GOVERNANCE PRACTICES AND EXPLOITATION OF THE BLUE ECONOMY AT KENYA MARITIME AUTHORITY IN MOMBASA COUNTY

SYBIL AWINO OCHIENG

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW, ARTS, AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE IN PUBLIC POLICY AND ADMINISTRATION AT KENYATTA UNIVERSITY

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DECLARATION

This research project is my original work and has not been submitted for examination to any other institution.

Signature……. Date…….

SYBIL AWINO OCHIENG

C153/CTY/PT/20322/2022

SUPERVISOR

This research project has been submitted with my approval as the university supervisor.

Signature……. Date……

DR. WILSON MUNA, PhD.

Department of Public Policy and Administration

Kenyatta University.

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ABBREVIATIONS AND ACRONYMS

BE	Blue Economy
BMUs	Beach Management Units
KMA	Kenya Maritime Authority
OECD	Organization for Economic Co-operation and Development
PSC	Public Service Commission
SDG	Sustainable Development Goals
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme

OPERATIONAL DEFINITION OF TERMS

Accountability: refers to the duty of individuals, organizations, or institutions to justify their actions, and resolutions to the stakeholders and take responsibility for the results. It entails audits, accounting systems, budgeting, procurement, and cost management.

Exploitation Blue Economy: means using ocean resources in a way that boosts economic growth, creates jobs, and enhances people's lives while maintaining a healthy ocean environment. In this study exploitation of the blue economy will be evaluated using an increase in revenue, creation of employment opportunities, technological innovation, and conservation of biodiversity.

Efficiency: refers to the degree to which institutions are authorized and capable of carrying out their responsibilities. In this context, efficiency will be evaluated using, capacity building, technological innovation, monitoring of performance, and production.

Equitable practices: refer to a fair distribution of benefits, opportunities, and burdens among all stakeholders, particularly emphasizing inclusion, gender equality, and participation.

Governance practices: the processes, structures, and behaviors that organizations, institutions, or governments employ to ensure effective decision-making and overall responsible management. In this context, it refers to stakeholder engagement, accountability, efficiency, and equitable practices.

Stakeholder engagement: the method by which an organization proactively engages individuals, groups, or entities that have an interest in or are affected by its activities, decisions, policies, or outcomes. It entails communication, collaboration, responsiveness, and feedback mechanisms.

ABSTRACT

The blue economy, encompassing industries and activities such as fishing, shipping, tourism, and offshore energy, has become a crucial driver of sustainable development and economic growth for many coastal nations. In Kenya, with its extensive coastline and strategic maritime location, the potential for a robust blue economy is significant. However, realizing this potential requires effective governance practices to ensure sustainable and equitable exploitation of maritime resources. The Kenya Maritime Authority (KMA), as the primary regulatory body overseeing the country's maritime sector, plays a critical role in shaping governance practices that guide the exploitation of the blue economy. Despite the importance of the blue economy industry, the sector still faces challenges including, institutional weaknesses, usage of unsuitable tools and technology, lack of transparency, inadequate enforcement of regulations, and limited stakeholder engagement, which may lead to unsustainable exploitation of marine resources, environmental degradation, and inequitable benefits distribution. It was from this backdrop that the study sought to examine the effects of governance practices on the exploitation of the blue economy at Kenya Maritime Authority in the County of Mombasa. The research specifically looked at how accountability, efficiency, stakeholder engagement, and equitable practices affected the exploitation of the blue economy. The study was based on stakeholder, agency, and tragedy of the commons theories. Descriptive research was employed together with purposive and stratified random sampling. A sample of 129 was selected from the target population of 190 consisting of KMA's personnel involved in policy decision-making, representatives from associations regulated by the Authority, and non-governmental organizations involved in maritime affairs in Mombasa County. A Pilot study was conducted at Kenya Ports Authority. Semi-structured questionnaires and interview schedules encompassed the research instruments. Reliability of research instruments was ensured using Cronbach's alpha of more than 0.7 value. The study yielded both numerical and qualitative data for assessment. Numerical data was gauged into descriptive and inferential statistics which were presented using frequencies, modes, means, graphs, standard deviation, correlations, and regression analysis. The qualitative data was analyzed thematically and presented in narratives forms. The study strictly observed ethical guidelines such as confidentiality, anonymity, and consent throughout the entire survey. The correlation coefficient ($R = 0.713$) suggests a strong positive relationship between the predictors; accountability practices, efficiency practices, stakeholder engagement, and equitable practices and the dependent variable, exploitation of the blue economy. The R Square value of 0.508 indicates that approximately 50.8% of the variance in the exploitation of the blue economy can be explained by these governance practices. The study conclusively demonstrates that accountability, efficiency, stakeholder engagement, and equitable practices are critical components influencing the exploitation of the blue economy at Kenya Maritime Authority. The study indicated that enhanced accountability mechanisms within KMA lead to improved management of marine resources. The national government should reinforce accountability frameworks within KMA to ensure transparency and responsibility in resource management. This could involve establishing stringent monitoring and evaluation mechanisms to track the effectiveness of governance practices in the blue economy. Additionally, the government should facilitate capacity-building initiatives that empower KMA personnel with the necessary skills and knowledge to implement best practices in governance.

CHAPTER ONE

INTRODUCTION

1.1Background of Study

The Blue economy concept was introduced at the United Nations Rio+20 Conference in June 2012. Blue economy refers to the prudent utilization of marine resources to maintain livelihoods, economies while preserving the ocean ecosystems (The World Bank,2017). The sector includes deep sea mining and seabed extractive industries, underwater cabling, renewable energy, marine genetic resources, biotechnology, maritime shipping, fishing, aquaculture, and coastal tourism (UNECA, 2014; UNEP-WCMC and GRID, 2021).

For multiple nations, the oceanic, coastal, and maritime zones serve as a vital building block for sustainable development (Olteanu & Stinga, 2019). The ocean can bring about wealth and economic advancement, employment, and innovation, according to the OECD (2016), which labels it as the next great economic frontier. UNDP (2023) estimates that the marine habitats and resources that sustain the ocean industries contribute one to five percent of the Gross Domestic Product. More than a billion people worldwide rely mostly on fish for protein needs. Through research, coastal and marine tourism, aquaculture, and fishing, the seas support about 350 million jobs. While the blue economy holds promise for economic development and progress, unchecked and unsustainable exploitation can have significant impacts on marine ecosystems (European Union Blue Economy Report, 2022).

The execution of the blue economy idea has led to the search for effective and efficient governing techniques. Governance of the blue economy includes a variety of concerns, including stakeholder involvement, policy coordination, and institutional frameworks

(Youssef 2023). According to Uppiah & Appadoo (2022), blue governance offers the guidelines and instruments required to guarantee the prudent utilization and governance of maritime resources. The fight for reducing poverty and promoting sustainable human development and growth is still centered on better governance of water resources and services, according to the UNDP Strategic Plan (2014–2017).

Globally, despite the term's widespread use in regional and international political discourse, there is still little control of the blue economy (Wuwung et al 2022). According to the United Nations (2022), progress towards reaching Sustainable Development Goal 14 has been limited. The United Nations and the European Union have both created long-term strategies to support the blue economy. These strategies aim to implement inclusive, climate-resilient, blue economy policies that lessen human impact to facilitate blue economic benefits. The legal foundation for achieving these objectives is provided by the United Nations Law of the Sea Convention (UNCLOS), which lays out the guidelines that must be followed for all operations taking place in the oceans and seas.

In the United States, the blue economy is a significant contributor to economic activity, with an estimated worth of over $373 billion and supporting approximately 2.3 million jobs as of 2019 (NOAA, 2020). However, the exploitation of marine resources has raised concerns regarding overfishing, habitat destruction, and pollution, driven partly by governance deficiencies such as fragmented management and inadequate enforcement (Cooper, 2021). The U.S. employs a combination of federal, state, and local governance mechanisms, yet challenges persist in harmonizing these frameworks for effective resource management (Klein, 2020).

In the Indian and Atlantic oceans, Guerreiro (2022) conducted a study on ocean governance, blue growth, and maritime policy. India has emerged as a significant player in the blue economy, with a coastline of over 8,000 km supporting extensive fishing, shipping, and tourism activities (Sundar, 2021). Governance practices in India are characterized by a complex federal structure with multiple agencies involved in resource management, often leading to overlapping policies and weak coordination (Jha & Singh, 2022). Overfishing and habitat destruction are prevalent issues, compounded by governance challenges such as inadequate enforcement and insufficient community engagement (Ghosh, 2020).

In Africa, the blue economy's vast potential remains untapped (Anami, 2023). The African Union's Agenda 2063, the 2014 Africa's Integrated Maritime Strategy (2050 AIMS), the 2014 Policy Framework and Reforms Strategy for Fisheries and Aquaculture in Africa (PFRS), the 2015 UN Agenda 2030 (Sustainable Development Goals, SDGs), and the 2016 African Charter on Maritime Security and Safety and Development in Africa (Lome Charter) are just a few African and international policies and initiatives that advocate for the blue economy according to Africa Blue Economy Strategy (2019). Despite these efforts, the Strategy notes that significant institutional and governance challenges persist, hindering Member States' ability to formulate and implement blue economy policies.

In East Africa the blue economy concept has also been embraced with support from the United Nations Nairobi Convention and the Conference of Parties 8 resolution, which calls for improved ocean governance to boost the sector’s activities within the region. According to a study by Thoya, Horigue, Möllmann, Maina, and Kerstin (2022), policy challenges in Kenya and Tanzania's blue economy have restricted fishermen's

involvement in decision-making, resulting in disparities in the implementation of the blue economy.

Nigeria's blue economy is rapidly growing, driven by oil exploration, fishing, and offshore gas activities. However, governance practices have been criticized for lacking transparency and enforcement, leading to environmental degradation and resource depletion (Oladipo, 2022). The Nigerian government's policies are often reactive rather than proactive, with weak institutional capacities hindering sustainable exploitation (Adewuyi & Oladipo, 2023). Overfishing and pollution have resulted in declining fish stocks and compromised marine ecosystems, undermining economic gains.

In Kenya, the blue economy is now considered the eighth key sector in the Economic Pillar of the Vision 2030. The Strategic Plan for the State Department for the Blue Economy and Fisheries (2023–2027) outlines various objectives aimed at enhancing the sector. These objectives emphasize securing additional funding, developing skills, boosting the quality and efficiency of services, strengthening overall sector capabilities, and promoting effective governance.

Despite all these efforts, the blue economy sector still faces challenges. According to UNDP (2018), some of the challenges include unauthorized and illicit fishing, armed robbery and piracy, maritime terrorism, illicit crude oil trade, oil spills that degrade marine ecosystems, the disposal of hazardous waste, unauthorized sand harvesting, and the devastation of coastal forests and coral reefs. According to UNEP-WCMC and GRID (2021), the blue economy is not treated as a standalone policy, leading to limited collaboration among different stakeholders in the sector. Increasing unsustainable economic activity in the ocean is deteriorating its health and constraining the potential of the ocean economy (OECD, 2023).

In Kenya, challenges highlighted by the Council of Governors (2024), Muigua (2023), and Kiswaa (2020) include insufficient funding, an ineffective benefit-sharing system, limited citizen involvement, fragmented coastal zone management, a shortage of skills and technical expertise, and a drop in biodiversity. UNDP (2023) states that overcoming these issues requires robust policy frameworks and governance that take into account social, economic, and environmental factors.

The Constitution of Kenya (Article 10) outlines key governance principles, including the protection of vulnerable groups, democracy, public participation, equity, inclusivity, human rights, non-discrimination, transparency, accountability, and sustainable development. These principles are also endorsed by various international bodies (Coetzee, 2017). In the context of the blue economy, they promote responsible and sustainable management of maritime resources, ensuring fairness and environmental protection. Additionally, Article 69 assigns the state responsibility for the eco-friendly and equitable distribution of maritime resources.

Kenya Maritime Authority (KMA), a statutory body established under (Kenya Maritime Act of 2006), is responsible for regulating, coordinating, and overseeing maritime matters, as detailed in Section 5(1) of the Act. Its responsibilities include enforcing maritime laws, international conventions, treaties, and agreements; developing and maintaining maritime infrastructure such as ports and harbors; ensuring the safety and security of maritime operations; conducting and coordinating research related to the blue economy; participating in capacity-building programs to enhance stakeholders' skills and knowledge; and fostering local and international partnerships to exchange best practices. This contributes to global efforts for the sustainable use of the blue economy. When making and implementing public policy, the authority adheres to the governance principles set out in the Kenyan Constitution.

1.2 Statement of the Problem

The exploitation of the blue economy continues to face several challenges, including limited citizen involvement, inadequate funding, institutional weaknesses, sector-specific planning, bureaucracy, conflicting institutional interests, misaligned priorities, insufficient legislation and enforcement, inadequately trained staff, and inappropriate technology (Muigua, 2018; Muigua, 2023). Weak governance structures are noted as a significant barrier to achieving national goals and adhering to governance principles outlined in the Kenyan Constitution (Article 10). Compliance with these principles is below average, with a 46% compliance index across public agencies (PSC Report, 2023). The link between governance practices and the blue economy's exploitation has not been thoroughly investigated, highlighting a knowledge gap that needs addressing. For example, Njiru, Mutungi, and Ochieng (2020) investigated the impact of marine security on the utilization of the blue economy in Mombasa County. Their study revealed that while there are ongoing efforts to develop and implement a robust legal and regulatory framework, pollution and piracy remain significant obstacles to the effective use of maritime resources.

