRW, MŚ, MON, MSZ, MSWiA |
| 9.5. Implementation of an integrated management of coastal areas ZZOP | MI, MRR, MSWiA, MŚ, MRiRW, MON |
| 9.6. Improvement of standards and working conditions in maritime companies | MI, MPiPS, MZ, MG |
| 9.7. Promotion of social dialog in the maritime sector | MI, MG, MPiPS, MSP, MF, MRiRW |

MI – Ministry of Infrastructure, MEN – Ministry of National Education, MNiSW – Ministry of Science and Higher Education, MON – Ministry of National Defence, MSWiA – Ministry of Internal Affairs and Administration, MRiRW – Ministry of Agriculture and Rural development, MG – Ministry of Economy, MPiPS – Ministry of Labour and Social Policy, MKiDN – Ministry of Culture and National Heritage, MSZ – Ministry of Foreign Affairs, MŚ – Ministry of Environment, MRR – Ministry of Regional Development, MF – Ministry of Finance, MSP – Ministry of State Treasury, MZ – Ministry of Health, UKIE – Office of European Integration Committee, UOKiK – Office of Competition and Consumer Protection, SG – Coastguard, PSP – National Fire Brigade

Source: author's study based on 'Guidelines for the Maritime Policy of the Republic of Poland till 2020 (in Polish), Ministry of Infrastructure, Warsaw, September 2009.

Table 2. Main administrative and management actions aimed at Polish seaports

| | Actions |
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| 1. | Initiate new and implement existing legal regulations on port functioning and development |
| 2. | Maintain the public character of the port and percentage share of port communes and State Treasury in share capital of port authorities in compliance with the provisions of the binding Act on sea ports and harbours |
| 3. | Concentrate competencies scattered in many ministries, offices and institutions in one managing unit |
| 4. | Promote and create decision-making autonomy of seaport authorities concerning personnel policy |
| 5. | Introduce the principle of 'one representation for port contractors' to be implemented by seaport authority |
| 6. | Supervise the correct use, complying with the spatial development plan and port functions, of port land and infrastructure located within port administrative boundaries, i.e. not owned by the port authority |
| 7. | Create conditions for the development and fair competition of companies operating land property and infrastructure within the port administrative boundaries |
| 8. | Create and consistently implement the national maritime policy integrated with the maritime policy of the European Union |
| 9. | Increase the social responsibility of port authority understood as business activities accounting for social interests, environment protection, behaviour ethics and relations with the environment |
| 10. | Develop an ethical code for seaport authority personnel |
| 11. | Provide conditions for developing off-port industry with locations enabling sea transport of cargo, aimed at enhancing the economic structure of the maritime city and region |
| 12. | Undertake actions in co-operation with city authorities aimed at reducing the number of vehicles at rush hours on roads leading to the port (e.g. by 5%) through awarding drivers for not using the roads at specified hours |
| 13. | Improve the coordination of offices, institutions, seaport authority and port operators that take part in all kinds of cargo and vehicle handling operations to increase the effectiveness and quality of services and port competitiveness |
| 14. | Promote and actively participate in programs and concept-developing enterprises and investment projects initiated by maritime administration, self-governments and inland shipping companies, aimed at improvement of services provided to barges in ports and directing cargo flows, including containers, via inland waterways to Polish seaports, particularly to ports located at the mouth of the Oder River |
| 15. | Promote and actively participate in programs and concept-developing enterprises and investment projects initiated by the government and railway companies, aimed at improvement of services provided to rail cars in ports and directing cargo flows, including containers, to Polish seaports |
| 16. | Make the Ministry of Treasure create financial conditions for the enforcement of statutory pre-emption right of seaport authorities concerning land within port administrative boundaries |
| 17. | Engage in enterprises for the expansion (lease, purchase) of land property within and outside the port perimeter for the present and targeted development of industrial, logistic and commercial functions |
| 18. | Take over former shipyard areas to create conditions for developing the industrial function integrated with other port functions (transport, trade, logistic, city- and region-creating) |
| 19. | Spur the promotional activities of seaport authorities to enhance the competitive position of ports |
| 20. | Establish a Port Promotion Council with a partnership status in each port city, on initiative of seaport authority, to increase the competitiveness of the port, port city, commune and coastal region |
| 21. | Organize conferences, fairs, and distribute promotional and marketing publications to enhance port competitiveness |
| 22. | Promote and stimulate activities of social and trade organizations, aimed at port development |
| 23. | Actively participate in the organization of 'World Port Days, World Sea Day, and Sea Days in Poland, in order to strengthen bonds of the port with the environment and to promote Polish seaports |
| 24. | Play a role of integrator of port companies leasing land and infrastructure within port boundaries and facilitate conditions of their operations |
| 25. | Play a role of stimulator of company development and business initiatives within port boundaries |
| 26. | Play a role of stimulator of economic growth of a port city and the region |
| 27. | Broaden transport accessibility to ports from the land and water |
| 28. | Modernize access roads to seaports |
| 29. | Take actions to implement a project of fairway dredging to a depth of 12.5 m of the Szczecin-Świnoujście fairway, part of the Central European Transport Corridor North – South (CETC ROUTE 65) |
| 30. | Maintain required depths of fairways and port basins |
| 31. | Ensure a possibility of deepening an approach channel to Świnoujście seaport to 17 metres |
| 32. | Improve access to the ports in Szczecin and Świnoujście from the hinterland by building an express road S3 to the border with the Czech Republic, an element of the Central European Transport Corridor North – South (CETC ROUTE 65) |
| 33. | Improve access to the ports in Szczecin and Świnoujście from land by modernizing the railway lines E58 CE59, an element of the Central European Transport Corridor North – South (CETC ROUTE 65) |

