



REPUBLIC OF KENYA

**SECTOR PLAN  
FOR  
TOURISM  
2013 – 2017**

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## **STATEMENT BY THE CABINET SECRETARY MINISTRY OF DEVOLUTION AND PLANNING**

In keeping with the decision that Kenya Vision 2030 be implemented through five year Medium Terms the Government successfully launched the Second Medium Term Plan (Second MTP 2013-2017) in October 2013. The Ministry of Devolution and Planning then embarked on the process of preparing the second round of Kenya Vision 2030 Sector Plans detailing policies, programmes and projects to be implemented in each sector. A total of twenty one Sector Plans have therefore been produced based on the work of nineteen medium term plan sector working groups and three thematic working groups formed to prepare detailed plans as background documents for the Second MTP.

The Sector Plans outline in greater detail specific plans for implementation in each sector during the 2013-2017 period. The Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, NGOs, civil society, faith based organizations, professional associations, research institutions, and organizations representing women and youths, among others. Apart from the technical inputs, the Sector Plan priorities have been aligned and taken into account the priorities and inputs from nationwide Second MTP county consultation forums which captured views and priorities of Kenyans at the grass root and local level. Additionally, the Sector Plans have taken on board the key issues and priorities outlined in the Manifesto of the Jubilee Government in line with Second MTP.

The Sector Plans implementation matrices outline the broad goals and strategic objectives, the specific objective of each programme and project, the expected output and outcomes, the indicators for monitoring progress, the entity responsible for implementation, the implementation timelines, the source and mode of funding for each planned programme and activity starting financial year 2013/14 to 2017/18.

In accordance with the Constitution of Kenya, it is expected that the programmes and projects outlined in the Sector Plans will be implemented in close consultation and collaboration with county governments, keeping in mind, the distribution of functions between the national and county governments as outlined in the fourth schedule; and the capacity of county governments. Involvement of the private sector, including through Public Private Partnerships (PPPs), in implementing the Sector Plans will also be crucial to deliver the expected outputs and outcomes of various prioritized programmes and projects.

To ensure successful implementation of the Sector Plans, and the activities outlined in the implementation matrices, my Ministry will put in place the necessary monitoring and evaluation framework and systems including the reporting formats and templates for production of quarterly progress reports by implementing entities.

In conclusion, let me take this opportunity to thank the respective Cabinet and Principal Secretaries involved in various sectors and all those involved in preparation of the Sector Plans.



**Anne Waiguru, O.G.W.**

**Cabinet Secretary, Ministry of Devolution and Planning**

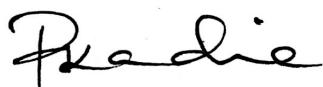
## FOREWORD

The Tourism Sector Plan (2013-2017) provides a detailed elaboration of the tourism policies, programmes and projects as contained in the Second Medium Term Plan (2013-2017). It gives strategies for the Plan period on the basis of the lessons learned from the First Medium Term Plan 2008-2012 while taking cognizant of the global, regional and national socio political, technological and economic environment.

The Kenya Vision 2030 identifies Tourism Sector as one of the six(now seven) key sectors in the Economic Pillar to drive the economy towards achieving a sustained annual economic growth rate of 10% within the Plan period. The sector made tremendous strides during the First MTP through implementation of key programmes and flagship projects which ensured that key indicators of the sector performance remained on the upward trend. To sustain the achievements, the Government will continue to provide an enabling environment for continued flow of resources for investments into the sector that will help to improve on tourism infrastructure and to raise the quality of hospitality services in the country. Specifically, flagship projects such as resort cities development, high value niche product development, Coast Ecosystem management programme and park improvement programmes among others will be implemented.

With the ultimate goal of putting Kenya among the top ten long-haul tourist destinations in the world offering high-end, diverse and distinctive visitor experience, the sector will continue with destination marketing among both the traditional and emerging source markets. Regional and domestic markets will be given the necessary attention.

This Sector Plan will be implemented in the spirit of partnerships for ownership and success with the Government working closely with the private sector and other players. A framework for community engagement as well as strategy for mainstreaming women and youth in tourism has been explicitly provided for in this Plan while the Public Private Partnership framework will be used to undertake qualifying projects. Considering that most of the tourism products fall outside the direct mandate of this ministry and also the fact that tourism competitiveness is influenced by a myriad of factors like road condition, air travel condition, fiscal policy, security; a high level multi-sectoral committee will be established to coordinate and ensure robust growth of the sector.



**Phyllis J.Kandie,**  
**Cabinet Secretary, Ministry of East Africa Affairs, Commerce and Tourism**

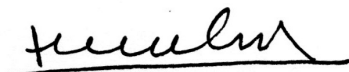
## PREFACE

The Tourism Sector Plan (2013-2017) covers the second five years of the Kenya Vision 2030. It is the document that has primarily informed the tourism chapter of the Medium Term Plan 2013-2017. The State Department of Commerce and Tourism through its Tourism Directorate is mandated to coordinate the formulation and implementation of tourism policies. This Plan is therefore a product of an elaborate stakeholders' consultation which has taken into account views and aspirations of the key stakeholders both public and private. It is envisaged to facilitate the implementation of the tourism sector strategies during the Second MTP period. It details specific goals, objectives, strategies, actors as well as the budgetary requirements for the various programmes and projects.

For the tourism sector to play its envisioned role during the Second MTP plan period, the following targets have been set; Increase tourism arrivals from 1.7 million in 2012 to 3 million visitors by 2017; Increase tourism earnings from Kshs.96.02 billion in 2012 to Kshs.200 billion by 2017; Increase bed- nights by domestic tourists from 2.8 million in 2012 to 4 million by 2017; and develop an additional 30,000 beds in high quality accommodation facilities by 2017 spread throughout the country.

To realize this, the Plan proposes a number of programmes and projects that will require the participation of the Government (both national and county), private sector, development partners and the general community among others. Some of the key programmes and projects lined up for implementation are destination marketing programmes which include Magical Kenya Brand Refreshment, Global Brand awareness campaign, Source Market Penetration Initiative, Marketing Domestic Tourism; Premium Parks Initiative; Underutilized Parks initiative; Expansion of Tourism Training; Development of Niche tourists Products which include ;Heritage tourism ,Home Stay ,Cultural Tourism , Health and Medical Tourism; Business and Conference Tourism Initiatives and tourism Infrastructure development including Resort Cities development

Tourism is to a large extent a service industry and therefore the quality of service is critical in its growth and sustainability. To upgrade standards and service in the industry, the Government will undertake periodic classification and regular inspection of facilities. Human resource development for the sector will be promoted through expansion and regulation of training institutions. Creation of the Tourism Regulatory Authority as established by the Tourism Act 2011 will also go a long way in ensuring standards are maintained.



**Dr. Ibrahim Mohamed**

**Principal Secretary, State Department of Commerce and Tourism  
Ministry of East Africa Affairs, Commerce and Tourism**



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## LIST OF ACRONYMS

BOK	-	Bomas of Kenya
CNN	-	Cable Network News
CTDLT	-	Catering and Tourism Development Levy Trustees
EU	-	European Union
FY	-	Financial Year
GDP	-	Gross Domestic Product
GoK	-	Government of Kenya
JPC	-	Japan Pacific Consultants
KICC	-	Kenyatta International Conference Centre
Km	-	Kilometre
Ksh	-	Kenya Shilling
KTB	-	Kenya Tourism Board
KTDC	-	Kenya Tourism Development Corporation
KTN	-	Kenya Television Networks
KUC	-	Kenya Utalii College
KWS	-	Kenya wildlife Service
LAPSSET	-	Lamu Port Southern Sudan and Ethiopia Transport
MICE	-	Meeting Incentives Conferences and Exhibitions
MTEF	-	Medium Term Expenditure Framework
MTP	-	Medium Term Plan
NMK	-	National Museums of Kenya
TSVs	-	Tourist Service Vehicle
UAE	-	United Arab Emirates
UK	-	United Kingdom
UNESCO	-	United Nations Education and Science Cultural Organisation
US	-	United States

## EXECUTIVE SUMMARY

The tourism sector in Kenya continues to play an important role in the country's economic development through its contribution to the Gross Domestic Product (GDP), foreign exchange earnings, employment and poverty reduction. In the recent times tourism has maintained its position as one of the leading foreign exchange earner together with tea and horticulture. In the next medium term plan period running between 2013 to 2017, tourism is expected to play a pivotal role in ensuring the economy grows at the projected rate of 10 % per annum up to the year 2030.

In the past five years, the sector has achieved remarkable achievements albeit the challenging environment of the post-election violence, financial crisis in key source markets and perceived insecurity within the horn of Africa region. By 2011 about 1.8 million tourist visited Kenya earning the country Kshs.98 billion. The government continues to implement a number of key flagship programmes that has enabled the attainment of these targets. These programmes will dovetail into the next 5 year Medium Term Plan.

In a bid to contribute to the attainment of the targeted 10 per cent annual growth target annually, the tourism sector has set ambitious tourist growth targets aimed at attaining 3 million tourist arrivals target and tourism earnings of Kshs.200 billion by the year 2017. The sector will also target to increase domestic tourism from 39% bed-nights to 45 % while modern wage employment from the sector is expected to increase from current level of 9 per cent to 10 percent. To achieve this targets the sector will attract investments in the accommodation facilities into sector towards development of additional 30,000 beds while human resources capacity within the sector is planned to grow by an additional 2000 skilled staff every year.

The targets set for the next five years are premised on the realisation that Kenya possess significant unexploited tourism potential. The wide array of natural wildlife assets including the abundant wildlife living in their natural eco-systems in well organised game-parks and reserves across the entire country, all year warm sandy coastal beaches, a rich and diverse cultural heritage products, sports products, a robust and thriving business hub that attracts most of the East and Central Africa regional business travellers will all be harnessed with a view to maximising tourism benefits without comprising the sustainability of the sector.

However, the attainment of the sector's goals takes cognisance of the myriad of short-comings that continues to stifle tourism growth. They include low funding levels and inaccessibility of affordable investment credit; infrastructure inadequacies - especially with reference to key tourists access roads, relatively high energy costs, water supply deficiencies; limited air accessibility capacities, airports, sea port, perceived tourists insecurity, skewed distribution of accommodation facilities; tourist product that remains relatively undiversified in spite of the many existing opportunities for further diversification. This medium term plan has proposed investment programmes and activities that will be pursued to mitigate the challenges and turn them into opportunities with the aim of attaining the targeted growth within the sector.

# 1 INTRODUCTION

## 1.0 Overview

The tourism industry in Kenya remains vital for the continued growth of its economy. Over the past five years, the sector continues to account for about 10 per cent of the country's national wealth. The industry is mainly an export oriented sector, and offers the Kenyan economy an opportunity to a diversified export base. In the recent times tourism has maintained its position as one of the leading foreign exchange earner together with tea and horticulture. This achievement in terms of return on investment has been important to the tourism sector's local and foreign investors as well as the government that has continuously funded tourism marketing and development. It is due to this contributions of the sector to the country's economic growth that the government in its Vision 2030, developed in 2008, identified tourism as one of the six(now seven) priority economic sectors that will be key to raising the country's gross domestic product rate to 10 per cent on an annual basis for a number of years.

In the Vision, the sector aims to make Kenya one of the top long haul tourist destinations in the world offering a high end, diverse and distinctive visitor experience. The government recognises the ability of the industry in employment generation in diverse areas of the economy ranging from semi-skilled jobs to highly skilled jobs. By its very structure comprising a mixture of small and large enterprise, the sector plays an equally critical role of fostering entrepreneurship development while at the same time catalysing investments across other sectors of the economy.

The industry has been based on a wide array natural wildlife assets (the abundant wildlife living in their natural eco-systems in a well organised game-parks and reserves across the entire country), over 500 kilometre long all year warm sandy coastal beaches, a rich and diverse cultural heritage and products, a robust and thriving business hub that attracts most of the East and Central Africa regional business travellers. Safeguarding this natural and cultural and business capital from adverse developments is critical to the long term sustainable growth of the tourism sector. These three basic foundations on which the tourism industry has been based on are additionally complimented with Kenyan renowned hospitality and a relatively highly skilled hospitality workforce. The growing and expected tourism numbers require that accommodation and related facilities grow in tandem. National strategies will enable the sector to project the accommodation facilities in terms of bed capacity needs. Such projections will be based on different ecological capacities

Financing of the sector has for a long time remained a constraint to investors in the sector. This sector plan spells out innovative ways to increase accessibility to financial services for investors in the sector. This is especially so for the small and medium enterprises who are crucial for ensuring a sustainable tourism development for the county. Improved access to finance by women and youth entrepreneurs to enhance their participation in the tourism sector is critical.

Kenya is also right in the midst of a comprehensive decentralization of its governance and institutional set up following the enactment of the new constitution. The constitution also enhances gender equality, gender mainstreaming in government policies and provides for social and economic rights for all the citizens. The medium term plan therefore comes at an opportune time as it will take cognizance of the new decentralised system and seek to enhance equal economic participation of both women and men.

## 1.1 Medium Term Plan tourism Targets for 2013 – 2017

Following a situational analysis for the past 5 years and taking cognizance of the inherent risks and opportunities in the coming years, the following have been identified as the new overriding targets for the tourism industry between by 2017:-

- i. Increase tourism arrivals from 1.7 million in 2012 to 3 million visitors by 2017.
- ii. Increase tourism earnings from Kshs.96.02 billion in 2012 to Kshs.200 billion by 2017
- iii. Increase bed- nights by domestic tourists from 2.8 m in 2012 to 4m by 2017
- iv. Develop an additional 30,000 beds in high quality accommodation facilities by 2017 spread throughout the country.