The exploitation of marine resources in Kenya remains problematic, largely due to inadequate governance practices that fail to effectively regulate activities such as fishing, shipping, tourism, and offshore resource extraction (Munga et al., 2020). The Kenya Maritime Authority (KMA) is tasked with overseeing maritime activities, but reports indicate persistent challenges in enforcement, stakeholder coordination, and policy implementation, leading to overexploitation, illegal fishing, environmental degradation, and resource depletion (Otieno et al., 2021). These issues threaten the sustainability of Kenya’s blue economy and undermine efforts to promote sustainable development goals (SDGs), particularly SDG 14, which aims to conserve and

sustainably use oceans, seas, and marine resources (Kenya National Bureau of Statistics, 2022).

Using the Kenya Maritime Authority in Mombasa County as a case study, it is clear from earlier research that not much has been done on how governance practices affect the exploitation of the blue economy. To close the information gap, this study will look at how governance practices affect the exploitation of the blue economy. Specifically, accountability, efficiency, equitable practices, and stakeholder engagement are highlighted as crucial governance practices that are embedded in the current institutional and regulatory frameworks.

1.3 Objectives of the Study

The main aim of this study was to determine how governance practices affect the exploitation of the blue economy, focusing on the Kenya Maritime Authority in Mombasa County. The study specifically objectives were:

i. To investigate the effect of accountability practices on the exploitation of the blue economy.

ii. To assess how efficiency practices, affect the exploitation of the blue economy.

iii. To evaluate the effect of stakeholder engagement on the exploitation of the blue economy.

iv. To ascertain how equitable practices, affect the exploitation of the blue economy.

1.4 Research Questions

i. What is the effect of accountability practices on the exploitation of the blue economy?

ii. To what extent do efficiency practices influence the exploitation of the blue economy?

iii. How does stakeholder engagement affect the exploitation of the blue economy?

iv. In what ways do equitable practices affect the exploitation of the blue economy?

1.5 Justification and Significance of the Study

The Kenya Maritime Authority, located in Mombasa, was a significant player in the regulation and supervision of marine activities, making it an entity worth studying. Mombasa County, where the Authority was headquartered, was ideally placed along the Indian Ocean, making it a major center for maritime activities. Mombasa faced both challenges and opportunities in capturing the potential of the blue economy. Issues such as illegal fishing, environmental conservation, and sustainable resource utilization were critical aspects of leadership in the maritime sector. Addressing governance practices in the exploitation of the blue economy was crucial for sustainable development. Effective governance ensured responsible management of marine resources, prevented overexploitation, and promoted conservation efforts, safeguarding ecosystems for future generations. This in turn ensured economic stability which encouraged investments, job creation, and overall economic growth. Poor governance could lead to environmental degradation, economic instability, and social inequalities, undermining the long-term usefulness of blue economy initiatives.

This research is essential to filling the knowledge gap about the influence of governance practices on the blue economy specifically focusing on the role of the Kenya Maritime

Authority whose one key role is to oversee and manage the execution of maritime policy. By addressing the highlighted challenges and gaps, the study aims to provide policymakers, regulatory bodies, and stakeholders with essential insights and recommendations to enhance the effectiveness of governance mechanisms and ensure sustainable development.

1.6 Scope of the Study

Contextually, the research narrowed down to governance practices and exploitation of the blue economy. Governance was assessed in light of accountability, efficiency, and equitable practices as well as stakeholder engagement. Geographically, the study was carried out at Kenya Maritime Authority Headquarters in Mombasa County which was located in the coastal area of Kenya. The study focused on officials working at Kenya Maritime Authority, associations regulated by the Authority, and non-governmental organizations involved in maritime activities in Mombasa County.

1.7 Limitations of the Study

The researcher likely experienced issues of non-disclosure of information during interviews since the respondents may have been unwilling to give details about the study topic due to fear of breaching the workplace code of conduct. This led to insufficient data collection to provide comprehensive deductions. To address this, the researcher presented the research authority letter from Kenyatta University to the participants and reassured them that the information provided would be confidential and only used for research purposes.

Accessing the respondents was also a challenge due to lengthy approval processes. This was addressed by initiating contact with the organization early to navigate bureaucratic processes and obtain necessary permissions from the senior management

of the Authority. Respondents may have had time constraints or other commitments that made it difficult for them to participate. The researcher addressed this by making prior appointments and also considered methods such as online surveys to allow respondents to participate at their convenience.

The blue economy was a contemporary issue in developing countries, and respondents may have been unfamiliar with the terms and ideas within this sector. This was mitigated by the use of simple language and the provision of clear explanations, definitions, or examples to ensure respondents understood the key terms before the collection of data. In addition, the researcher carried out pilot studies to identify potential areas of confusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section contains literature related to the variables under study. It examines empirical evidence on the exploitation of the blue economy, governance practices, accountability practices, efficiency practices, stakeholder engagement, and equitable practices in relation to the blue economy. Additionally, the chapter outlines the theories that guided the study, including stakeholder theory, the tragedy of commons theory, and agency theory. Finally, the chapter presents the conceptual framework that the study adopts.

2.2 Empirical Review

2.2.1 Exploitation of the Blue Economy

In Indonesia, a study by Wenhai et al. (2019) acknowledged that maritime transportation, development of marine fisheries, tourism, material production industries, and energy that have blue economy connotations highlight progressive development around the concept. The nation has also carefully strengthened its trade and infrastructural ties, developed demonstration zones, encouraged technical advancement, and enhanced both its land and maritime industries through national programs.

In the Atlantic and Indian Oceans, Guerreiro (2022) carried out research on ocean governance, blue growth, and maritime policy. Most sub-Saharan African countries, according to the study's findings, are drafting blue economy initiatives, and their governments, institutions, and legal frameworks are gradually embracing the idea. The study however noted deeper political impacts as the setback to this initiative specifically

among the Small Islands Developing States such as Tomé and Príncipe, Madagascar, Cape Verde, Mauritius, and Seychelles. The study above focused on maritime policy, governance, and blue growth whereas the current study will focus on how governance practices affect the exploitation of the blue economy in Mombasa County, Kenya.

In the Gulf of Guinea, Popoola and Olajuyigbe (2023) evaluated the status of the blue economy and offered ideas for effective implementation. The efforts aimed at marine conservation, regional cooperation, management techniques, and strategic frameworks of each member state were investigated through a qualitative research methodology. Research indicates that the Gulf of Guinea is already seeing activity related to the blue economy; however, problems like rapid increase in population, rural-urban migration, piracy, unsustainable human activities, weak institutional frameworks, and climate change hinder this transformation.

In Kenya Matuga, Simba & Mdawe (2019) evaluated the determinants of the blue economy performance. The study's particular objectives were to ascertain how human capital development affects Kenya's blue economy performance and how maritime transport infrastructure affects it. The research utilized a cross-sectional survey research strategy aiming at collecting a huge number of qualitative and quantitative data to address the formulated hypotheses. The study found that the growth of Kenya's port infrastructure, shipbuilding industry, and cargo storage promotes the country's blue economy.

In Mombasa County Kenya, Kibuthu (2020), examined opinions about how Mombasa County's growth is affected by the blue economy sectors including fishing, tourism, and maritime transportation using a descriptive and mixed-method research approach. The study found that Mombasa County benefited from the rise of the fishing industry,

maritime transportation, and tourism. However, small-scale fisheries received little assistance from the national government. Ferries were rare in maritime transportation, and social responsibility was lacking in the tourism industry. The study suggests that small-scale fishing be encouraged and ferry capacity raised by the public and commercial sectors.

2.2.2 Governance Practices

In Malaysia, Saidin, Badara, and Ahmi (2019) assessed good governance practices within public sector institutions by examining ten essential elements according to international best practices. These elements encompassed the Board of Directors, Audit Committee, several sub-committees, Values and Code of Ethics, Stakeholder Relations, Risk Management, Internal Controls, Internal Auditing, Integrity, and Performance Evaluation. Their research involved analyzing annual reports from six public sector organizations using secondary data in a qualitative approach. The study found that federal statutory bodies were adhering to these international governance standards. However, it was limited to six federal statutory bodies and focused only on non-financial information in annual reports. The research could have been enhanced by including primary data from focus group discussions and interviews with key figures in public sector governance.

Aysan, Bakkar, Ul-Durar & Kayani (2023), examined how governance impacts natural resource management using a qualitative review of existing literature. They found that good governance involves three key aspects: effectiveness, engagement, and efficiency, and identified three main challenges: capacity, connection, and knowledge. The study suggested that developing countries might need more decision-making power, and extra resources to tackle major resource issues and conflicts. In contrast, developed countries

often face problems with policy consistency and aligning stakeholder goals. While their study focused broadly on natural resource management, the current research aims to explore how governance practices affect the blue economy.

Donen (2018), analyzed and evaluated the status of good governance in South Africa, Nigeria, Botswana, and Zimbabwe. The study used phenomenological tradition and it was based on qualitative research. They recognized that, when it comes to governance, Africa has traditionally been linked with bad outcomes and it is characterized by circumstances like hunger, civil conflict, poverty, and corruption, which imply that there is neither equality nor order on the continent. Their assessment recognized that there are investments that will greatly enhance economic growth and development could be among the benefits that Africa could receive from excellent governance standards. The study above assessed governance generally and concentrated on key elements of governance such as openness, legality, involvement of the public, responsibility, reactivity, inclusivity, consensus-oriented, and efficiency while this study will concentrate on accountability, stakeholder engagement, efficiency, and equitable practices. In addition, their analysis was a comparative study of four African countries whereas the current study is a case study in Mombasa County, Kenya specifically on the blue economy sector.

In Seychelles, Benzaken, Voyer, Pouponneau and Hanich, 2022) investigated the role of a blue economy as a means of change and good leadership as an integrating policy framework using a mixed method approach. Their analysis showed a mix of governance obstacles and achievements in putting into practice a blue economy as a comprehensive framework for policy. The challenges associated with governance encompassed the preservation of political momentum and a strategic focus, the adept handling of issues related to legitimacy, public sector culture, and technical and human capacity, as well

as effective communication and stakeholder involvement. The study was conducted in Seychelles a peculiar context; hence the inferences cannot be generalized in the local setup. Therefore, the current research aimed to fill the geographical gap.

2.2.3 Accountability Practices and Exploitation of the Blue Economy

In Australia, Davies and Hanich (2022), carried out a study on transparency in managing and conserving fisheries. They looked at the process of managing and conserving fisheries within the larger context of international law and policy for the regulation of marine resources. Their study took into account transparency issues at critical points in the process of conservation and management measures, such as the collection and exchange of data that serves as the basis for measures, the introduction and discussion of new measures in meetings of Regional Fisheries Management Organizations, and the monitoring and enforcement of Conservation and Management Measures (CMM) to guarantee their execution The study also explored how transparency measures could improve the effectiveness of fisheries conservation and management measures (CMM) in achieving their conservation and management goals. The study found that transparency is crucial for letting people take part in decision-making and making sure they can get the information they need. The above study focused on fisheries conservation and management while the proposed study will focus on the blue economy sector as a whole.

In Nigeria, Alkali and Imam (2016), conducted a study on accountability and environmental sustainability in the maritime sector using descriptive research design. Some of the problems facing the industry were the ports' inadequate internal ethics framework, their undeveloped systems, and lax enforcement procedures when it came to looking into complaints about bribe demands, and the ease with which payments

could be made. The study discovered that whistleblower complaint procedures and insider channels are not well-served by accountability measures in the marine industry. Furthermore, it was discovered that the industry's existing improvements are only partially being strengthened by decisions and policy compliance levels. Finally, the study discovered that there is no set training program for enhancing competence and ethics and that there is a wider discretionary power with little responsibility

In Kenya, Etiegnia, Kooya, and Irvine (2019), investigated the validity of co-management hypotheses on the recipients of the decentralization of decision-making authority by analyzing of political equity among fisherfolk organizations affiliated with Lake Victoria Beach Management Units (BMUs). Focused group discussions and unstructured interviews were used in the study. They determined how, where, and for whom more accountability may be effective in addressing the existing political inertia of fishermen, who make up the bulk of BMU membership, based on their analysis of the distribution of political power. They also determined the connections among the BMU officials' responsibility, the allocation of political power influencing co-management decision-making, and the empowerment of fishermen. They concluded by determining how additional social accountability mechanisms outside of elections might enhance resource users' elected leaders' accountability for better co-management results. The study discovered that, although being recommended as a means of guaranteeing representation and downward accountability, the election of organization leaders does not ensure political equity. The study was conducted in Lake Victoria region a different geographical location from the current study.

2.2.4 Efficiency Practices and Exploitation of the Blue Economy

Globally, the Food and Agriculture Organization of the United Nations Report (2022), highlighted the world view of the fisheries industry and the necessary practices to enhance the efficiency in the blue sector and its transformation to realize the 2030 goal of sustainable development. The report adopted an international policy perspective to highlight the necessary efficiency practices to implement in the global fisheries sector to fasten its efforts in supporting the Sustainable Development Goals (SDGs). The report implemented a qualitative research methodology through content analysis of a range of verified data and statistics that were collected globally. The report indicated that the 60 million tons of aquatic products valued at USD 151 billion produced in 2020 represented a fall of 8.4% in value and 10.5% in volume from the record highest production recorded in 2018. The report recommends that for the blue economy to achieve its optimal production within the fisheries sector, there should be enhanced monitoring at regional and national levels to minimize land-based pollution, inadequate monitoring control of fisheries, and over-exploitation of living marine resources. The report adopts a global outlook on the fisheries sector without addressing individual nations and their efficiency practices to ensure optimal exploitation of the blue economy, which makes the report less reliable on a national scale to Kenya's situation.