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| 34. | Build an outer port (LNG terminal) in Świnoujście |
| 35. | Maintain and develop the business environment ensuring that ports and their customers gain a competitive market position |
| 36. | Establish port industrial parks |
| 37. | Establish a strong up-to-date centre of port statistics and forecasts |
| 38. | Create and develop platforms for active development-oriented operations in Polish ports |
| 39. | Initiate and establish clusters of port operators and transport, forwarding and logistics companies |
| 40. | Initiate and conclude the integration of industrial, trading, transport and logistics companies operating within the seaport area |
| 41. | Increase services to ships and their security in the port |
| 42. | Develop ports as multimodal transport junctions and logistic platforms (parks) integrated with the European transport system |
| 43. | Take effective actions aimed at establishing land-sea container transport chains running through Polish ports, particularly those connecting southern and northern Europe |
| 44. | Increase the rail and inland waterway traffic in port transport services, particularly in container carriage |
| 45. | Prepare ports for handling containers carried by barges, rail cars and short-sea ships in order to minimize road traffic and emission of fine dust and exhaust gases (according to European plans, not more than 35% of overall container trade will be carried by road) |
| 46. | Support yacht building industry in ports |
| 47. | Create and maintain a system of port water protection from pollution |
| 48. | Prevent the pollution of port waters during (port) basin dredging by treatment of harmful spoil |
| 49. | Promote ecological behaviour and rationally manage wastes and slops from ships to protect water and land areas in seaports |
| 50. | Establish systems of protection against spills and penetration of substances harmful to the natural environment |
| 51. | Establish a monitoring system for environment protection in Polish seaports |
| 52. | Initiate and support enterprises aimed at the creation of public transport by water in seaports |
| 53. | Co-operate with port cities to reduce unemployment by increasing employment in seaports and outside its boundaries |
| 54. | Create and update a spatial development plan for port areas within their administrative boundaries in co-operation with municipal and communal authorities, port users and companies – owners or leasees – of land that is not under seaport authority jurisdiction |
| 55. | Extend the area of land property to ensure long-term development of currently performed or new port functions |
| 56. | Guarantee statutory pre-emption rights for purchase of port property located within its administrative boundaries |
| 57. | Extend port areas for the development of industrial and logistic-distribution functions |
| 58. | Actively and effectively participate in enterprises aimed at the creation of infrastructure giving access to ports from water and land and to a policy of north-south motorways development, beneficial for Polish ports and national economy |
| 59. | Create infrastructure and logistic functions for services provided to passenger and cruise ships and tourists in seaports |
| 60. | Build port railway stations to European standards to improve the quality of railway services to ports and to adjust the railway operations to increased container traffic |
| 61. | Establish, modernize and develop passenger terminals in seaports |
| 62. | Build quays and terminals in the Oder mouth ports for effective barge services to raise the share of inland waterway shipping port feeder services from 11% (2009) to 20% (realistic variant) or 30% (optimistic variant) in 2020 |
| 63. | Modernize the infrastructure managed by the seaport authority to adjust ports to handling new kinds of cargo and implementation of new cargo handling technologies |
| 64. | Implement projects necessary for the development of seaports (such as 'Sea areas management', 'Protection of sea shores', 'Program for the Oder') and acquire funds for the development of port infrastructure |
| 65. | Build, extend and modernize storage yards and (dedicated) warehouses, to increase cargo storage area, particularly cargo to be stored at low temperature |
| 66. | Build port infrastructure, using statutory principles of public-private partnership (PPP) |

Source: Author's study based on: 'Analysis of Best Management Practice in EU seaports, a collective work edited by Cz. Christowa, Scientific Journals of the Maritime University of Szczecin, Szczecin 2010

4. CONCLUSIONS

1. EU maritime policy and integrated maritime policy of Poland represent one of the major factors of competitiveness, innovation and development of Polish maritime economy.
2. The maritime policy for the European Union will be enriched with maritime ideas conceived in Poland and broadened due to specific determinants of Polish maritime economy development.
3. Maritime economy should be regarded as a priority area of research and development.
4. Scientific research in strategic areas of maritime economy should be financed by the state budget and the EU.
5. For Poland's maritime economy to be competitive, legal instruments in favour of development and political actions at home and abroad are required.
6. Port logistic-distribution centres and maritime clusters may become factors integrating maritime economy and enhancing its effectiveness.
7. How Poland will use its opportunities for development resulting from the country's maritime location largely depends on sustainable development of all fields of maritime economy in their social, economic and environmental dimension.
8. There is a justified need to promote and educate personnel for jobs in maritime sectors and specialized jobs for employment in fields integrated with other branches of the national economy, e.g. transport integrators, logisticians, transport technologists or port services technologists.
9. There is a need for comprehensive education of personnel for maritime companies and administration as well as the implementation of objective criteria for recruitment and promotion of personnel at managerial positions.
10. Raising the maritime awareness of the society and stimulating the activities at all administrative levels of the state is a condition for the creation, implementation and updating of maritime policy.

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