The targets takes the past growth patterns for the last 10 years tourists arrivals which has grown by an average 8 per annum. This growth rate is then escalated to take cognisance of the new foundations especially infrastructure which should open up accessibility. However equally important are the disabling foundations like insecurity and the unfolding global climate which could slow down growth especially from the key source markets of Europe.

## 2 SITUATION ANALYSIS

### 2.1 Recent Performance Trends

At a global view, the total contribution of Travel and Tourism to employment in 2011 was 11.9%. This is forecasted to grow by 1.2% in 2012 to 788,000 jobs. By 2022, Travel & Tourism is forecast to support 906,000 jobs (11.0% of total employment), an increase of 1.4% per annum over the period<sup>1</sup>. The jobs generated are in diverse areas including in areas where it would be typically difficult to generate employment.

For the past 10 years, the basic indicators of tourism growth have been on a consistent upward trend except for 2008 when the sector was heavily affected by the post-election violence resulting in travel bans by major tourism source markets and negative publicity that greatly discouraged tourists from coming into the country (Table 1). The situation was exacerbated by the global financial crisis later in the year, and high cost of fuel. Consequently, the volume of international arrivals decreased by 33.8% from 1.8million in 2007 to 1.2 million in 2008.

In 2009, tourist arrivals increased to 1.5 million representing a 25% growth but only 66.2% of 2.25 million MTP target. In 2010, tourist arrivals improved recording 8% growth to stand at 1.6 million but were below the MTP target of 2.6 million tourists. By end of 2011, total tourists' numbers recovered to 1.8 million which is also below the MTP 2.65 million targets.

The improved performance in 2009 in terms of tourist arrivals and bed nights is attributed to aggressive marketing campaigns undertaken beyond the traditional tourism markets, enhanced security initiatives and favourable political environment arising from increased harmony of the Coalition Government.

Bed nights available increased from 14 million in 2008 to 17 million in 2009. This was 7% above the 2009/2010 MTP target of 16 million bed nights. In 2010, bed nights available increased to 17.2 million against a MTP target of 17 million tourists.

Tourism earnings on the other hand increased by 18.6% from Kshs.52.7 Billion in 2008 to Kshs.62.5 billion in 2009. The growth was attributed to growth in international arrivals and revamping of domestic tourism segment. However, this was 47.9% below the First MTP target of Kshs.120 billion in 2009/2010. In 2010, earnings improved significantly to Kshs.73.7 billion representing a growth of 17.9%. However, this was far below target of Kshs.160 billion for 2010/11. The growth of the tourist earnings has closely mirrored that of the tourists' numbers with an average growth rate of 20 per cent annually.

**Table 1: Tourism arrivals and earnings 2002 – 2011 and projections 2013-2017**

Year	Tourist Arrivals	Av. Growth	Earnings (Kshs bn)	Av. growth	Bed-Nights Available	Av. Growth	% Occupancy	Bed-nights occupied
2002	1,001,280	-	21.7	-	-			3,436,800
2003	1,146,102	0.14	25.8	0.19	7,765,700			2,605,900
2004	1,360,700	0.19	39.2	0.52	10,030,700	29.2	37.8	3,791,500
2005	1,479,000	0.09	48.9	0.25	10,084,500	0.5	44.4	4,476,300
2006	1,600,541	0.08	56.2	0.15	13,003,500	28.9	45.5	5,921,700
2007	1,816,800	0.14	65.4	0.16	14,711,600	13.1	47.2	6,939,200

<sup>1</sup> World Travel & Tourism Council; Economic Impact 2012 (Kenya)

Year	Tourist Arrivals	Av. Growth	Earnings (Kshs bn)	Av. growth	Bed-Nights Available	Av. Growth	% Occupancy	Bed-nights occupied
2008	1,203,200	-0.34	52.7	-0.19	14,233,600	-3.2	26.0	3,699,000
2009	1,490,400	0.24	62.5	0.19	17,125,300	20.3	36.5	6,242,800
2010	1,609,100	0.08	73.7	0.18	17,161,800	0.2	38.8	6,662,300
2011	1,822,900	0.13	97.9	0.33	17,419,600	1.5	40.3	7,015,200
2012	1,873,752		100		19,335,756		41.4	7,997,328
<b>Projections</b>								
2013	1,798,802		90		21,462,689		42.5	9,116,954
2014	2,248,503		119		23,823,585		43.6	10,393,327
2015	2,698,203		143		26,444,179		44.8	11,848,393
2016	2,914,060		172		29,353,039		46.0	13,507,168
2017	3,059,763		200		32,581,873		47.3	15,398,172

As indicated in the above growth patterns, the absolute volume of Kenya's tourism, at 1.8 million tourists with earnings of US \$1.2 million, is still relatively small when compared to the size tourism volumes in other countries like South Africa, Egypt with a similar or less potential. Taking into consideration that Kenya aspires to be among the top 10 long haul destinations, that include countries such as China, Mexico, Malaysia, the country will need to put in place strategies for catch-up.

Although Kenya's Safari and beach products remains quite competitive, countries such as South Africa, Tanzania, Botswana, and Namibia continue to pile competitive pressures to the safari product. While on the beach product, countries like Zanzibar, Mauritius, Seychelles, and Maldives continue to offer competitive beach products with an increasing number of recreational activities like sport fishing, diving among others. Our beach product failed to keep pace and to a large extent remains focused low cost high volumes.

## **2.2 Implementation of Flagship Programmes and Projects**

### **2.2.1 Resort Cities**

Considerable progress has been made in regard to the flagship projects under tourism. Specifically for the Isiolo Resort City and Turkana, suitable sites have been identified. Local council authorities' resolutions adopting the location of the site for Isiolo are available. The next step being pursued is continued consultation with county leaders, communities and county Governments with a view to securing the land, delineation of boundaries, determination of awards, study tours and development of Terms of Reference for model design.

Overall the implementation of the Resort Cities in Kenya is a new concept that requires considerable amount of time to conceptualise the ideas both at the technical and policy levels. Thereafter the ideas needs to be shared and agreed upon by a wide range of stakeholders especially the communities where the sites have been identified. Experience from the preliminary work on the resort cities indicate that it will take much longer for host communities to willingly agree to set aside land for such developments.

Even after communities have agreed to the development of the resort cities, the whole process of acquiring the land, acquiring alternative settlements for those already on the identified sites, and compensating them may take more years than anticipated. The situation is worsened by the inadequate budgetary allocation to the state agencies involved in the project.

## 2.2.2 Marketing Programmes

During the First MTP period, Kenya's tourism marketing went a notch higher both at the international and domestic front. This was possible through the additional marketing resources for a major Tourism Markets Recovery Programme implemented by the government and the European Union in collaboration with the private sector. The main objective was to mitigate the effects of the post-election violence through reassurance as well as diversify the source markets

- **International Marketing:**

KTB led the industry in implementing Tourism Market Recovery initiatives dubbed "TMRP II" which included a global electronic media advertising campaign with CNN and BBC and later Euro news, covering Europe, Middle East, Asia and Africa, with the USA being covered through CNN online, an outdoor advertising in five key markets as well as new and emerging markets to address concerns of market diversification and sustainability - (UK, Italy, France, Germany, Switzerland, India, South Africa) as well as participation in global exhibitions such as World Travel Market - WTM, International Travel Bourse – ITB and many more. The integrated campaigns addressed the first objective of rebuilding the destination image, and the second, of driving sales.

TMRP II yielded positive results, with a record 1, 095,842 international air and sea arrivals, yielding revenue of Kshs 73.6 billion as at December 2010, compared to 952,481 and revenue of Kshs 62.5 billion in 2009. The success of the TMRP11 is evident when comparing this recovery and growth, from 1,048,700 international arrivals and revenues of Kshs 65 billion in 2007, the best performing year prior to the post-election downturn in the industry.

The recovery marketing programs were funded to the tune of Kshs 220 million from GoK, and another Kshs 430 million allocated for the 2008/9 annual marketing program to address recovery. A further Kshs 600million was released by the EU covering the period up to December 2010, for the sole purpose of consumer advertising to complement other marketing initiatives.

- **Domestic Tourism Marketing:**

The government in collaboration with the private sector also launched a series of programmes targeting the domestic market such as cultural festivals, events sponsorships, regional exhibitions and media advertising through the weekly Travel Diaries programme on KTN, Thursday travel pull-out in Standard Newspaper and "Tembea Kenya" on social media. Specifically, the integrated marketing campaign included Media advertising such as KTN Travel Diaries 30 Minutes Tourism TV program, the Citizen TV and Standard Newspaper 2 page Tourism features every Thursday of the week, Print advertising (Standard; Nation; Parents magazine), electronic (Classic FM) and online components on Nation media titled "10 places to visit in your lifetime".

Regional Cultural festivals such as the Lamu Cultural Festival, Lake Turkana cultural festival, Maralal International Carmel Derby , domestic exhibitions and events such as Magical Kenya Tourism expo, Getaway Holiday expo at Sarit Centre, Magical Kenya Jockey Club Race, and the Kenya Open Golf sponsorship were also pursued.

- **Market expansion and diversification:**

Kenya expanded and diversified its tourist source markets with an additional 20 markets. Some of the latest entrants were Brazil, China, Japan, India, UAE, Uganda, South Africa, Nigeria, Russia and Australia, among others. The growth of the arrivals from the new markets has been equally at a fast rate among the new markets.

- **Marketing of a more diversified tourism product mix:**

During the plan period the marketing programmes involved a more diversified tourism product beyond the traditional wildlife and beach. Thus marketing of cultural tourism, sports tourism, eco-tourism and many others became more pronounced than in the past. For instance, annual cultural festivals like Lamu, Turkana are now a prominent annual feature in Kenya's tourism marketing products. In total 11 tourism products have been promoted during this period.

- **Launch of the annual Magical Kenya Expo:**

The government held an inaugural Magical Kenya Expo in October, 2011 with the support of over 50 Local Travel Industry exhibitors. This Expo has been hailed as a much needed initiative by trade and press alike. In line with the objectives of this Expo, over 150 hosted buyers from 18 source markets attended the 5 day trade familiarization tour of the country's premier tourist attractions as well as meet with the Exhibitors during the Expo.

- **Route development:**

The government also worked with industry stakeholders, global airlines and international charter companies in a bid to enhance air connectivity flights between key tourist markets such as India, Korea, China, African states etc

### **2.2.3 Niche Products Development Programmes**

On the niche products, the government continued to engage private investors to develop western Kenya Eco-tourism hub, provide additional beds in Kakamega forest, Mt. Elgon, Lake Victoria and launch high value cultural products and cultural festivals and license home stays.

Kisumu Impala Sanctuary – 24 beds up market Eco-lodge has been constructed while Ndere Island Tented Camp – Investor had problems and Kenya Wildlife Service will re-advertise the tender. Another important development is the Tourism Trust Fund project in Got Ramogi was been finalized. This project aimed at developing four cottages and a kitchen; shops (for traditional herbalists and honey vendors, environment group, handicrafts and local tour guides) and information centre, however, the community TTF lack capacity to run the cottages and need a strategic investor to partner with them.

A Cultural and Heritage Tourism Strategy and an Agro-tourism strategy have been developed and a criteria for home stays has also been developed. A Cradle of Mankind Tourist Circuit that incorporates Sibilio National Park, Central Island National Park and Southern Island Park around Lake Turkana region has been developed in the Sibilio National Park. Bomas of Kenya hosted 9 cultural festival and they researched and published on 5 cultures. A new Cultural Conference centre was also completed.

Kenya Forest Service advertised over 80 ecotourism facilities to enhance accommodation and other services. Over 20 of these advertised facilities have been licensed to commence development and eventual operations. The planned facilities will complement the existing camp-sites and lodges that are currently used by bird watchers in forests such as Arabuko-Sokoke, Kakamega and Mt. Kenya forests. More than 20 of Kenya's Important Bird Areas (IBAs) are located in Forest Reserves and these have active community-driven Site Support Groups, with some such as those at Arabuko-Sokoke, Shimba Hills, Kakamega and Mt Kenya providing specialist guiding services. Activities such as horse-riding take place within Karura and Ngong Road forests and from Mountain Rock Hotel (Bantu Lodge) and Castle Forest Lodge in Mt Kenya. In addition to horses, there is potential to use other animals like camels for forest safaris. It is also important to note that Horses have potential to be used for forest protection.



The National Museums continued to develop additional niche products during the MTP 2008-12 they surveyed, gazetted and rehabilitated several national monuments and historical sites for tourists attraction i.e. Kaya forests, Rehabilitation of the Nairobi National Museum to provide high quality service to customers' facilities and exhibitions; they developed new Museums at various parts of the country such as the Wajir and Garissa Museums.

New World Heritage Sites were listed by UNESCO. They include Fort Jesus Museum, the Great Rift Valley Lakes of Elementaita, Lake Nakuru, and Lake Bogoria. Through heritage research new information was generated, documented and disseminated for application in tourism promotion i.e. both cultural and natural heritage. Between 2008 and 2012, several innovations for tourism promotion were conceptualized for full scale development during the second MTP term 2013-17. These include;

- Nairobi National Museums Exhibitions Products,
- Meeting Incentive Travel Conference Exhibition,
- Nairobi 360,
- National Museum of Kenya (NMK) Nairobi Circuit comprising of Nairobi Monuments Tour and Nairobi National Museum Night tours.