In Greece, Gavalas, Syriopoulos, and Roumpis (2022), investigated the ways that the efficiency of shipping companies is influenced by the adoption of various digital technologies. They evaluated the impact of digital adoption on efficiency within the maritime industry by analyzing cross-national firm-level data. According to the study, using digital technology is associated with significantly higher firm-level efficiency. The water transport segment appears to have a clearer relationship between digital adoption and production techniques, suggesting that the latter might be used as a kind

of substitute for regular worker input. The correlation between digital technology adoption and efficiency seems more evident for shipping companies that are already quite productive and can benefit from more technical and administrative expertise.

In Morocco, Hanine, Dinar, and Meftah (2023), investigated the role of innovation in the blue economy and the associated challenges. The study concluded that innovation is a strong lever for the growth of the blue economy sector. The research was based on primary sources of information specialized in the field of innovation in the maritime environment. The research brought out clusters of innovations such as Renewable Marine Energies, blue tech, and blue biotechnologies that were considered priority and promising to the blue economy in Morocco. The research was conducted in Morocco whereas the current study will be conducted in Kenya.

2.2.5 Stakeholder Engagement and Exploitation of the Blue Economy

In Portugal, France, United Kingdom, Spain, and Ireland within the North East Atlantic Sea basin, Depellegrin et al (2022) examined the role stakeholder engagement at both national and international sea basin scale plays in ensuring that the blue economy optimizes its potential to enhance a balanced socio-economic development of the globe's coastal areas and oceans using a mixed-method approach. Findings from the research revealed that 72% of the stakeholders within the North East Atlantic Sea basin do not recognize the blue economy's socio-economic potential despite the new strategic focus and policy instruments from the European Commission. The study further revealed that academic/research and public institutions are the main stakeholders in the blue economy, contrary to other sections of the maritime territories. From the study findings, Depellegrin et al. (2022) argued that although a clear blue economy policy focus exists at the international level, local and national levels are not comprehended,

aligned, and exploited. The gap in the study is that it relies only on the North East Atlantic Sea basin which creates massive bias since its recommendations are empirically appropriate in that region only.

In America, Mackenzie et al. (2019) studied the importance of stakeholder involvement in ocean observation They highlighted the roles of public-private partnerships and coordination frameworks, introducing key principles like innovation, effective communication, collaborative information sharing, and aligning on common goals. They also stressed that engaging stakeholders is crucial for achieving economic and social benefits. According to their study, ongoing funding depends on stakeholder involvement and communication. While their research focused on America, the current study will be conducted in Kenya.

In Kenya, Nkubitu, Sirera & Mwatha (2024) investigated how community involvement affects the effectiveness of the blue economy in the Indian Ocean using a cross-sectional survey design. Their research concluded that the provision of opportunities to the local people is essential in curbing the rebellion of blue economy projects. The above study focused on the involvement of the local people of Lamu County while the current study will involve diverse stakeholders participating in maritime affairs in Mombasa County which is a different geographical location.

2.2.6 Equitable Practices and Exploitation of the Blue Economy

In United States of America, Das (2023) examined many national and international policy papers on blue economy and concentrated on how disparities in the pursuit of ocean sustainability are caused by various hazards associated with these economies. The study noted the link between social justice and the ocean and found that social equity is often overlooked in national blue economy programs. The study concluded

that unregulated economic expansion can perpetuate unfair resource allocation patterns and injustices in the ocean as well as other domains. A deeper understanding is required to address the effects of the blue economy and blue growth on coastal livelihoods to anticipate, reduce, and resolve likely disputes. The study recommended looking into the root causes of conflict and doing more research on how the government responds to maintaining small-scale fisheries while supporting the goals of blue growth and a blue economy. The study above was conducted globally hence its inferences cannot be generalized into the Kenyan context.

In Mexico, Issifu, Dahmouni, Deffor and Sumaila (2023), examined the persistent social inequality in the blue economy and the allocation of expenses and rewards among various social groupings. They also discussed the importance of equity and the methods for achieving it. They concluded that projects aimed at conserving marine animals and other ocean-based activities that could conflict with the ocean sustainability goal could be harmed by the BE investments' failure to take equality into account. The study above was conducted globally hence its inferences cannot be generalized into the Kenyan context.

In Ukraine, Kormych, (2020), examined various international legal instruments on gender balance in the maritime sector. The research focused on international legal instruments that are sectoral and general that support gender balance in the maritime industry; the topics of rulemaking in the industry and the quirks of their rulemaking procedures; and the legal issues of putting the policies for the empowerment of women in the maritime industry into practice. As indicated by the figures showing women's low proportion in the industry, the study concluded that employment contacts in the maritime sector do not provide a sufficient regulatory framework for accomplishing the

purpose of integration. And recommended implementation of affirmative action-based policies to address the problem.

In Malaysia, Ong (2019), examined gender equity in the maritime sector from the perspective of religion's impact on women's empowerment. They looked at the ways Malaysian shipping corporations handled the employment of women as seafarers. Additionally, they discussed how Marine Education and Training Institutions (METIs) could support the maritime industry by increasing the enrollment of female students to meet demand. The study revealed that shipping companies' employment practices are not conducive to hiring women for their fleets. For Muslim female seafarers, the study found that they encounter problems such as demotivation and privacy. The study recommended review of employment policies to promote gender equality.

In Kenya, Ojwala (2023) conducted a thorough baseline investigation on gender parity in ocean science organizations. The study focused on: the views of students and staff, barriers to gender equality in ocean science, conflicts between gender policies and national standards, the gender balance in ocean science institutions, how gender inequality intersects with demographics, and effective practices for advancing gender equality. The study employed a mixed methods approach. The study found that the existing gender policies were ineffective, as gender and racial prejudices exist in ocean science organizations, and there are insufficient support systems for women to pursue further education, research, and employment. Women also have limited chances, particularly in leadership and decision-making roles. Given that this study solely looked at Kenyan ocean scientific institutions.

In Mombasa County, Kenya Atieno (2022) examined the part women play in the blue economy. The study focused on public organizations in Mombasa County that employ

women working in the maritime sector. Specifically, the study interrogated the involvement of women and the challenges they face in the blue economy sector. The study adopted both descriptive research and quantitative research designs. The study established that the level of women's involvement in the issues of the blue economy is still low and the quality of involvement is wanting. The study suggested that policymakers should create policies that encourage inclusion and ensure that women are integrated into the blue economy sector.

The above studies are based on different conceptual and contextual backgrounds, different findings, different study variables, and different demographic backgrounds, however, none of them specifically looked at governance practices and the exploitation of the blue economy case of Kenya Maritime Authority in Mombasa County hence creating the gap which the current study seeks to fill.

2.3 Summary of Empirical review and Research gaps

Table 2. 1: Summary of Empirical Review and Research Gaps

Author	Title	Methodology	Findings	Gaps
Guerreiro (2022)	Africa's Integrated Maritime Policy, blue growth, and new ocean governance: case studies from the	Mixed methods	Most countries in sub-Saharan Africa , according to the study's findings, are drafting blue economy initiatives, and their governments, institutions, and	The study above focused on maritime policy, governance, and blue growth in the Atlantic and Indian Oceans whereas the current study will

	Atlantic and Indian Oceans		legal frameworks are gradually embracing the idea	focus on how governance practices affect the exploitation of the blue economy in Mombasa County, Kenya which is situated along the Indian Ocean.
Popoola and Olajuyigbe (2023)	Putting the blue economy into practice in the African Gulf of Guinea.	Qualitative Research Approach	The study found that the Gulf of Guinea has embraced activities related to the blue economy however there are obstacles such as rapid population expansion, urbanization, piracy, unsustainable human activity,	The study was conducted in Guinea a peculiar context; hence the inferences cannot be generalized in the local setup. Therefore, the current study seeks to fill the geographical gap.

			inadequate institutional frameworks, and climate change that impede this transformation.	
Matuga, Simba & Mdawe (2019)	Factors Influencing the Performance of the Blue Economy in Kenya.	cross-sectional survey research design	The growth of Kenya's port infrastructure, shipbuilding industry, and cargo storage promotes the country's blue economy.	The study focused on the impact of human capital development and maritime transport infrastructure on Kenya’s Blue economy.
Kibuthu (2020),	Perceptions of the impact of the Blue Economy on Mombasa County development.	descriptive and mixed-method research approach	The study found that Mombasa County benefited from the rise of the fishing industry, maritime	The study focused only on the fishery, tourism, and maritime transport sectors.

			transportation, and tourism.	
Saidin, Badara, & Ahmi, (2019)	Evaluation of Public Sector Governance Practices: Case Studies of Federal Government Agencies in Malaysia.	Qualitative research	Public entities are implementing all the aspects of the global best practices for public sector governance.	The study focused on different governance dimensions from what the current study is seeking to find out. The study was based on an analysis of six public sector while the current study will focus on one public sector entity. The study was conducted in Malaysia a peculiar context; hence the

				inferences cannot be generalized in the local setup.
Aysan, Bakkar,Ul-Durar & Kayani (2023),	Governance of natural resources and conflicts: A retrospective study.	Qualitative systematic literature analysis approach	The findings demonstrated that emerging nations will probably require more authority to make decisions, leadership as well as resources on important resource-related issues, and procedures for resolving conflicts.	The study focused on the natural resources sector generally while the current study will focus on governance of the blue economy sector
Donen (2018)	The state of good governance practices in African countries	Phenomenological and qualitative research design	The study found that Africa has always been associated with negative stereotypes about governance, and it is typified by	The research assessed governance generally and concentrated on key elements of governance while the current study

			conditions like famine, poverty, corruption, and civil conflict, all of which imply that there is neither equality nor order on the continent.	will concentrate on accountability, stakeholder engagement, efficiency, and equitable practices. The analysis was a comparative study of four African countries
Davies and Hanich (2022),	Transparency in fisheries conservation and management measures.	Descriptive research design	Openness is crucial for participation in the decision process as well as information availability.	The study focused on fisheries conservation and management while the proposed study will focus on the blue economy sector as a whole.
Alkali and Imam (2016),	Nigerian Maritime Experience with	Descriptive research design	Accountability measures used in the marine industry	The study was conducted in Nigeria a peculiar

	Environmental Sustainability and Accountability.		lack an effective formal conduit for insider trading or whistleblowing complaint procedures.	context; hence the inferences cannot be generalized in the local setup.
Etiegnia, Kooya and Irvine (2019),	Encouraging Social Responsibility in Beach Management Units for Fair Fisheries in Lake Victoria, Kenya.	unstructured interviews and focused group discussions	The study discovered that while electing organizational leaders is promoted as a way to ensure representation and accountability, it does not necessarily guarantee political equity.	The study was conducted in Lake Victoria region a different geographical location from the current study.
Food and Agriculture Organization of the United Nations. (2022).	The global fisheries and aquaculture situation in 2022. In the	Qualitative Research method through content analysis	The report indicated that the 60 million tons of aquatic products valued at USD 151 billion produced in	The report adopts a global outlook on the fisheries sector without addressing

	direction of blue change.		2020 represented a fall of 8.4% in value and 10.5% in volume from the record highest production recorded in 2018.	individual nations and their efficiency practices to ensure optimal exploitation of the blue economy, which makes the report less reliable on a national scale to Kenya's situation.
Hanine, Dinar and Meftah (2023)	The aquaculture sector 3.0: innovation for a sustainable maritime economy in Morocco.	Descriptive research design	The research brought out clusters of innovations that as Renewable Marine Energies, blue tech, and blue biotechnologies that were considered priorities and promising to the	The study above was however conducted in Morocco whereas the current study will be conducted in Kenya.

			blue economy in Morocco	
Depellegrin et al (2022)	A new method for charting the stakeholder landscape of the Atlantic Area sea basin is being used to innovate the blue economy.	Mixed method approach	Academic/research and public institutions are the main stakeholders in the blue economy, contrary to other sections of the maritime territories	The gap in the study is that it relies only on the North East Atlantic Sea basin which creates massive bias since its recommendations are empirically appropriate in that region only.
Nkubitu Sirera & Mwatha (2024),	Impact of community involvement on the Indian Ocean's blue economy's usefulness	cross-sectional survey	The provision of opportunities to the local people is essential in curbing rebellion of blue economy projects	The study focused on the involvement of the local people of Lamu County in the utility of the blue economy while the current research will

				examine the effect of diverse stakeholders involved in maritime affairs in Mombasa County
Kormych, (2020),	Transnational Legal Views on Gender Equality in the Maritime Sector	Descriptive research design	The study discovered that, despite certain mandatory agreements on labor in the maritime sectors, there is insufficient regulatory framework to achieve the goal of women's integration.	The study was conducted in Ukraine hence the geographical gap
Ong (2019)	Gender equality in Malaysian marine sectors: the impact of	Descriptive research design	The study found that shipping firms' employment policies for female	The study was conducted in Malaysia hence

	religion on women's empowerment at sea		seafarers discourage women from joining their fleet, and they face many obstacles like sexual harassment, bullying, and discrimination.	the geographical gap
Ojwala 2023	The status of gender parity in Kenyan institutions and organizations involved in ocean research, conservation, and management.	mixed methods approach	The study found that the existing gender policies were ineffective, gender and racial prejudices exist in ocean science organizations, and there are insufficient support systems for women to pursue further education, research, and employment. Women also have limited chances.	The study targeted ocean science institutions in Kenya while the current study is targeting Kenya Maritime Authority.

