



KENYA MARITIME INVESTMENT POLICY

2026

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FOREWORD

Kenya's maritime domain is one of the most consequential, and least fully harnessed, frontiers for our nation's economic transformation. Stretching across over 640-kilometre coastline consisting of maritime domain of approximately 255,420 km², a territorial sea of approximately 12 nautical miles, an Exclusive Economic Zone (EEZ) of approximately 142,400 km², and a continental shelf of approximately 103,320 km² under the United Nations Convention on the Law of the Sea (UNCLOS) and more than 3,000 islands. This domain carries immense promise for wealth creation, employment and shared prosperity for the people of Kenya.

The Kenya Vision 2030, and its Fourth Medium Term Plan (MTP IV), identifies the Blue Economy as one of the emerging frontiers expected to significantly drive the national growth and transform the Kenyan Economy. The Government has continued to demonstrate its commitment through investment in strategic infrastructure, including expansion of the Port of Mombasa, the Lamu Port as the gateway for East and Central Africa, the LAPSET Corridor, and the Inland Port of Kisumu, and has laid down the institutional and legal reforms for strengthened maritime administration.

The country takes cognizance of the sector as a game changer which has largely remained untapped despite existing immense opportunities in the Maritime sector; the fragmented investment facilitation service and the absence of a harmonised policy and incentive framework tailored to address the unique clusters in the maritime sector has been a major setback. It was against this backdrop that a systematic structure to guide, the shipping and shipping agency business, shipbuilding, repair, maintenance and recycling, marine tourism, port-related logistics, marine research and biotechnology, and the Blue Economy value chains anchored on both Coastal and Inland waters therefore becomes imperative.

The Kenya Maritime Investment Policy has therefore been developed to bridge this gap. The policy focuses on creating a competitive, predictable, and investor-friendly environment that positions Kenya as the premier global maritime investment destination. It sets out a clear framework for development and promotion of investment profiles across the maritime sector, establishing an enabling environment and appropriate incentive regimes, in addition to building the capacity of stakeholders and institutions. This policy intends to strengthen the maritime investment governance framework, promote and facilitate maritime investment, provide investment incentives

and access to finance, develop strategic maritime infrastructure, promote maritime industrialization and Blue Economy growth and promote sustainable maritime development.

The Ministry responsible for Mining, Blue Economy and Maritime Affairs, is committed to providing the leadership and coordination required to translate this policy into tangible outcomes: new investments opportunities, new jobs, anchor the sector as the greatest contributor to Kenya's economic growth.

I take this opportunity to recognize and appreciate all the State and Non-State actors, the County Governments, Development Partners and stakeholders who have contributed to the development of this policy, and I call upon all of us to work together towards ensuring its full implementation.

The policy is enshrined with the investment opportunities available in the maritime sector, the investment profiles, the investment procedures and the available investment incentives within the opportunities provided.

It is my sincere hope that this policy will open the door to a new generation of investors, innovators and enterprises in Kenya's Maritime sector, and that it will guide our collective efforts towards a prosperous and sustainable Blue Economy.

**HON. HASSAN ALI JOHO, EGH
CABINET SECRETARY,
MINISTRY OF MINING, BLUE ECONOMY AND MARITIME AFFAIRS**

PREFACE

The State Department for Shipping and Maritime Affairs, working closely with key relevant stakeholders, has developed this Kenya Maritime Investment Policy to respond to a long-standing gap in our national policy architecture. The sector required a dedicated, harmonized framework to guide, attract and retain investment across the maritime sector.

Kenya's overarching investment instruments provide a useful foundation for this policy, including the Kenya Investment Policy, the Investment Promotion Act, and the various fiscal statutes administered by the Kenya Revenue Authority. However, the Maritime sector, spanning maritime transport and logistics, ship building and repair, bunkering, container handling, ship agency business, marine tourism, fisheries and marine biotechnology, offshore energy and allied services, is sufficiently distinct in its risk profile, capital intensity and regulatory touchpoints to warrant a policy of its own. This document has been prepared to meet that need.

In preparing this policy, the State Department undertook a consultative process that drew on global, regional and national frameworks, including the International Maritime Organization's sustainable development agenda, the Africa Integrated Maritime Strategy 2050, the East African Community Customs Management Act, among them the Merchant Shipping Act, the Kenya Maritime Authority Act and the Maritime Zones Act. A situational analysis was undertaken covering land and infrastructure development, maritime trade and investment performance, emerging risks, and the opportunities available for investment and industry growth, both along the coastline and within inland waterways.

The policy is structured to provide investment profiles for maritime sector opportunities; to set out the enabling environment and incentive regimes required to cushion/attract investors; to guide capacity development among stakeholders and institutions; to simplify and clarify investment procedures; and to establish a framework for investment promotion and partnership. It further will involve strengthening human capital, research and innovation, it sets out the institutional and implementation framework and strengthening monitoring, evaluation, reporting and ensuring strategic partnerships, to ensure that the policy translates into measurable results impactful outcomes.

I wish to acknowledge the Ministries, Departments and Agencies whose input and technical review shaped this policy. Their contribution has ensured that the policy reflects the realities and aspirations of all who have a stake in Kenya's maritime future.

It is my expectation that this policy will serve as a practical and reliable reference for investors, regulators, County governments and Development Partners, and that its implementation will be pursued with the diligence and the collaborative spirit.

ADEN A. MILLAH

PRINCIPAL SECRETARY,

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1. INTRODUCTION

1.1 Background

Kenya's maritime sector holds vast strategic importance for driving economic growth, trade competitiveness, and sustainable development. For decades, the country's immense ocean resources and strategic location along major global shipping routes offered tremendous potential. However, historical underinvestment, fragmented policies, and slow progress in port development, shipbuilding, maritime training, and support services limited its full contribution to the economy. Global shifts including rapid technological advancement, decarbonization, digitalization, evolving environmental standards, climate change, and supply chain disruptions further highlights the need for a more pragmatic approach.

The country, through the Fourth Medium Term Plan of Kenya Vision 2030 which implements the Bottom-Up Economic Agenda's priorities alongside the Kenya Investment Policy 2019, identified the Blue Economy as one of the emerging economic frontiers expected to significantly contribute to national growth and development. Kenya has witnessed renewed momentum, with increased investor confidence, a growing diversity of maritime service providers, and notable initiatives by institutions such as the Kenya Maritime Authority (KMA), Kenya Ports Authority (KPA), and Kenya Shipyards Limited (KSL). These efforts have improved the investment climate and upward trajectory in the sub-sector performance.

Globally, leading maritime nations have adopted comprehensive investment frameworks that promote sustainable blue economy development, public-private partnerships, maritime innovation, green shipping, and integrated marine spatial planning. The COVID-19 pandemic exposed the vulnerability of global seafarer supply chains, prompting shipping companies and governments to diversify sources of maritime manpower and strengthen investment in maritime education, training and workforce development. According to the 2026 BIMCO and International Chamber of Shipping (ICS) Seafarer Workforce Report, the global merchant fleet employs approximately 2.57 million seafarers and faces a shortage of about 39,100 certified officers, with demand projected to increase by more than 113,000 additional officers by 2030. These trends present a strategic opportunity for Kenya to position itself as a competitive regional hub for maritime education and training and a reliable supplier of globally competent seafarers.

Regionally, the African Union's Integrated Maritime Strategy (AIMS 2050) and the African Blue Economy Strategy advocate coordinated investment, maritime infrastructure development, skills enhancement, and integrated transport corridors to strengthen Africa's maritime competitiveness. At the national level, Government interventions including regulatory reforms, modernization of port infrastructure, development of the LAPSSET Corridor, enhancement of maritime security, and improvements in maritime education and training have established a solid foundation for sector growth. Nevertheless, the absence of a dedicated National Maritime Investment policy has limited the coordination of these initiatives and constrained the sector's ability to attract and sustain strategic investment.

This Kenya Maritime Investment Policy was developed by the State Department for Shipping and Maritime Affairs (SDSMA) in collaboration with relevant MDAs, County governments, the private sector, and other stakeholders, fills this gap. It establishes Kenya's first comprehensive national framework for promoting, coordinating, and facilitating maritime investments positioning the sector as a key driver of inclusive prosperity and a resilient blue economy for current and future generations.

1.2 Policy Issue

Investments are very critical in the realization and sustenance of the envisioned growth and development in the maritime industry. Despite of a positive outlook on maritime investment in the country recently, private direct investment (foreign, domestic and Kenyan diaspora) is erratic due to challenges related to competitiveness of business climate and insufficient awareness. This is evidenced by shrinking share of the blue economy sector to 2.14% of the national GDP in 2025 and downward trend in already low contribution of water transport sub-sector from 2.8% (2020) to 2.1% (2025) and averaging 2.2% within the transport and storage sector, despite being responsible for facilitating 90% of the Northern Corridor regional countries international trade. This may be attributed to the absence of Kenyan registered merchant ships engaged in international voyages and absence of ship management companies engaged in foreign voyages.

Sector Output	2020	2021	2022	2023	2024	2025*
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Water Transport output value (KSh Million)	54,649	55,915	58,683	65,701	72,294	72,623
Total output (KSh Million)	1,965,149	2,307,716	2,878,259	3,442,337	3,486,087	3,400,873
% contribution of water transport	2.78	2.42	2.0	1.91	2.07	2.14

Ref: KNBS Economic survey report 2025 - Table 13.1: Transportation and Storage - Value of Output, 2020 – 2024

The trends in marine fueling have been most erratic having recorded the highest net sales of 26,800tonnes (2011) to 9,900tonnes in 2024 while competing regional bunkering hubs are experiencing impressive growth. Similar trends are observed in ship/boat building and repairs, container repairs and cleaning; ship agency business; marine equipment manufacture and servicing, ship operation management, maritime transport and logistics; maritime education & training; safety and security among others.

Inadequate private investment into the industry limits its contribution to overall economic growth, revenue to the government, and employment opportunities to the youths. In addition, the economy is affected with increased cost of maritime transport arising from uncompetitive or unavailability of bunkering and technical service sector for the ships calling Kenyan ports. Further, considering disruption of the supply chain during external shocks cause instability in the Middle East region, and continued capital freight by foreign shipping companies pose a national risk to continue relying on foreign ships for shipping 90% of Kenya's international trade.

