
ЕКОНОМІЧНЕ СТАНОВИЩЕ. ЕКОНОМІЧНА ПОЛІТИКА. УПРАВЛІННЯ ТА ПЛАНУВАННЯ. ВИРОБНИЦТВО. ПОСЛУГИ. ЦІНИ

UDC 332.852.52:65.03(477)
JEL Classification: Q28

Logutova T.G., Poltoratskiy M.M.

TARIFFS SETTING STATE OF AFFAIRS AT THE UKRAINIAN MARITIME COMPANIES

Pryazovskyi State Technical University, Mariupol, Ukraine

Following the state of affairs analysis of the maritime industry and the crisis level of the Ukrainian economy, the authors of the research have defined key prerequisites for developing the latest innovative system of tariffs setting in Ukrainian seaports, which include: structural changes to the maritime companies; the need to review and verify the current rates of port charges for economic feasibility; considering the worldwide trends and relationship system for the port charges management in the countries of the European Union; the need to pay attention to the formation of alternative sources for public port infrastructure maintenance and development; taking effective measures to expand Ukraine's presence in global logistics, using the transit potential; development of the latest government strategy to develop maritime transport companies and logistics infrastructure. The authors have analyzed the main legislation and regulations, which are required bases to form proposals in the course of transforming tariffs setting system at public maritime companies. A comprehensive analysis performed of seaports operation and key aspects defined: the need to create a sectoral document to form competitive tariffs; present inconsistency between the objectives of the maritime companies and the state; present bureaucratization in developing effective tariffs due to a number of problematic issues in the activities of maritime companies; off-balance financial planning; compliance with the current system of tariffs setting concept of consumption; the presence of a subjective nature in the tariffs setting development system; the presence of a disproportion in the distribution of interests between the state and the business; the impossibility identified of developing a full-fledged KPI system as a tool to monitor public spending efficiency.

Keywords: maritime industry, tariffs setting system, public logistics infrastructure, seaport infrastructure, strategy, impact factor, investment environment.

DOI: 10.32434/2415-3974-2020-12-2-29-34

Introduction and problem statement

The initiated development of Ukrainian seaports, which commenced only in 2013, requires a new and professional impetus, especially the tariff system relations, which given the lack of state support and unfavorable investment environment forms an independent circulatory system of the seaports strategic infrastructure. Thus, the adoption of a sectoral law – the Law of Ukraine ‘On Seaports of Ukraine’ No. 4709-VI dated 17 May 2012 [1] –

became a special event the maritime industry needed for more than 20 years of Ukraine's independence. The law, as the main sectoral document, defined, apart from conditions for operation and attraction of private capital, a systematic transformation and structuring of the maritime industry in accordance with global standards and approaches. The maritime industry needs constant modernization, and the outdated tariffs setting system in the seaports of Ukraine requires special attention.

© Logutova T.G., Poltoratskiy M.M., 2020



This article is licensed under Creative Commons Attribution 4.0 International License (CC-BY)

Analysis and research of publications

The authors of research work, while analyzing the modern tariffs setting system, have defined the preconditions for developing innovative tariffs setting system in Ukrainian seaports, namely:

1) Structural changes to the maritime companies.

Pursuant to the Law of Ukraine 'On Seaports of Ukraine' and the order of the Cabinet of Ministers of Ukraine 'On Approval of Proposals for Reorganization of Public Maritime Transport Companies' No. 133-p dated 4 March 2013 [2], the public maritime transport companies were reorganized by allotting strategic port infrastructure facilities, other property, rights and obligations related thereto in accordance with the distribution balances. This resulted in establishing public company "Seaports Administration of Ukraine".

2) Based on historical aspect analysis of developing current rates of port charges, the need defined for their revision and verification in terms of economic feasibility.