Atieno (2022)	Role of women in Blue economy in Kenya: Study on Maritime Industry in Mombasa County.	Descriptive research and quantitative research designs.	The study established that the level of women's involvement in the issues of the blue economy is still low and the quality of involvement is wanting	

Source: Researcher (2024)

2.4 Theoretical Framework

2.4.1 Stakeholders Theory

Freeman (1984) sought to describe how the business interacted with its external environment and how it behaved in it. The theory, according to Donaldson and Preston (1995), describes how stakeholders attempt to have an impact on organizational decision-making processes to be in line with their needs and goals.

According to Kristen (2015), four main groups of stakeholder's influence company decisions and commercial partnerships: customers, regulatory agencies, business partners, and external influencers. Customers are a group that affects and determines choices regarding products and services. Organizations must do so to try to understand and balance the interests of the many participants. Encouraging stakeholders to participate in business decision-making reduces conflict and improves organizational effectiveness. The provision of suitable disclosures and transparent, high-quality reporting to stakeholders is a necessary condition for their involvement in the process of making decisions.

The applicability of the theory in this study suggests a management model that considers the diverse demands and interests of pertinent stakeholders to facilitate equitable, knowledgeable, and long-lasting decision-making when utilizing the blue economy. This asserts the commitment to a strategic partnership between government agencies, fishing industries, local communities, international bodies, and the civil society involved in the exploitation of the blue economy.

2.4.2 Tragedy of the Commons Theory

This theory, introduced by Garret Hardin in 1968, emerged from the traditional view that common goods lack governmental regulation (Hardin, 1968). According to the theory, individuals acting rationally and independently to achieve their own objectives will ultimately harm the collective interest by depleting a shared resource (Hardin, 1968). According to Wulandari et al. (2018), unfettered access to resources like fresh air, water, fish, and forests has led to overexploitation, which is the main cause of the tragedy of the commons.

Given its applicability to numerous environmental issues, such as soil erosion, overfishing, deforestation, pollution in watersheds, and pollution, the tragedy of the commons remains a potent rhetorical weapon (Ells, 2018). Hardin's theory emphasizes the dangers of relaxing regulations that protect the commons of natural resources or that empower people to see themselves as significant participants in the systems in which they are engaged (Ells, 2018). A wide range of resource issues facing modern society, including those involving water, forests, fish, and non-renewable energy sources, can be modeled by the commons dilemma (Anukwonke,2015). Hardin's theory is criticized by Ostrom (1990), who contends that communal resource management may be useful, especially in situations where communities have developed dispute-resolution procedures and norms.

The theory applies to the blue economy's exploitation because the ocean is a shared resource that is threatened by overfishing, pollution, habitat destruction, and climate change. Common resources can be managed by government action through laws, levies, or the establishment of protected areas that limit access and use. The theory aids in the comprehension of stakeholders and policymakers regarding the significance of

sustainable governance methods in maintaining ocean health and guaranteeing long-term advantages for all generations.

2.4.3 Agency Theory

Jensen and Meckling (1976) describe an agency framework as examining how principals and agents interact, especially to resolve conflicts that come from differing goals and risk preferences. The theory emphasizes the difficulties in making sure agents act in the principals' best interests and suggests using suitable governance structures to address these conflicts (Jensen & Meckling, 1976). When investigating the agency theory, the idea of accountability is revealed about principals and agents. Agents are supposed to operate on behalf of principals by delegating authority to them (Akpanuko & Asogwa, 2013). The principle compels agents to provide all relevant information and holds them responsible for their decisions.

This research employs agency theory to comprehend the principal-agent relationship between government agencies, local communities, and civil society organizations concerning information sharing related to the exploitation of the blue economy. The theory explains whether agency problems impact the efficiency and effectiveness of blue economy resource management. For example, analyze if conflicts of interest lead to suboptimal management practices or exploitation of resources. By applying agency theory, you can gain insights into how governance practices influence and are influenced by the relationships between principals and agents. This perspective helps in understanding the root causes of inefficiencies, misalignments, and conflicts in governance and resource management, and provides a basis for recommending improvements to ensure better alignment with sustainability goals

2.5 Conceptual Framework

The conceptual framework shows the link between the independent and dependent variables as follows:

Independent Variable

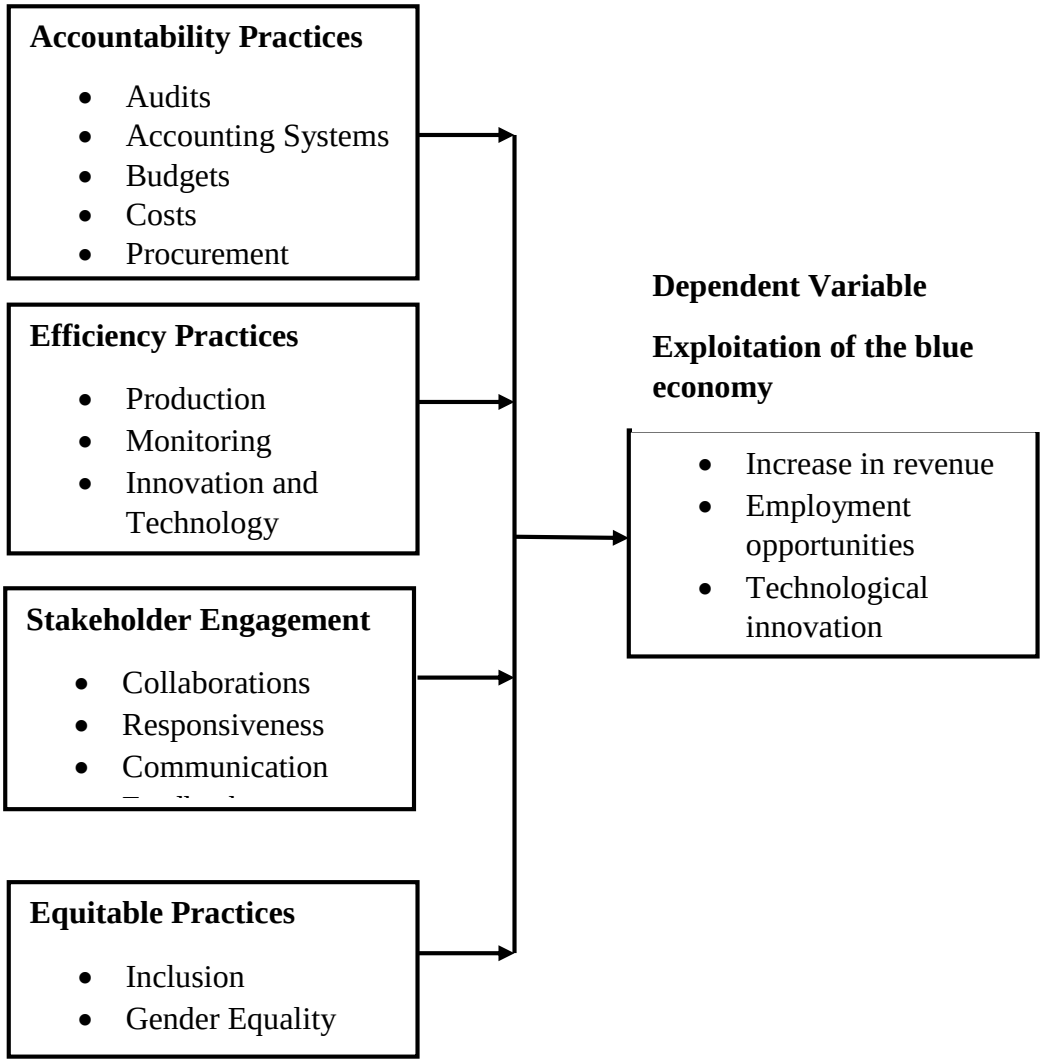

Figure 2.1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section entails the site of the study, population, variables description, sample size, research design, and sampling techniques used. It also includes tools for data collection, presentation, analysis, and reliability, as well as validity and ethical issues.

3.2 Research Design

The research embraced a descriptive research approach to investigate how governance practices affect the exploitation of the blue economy. Rather than altering conditions or behavior, descriptive research designs aim to address a problem. The descriptive research approach measures variables exactly as they occur in nature (Graveter and Forzan (2011). In addition, a descriptive study design establishes a person's or a group's skills, such as those of staff members (Kothari and Garg, 2014) Since it permits data gathering from a huge number of respondents, the study approach is cost-effective.

3.3 Description of Variables

The study examined governance practices' effect on the exploitation of the blue economy at Kenya Maritime Authority in the county of Mombasa. The dependent variable of the study was the exploitation of the blue economy. The independent variables of the study were governance practices operationalized under; accountability practices, efficiency practices, stakeholder engagement, and equitable practices. The independent variable parameters were categorized as ordinal and the indicators analyzed through descriptive and inferential statistics.

Table 3.1 Variables/Categories of Analysis

Dependent Variable	Independent Variable	Indicators	Parameter Categorization
Exploitation of the Blue Economy	Accountability Practices	• Audits • Accounting Systems • Budgets • Costs • Procurement	Ordinal
Exploitation of the Blue Economy	Efficiency Practices	• Production • Monitoring • Innovation and Technology	Ordinal
Exploitation of the Blue Economy	Stakeholder Engagement	• Collaborations • Responsiveness • Communication • Feedback Mechanism • Capacity Building	Ordinal
Exploitation of the Blue Economy	Equitable Practices	• Inclusion • Gender Equality • Participation	Ordinal

3.4 Site of the Study

Mombasa County's strategic location along the Indian Ocean and its hosting of the port, which is home to the economic sectors that power Kenya's Blue economy, make it a good choice for the study. The County hosts most of the maritime institutions, KMA being one of them. Specifically, the study concentrated on the Kenya Maritime Authority. The Authority headquarters is at KMA Towers, Mbaraki Road in Mombasa County and its mandate is to manage, coordinate, and oversee maritime activities in the Republic of Kenya.

3.5 Target Population

The study focused on KMA's personnel involved in policy decision-making, representatives from associations regulated by the Authority, and non-governmental organizations involved in maritime affairs in Mombasa County, as its study population. Table 3.2. shows the target population.

Table 3.2 Target Population Distribution

Organization	**Target Population**	**Percentage %**
Kenya Maritime Authority	80	42
Kenya Ship Agents Association	20	11
Beach Management Units	30	16
Seafarers Union of Kenya	50	26
Go Blue Kenya	10	5
Total	190	100

Source: Researcher, 2024

3.6 Sampling Method and Sample Size

A sample is a subset of the population selected to represent the larger group by sharing similar characteristics with it (Asenahabi, 2019). Sampling is the process of choosing and analyzing a small number of distinct objects or occasions to gather information about the population at large, from which they would subsequently be chosen at random. Since the population was heterogeneous, the study chose the respondents through stratified random sampling. Additionally, purposive sampling was employed to choose key informants from the Authority, representatives from associations regulated by the Authority, and non-governmental organizations involved in maritime

affairs in Mombasa County because of their knowledge and expertise. The sample size was determined by applying Slovin's formula, which was as follows;

$n = N / (1 + Ne2)$

Where:

n: Sample size needed

N: Population size

e: Acceptable margin of error (95% level of confidence)

n=190/1+190(0.05) =129

The table 3.3 illustrate distribution of sample size

Table 3.3 Distribution of Sample Size

Organization	**Target Population**	**Sample Size**
Kenya Maritime Authority	80	54
Kenya Ship Agents Association	20	14
Beach Management Units	30	20
Seafarers Union of Kenya	50	34
Go Blue Kenya	10	7
Total	**190**	**129**

3.7 Data Collection Instruments

Utilized interviews and questionnaires, primary data were gathered. Both closed-ended and open-ended questions were included in the questionnaires. Whereas the interviews solely collected qualitative data, the questionnaire captured both quantitative and qualitative data. Questionnaires were administered electronically or in person, targeting

KMA’s personnel involved in policy decision-making, representatives from associations regulated by the Authority, and non-governmental organizations involved in maritime affairs. Interviews were conducted with key informants who happened to be custodians of crucial information about the phenomenon under investigation, including top officials from KMA, representatives from associations regulated by the Authority, and non-governmental organizations involved in maritime affairs.

3.8 Pilot Study

A pilot study was done at Kenya Ports Authority before administration of the data collection instruments to assess their clarity, readability, completeness, and suitability. 10% of the sample informed the pilot sample size. This involved 13 respondents. These involved personnel involved in different functions related to governance and maritime operations, such as policy makers, managers, and staff who handled regulatory and administrative tasks.

3.9 Reliability and Validity

3.9.1 Reliability

Reliability guarantees the consistency and accuracy of measurements throughout time, as well as across all instrument indicators (Sileyew, 2019). Cronbach's alpha was utilized to explore internal dependability; in most cases, a coefficient value of more than 0.7 was deemed suitable. The study initially conducted a feasibility study to assess the instruments' dependability.

3.9.2 Validity

A research instrument's face validity is determined by its ability to measure a specific variable with reasonableness (Sileyew, 2019). Face validity was determined through evaluations by the research supervisor, experts, and stakeholders’ familiar with the

phenomenon under investigation. Construct validity was assessed through factor analysis. This method involved analyzing the relationships among various variables to determine whether they aligned with the theoretical constructs being studied.

3.10 Data Collection Procedures

Before commencing data collection, the researcher obtained formal ethical clearance and research authorization from relevant regulatory bodies. First, an introductory letter was acquired from the Department of Public Policy and Administration at Kenyatta University, followed by approval from the university's Graduate School. Thereafter, a research permit was obtained from the National Commission for Science, Technology and Innovation (NACOSTI), in accordance with the Science, Technology and Innovation Act, 2013, which mandates ethical compliance for any research involving human participants in Kenya.