The government has put concerted effort in laying requisite infrastructure and policies to boost investment in the maritime sector including enhancing maritime safety and security, reviving of seafarers training to conform with international standards, promoting placement of Kenyan seafarers onboard foreign going ships, encouraging establishment of coastal shipping line, investment in ship/boat building and repair yards in Mombasa and Kisumu, port development and expansion in Mombasa, Lamu, Shimoni and Lake Victoria, development of technical standards for manufacture of marine equipment and system, training of youth on manufacture of lifejackets, and development of maritime databank. However, immense existing and emerging opportunities in decarbonization and digitalization transition remain unexploited. Noteworthy, the growth of offshore oil and gas industry in the region presents new opportunities for investment in the whole

value chain of maritime transport from supporting vessel design, construction, operation and ancillary service industry. This has been attributed to low awareness of existing opportunities.

The aforementioned developments occasioned by regulatory mandates offer opportunities for ship recycling with its accompanying benefit of providing quality raw material for steel production critical for the national development agenda. A sector specific government policy is now critical to signal commitment to an enabling business climate for private investment necessary for unlocking the potential of the industry to contribute its fair share to national GDP estimated at 10%.

1.3 Rationale

Kenya's Maritime Sector is a strategic national asset with immense potential to drive economic growth, create employment, facilitate trade, strengthen food security, and support the sustainable development of the Blue Economy. Kenya's strategic location along the Western Indian Ocean, together with its ports, inland waterways, fisheries, maritime transport services, shipbuilding and repair, marine tourism, offshore resources, and other emerging maritime industries, presents significant opportunities for both domestic and foreign investment. Harnessing these opportunities is critical to transforming the maritime sector into a competitive and sustainable contributor to national development. Further, the sector would provide a strong foundation for attracting investment, and positioning Kenya as the leading maritime hub in Africa.

Over the years, the Government has made substantial investments in maritime infrastructure and implemented various legislative, regulatory, institutional, and sectoral reforms aimed at improving the performance of the maritime industry. While these interventions have laid an important foundation, investment across the sector remains below its potential. Private sector participation has been constrained by fragmented policy and regulatory frameworks, limited coordination among institutions, inadequate promotion of investment opportunities, insufficient access to reliable investment information, financing constraints, and low public awareness of the diverse investment prospects within the maritime sector. These challenges have slowed the development of competitive maritime industries and limited Kenya's ability to fully realize the economic and social benefits of its Blue Economy.

The absence of a comprehensive policy dedicated to maritime investment has also resulted in fragmented investment promotion efforts, inconsistencies in the application of incentives, and limited coordination between national and County governments, Development Partners, and the private sector. Consequently, investors often encounter regulatory uncertainty, overlapping institutional mandates, and inadequate

information on available investment opportunities. Addressing these constraints requires a coordinated government response to create an enabling environment that encourages sustainable investment while safeguarding national interests and marine resources.

Government intervention is therefore necessary to provide a coherent, predictable, and transparent framework for promoting, facilitating, coordinating, and sustaining investment across the maritime sector. The Kenya Maritime Investment Policy will establish clear policy directions for attracting quality investment, strengthening institutional coordination, improving the investment climate, enhancing investor confidence, promoting research and mapping of investment opportunities, supporting innovation and technology transfer, facilitating public-private partnerships, and mobilizing both domestic and international capital. The Policy will also promote responsible investment practices that balance economic development with environmental sustainability, climate resilience, and the conservation of marine and coastal ecosystems.

This Policy is anchored in the Constitution of Kenya, particularly Article 10 on national values and principles of governance, Article 69 on the sustainable management and conservation of natural resources, and Article 201 on the prudent, efficient, and accountable use of public resources. It supports the realization of Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), the National Blue Economy Strategy, and other national development priorities aimed at expanding investment, industrialization, and inclusive economic growth.

The Policy also aligns Kenya's maritime investment agenda with regional and international commitments, including the African Union Agenda 2063, the African Continental Free Trade Area (AfCFTA), the Lome Charter on Maritime Security, the African Maritime Charter, 2010, the 2050 Africa's Integrated Maritime Strategy, the International Maritime Organization (IMO) frameworks, and the United Nations Sustainable Development Goals, particularly Goal 14 on Life Below Water and the conservation and sustainable use of oceans, seas, and marine resources.

By providing a comprehensive framework for maritime investment, this Policy seeks to unlock the full potential of Kenya's maritime economy, increase domestic and foreign investment, create decent jobs, strengthen local enterprise development, promote innovation and skills development, enhance regional and global competitiveness, and position Kenya as a leading maritime investment hub in Africa.

1.4 Policy Goal and Objectives

The overall goal of this policy is to establish an enabling, predictable, competitive and sustainable investment environment that facilitates domestic and foreign investment, promotes maritime industrialization and innovation and positions Kenya as a major global maritime investment hub.

Specifically, the policy seeks to:

- i. Establish a framework for promoting the development of profiles of investment opportunities in the maritime sector to guide potential investors into the sector;
- ii. Increase domestic and foreign investment in Kenya's maritime sector by promoting investment opportunities and improving investment facilitation;
- iii. Mobilize sustainable financing and investment incentives to support maritime infrastructure, enterprises, and public-private partnerships;
- iv. Develop and implement investment incentives regimes for the maritime sector in Kenya;
- v. Develop a skilled and innovative maritime workforce by strengthening maritime education, training, research entrepreneurship and technology adoption;
- vi. Strengthen policy, legal, regulatory and institutional framework to create a predictable, transparent and investor-friendly maritime investment environment;
- vii. Develop framework for investment promotion and partnerships in the maritime sector; and
- viii. Establish a national maritime investment monitoring and evaluation framework to strengthen policy implementation, coordination, transparency and accountability.

The established investment climate is expected to accelerate utilization of maritime opportunities for economic growth and development through wealth creation, employment creation and technological progress.

1.5 Scope

The Maritime Investment policy provides a framework for the promotion, facilitation, coordination and sustainability of investments in Kenya's maritime sector. It applies to all public and private investments undertaken within the maritime domain and related value chains, and provides policy guidance for National Government Ministries, Departments and Agencies (MDAs), County Governments, investors, Development Partners, financial institutions, research and training institutions, the private sector, civil society and other stakeholders involved in maritime investment.

The Policy covers investment across the maritime value chain, including maritime transport and logistics, ports and port infrastructure, shipping services, shipbuilding repair and maintenance, inland waterways transport, marine tourism, offshore exploration and marine renewable energy, maritime manufacturing, marine biotechnology, maritime education and training, maritime research and innovation, digital maritime

technologies, maritime safety and security infrastructure, and other emerging maritime investment opportunities.

The Policy further provides guidance on the development of an enabling investment environment through investment promotion and facilitation, institutional coordination, resource mobilization, infrastructure development, capacity building, public-private partnerships, investment incentives, innovation, environmental sustainability, climate resilience, and monitoring and evaluation of maritime investments.

The Policy shall be implemented in accordance with the Constitution of Kenya, applicable national legislation, international treaties and conventions ratified by Kenya, and relevant regional and international obligations. It complements existing national development policies, sectoral policies and legal frameworks governing investment, trade, transport, environment, climate change and the Blue Economy, and shall be implemented in a manner that respects the statutory mandates of the respective institutions.

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2. POLICY AND LEGAL FRAMEWORK

2.1. Global

The International Maritime Organization focuses on maritime investments in decarbonization, infrastructure modernization and capacity building for developing countries. Specifically, the International Maritime Organization (IMO) 2030 agenda for sustainable development supports a sustainable transport sector through promotion of investments in world trade and the global economy. In its Green House Gas (GHG) strategy, IMO provides a valuable tool to enhance involvement of all actors in the maritime value chain to steer investments and equity for efficiency of ships. Through its FIN-SMART Roundtable, IMO aims to support acceleration of financial flows through identification of among others, the maritime decarbonization investment risks, opportunities and potential financial solutions in the least developing countries and island states.

The United Nations Conference on Trade and Development (UNCTAD), under the International Investment Development Policies, promotes understanding of key issues, particularly matters related to foreign direct investment and transfer of technology.

The WTO Agreements promotes transparency, efficiency, and investment friendly business climate for member states by making it easier for investors to work cooperatively to facilitate sustainable development. Similarly, the Agreement on Trade-Related Investment Measures (TRIMS) promotes trade and investment measures for its member states.

Maritime communication is also governed under the International Telecommunication Union (ITU), a United Nations body mandated to oversee telecommunications industries worldwide. The third generation of regulations under ITU seeks to create an enabling environment for investments, innovation, and access with dual focus on stimulating competition in service and content delivery, and consumer protection. According to ITU, Kenya has already fulfilled this level of regulations governing telecommunications.

2.2. Regional

Kenya is a member of several organizations and initiatives that promote maritime development, regional integration, trade facilitation and investment cooperation. The Africa Integrated Maritime Strategy 2050, under the tourism and leisure strategy for Africa, recommends increased investment in tourism to create jobs and opportunities for entrepreneurship, reduces poverty, promotes stability, preserves heritage and culture and builds global connections. It also recommends, under

Human Resource Development Strategy, deliberate investment required in the education and training of the maritime workforce, including in maritime administration, marine safety among other aspects. The strategy under capital fund seeks to establish a fund which will provide research funds and equity venture capitals to new and expanding marine sector projects throughout Africa East Africa Customs Management Act (EACCMA); exempts import duty on importation of cruise ships, excursion boats, ferry boats, cargo ships, barges and similar vessels for the transport of persons or goods; fishing vessels, factory ships, and other vessels for processing or preserving fishery products; and other vessels, including warships and lifeboats other than rowing boats. The EAC- Duty Remission Scheme allows governments to grant an exemption of tax for importation of inputs/raw materials for the green economy this is based on quantity and is time bound. Under the EAC – Stay of Application, the government is allowed to consider lower/higher the rate of import duty payable on some of the items to support the spur of green economy.

2.3. National

The country has developed various policies and legal instruments for the promotion and regulation of investments for both local and international investors. These policies guide investors from registration to exiting industries. They also provide an incentive framework to attract and retain investments. In addition, they also provide procedures for establishment and coordination of partnerships.