#### **2.2.4 Meeting Incentives Conferences and Exhibitions (MICE)**

On MICE, a National Strategy was developed in the period under review and a National MICE Steering Committee and Secretariat is in place to oversee implementation of the Strategy. The National MICE Strategy Committee was established in July 2010 and subsequently it spear headed the development of the Strategy through a consultative process. The Strategy requires Kshs.638 Million for the first five (5) years translating to ksh127.6 million per year. Unavailability of funds to the National MICE committee and Secretariat has slowed down progress. The Implementation of the MICE strategy started with KShs.3 million, provided by the Kenyatta International Conference Centre.

KTDC initiated development of Mombasa Convectional Centre, a project planned to be implemented through Public Private Partnership. The Corporation executed a lease agreement with Bamburi Portland Cement Company for land measuring 18 hectares along Mombasa – Malindi road, and in the process of establishing SPV (Mombasa Convention Centre Company). A pre-feasibility study of the project has been concluded.

#### **2.2.5 Premium parks initiative**

National Parks have been segmented by product and price. The premium park initiative is aimed at reducing pressure on the two highly visited Parks (L. Nakuru and Amboseli). It also aimed at improving visitor facilities and roads to ensure tourists get value for their money. Infrastructure has been upgraded. Park entry fees for Amboseli and Nakuru has been reviewed upwards. The review is meant to regulate demand for these Parks which are made up of fragile ecosystems. It is also meant to encourage tourists to tour less visited parks. Conservation fees for less visited parks were maintained as previous year with a view to increasing visitation.

Infrastructure development and improvement involved upgrade of visitors' facilities such as campsites, gates, self-catering accommodation, and tarmarking of air strips, roads, toilets, signage and introduction of customer care personnel. Rehabilitation of staff houses in both Parks was completed. Development of community water project (Ndibai) in Nakuru and rehabilitation of community dispensary in Amboseli were completed.

## 2.2.6 Under Utilised Parks initiative

During the MTP 2008 -2012, the underutilised parks initiative aimed at rehabilitation and expansion of existing tourist's facilities as well as increasing bed capacity.

Sites for tourist accommodation development in Meru Conservation Area were awarded to successful bidders. Environmental Impact Assessment for the sites is underway. Ndere Island National Park and Kisumu Impala Sanctuary were branded.

Construction of new cottages in Kakamega Forest National Reserve was completed and is now operational. Infrastructure improvements including refurbishment of gates, signage, campsite and visitors facilities have been completed. Additionally offices and staff houses have also been constructed.

In Chyulu accessibility to Kisyula cave was improved. Resting shade for the picnic near the cave has been completed. Game viewing circuit connecting the cave is being improved.

In Tsavo Conservation Area several sites were identified for development. The four sites which were advertised in February 2011 were awarded. Investors who took up these sites are mobilizing resources to start construction. Additional five sites were advertised in January 2012. Investors showed interest in only one site. The other four sites will be re-advertised.

At Mt.Longonot National Park, the hiking trail is being improved to enhance the visitor experience and safety. Additional funds have been reallocated for the work. Constructions of two resting shades along the trails are complete. Two cooking shades and ablution block at the base have been completed.

The KWS is also carrying out various product development activities with the aim of improving the competitiveness of the wildlife product within Parks as follows:-

- i. **Therapeutic tourism** – Development of natural spa, sauna, and steam bath is on course. This tourism product is being undertaken by Ken-Gen in collaboration with KWS. The project utilizes the hot springs and geothermal resources within Hell's Gate National park.
- ii. **Via Ferrata climbing trail on Mt. Kenya.** Technical rock climbing area improved with the help of donors. The Narumoru route can now be used by more people of differing abilities.
- iii. **Improvement of campsites and visitor facilities**– Public campsites have been improved in Tsavo West, Tsavo East and Hell's Gate.
- iv. **Refurbishment of guesthouses** – KWS has completed refurbishment of guesthouses in Tsavo West National Park. Plans are underway to refurbish others in Aberdare.
- v. **Parks Branding** – KWS Parks Branding focused on customer experience, staff welfare and community outreach. Mt. Kenya, Mombasa Marine Park, Kisumu Impala Sanctuary and Ndere Island were branded during this period. This entailed extensive improvement of tourist facilities, initiation of an intensive marketing campaign.
- vi. **Beach Management program.** This initiative focused on beach management from an environmental & visitor management perspective with a view of undertaking security and safety, beach cleanliness, environmental (beach) health and restoring image of Mombasa Marine & Beach. Under this programme KWS with the help of other tourism stakeholders successfully ensured order, cleanliness and tourist security along the Jomo Kenyatta Public Beach. KWS won the 2011/12 FY Innovation prize for the beach management programme.

### **2.2.7 Tourism Training and curriculum standards**

During the period under review, the manpower supply for the sector aggregated as follows: 48% on-the-job training, 19% from commercial colleges, 16% from KUC, 11% from polytechnics, 3% from NYS and 3% from Universities. During the same period, about 2,500 trained personnel were released into the sector. Out of this, 30.7% came from KUC, 36.7% from Commercial colleges, 21.3% from polytechnics, 5.6% from NYS and 5.7% from universities.

Further, KUC increased its intake from 400 in 2008 to 1700 in 2012, while the number of in-service students increased to 6000. Training durations were revised from 4 years to 3 years for Diplomas and 2 years to one and a half years for certificates. Self-sponsored programmes were also introduced in Front office, Food production, Service and housekeeping & laundry certificate courses. The college also entered into collaboration with the University of Nairobi to offer degree programmes whose enrolment stood at about 400 by the end of 2012

### **Standards**

In order to upgrade the standards in the industry, CTDLT conducted a baseline survey on the standard requirements for the industry. A total of 2000 standards for both tourism and hospitality were developed. These standards shall form part of the framework under which TRA shall operate.

### **2.2.8 The Cradle of Mankind**

This is a new tourist circuit that targets to exploit the rich paleontological heritage that form the richest and world's oldest human related fossil records. The circuit begins from Nairobi to Maralal visitors spending the night at Maralal enabling them to sample the rich history of first President's (Kenyatta) detention camp in Maralal, historical sites and museums. The circuit then proceeds to Loyaingalani an oasis desert on the eastern shores of lake Turkana. Key highlights include the Desert Museum, Cultural Tours, Rock Art. From here the circuits processed to the World heritage site; the Cradle of Mankind in Koobi Fora at the Sibilio national park where visitors visit the Petrified Forest and the Koobi Fora Museums. This is a new and unique product and circuit that continues to be developed and marketed by the National Museums of Kenya and aims at opening up new frontiers of Kenya's tourism.

### **2.2.9 Bed Capacity**

The tourism sector, under the Vision 2030, was tasked with the development of additional beds in order to meet the growing demand for the Kenyan Tourism product. It is envisaged, this will be achieved through project financing to potential investors, for rehabilitation and upgrading of existing lodging facilities and investing in new 4 & 5 star hotels.

The tourism sector in the ending MTP 2008-2012 continued to improve the quality of Kenya's tourism product through product development of 'niche' diversified products all over the country. In particular 3,000 beds in high cost accommodation were expected to be provided around key eco-tourism products Rumanational park, Eldoret distant running museum, Lake Victoria, Kakamega Forest, Mt Elgon, Tana River, lake Turkana, and Marsabit. Towards this end, KTDC disbursed Kshs. 735 million during the period 2008-2012 to about 38 projects that translated into the creation of an estimated 1,736 beds.

### **2.2.10 Development of Marina**

Cruise ship is one of the high end products that Kenya's tourism has not exploited. Part of the reason why cruise ship tourism has not taken off is due to lack of modern sea port facilities like Marinas. Thus during the plan period, KTDC initiated a marina project in Shimoni area at the South Coast. The Marina Project is to be implemented under Public Private Partnership. KTDC has therefore identified and acquired 10 acres piece of land in Shimoni for the development of this project.

### **2.2.11 National Development Concepts**

The tourism sector in the ending MTP 2008-2012 through KTDC engaged on conceptualization of the development of new tourism products in line with the current tourism investment climate in order to interest and encourage local and foreign investment in the country. These concepts provide alternative forms of accommodation with focus to the Eco-tourism market. Each concept contains project details, on site analysis and the type of proposed tourist facilities and the project's viability, and each tend to increase number of rooms between 10 and 50. Some of the concepts have already been adopted by local investors who KTDC is funding. These include; The Health Spa Concept in Kenya's Geothermal Springs Areas; the Boutique Hotel Concept; the Eco-Lodge Concept; the Time share Concept; Mountain, and Lakeside Resort Concept; Home stays Concept.

### **2.2.12 Classification of all Tourism Establishments**

The Objective was to ensure that tourists get value for their money through maintenance of high standards of our tourist facilities and products/attractions. The Directorate of Tourism, in conjunction with relevant stakeholders under the East African Community developed the East African Community Standards Criteria for Classification of Hotels, Restaurants and Other Tourism Facilities, which were finalized in 2009. Assessors from the public and private sector were trained in 2009 at Kenya Utalii College to enable them undertake classification of tourism establishments.

In 2010/2011 the 1st Phase of classifying hotels, restaurants and other tourism facilities was undertaken, however the official results are yet to be released. The 2nd Phase was to be undertaken in 2012.

In addition to the East African Community Standards Criteria for Classification of Hotels, Restaurants and Other Tourism Facilities, CTDLT have developed 2,000 standards that will be used to help the tourism service providers to offer recommended and standardized services in the tourism sector.

The Tourism Regulatory Authority once it becomes operational will take up this mandate of ensuring tourism stakeholders offer value for money.

### **2.2.13 Policy, legal and institutional reforms**

During the period under review, the sector finalised the development of a new regulatory framework that encompassed a new Tourism Act 2011 and a Sessional Paper. These legal and regulatory policy instruments have now come into force and they will guide the development and management of the sector.

### **3 CHALLENGES, OPPORTUNITIES AND EMERGING ISSUES**

As a global sector, tourism has become an extremely competitive and dynamic sector that requires common national strategies to ensure Kenya's tourism product maintains its competitive edge. New international tourism trends amongst our target markets calls for new strategies in the development of innovative tourism products and quality services that are sustainable.

It is essential to provide positive visitor experiences but also provide good value for money. The tourist experience embraces a number of interrelated elements including people, place, accessibility, facilities/services, and value for money and security. Although the weighting of importance of each variable will vary, it is vital that the tourism experience meets customer expectations. It is therefore imperative that the sector continues to address the key challenges identified in the First MTP.

#### **3.1 Product Diversity**

As highlighted in the previous medium term plan 2008-12, Kenya tourism continues to be based on a narrow product range that include, beach and safari holiday. The rich and diversified indigenous cultural products remain unexplored for tourism purposes; the opportunities for business and conferencing product, sports products among a host of others that are spread across the country.

#### **3.2 Product Quality**

The beach product has experienced declining quality due to lack of provision of unique and diverse experiences at the beach, poor traffic management systems on roads leading to and from the Mombasa International airport, poor waste disposal and collection systems in Mombasa, beggars and street urchins in Mombasa, lack of investment incentives to spur new developments at the coast and social evils associated with Kenya's beach product e.g. sex tourism, child exploitation, Drug peddlers etc. all negatively impacting on the image of the product and destination.

The challenges facing the Safari product include weak product monitoring standards, poor regulation/control of developments in wildlife areas and migration corridors resulting in congestion and environmental degradation, poor infrastructure (Access roads, water, electricity and waste disposal), and poor tourism transport vehicle quality standards.

#### **3.3 Bed capacity and its distribution**

Although a number of new tourism facilities have come up spurred by the growing number of tourists in the past few years these new facilities are basically within the already developed tourists' circuits. For instance in Nairobi about 1,000 high end bed capacity has been developed a significant portion by some of the international hotel chains. Currently the number of tourist class hotel beds is estimated at 60,000 translating to 21 million bed-nights per year. To accommodate the target of 3 million tourists by the end of this year we would have required at least 90,400 tourist class hotel beds. Therefore there is a clear shortfall of about 30,000 beds that needed to have been developed by end of 2012.

However, more hotels are currently being developed and include Best Western, Radisson Blu, Park Inn, Three Cities, Kempinski and Lansmore. In addition, there have been investments in non-traditional accommodation facilities such as villas, home stays, eco-lodges and Golf Resorts around the country. More tourist standard hotels have been opened in Kisumu. The effort should now turn to stimulating similar investments in the under developed tourist circuits. These could partially be achieved through private sector investments incentives especially within the designated tourists resort sites.

Equally important is the need to ensure that indigenous Kenyans become investors into the tourist sector accommodation across the country. In this respect the government should through, appropriate incentives programmes, facilitate Kenyans to develop quality tourism facilities. This way, the supply of tourist's facilities in the sector will become much more sustainable and not overly amenable to the volatile global investments flows. More importantly it will minimise the leakages from sector.

### **3.4 Ports Infrastructure**

An integrated infrastructure development is important for the development of the tourism sector. In the past five years, there has been considerable expansion and modernization of key infrastructural projects that have continued to support the development of tourism. The Kenya Airports Authority is implementing its refurbishment plan for airports and airstrips with projects such as JKIA Greenfield project (Second Runway and Terminal 4), Kisumu International airport (terminal and runway), Lamu (runway), Isiolo (runway), Kakamega air strip etc. The challenge faced in the tourism industry is poor co-ordination to ensure that the priority areas for tourism are considered for development of an airstrip or refurbishment. This has been an impediment to expansion of tourism to other circuits of the country such as Northern Kenya, Western Kenya and the North Rift (Nakuru).