The rates level of port charges, which is currently approved by the Order of the Ministry of Infrastructure 'On Port Charges' No. 316 dated 27.05.2013 [3], stems from the Resolution of the Cabinet of Ministers of Ukraine 'On Port Charges' No. 1544 dated 12 October 2000 [4], which in turn is derived from the Resolution of the Cabinet of Ministers of Ukraine 'On approval of the Regulations on port charges' No. 442 dated 18 April 1996 [5]. That is, at the time of approval of the Order of the Ministry of Infrastructure 'On Port Charges' no accurate estimations have been provided. It should be noted that systematic changes and indexations of port charges have not previously been justified by preliminary estimations.

3) The port charges developing should take into account global trends and relationship system development for port charges management in the countries of the European Union.

The management system for port charges in Ukraine still retains the base of collecting from the vessel notional volume, which is calculated in cubic meters and is equal to the product of three values (vessel length, vessel width and shipboard height) specified in the tonnage certificate (main dimensions) or substituting document, contrary to global practice – based on vessel gross tonnage. Approaches to collect certain charges, berths and sanitary fees, including those that need to be taken into account in the relevant estimation, have made significant progress, especially in the ports of the European Union.

4) It is necessary to pay attention to the formation of alternative sources for public port infrastructure maintenance and development, including strategic ones, due to limited public funds

and the social nature of their use.

Despite the legally defined possibility of financing the Public Company "Seaports Administration of Ukraine" at the expense of the state budget of Ukraine, including modernization, repair, reconstruction and construction of hydraulic structures, other port infrastructure, the specified regulation is of formal nature. That is, taking into account almost seven years of experience of the Public Company "Seaports Administration of Ukraine", funding is provided at the expense of port charges collected in accordance with the Law of Ukraine 'On Seaports of Ukraine', service fee and rent, other sources not prohibited by law. In addition, given the political instability, the issue of privatization of state stevedoring companies or attracting foreign direct investment in these assets on the terms of public-private partnership remains non-implemented. Thus, the current operating conditions form the state approaches to tariffs setting, focused on 100% coverage of costs, including investment, solely from the own sources of the Public Company "Seaports Administration of Ukraine".

5) Take effective measures to expand Ukraine's presence in global logistics as a country with transit potential.

The government is working out for ten years already the development of Ukrainian transport infrastructure as a logistics hub to ensure goods shipping link between the Asia-Pacific region and the European Union in both directions. Thus, the tariff regulation steps with a corresponding reduction in cost of services provided by the Ukrainian companies in the public sector of economy, so far have been considered as real impetus for these relations without reviving intergovernmental relations in this direction. The declining trends of transit cargo base showed the inability to achieve this goal only through tariff changes.

6) The government strategy is extremely necessary for developing maritime transport companies and logistics infrastructure, which has not yet been formed.

The purpose of the paper

To develop, based on analysis of the current state of affairs of tariffs setting system at the Ukrainian maritime companies and defining its deficiencies, the innovative approaches to improving the tariffs setting system in seaports within the framework of public-private partnership.

Presenting main material

The existing development strategy in the transport sector represents the development of individual components without building a single and integrated system. Even the seaports development program is implemented in non-compliance with the seaport development plan, which should be

prepared taking into account the development plans of sea terminals, as well as companies, the main products and/or raw materials of which are subject to the export-import transactions. The program is implemented as separate projects with unclear prospects. Thus, the strategy of Ukrainian seaports development approved by the government in accordance with the Order of the Cabinet of Ministers of Ukraine ‘On approval of the strategy for Ukrainian seaports development until 2038’ No. 548-p dated 11 July 2013 [6] is of a formal nature due to the lack of a step-by-step plan for its implementation with appropriate performance targets.

According to the authors of the research, despite the significant underfunding of the industry, an additional lever that forms a restrained approach to public policy in maritime transport, including the development of strategic benchmarks, existing transport infrastructure and ensuring economically reasonable level of tariffs, is a significant accumulated potential of strategic port infrastructure, laid during its construction, along with the shortage of professionals who understand the subject of study. Thus, the governmental task becomes inherent to address a narrow range of issues that have no strategic impact on solving industry problems or improving transport infrastructure as a key element of the national economy.