The overarching policies and legal instruments applied in the maritime sector include the Kenya Investment Policy, Investments Promotion Act, Income Tax, the Public Private Partnership Act, and the Business Registration Act. The industry specific policies and laws establishing maritime institutions and providing for regulatory frameworks include the Integrated National Transport policy, Merchant Shipping Act 2009, Kenya Maritime Authority Act 2004, Maritime Zones Act, Kenya Ports Authority Act, Kenya Coast Guard Service Act, and the Bandari Maritime Academy (Legal Notice No, 233 of 28th November 2018), and Kenya Shipyard Limited (Executive Order). There exist other policies and legal instruments under subsectors allied to maritime including trade, fisheries, energy, mining, oil and gas, transport, sports and games, education, training and research. The Government, through the Investment Promotion Act, 2004, established KenInvest to attract and facilitate local and foreign investments for all sectors. KenInvest operationalized the one-stop-center which brings together different MDAC's core mandates who interface with investors in

day-to-day operations. KenInvest further established the *e-opportunities*, a portal for bankable investment opportunities for MDAC's and the private sector. Currently there is no specific harmonized framework for investment facilitation for the maritime sector. The available services remain fragmented.

Kenya Investment Policy, 2019 is an overarching policy to guide the traction, facilitation, retention, monitoring and evaluation of investments in Kenya. Following its adoption and implementation of the policy it has resulted in gazettment of National Investment Council. In terms of the maritime sector, KenInvest would require comprehensive data of the maritime sector to enable the maritime industry to utilize its facilities.

Kenya has prioritized infrastructure development and creation of a conducive investment climate to spur growth and job creation in all sectors of the economy. In the recent past, the Government through the Kenya Revenue Authority has adopted various tax incentives to attract potential investments in the maritime sector through fiscal policies such as, Income Tax Act, VAT Act, Excise Duty Act, Under the Income Tax Act, Cap 470: - companies assembling ships and aircrafts have a 50% investment allowance in the first year of use; and reduced Corporate Income Tax (CIT) rates for companies operating shipping business in Kenya for the first 10 years from year of commencement of its operations.

3. SITUATIONAL ANALYSIS

This section provides the status of the various maritime thematic areas which gives an overview of the potential areas of investment, it further highlights the gaps that requires to be addressed to sustainably harness the Maritime sector.

3.1. Industry Development and Progress

3.1.1. Land and Infrastructure

Kenya is endowed with rich coastal and maritime resources, which has a huge potential for development of the Blue Economy. These resources are contained within the Kenyan maritime zones which consist of internal waters, territorial sea, the continental shelf and Exclusive Economic Zone. Kenya's maritime domain covers a surface area of approximately 230,000 km² with a coastline of about 640 km, and inland water surface area of approximately 10,700km². The Kenya's portion of Lake Victoria has a shoreline of approximately 760 km which offers significant local maritime investment opportunities¹.

The Kenyan coastline lies along major maritime trading routes connecting Africa to Europe, the Far East and the Americas due to its strategic location along the East African coast. The Country is central to regional shipping and the Port of Mombasa remains the largest and strategic gateway to the Eastern and Central Africa region (referred to as Northern Corridor) serving a combined population of over three hundred (300) million people. On the other hand, the LAPSSET Corridor is Eastern Africa's largest and with an infrastructure project bringing together Kenya, Ethiopia and South Sudan, through the Lamu Port. Kenya has two major seaports (Mombasa and Lamu) and one major inland port (Kisumu) at the core of the maritime transport industry. Other gazetted seaports include: Shimon, Kilifi, Kiunga, Ngomeni, Malindi, Takaungu, Mtwapa, Funzi and Vanga.

3.1.2. Maritime Transport and Trade.

The maritime sector in Kenya has made significant strides in building a sustainable economy. This performance has been realised in jobs creation, international trade and investments injected into

¹ Blue Economy Committee Report, "Rediscovering the Road to Prosperity", 2016

the maritime sector. Approximately 18,000 personnel are formally employed in the maritime industry.

Efficient ports are prerequisites for Africa's industrialisation agenda. By reducing trade costs, enabling economies of scale, and supporting export diversification, ports underpin the transition from commodity dependence to leading investments into the manufacturing, agro-processing and other pivotal sectors.

Kenya's ports play a central role in supporting economic growth, trade, and regional integration. The Port of Mombasa handles 59% of the maritime cargo bound for East and Central Africa serving its domestic market and the transit markets of Uganda, Rwanda, Burundi, DRC, Northern Tanzania, South Sudan and Ethiopia. Total cargo throughput at the Port of Mombasa has risen steadily to 45.45 million MT in 2025, with container traffic reaching 2.11 million TEUs. Recent global disruptions, specifically the Red Sea crisis, have forced a structural shift in maritime routing around the Cape of Good Hope, which boosted Mombasa's transshipment volumes by 83% over the last three years. Its second port of Lamu, with its three functional berths, is strategically growing as a targeted Transshipment Hub, competing with traditionally dominant regional ports such as Djibouti. This recognizes the potential of Kenya's maritime ecosystem as a crucial logistics node within the sphere of global maritime trade. Despite this growth, maritime trade remains asymmetrical and undiversified. The volume of trade is predominantly import oriented, with over 80% of trade by value conducted, coming from external partners like the EU and China while exports through the port remain below 12%. As the East African region races to actualize the African Free Continental Trade Area (AfCFCTA), the desire to grow intra-African trade and exports moving through the gateway Port of Mombasa and Lamu will require investment readiness and clear roadmap to capitalize on future partnerships and opportunities.

Investment in the sector is increasingly focused on a transition toward the Landlord Port model to mobilize private capital for development while relieving the sovereign balance sheet of debt. Ports with landlord models and strong concession oversight often outperform their peers. Kenya is currently engaged in a "ports race," with planned expansions and retrofits at Mombasa, including the refurbishment of Berths 11-14 and the construction of the Dongo Kundu Special Economic Zone (SEZ), requiring over USD 440 million. It also seeks to commence the selection of private parties for its operational berths (1-3) at Lamu and the Lamu Special Economic Zone. Strategic

partnerships and public-private partnerships (PPPs) with global terminal operators are being prioritized to develop operational and conceptualized port assets and various logistics parks. The long-term Kenya Ports Master Plan approximates a total investment requirement of USD 3.5 billion to ensure capacity stays ahead of a demand that is expected to quadruple over the next 25 years.

3.1.3. Marine Related Energy and Extractives

Kenya's maritime energy sector is at an important turning point, particularly with the growing interest in oil and gas exploration. To support its growth, the Kenyan government has simplified licensing processes and offered tax incentives, aligning with its Vision 2030 goals for energy security and economic development (Ministry of Petroleum and Mining, 2023). Bunkering has been identified by the KPA as a high potential line of business in its current Strategic plan for the period 2023/24 -2027/28, introducing an alternative revenue stream. As of 2025, only minimal bunkering activities are undertaken at the Port with only 5,795 Metric tons of Bunker fuels handled, a significant drop from 17,694 Metric tons handled in 2021.

3.1.4. Coastal and Marine Tourism

The tourism sector's performance has grown over time, achieving 2,550,641 tourist arrivals, over 11 million annual bed-nights and 135,000 beds across the country in 2025. Kenya's coastal tourism covers various activities including tourism, recreation, and entertainment-oriented activities such as swimming, snorkeling, diving, beaches, recreational fishing, various water sports, cruises, sports competitions, recreational and sailing boats. The country also benefits from the maritime tourism, which is sea-based activities such as boating, yachting, cruising, nautical sports, as well as their land-based services and infrastructures. KPA's investment in a world class Cruise Terminal at the Mombasa Port has revitalized Kenya's cruise tourism sector growing the number of cruise vessel calls at the Port from 2 vessels with 1,136 passengers in 2022 to 6 vessels with 4,868 passengers in 2025.

The country also offers wildlife and cultural tourism under marine tourism. Some of the critical areas that can enhance the utilization of tourism in the coastal, marine and inland waters are related to policy and legal gaps, capacity and skill development, infrastructural development and

acquisition of specialized equipment, and marine spatial planning. The country may also invest in education, research and innovation, and access to information and data.

The tourism sector requires investments in infrastructure, machinery, equipment, and buildings to sustain the growing demand for tourism services. These investments range from development of transportation and communication networks like reliable roads, airports, and railways that connect inland areas to the coast to Marine Access including piers, jetties, small harbours, and cruise ship terminals for safe vessel docking and passenger flow. It also needs expansion in accommodations & amenities like hotels, resorts, guest houses, and public conveniences, including washrooms and changing rooms near beaches, as well as public utility systems.

3.1.5. Maritime Education, Training and Research

Kenya has made significant progress in strengthening Maritime Education, Training and Research through sustained Public Investment in institutional development, regulatory oversight and human capital. The establishment of Bandari Maritime Academy as the national centre of excellence for Maritime Education and Training, complemented by various approved Maritime Education and Training institutions, has expanded access to internationally recognized maritime training and improved the quality and credibility of Kenya's Maritime Education and Training (MET) system. Universities, TVET institutions and research organizations, particularly the Kenya Marine and Fisheries Research Institute (KMFRI), have broadened academic programmes and marine research in support of the Blue Economy, while partnerships with foreign maritime administrations and shipping companies have enhanced opportunities for international employment and sea-time training.

The government of Kenya has invested in developing the Maritime Education and Training Policy to provide strategic direction for human capital development within the sector. Private sector investment remains modest and is concentrated mainly in specialized maritime training institutions offering mandatory STCW certification courses. Development partners, on the other hand, have strengthened Kenya's maritime education, training and research through technical assistance, curriculum development, scholarships and institutional partnerships, while private sector investment has largely focused on mandatory STCW training.

Despite this progress, Kenya faces the following key challenges; limited maritime training infrastructure, inadequate sea-time opportunities, limited funding leading to inadequate public

investment in maritime education and research, high cost of acquiring and maintaining specialized training equipments, skills mismatch, shortage of qualified trainers, weak maritime research capacity and low awareness of maritime careers, and limited industry-academia collaboration among others. These challenges provide opportunities for investment in maritime education, training and research.