Once these approvals are secured, the researcher proceeded with data collection using the drop-and-pick-later method. This approach is suitable for targeting senior management and departmental heads at the Kenya Maritime Authority (KMA), whose busy schedules may not permit immediate participation. The questionnaires were dropped at respondents' offices and collected later at an agreed-upon time, thus ensuring convenience and a higher response rate. This method also allowed respondents adequate time to reflect and provide more thoughtful responses, particularly on governance practices and blue economy exploitation.

3.11 Data Analysis

The qualitative data was subjected to content analysis and packaged into thematic, narrative, and discourse analysis alongside the study variables. Quantitative data was analyzed using tables, charts, bar graphs, means, and standard deviations. Inferential

statistics were presented using correlation statistics and regression statistics. The research utilized the following regression model;

$$Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta 4_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y = Exploitation of the Blue Economy

β1, β2, β3 and β4 = Predictor variables coefficients.

X_1 = Accountability Practices; X_2 = Efficiency Practices; X_3 = Stakeholder Engagement; X_4 = Equitable Practices.

ε = error term.

The study considered a 5% significance level in Chi-square testing to explore the connection between independent variables and outcome variables. As a rule of thumb, significance levels <0.05 implied the presence of a null hypothesis and, therefore, were rejected.

3.12 Ethical Considerations

The researcher requested authorization from the NACOSTI, Kenyatta University, Mombasa County Government, and the Kenya Maritime Authority. Respondents were informed about the research's purpose and objectives. Introduction letters clarifying the research's purpose and benefits accompanied the data collection tools. Additionally, the rights, protection, and confidentiality of respondents were communicated. Respondents' anonymity was protected by not including their names on the data collection tools. All collected information was used only for research and was kept secure.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the study findings on effect of governance practices on the exploitation of the blue economy in Kenya Maritime Authority, Mombasa County, Kenya. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics were used to discuss the findings of the study.

4.2 Response Rate

The researcher distributed a total of 129 questionnaires to the chosen participants. Of these, 112 questionnaires were completed and returned, resulting in a response rate of 86.8%, which is considered adequate for the study. This aligns with the recommendations of Gephart and Saylors (2020), which state that a response rate of 50% is sufficient for analysis and reporting; a rate of 60% is good, while a rate of 70% or higher is excellent. Therefore, the response rate obtained in this study can be classified as excellent. The findings are presented in Table 4.1.

Table 4.1 Response Rate

Response Rate	**Frequency**	**Percentage**
Response	112	86.8
Non Response	17	13.2
Total	**129**	**100**

Source: Field Data (2024)

4.3 Reliability Results

Cronbach's Alpha coefficient was employed to assess the internal consistency and reliability of the questionnaire. In this study, a Cronbach's Alpha threshold of 0.7 was established. The reliability results for each variable will be discussed in the following section.

Table 4.2 Reliability Tests Results

Research variables	Alpha Score	No. of Items	Remarks
Accountability practices	0.726	5	Reliable
Efficiency practices	0.753	5	Reliable
Stakeholder engagement	0.719	4	Reliable
Equitable practices	0.732	3	Reliable
Exploitation of the blue economy	0.761	4	Reliable

Source: Field Data (2024)

Table 4.2 presents the reliability test results for the various research variables, indicating that all variables exhibit satisfactory internal consistency, as evidenced by their respective Cronbach's Alpha scores. Accountability practices achieved an Alpha score of 0.726 with five items, classifying it as reliable. Similarly, efficiency practices scored 0.753 and also demonstrates reliability, with five items supporting this variable. Stakeholder engagement, with an Alpha score of 0.719 across four items, remains within the acceptable range. Furthermore, equitable practices recorded an Alpha of 0.732 with three items, and exploitation of the blue economy secured a score of 0.761 with four items, both of which are deemed reliable. These findings suggest that the questionnaire is consistent in measuring

these constructs, reinforcing the validity of the study's results (Tavakol & Dennick, 2021).

4.4 Demographic Information

For the purpose of determining the nature of respondents, the researcher asked the respondents to provide general information. This section has provided the results regarding gender, age, educational level and working experience. The results are provided as indicated below;

4.4.1 Gender of the Respondents

The research aimed to explore the gender distribution of the participants. The respondents were therefore required to indicate their gender by ticking against the option of either male or female. Table 4.3 shows the summary of findings of the gender distribution.

Table 4.3 Gender Distribution of the Respondents

Gender	Frequency	Percentage
Male	69	61.6
Female	43	38.4
Total	**112**	**100**

Source: Field Data (2024)

Table 4.3 illustrates the gender distribution of respondents, revealing that 61.6% were male, while 38.4% were female. This distribution raises pertinent questions regarding the representation of women in decision-making roles, particularly in the context of the Kenyan Constitution's gender rule, which mandates that no more than two-thirds of any elected or appointed body should be of the same gender (Kenya Constitution, 2010). The underrepresentation of women could have implications for governance practices

and policy formulation related to the exploitation of the blue economy in Mombasa County, suggesting a need for enhanced gender inclusivity to foster balanced and equitable decision-making (Wamoyi, Mbilinyi & Nyang'au, 2021). A diverse representation can enhance governance, ensuring that various perspectives are considered, which is essential for the sustainable management of maritime resources (Mugo & Muli, 2022).

4.4.2 Age of Respondents

The age distribution of respondents is vital in analysing how governance practices are perceived and their implications for the blue economy. Engaging with a diverse age range allows for a more holistic view of the challenges and opportunities faced in maritime governance. The study sought to determine age distribution of the respondents where the findings were tabulated in Table 4.4.

Table 4.4 Distribution of Respondents by Age Category

Age Category	Frequency	Percentage
Below 25 years	6	5.4%
25 – 34 years	17	15.2%
35 – 44 years	39	34.8%
45 – 54 years	26	23.2%
Above 54years	24	21.4%
Total	**112**	**100**

Source: Field Data (2024)

The age distribution in Table 4.4 reveals that the majority of respondents (34.8%) are within the 35-44 years age category, followed by 45-54 years (23.2%) and those above 54 years (21.4%). This indicates that a significant portion of the workforce involved in

governance practices related to the blue economy in Kenya Maritime Authority (KMA), Mombasa County are middle aged and likely to possess substantial experience. Such an age demographic positively influence governance practices because experienced professionals may bring in-depth knowledge and strategic insights crucial for effectively exploiting blue economy resources (World Bank, 2021). Studies indicate that having a diverse age range within organizations enhances decision-making by combining the innovative perspectives of younger employees with the seasoned judgment of older staff members (Njiru & Waweru, 2020). Furthermore, the representation of younger professionals below 35 years (20.6%) suggests the infusion of modern skills and new ideas, which are essential in adapting to the evolving challenges and opportunities within the maritime sector (Muthoka, 2022).

4.4.3 Level of Education

The level of education among respondents underscores the importance of a well-informed stakeholder engagement process. Educational initiatives targeting various communities involved in the blue economy fostered a more nuanced understanding of governance practices and their effects. The study aimed to determine the educational level of participants. The findings were displayed in Table 4.5.

Table 4.5 Level of Education

Category	Frequency	Percentage
Diploma	18	16.1%
Bachelor’s degree	54	48.2%
Master’s degree	31	27.7%
PhD	9	8.0%
Total	**112**	**100**

Source: Field Data (2024)

The educational distribution in Table 4.5 shows that a significant majority of respondents (48.2%) hold a Bachelor's degree, followed by 27.7% with a Master's degree, 16.1% with a Diploma, and 8% with a PhD. This indicates a highly educated workforce within the Kenya Maritime Authority (KMA), which is beneficial for effective governance practices related to the exploitation of the blue economy. Higher education levels are linked to better understanding, implementation, and management of complex governance policies, which are critical in sectors like the blue economy that require specialized knowledge and strategic planning (Mwangi & Gichuki, 2021). Additionally, the presence of a substantial proportion of respondents with postgraduate qualifications (35.7% combined for Master's and PhD holders) suggests that KMA has the capacity to leverage advanced research and expert insights to address emerging challenges in maritime governance (Okafor, 2020). Previous studies have emphasized that the knowledge and skills gained through higher education are essential in fostering innovative approaches to marine resource management, enabling effective policy formulation, and ensuring sustainable exploitation of marine resources (Kimani & Mungai, 2019).

4.4.4 Working Experience

The working experience of respondents is crucial in assessing the effectiveness of governance practices in the exploitation of the blue economy. The respondents were requested to indicate their number of years they have worked in the Kenya Maritime Authority. The findings were as shown in Table 4.6.

Table 4.6 Working Experience

Category	Frequency	Percentage
0 – 3 years	13	16.6%
4 – 6 years	34	30.4%
7 – 9 years	41	36.6%
Above 9 years	24	21.4%
Total	**112**	**100**

Source: Field Data (2024)

The distribution of respondents by working experience, as shown in Table 4.6, reveals that the majority (36.6%) have 7–9 years of experience, while 30.4% have been in service for 4–6 years. This suggests that a substantial proportion of employees at the Kenya Maritime Authority (KMA) have moderate to extensive experience, which is critical for effective governance practices in managing the blue economy. Employees with 7–9 years of experience are likely to have developed a deeper understanding of maritime governance, resource management, and policy implementation, which are essential for sustainable exploitation of marine resources (Okumu & Kibet, 2021). Furthermore, 21.4% of respondents have over 9 years of experience, indicating a pool of seasoned professionals who can offer strategic insights and mentorship to less experienced colleagues. Previous studies have highlighted that effective governance,

particularly in sectors like the blue economy, relies heavily on the expertise and institutional knowledge that experienced employees bring to policy execution and decision-making processes (Ogola & Juma, 2020). However, the presence of 16.6% of respondents with 0–3 years of experience underscores the need for continuous capacity building and training programs to ensure that new employees are well-equipped to contribute to governance and resource management initiatives (Mwangi, 2019).

4.5 Descriptive Statistics

4.5.1 Accountability Practices Effect on Exploitation of the Blue Economy

The first objective of the study was to investigate the effect of accountability practices on the exploitation of the blue economy. Respondents were asked to rate their level of agreement with each statement related to accountability practices and how it affects the exploitation of the blue economy in Kenya Maritime Authority on a scale of 1 to 5, with 1 (strongly disagree), 2 (disagree), 3 (moderate agree), 4 (agree), and 5 (strongly agree). The results were presented in Table 4.7.

Table 4.7 Descriptive Statistics on Accountability Practices

Statements	n	Mean	Std. Dev
Audits are frequently conducted within KMA to ensure transparency and integrity in its operations related to the blue economy.	112	3.82	0.798
KMA's accounting systems are robust in accurately recording financial transactions related to the blue economy.	112	3.76	0.784
Budgets are closely monitored and adhered to within KMA's operations in the blue economy.	112	3.91	0.812
KMA is effective in controlling costs associated with its operations in the blue economy.	112	3.73	0.774
Procurement processes within KMA are transparent and fair, and contracts are awarded based on merit and in compliance with regulations.	112	3.69	0.749
Average scores		**3.78**	**0.783**

Source: Field Data (2024)

The findings presented in Table 4.7 reveal important insights into the accountability practices at the Kenya Maritime Authority (KMA) and their impact on the exploitation of the blue economy. The statement "Audits are frequently conducted within KMA to ensure transparency and integrity in its operations related to the blue economy" received a mean score of 3.82 and a standard deviation of 0.798, indicating that respondents largely agree on the importance of regular audits. This finding aligns with the assertion by Mwangi and Mutuku (2021) that frequent audits are crucial for enhancing transparency and ensuring that resources allocated for the development of the blue economy are used efficiently. Regular audits help in identifying financial discrepancies and reinforcing accountability, which are essential for sustainable economic exploitation of marine resources.

Similarly, the robustness of KMA's accounting systems in accurately recording financial transactions related to the blue economy was rated with a mean score of 3.76

and a standard deviation of 0.784. This suggests that respondents perceive the accounting systems as relatively effective. Strong accounting practices are vital for tracking financial flows, maintaining transparency, and supporting decision-making processes. Gikonyo and Kimani (2020) concurred that robust accounting systems are necessary to ensure that financial transactions are recorded accurately, thus enabling efficient use of funds within the blue economy sector.

The monitoring and adherence to budgets within KMA's blue economy operations was the highest-rated practice, with a mean score of 3.91 and a standard deviation of 0.812. This indicates that respondents strongly agree that KMA closely monitors budgets to ensure that expenditures align with planned allocations. Close monitoring of budgets is essential in preventing overspending and ensuring that projects within the blue economy are adequately funded, as supported by Oketch et al. (2021), who emphasized that budgetary controls play a critical role in the successful management of economic projects by preventing wastage and misuse of funds.

Furthermore, the effectiveness of KMA in controlling costs associated with its blue economy operations received a mean score of 3.73, with a standard deviation of 0.774. This suggests a positive perception of cost-control measures at KMA, although there is still room for improvement. Effective cost control is essential for maintaining the financial sustainability of blue economy projects, ensuring that they remain profitable while promoting economic development. This finding is consistent with the research by Njoroge and Waithaka (2022), who noted that effective cost management is a key aspect of governance practices that influence the success of maritime operations.