A comprehensive seaports analysis showed that:

- no sectoral – document has yet been drafted, which would constitute basis for competitive tariffs. This circumstance causes the adoption of ill-considered decisions formed by manipulating both the semantic and digital components;
- to date, a mismatch is present and becomes enhanced between the objectives of the maritime industry and the state, leading to a significant differentiation of the state system and objectives of the executive bodies concerned;
- there is a bureaucratization in developing effective tariffs due to reluctance and misunderstanding of problematic issues in the activities of maritime companies on part of former managers and centralization of powers in the sector of tariff regulation by the authorized body;
- off-balanced annual financial planning, i.e.

the imbalance factor is the annual change in the base of net profit deductions by state companies;

- lack of strategic benchmark for Ukrainian seaports development. That is, the general strategy of Ukrainian seaports development approved by the government fails to characterize the current state of industry affairs, approaches to transform the existing system into a perfect one;
- the current system of tariffs setting corresponds to the concept of consumption, which does not correspond to the maritime industry development;
- the tariffs setting system development has a well-expressed subjective nature, i.e. it is carried out only in the presence of potential interest from the private sector, regardless of the results of performance and effectiveness analysis for industry as a whole;
- the disproportion defined of interests distribution between the state and business, i.e. money- spending is a state duty, while receiving profit is a business prerogative; the authors showed the differentiation in rates for using berth (Fig.);
- the impossibility defined to build a full-fledged KPI (Key Performance Indicators) system [7] as a tool to ensure control over efficient public spending.

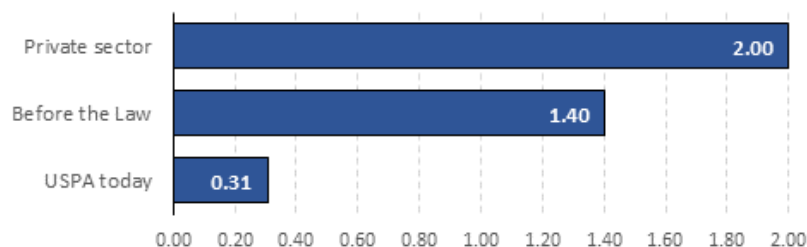
Summarizing the identified shortcomings, the authors concluded that it is necessary to improve the tariffs setting system within the public-private partnership, maintaining the priority of developing public sector of maritime companies, increasing their competitiveness and efficiency.

The authors of research propose a number of innovative approaches to improving the tariffs setting system at the Ukrainian maritime companies.

According to the authors, the Ministry of Infrastructure of Ukraine has a capacious task to develop a full-fledged method of calculating seaport charges in order to ensure the competitiveness of port entities.

It is necessary to form a state system of goals of the interested central executive bodies and establish a single mission to achieve significant technical and economic results, to weaken the monopoly of tariff regulation powers of the main executive body of Ukraine.

It is necessary to create mechanisms to promote



Differentiation in rates for using berth, USD/t (author’s development)

the profitable part of the maritime companies operation through the renewal of mechanisms for collecting charges, establishing additional discounts and changing the rates of state regulated tariffs. It should be noted that the key aspects of Ukrainian seaports development are set forth in the Order of the Cabinet of Ministers of Ukraine dated 11.07.2013 'On approval of the strategy for Ukrainian seaports development until 2038' (hereinafter referred to as the "Strategy") [6]. The purpose and objectives of the Strategy are focused on such aspects as balanced development and efficient use of port capacity on an innovative basis, ensuring the competitiveness of logistics and improving service in seaports.

The common problems that need to be addressed in the Strategy include a whole list, namely: the lack of effective mechanism for attracting private investment in port infrastructure development; insufficiently developed transport infrastructure in seaports and water areas (lack of sufficient deep-water anchorages, storage areas for vehicles, etc.); insufficient level and inconsistency of depths in some seaports and canals with passport characteristics and slow renewal of fixed assets in public sector companies of the port industry, inconsistency of their technical level with modern requirements for the provision of services in cargo, vessels, rolling stock operations, etc.