3.1.6. Maritime Safety and Security

Maritime Safety and Security is a critical component for maritime investment and investor confidence. It is essential for economic growth, environmental protection, and national security. Kenya occupies a strategic position along the Western Indian Ocean which is vital for international trade, fisheries, tourism, offshore resources and the Blue Economy. Over the years, the Western Indian Ocean has faced unprecedented challenges among them piracy, hijackings, and illicit trafficking, leading to declaring the region a High-Risk Area (HRA). Through concerted efforts, Kenya was removed from the HRA through the intervention of regional partners, IMO Members States and support of Intercargo and Intertanko. The Western Indian Ocean Route during the period of piracy led to shipping business being very expensive due to increased security costs as ships could move along the trading routes with security onboard, and increased insurance premiums therefore making the cost of doing business very expensive. The joint effort of Kenya Navy, the Kenya Coast Guard Service and the Regional Maritime Coordination Centre and Indian Ocean Rim Association have suppressed piracy and the region is now thriving in maritime business. Currently, Kenya has made significant progress in strengthening maritime safety and security among them modernizing vessel traffic management systems, improving search and rescue capabilities, enhancing port security in line with international standards, strong regional cooperation in combating piracy and transnational maritime crime and increased maritime surveillance technologies. However, several challenges in maritime safety and security still remain and the provide an opportunity for investment.

3.1.7. Marine Environmental Protection

Kenya is a state party to MARPOL Convention, 1978 and its Annexes I to VI and therefore it has domesticated regulations that are addressing marine pollution, prevention and mitigation. Over the years, marine pollution matters have had adverse effect to the marine environment, which is

compounded with pollution from ships, urban run-off, emitting of chemicals from industrial wastes/plants and practising of agricultural farming near the oceans which has contributed to siltation. Ports are required to have receptor port facilities to receive garbage from ships and inspectors are required to ensure that Onboard Garbage Waste Plan by Ships is duly implemented. Compliance on marine environmental protection ensures we have cleaner, safe and sustainable oceans that can support marine ecosystems and communities dependent on ocean resources for livelihoods.

The country has also invested in sea pollution control through direct capital injection into waste reduction, renewable energy, and circular economy projects. Focus areas include wastewater treatment, plastic recycling, and coral reef protection, driven by recent global financial commitments and establishment of a National Green Investment Fund.

3.2 Gaps Analysis, Emerging Issues and Risks

The country is cognizant of emerging issues and challenges affecting the maritime industry at global, regional, and national levels. There is continued effort to establish mechanisms to address issues including climate change, natural disasters, invasive species in water bodies, disruptive technologies, maritime security and international conflicts. The government is addressing various issues which have potential to slow down investments in the country, including improving participation of locals in investments, creating inventory of investment opportunities, development of skills in project packaging, coordination among the actors in investment ecosystem, access and cost to financing, spatial planning and zoning, access to data and information, investment incentives, access to land, protectionism policies, and public private partnership.

Environmental and social impact assessment of investments together with conflict resolution mechanisms help to mitigate against interruption of investment process due to environmental impact and social conflicts. The country promotes technology and skills development and transfer initiatives to address risks associated with disruptive technologies and low local content. The policy and legal framework in the maritime industry are receptive to reforms but cautious of the need to reduce over-legislation which slows down investments.

The situation analysis highlights significant progress in the development of Kenya's maritime sector. However, it also reveals critical investment, institutional, infrastructure, technological and capacity gaps that continue to constrain the sector's competitiveness and its contribution to national socio-economic development. Addressing these gaps through targeted public and private investment will be essential to unlock the full potential of Kenya's Blue Economy and position the country as a leading regional maritime hub. These gaps include:

3.3.1. Maritime Trade - Deep-water access alone is insufficient without corridor efficiency. A significant gap exists between port infrastructure and hinterland connectivity. To truly maximize its potential as gateway ports, Kenya's maritime sector must be supported by well-developed and modern infrastructure and operational multi-modal transport corridors. The inadequate road network and insufficient rail links, despite the recent investment in the SGR, currently increase the price of goods by as much as 40%. Mombasa port faces perennial congestion due to a poor uptake of cargo from the port into the hinterland. Meanwhile, although the Port of Lamu possesses a superior natural depth of 17.5m, suitable for larger vessels, it currently operates at only 5% of its capacity due to a lack of critical operational equipment and connecting hinterland infrastructure. Chronic inefficiencies persist across the sector, with cargo dwell times averaging above global benchmarks of 1–3 days. Significant opportunities lie in "Smart Port" initiatives and the utilization of AI for Data Analytics to increase port operations efficiencies and reduce logistics costs by 15%. As evidenced from the Red Sea, crisis-induced rerouting rewards ports with spare capacity and digital readiness. Additionally, the investment in specialized maritime SEZs could support the sustainable exploitation of the Blue Economy while growing job opportunities in the sector.

3.3.2 Marine Energy and Extractives - Kenya's maritime energy and extractives sector has a lot of potential, but it also faces several challenges. While the regulatory framework is improving through Kenya Maritime Authority (KMA), enforcement is often lacking due to limited resources, and it doesn't fully address new renewable energy technologies. Environmental management efforts, like the National Oil Spill Contingency Plan, need better implementation and more public awareness. Although there are investments in infrastructure, they may not keep up with the expected increase in maritime activity, and there's lack of specific initiatives for renewable energy. Community engagement is also limited, which can lead to unfair distribution of benefits from resource extraction. Finally, workforce development needs to better align with industry needs to ensure local workers are ready for both traditional and renewable energy jobs.

3.3.3. Coastal and Marine Tourism - There are gaps in limited coastal and marine tourism products, limited infrastructure and destination packages, insufficient berthing and support facilities, underdeveloped adventure tourism, weak global destination branding and weak policy coordination among others. There is a need therefore for further investment particularly in waterways and seamless connectivity infrastructure including water, roads, railways, airports, airfields and telecommunications as well as aesthetic development across coastal, marine and inland water tourism zones. Kenyan hotels in the category of 4-5 star are significantly lower than the average 40 per cent required to create a competitive and sustainable destination. The product range and quality for maritime tourism are limited largely due to investment requirements for high level machinery and equipment, innovation and limited financing mechanisms. The sector needs to re-examine the marketing strategies for maritime related tourism to unlock its potential.

3.3.4. Maritime Education, Training and Research - The performance of the maritime education and research ecosystem remains below its potential. Kenya continues to experience shortages of internationally certified seafarers, marine engineers, naval architects, maritime surveyors, offshore technicians, hydrographers and maritime researchers. Demand for skilled maritime professionals continues to outpace the country's training capacity, especially as the Blue Economy expands into offshore renewable energy, marine biotechnology, aquaculture, shipbuilding and maritime spatial planning. Research capacity remains relatively underdeveloped. Investment in marine research infrastructure, ocean observation systems, specialized laboratories, research vessels and innovation centres remains inadequate compared to leading maritime economies. Existing research is concentrated within a limited number of institutions, while commercialization of marine research outputs and technology transfer to industry remain weak.

3.4. Opportunities for Investment and Industry Growth

The Kenyan maritime industry has great potential with well-established Government institutions to guide on maritime investments. There exist opportunities for investment in port development, shipping business, shipbuilding and repair, fisheries, tourism, and value adding services such as logistics, finance, insurance, marine engineering, maritime technology, consultancy, maritime

education and training. In addition, the country has potentials in deep sea fishing, seaweed farming, aquaculture, offshore oil and gas.

Inter and intra governmental frameworks have remained core in the country to promote collaboration, consultations and consensus building processes to address governance risks which may delay decision making on investments in maritime industry. There has been sustained reforms and improvement for ease of doing business together with fiscal and non-fiscal incentives to promote trade and investments. This mitigates against economic risks such as reduction in volume of trade due to increasing cost of doing business and low rate of return to investment.

Utilization of the existing investment opportunities can leverage on the political goodwill, established institutions, infrastructure, secure and safe maritime environment. This enhances investor confidence, port operations and performance, regional trade, and research and innovations. The country is also building its human resource capacities especially in specialized skills for domestic, regional and global markets.

4.0. POLICY PROVISIONS

4.1. Investment Framework

4.1.1. Policy Statement

The Government is focused on creating a competitive, predictable, and investor-friendly framework that positions Kenya as the premier maritime investment destination in Africa.

4.1.2. Policy Context

Kenya's maritime sector contributes to the Country's Gross Domestic Product through facilitation of trade and seamless connectivity with railway, roads, pipeline, energy, electricity, and water services. These are supported by sectors for cargo handling, shipbuilding and repair, container repair and cleaning, shipping services, ports infrastructure, manufacturing, aquaculture, fisheries, marine research and biotechnology, offshore oil and gas, ocean energy, mining, marine tourism and recreation,

The sector has attracted minimal domestic and foreign investment due to policy, institutional, financial, and infrastructure constraints, limited research, inadequate investment information and inadequate awareness. Investment in the maritime sector is slowed down by various challenges which include: capital-intensive nature of maritime investments, lack of investment incentives framework, scant information on investment opportunities, undeveloped shipping and maritime culture, low technical capacity and skills, bureaucratic and cumbersome registration processes requiring multiple licenses which increases the cost of doing business thus discouraging potential investors.

4.1.3. Policy Actions

To make the country an attractive and competitive maritime investment destination, the Government will:

- 1. Strengthen the Maritime Investment Governance Frameworks**-Establish a coherent, transparent policy, legal, regulatory and institutional framework that enhances the investor confidence and improves the ease of doing business. This intervention focusses on harmonizing maritime laws and regulations, streamlining licensing and approval processes,

strengthening inter-agency coordination, and ensuring effective policy implementation and accountability.