Lastly, the transparency and fairness of procurement processes at KMA were perceived positively, with a mean score of 3.69 and a standard deviation of 0.749. Respondents

agreed that contracts are awarded based on merit, and the processes comply with regulations, promoting fair competition. Transparent procurement practices are essential for building trust among stakeholders and ensuring that resources are utilized effectively. As Wambua and Kamau (2020) indicated, fair and transparent procurement systems enhance the credibility of governance institutions, which is vital for sustainable exploitation of the blue economy.

Respondent A noted that;

"As a marine resource manager, I've observed that one of the major challenges in the implementation of accountability practices within KMA is the lack of comprehensive data collection and reporting systems. While KMA has policies in place for accountability, the actual execution often falls short due to inadequate data management. This limits our ability to assess the effectiveness of governance practices in real-time and to make informed decisions regarding resource allocation. Furthermore, there seems to be a disconnect between different departments within KMA, which hampers cohesive oversight of the blue economy. Enhanced inter-departmental communication and a robust data management system would greatly improve accountability."

Respondent B noted that;

"Many fishermen in my community feel left out of important decisions that impact their livelihoods, which creates a sense of mistrust. When policies are put in place, they are not always communicated effectively to local stakeholders, leading to confusion and frustration. I believe that KMA needs to prioritize community engagement and make more effort to involve local fishermen in the governance process to improve accountability and ensure that our needs are considered."

Respondent C noted that;

"The key challenge in KMA's accountability practices relates to enforcement and compliance. Furthermore, resources allocated for monitoring and enforcement are often insufficient, resulting in inadequate oversight of illegal fishing and pollution. For KMA to enhance its accountability framework, it must strengthen its enforcement mechanisms and provide the necessary resources to ensure compliance with established regulations".

4.5.2 Efficiency Practices Effect on Exploitation of the Blue Economy

The objective two was to assess how efficiency practices, affect the exploitation of the blue economy in Kenya Maritime Authority. Respondents were asked to rate their level

of agreement with each statement about the efficiency practices and how it affects the exploitation of the blue economy in Kenya Maritime Authority on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate agree), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 4.8.

Table 4.8 Descriptive Statistics for Efficiency Practices

Statements	n	Mean	Std. Dev
There are specific targets or benchmarks set by KMA to improve production or output efficiency in the blue economy.	112	3.95	0.863
KMA monitors and evaluates its activities and initiatives in the blue economy to ensure efficiency and effectiveness.	112	3.76	0.765
KMA leverages technology and innovation to enhance efficiency and effectiveness in its operations related to the blue economy.	112	3.83	0.841
KMA invests in capacity-building initiatives to enhance skills and knowledge related to the blue economy among its staff and stakeholders.	112	3.72	0.743
Capacity-building initiatives in improving the efficiency of KMA's operations in the blue economy are effective.	112	3.81	0.832
Average scores		**3.81**	**0.809**

Source: Field Data (2024)

The findings presented in Table 4.8 highlight key aspects of efficiency practices within the Kenya Maritime Authority (KMA) concerning the exploitation of the blue economy. The first statement, "There are specific targets or benchmarks set by KMA to improve production or output efficiency in the blue economy," received the highest mean score of 3.95, with a standard deviation of 0.863. This suggests that respondents strongly agree that KMA has established clear performance targets to enhance

efficiency. Setting benchmarks is critical for measuring progress and ensuring that resources are utilized effectively. This finding aligns with the research by Kinyua and Wamuyu (2021), who emphasized the importance of strategic targets in driving efficiency within maritime operations. The presence of specific targets helps in optimizing production processes and ensuring that KMA's efforts in the blue economy are goal-oriented and measurable.

The statement that "KMA monitors and evaluates its activities and initiatives in the blue economy to ensure efficiency and effectiveness" received a mean score of 3.76 and a standard deviation of 0.765, indicating a positive perception of KMA's monitoring and evaluation (M&E) practices. Effective M&E is essential for identifying gaps and areas for improvement, which can lead to more streamlined operations. This finding concurs with the study by Mutua and Gikandi (2020), which highlighted that continuous evaluation of projects and activities is a fundamental governance practice that enhances operational efficiency and transparency, especially in sectors dealing with vast and diverse resources such as the blue economy.

In addition, KMA's efforts to "leverage technology and innovation to enhance efficiency and effectiveness in its operations related to the blue economy" were also viewed positively, with a mean score of 3.83 and a standard deviation of 0.841. The integration of modern technology is crucial in enhancing the efficiency of maritime operations, from logistics management to environmental monitoring. Kithinji and Muraya (2019) support this finding, stating that adopting new technologies, such as digital platforms for tracking and monitoring maritime activities, significantly contributes to the sustainability and growth of the blue economy. Innovation in

processes not only reduces costs but also improves the accuracy and speed of operations.

Regarding capacity-building initiatives, the statement "KMA invests in capacity-building initiatives to enhance skills and knowledge related to the blue economy among its staff and stakeholders" was rated with a mean of 3.72 and a standard deviation of 0.743. This indicates that respondents perceive KMA’s commitment to training and skill enhancement as positive but with some variability in views. Capacity building is essential for equipping personnel with the necessary skills to navigate the complexities of the blue economy. According to Owino and Omondi (2021), investing in human capital through training and development is a key driver of organizational efficiency, as it enables staff to perform tasks more effectively and adopt new technologies seamlessly.

Lastly, the statement on the effectiveness of these capacity-building initiatives in "improving the efficiency of KMA's operations in the blue economy" received a mean score of 3.81 and a standard deviation of 0.832. This finding suggests that while KMA's training programs are seen as beneficial, there may be opportunities for further improvement. This perspective is consistent with the findings of Wanjiru and Mureithi (2022), who argued that capacity-building programs must be continuously updated and aligned with emerging trends in the blue economy to maximize their impact.

From the interview schedules, Respondent A2 noted that:

"Incorporating advanced technologies such as remote sensing and satellite imagery could significantly enhance KMA's efficiency in managing the blue economy. These technologies allow for real-time monitoring of marine conditions, such as water quality and fish stocks, enabling proactive management decisions."

Respondent B2 noted that:

"The Kenya Maritime Authority should explore the potential of block chain technology to enhance transparency and accountability in the blue economy. This technology can provide a tamper-proof record of every transaction, which improves traceability and builds consumer confidence."

4.5.3 Stakeholder Engagement Effect on the Exploitation of the Blue Economy

The objective three was to evaluate the effect of stakeholder engagement on the exploitation of the blue economy in Kenya Maritime Authority. Respondents were asked to rate their level of agreement with each statement about the stakeholder engagement and how it affects the exploitation of the blue economy in Kenya Maritime Authority on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate agree), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 4.9.

Table 4.9 Descriptive statistics on Stakeholder Engagement

Statements	n	Mean	Std. Dev
KMA promptly responds to inquiries, requests, or issues raised by stakeholders in the blue economy.	112	3.75	0.794
KMA communicates with stakeholders regarding its activities, policies, and decisions in the blue economy.	112	3.87	0.836
KMA's current stakeholder engagement practices in fostering collaboration and dialogue with relevant stakeholders in the blue economy are effective.	112	3.84	0.825
KMA has established feedback mechanisms for stakeholders to provide input or express concerns regarding its activities in the blue economy.	112	3.80	0.819
Average scores		**3.82**	**0.819**

Source: Field Data (2024)

The findings from Table 4.9 provide insights into the stakeholder engagement practices at the Kenya Maritime Authority (KMA) concerning the exploitation of the blue economy. The first statement, "KMA promptly responds to inquiries, requests, or issues raised by stakeholders in the blue economy," had a mean score of 3.75 with a standard deviation of 0.794. This indicates that respondents generally agree that KMA is responsive to stakeholder concerns, though there is slight variability in the responses. Timely responsiveness is essential for effective stakeholder engagement, as it helps build trust and ensures that stakeholder concerns are addressed efficiently. This finding concurs with the study by Wambua and Mwangangi (2020), which highlighted that prompt responses to stakeholder issues foster a positive relationship, essential for governance practices in sectors relying on diverse stakeholder participation, such as the blue economy.

The second statement, "KMA communicates with stakeholders regarding its activities, policies, and decisions in the blue economy," received a mean score of 3.87 and a

standard deviation of 0.836. This suggests a strong perception among respondents that KMA maintains open communication channels, ensuring stakeholders are informed about its operations. Open communication is a crucial aspect of effective governance, as it promotes transparency and enables stakeholders to make informed contributions. Karanja and Mutiso (2021) emphasize that clear and consistent communication is vital for engaging stakeholders in policy development and execution, particularly in dynamic sectors like the blue economy, where stakeholders must be aware of regulatory changes and strategic directions.

Regarding the effectiveness of current stakeholder engagement practices, the statement "KMA's current stakeholder engagement practices in fostering collaboration and dialogue with relevant stakeholders in the blue economy are effective" was rated with a mean score of 3.84 and a standard deviation of 0.825. This finding suggests that KMA's engagement strategies are perceived positively, fostering collaboration and dialogue, which are essential for the sustainable management of blue economy resources. Collaboration ensures that diverse stakeholder perspectives are integrated, leading to more comprehensive and inclusive governance practices. Similar conclusions were drawn by Njoroge and Mwangi (2019), who stated that effective engagement and collaboration with stakeholders result in better policy formulation and implementation, as it allows for a more holistic approach to resource management.

Lastly, the statement, "KMA has established feedback mechanisms for stakeholders to provide input or express concerns regarding its activities in the blue economy," had a mean score of 3.80 with a standard deviation of 0.819. This suggests that respondents believe KMA has effective mechanisms for collecting feedback, although some variability indicates potential areas for improvement. Effective feedback mechanisms

are vital for continuous improvement, allowing organizations to adapt their practices based on stakeholder input. According to Omondi and Wafula (2022), feedback loops are critical in governance practices as they ensure that stakeholders' voices are heard, thereby promoting accountability and transparency in organizational operations.

From the interview schedule, Respondent A3 noted that;

"Currently, there is little structured opportunity for communities like ours to voice our concerns or provide input on policies that impact us. KMA could implement regular community forums that not only present information but actively solicit feedback from local stakeholders."

Respondent B3 noted that;

"KMA should initiate partnerships with businesses, NGOs, and academic institutions to create a collaborative platform where different stakeholders may discuss challenges and opportunities in the sector. Hosting joint workshops and roundtable discussions could foster a sense of ownership among stakeholders and lead to creative solutions that benefit everyone."

Respondent C3 noted that;

"KMA should prioritize training its staff on effective communication techniques tailored to non-experts since the technical language can often alienate local communities and stakeholders. Implementing a multi-channel communication strategy using social media, community bulletins, and educational workshops may also help to ensure that vital information reaches all stakeholders in an accessible manner."

4.5.4 Equitable Practices Effect on the Exploitation of the Blue Economy

The fourth objective was to ascertain how equitable practices, affect the exploitation of the blue economy in Kenya Maritime Authority. Respondents were asked to rate their level of agreement with each statement about the equitable practices and how it affects the exploitation of the blue economy in Kenya Maritime Authority on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate agree), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 4.10.

Table 4.10 Descriptive statistics on Equitable Practices

Statements	n	Mean	Std. Dev
Efforts in fostering a sense of inclusivity and representation within KMA's activities in the blue economy are effective	112	3.89	0.878
KMA promotes gender equality within its operations and activities in the blue economy	112	3.74	0.765
There is active involvement of stakeholders in the execution blue economy initiatives	112	3.72	0.758
Average scores		**3.78**	**0.800**

Source: Field Data (2024)

The findings from Table 4.10 offer a comprehensive view of equitable practices within the Kenya Maritime Authority (KMA) as they relate to governance and the exploitation of the blue economy. The first statement, "Efforts in fostering a sense of inclusivity and representation within KMA's activities in the blue economy are effective," had a mean score of 3.89 with a standard deviation of 0.878. This high mean suggests that respondents largely agree that KMA's initiatives promote inclusivity and representation, although the variability indicates room for improvement. Inclusivity is vital in governance as it ensures that diverse voices are considered in decision-making, leading to more sustainable outcomes. This finding aligns with a study by Okoth and Kinyua (2021), which emphasized that inclusive governance practices are essential for harnessing the full potential of the blue economy, as they integrate diverse community inputs, leading to more equitable and sustainable resource use.

The second statement, "KMA promotes gender equality within its operations and activities in the blue economy," received a mean score of 3.74 with a standard deviation of 0.765. This suggests a positive perception of KMA's efforts to promote gender equality, though there is moderate variability in responses, indicating potential gaps in the implementation of these initiatives. Gender equality is an integral part of equitable governance, as it ensures fair opportunities for all genders to participate and benefit from the blue economy. Mwangi and Wambua (2020) highlight that gender-sensitive policies in maritime operations lead to a more balanced and inclusive workforce, which is essential for effective governance in sectors traditionally dominated by male participation.

The third statement, "There is active involvement of stakeholders in the execution of blue economy initiatives," had a mean score of 3.72 and a standard deviation of 0.758. This indicates a generally positive perception among respondents that KMA actively involves stakeholders, though some variability suggests the need for enhanced engagement strategies. Stakeholder involvement is a critical aspect of equitable governance, as it ensures that initiatives are not only inclusive but also address the specific needs of various groups. A study by Muli and Mutisya (2022) pointed out that active stakeholder engagement fosters collaboration, accountability, and ownership, which are crucial for the successful execution of blue economy initiatives.

From the interview schedules, Respondent A4 noted that:

"Kenya Maritime Authority must proactively engage with indigenous communities by implementing a consultation framework that genuinely seeks our input during decision-making processes. Regularly scheduled community meetings in accessible locations is essential to fostering open dialogue where indigenous voices are heard and respected."