Solving the problems as specified in the Strategy will be achieved within the framework of such tasks as harmonization of port infrastructure development plans (railway approaches, port railway stations, auto-roads) and port capacity with transport infrastructure development programs at the national and local levels; joint development with PJSC "Ukrainian Railways" of effective mechanisms for investing in the development of port stations and access railways; conversion of existing port facilities that are not involved in the production process into efficient cargo handling complexes (attracting private investment on terms of public partnership) with a focus on creating added value in seaports; ensuring the formation of investment sites within seaports with the involvement of public, municipal and private property and land; legislative provision of mechanisms for attracting private investment for the development of port infrastructure facilities and relevant access roads on terms of public-private partnership; creation of specially designated places for temporary placement of freight transport with the provision of appropriate storage conditions for cargo that meet current environmental and sanitary standards; ensuring compliance of the actual depths in the seaports of Ukraine and access channels with the established passport characteristics; establishing deep-sea seaports; expansion and increase of the shipping canals capacity; reduction of cargo handling

time and simplification of administrative procedures for international transportation; prevention of environmental pollution, compliance with the requirements for the use and protection of water bodies within the territory and water area of the seaport and ensuring the modernization of their port infrastructure and renewal of the national specialized fleet for dredging, etc.

It should be noted that the establishment of a single tariff without available indicators of achieving the target model does not motivate the system to efficient consumption with increasing profits, which is the main source of further development.

Conclusions

According to research problematic and purpose, the authors made the following conclusions:

1. The analysis of the modern tariffs setting system at the Ukrainian maritime companies allowed determining that, in the absence of state support and unfavorable investment environment of the country, this system requires improvement under the public-private partnership.

2. The following prerequisites are defined necessary to develop the innovative tariffs setting system in Ukrainian seaports:

- structural changes to the maritime companies;
- review and verification of the current rates for economic feasibility;
- consider, while developing the innovative tariffs setting system, the global trends and developing relations for port charges management in the European Union;
- focus on alternative sources for public port structure maintenance and development;
- take effective measures to expand Ukraine's presence in global logistics;
- government strategy is imperative for developing maritime transport and logistics infrastructure.

3. A comprehensive analysis of the national seaports operation defined the following shortcomings:

- no basic industry document has been drafted for competitive tariffs;
- no compliance with the objectives of the maritime industry and the state, bureaucratization in developing effective tariffs;
- off-balanced annual financial planning;
- no strategic benchmark for Ukrainian seaports development;
- current tariffs setting system corresponds to the concept of consumption, which does not encourage the development of the maritime industry;
- disproportion of interests distribution between the state and the business.

4. Summarizing the identified deficiencies, the authors proposed a number of innovative approaches

to improving the system of tariffs setting under the public-private partnership to maintain the priority of public sector development of maritime companies, namely: to develop a full methodology for the development of seaport charges (responsibility of the Ministry of Infrastructure of Ukraine); to form a state system of objectives for the interested central executive bodies, to weaken the monopoly of powers of tariff regulation of the main executive body; to create a mechanism for promoting the profitable part of the maritime companies operation through the renewal of mechanisms for collecting charges, establishing additional discounts, changes in rates of state regulated tariffs.

5. It is necessary to make certain efforts to address the common problems, which are set forth in the Order of the Cabinet of Ministers of Ukraine dated 11.07.2013 'On approval of the strategy for Ukrainian seaports development until 2038'. The purpose and objectives of the Strategy are focused on such aspects as balanced development and efficient use of port capacity, ensuring the competitiveness of logistics and improving service in seaports.