- 2. Promote and Facilitate Maritime Investment**-This implies development of an enabling environment that attracts, retains, and expands domestic and foreign investment in the Maritime Sector. It includes identifying and promoting bankable investment opportunities, strengthening investment promotion, providing investor aftercare services, and establishing efficient investment facilitation mechanisms to reduce transaction costs and investment risks.
- 3. Provide investment Incentives and Access to Finance**-This is the implementation of competitive fiscal and non-fiscal incentives that encourage investment in strategic maritime industries while improving access to long-term and affordable financing. This promotes innovative financing mechanisms, public-private partnerships, blue bonds, blended finance, and other financial instruments that mobilize capital for maritime infrastructure and enterprise development.
- 4. Develop Strategic Maritime Infrastructure**-This will involve expanding and modernizing maritime infrastructure to support efficient transport, logistics, trade, and industrial development. Priority areas include ports, inland water transport, ferry services, shipbuilding and ship repair facilities, logistics parks, navigational aids, maritime communications, and digital infrastructure that enhance connectivity and operational efficiency.
- 5. Promote Maritime Industrialization and Blue Economy Growth**-This means stimulating investment in value-added maritime industries that maximize the economic potential of Kenya's marine and inland water resources. It supports the development of shipping services, fisheries and aquaculture, maritime tourism, marine manufacturing, offshore renewable energy, marine biotechnology, and other emerging blue economy sectors while encouraging local content and industrial linkages.
- 6. Promote Sustainable, Safe, and Secure Maritime Development**-It involves ensuring that maritime investment contributes to long-term environmental sustainability, maritime safety, and security. This promotes green shipping, climate-resilient infrastructure, marine environmental conservation, pollution prevention, maritime domain awareness, search and rescue services, and compliance with international maritime conventions and standards.

4.2. Investment Profiles for Maritime Sector Opportunities

4.2.1. Policy Statement

The government is committed to unlocking investment opportunities in the maritime sector to attract local and foreign investment through appropriate identification, packaging and promotion.

4.2.2. Policy Context

The investment opportunities in the maritime industry fall in various clusters which include:

4.2.2.1.Maritime Transport

Maritime transport is the most efficient and cost-effective method of international transportation of goods facilitating commerce and helping to create employment opportunities and therefore contributing to a country's socio-economic growth. As a Coastal State, Kenya is one of the players in maritime transport with approximately 90% of its International Trade being seaborne with value amounting to more than US\$ 3 billion per annum. Kenya is a gateway and artery to East and Central African and the great lakes regions. With this, exists enormous investments opportunities in the maritime transport sector which comprises of multimodal transport.

For maritime transport and logistics value chain to be completed, there is need to embrace green corridor development through adoption of renewable energy sources for movement of Trucks and Lorries by use of electricity and other renewable available sources. Multi-modal transport of connecting sea transport with land transport by transporting cargo by using rail which uses renewable energy.

Under the African Continental Free Trade Area, the demand for maritime transport is going to increase due to increased intra-African trade and is projected to rise from 58 million to 132 million tonnes (38%) by 2030 and reduce Africa's trade deficit by 51%. In Africa, 39 countries have access to the sea and therefore, the ACFTA opens an equal playing ground for countries to participate in Global Maritime Business.

Kenya's maritime cold chain transport drives the export of agricultural and floral goods, primarily moving through the Port of Mombasa via refrigerated containers (reefers). It connects major production clusters in Naivasha and Nairobi to global markets, heavily relying on strict temperature to reduce spoilage.

4.2.2.2.Ship building, Repair, Maintenance and Recycle.

Shipbuilding offers enormous potential for economic investment and as a catalytic effect on the growth of other auxiliary industries. The multiplier effect of ship building includes job creation opportunities, revenue for the government, technical skills transfer, growth of businesses, and enhancement of multi modal transport among others. Maritime investment opportunities exist in ship construction, maintenance and repair.

The Hong Kong Convention (26th June 2025) came into force allowing countries to be able to do ship recycling which is a booming business in countries such as India, Indonesia and Bangladesh. Kenya being the gateway to East and Central Africa has not ratified the Hong-Kong Convention therefore limits the country from enjoying the benefits of the Ship Recycling business. The ship recycling industry is estimated to reach 13 billion US Dollars by 2030, therefore a potential area for investment.

Currently, Kenya has three private sector shipyards, Southern Engineering Company Limited (SECO), African Marine General Company (AMGECO) and Captain Andy's and the Kenya Shipyard Limited, a public shipyard. These shipyards handle ships with capacity of drydocks measuring 150M and below whereas the Port of Mombasa and Lamu receives ships which are more than 300M length and 50M width, and therefore has no drydocking facility of such size available in Kenya to drydock, the ship and have it repaired or fixed.

Building a modern shipyard will contribute to both direct and indirect jobs of approximately 10,000 jobs and related business such as investment in supplies which will contribute to Kenya's GDP.

4.2.2.3. Maritime Education, Training and Research

The potential for investment in the maritime sector cannot be realized without continuous capacity building. Training and certification in the maritime sector is guided by the Standards of Training, Certification and Watch keeping (STCW) Convention, 1978 as amended which accords trainees global recognition. The investment opportunities in this sector include: development of simulators facilities for Deck and Engine, setting up of research and innovation hubs, provision of hostel facilities, establishment of training workshops and provision of sea time to the cadets.

According to the Seafarer Workforce Report 2026, it's estimated that the current seafarers serving the International Merchant fleet is 2.57 million seafarers operating 85,148 ships globally. This workforce is made up of approximately 1.05 million Officers and 1.52 million ratings. It is projected that by 2030, the officers will increase to 1,162,716 million whereas ratings will constitute 1,558,973. This implies that an additional 22,747 officers and 8,475 ratings will be

required annually thus demonstrating an annual percentage increase of 2.0% and 0.5% respectively by 2030. This percentages provides an opportunity for Kenya to invest in its capacity building for training institutions to produce STCW certified Officers and ratings to get a share of the Global demand. Currently, Kenya has 18,000 seafarers which is insignificant compared to other countries that are performing well in seafaring which includes Philippines, India, China, Russian Federation, Indonesia, and Ukraine.

To increase the number of seafarers and take advantage of the global demand, Kenya must invest in Maritime Education and Training. There exist huge investment opportunities which include; development of Maritime Training Academies, Simulation Centres and Safety Training Centres, establishment of cadetship and sea-time training programmes, development maritime research and innovation centres, development of maritime digital learning platforms, development of specialized maritime professional training among them Maritime law, marine insurance, ship brokage, and marine surveying, and students accommodation and support infrastructure.

In addition, as the Maritime training and education is evolving, they need to attract young talent and retain experienced seafarers and preparing them for new areas including gas and fuels, and digital technologies professionals that pose a great challenge to the Country.

4.2.2.4. Maritime Safety and Security

The Government is committed to provision of maritime security and ensuring that the maritime transport sector safeguards life and property at sea in accordance with national and international protocols. The government has put in place measures to enhance the safety of both the coastal and inland waterways which need to be strengthened. There are investment opportunities to establish systems to enhance maritime security, Search and Rescue through improved communication surveillance and patrols, Coastal Surveillance Infrastructure, Maritime Safety Infrastructure, Port Security Systems, Maritime Cybersecurity, Patrol and Security fleet development and Blue Economy Security Technologies to ensure maritime sovereignty and laws enforcement and compliance at sea is provided.

4.2.2.5. Maritime Allied Sub-Sectors

These include fisheries, extractives, and marine sports. Maritime investments are also required to complement the development of the maritime allied sectors. The investment opportunities in fisheries include purchase of fishing gears, vessels, landing sites, fuel, cold storage and processing facilities. Under the extractive sector, investment opportunities exist in prospecting for minerals, oil and gas.

4.2.2.6. Logistics and Cabotage Businesses

This business involves transporting goods from the main port to smaller ports along the coastline of Kenya as well as those of Tanzania and Somalia. It originally applied to shipping along coastal routes, port to port, but now applies to aviation, railways, and road transport as well. It involves the right to operate and transport goods by sea, air or by other transport services within a particular territory. Logistics involves ensuring that containers that a shipper is handling reaches its owners in designated destination using trucks or rail. Kenya has continued to improve the transport infrastructure network that connects the coast, the hinterland and neighboring countries which are dependent on the Port of Mombasa. Logistics and cabotage clusters have untapped opportunities which include mortgage facilities to acquire vessels/ships, trucks and buses and development of port infrastructure.

On the modes of transport, movement of people by sea or water is the most efficient means of transport and cost effective. Over the years, the maritime transport in the coastal strip of Mombasa has not been fully exploited, for instance the movement of people and services from Mombasa to Malindi, Lamu, Kwale, Shimoni can create jobs spanning from Site seeing, whale watching, spot fishing and other related activities. If this investment is planned, Kenya will become a hub for tourist attraction for the East and Central African Region.

4.2.2.7. Ship Bunkering

Bunkering investments facilitate supply of fuel to be used by ships and includes shipboard logistics of loading fuel and storing it in ships' various bunker tanks. Kenya does not offer these services competitively, otherwise ships calling into the port of Mombasa would be bunkering there instead of carrying return bunkers. This is a prime area of investment with port infrastructure developing rapidly (The Lamu Port Project under LAPPSET), Kenya will now be able to receive larger vessels and hence the demand for bunkering services will also increase rapidly.

4.2.2.8. Ship Chandelling and other Allied Services

Ship chandelling on the other hand involves supply of food and water to ship's crew/passengers, maintenance of supplies and equipment. Though there exists Kenyan players in this area, the potential for expansion offers room for potential expansion and new investments. The recent statistics show that cruise ships are now coming to the Port of Mombasa more often than it was before, therefore as a country we need to position at these opportunities that come as a result of cruise ship business.

4.2.2.9. Container Manufacturing, Repair and Cleaning.

For standardization purposes, containers are produced and categorized as twenty-foot and forty-foot equivalent unit (TEUs) and is commonly utilized as a base measure for vessel carrying capacity and port productivity. Maintaining a fleet of readily available empty containers in-demand locations at all times is the biggest challenge of liners. Kenyan ports handle millions of tonnes of cargo from different destinations in the world. This cluster offers tremendous opportunities for investment by both private and public entities in container building, repair, maintenance and survey.

Ships clearance at the ports is dependent on facilitation of containers in good time to avoid cargo dwell time and demurrage costs. For the Ports in Kenya to be competitive and have a niche in global maritime transport, container manufacturing and repair should be prioritized as this is targeted to have a multiplier effect to the economy. Vessel container leasing control over half of the World's Maritime equipment, providing shipping lines with the boxes used to transport good. The industry is dominated by a few massive players that manage equipment pools globally offering short term to long term rent to own financing. The global market for the container leasing is USD 7.5 billion in 2025 and is project to reach 13.8 billion by 2032, growing at CAGR (Compound Annual Growth Rate) of 13.6% from 2025-2032.

4.2.2.10. Maritime Research, and Innovation

Maritime research, innovation and technology contribute to successful development of the Maritime sector. Technology is critical in the fast-moving world with innovations taking centre stage and countries leveraging on smart technology to grow their economies. Research on the other

hand is necessary for technological advancement in every sub-sector of the maritime transport sector. Technology use in the maritime sectors ranges from use of software for ship's surveillance to the use of the latest hardware to control vessels. The setting up of innovation hub is paramount in keeping up with the latest technological trends which accelerates economic growth. The current research and innovation uptake in the blue economy sector is limited due to inadequate funding.

4.2.2.11. Marine Insurance

Marine Insurance business protects against damage of cargo, hull, machinery and other incidental liability or losses when transporting goods by sea. In the bid to grow the local insurance, importers are required to insure their cargo locally. The law has created a prime market for players in the insurance sector. Over the implementation period phase, it is notably clear that bigger ships calling Kenyan ports seek insurance from international companies since Kenyan firms do not have sufficient capacity. This, therefore, has opened up a niche market for underwriter investment for expansion and amalgamations for marine insurance.

It has been noted that most importers in Kenya import goods through Cost Insurance and Freight and Exporting on Free Onboard. This scenario denies the participation of local incorporated shipping company from providing insurance cover to the Kenyan Importers and Exporters therefore giving an edge to the foreign based companies business. For Kenya, to actively participate in the Marine Insurance to save for Capital Freight for Insurance, which denies development of local transport and insurance sectors which could otherwise increase revenue through taxes for the states and create local jobs opportunities for the local companies and improve the balance of payments.

4.2.2.12. Sustainable Green Energy

Towards contributing to the environment agenda on reduction of emissions, Kenya is implementing the green port policy which is set to support the climate change resolution in CAP27. Renewable energy sources which include sunlight, wind, movement of water and geothermal heat is critical in curbing CO₂ emissions. Kenya has an excellent coastline and inland water bodies with sufficient wind and solar conditions for harnessing of green energy and will contribute to reduction in emission of greenhouse gases. Currently, there are untapped investment opportunities in green energy which makes it attractive for investors especially iron ore energy.

In 2018, IMO adopted GHG strategy which was meant to reduce carbon footprint to the atmosphere. In 2023, the strategy was revised to reduce emissions to 50% by 2030 than 2008 levels and zero percent by 2050 through adoption of Net-Zero Framework. Some of the proposed sustainable renewable sources of energy include wind energy, tidal energy, wave energy, solar energy, ammonia, hydrogen and LNG. The current port infrastructure requires modernization to enable shifts in use of fossil fuels as source of energy to sustainable renewable sources to control the emissions levels and protect the marine ecosystems. Ports are adopting smart shipping by integrating automation and artificial intelligence in operation which spans from use of smart gate, crane operations, ship and port operations through use of single maritime window.

Additionally, as a way to cut down emissions ships are encouraged while on ports to switch off their engines and use renewable energy for their energy requirements. The ports currently have no onshore power provision to cater for these requirements.

4.2.2.13. Ship Registration

Countries that have embraced hybrid ship registration have been able to attract domestic ships and foreign ships therefore contributing to tonnage tax every year in form of taxes to their government. A case point is the biggest shipping registries in the world which include Liberia, Panama, and Marshall Island. These flag states have enabled these countries to contribute to development of their maritime training capacity in terms of seafaring who relatively contribute to foreign direct investment to their country. A case in reference is Philippines, 90% of their GDP is contributed by seafarers. For Kenya to strategically position itself and benefit from open ship registry, they need to review its legal framework from closed Registry to Open/hybrid registry.

Kenya operates a closed ship register which is less beneficial given that it has only 50 vessels whose gross total tonnage is 34,551 metric tonnes as compared to other countries with open ship registers such as Panama with a total gross tonnage of 249 million GT (Gross Tonnage), Liberia with a total gross tonnage of 307 million GT, Sierra Leone with a total gross tonnage between 13-15 million GT, Marshall Island with gross tonnage of 210 million GT, and Togo with a total gross tonnage of 8-10 million GT. The open register attracts more ship-owners due to favourable taxation regimes, attractive incentives, ease of registration and waiver of the requirement of the vessels to call their Port of registry.

In consideration of the advantages and disadvantages of the Open register and the national register, it's recommended that Kenya adopts a Hybrid ship register system to enable the country to provide flexibility for ship-owners and companies to register vessels in a globally competitive manner. This will provide an opportunity for Kenya to earn revenue from ships registered in the International Ship Register which may not call to any of the Kenyan Ports. It will also maximize economic benefits from operating a hybrid registry to provide employment opportunities to Kenyans and enable Kenya's participation in the global supply chain of goods and services.

4.2.3. Policy Actions

The government will:

- a) Develop maritime spatial plan to guide maritime investment opportunities and resource allocation;
- b) Develop and incorporate maritime investment opportunities and flagship projects in medium-term and long-term plans;
- c) Undertake public investment in maritime infrastructure development;
- d) Create enabling legal and regulatory environment to attract public-private partnership in investment in Maritime Infrastructure development
- e) Allocate adequate land and develop requisite horizontal infrastructure
- f) Incentivising Maritime transport operators in adoption of green fleet logistics
- g) Provide a green channel clearance of fresh produce for cold chains logistics
- h) Effective implementation of digitalization of port and shipping services and logistics services
- i) Ratify and domesticate the Hong Kong convention to benefit from ship recycling business
- j) Exempt VAT (Value Added Tax) and IDF (Import Declaration Fee) complete vessels assembled in SEZ when offloaded into the local market.
- k) Mainstream research, innovation and technology in ship building, repair, maintenance and recycling.
- l) Provide seed-capital for investment in Maritime training related infrastructure

- m) Allocate adequate land for establishment of MET (Maritime Education Training) institutions
- n) Integrate a national seafarer training fund mechanism in the Maritime Cluster Fund.
- o) Implement a Maritime Education and Training Policy
- p) Exempt VAT (Value Added Tax) and IDL (import Declaration Levy) for steel materials and any other approved for container manufacturing.
- q) Fully implement Marine Insurance Act CAP390 and the Insurance Act CAP487.
- r) Encourage participation in public-private partnership in investment in renewable energy production.
- s) Implement policy framework on transition to green energy.
- t) Development of a framework for establishment of a Hybrid ship register

4.3. Enabling Environment and Incentive for Maritime Investment

4.3.1. Policy Statement

The government is committed to sustainably create an enabling environment and provide competitive incentives to attract, promote, facilitate and retain investments in the maritime industry.

4.3.2. Policy Context

The maritime industry has potential opportunities for investments in seafaring, vessel ownership, shipbuilding, repairs, maintenance and recycling, container manufacturing and repairs, shore-based services such ship chandelling, bunkering, coastal shipping, marine insurance, maritime financial services, among others. Investments in the maritime industry are capital intensive and infrastructure has been highlighted as a major constraint faced by investors. This is in respect of both sea-land interface infrastructure and inland/hinterland infrastructure. In addition, policy, regulations and enforcement play a critical role in attracting, developing and retaining investments.

Further, full utilization of the potential has been hindered by challenges such as ease of doing business, taxation and incentive regimes and inadequate skilled human resources. The country's low participation in local and international shipping industry results to losses in foreign exchange earnings, loss of employment opportunities, tax revenue and capital flight. The overall impact of

this is the loss of the country's international trade competitiveness and negative balance of payments.

The Maritime industry is considered critical for the country's trading success in the regional and international markets. Kenya has prioritized creating a conducive environment to spur investment in the industry. Currently, the Government provides various tax incentives to attract potential investments in the maritime industry through fiscal policies. However, the existing incentive regime and the environment have failed to attract and retain investments, and therefore, there is a need for the Government to continuously review the incentive regime to make the sector globally competitive.

Maritime sector being a strategic industry, it is essential that the country capitalize on new opportunities by being both innovative to transform and grow the industry. It is thus imperative that measures should be put in place to ensure the industry receives the appropriate support from government and stakeholders. This requires a nationwide coordinated approach using all available instruments to build and sustain the industry.

4.3.3. Policy Actions

To create an enabling environment and incentive framework for maritime investments the government will:

1. Maintain and administer a ship registry which is efficient, effective, and internationally competitive to attract ship owners to register their vessels in Kenya;
2. Provide a competitive and attractive incentive framework to promote investment in maritime sector including local construction, repair, maintenance, and recycling of ships, boats and containers; decarbonisation initiatives and environmentally friendly maritime operations;
3. Establish Maritime Cluster Fund to support the development of maritime subsectors.
4. Designate maritime special economic zones to support maritime sector services such as ship construction, chandelling, bunkering.
5. Develop maritime investment guide with fiscal and nonfiscal incentives promoting the competitiveness of Kenya maritime industry.

6. Promote strategic and productive bilateral and multilateral agreements to support investments for the development of maritime industry.
7. Develop seamless and multimodal maritime transport to ensure functioning and integrated transport system for sea, rail, road and air transport.
8. Establish a centralized maritime data One stop shop to enable ease of access to data and information processing
9. Undertake Capacity Building by producing competent skilled maritime workforce in line with the requirements of the maritime industry by facilitating maritime and education training institutions; facilitating expatriates offering specialized technical skills in maritime industry; and granting work permits and tax exemptions for expatriates recruited for specialized training and skills transfer.
10. Enact and harmonise various legislation to domesticate relevant international instruments relating to maritime industry; already compliance with Hong Kong Convention.
11. Developing and implementing an efficient and effective maritime safety and security system by installing vessel traffic system (VTS), traffic separation schemes, communication and surveillance systems; aids to navigation (AtoN), navigational warnings and weather services; hydrographic survey capabilities and publication of navigation charts for safety of navigation;
12. Establish processing plants in the coastal and inland water bodies to enhance value addition; and distribution systems and expand market access to regional and international markets
13. Establish a legal and institutional framework on national ship bunkering and chandelling regime to regulate investments; and identify and enforce best industry practices in bunkering and chandelling business;
14. Undertake full implementation of the directive for local placing of marine insurance; and enhance capacity for the local underwriters to handle larger shipments;
15. Streamline the procedures for customs clearance of equipment imported for investment in green energy generation; Identify, facilitate and designate points along the coastline where a green energy generation plant can be installed; and Undertake pre-feasibility study on green energy;

4.4. Capacity Development for Harnessing Maritime Investment

4.4.1 Policy Statement

The Government is committed to support the development, implementation and evaluation of maritime capacity and mobilization of a diverse set of resources, including human resource capital to promote investor awareness and confidence for the achievement of effective and sustainable investments in the maritime sector.