Jomo Kenyatta International Airport has carried out various renovations aimed at easing the free flow of visitors and lessens the congestion at the entry/exit areas. However the airport, which is a major gateway, still experiences considerable congestion at peak hours. According to the tourist exit survey conducted at JKIA and MIA, tourists highlighted challenges with waiting lounges, immigration counters being dilapidated, lack of express counter at immigration for first class, business and diplomats, low automation at the airports, lack of queue control equipment at immigration counters, lack of a free phone facility at the international arrivals terminal, lack of communication equipment for the blind, delays in baggage processing at the carousel, lack of information screens at the baggage carousel and lack of signage in foreign languages.

The airport whose design capacity was estimated at 3 million passengers annually now handles about 6 million passengers in a year. Other major shortcomings of the air port are slow Progress on the development of Unit 4 with associated modern and terminal buildings, larger aircraft aprons and additional parking areas. One these facilities are completed will ease congestion at the airport. However for the projected growth of tourism into the year 2030, the best solution will be the construction of the Greenfield Terminal which should accommodate over 20 million visitors annually.

Air accessibility across the country however remains a big challenge for opening up new tourists circuits. There is therefore need to develop small modern airports and airfields across the country. Other airports like Kisumu International airport and Isiolo airport have been modernized and expanded and this has led to opening up of the western and northern tourism circuits.

Increased aircraft Navigation and landing fees, introduction of Air Passenger Departure tax in UK, EU Carbon emission tax, coupled with general inflation on tourism related commodities have made the cost of a trip to Kenya very high, hence impacting on its competitiveness.

### **3.5 Roads, Railways Electricity, Water, and Waste Management**

Kenya's tourism mostly uses road transport. Over the last few years there has been tremendous improvement in the road network across the country. However some of the major roads connecting tourists' attractions are still in poor state and this directly diminishes tourism competitiveness through delays in transportation and high operational costs. Maintenance and improvement of the existing road network is of paramount importance.

Even though the road sector has received massive financial investments in the past 5 years, some of the roads critical for tourism growth have not been developed. Among these is the Dongo-Kundu by pass that has been on the drawing board for years yet it would offer ease travel to the South Coast. Other coastal roads like the roads serving the popular north coast, the Mombasa International Airport access roads are in very poor state.

The cost of energy is still relatively high compared to competing destinations. Further more erratic power supply has led to many investors having to install other energy source that inherently adds up the cost of inputs for investors. Some destinations especially the Coast, water supply and sewerage systems remains unsatisfactory. Again investors have had to resort to own supply to supplement whatever is available. All these leads to higher cost of doing business and makes some of our tourism businesses uncompetitive.

The sewage systems for most areas of the country seem inadequate to handle the growing demand. Many facilities are forced to invest in expensive waste water handling systems that diminish their profitability. Some are not able to invest in efficient systems leading to pollution and degradation of the critical resources that tourism depends on. The country also faces a solid waste menace and even where tourist facilities have strived to employ the best solid waste management systems, they are still affected by the poor practices of other businesses and communities around. Although there are laws and regulations on handling of waste water and solid waste, the enforcement mechanisms are weak.

A significant number of developments of facilities for tourists in the Vision 2030 are targeted in areas far from the traditional tourist circuits. In some of these areas, the tourist products exist while the rest of the components that would attract private investments is non-existent. For instance no roads, no electricity, not water exists in such areas. There is therefore need for the government to provide incentives schemes to attract the initial investors to such areas. From another aspect, the uptake of some of the targeted new tourism products e.g. water sports, has not been positive. There is need to consider development of incentives to develop boats and other marine related facilities in order to encourage development of water sports and other tourism related water-based facilities, products and services in this region. Such incentive schemes should also target the disadvantaged and marginalized groups to encourage them develop the tourism products within their localities.

### **3.6 Security**

Safety and security of both the hosts and visitors are pre-requisites to a growth of sustainable tourism. Indeed the government has put in considerable effort to foster and maintains an environment that provides assurance to visitors on their security and safety. The ratio of police to citizen has been going up. Specifically for tourism, the Tourist Police Unit continued to expand covering more and more tourist destinations although resources to facilitate their operations are still limited.

Unfortunately the security situation in some of our neighboring countries and a general rise in terrorist-like threats across the country have led to heightened security concerns. Internal conflicts, personal insecurity like inter-ethnic conflict are not conducive to tourism. A much bigger Tourist Protection Service that is better funded, trained and equipped working alongside the other country wide-security agents will be a source of renewed confidence to our tourists. Whenever tourists' security incidences have arisen in the recent past, there has not been well coordinated crisis management system. As a result even isolated incidences have been blown out of proportions in the main source markets thereby eroding marketing efforts.

### **3.7 Funding shortfalls**

The tourism sector requires sufficient and sustainable financing to successfully achieve its desired goals. The current allocation to the sector averaging less than ksh2.8 billion is inadequate. The sector requires Ksh 6 billion annually to finance its activities and sustain the destination brand which has been susceptible to negative publicity due to election violence and terrorism. Such level of funding will ensure sustenance of the realized growth and periodic downturns in international arrivals. There is therefore need to complement Government funding by harnessing additional funding from multilateral funding mechanisms, development partners, private sector.

The new Tourism Fund (formerly CDTL) collects 2% levy to cater for training through the Kenya Utalii College, and provides funding to KTB for marketing and promotion. The levy collected is however inadequate. In the new Tourism Act, the Fund will even be required to finance a much wider spectrum of tourism activities apart from training and marketing.

Tourism product facilities development on the other hand is a capital intensive investment and needs sustainable funding mechanism to ensure projects are successfully implemented. For instance, at the end of the MTP 2008-2012, the Sector through KTDC had received a request of Kshs 1.5 Billion funds for 52 projects from potential investors that translates to more than 2,400 beds. However, the internal generated resources were not sufficient to meet this demand. As money market operators, Kenyan banks have no long-term savings, and are thus limited to short-term lending periods. In some countries, to mitigate against this portfolio mix, refinancing mechanisms are in place to facilitate long-term credit extensions. Such a scheme is not available in Kenya. The main constraint therefore remains the unavailability of finance on favorable terms over an extended loan term and hence the need of long-term finance for the sector being sought from the capital markets.

Implementation of both the premium parks and underutilised parks programmes have faced serious challenges related to inadequate funding. The parks require substantial investments in terms of infrastructural development. Kenya lack tourism development incentives strategy to attract quality investors into the parks and reserves. Some of the challenges include high taxes, numerous licenses etc. inadequate access to cheaper lines of credit is also keeping away investors. The tedious requirements of the public procurements processes in awarding bids for facilities development is itself a deterrent to investors. Development of Park management plan is a costly exercise yet it is a requirement for investment. Other problems include vested interests in resources that are jointly managed, conflicting management issues and conflicting interests.

### **3.8 Euro Zone Crisis**

Europe has remained the key source market for Kenya's tourism. A number of the key source market countries like Germany, Italy, Spain, France fall within the Euro zone and the Euro zone crisis have eroded disposable incomes resulting into reduced travel especially for long-haul destinations like Kenya. This economic crisis continues against the backdrop of global economic rebalancing led by BRICS (Brazil, Russia, India, China and South Africa). Demand for tourism by the euro zone countries has declined due to reduced propensity to save by their citizens.

### **3.9 Tourism facilities standards and regulations**

Maintenance of tourism products standard to the international standards require monitoring of the standards through inspections, licensing, and awareness programmes among others. Furthermore, the quality of tourist vehicles impacts on the visitors' safety and comfort. The tourism sector lacks effective guidelines for regulation of the tourist service vehicles (TSVs) and the operators. There is therefore need to speed up the development of regulations for Licensing tourism related facilities, services and activities by the Tourism Regulatory Authority.



### **3.10 Tourism Benefits**

Host communities with national game reserves are currently benefiting from these resources through a system that is not regulated. The arrangement ranges from support to social infrastructure projects, support to livelihoods through revenues generated from the park by the Local Authorities through park entry fee and campsite revenues. This system of benefits is not structured and often leads to practices that are not socially accountable and often leads to lack of support to sustainable management of the resource by the neighborhood communities.

Community Based Tourism enterprises are the main avenue through which disadvantaged groups like women and youth, can become players in the industry. However due to their small sized operations, low human skills capacities, locations in remote areas; they face a number of entry related constraints that impart significant costs. For instance, although the supply of utilities like water and electricity is a challenge affecting all players in the industry, the small enterprises have reduced coping mechanism. There is need to have community based tourism enterprises given priority and flexible payment schedules when applying for water and electricity connections.

In terms of human capacity it would be prudent for locals to be considered for affirmative based training in public tourism training institutions on basic courses as public relations; , communication, marketing, customer care, tour guiding to enable them take over and run community based tourism facilities effectively.

### **3.11 Seasonality**

Seasonality plays a crucial role in tourism development in Kenya. The challenge it poses makes Kenya's tourism to follow the pattern of a highly seasonal resort leading to less visitation in some areas during off season. Seasonality has also resulted to massive job losses during low seasons and repeated recruitment during high seasons. This trend has had adverse effects in the job security of Kenyan employees in this sector.

Seasonal variations follow mainly weather conditions with the dry sunny seasons attracting more international and domestic visitors unlike during the wet seasons; holidays of Easter; Christmas and New Year; Schooling holiday sessions; National Holidays and pricing. High occupancies are realized during the high season (December to February and July to August); average occupancies in the shoulder/mid-season (September to Mid-December) and low occupancies in the low season (April to June). January and December are the most popular months while June records the lowest bed occupancies.

The challenge therefore is for the tourism stakeholders to incentivize domestic and international clients to patronize tourism attractions and facilities throughout the year and encourage tourism spread in Kenya. This will also enhance stable employments that are spread throughout the year in different parts of the county. This will make tourism contribute to sustainable development and job security in the sector.

## 4 PROGRAMMES AND PROJECTS FOR 2013-2017

### 4.1 Flagship Projects for 2013 -17

#### 4.1.1. Development of Resort Cities

During the First MTP, there were three resort cities proposed and some preliminary work has been achieved. Within the Plan period two additional Tourist Resort Cities were proposed as part of the bigger LAPSET project. The two new resorts are proposed for Lamu and Turkana. However, the challenges realized in the previous Medium Term period showed that attempts to pursue the five resort cities concurrently would be futile given the magnitude and the financial implication. It therefore became necessary for the sector to select two resort cities for implementation during this Medium Term. Isiolo and Lake Turkana resort cities have therefore being prioritized for implementation since land acquisition process in these areas have began through consultation with county leaders. The resort cities are also expected to benefit from the impetus of the LAPSET projects. The other factor considered in picking the resort cities is that they are better placed to open up the Northern part of the country for tourism exploitation and therefore spreading tourism benefits across the country. The following is the plan of action that the National Government working with the County Governments, the private sector, and the local people will undertake for each of the proposed cities:

#### a) Isiolo Resort City

As indicated, in Isiolo the government has already identified suitable land in consultation with local communities. It is now pursuing the process of bringing on-board the County Government. During the plan period 2013-17 the government will pursue to basic objectives towards the realisation of the resort city. These are:-

- (i.) Development of detailed Master plan (model) for the proposed resort city. This will entail the actual delineation of the resort city boundaries; the determination and awarding of community interests in the case of the trust land; development of model design for the city; preparation of physical development plan of the city; carrying out of the city's topographical maps
- (ii.) Resource mobilization among private and public investors. The government will prepare an investment plan for the whole project detailing investments requirement by both the private and the public sector. The government will then organise local and international investors' conferences. The investment plan will also be used to seeking for government funding through annual MTEF budgets

#### b) Lake Turkana Resort City

A pre-feasibility study carried out by Japan Port Consultants (JPC) courtesy of LAPSET project and a sensitisation workshop for the local leaders, the County Council of Turkana passed a resolution to avail land for resort city. In the MTP 2013 – 17 the government will:-

- (i.) **Delineate the resort city boundaries.** It will then acquire the identified land through a process of determination and awarding of community interests on the land, using the relevant laws.
- (ii.) **Development of model for the proposed resort city.** This will entail preparation of physical development plan of the city. Topographical designs will be developed as well as a model design for the city
- (iii.) **The government will prepare the investment plan.** for the whole project detailing the investments requirements by the private and the public sector. The government will then organise local and

international investors' conferences and make presentations of the designs and of the model city, the plans and investment incentive packages to the local and international investors as a way of seeking local and foreign investors' bids into the resort city. The investments plan will also be used to seek for government funding through annual MTEF budgets

#### **4.1.2 Destination Marketing Programmes**

Kenya Tourism Board will implement a comprehensive marketing programme aimed at increasing the number of tourist to 3 Million by 2017. This growth will in turn ensure tourism earnings increases to Kshs 200 billion by 2017. At the same time, domestic tourism numbers in terms of bed-nights occupied by Kenyan residents will grow from 2.8 million in 2012 to 4 million in 2017. The interventions will include:-

##### **(i) Magical Kenya Brand Refreshment**

The CBI Future brand 2012/13 survey which involved 102 countries showed that the "Magical Kenya" destination brand had negative perception on the safety indicator and this has resulted in declined appeal of Kenya as a tourist destination.

Additionally, the brand has strong associations on authenticity and on the safari product but weak associations on other products. The magical Kenya brand has been in existence for over 10 years and needs refreshing in order to depict Kenya as a destination offering distinct and diverse tourist experiences and at the same time a safe destination.