REFERENCES

1. Zakon Ukrainy «Pro morskii porty». [Law of Ukraine «On Seaports» from 17 May 2012, № 4709-VI]. *kmu.gov.ua*. Retrieved from <https://www.kmu.gov.ua/npas/pro-peredachuderzhavnih-pidpriemstv-ustanov-ta-organizacij-do-sferi-upravlinnya-derzhavnoi-sluzhbi-morskogo-ta-richkovogo-transportu> [in Ukrainian].
2. Rozporiadzhennia Kabinetu Ministriv Ukrainy vid 24.10.2018 № 863-r «Pro peredachu derzhavnykh pidpriemstv, ustanov ta orhanizatsii do sfery upravlinnia Derzhavnoi sluzhby morskoho ta richkovoho transportu». [Order of the Cabinet of Ministers of Ukraine «On Approval of Proposals for Reorganization of Public Maritime Transport Companies» from October 24 2018, № 863-r]. *kmu.gov.ua*. Retrieved from <https://www.kmu.gov.ua/npas/pro-peredachu-derzhavnih-pidpriemstv-ustanov-ta-organizacij-do-sferi-upravlinnya-derzhavnoi-sluzhbi-morskogo-ta-richkovogo-transportu> [in Ukrainian].
3. Nakaz Ministerstva infrastruktury Ukrainy vid 27.05.2013 № 316 «Pro portovi zbory». [Order of the Ministry of Infrastructure of Ukraine «On Port Charges» from May 27 2013, № 316]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/z0930-13#Text> [in Ukrainian].
4. Postanova Kabinetu Ministriv Ukrainy vid 12.10.2000 № 1544 «Pro portovi zbory». [Resolution of the Cabinet of Ministers of Ukraine «On Port Charges» from October 12 2000, № 1544]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/1544-2000-%D0%BF#Text> [in Ukrainian].
5. Postanova Kabinetu Ministriv Ukrainy vid 18.05.1996 N 442 «Pro zatverdzhennia Polozhennia pro portovi zbory». *zakon.rada.gov.ua*. [Resolution of the Cabinet of Ministers of Ukraine «On approval of the Regulations on port charges» from April 18 1996, N 442]. Retrieved from <https://zakon.rada.gov.ua/laws/show/442-96-%D0%BF> [in Ukrainian].
6. Rozporiadzhennia Kabinetu Ministriv Ukrainy «Pro zatverdzhennia Stratehii rozvytku morskyykh portiv Ukrainy na period do 2038 roku», vid 11.07.2013 № 548-r. [Order of the Cabinet of Ministers of Ukraine «On approval of the strategy for Ukrainian seaports development until 2038», from July 11 2013, № 548-r]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/548-2013-%D1%80#Text> [in Ukrainian].
7. What is a Key Performance Indicator (KPI)? Sait kompanii KPI.org, a Strategy Management Group company. [Company website KPI.org, a Strategy Management Group company]. *kpi.org*. Retrieved from <https://kpi.org/KPI-Basics> [in Ukrainian].

Received 25.09.2020

Reviewer: Doct. of Econ. Sc., Prof. Harmider L.D.

СУЧАСНИЙ СТАН ТА ПЕРСПЕКТИВИ РОЗВИТКУ СИСТЕМИ ТАРИФООТВОРЕННЯ НА ПІДПРИЄМСТВАХ МОРСЬКОЇ ГАЛУЗІ УКРАЇНИ

Логутова Т.Г., Полторацький М.М.

На основі аналізу поточного стану морської галузі та кризового рівня української економіки авторами наукової роботи були сформувані ключові передумови необхідності розробки новітньої інноваційної системи тарифоутворення в українських морських портах, до яких відносяться: структурні зміни серед підприємств морської галузі; необхідність перегляду та верифікації формування діючих ставок порткових зборів на предмет економічної обґрунтованості; урахування світових тенденцій і розвитку системи відносин з адмініструванню порткових зборів у країнах Європейського Союзу; необхідність приділення уваги формуванню альтернативних джерел утримання та розвитку порткової інфраструктури загального користування; прийняття дієвих заходів щодо можливості розширення присутності України в світових логістичних процесах, використовуючи транзитний потенціал; розробка новітньої урядової стратегії розвитку підприємств морського транспорту та логістичної інфраструктури. У роботі авторами проаналізовано основні законодавчі акти та нормативні документи, що є необхідним підґрунтям для формування пропозицій у процесі трансформації системи тарифоутворення на державних підприємствах морської галузі. Виконано комплексний аналіз роботи морських портів із виділенням ключових аспектів: наявність необхідності створення галузевого документу для формування конкурентоспроможних тарифів; наявність невідповідності цілей діяльності підприємств морської галузі та держави; наявність бюрократизованості при формуванні ефективних тарифів через низку проблемних питань у діяльності морських підприємств; визначено незбалансоване фінансове планування; відповідність діючій системі тарифоутворення концепції споживання; наявність суб'єктивного характеру у розвитку системи тарифоутворення; наявність диспропорції розподілу інтересів між державою та бізнесом; визначена неможливість побудови повноцінної системи КРІ в якості інструменту для контролю за ефективністю витрачання державних коштів.