4.4.2 Policy Context

Over the years, Kenya's Maritime Industry has not attracted the required local and foreign investment inflow that is proportional to its contribution both to the Kenyan and East African Economy despite its great potential and enormous investment opportunities. Equally, there are new opportunities for enhancing capacity that portend the ability of Kenya to develop the Maritime industry through capacity building and professionalism. However, there are no integrated framework set to implement resource mobilization and develop human resource capacity to promote investment and spur cooperation and synergy among the various agencies and stakeholders to enable capacity development for harnessing Maritime Investment.

4.4.3 Policy Actions

The Government will

- a) Develop the infrastructural capacity of the maritime sector and institutions through cooperation with development partners, public private partnership and other key stakeholders in the form of technical assistance, information sharing and training.
- b) Establish maritime sector Special Economic Zones and Industrial Parks to support various maritime sector industries such as ship chandelling and other allied services.
- c) Establish and promote resource mobilization initiatives by establishing joint private-public financing schemes to support maritime investment.
- d) Create Maritime Cluster Fund (MCF) to facilitate the growth of the maritime cluster in Kenya through development of manpower, local training, infrastructure and capabilities within maritime sector. -Another fund which need to be consolidated into one

4.5. Investment Procedures

4.5.1 Policy Statement

The government is committed to promoting ease of doing business and processing of investments in the maritime sector through streamlining of guidelines, rules and procedures as applicable to create a conducive investment environment while safeguarding industry standards.

4.5.2 Policy Context

The Government is committed to ensuring ease of doing business and intends to continuously review its rules, guidelines and procedures so as to attract investors to the opportunities in the maritime sector and allied trade to spur the delivery of social, economic and environmental benefits. The legal framework governing the maritime sector continues to domesticate international obligations on handling maritime business and investment

4.5.3 Policy Actions

The Government will:

1. Establish a national maritime centralized information platform specific to investment opportunities under the maritime sector which shall feed into the National e-opportunities portal for investment;
2. Establishment or maintenance of a single digital platform for the submission of all documents required by the agencies or regulatory bodies involved in the admission, establishment, acquisition and expansion of investments;
3. Integrate the national maritime centralized platform with the single window platform for investments in Kenya;
4. Establish an electronic registration portal for provision of registration and licensing of maritime transport operators and/ or maritime service providers linked to the national investment portal;
5. Develop interactive and effective data processing and online verification electronic service systems on maritime investment to enhance accessibility and transparency;
6. Streamline legal framework and procedures in the processing of investments, including licensing and regulatory requirements;

7. Create awareness on the procedures and guidelines governing public-private partnership collaborative framework for enhancing investments in the maritime sector.
8. Develop maritime investment processing guide to support investors to enhance accessibility and promote transparency in relevant investment.
9. Promote the dissemination of information for harnessing maritime investment opportunities and incentives within Kenya and in emerging markets outside the region;
10. Develop rules and procedures for establishment, investment and access of Maritime Cluster Development Fund;
11. Establish a harmonized framework for engagement and coordination between county and national government in handling maritime investments,
12. Potential investors shall be required to process the investment interests and opportunities in accordance with the laid down procedures and rules.
13. Establish units within MDA to support processing of investments in the maritime industry

5. POLICY IMPLEMENTATION FRAMEWORK

5.1. Coordination Mechanisms

The government is committed to supporting the establishment of relevant structures, processes, and systems for the success of this policy. Maritime investment initiatives and activities in Kenya are carried out by various stakeholders including government and nongovernment players. The country has made diverse investments in Maritime industry but limited coordination among the stakeholders has hindered complementary roles which are expected to spur growth and productivity in investment.

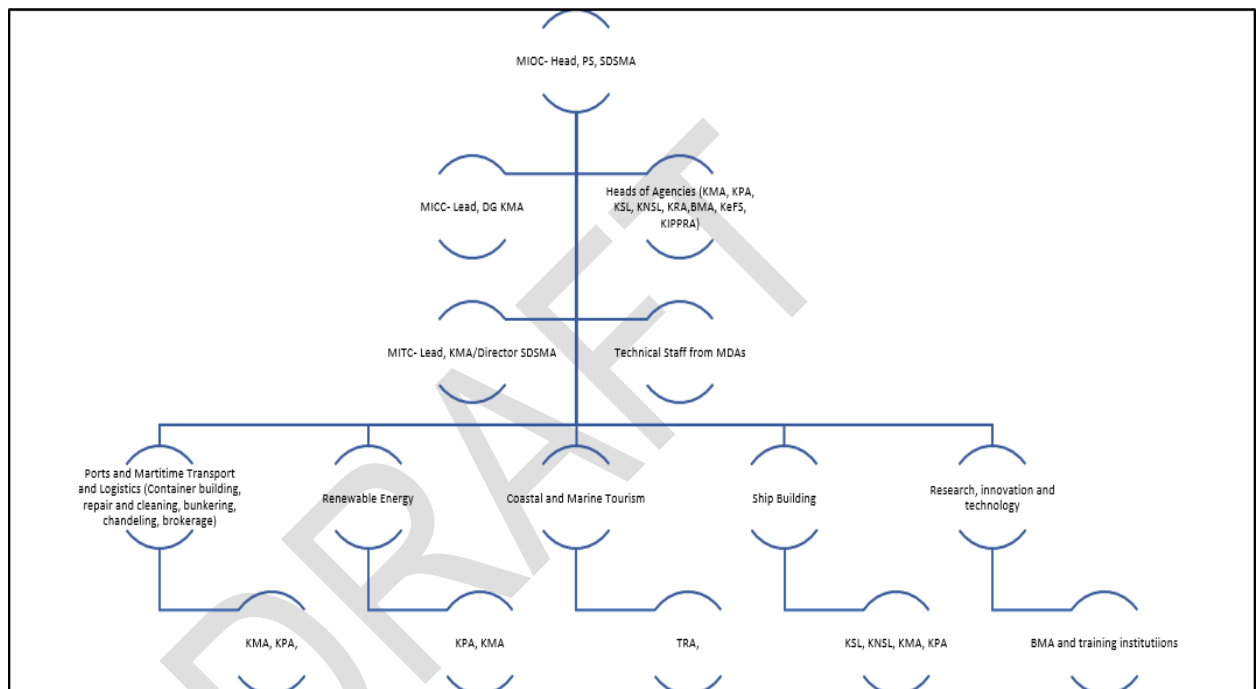
Towards this end the government will:

1. Establish an inter-ministerial committee to oversee the implementation of this policy. This shall be called Maritime Investments Oversight Committee (MIOC), and will comprise of the Principal Secretaries in maritime affairs and allied subsectors. It shall be chaired by the Principal Secretary for Shipping and Maritime Affairs.
2. Establish Maritime Investments Coordinating Committee (MICC) comprising of accounting officers in the Agencies in the maritime sector and allied sectors.
3. Establish Maritime Investments Technical Committee (MITC) comprising of technical officers nominated by the MDA in maritime and allied sectors.
4. Establish Maritime Investments Cluster Working Groups (MCWG) comprising of technical officers nominated by the MDA in specific clusters of the maritime and allied sectors.
5. Establish maritime cluster fund to support maritime and allied investment;
6. Establish a formula for sharing maritime investment funds among public institutions mandated to undertake investment activities.
7. Establish maritime investment brokerage regime to regulate and promote maritime investment advisory services.
8. Establish an intergovernmental investment forum to coordinate investments requiring National and County governments cooperation or/and contribution.
9. The Cabinet secretary in charge of maritime affairs will oversee the implementation of the maritime investment policy.

10. Kenya Maritime Authority in collaboration with the government agency in charge of investment promotion will coordinate the investments promotion for the maritime industry and undertake monitoring and evaluation.

11. Government Agencies in the maritime and allied subsectors shall undertake and coordinate investments in respective mandates.

The following Policy Implementation Organogram shall inform the coordination and implementation of this policy



5.2. Institutional Framework

5.2.1. Interagency Arrangements

The successful implementation of this Policy will require a coordinated whole-of-government approach involving National Government Ministries, Departments and Agencies (MDAs), County Governments, the private sector, development partners, financial institutions, research and training institutions, and regional organizations. Recognizing the cross-cutting nature of maritime investment, institutions shall collaborate within their respective statutory mandates to promote a predictable, efficient and investor-friendly environment.

- a. Interagency collaboration shall be guided by the principles of shared responsibility, complementarity of mandates, transparency, accountability and evidence-based decision-

making. The implementation framework shall promote integrated planning, coordinated policy implementation, information sharing, joint resource mobilization, harmonized regulatory processes and periodic performance reviews to eliminate duplication and improve service delivery.

- b. To facilitate seamless investment promotion and investor support, the Government shall strengthen institutional linkages through formal cooperation mechanisms, including Memoranda of Understanding (MoUs), Technical Working Groups, Joint Steering Committees and other collaborative arrangements where necessary. These mechanisms shall support coordinated implementation of investment promotion activities, development of bankable projects, regulatory reforms, investment facilitation, monitoring and evaluation, and resolution of cross-cutting implementation challenges.
- c. The Kenya Maritime Authority, working in collaboration with the Government agency responsible for investment promotion, shall coordinate maritime investment promotion initiatives, maintain a framework for interagency collaboration, and support monitoring and reporting on Policy implementation, while each participating institution shall remain responsible for implementing activities falling within its statutory mandate.
- d. To strengthen coordination between the National Government and County Governments, appropriate intergovernmental consultation mechanisms shall be established to support planning, promotion and implementation of maritime investments, particularly in areas requiring shared infrastructure, joint financing, investment promotion and integrated Blue Economy development.

5.2.2. Stakeholder Interests and Responsibilities

The following stakeholder groups were identified as relevant throughout the policy formulation process;

Stakeholder category	Stakeholder interests	Responsibilities
1. Investors and entrepreneurs	Investment profiles, funds Enabling environment	Investments and compliance
2. Government institutions	Regulatory Enforcement promotion	Regulation, supervision and development
3. Financial Institutions	Providing financial services to the sector	Financing
4. Development Partners	Capacity development	Financing and technical capacities
5. Research and Training	Conducting research or/and developing human resource capacity.	Innovations and solutions
6. Regional Bodies	Regional agreements/ treaties in maritime trade and investment	Diplomacy and relations
7. Business and Logistics	Efficient supply of goods and services, Trade, imports, and exports	Investments and compliance
8. Communities	Employment opportunities Improvement in social amenities and infrastructure	Consumption and labour
9. Education and training institutions	Education and training opportunity for learners	Skills development
10. Civil society organizations	Protection and promotion of public interests	Public participation and professionalism

5.3. Legal and Regulatory Framework

The implementation of this Policy shall be anchored on the Constitution of Kenya, existing national legislation, regional instruments and international conventions ratified by Kenya relating to maritime transport, trade, investment and the Blue Economy. The Policy shall complement, and

not replace, existing legal and institutional frameworks governing maritime investment and shall be implemented in accordance with the statutory mandates of the respective institutions.

- a. The Government shall undertake continuous review and harmonization of maritime, investment, trade and fiscal legislation to promote a transparent, predictable and competitive investment environment. Particular emphasis shall be placed on eliminating regulatory overlaps, streamlining licensing and approval processes, strengthening investor protection, and aligning sector legislation with emerging technologies, international best practices and Kenya's regional and international obligations.

To support effective implementation of this Policy, the Government shall:

- b. Review and harmonize existing legislation, regulations and administrative procedures affecting maritime investment to enhance regulatory coherence and ease of doing business;
- c. Develop or amend subsidiary legislation, regulations, guidelines and standards necessary to operationalize the Policy;
- d. Domesticate and implement relevant regional and international maritime instruments that promote investment, trade facilitation, environmental sustainability and maritime safety;
- e. Promote a coordinated and predictable regulatory framework that supports innovation, public-private partnerships, digital transformation and sustainable maritime investments;
- f. Periodically review fiscal and non-fiscal incentive frameworks to enhance Kenya's competitiveness as a regional maritime investment destination; and
- g. Strengthen institutional capacity for regulatory enforcement, compliance monitoring and dispute resolution to promote investor confidence and safeguard public interest.
- h. The Government shall further encourage close collaboration among regulatory agencies to facilitate coordinated implementation of legal reforms, promote regulatory certainty and ensure that the maritime investment framework remains responsive to evolving national priorities, regional integration initiatives and global developments in the maritime sector.

5.4. Resource Mobilization and Funding Framework

Implementation of this Policy shall be supported through a coordinated and sustainable resource mobilization framework aimed at mobilizing adequate financial, technical and institutional resources to facilitate maritime investments and accelerate growth of the Blue Economy.

The Government shall mobilize resources through:

- a. Annual budgetary allocations by the National Government and County Governments for maritime investment programmes within their respective mandates;
- b. Public-Private Partnerships (PPPs) for the development, financing and operation of strategic maritime infrastructure and services;
- c. Development partner support, grants, technical assistance and concessional financing;
- d. Private sector investment, including domestic, foreign and diaspora investment;
- e. Climate finance, Blue Economy financing mechanisms, blended finance and other innovative financing instruments;
- f. Establishment of a Maritime Cluster Fund (MCF) to mobilize, coordinate and catalyse financing for strategic maritime investment projects, enterprise development, research and innovation, human capital development, infrastructure development and other priority initiatives across the maritime value chain; and
- g. Any other lawful sources of funding approved by the Government.
- h. The Maritime Cluster Fund shall operate as a strategic financing mechanism to complement existing public financing arrangements by leveraging Government resources, development partner support and private capital to accelerate investment in priority maritime sectors. The Fund may support feasibility studies, project preparation, innovation, capacity building, MSME development, technology adoption and other catalytic interventions that enhance the competitiveness of Kenya's maritime industry.
- i. Implementing institutions shall integrate the Policy priorities into their Strategic Plans, Annual Work Plans and Medium-Term Expenditure Framework (MTEF) budgets to ensure sustainable financing. The Government shall further strengthen collaboration with financial institutions, development partners and the private sector to improve access to affordable financing and promote investment across the maritime value chain.

6. POLICY MONITORING AND EVALUATION, REPORTING AND REVIEW

6.1 Introduction

The implementation of the Kenya Maritime Investment Policy shall be supported by a comprehensive Monitoring, Evaluation, Reporting, Learning and Review (MERL) framework designed to track implementation progress, assess achievement of policy objectives, promote accountability, facilitate evidence-based decision-making and provide a basis for continuous improvement. The MERL framework will ensure that policy implementation remains responsive to emerging opportunities, risks and changing dynamics within the maritime investment environment.

The framework shall be coordinated by the Ministry responsible for Maritime Affairs through the Kenya Maritime Authority in collaboration with the institutions responsible for implementation of the Policy. Monitoring and evaluation activities shall be integrated into the Government planning, budgeting and performance management systems to ensure that implementation progress is regularly assessed and corrective measures undertaken where necessary.

6.2 Monitoring

Monitoring shall be a continuous process undertaken throughout the implementation period of the Policy to assess progress in implementing policy interventions and achieving planned outputs and outcomes. It shall focus on tracking implementation of policy actions, resource utilization, institutional performance, investment flows, progress of flagship projects, effectiveness of investment incentives and contribution of investments towards the growth of the maritime sector.

All Ministries, Departments, Agencies, County Governments and other implementing institutions shall collect, maintain and submit data relating to maritime investments within their respective mandates. Each institution shall establish appropriate internal monitoring mechanisms and designate officers responsible for coordinating monitoring activities and submission of periodic reports.

The Kenya Maritime Authority, working closely with the Ministry responsible for Maritime Affairs, shall consolidate implementation information received from implementing institutions and prepare sector-wide implementation progress reports. The Maritime Investments Technical

Committee (MITC) shall undertake technical reviews of implementation progress and provide recommendations to the Maritime Investments Coordinating Committee (MICC), while the Maritime Investments Oversight Committee (MIOC) shall provide strategic policy oversight and direction.

Monitoring shall utilize clearly defined performance indicators, annual work plans, implementation schedules and the Policy Results Framework (M&E framework).

Data shall be collected through administrative records, project reports, institutional and integrated databases (Data Bank), field monitoring missions, stakeholder consultations, investor surveys and national statistical systems. Where appropriate, digital information management systems shall be utilized to facilitate timely reporting and analysis.

Periodic joint monitoring missions involving government institutions, county governments, private sector representatives and development partners may be undertaken to validate implementation progress, identify emerging challenges and recommend corrective actions.

6.3 Evaluation

Evaluation shall be undertaken periodically to determine the relevance, effectiveness, efficiency, sustainability and impact of the Kenya Maritime Investment Policy. The evaluation process shall assess the extent to which the Policy has achieved its intended objectives, outcomes and overall contribution to maritime investment, economic growth, employment creation and development of the Blue Economy.

Where necessary, thematic evaluations may be undertaken to assess specific areas such as investment promotion, public-private partnerships, maritime infrastructure development, investment incentives, maritime education and training, environmental sustainability or institutional coordination. Independent evaluations may also be commissioned to provide objective assessment of implementation performance.

6.4 Reporting

Reporting shall provide regular information on implementation progress, emerging issues, resource utilization and achievement of results. It shall facilitate accountability among implementing institutions and provide timely information for management decision-making.

Implementing institutions shall prepare quarterly and annual implementation reports based on agreed reporting templates and performance indicators. The reports shall include progress made in implementation of planned activities, achievements against targets, challenges encountered, mitigation measures undertaken and priorities for the subsequent reporting period.

The Kenya Maritime Authority shall consolidate institutional reports into an Annual Maritime Investment Status Report highlighting overall sector performance, investment trends, implementation progress, emerging investment opportunities, challenges and policy recommendations. The report shall be submitted to the Cabinet Secretary responsible for Maritime Affairs and shared with relevant Ministries, Departments and Agencies, County Governments, development partners, investors and other stakeholders.

Reporting shall also support national planning and budgeting processes by providing evidence on policy performance and informing future resource allocation. To enhance transparency and accessibility of information, appropriate digital platforms may be utilized for dissemination of approved reports and investment statistics.

6.5 Learning

Learning shall be an integral component of policy implementation and shall ensure that experiences, lessons and good practices generated during implementation are systematically documented, shared and utilized to improve future interventions.

Knowledge generated through monitoring, evaluations, research, stakeholder consultations and implementation experiences shall be analysed and integrated into planning, policy implementation and institutional decision-making processes. Implementing institutions shall document innovations, successful investment models, challenges encountered and lessons learned to facilitate continuous improvement.

The Ministry responsible for Maritime Affairs shall periodically convene stakeholder forums, technical workshops and knowledge-sharing platforms to review implementation experiences, exchange best practices and promote collaboration among public institutions, private sector investors, research institutions, development partners and county governments.

Lessons emerging from implementation shall inform revisions of investment strategies, institutional arrangements, operational guidelines and future maritime investment programmes. Research findings and innovations generated by universities, research institutions and the private sector shall also be incorporated into policy implementation to promote evidence-based decision-making and enhance the competitiveness of Kenya's maritime sector.

6.6 Policy Review

The Kenya Maritime Investment Policy shall be reviewed periodically to ensure that it remains relevant, responsive and aligned with national development priorities, emerging investment trends and international obligations.

The review process shall be informed by monitoring reports, evaluation findings, research, stakeholder consultations and emerging developments within the maritime sector. Particular attention shall be given to changes in the global maritime industry, technological advancements, climate change, regional integration initiatives, investment patterns and evolving legal and regulatory frameworks.

A comprehensive review of the Policy shall be undertaken after every ten years or earlier where significant changes in the operating environment necessitate policy revision. The review process shall involve consultations with National Government institutions, County Governments, the private sector, investors, financial institutions, development partners, academia, civil society organizations and other relevant stakeholders.

Recommendations arising from the policy review shall guide revision of policy objectives, implementation strategies, institutional arrangements, investment priorities and performance indicators to ensure that the Policy continues to effectively support sustainable growth and competitiveness of Kenya's maritime sector.