##### **(ii) Global Brand awareness campaign**

According to Future brand CBI research of 2011, Kenya has a 66.4% awareness level which is below the global awareness average of 71%. Many successful tourism destinations have awareness levels above the global average. Kenya's major challenge has been low funding levels for destination marketing. KTB requires additional funding to run a Global brand awareness campaign to repair the dented destination image and to further inspire the world to visit Kenya. The global brand awareness campaign will include and not limited to Advertising in international media, international tour operator partnerships, global marketing of events taking place in Kenya, strategic partnerships with airlines etc.

##### **(iii) Source Market Penetration Initiative**

During the First MTP, the sector undertook a market diversification initiative to tap into the Domestic market, Africa market, Asia, Middle East and Australia. This was geared to reduce over-reliance on the traditional USA and European markets which were on the decline due to the Economic downturn and Eurozone crisis respectively. In this MTP, KTB will focus on penetrating these new markets to grow Kenya's share of their visitors from them.

Initiatives towards market penetration will include but not limited to market presence market Development Representatives(MDRs), strategic partnerships with trade and media in these markets, participation in tourism and travel exhibitions, media and trade familiarization trips, consumer advertising, use of local brand ambassadors, road shows and sales calls.

##### **(iv) Marketing Domestic Tourism**

KTB will work with the County governments, Department of Tourism and regional tourism associations to develop regional tourism marketing plans which will ensure that the tourism circuits encompassing diverse tourism resources across several counties within the same region are marketed to draw visitors in. Due to the media reach of Kenya's media houses to East Africa, it is expected that domestic tourism marketing initiatives will also reach and draw visitors from the East African region. Other media

advertising, KTB will promote domestic tourism through events that drive traffic across counties e.g. the Maralal International Carmel Derby, the Magical Kenya Jockey Club fun day and the Lamu cultural fair, and local media and trade familiarization trips to expose them to new circuits and encourage inclusion of those areas in the itineraries.

#### **(v) Tourist Information**

KTB will work with the industry to disseminate tourist information at ports, hotel rooms and other strategic centres across the country. The information will include destination information and a localized tourist map aimed at showcasing the diverse experiences that the tourist can expose themselves to therefore increasing length of stay and tourist spend per visit. Tourism Finance Corporation (formerly KTDC) will support the setting up of tourist information centres across the country along highways and other strategic locations, through which KTB will disseminate information to tourists by way of Localized maps and brochures.

#### **4.1.3 Premium Park Initiative**

Infrastructural improvements in Amboseli and Lake Nakuru national parks will be undertaken. Segmentation based on product and price in the parks will be sustained. Facilities to be rehabilitated include Lake Nakuru National Park observation, picnic/camp sites; campsites and visitor facilities across the parks; and upgrading road network of about 300 km.

#### **4.1.4 Under Utilised Parks Initiative**

The underutilized parks include Meru, Mt. Kenya, Tsavo East, Tsavo West, Mt. Elgon and Ruma. Infrastructural improvements and development initiated during the First MTP will be continued. Products in these parks shall be repackaged to increase the diversity. Specific actions will include:

- Marketing the underutilized parks; e.g. marketing Tsavo to cruise tourists;
- Providing incentives such as concessionary land leases and tax incentives;
- Revamping the KWS ranger force to curb poaching and insecurity (including human-wildlife conflict through installing electric fence around the parks)

#### **4.1.5 Maasai Mara National Reserve**

The Maasai Mara National Reserve flagship project will be implemented as an independent project from the premium parks initiative. To address problems of unplanned development of lodges, poor access roads and mismanagement of revenues, the government will work with the County government to develop and market the Maasai Mara as a national iconic brand; and implement the Mara Ecosystem Area Plan.

#### **4.1.6 Development of Coastal Beach Ecosystem Management**

This project will entail the re-development of Kilifi, Kwale and Lamu into modern resort destinations by upgrading transport infrastructure and beach management programmes. Private sector will renovate existing hotels and build new ones, and participate in improving hygiene and sanitation facilities and beautification programmes. The project will also entail development of new niche products that include water sports (scuba diving, surfing, water skiing), development of Marina along the marine continental shelf, enhanced security and safety (such as establishment of a coast guard service).

#### **4.1.7 Expansion of Tourism Training**

To be able to train more skilled tourism labour force, the Tourism Fund (formerly CTDLT) has embarked on the development of a tourism and hospitality training college in Kilifi, with an estimated capacity of

about 1000 students annually when complete. The project is still at the initial stages of design and cost estimates. A competitive tendering process has already identified a consortium that will design and build the college. The total estimated budget is Kshs4.2 billion which will be spread into two project phases. The next step is identification and procurement contractors to carry out the actual construction.

Kenya Utalii College will continue to expand its training capacity. In the second MTP they will expand the training infrastructure that include training laboratory, tuition block, student accommodation facilities. In addition they will start offering degree programmes and allow for progression from certificate upto degree level. They will introduce diploma courses in Front Office, Housekeeping and Laundry, Food Production, Tour Operations and Tour Guiding and Administration.

The College's ageing infrastructure, model of training and staff cannot efficiently and effectively meet the challenges of training in the 21st century. Consequently the college is developing a 30 year master plan which will be operationalized through strategic plans. The plan will entail the long term vision of the College, enhancing its regional presence and diversifying its training programme, new college design incorporating appropriate land usage and multi-use facilities

In line with its functions, The Tourism Fund will establish a tourism training revolving fund. The Fund has already developed the framework for the implementation of the revolving fund. An initial seed capital of Kshs, 300million has been set aside. The implementation of the revolving fund is awaiting the regulations to be gazetted.

#### **4.1.8 Development of Niche Products Programme**

##### **a) Heritage programme**

Heritage tourism – Heritage related tourism offer a range of products that have great potential for enhancing tourism in Kenya. The National Museums of Kenya which is the leading institution in heritage research and management in Kenya will spearhead development of heritage related tourism products. This will contribute in diversifying tourism products, while fostering heritage conservation and discovering new products for tourism promotion through heritage research. This will involve the following programmes:-

- **Development of National Museum of Kenya (NMK) Nairobi Circuit:** This is a new initiative which seeks to develop a tourism product involving a complete tourists circuit comprising of Nairobi Monuments Tour and other tourists attractions.
- **Nairobi National Museum Night tours:** In order to promote local and even international, NMK will launch night visits or tours to the Nairobi National Museum.
- **Gazette of new heritage sites:** over the plan period, NMK will identify and gazette new heritage sites and monuments for diversifying tourism.
- **Revision of museums entry fees:** over the plan period, NMK will revise the museums gate entry fee for contributing to the sector 200 billion target.
- Heritages sites and monuments rehabilitations and maintenance.
- **Heritage research programs:** Heritage data generation is key for tourism promotion. During the MTP period NMK will continue to generate heritage data for application in promoting tourism.
- **New museums and associated tourism establishment at strategic areas in counties:** During the MTP period, NMK will continue to set-up new museums at strategic tourism circuits for promotion of tourism.

- **World Heritage sites Promotions:** World heritage sites play an important role as tourists' attraction sites particularly in promoting international arrivals. During the MTP period, NMK will fast track listing of new world heritage sites and promote conservation of the listed sites to foster their appeal to tourists.
- **Other programmes NMK will undertake for contributing to the sector targets include:** Development of national heritage resource maps; Establishment and mounting of annual heritage science expo; Development and running mobile heritage exhibitions; Refurbishment of exhibitions in Museums spread across the country; Review of the national Museums and Heritage Act, 2006 to better serve heritage conservation for tourism promotion; Development of the National Heritage Policy; Establishment and Promoting of local Festivals.

### **b) Home Stay Programme**

The Programme involves development of encouraging and facilitating Kenyans to build or turn their unutilised houses/homes into home stay facilities for use by tourists. This will avail additional bed capacity across all the counties within the shortest time span. More importantly it will ensure that Kenyans benefit from the tourism industry and thereby encourage their participation in the tourism sector. This will boost household income and improve living standards of the rural community, which will contribute to the reduction of poverty. Additionally the programme will promote tourism entrepreneurs and provide job opportunities.

The Ministry in conjunction with the Department of Culture and other stakeholders will develop a National Certification Criteria for cultural home stays. Using the criteria, the department will certify 100 pilot cultural home-stays in every county.

### **c) Cultural Tourism Programmes**

Bomas of Kenya will implement a Cultural Tourism Marketing and Promotion campaign involving cultural and tourism markets research, audit of cultural products that are market ready, media awareness and familiarisation programs as well as participation in international trade fairs and shows.

In addition, BOK will continue with the cultural tourism infrastructure development programmes by equipping the new cultural centre and arts gallery; upgrading and renovations of existing facilities; rehabilitate the traditional villages clustering and construction of a Cultural facility at the Coast. BOK will also develop an amusement park through a public private partnership.

### **d) Development of Health and Medical Tourism for Kenya**

These programmes will enhance the development of health and medical tourism in Kenya by enhancing the marketing of Kenya's relatively specialized health and medical services and the health system infrastructure. Ultimately Kenya will become a regional destination for health and specialised care for other countries in Africa and beyond.

Based on the current position of the country, Kenya will need to develop a health and medical tourism strategy. The focus of the strategy will be to brand Kenya as a destination for medical care and health tourism in addition to the other tourism aspects that the country enjoys. The patient health care will be at the centre of all these.

### **e) Agro-Tourism**

Agro-tourism attracts tourists to rural communities for a form of relaxation that follows the growing trend of tourism that is both educational and recreational. It is another option for farmers wanting to

diversify their farming operations that will help bring more economic activity to rural communities. The department will conduct research to come up with an inventory of Agro-tourism sites in Kenya. This will eventually generate an Agro-tourism site guide for tourists

#### **f) Marina development**

The Marina Project is to be implemented under Public Private Partnership. Tourism Finance Corporation has identified and acquired 10 acres piece of land in Shimoni for the development of this project.

#### **4.1.9 Business and Conference Tourism Initiatives**

Kenya has a large potential for business and conference tourism as a major product owing to its location and ease of international connections. This product will be improved by up-grading and building new conference facilities with possible location in the new resort cities. Key projects and activities will include:-

##### **a) National MICE Strategy Implementation**

The government will ensure full implementation of the National MICE Strategy developed in 2010. This will entail the marketing and promotion of MICE to raise the profile of the destination as a new frontier in MICE business. This will entail:-

- Engaging in MICE business development initiatives to ensure continuity and sustainability of the industry.
- Engaging in concerted and continuous efforts to research, qualify and bid for international MICE business.
- MICE Product Development and Diversification activities
- Development of MICE Tourism standards
- Development of MICE related human resources skills

##### **b) Modernisation of KICC**

- Modernisation of KICC facility through new modern electrical installations, new mechanical equipment installations, building outlook, building security improvement project

##### **c) Expansion of KICC Capacity**

This would involve the construction of a delegate's hotel and rehabilitation of current facilities. The hotel shall have 300 rooms including 30 presidential suites, meeting rooms (5,000 sq. m ) and exhibitions spaces that could be partitioned; shopping facility , resident lounge, members club , health club, swimming pool and a casino, basement parking with 750 parking slots and an underground tunnel between the hotel and KICC building

##### **d) Proposed Mombasa Convention Centre**

The Tourism Finance Corporation has already initiated the development of a 5,000 capacity convention centre in Mombasa and an 18 acre piece of land is available on leasehold from Bamburi Company at their North Coast reclaimed quarry land. The demarcation of the land has been done. The International Finance Corporation is assisting the Corporation to carry out a feasibility study.

During the Second MTP, the Corporation will develop the model designs and cost plans of the Convention Centre and its related auxiliaries. Thereafter, a strategic investment partnership plan will be developed to source for strategic investors to develop the project.

To cater for increasing numbers of business tourists, the Government, together with private sector stakeholders, will also promote investment in hotels by international chains in major towns, especially in the cities of Nairobi, Mombasa and Kisumu. Such hotel investments will add to the existing stock of business and conference capacity within the country.

#### **4.1.10 Tourist Information Improvement and Signage Programme**

Information on tourist attractions, facilities and services in Kenya has often been provided by the private sector, which features more on the specific company interests. To fill in the gap and provide timely and all-encompassing information on the tourism in Kenya, Ministry of Tourism will facilitate the development and transmission of tourism information in the country. Similarly, tourist attractions, facilities and services are not well marked. The following are the key strategies to attain tourism information and signage:-

- Undertake survey and document major tourist attractions, facilities and service per county
- Disseminate the information through booklets, internet and other means
- Information centres would also be created in key tourist areas such as points of entry, key streets in main towns
- Put directional signage in prime tourist areas. This will involve working with relevant stakeholders to have clear signage at all border point tourist areas streets railways and bus terminals

#### **4.1.11 Roadside Conveniences**

One way to encourage higher spending by tourists and spread tourism benefits is by encouraging tourists to travel by road. This will enhance close interaction with a wide cross-section of Kenyans and experience a variety of tourist products that they would not experience if they choose air travel within the country. Thus with the improved road network there is an opportunity to increased road travel by tourists. However for the convenience of tourist long road travel distance require that Road side Convenience facilities that include (rest rooms, wash rooms, eateries and curio shops) be developed along our main highways. The Tourism Finance Cooperation (formerly KTDC) has identified more than 10 suitable sites for development in collaboration with private investors as Roadside Convenience facilities along major highways.