Ключові слова: морська галузь, система тарифоутворення, державна логістична інфраструктура, інфраструктура морських портів, стратегія, фактор впливу, інвестиційний клімат.

ТЕКУЩЕЕ СОСТОЯНИЕ РАЗВИТИЯ СИСТЕМЫ ТАРИФООБРАЗОВАНИЯ НА ПРЕДПРИЯТИЯХ МОРСКОЙ ОТРАСЛИ УКРАИНЫ

Логутова Т.Г., Полторацкий Н.М.

На основе анализа текущего состояния морской отрасли и кризисного уровня украинской экономики авторами научной работы были сформированы ключевые предпосылки необходимости разработки новейшей инновационной системы тарифообразования в украинских морских портах, к которым относятся: структурные изменения среди предприятий морской отрасли; необходимость пересмотра и верификации формирования действующих ставок портовых сборов на предмет экономической обоснованности; учет мировых тенденций и развития системы отношений по администрированию портовых сборов в странах Европейского Союза; необходимость уделения внимания формированию альтернативных источников содержания и развития портовой инфраструктуры общего пользования; принятие действенных мероприятий относительно возможности расширения присутствия Украины в мировых логистических процессах, используя транзитный потенциал; разработка новейшей правительственной стратегии развития предприятий морского транспорта и логистической инфраструктуры. В работе авторами проанализированы основные законодательные акты и нормативные документы, которые являются необходимой базой для формирования предложений в процессе трансформации системы тарифообразования на государственных предприятиях морской отрасли. Выполнен комплексный анализ работы морских портов с выделением ключевых аспектов: наличие необходимости создания отраслевого документа для формирования конкурентоспособных тарифов; наличие несоответствия целей деятельности предприятий морской отрасли и государства; наличие бюрократизованности при формировании эффективных тарифов через ряд проблемных вопросов в деятельности морских предприятий; определено несбалансированное финансовое планирование; соответствие действующей системе тарифообразования концепции потребления; наличие субъективного характера в развитии системы тарифообразования; наличие диспропорции распределения интересов между государством и бизнесом; определенная невозможность построения полноценной системы KPI в качестве инструмента для контроля за эффективностью расходования государственных средств.

Ключевые слова: морская отрасль, система тарифообразования, государственная логистическая инфраструктура, инфраструктура морских портов, стратегия, фактор влияния, инвестиционный климат.

TARIFFS SETTING STATE OF AFFAIRS AT THE UKRAINIAN MARITIME COMPANIES

Logutova T.G., Poltoratskiy M.M.

Pryazovskyi State Technical University, Mariupol, Ukraine

*e-mail: logutova_t_g@pstu.edu

Logutova T.G. ORCID: <https://orcid.org/0000-0001-5664-2908>

Poltoratskiy M.M. ORCID: <https://orcid.org/0000-0002-9633-9994>

Following the state of affairs analysis of the maritime industry and the crisis level of the Ukrainian economy, the authors of the research have defined key prerequisites for developing the latest innovative system of tariffs setting in Ukrainian seaports, which include: structural changes to the maritime companies; the need to review and verify the current rates of port charges for economic feasibility; considering the worldwide trends and relationship system for the port charges management in the countries of the European Union; the need to pay attention to the formation of alternative sources for public port infrastructure maintenance and development; taking effective measures to expand Ukraine's presence in global

logistics, using the transit potential; development of the latest government strategy to develop maritime transport companies and logistics infrastructure. The authors have analyzed the main legislation and regulations, which are required bases to form proposals in the course of transforming tariffs setting system at public maritime companies. A comprehensive analysis performed of seaports operation and key aspects defined: the need to create a sectoral document to form competitive tariffs; present inconsistency between the objectives of the maritime companies and the state; present bureaucratization in developing effective tariffs due to a number of problematic issues in the activities of maritime companies; off-balance financial planning; compliance with the current system of tariffs setting concept of consumption; the presence of a subjective nature in the tariffs setting development system; the presence of a disproportion in the distribution of interests between the state and the business; the impossibility identified of developing a full-fledged KPI system as a tool to monitor public spending efficiency.

Keywords: maritime industry, tariffs setting system, public logistics infrastructure, seaport infrastructure, strategy, impact factor, investment environment.

REFERENCES

1. Zakon Ukrainy «Pro morskii porty». [Law of Ukraine «On Seaports» from 17 May 2012, № 4709-VI]. *kmu.gov.ua*. Retrieved from <https://www.kmu.gov.ua/npas/pro-peredachuderzhavnih-pidpriyemstv-ustanov-ta-organizacij-do-sferi-upravlinnya-derzhavnnoi-sluzhbi-morskogo-ta-richkovogo-transportu> [in Ukrainian].
2. Rozporiadzhennia Kabinetu Ministriv Ukrainy vid 24.10.2018 № 863-r «Pro peredachu derzhavnykh pidpriyemstv, ustanov ta orhanizatsii do sfery upravlinnia Derzhavnoi sluzhby morskoho ta richkovoho transportu». [Order of the Cabinet of Ministers of Ukraine «On Approval of Proposals for Reorganization of Public Maritime Transport Companies» from October 24 2018, № 863-r]. *kmu.gov.ua*. Retrieved from <https://www.kmu.gov.ua/npas/pro-peredachu-derzhavnykh-pidpriyemstv-ustanov-ta-organizacij-do-sferi-upravlinnya-derzhavnnoi-sluzhbi-morskogo-ta-richkovogo-transportu> [in Ukrainian].
3. Nakaz Ministerstva infrastruktury Ukrainy vid 27.05.2013 № 316 «Pro portovi zbory». [Order of the Ministry of Infrastructure of Ukraine «On Port Charges» from May 27 2013, № 316]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/z0930-13#Text> [in Ukrainian].
4. Postanova Kabinetu Ministriv Ukrainy vid 12.10.2000 № 1544 «Pro portovi zbory». [Resolution of the Cabinet of Ministers of Ukraine «On Port Charges» from October 12 2000, № 1544]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/1544-2000-%D0%BF#Text> [in Ukrainian].
5. Postanova Kabinetu Ministriv Ukrainy vid 18.05.1996 N 442 «Pro zatverdzhennia Polozhennia pro portovi zbory». *zakon.rada.gov.ua*. [Resolution of the Cabinet of Ministers of Ukraine «On approval of the Regulations on port charges» from April 18 1996, N 442]. Retrieved from <https://zakon.rada.gov.ua/laws/show/442-96-%D0%BF> [in Ukrainian].
6. Rozporiadzhennia Kabinetu Ministriv Ukrainy «Pro zatverdzhennia Stratehii rozvytku morskoykh portiv Ukrainy na period do 2038 roku», vid 11.07.2013 № 548-r. [Order of the Cabinet of Ministers of Ukraine «On approval of the strategy for Ukrainian seaports development until 2038», from July 11 2013, № 548-r]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/548-2013-%D1%80#Text> [in Ukrainian].
7. What is a Key Performance Indicator (KPI)? Sait kompanii KPI.org, a Strategy Management Group company. [Company website KPI.org, a Strategy Management Group company]. *kpi.org*. Retrieved from <https://kpi.org/KPI-Basics> [in Ukrainian].