Respondent B4 noted that:

"Initiatives such as targeted training programs and workshops should be established to empower women, particularly in fisheries and coastal management roles. Kenya Maritime Authority could also develop partnerships with women's organizations to amplify our perspectives and provide necessary resources for meaningful engagement."

Respondent C4 noted that:

"Kenya Maritime Authority should engage with youth by harnessing technology and social media platforms to discuss about the blue economy. The online forums and interactive platforms should be aimed at young people, where we can share the ideas and concerns."

4.5.5 Exploitation of the Blue Economy

The respondents were asked to indicate their agreement level with each statement related to exploitation of the blue economy on a scale of 1 to 5 where 1 (strongly disagree), 2 (disagree), 3 (moderate agree), 4 (agree), 5 (strongly agree). The means and standard deviations were developed. The results were presented in Table 4.11.

Table 4.11 Descriptive Statistics on Exploitation of the Blue Economy

Statements	n	Mean	Std. Dev
The development of the blue economy has created employment opportunities.	112	3.73	0.734
The exploitation of the blue economy has contributed to increased revenue generation.	112	3.69	0.713
Technological innovation has played a major in the blue economy sector.	112	3.64	0.698
The exploitation of the blue economy has contributed conservation of biodiversity.	112	3.63	0.683
Average scores		**3.67**	**0.707**

Source: Field Data (2024)

The findings presented in Table 4.11 highlight various aspects of how governance practices influence the exploitation of the blue economy at the Kenya Maritime Authority (KMA) in Mombasa County, Kenya. The first statement, "The development of the blue economy has created employment opportunities," had a mean score of 3.73 and a standard deviation of 0.734. This suggests that the majority of respondents perceive the blue economy as a significant source of job creation. Effective governance practices, such as strategic planning and policy implementation, are essential for maximizing the employment potential of the blue economy. According to Njiru and Mutua (2020), proper regulatory frameworks and efficient governance structures are crucial in promoting job creation within blue economy sectors like maritime transport, tourism, and fisheries.

The second statement, "The exploitation of the blue economy has contributed to increased revenue generation," received a mean score of 3.69 with a standard deviation of 0.713. This score indicates a positive perception of revenue generation through blue economy initiatives. Governance practices, including transparency in financial management and the establishment of clear regulatory frameworks, play a crucial role in ensuring sustainable revenue generation. Mugambi and Kimani (2021) assert that robust governance frameworks lead to better revenue management, helping maximize the economic benefits derived from the blue economy by streamlining activities such as port operations and trade.

The third statement, "Technological innovation has played a major role in the blue economy sector," had a mean score of 3.64 with a standard deviation of 0.698. This suggests that respondents recognize the importance of technology in enhancing the efficiency and productivity of blue economy operations. Governance practices that

promote innovation and technological advancements are vital for the growth of the blue economy. For instance, Wanjohi and Otieno (2023) argue that policies encouraging investment in technology lead to improved operations in maritime logistics, fishing, and marine conservation, thereby fostering the sustainable exploitation of ocean resources.

The final statement, "The exploitation of the blue economy has contributed to the conservation of biodiversity," had a mean score of 3.63 and a standard deviation of 0.683. Although the mean score is slightly lower than the previous statements, it still reflects a general agreement among respondents. Effective governance practices, such as the enforcement of environmental regulations and conservation policies, are crucial in ensuring that blue economy activities do not harm marine biodiversity. According to Muli and Mwangi (2019), sustainable governance frameworks help balance economic activities with ecological preservation, ensuring long-term benefits from the blue economy.

4.6 Inferential Statistics

The researcher did a regression analysis to establish the effect of governance practices on the exploitation of the blue economy in Kenya Maritime Authority, Mombasa County, Kenya. The findings of Model Summary, ANOVA, and Regression analysis coefficients are as shown in subsequent sections.

4.6.1 Model Summary

The findings of coefficient of correlation R and coefficient of adjusted determination R^2 is as shown in Table 4.12.

Table 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.713	0.508	0.493	0.103

a. Predictors: (Constant), Accountability practices, efficiency practices, stakeholder engagement

equitable practices

b. Dependent Variable: Exploitation of the blue economy

Source: Field Data (2024)

The findings in Table 4.12 provide a model summary indicating a significant relationship between governance practices and the exploitation of the blue economy at the Kenya Maritime Authority (KMA) in Mombasa County. The correlation coefficient (R = 0.713) suggests a strong positive relationship between the predictors; accountability practices, efficiency practices, stakeholder engagement, and equitable practices and the dependent variable, exploitation of the blue economy. The R Square value of 0.508 indicates that approximately 50.8% of the variance in the exploitation of the blue economy can be explained by these governance practices. This finding aligns with studies by Muli et al. (2020) and Mwenda (2022), who emphasize that effective governance, characterized by accountability and stakeholder engagement, plays a crucial role in maximizing the benefits derived from blue economy initiatives.

4.6.2 ANOVA

An ANOVA was conducted at 95% level of significant, the findings of $F_{Calculated}$ and $F_{Critical}$ are as shown in Table 4.13.

Table 4.13 ANOVA Results

Model	SS	df	MS	F	Significance
Regression	16.53	4	.215	13.5	0.004[a]
Residual	36.24	108	1.183		
Total	52.77	112			

a. Predictors: (Constant), Accountability practices, efficiency practices, stakeholder engagement

equitable practices

b. Dependent Variable: Exploitation of the blue economy

Source: Field Data (2024)

The ANOVA results presented in Table 4.13 reveal significant insights regarding the effect of governance practices on the exploitation of the blue economy at the Kenya Maritime Authority (KMA) in Mombasa County. The F-value of 13.5 and a significance level of 0.004 indicate that the overall regression model is statistically significant, suggesting that the combined influence of accountability practices, efficiency practices, stakeholder engagement, and equitable practices significantly affects the exploitation of the blue economy. This finding aligns with the work of Amadi and Oduor (2021), who assert that strong governance frameworks enhance operational efficiency and accountability in the management of maritime resources.

4.6.3 Regression Coefficients

In order to establish the individual influence of independent variables on dependent variables, the researcher conducted regression analysis. The findings are as shown in Table 4.14.

Table 4.14 Regression Coefficients

Multiple Regression Analysis					
Variables	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	β	**Std. Error**	**Beta**		
(Constant)	0.326	0.119		1.132	.002
Accountability practices	0.251	0.0134	0.132	1.221	.001
Efficiency practices	0.243	0.0127	0.128	1.211	.004
Stakeholder engagement	0.216	0.0131	0.127	1.217	.003
Equitable practices	0.208	0.0123	0.121	1.118	.005

Source: Field Data (2024)

The researcher conducted a multiple regression analysis in order to determine the relationship between governance practices and exploitation of the blue economy in Kenya Maritime Authority, Mombasa County, Kenya. As per the SPSS generated table, the equation ($\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$) becomes:

$$\mathbf{Y = .326 + 0.251 X_1 + 0.243\ X_2 + 0.216 X_3 + 0.208 X_4 + \varepsilon}$$

Where Y= Exploitation of the blue economy

X_1 – Accountability practices

X_2– Efficiency practices

X_3– Stakeholder engagement

X_4– Equitable practices

The findings in Table 4.14 revealed that the constant value ($\beta = 0.326$) indicates that when the accountability practices, efficiency practices, stakeholder engagement and equitable practices are held constant, there remains a baseline level of influence on exploitation of the blue economy. This suggests that even with no changes in these variables, there are other underlying factors influencing exploitation of the blue economy.

Accountability practices: The unstandardized coefficient for accountability practices is 0.251 with a p-value of 0.001. This indicates that a one-unit increase in accountability practices is associated with a 0.251 increase in the exploitation of the blue economy, highlighting a robust positive relationship. The significance level ($p < 0.05$) suggests that this relationship is statistically significant, implying that enhancing accountability in governance significantly impacts the management of marine resources. This finding concurs with Mwangi (2021), who emphasized that accountability is critical in ensuring transparency and fostering trust, which leads to more effective exploitation of resources.

Efficiency practices: The coefficient for efficiency practices is 0.243, and the associated p-value is 0.004, also indicating a statistically significant relationship. This suggests that improvements in operational efficiency at KMA are positively correlated with enhanced exploitation of the blue economy. The standardized beta value of 0.128 indicates the relative strength of this effect compared to other factors. Gikonyo and Mureithi (2023) support this finding, asserting that efficient governance mechanisms streamline processes, enabling better resource utilization and maximizing output in the marine sector.

Stakeholder engagement: The unstandardized coefficient for stakeholder engagement is 0.216 with a p-value of 0.003, signifying a meaningful contribution to the exploitation of the blue economy. The standardized beta coefficient of 0.127 highlights the importance of engaging stakeholders in governance practices. Otieno (2022) noted that effective stakeholder engagement enhances collaborative decision-making, which is essential for sustainable resource management. Thus, KMA's efforts in fostering communication and participation among stakeholders directly benefit the blue economy.

Equitable practices have an unstandardized coefficient of 0.208 and a p-value of 0.005, indicating that they significantly influence the exploitation of the blue economy. The standardized beta coefficient of 0.121 suggests a moderate impact compared to the other practices. This finding aligns with the work of Amadi and Oduor (2021), who argue that promoting inclusivity and fairness in governance structures fosters social equity and enhances the legitimacy of marine resource management. Ensuring that all stakeholders have a voice in decision-making processes is crucial for sustainable exploitation of marine resources.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the major findings of the actual study; it then draws conclusions and finally, it makes some recommendations and suggestions on areas of further study.

5.2 Summary of the Study Findings

The summary of the findings was based on study objectives.

The analysis indicated a strong positive relationship between accountability practices and the exploitation of the blue economy with a p-value of 0.001. This finding suggests that enhancing accountability within KMA's governance framework leads to better management of marine resources. The statistical significance of this result reinforces the notion that transparent and responsible governance is crucial for fostering trust and ensuring effective resource utilization. This supports the hypothesis that accountability directly influences the successful exploitation of the blue economy.

Efficiency practices were also found to have a significant effect on the exploitation of the blue economy, demonstrated by a p-value of 0.004. This indicates that improvements in operational efficiency at KMA are correlated with enhanced performance in resource management. The significant p-value highlights that implementing efficient governance mechanisms can streamline processes, thereby maximizing output and facilitating sustainable practices in the marine sector. This finding underscores the necessity of efficiency in governance for the effective exploitation of marine resources.

The study further revealed that stakeholder engagement significantly contributes to the exploitation of the blue economy with a p-value of 0.003. These results emphasize the importance of engaging various stakeholders in decision-making processes. The low p-value confirms the statistical significance of this relationship, indicating that effective communication and collaboration among stakeholders enhance governance outcomes and resource management. This finding suggests that fostering inclusive stakeholder engagement practices is essential for achieving sustainable exploitation of the blue economy.

Lastly, equitable practices were shown to have a significant impact on the exploitation of the blue economy with a p-value of 0.005. This indicates that promoting fairness and inclusivity in governance structures positively influences resource management outcomes. The significance of this result suggests that equitable practices not only enhance social legitimacy but also contribute to sustainable development in the marine sector. This finding aligns with the hypothesis that equity in governance frameworks is crucial for ensuring the responsible exploitation of marine resources.

5.3 Conclusion

The study conclusively demonstrates that accountability, efficiency, stakeholder engagement, and equitable practices are critical components influencing the exploitation of the blue economy at Kenya Maritime Authority. The study indicated that enhanced accountability mechanisms within KMA lead to improved management of marine resources. Regular audits and robust accounting systems demonstrate KMA's commitment to transparency and integrity in its operations. The consistent monitoring of budgets and effective cost control further reinforces the notion that accountability is vital for responsible resource management.

The assessment of efficiency practices demonstrated a significant correlation with the exploitation of the blue economy. Improved operational efficiency at KMA was found to enhance performance in resource management. The operational efficiency Kenya Maritime Authority lead to cost savings and resource maximization, enabling the authority to allocate more funds toward sustainable initiatives. The streamlining processes and implementation of efficient governance mechanisms maximized the output and promote sustainable practices in the marine sector.

The study concluded that involving diverse stakeholders, including community members, private sector actors, and governmental agencies, fosters collaboration and aligns interests towards common goals. Effective communication and collaboration among stakeholders significantly enhance governance outcomes and resource management. Effective engagement practices not only facilitate knowledge sharing and collective decision-making but also contribute to building trust and accountability among stakeholders.

The equitable practices are essential for building social legitimacy and facilitating sustainable development in the marine sector. Promoting fairness and inclusivity within governance structures positively influences resource management outcomes. Through promoting equity, KMA not only fulfils ethical obligations but also enhances social acceptance and compliance with governance policies. Equitable practices facilitate the sustainable use of marine resources, as they encourage community stewardship and promote a collective approach to conservation.