#### **4.1.12 Tourism Sustainability programmes**

##### **a) Environmental sustainability**

The status of the environment and natural resources conservation determines the quality of key tourism products such as wildlife safaris and beach. Tourism on the other hand has potential to degrade the natural environment. Currently, various environmental challenges appear to affect the sustainability of tourism. These include environmental degradation by various human activities including tourism itself and the phenomena of climate change. For instance, extreme weather events such as severe droughts are causing shifts in wildlife distribution patterns. Further, deforestations in pristine indigenous forests are depleting these popular tourists' attraction sites thereby affecting sustainability of tourism. Other extreme weather events like flooding have also directly affected tourism facilities and infrastructure leading to tourism areas at times endangering tourists lives. For sustainability to be achieved in the long-term therefore, environmental concerns need to be mainstreamed in the current tourism sector medium term plan. To ensure environment sustainability, the Ministry in collaboration with the sector stakeholders will facilitate environmentally friendly and sustainable tourism projects development in the country, contribute in climate change adaptation and mitigation and other environment conservation projects. The green economy concept will also be mainstreamed and environmental management



systems in the sector be improved. The key activities to be undertaken will include:-

- Conduct a country wide vulnerability assessment for tourism areas on the effects of climate change
- Develop and implement action plans to build resilience of vulnerable tourism areas to climate change and variability. This will include mapping of climate change vulnerable areas and ensure that the touristic appeal of those areas is not degraded by climate change;
- Implement green tourism including identification and replication of sustainable tourism projects with involvement of and equitable benefits to the local people. Enhanced and better distribution of tourism earnings and adapting more resilient and sustainable tourism products
- Development and dissemination of guidelines on resource efficiency for both the operational of existing and development of new tourism facilities. It will lead to reduced carbon footprint of the tourism sector and cost savings hence enhanced profitability
- Implement research, training and capacity building programmes in tourism on enhanced resilience against climate change, adaptation and mitigation and green economy best practices.
- Participate in environmental conservation initiative.

#### **b) Eco-tourism Projects**

Eco-tourism which is a strategy for promoting tourism while also addressing environmental conservation is becoming popular in the industry. Many enterprises are embracing eco-tourism which encompasses eco-lodges, the branded private/community group ranches tourism and nature trails among others. So far, the strategy appears to have enticed any tourism clients with majority showing preferences to eco-tourism products compared to other environmentally less sensitive products. The strategy is then making a major contribution in promoting environmental sustainability while also promoting tourism sustainability at the long-term. During this MTP implementation, the ministry of tourism will spearhead other sector stakeholders in promoting eco-tourism through the following activities:-

- Identifying and mapping potential eco-tourism development sites.
- Creating awareness of value of eco-tourism to the industry players.
- Developing standards for eco-tourism establishments.
- Facilitating access to eco-tourism development incentives.
- Marketing eco-tourism facilities.

#### **4.1.13 Tourism Act, 2011& Sessional Paper No. 1 of 2010 Implementation**

To improve the tourism legal framework and policy, the Ministry has completed the development of tourism Act which came into operation of 1st September 2012 to improve the development, management and marketing. Implementation of the policy and the Act will entail a number of institutional and strategy developments in the 2013-17 period as follows:-

##### **(i) Development of National Tourism Strategy**

The five year strategy would address most of the key issues affecting the sector and would guide in the implementation of the medium term plan.

##### **(ii) Establishment of Tourism Regulatory Authority**

The authority will guide product development and standardization. To achieve this target, regular

inspections and hotel and restaurant assessment would be undertaken to ensure that the standards offered conform to the agreed national standards and international expectations.

### **(iii) Establishment of Tourism Research Institute**

As underlined in the Sessional Paper No.1 of 2010 on Enhancing Sustainable Tourism, the sector has over the years become competitive global business which necessitates a paradigm shift in terms of investment and management. Given this backdrop, it is imperative that Enhancement of Sustainable Tourism be research based. In the past, decision making in tourism development and formulation of tourism strategies in Kenya have been done arbitrarily without being informed by credible data and information. Consequently, effective implementation of the strategies and achievement of set targets have been quite elusive. Indeed, tourism research has been a critical missing link in the development of the sector.

The recently developed tourism policy and legal framework recognise the value and importance of tourism research to provide strategic direction, underpin policy initiatives, inform product development, guide marketing direction, and evaluate products and performance.

To this end, the Tourism Act 2011 has established a Tourism Research Institute to address sector specific research issues. These would include:-

- Address concerns on the accuracy and reliability of tourism statistics
- Develop Tourism Management Information System
- Undertake market Research and Intelligence
- Tourism Product Research
- Tourism Area Development Plans and Carrying Capacities
- Crisis Management, Early Warning Systems and Climate Change

### **(iv) Establishment of Tourism Tribunal**

A Tribunal is also necessary to handle and resolve disputes that relate to the tourism sector and ensure fair play from all the players within the sector. Thus a tourism Tribunal will be established within the plan period.

#### **4.1.14 Tourism Product Development Framework**

The Tourism Fund is developing a framework that will guide on tourism products development. This framework has taken into consideration the county government dispensation. The framework covers tourism product development in three phases namely: Comprehensive Kenya's Tourism Product Assessment; evaluation of options and setting of priorities for Kenya Tourism Product Development and management; facilitation and oversight to ensure proper implementation of Tourism Product Development Proposals. To support this programme, the department will carry out a national mapping and cataloguing of tourism products across the counties. This will be aimed at stimulating the diversification of tourism products with a high potential for sustainable development of the sector to;

#### **4.1.15 National Tourism Data and Information Project**

Whereas tourism data and information is important for policy and management decisions, the sector lacks a well-coordinated tourism and information management system. This has resulted to data capture, reporting, analysis that is not adequate for timely and informed policy decisions. This project will therefore fast track and expand the on-going Tourism Satellite Account to incorporate a holistic approach

that encompasses all aspects of data collection, analysis and reporting systems for the whole sector.

The programme will facilitate collecting information on the profile and pattern of foreign and domestic tourism expenditure and thereby create a reliable source of tourism information and statistical database through tourism research on various aspects of tourism. The project will also culminate in the establishment of Tourism Information Centres across the counties.

#### **4.1.16 Tourism Area Plans Development Project**

Development of tourism requires a well-planned area plans that takes cognisance of environmental sustainability, optimal land use patterns, community interests among a host of other factors. Although currently there are a number of Tourism Area Managements Plans, they have been developed in un-coordinated manner making their implementation difficult. The Ministry through the planned Tourism Regulatory Authority which has been created under the Tourism Act 2011 will develop the principles and guidelines of the area plans. It will also work with county governments and communities to develop manage and ensure enforcement of tourism area plans across the country.

#### **4.1.17 Standards of Tourism Facilities and Services**

In order to meet internationally accepted standards and offer value for money, Kenya's tourism facilities and services need to be upgraded and refurbished through inspection, licensing, classification, standardization on a continuous basis. In this regard it is prudent that the following programmes be undertaken by the tourism sector:-

- i. Upgrading and Refurbishment of Tourism Facilities and Services through affordable financing for the tourism industry. This programme should be undertaken in phases starting with the coastal beach facilities and services given that the beach is one of our core tourism resource; the wildlife zones; the western circuit; the northern circuit and the mid-rift circuit.
- ii. Incentives and tax breaks be given to hoteliers and tour operators who are willing to upgrade their facilities.
- iii. Enforcement of regulation through Inspection and Licensing of tourist facilities and services by the Tourism Regulatory Authority.
- iv. Enforcement of standards through Classification, grading and standardization of tourism facilities and services on a continuous basis.
- v. Enforcement of standards for hospitality and tourism training institutions to enhance and maintain high standards of service by employees in the tourism and hospitality sector.

## **4.2 Women and Youth in Tourism Empowerment Programme**

The programme on empowering women and youth in tourism is motivated by the need to enhance women and youth participation in tourism sector value chain. Although women contribute greatly to the Kenyan economy and in tourism sector in particular, there has continued to be gender inequality in economic opportunities at the county and national levels, especially disadvantaging women. Promotion of women participation in investments in tourism related activities will contribute to the tourism industry attaining its target for the 2013-2017 plan period, while contributing to the national development objectives of the Vision 2030 because gender equity and equality leads to better development outcomes. More participation of unemployed youth in tourism related activities especially at the county level will not only provide income to this group but will also contribute towards improved security.

The objective of this programme is to contribute to economic growth as envisaged in Vision 2030 and achievement of targets of the tourism industry for the period 2013-2017. The programme will aim at government partnering with private sector, donors and the civil society to enhance the objectives of the Kenya tourism sector through enhanced participation and contribution of women and youth at the counties and national levels.

The specific objectives of the programme include:

- Promoting and facilitating women and youth (or their groups) to undertake investments identified in the flagship projects including in resort cities,
- Promoting women and youth to engage in development of tourism niche products,
- Building capacity of women and youth to engage in tourism opportunities at the county or national levels.

The programme will have several components and projects including but not limited to:

- Raising county level and national awareness about opportunities for women and youth in tourism.
- Capacity building of women in investment and tourism related products development.
- Linking women and youth in various counties to possible financial support to enable them invest and utilize locally available talents and resources for production of tourism industry related consumption products.

## **5 CROSS CUTTING ISSUES**

### **5.1 Public Private Partnerships**

A number of the proposed flagship programmes and projects within the tourism sector in the MTP1 and in the coming MTP2 are hinged on the participation of the private sector in partnership with the public sector. Tourist facilities in the Parks, Eco-lodges, and the facilities envisaged within the resort cities can only be realised with the private sector active participation yet in some of the cases, the private sector has not indicated its willingness to take up some of the obvious investments opportunities. Some of the reasons advanced include the laborious public procurement process that tends to discourage the private sector.

### **5.2 Infrastructure Development**

In spite of the gains made in infrastructure development in the past few years some of the key tourist areas like South coast, Maasai Mara the state of tourist access roads is in poor state. Similarly international airport access roads, parks and reserves access roads are still not satisfactory. For instance poor road network- the Mombasa-Nairobi road at Miritini/Jomvu is in a bad state which has contributed to the emergence of endless traffic jams; the traffic jams experienced along Uhuru highway in Nairobi especially during peak hours causes major delays in and out of our main airports. In addition roads from the Moi International Airport are in very bad state. The ferry connection to South Coast is unreliable, inconveniencing and sometimes a safety risk.

Water supply and waste management systems especially at the Coast and other major tourist town are in poor state. Mombasa town still relies on the water infrastructure that was constructed during the colonial times from Mzima springs which is not sufficient to meet the current demand hence most hotels go without water and resorted to borehole water which does not meet the threshold set by WHO for safe water due to the PH and solids content. Poor waste management and dumping of garbage on key routes within the town has greatly affected the image of some of our cities especially Mombasa a major tourist town. This has made town tours unviable. Notable key areas where garbage has been dumped making the town unsightly include Mwembe Tayari along Jomo Kenyatta avenue, Uhuru gardens, VOK and Kibarani. Electricity supply and its reliability remains a major problem for the sector and still require considerable attention.

### **5.3 Air Growth Strategy**

A national air growth strategy is a pre requisite for the growth of tourism. This is because to a large extent tourism is air transport intensive industry. A predictable growth in the air accessibility into the country will be a key enabler to attain the target 3 million tourists. Such a strategy will lead to a coordinated marketing and air accessibility strategy. Some of Kenya's tourism products especially the niche products are located in areas that still difficult to access. Development of airport capacity and their locations will open up some of the unexploited potential. Thus the Transport sector and other air transport. The air strategy will also play a role in enhancing air travel safety within the country

### **5.4 Transport Regulation**

It is also important the management of tourists roads transport be regulated separately from the Public Service Vehicle into a Tourist Service Vehicles. Signage and directions on our roads are lacking in most parts of the country visited by tourists while there are no road side convenience facilities. This turns travel by roads by tourists into unpleasant experience.

## **5.5 Immigration Services and Visas**

The Visa processing and issuance regime for Kenya has been acting as a constraint to the growth of tourism. The long process of acquiring the visa is viewed as penalising potential visitors at the point where they are making the decision on the destination to visit as well as the entry desks that are characterised by long queues in congested entry point. In some of the main emerging markets with significant potential, like China the Kenyan embassies and consulates are not easily accessible due to geographical distances. Visas for entry into Kenya are required for majority of countries especially Africa and the Middle East. Yet, very often, those countries which have the most potential to help Kenya increase inbound tourism are subject to visa restrictions and lack of Visa forms by embassies.

A new system allowing Transit visa at our main entry point could spur new growth in same day visitors thus boosting tourism earnings through such activities as tourist shopping, day city tours, cultural and entertainment activities. It is proposed that source markets with huge out-bound tourist be considered for issuance of visa on arrival.

## **5.6 Tourists Safety and Security**

Crime and terrorism threats have posed major challenge in the tourism sector. This has led to some countries issuing adverse travel advisories to their nationals not to travel to Kenya. To mitigate this challenge the general security Services needs strengthening. In addition to this, the safety of roads users would be enhanced by integrating safety concerns in design of roads and highways and road safety campaigns.

## **5.7 Human Wildlife Conflicts**

Wildlife management and security in the country has substantially improved. However, there is still illegal trade in wildlife products (bush meat) as a result of poaching. There is need to protect Kenya's biodiversity by eliminating poaching within protected areas and reducing it to a bare minimum outside protected areas, ensuring the safety of tourists in the protected areas and safeguarding all revenue, assets and facilities. Expansion and maintenance of security on our roads will facilitate the enforcement of law and order. Some of the challenges facing the sector that need to be addressed include the following;

- Increase in human population which affect the wildlife habitats. Throughout Kenya there is human encroachment on migration corridors and habitat fragmentation.
- Climate change is affecting the sustainability of tourism resources
- Lack of proper land use policies and practices to control land degradation also affects tourism resources.

The government will continue to support the KWS efforts in conservation and enhancing its ability to deal with human wildlife conflict by empowering communities to benefit from game parks in their vicinity. Future community benefits should be based on a structured framework through an approved management plan that clearly sets out the roles and responsibilities of various actors and the benefits sharing arrangements including the revenue.

## **5.8 Environmental Considerations**

Kenya's tourism is mainly based on environmental assets. The continued growth of unplanned tourism has had adverse impacts on the environmental integrity of some of the key tourism rich ecological systems like the Mara, Amboseli thereby threatening their very existence. Globally, environmental issues are emerging as some of the key factors in considering tourism destinations. There is need for

all players in the industry to incorporate the environment issues in all projects through Environmental Impact Assessment and Audit, and commissioning of public-private partnerships (PPPs) for improved efficiency in solid waste management

A comprehensive Solid Waste Management (SWM) project for Mombasa and Nairobi will be implemented adopting a holistic approach that addresses management of waste generation, sorting at source, reuse, recycling, waste transfer and transport and sanitary land filling. Past attempts to establish such a programme for Mombasa and Nairobi were initially affected by challenges in negotiating an effective PPP while lately the availability of appropriate site has been the major problem. Similar projects will be established in other major urban areas that are along the tourist circuit routes including Nakuru, Nyeri, Eldoret, Kisumu, Meru and Isiolo.

SWM issues in urban areas and market centres near national game reserves should be addressed as one of the thematic areas in the approved management plans under the Park Management Plan Framework. The preparation, approval and operationalisation of Park Management Plans should be made mandatory for all game reserves and other natural resource based tourist sites.

## **5.9 Negative Media Publicity**

The local and international media have played a role in exacerbating the negative publicity on Kenya as a safe tourism destination. The media have largely reported on a negative occurrences and less on positive outcomes. There is need to educate the media on responsible reporting.

## **6 POLICY, LEGAL AND INSTITUTIONAL REFORMS**

### **6.1 The Constitution of Kenya 2010**

The major legal reforms that will affect tourism is the new Constitution enacted 2010. The constitution has devolved the development and management of local tourism to the county governments. In the Fourth schedule, the Constitution bestows upon the national government the function of tourism policy and development. The County government is mandated the role of trade development and regulation including local tourism. Thus both levels of government will be expected to perform various functions.

#### **a) Functions at the national level:-**

- Development and implementation of national tourism policies, strategies and programmes;
- Coordination of partnerships between county governments and other stakeholders; development and implementation of bilateral, regional and international agreements on tourism matters;
- Development of programme and incentives for attracting investments in the tourism industry in collaboration with county governments;
- Enforcement of the provisions contained in the Tourism Act 2011 and any other laws relating to tourism;
- Provision of technical support and knowhow to entities engaged in tourism activities and services;
- Coordination and maintenance of quality tourism products, high standards of tourism facilities and quality management in liaison with tourism industry stakeholders and the county government;
- Development of tourism area plans in collaboration with county governments; coordination of tourism strategy, security and crisis management and monitoring and evaluation on the implementation of national tourism policies strategies and programmes

#### **b) Functions at the county level:-**

- Implementation of national policies, strategies and programme;
- Development and implementation of county tourism development plans and programmes;
- Coordination and facilitate management and control of county specific tourism activities;
- Development of partnership between county governments and other stakeholders in tourism matters;
- Implementation of bilateral, regional and international agreements in tourism; development of community based tourism investments in the county;
- Enforcement of provisions of the Tourism Act and any other laws relating to tourism in the county;
- Rendering technical support to entities engaged in tourism activities and services;
- Facilitate provision of funds for development of tourism facilities in the county;
- Sensitisation of communities on conservation of tourism attractions;



- Marketing tourism in the counties region in collaboration with the Kenya Tourism Board; collection and compilation of tourism information and data in the county;
- Coordination and maintenance of tourism product and facilities standards and quality management in liaison with industry stakeholders.

## **6.2 Tourism Act 2011 and Sessional Paper**

Recently in 2011 a new tourism policy in form of a Sessional Paper and a new Tourism Act 2011 were enacted. The Tourism Act became operational in September 2012 and once it is fully implemented it will change the development, management and the regulation of the tourism sector. Another development in the offing is the development of a Development Finance Institutions Strategy and Bill that proposes to consolidate the various DFI's including Tourism

## **6.3 Wildlife Policy and Bill**

At the same time a Wildlife Policy and Bill has been developed and await enactment. These two pieces of legislation are aimed at better management and regulation of the tourism and wildlife sectors.

## **6.4 National Museums and heritage Act 2006**

This Act is under legislation and will most likely impact on the tourism sector since a number of tourism products are heritage based.

## ANNEX 1: BUDGET FOR PLANNED PROGRAMMES/FLAGSHIP PROJECTS

PROGRAMME/FLAGSHIP PROJECTS	2013/14	2014/15	2015/16	2016/2017	2017/2018	TOTAL	Source of funding
	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	
<b>1.0 DEVELOPMENT OF ISIOLLO AND TURKANA RESORT CITIES AS PART OF THE 5 RESORT CITIES</b>							
Benchmarking Study Tours	15					15	GOK
Land acquisition	380					380	GOK
Development Master Plan, regional physical development plan and Model design of the Proposed city		500		650		1150	GOK
Stakeholders consultation	5	6	8	9	10	38	GOK
Conduct Strategic Environmental Assessment			50		60	110	GOK
Development of supporting infrastructure						0	GOK
Investment Plan				30	40	70	GOK
Resource Mobilisation (local & International Investor Conference)				50	50	100	GOK
Communication Strategy			20	5	25	50	GOK
<b>Sub-Total</b>	<b>400</b>	<b>506</b>	<b>58</b>	<b>739</b>	<b>160</b>	<b>1,863</b>	
<b>2.0 TOURISM MARKETING PROGRAMME</b>							
Refreshing the destination brand	200	100	-	-	-	300	GOK
Global Brand advertising campaign	1000	1100	1200	1300	1400	6000	GOK/DONORS
Magical Kenya Expo & festival	200	240	270	300	330	1340	GOK
Market Penetration initiatives	1500	1600	1700	1800	2000	8600	GOK/DONORS
Promotion of Domestic Tourism	200	250	300	350	400	1500	GOK
Tourist information	50	110	130	150	170	610	GOK/DONOR

PROGRAMME/FLAGSHIP PROJECTS	2013/14	2014/15	2015/16	2016/2017	2017/2018	TOTAL	Source of funding
	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	
<i>Sub-Total</i>	3,150	3,400	3,600	3,900	4,300	1,8350	
<b>3.0 PREMIUM PARK INITIATIVE</b>							
Upgrading accommodation (Amboseli, Lake Nakuru)		20		10		30	GOK/PPP
Rehabilitation of Infrastructure	20	20	20	20	20	100	GOK
Upgrading Infrastructure and accommodation (Samburu and Maasai Mara)	20	40	20	30	20	130	GOK/PPP
<i>Sub-Total</i>	40	80	40	60	40	260	
<b>4.0 UNDER UTILIZED PARKS INITIATIVE</b>							
Development of Accommodation	46	46	46	46	46	230	GOK/PPP
Infrastructure (roads)	450	450	450	450	450	2250	GOK
Tourism products(caves/canopy/campsites etc)	15	32	36	22	33	138	GOK/PPP
<i>Sub-Total</i>	511	528	532	518	529	2,618	
<b>5.0 CRADLE OF MANKIND TOURIST CIRCUIT</b>							
Cradle of mankind tourist Circuit	100	50	20	20	10	200	GOK
<i>Sub-Total</i>	100	50	20	20	10	200	
<b>6.0 DEVELOPMENT OF NICHE PRODUCTS</b>							
<b>6.1 Heritage Programmes</b>							
National Museum of Kenya (NIMK) Nairobi Circuit	20	20	10	10	10	70	GoK
Nairobi Monuments Tour and branding	40	30	10	10	10	100	GoK
Nairobi National Museum Night tours	20	10	5	5	5	45	GoK

PROGRAMME/FLAGSHIP PROJECTS	2013/14	2014/15	2015/16	2016/2017	2017/2018	TOTAL	Source of funding
	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	
Heritage research programs	50	50	50	50	50	250	GOK/DONORS
Heritage sites & Monuments Conservation/Rehabilitation	100	100	100	100	100	500	Gok
World heritage sites promotion	100	100	100	100	100	500	Gok
New Museums	100	100	50	50	50	350	Gok
6.2 Home Stays	10	10	10	10	10	50	GOK/PPP
6.3 Cultural Tourism							
Amusement Park at Bomas of Kenya	-	-	250	275	300	825	PPP/GOK
Cultural Festivals and performing arts	114	116	118	122	126	596	Gok
Development of a Cultural Centre and equipping it with artefacts	80	75	70	78	85	388	Gok
Traditional Foods production and service	55	60	65	70	76	326	Gok
Cultural Tourism marketing and Promotion	43	45	47	49	59	243	Gok
Cultural Tourism Infrastructure development	140	260	270	230	265	1165	Gok
6.4 Development of Health and Medical Tourism	5	5	10	10	10	40	GOK
6.5 Agro Tourism	10	10	15	20	25	80	GOK/PPP
6.6 Marina Development (Shimoni)	10	10	10	10	10	50	GOK/PPP
Sub- Total	897	1,001	1,190	1,199	1,291	5,578	
<b>7.0 EXPANSION OF TOURISM TRAINING CAPACITY</b>							
Development of the Proposed Ronald Ngala Itaiii College	1,500	1,500	1,500	-	-	4,500	GOK/PPP
Expansion of Training Facilities at KUC laboratories	5	45	-	-	-	50	GOK

PROGRAMME/FLAGSHIP PROJECTS	2013/14	2014/15	2015/16	2016/2017	2017/2018	TOTAL	Source of funding
	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	
Infrastructure;(Classrooms & lecture halls) tuition block	5	5	300	100		410	GOK
Development of Special Programmes tailored for emerging source markets	20	30	40	25	10	125	GOK
<i>Sub-Total</i>	<i>1,530</i>	<i>1,580</i>	<i>1,840</i>	<i>125</i>	<i>10</i>	<i>5,085</i>	
<b>8.0 BUSINESS AND CONFERENCE TOURISM INITIATIVE</b>							
MICE Strategy Implementation	330	330	330	330	330	1,650	GOK/PPP
MICE Product Development and Diversification	10	75	25	25	25	160	GOK/PPP
Development of new convention centres and exhibition facilities		4,000		4,000		8,000	GOK/PPP
Rehabilitation and Modernisation of KICC	1,064.50	3	264	-	-	1,332	GOK
<i>Sub-Total</i>	<i>1,404.5</i>	<i>4,408</i>	<i>619</i>	<i>4,355</i>	<i>355</i>	<i>11,141.5</i>	
<b>9.0 ENVIRONMENT SUSTAINABILITY AND TOURISM AREA MANAGEMENT PLANS PROGRAMMES</b>							
Tourism Area Management Plans Programme	100	150	90	80	60	480	GOK
National Climate Change Action Plan and the Tourism Sector	150	140	120	100	90	600	GOK
Guidelines and standards for resource efficiency for tourism facilities	60	60	60	60	60	300	GOK
National tourism statistics Project	100	100	100	100	100	500	GOK
Incentives for developing tourism products facilities and services	4	3	1	1	1	10	GOK
Financing, Upgrading and Refurbishment of Tourism and hospitality facilities and services	4,000	4,000	4,000	4,000	4,000	20,000	GOK/PPP

PROGRAMME/FLAGSHIP PROJECTS	2013/14	2014/15	2015/16	2016/2017	2017/2018	TOTAL	Source of funding
	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	KSHS (M)	
Regulation and Standardization of tourism facilities and services	100	100	100	100	100	500	GOK
Classification of tourism facilities and services	200	200	200	200	200	1,000	GOK
Regulation and Standardization of tourism training institutions	100	100	100	100	100	500	
Women and youth in Tourism Empowerment Programme							
<i>Sub Total</i>	4,814	4,853	4,771	4,741	4,711	23,890	
<b>Grand Total</b>	<b>12,846.5</b>	<b>16,406</b>	<b>12,690</b>	<b>15,662</b>	<b>11,431</b>	<b>69,036</b>	

## ANNEX 2: PROJECTS/PROGRAMMES IMPLEMENTATION MATRIX

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
Development of Isiolo resort city and Lake Turkana Resort city	To open up new circuits with greatest potential to attract tourists	Benchmarking Study Tours	Report	3					2013-17	MoEAC&T MOL MOF MLG LAPSET Secretariat Private Sector
		Land acquisition	Acreage of Land	3,800 ha						
		Development Master Plan, regional physical development plan and Model design of the Proposed city	Master Plan, regional physical development plan and Model Design	Isiolo Master plan and Model design				Turkana Master plan and model design		
		Stakeholders consultation	Stakeholder fora	2	2	2	2	2		
		Develop Strategic Environmental Assessment				Isiolo SEA			Turkana SEA	
		Development of supporting infrastructure	quantities							
		Investment Plan	Report					Isiolo Investment Plan	Turkana Investment Plan	
		Resource Mobilisation (local & International Investor Conference)						Investors' conference	Investors' conference	
		Communication Strategy								
		Attain brand positioning	New brand	New brand	New brand collateral					
Refreshing the destination brand	Refresh the brand to reflect Kenya's unique propositions	Build authenticity in the destination brand	Build desired brand association							
		Global media advertising	Increased destination brand awareness to global index	66% awareness	68%	69%	70%	71%		
		Global trade and airline partnerships	Increased international tourist arrivals							
Global Brand campaign	Increase positive awareness of Kenya as a safe destination Increase international visitors	Global strategic partnerships	Increased international tourist arrivals							
		Mega familiarization trips								

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
<b>Magical Kenya Expo &amp; festival</b>	Increase the purchase of travel to Kenya  Achieve focus on Kenya as the East Africa Tourism hub	Profile the magical Kenya Expo as the East Africa tourism expo.  Implement the annual magical Kenya expo by gradually increasing the participation of East African countries  Develop the annual national tourism festival to run alongside the expo	Participation international self-sponsored buyers  Number of festival participants	10 buyers	25 buyers	50 buyers	75 buyers	100 buyers	5 yrs	KTB, KTF, MoEAAC&T
<b>Market Penetration initiatives</b>	Increase Kenya's share of the outbound travel market in each source market	Consumer advertising  Tour operator and airline promotions  Media and trade familiarization trips  Strategic partnerships in the markets	Increased share by 10%	2%	4%	6%	8%	10%	5yrs	KTB, MoEAAC&T, KTF
<b>Promotion of Domestic Tourism</b>	Grow the share of domestic bed nights to 4mm by the year 2017	Local partnerships with media and travel trade  Domestic promotion campaign  National and regional events	Grow the domestic bed nights from 2.6m to 4.1m by the year 2017	2.8m	3.2m	3.5m	3.8m	4.1m	5 yrs	KTB, MoEAAC&T, REGIONAL ASSOCIATIONS
<b>Tourist information</b>	Dissemination of tourism information on local activities to the tourist	Develop Localised tourist maps  Develop communication material on the destination  Dissemination in hotel rooms and other channels	Number of facilities signed up to disseminate the tourist information	10	20	30	40	50	5 yrs	KTB, MoEAAC&T, KTF



PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
Premium parks initiative - (Amboseli and Nakuru)	To ensure sustainability of the parks and better revenue yields	Upgrading of accommodation facilities	Upgraded facilities	2cottages		1 cottage				KWS MoEAC&T KTDC Private Sector
		Rehabilitation of infrastructure	Rehabilitated Infrastructure	1 Campsite 2 Gates	1 Observation point 2 Gates	1 Observation point 1 camp site	2 picnic sites			
Premium parks initiative – (Maasai Mara, Samburu.)	To ensure sustainability of the parks and better revenue yields	Upgrading of accommodation facilities	Upgraded facilities	2	2	2				Isiolo, samburu Narok
		Rehabilitation of infrastructure	Rehabilitated Infrastructure							
Underutilized parks initiative	To reduce congestion in the premium parks	Rehabilitation and expansion of tourist facilities	Campsites /picnic/observation points upgraded	2	3	2	2	2		MTW KWS KTB
		Development and enhancement of products	Canopy/caves/arboretum	1 cave/ canopy	Canopy/ 200tents/ Arboretum	1 cave			200tents/ cave	
NICHE PROGRAMMES	To spur economic benefits to other regions	Increase bed capacity	No of eco-lodges completed	1	1	1	1	1		KTDC Private Sector MORPW OP
		Renovate cottages	No of cottages renovated	1	1	1	1	1		
		Roads graveling and grading	KM of Road maintained	300km	300km	300km	300km	300km		
HERITAGE PROGRAMMES	Cradle of mankind tourist Circuit	Develop Business plan	Tourism investments in Northern Kenya.		Business plan developed					NMK KTB MoEAC&T Stakeholders
		Market the circuit for tourism investments		Reconstruction of sites		Marketing	Launch		5yrs	
National Museum of Kenya (NMK) Nairobi Circuit	To develop new tourist attraction products	Development and launching of the Nairobi tourists circuit	Upgraded sites and monuments	2	1	1	1	1	5 years	NMK KTB
			branded sites and monuments	10	10	10	10	10		

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
Nairobi National Museum Night tours	To diversify tourism products at Nairobi national Museum.	Development and launching of a tour of Nairobi National Museum by Night for organized groups	Night tour developed and launched	Night tour launched	Night tour continue	Night tour continue	Night tour continue	Night tour continue	5 years	NMK and stakeholders
Heritage research programs	Generate, document and disseminate information for tourism promotion	Gather relevant heritage research information for guiding promotion of tourism in Kenya	Publications on Heritage	40	40	40	40	40	5 yrs	NMK and stakeholders
Heritage sites & Monuments Conservation & gazettelement	To sustain historical sites for tourism attraction	Rehabilitation and Gazettelement of Heritage sites & Monuments	Heritage sites & Monuments upgraded	3	2	2	2	2	5 yrs	NMK
World Heritage sites	Diversity tourism products	Improve conservation status of the World Heritage sites	World Heritage Sites Upgraded	1	1	1	1	1	5 yrs	NMK
New Museums	Increase tourism attraction sites	Introduce new tourists attractions/products	Museums established	2	2	2	2	2	5 yrs	NMK
HOME STAYS	Spread tourism benefits to the local communities	License home stays across the country	Home stays licensed	400	500	600	700	800	5 Yrs	MoEAC&T
CULTURAL TOURISM	Diversify tourists products in offer	Amusement Park at Bomas of Kenya	Amusement Park	10%	40%	50%			3yrs	
		Cultural Festivals and performing arts	Cultural Festivals	3	3	3	3	3	5yrs	BoK
		Cultural Tourism marketing and Promotion	Exhibitions attended	5	6	7	7	7	5yrs	MoEAC&T
MARINA DEVELOPMENT	Tourism product diversification	To develop a marina	Construction	Feasibility	Model design	Fund mobilization	Fund mobilization	Ground breaking		KTDC
Road side Convenience	Tourism product diversification	Develop rest areas along major highways	Sites developed	2	2	2	2	2		PPP
BUSINESS AND CONFERENCE TOURISM										Private Sector

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR				TIME FRAME	ACTOR(S)			
				2013/14	2014/15	2015/16	2016/17			2017/18		
Marketing and Promotion of MICE	Brand positioning strategy	Brand guided PR campaigns	Positioning tagline Conference ambassadors FAM trips Partnerships Newsletters Website Membership to international M.I.C.E. Associations	100 % attainment of activities	100 % attainment of activities	100 % attainment of activities	100 % attainment of activities	100 % attainment of activities	5yrs	KICC		
				10	10	10	10	10				
	Marketing & promotion campaigns	Participation in International trade fairs and exhibitions	Adverts in Print and electronic media	Trade fairs and exhibitions, (10 annually )	10	10	10	10	10	5yrs	KTB KICC	
					Adverts in Print and electronic media	Adverts in Print and electronic media	Adverts in Print and electronic media	Adverts in Print and electronic media	Adverts in Print and electronic media			
		Development of collaterals materials, give-aways and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	Quality M.I.C.E collateral and fulfillment	5yrs	KTB KICC
						5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities		
	Opportunistic tactical marketing	5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities	5 marketing activities	5yrs	KTB	
	Bidding	MICE business research and business development	Qualified Conference leads	Conference bids annually						5yrs	KTB KICC KICC	
	Bidding for conferences	Bid presentations	Bidding team –						5yrs	KICC KICC		

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
<b>MICE Product Development and Diversification</b>	M.I.C.E standards	Development and implementation of M.I.C.E tourism standards	M.I.C.E tourism standards	M.I.C.E tourism standards					1yrs	KICC
	Human Resource development	Development of M.I.C.E training curricula	M.I.C.E tourism training curricula	M.I.C.E tourism training curricula					2yrs	KICC KUC Tourism Fund
		Training and Certification of M.I.C.E professionals	Trained and Certified M.I.C.E tourism Professionals	Trained and Certified M.I.C.E tourism Professionals	Trained and Certified M.I.C.E tourism Professionals	Trained and Certified M.I.C.E tourism Professionals	Trained and Certified M.I.C.E tourism Professionals	Trained and Certified M.I.C.E tourism Professionals	5 yrs	
	New convention and exhibition facilities	Development of new convention Centres	Mombasa and Kisumu Convention centres	Feasibility		Costed Model design		Gground breaking	5 yrs	
<b>Modernisation of KICC</b>	Greening of the KICC	Develop a concept paper on tapping Energy on top of Tsavo Ballroom	Concept paper	Dec 2013	Concept paper	One			2 ys	KICC
		Source partner	PPP agreement	June 2014	Signing of PPP		Signed agreement		1 yr	KICC
		Installation of Solar Power System	Functional Solar Power System	June 2018	Functional Solar Power System			Award Contract	5 yr	KICC

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
	Modernize existing KICC facilities	Refurbish and renovate the existing KICC facilities	Electrical Rewiring and Firefighting System Phase 2 and 3 no. Transformers Conference Management system installed Phase 2 Part 1 (Audio Visual) KICC Meeting rooms Refurbished:- Amphitheatre, Ground floor and VIP lounges KICC external Facilities Rehabilitated: Statue, Courtyard, Air Handling Unit, fountain pools, driveways, Parking, Helipad view points, and Canopy Area Below Perimeter Fence with 3 No. Gates	June 2018 June 2016 June 2016 June 2018	Project completion rate Status Status Status	Prepared Bills of Quantities & Award Prepared Bills of Quantities & Award Commission Project (Phase 1) Prepared Bills of Quantities (Phase 2) Prepared Bills of Quantities	30% Award Contract Contract award Phase 2 Contract Award	60% 100% Com-mission project (Phase 2) Contract Award	5 yr 3 yr	KICC KICC KICC KICC
<b>8.0 EXPANSION OF TOURISM TRAINING</b>										
Laboratories	To increase capacity for practical courses	- Convert existing space to Kitchen. Construction of Housekeeping Lab	- Functional food production labs Functional Housekeeping Lab	Design Plans & Bills of Quantities Tendering & Award Design Plans & Bills of Quantities		Construction Tendering & Award	Construction Construction			KUC
Tuition Block	Increase student capacity	Construction of Tuition Block.	24 Classrooms and 8 Offices.	Design Plans & Bills of Quantities	Tendering & Award	Construction	Construction	Handover	Handover	KUC

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
Student Accommodation	To increase student capacity	Convert existing staff quarters into Hostels	Functional Hostels		Phase 1 convert College Quarters	Phase 2 convert Bungalows at the Village.	Phase 3 convert Mat-somettes at the College	Phase 4 convert Domestic Quarters at the Village		KUC
New Programmes – Diplomas	Diversity range of programmes	Introduction of Front Office, Food Production, House-keeping Diploma programmes	New programmes rolled out	1	1	1				KUC
Development of Special Programmes tailored for emerging tourists source markets	To address the language and cuisine needs of the emerging markets	Development of specialized training clinics	Training clinics conducted	2	2	2	2	2		KUC Private Sector
<b>Development of the Proposed Ronald Ngala Utalii College and hotel</b>	Expansion of training capacity and bed capacity	Construction of college and hotel	Functional college and hotel	Construction	Construction	Completion of hotel	Hand over			MoEAC&T
<b>9.0 OTHER PROJECTS/ PROGRAMMES</b>										
<b>Regulation and Standardization of the Tourism and Hospitality Sector</b>										
Incentives for developing tourism products, facilities and services	To promote and support the provision of incentives and other economic instruments	Review incentives instruments	Incentives instruments reviewed							1 yr MoEAC&T
Homestays Programme	Encourage and facilitate Kenyans to build or turn their unutilised houses/homes into home stay facilities for use by tourists.	Adopt the Home stays Criteria and Guidelines Map out and register all home stays Develop catalogue for home stays	Home stays Criteria Adopted Mapping and Registration of home stays Catalogue for home stays Developed							5 yrs MoEAC&T

PROGRAMME/ PROJECT	OBJECTIVE	PROPOSED ACTION	EXPECTED OUTPUTS/ OUTCOMES	EXPECTED OUTPUT/OUTCOME BY YEAR					TIME FRAME	ACTOR(S)
				2013/14	2014/15	2015/16	2016/17	2017/18		
Regulation and Standardization of Tourism Facilities and Services	To effectively regulate the tourism industry	Inspection, Licensing and Standardization of tourism and hospitality services providers Develop register of all tourism facilities and services Review concepts that impact negatively on Kenya's tourism	Inspected Tourism and hospitality facilities Licensed Tourism and hospitality facilities Tourism register developed Concepts reviewed	3000	3000	3000	3000	3000	Continuous	MoEAC&T
				3000	3000	3000	3000	3000		
				1	1	1	1	1		
				1	1	1	1	1		
Quality assurance of Tourism Facilities and Services	To ensure quality of service To maintain internationally accepted standards	Classification of tourism facilities and services Standardization of tourism and hospitality services providers Develop register of all classified tourism facilities and services	Assessors trained Facilities classified	10	50	50	200	200	Continuous	MoEAC&T
				200	200	200	200	200		
Regulation and Standardization of Tourism and Hospitality Training Institutions	To effectively regulate and standardize the tourism and hospitality training sector	Enforcement of the Tourism Act 2011 Register, inspect and Standardization of tourism and hospitality training Develop register of all tourism and hospitality training sector	Register tourism and hospitality training Inspect and Standardization of tourism and hospitality training	100	100	100	100	100	Continuous	MoEAC&T
				100	100	100	100	100		
National Tourism Statistic Project	Provide timely and accurate tourism data and information	Expand and fast track implementation of TSA project Develop Comprehensive tourism industry data base	Baseline Survey on tourism statistics report Credible tourism and information Data bank	1	1	1	1	1	Continuous	MoEAC&T
				1	1	1	1	1		
Tourism Area Management Plans Programme	Develop and manage, regulate Tourism Area Management Plans for key tourism areas	Engage Consultancies to work with counties to develop the Area Plans	Tourism area plans	1	1	1	1	1	5 yrs	MoEAC&T (TRA)
				1	1	1	1	1		