5.4 Recommendation

The following recommendations were made based on study findings:

i. The study recommends that the Kenya Maritime Authority (KMA) invest in capacity-building programs to enhance its staff's skills in financial management and reporting best practices. By adopting transparent protocols and making audit results publicly accessible, KMA can demonstrate its commitment to accountability, thereby fostering sustainable management of marine resources.

ii. The national government should strengthen accountability frameworks within KMA to ensure transparency and responsibility in resource management. This includes establishing robust monitoring and evaluation systems to assess the effectiveness of governance practices in the blue economy. Furthermore, the government should support capacity-building initiatives to equip KMA personnel with the knowledge and skills required to implement governance best practices.

iii. The Mombasa County Government should actively collaborate with KMA and other stakeholders to develop and implement effective governance practices. This involves promoting policies that streamline KMA's operations, ensuring timely decision-making and efficient resource allocation. The county government should also play a central role in enhancing stakeholder engagement by organizing regular forums and workshops that facilitate dialogue among local communities, business owners, and government agencies. Such collaboration will strengthen local governance and support the sustainable exploitation of the blue economy.

iv. Stakeholders including community members, private sector participants, and civil society organizations should take an active role in blue economy

governance. Participation in stakeholder forums offers valuable insights that inform KMA's decision-making processes. Stakeholders are encouraged to advocate for fair and inclusive practices to ensure that all voices are represented in discussions on resource management.

v. Policymakers should prioritize the incorporation of equitable practices into blue economy governance frameworks. This entails developing policies that promote gender equality and inclusivity in marine resource management. Additionally, policymakers should support research and data collection initiatives aimed at deepening the understanding of blue economy dynamics and the impact of governance practices. An evidence-based approach will lead to more informed policy-making and more effective resource management strategies.

5.5 Suggestions for Further Study

Future studies should be done based on comparative analysis of governance practices in different maritime authorities within Kenya or across similar jurisdictions globally. Another study should be done based on the role of technological innovations, such as remote sensing, data analytics, and mobile applications, in improving governance practices within Kenya Maritime Authority.

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APPENDICES

Appendix 1: Introduction Letter

Dear Respondent,

I am a student at Kenyatta University working towards a Master's Degree in Public Policy and Administration. My research topic is "Governance Practices and the Exploitation of the Blue Economy; Case of Kenya Maritime Authority in Mombasa County." Your insights and experiences are vital for comprehending the dynamics of maritime resource governance in Kenya and I sincerely appreciate your willingness to participate in this study.

Kindly respond to all inquiries with utmost accuracy and sincerity. All answers will be kept private and utilized exclusively for scholarly research.

Thank you very much for your cooperation.

Yours Sincerely

Sybil Awino Ochieng

Email; sybilochieng@gmail.com /sybil.ochieng@ku.ac.ke

Appendix 2: Questionnaire

Please check the appropriate box [√] or fill in the blanks to indicate how you would answer each of the following questions.

SECTION I: RESPONDENT DEMOGRAPHIC

1. Please indicate your gender

Male ( )

Female ( )

2. Age bracket :

Under 25	[ ]
25 – 34	[ ]
35 – 44	[ ]
45 – 54	[ ]
55 and above	[ ]

3. Academic Qualification:

Primary Certificate [ ] Secondary Certificate [ ]

High education Certificate, or diploma [ ] Professional certification [ ]

Bachelor's degree [ ] Master's degree [ ]

Doctorate [ ]

4. Organization……

5. Department/Section……...

6. How long have you been with the organization?

Less than 3 years [ ]

4-6 years [ ]

7-9 years [ ]

Over 10 years [ ]

7. In what cadre/level are you in your organization?

Senior level [ ]

Middle level [ ]

Junior level [ ]

SECTION B: ACCOUNTABILITY PRACTICE AND EXPLOITATION OF THE BLUE ECONOMY

8. Please indicate how you agree or disagree with the following statements where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a	Audits are frequently conducted within KMA to ensure transparency and integrity in its operations related to the blue economy					
b	KMA's accounting systems are robust in accurately recording financial transactions related to the blue economy					

c	Budgets are closely monitored and adhered to within KMA's operations in the blue economy					
d	KMA is effective in controlling costs associated with its operations in the blue economy					
e	Procurement processes within KMA are transparent and fair, and contracts are awarded based on merit and in compliance with regulations					

9. Have you observed any instances of budgetary mismanagement or irregularities within KMA's activities in the blue economy?

Yes [ ]

No [ ]

If yes, could you provide examples or describe the nature of these irregularities?

……

……

……

10. Have you observed any instances of procurement irregularities or potential exploitation in KMA's procurement processes related to the blue economy?

Yes [ ]

No [ ]

If yes, could you provide examples or describe the nature of these irregularities?

……

……

……

……

11. Are there any specific challenges or shortcomings you have observed in the implementation of these accountability practices within KMA's oversight of the blue economy?

……

……

……

SECTION C: EFFICIENCY PRACTICES AND EXPLOITATION OF THE BLUE ECONOMY

12. Please indicate how you agree or disagree with the following statements where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a	There are specific targets or benchmarks set by KMA to improve production or output efficiency in the blue economy					
b	KMA monitors and evaluates its activities and initiatives in the blue economy to ensure efficiency and effectiveness					

c	KMA leverages technology and innovation to enhance efficiency and effectiveness in its operations related to the blue economy					
d	KMA invests in capacity-building initiatives to enhance skills and knowledge related to the blue economy among its staff and stakeholders					
e	Capacity-building initiatives in improving the efficiency of KMA's operations in the blue economy are effective					

13. In your opinion, what are some innovative approaches or technologies that KMA could adopt to further improve efficiency in managing the blue economy?

……

……

14. Are there any specific challenges or shortcomings you have observed in the implementation of efficiency practices within KMA's oversight of the blue economy?

……

……

……

……

SECTION D: STAKEHOLDER ENGAGEMENT AND EXPLOITATION OF THE BLUE ECONOMY

15. Please indicate how you agree or disagree with the following statements where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a.	KMA promptly responds to inquiries, requests, or issues raised by stakeholders in the blue economy					
b.	KMA communicates with stakeholders regarding its activities, policies, and decisions in the blue economy					
c.	KMA's current stakeholder engagement practices in fostering collaboration and dialogue with relevant stakeholders in the blue economy are effective					
d.	KMA has established feedback mechanisms for stakeholders to provide input or express concerns regarding its activities in the blue economy					

16. Based on your assessment, what recommendations would you suggest to enhance stakeholder engagement within KMA's oversight of the blue economy, particularly in the areas of feedback mechanisms, collaborations, responsiveness, and communications?

……

……

SECTION E: EQUATABLE PRACTICES AND EXPLOITATION OF THE BLUE ECONOMY

17. Please indicate how you agree or disagree with the following statements where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a.	Efforts in fostering a sense of inclusivity and representation within KMA's activities in the blue economy are effective					
b.	KMA promotes gender equality within its operations and activities in the blue economy					
c.	There is active involvement of stakeholders in the execution blue economy initiatives					

18. How does KMA ensure the inclusion of diverse stakeholders, including indigenous communities, women, youth, and marginalized groups, while making decisions in blue economy matters?

……

……

19. Are there any specific challenges or shortcomings you have observed in KMA's efforts to promote inclusion and participation within the blue economy?

……

……

……

SECTION F: EXPLOITATION OF THE BLUE ECONOMY

20. Please indicate how you agree or disagree with the following statements where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a.	The development of the blue economy has created employment opportunities					
b.	The exploitation of the blue economy has contributed to increased revenue generation					
c.	Technological innovation has played a major in the blue economy sector					
d.	The exploitation of the blue economy has contributed conservation of biodiversity					

21. Which job sectors do you see experiencing the most growth as a result of blue economy initiatives?

……

……

……

Thank you for your time and involvement.

Appendix 3. Interview Guide

Personal Information

1. Gender:

Male [ ]

Female [ ]

2. Current Occupation/Job Title: ……..

3. Years of Experience in Current Field/Role……

4. Indicate your age (Tick one)

5. 1-30 years [ ] 31- 40 years [ ] 41 – 50 years [ ]

51– 60 years [ ] 61 and above [ ]

6. Academic Qualifications:

Primary Certificate [ ] Secondary Certificate [ ]

High education Certificate, or diploma [ ] Professional certification [ ]

Bachelor's degree [ ] Master's degree [ ]

Doctorate [ ]

1. What governance frameworks or models does your organization follow in managing blue economy activities?

……

……

……

……

2. In your opinion, how do stakeholder engagement, accountability, efficiency, and equitable practices affect the exploitation of the blue economy at KMA?

……

……

……

……

3. What are the significant governance challenges KMA faces in overseeing the blue economy in Mombasa County?

……

……

……

4. How does KMA address these challenges to ensure effective governance and sustainable practices?

……

……

……

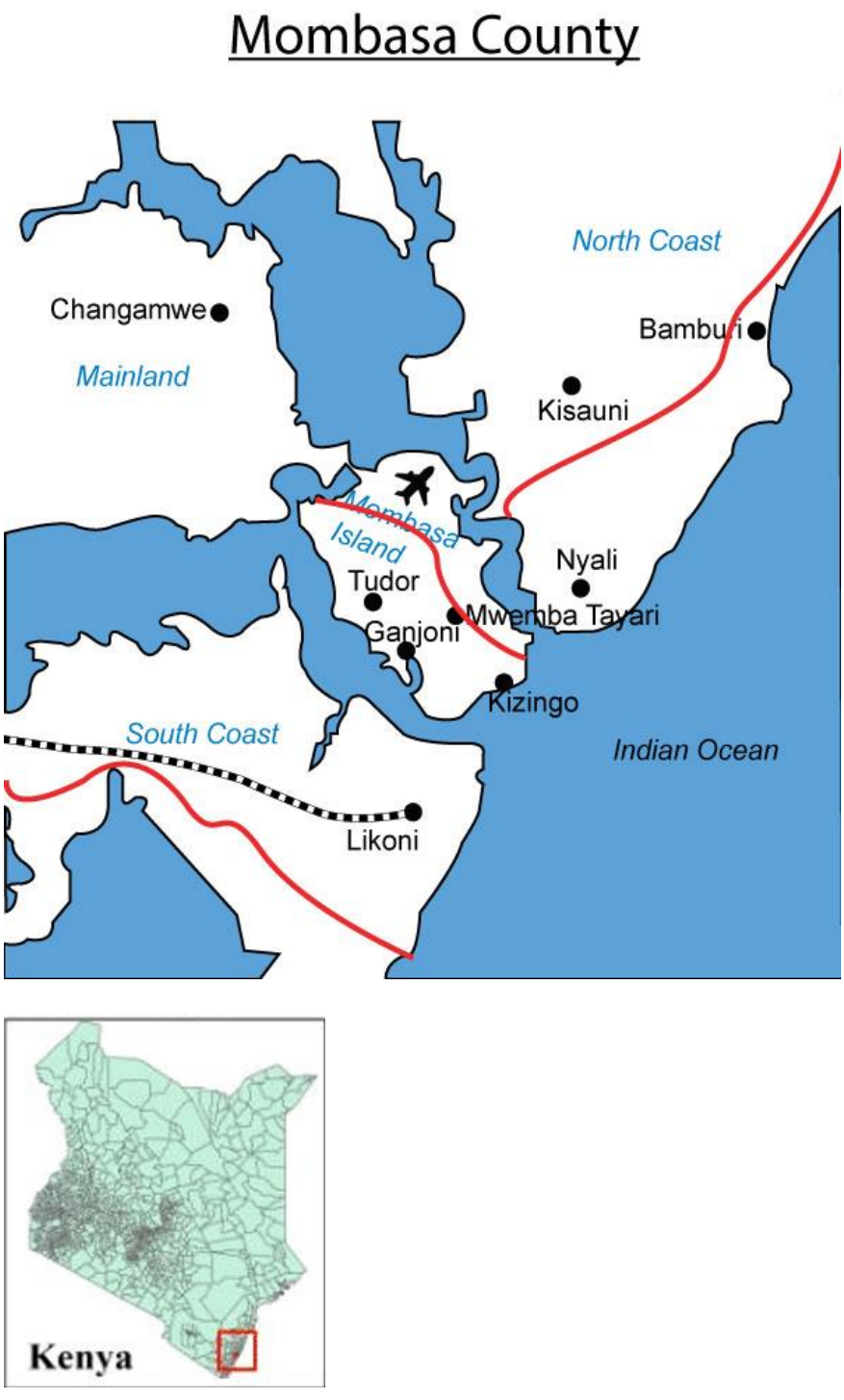
5. Based on your experience, what recommendations would you offer for improving governance practices at KMA and in the broader blue economy of Mombasa County?

……

……

Thank you for your time and contribution.

Appendix 4: Map of Mombasa County



Source: Google Maps

Appendix 5: Research Approval Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 18TH October, 2024

TO: Sybil Awino Ochieng
C/o Public Policy and Administration Dept.

REF: C153/PT /CTY /20322/2022

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 16th October , 2024 approved your Research Project Proposal for the **M.PPA** Degree Entitled, **" Governance Practices and Exploitation of the Blue Economy; Case of Kenya Maritime authority in Mombasa County."**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ELIJAH MUTUA
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Wilson Muna,phD
C/o Department of Public Policy and Administration
Kenyatta University

EM/k

Appendix 6: Research Authorization letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/CTY/PT/20322/2022 **DATE: 18TH October, 2024**

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR SYBIL AWINO OCHIENG – REG. NO. C153/PT /CTY /20322/2022

I write to introduce **Sybil Awino Ochieng** who is a Postgraduate Student of this University. The student is registered for **M.PPA** degree programme in the **Department of Public Policy and Administration.**

Awino intends to conduct research for a **M.PPA** Project Proposal entitled, **" Governance Practices and Exploitation of the Blue Economy; Case of Kenya Maritime authority in Mombasa County."**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

EM/fr

Appendix 7:Research Permit(NACOSTI)

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 236012

Date of Issue: 25/October/2024

RESEARCH LICENSE

This is to Certify that Ms.. Sybil Awino Ochieng of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa on the topic: GOVERNANCE PRACTICES AND EXPLOITATION OF THE BLUE ECONOMY; CASE OF KENYA MARITIME AUTHORITY IN MOMBASA COUNTY for the period ending : 25/October/2025.

License No: NACOSTI/P/24/41500

236012

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions