



# KENYA TOURISM AGENDA

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**2018 - 2022**



[www.tourism.go.ke](http://www.tourism.go.ke)



Government of Kenya  
Ministry of Tourism & Wildlife





“It is no longer possible for travel and tourism providers, or destinations, to continue in a “business as usual” model or mind-set. Innovation and change coupled with agility and ability to respond are critical for success today and into the future.”

**Hon. Najib Balala, EGH**

*Cabinet Secretary*



The Tourism Agenda 2018 – 2022 establishes the foundation on which the National Tourism Blueprint 2030 is hinged. Its implementation during the 2018 – 2022 period ignites all the Blueprint components and actors, and sets Kenyan tourism on the path to everlasting vibrancy.

**Fatuma Hirsi Mohamed (Mrs.), CBS**  
*Principal Secretary*

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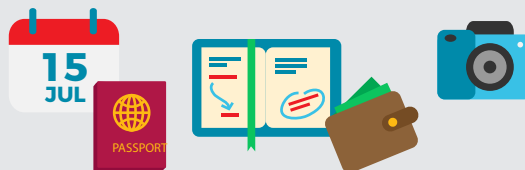
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# FOCUSING



In January 2018, His Excellency the President brought together tourism and wildlife. This consolidated and synergized two key elements in our iconic African Safari tourism experience, which is defined by our unique Big Five, namely, the Lion, Elephant, Cheetah, Rhino, and Buffalo. While the blending of these two sectors is happening, it is important that we keep the eye on the ball as regards each of these domains. For tourism, this is the Agenda.

# Agenda 1822

## Tourism

1. Mama Njira Water Front

2. Nauroa River

3. Jomo Kenyatta Public Beach

4. Tourism + Wildlife

I-Hub

5. Beach Strategy (TMS)

• TMC

• BMP

• Rebranding

• CIP

• Little Theater

• Manda/Dimu Airport

• Manda/Nauroa Beach Road

• Manda/Nauroa Dunescape

• Cruise Ship Strategy

6. Tourism Incentive Programme

• Refurbishment

• International Branded Hotels on the Beach

• Redevelopment of Sheng/Shims la Toura

7. Blueprint 2030

• Governance

• Air-port

• Marketing

• Training (KUC)

## Wildlife

1. Restructuring KWS

• Gamma Structure

• Security

• Conservation

• Management (Integration & Acct)

• Wildlife Bank

2. Wildlife Policy + Strategy

• Amendments

• Regulation

3. Revamping of Major National Park

• Tsavo

• Amboseli

• Nairobi

• Nakuru

• Mt. Kenya + Mt. Clony

4. Establish National Wildlife Research Innovation Centre.

5. Fund Raising + Development Partners

6. Cable Cars - Mt. Kenya / Kericho Valley  
Office Support

Ministerial Sachib Forum

KWS (Gross)

HWC

Kenya 4 WL

## Task Force

1. Tsavo + Amboseli + Amboseli

2. Amboseli + Nauroa + Nakuru

3. Mt Kenya + Meru + Samburu

# ONE BLUEPRINT

# FOUR STRATEGIC COMPONENTS



**1**

**Product Strategy**

**2**

**Marketing Strategy**

**3**

**Investment Strategy**

**4**

**Infrastructure Strategy**

The National Tourism Blueprint 2030 (NTB2030) is the basis of the Tourism Agenda 2018-2022. This transformational framework for Kenyan tourism was developed by Grant Thornton, following a sector diagnostics, undertaken in 2016-2017. Cabinet approved the Blueprint in 2017 and directed that it be implemented.

## ACTION POINTS

- » Rollout the NTB2030 Execution Strategy
- » Institutional Reorganization
- » New Institutions
- » County Engagements
- » National Tourism Sessional Paper



# THIRTY TWO

## LANDMARK INITIATIVES



# USING TOURISM TO GROW GDP

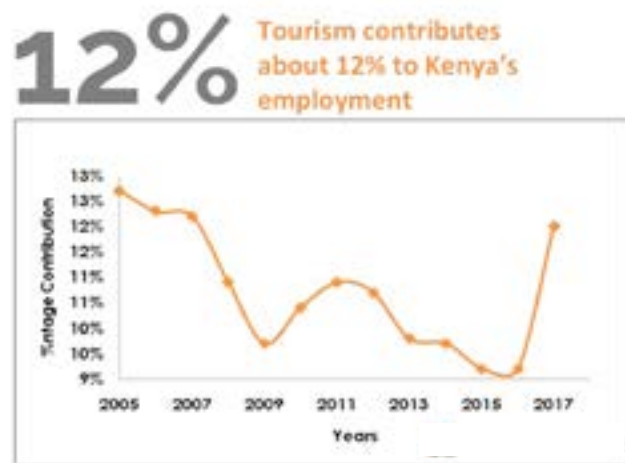
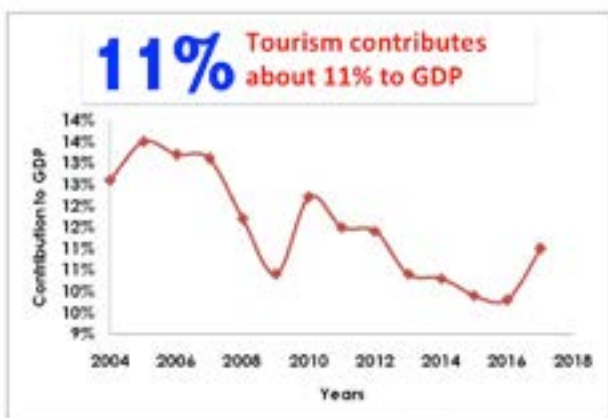


In 4 Years  
**4.6bn**  
Received

**411bn**  
Revenue to the economy

**Charter Incentive Program (CIP)**

**2,144%**  
Refunded - \$ 820,170  
Returns - \$ 17,586,210



Total contribution of travel and tourism to employment, including wider effects from investment, the supply chain and induced income impacts being 1,072,500 jobs in 2016 (9.2% of total employment), and forecast to reach 1,475,000 jobs (8.9% of total employment) by 2027, an increase of 2.9% per annum over the period.

# HOW MONEY TRAVELS

THE DIRECT, INDIRECT AND INDUCED EFFECT OF TOURISM SPENDING



SOURCE: World Travel & Tourism Council: Travel & Tourism Economic Impact 2017 - March 2017.

# TOURISM TRANSFORMATION FUND - TTF

The Tourism Transformation Fund was established by finance ACT 2016 to provide resources for development and transformation of the Tourism sector.



## ACTION POINTS

- » Finalize the regulations and gazette
- » Appoint Board and Secretary
- » Set up Secretariat and systems
- » Develop disbursement criteria
- » Transfer allocated funds
- » Launch and promote

# INNOVATION HUB

An innovation hub will be developed to spearhead innovation in tourism. Under the hub, incubators, competitions and challenges will be operated for the tech and tourism industry, so as to ensure continuous flow of new business models, technology and systems in Kenyan tourism.



## ACTION POINTS

- » Finalize procurement
- » Undertake the Construction
- » Determine ownership and management
- » Launch and promote

# PRODUCT STRATEGY INITIATIVES

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*PHOTO: Hemingways Ol-Seki Mara Camp, Maasai Mara National Reserve Kenya 3291*

Kenya's key tourism products are the African Safari and the Beach Destinations. These must be fixed, refreshed and revamped.

# AFRICAN SAFARI FLAGSHIPS

African Safari is the unique selling point of the Kenyan Tourism Experience, and the ultimate dream experience visitors to Kenya would like to have.



## THE MAASAI MARA STRATEGY

Maasai Mara is iconic and well known for the Wildebeest migration.

### ACTION POINTS

- » Formulate a detailed tourism strategy for the Maasai Mara
- » Investigate the potential to establish an airport close to the Maasai Mara
- » Improve the extent and quality of visitor information provided when in the reserve
- » Enhance interactions and integration of the Maasai people through interpretation and cultural tourism experiences .
- » Attain World Heritage Status for the Maasai Mara
- » Enhance existing and develop new events – see Events Strategy
- » Develop a visitor information and interpretive strategy and policy

## DEVELOP NICHE TOURISM

### ACTION POINTS

- » Enhance existing and develop new niche tourism products, including avitourism, photography, voluntourism, flora, entomology, scientific research, film



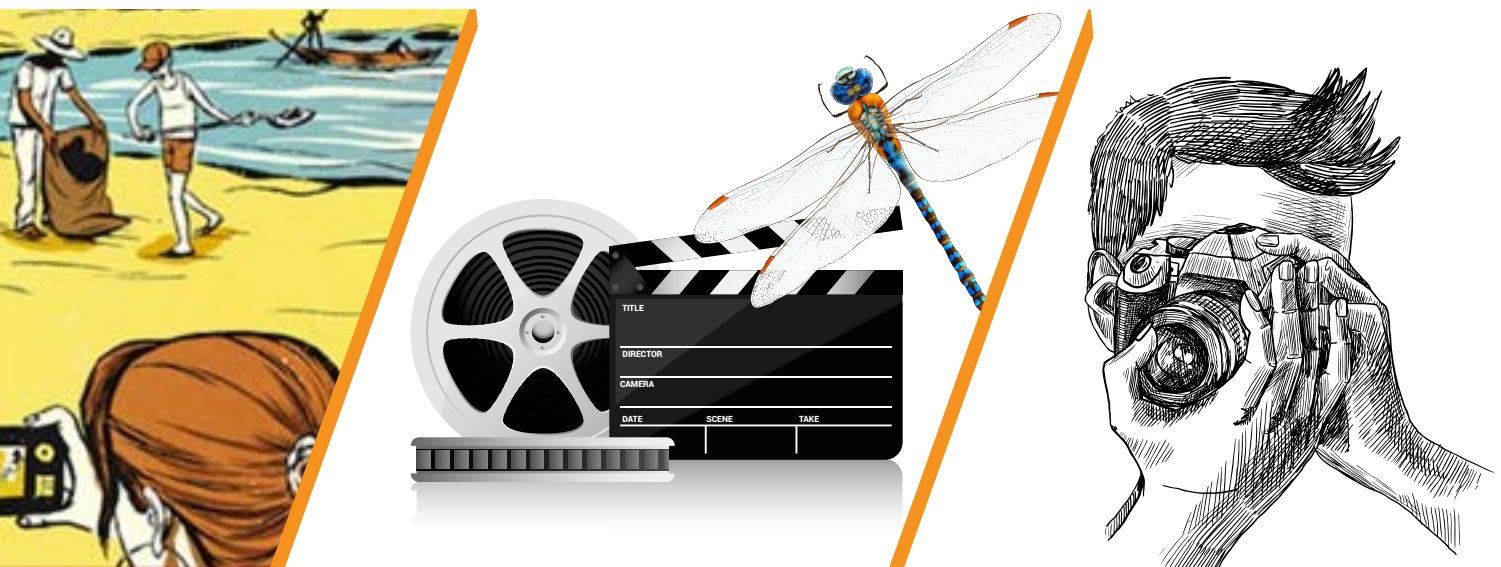


## ELEVATE AMBOSELI'S STATUS TO A 'MUST SEE'

Amboseli is an impressive wildlife and nature destination with the backdrop of Mt. Kilimanjaro.

### ACTION POINTS

- » Formulate and implement area Tourism Development Strategy & Plan
- » Determine reserve carrying capacities
- » Enforce compliance to set standards and practices
- » Deal with livestock infringements
- » Promote as Amboseli-Nairobi-Nakuru Circuit
- » Adopt action points as per Maasai Mara

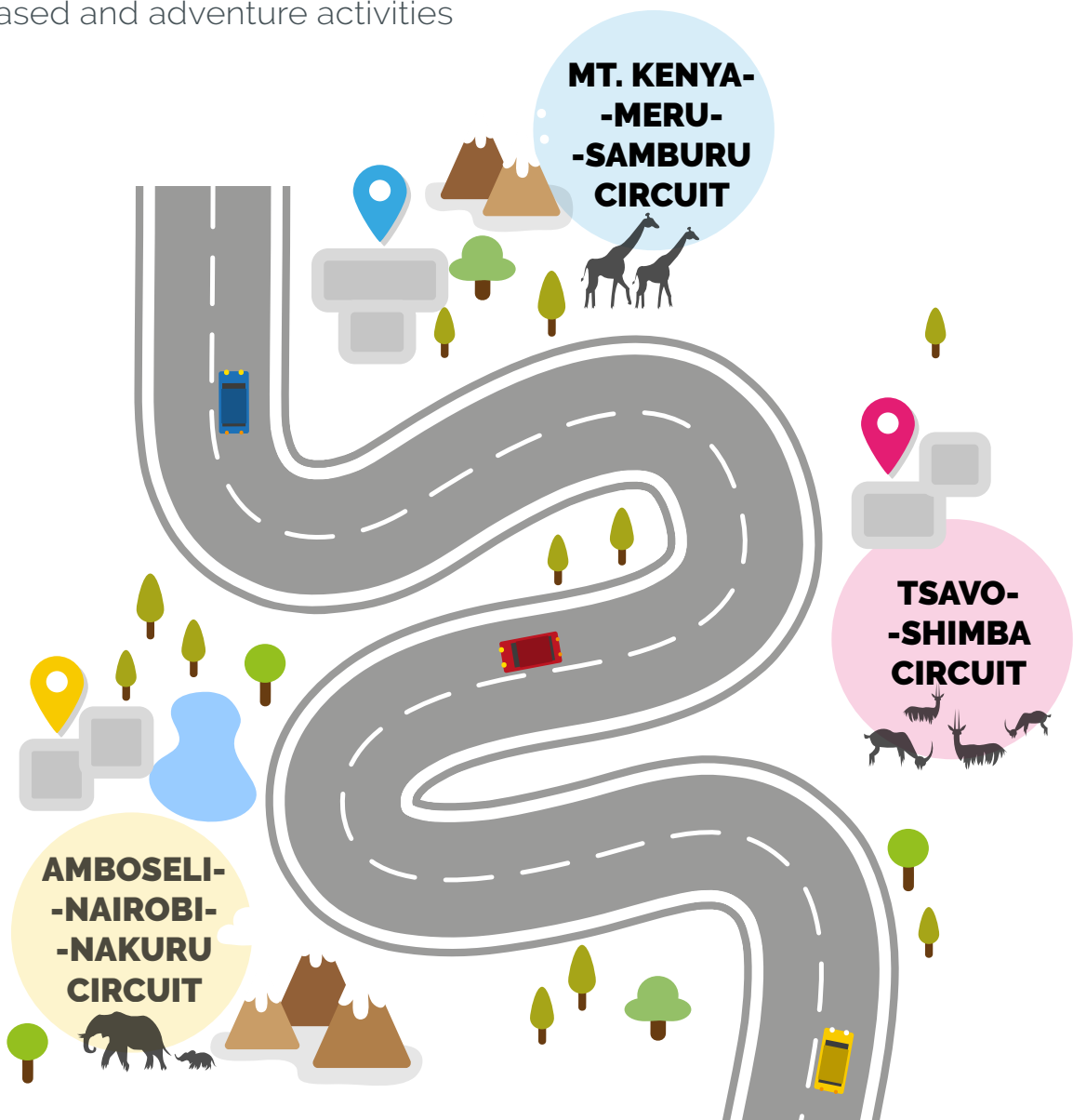


# KENYA SIGNATURE WILDLIFE PARKS

Develop and transform KWS parks into signature Africa Safari Product.

## ACTION POINTS

- » Develop strategy for each parks
  - » Develop scenic drives and viewpoints in key scenic areas
  - » Develop a visitor information and interpretive strategy and policy
  - » Develop and implement programmes to deal with litter clean-up
  - » Expand/improve tourism support facilities
  - » Develop activity hubs at parks with nature-based and adventure activities
- » Enhance existing and develop new activities
  - » Identify opportunities for community-based tourism to be developed around wildlife, nature and scenic products
  - » Enhance existing and develop new events
  - » Promote the circuits





# BEACH DESTINATION FLAGSHIPS

## MOMBASA WATERFRONT DEVELOPMENT

Development of Mama Ngina Drive and Jomo Kenyatta Public Beach will involve redesigning and re-planning the area to an iconic international standard seafront recreation iconic seafront areas of international standard.



### Mama Ngina Waterfront Jomo Kenyatta Public Beach

#### ACTION POINTS

- » Finalize Designs
- » Establish Waterfront Authority
- » Secure Financing
- » Construction
- » Launch and Promote use

## LITTLE THEATRE

Development of Little Theatre in Mombasa will provide diversity to the experiences offered in the area, and foster integration of heritage and culture in the region's tourism product.



#### ACTION POINTS

- » Finalize construction
- » Launch
- » Promote use

# BEACH STRATEGY

The goal of the Strategy is to transform and develop the beach destination to a leading and competitive dream experience.



## TOURISM MANAGEMENT COMPANIES

### ACTION POINTS

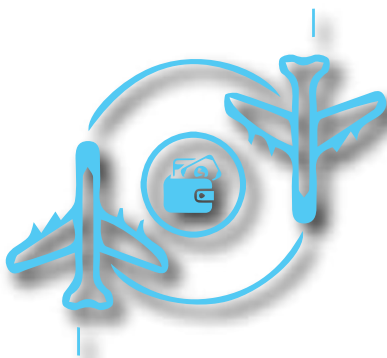
- » Engage Expertise
- » Determine Legal Framework
- » Form a holding Company
- » Engage stakeholders
- » Full Participation of the stakeholders



## BEACH MANAGEMENT PROGRAM

### ACTION POINTS

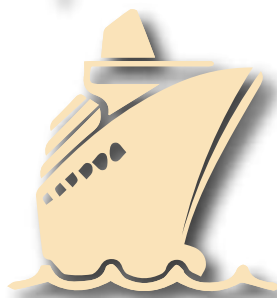
- » Approve framework by KWS
- » Determine oversight structure
- » Enforce waste management compliance
- » Rollout implementation of beach program in phases
- » Develop coastal shoreline policy
- » Cleanliness, Law & order and management of the beach
- » Enforce oversight structures
- » Costline policy & regulations



## AIRLINE INCENTIVE PROGRAM

### ACTION POINTS

- » Extend the implementation to 2022
- » Develop framework to expand to scheduled airlines
- » Approve promotion strategy



## CRUISE TOURISM STRATEGY

### ACTION POINTS

- » Engage Expertise
- » Develop strategy
- » Roll out implementation



## BEACH PROMOTION STRATEGY

### ACTION POINTS

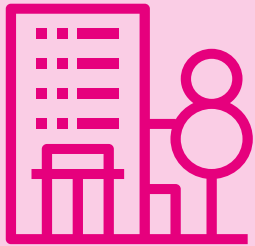
- » Develop a branding strategy
- » Engage a reputable PR firm
- » Service
- » Beach Festivals



## REFURBISHMENT FUND

### ACTION POINTS

- » Source affordable Source Funding
- » Establish a unit to manage
- » Approve Operation Framework
- » Pilot with 20 hotels



## INTERNATIONAL BRANDED HOTELS

### ACTION POINTS

- » Identify hotels, meet with local owners
- » Develop beneficial partnership arrangement
- » Encourage international brands to diversify from Nairobi



## SHANZU CREEK TOURISM DEVELOPMENT CITY (SCTDC)

### ACTION POINTS

- » Develop an authority to manage
- » Develop a master plan
- » Develop an incentive investment framework
- » Seek investors



## RESORT CITIES

### ACTION POINTS

- » Establish the status of the Resort Cities and current constraints
- » Support interventions for their prioritization

# CRUISE TERMINAL

Kenya is committed to being part of the cruise ship circuit. Towards this end, a first cruise terminal whose construction is underway in Mombasa will be completed within the 2018 – 2022 period.

## ACTION POINTS

- » Monitor completion
- » Determine Management Framework
- » Promote and Market for the next season



# MICC

Mombasa International Convention Centre (MICC) will introduce 15,000 conference capacity to the region.



## ACTION POINTS

- » Agree on financing model
- » Determine government requirements to guide criteria
- » Seek approval for legal framework for the venture
- » Call for expression of interest

# AIR GROWTH STRATEGY

Air travel provides potential for the fastest and most efficient access to a tourism destination and its products. The Air Growth Strategy seeks to maximize this air travel potential for Kenyan tourism.



## ACTION POINTS

- » Facilitative policy to expand affordable local air travel
- » Incentives for low-cost airline operators
- » Implementation of open sky policy

# PRODUCT STRATEGY FLAGSHIPS

## AFRICAN SAFARI

1. The Maasai Mara Strategy
2. Elevate Amboseli's
3. Status to a 'Must See'
4. Develop Niche Tourism
5. Kenya Signature Wildlife Parks

## BEACH DESTINATION

1. Mombasa Waterfront Development
2. Little Theatre
3. Tourism Management Companies
4. Beach Management Program
5. Airline Incentive Program
6. Cruise Tourism Strategy
7. Beach Promotion Strategy
8. Refurbishment Fund
9. International Branded Hotels
10. Shanzu Creek Tourism Development City
11. Cruise Terminal
12. MICC
13. Air Growth Strategy

An aerial photograph of a train station in a semi-arid region. A train with a white, red, and yellow livery is stopped at the platform. The station features a modern, angular building with a grey roof. In the background, there is a residential area with small houses and a tall, slender tower. The sky is clear and blue.

# INFRASTRUCTURE STRATEGY INITIATIVES

Tourism infrastructure supports tourism product and marketing components. It helps ease access to products and makes tourism experiences affordable. Key domains for the strategic component are tourism roads and air travel.

## INTERNATIONAL AIRLINES



## DESTINATIONS

- » Beijing
- » Dubai
- » Tokyo
- » London
- » Hong Kong
- » Istanbul Atatürk Airport
- » John F. Kennedy I
- » Singapore Changi Airport
- » Zurich Airport (ZRH)
- » Munich Airport (MUC)

## REGIONAL AIRLINES

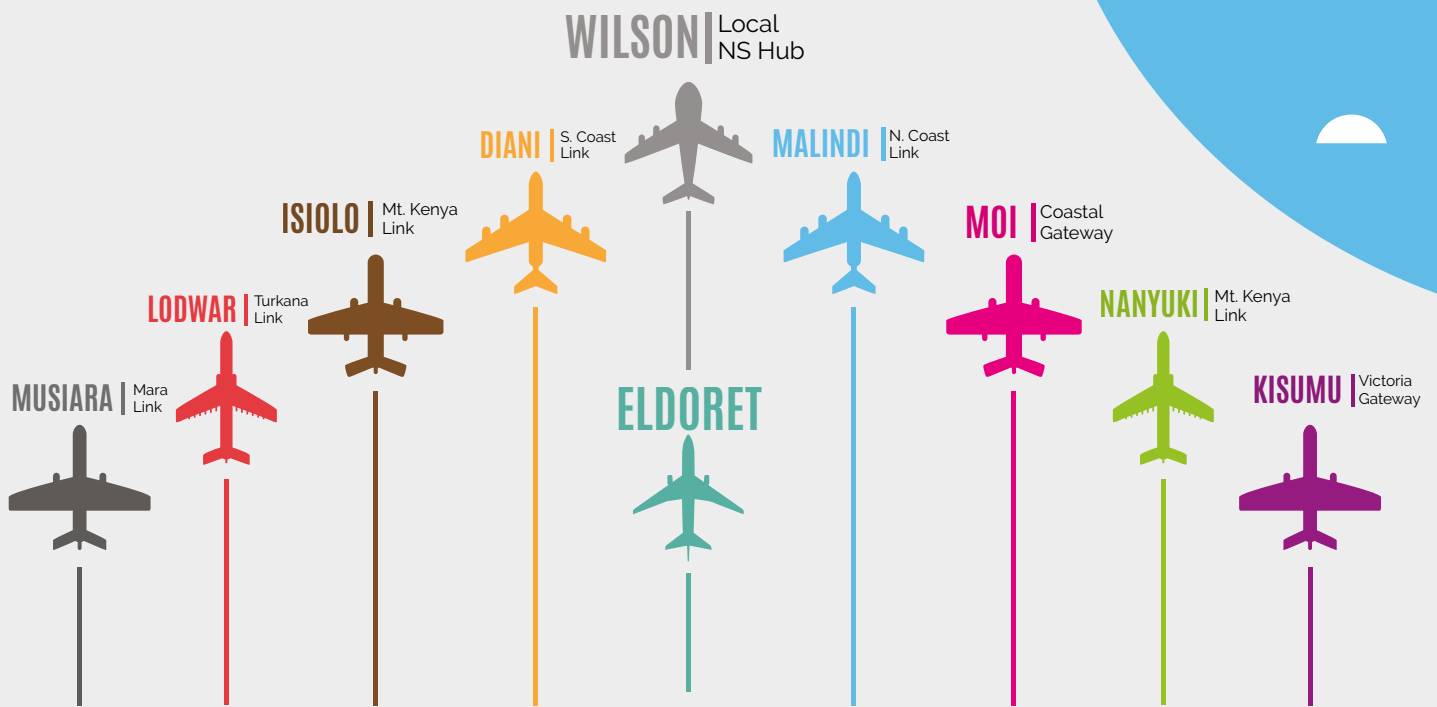


## DESTINATIONS

- » O. R. Tambo
- » Cairo
- » Tunis
- » Lusaka
- » East Africa
- » Khartoum
- » Casablanca
- » Lagos
- » Accra
- » Lome



# INTEGRATED AIRPORTS, PORTS AND SATIATIONS



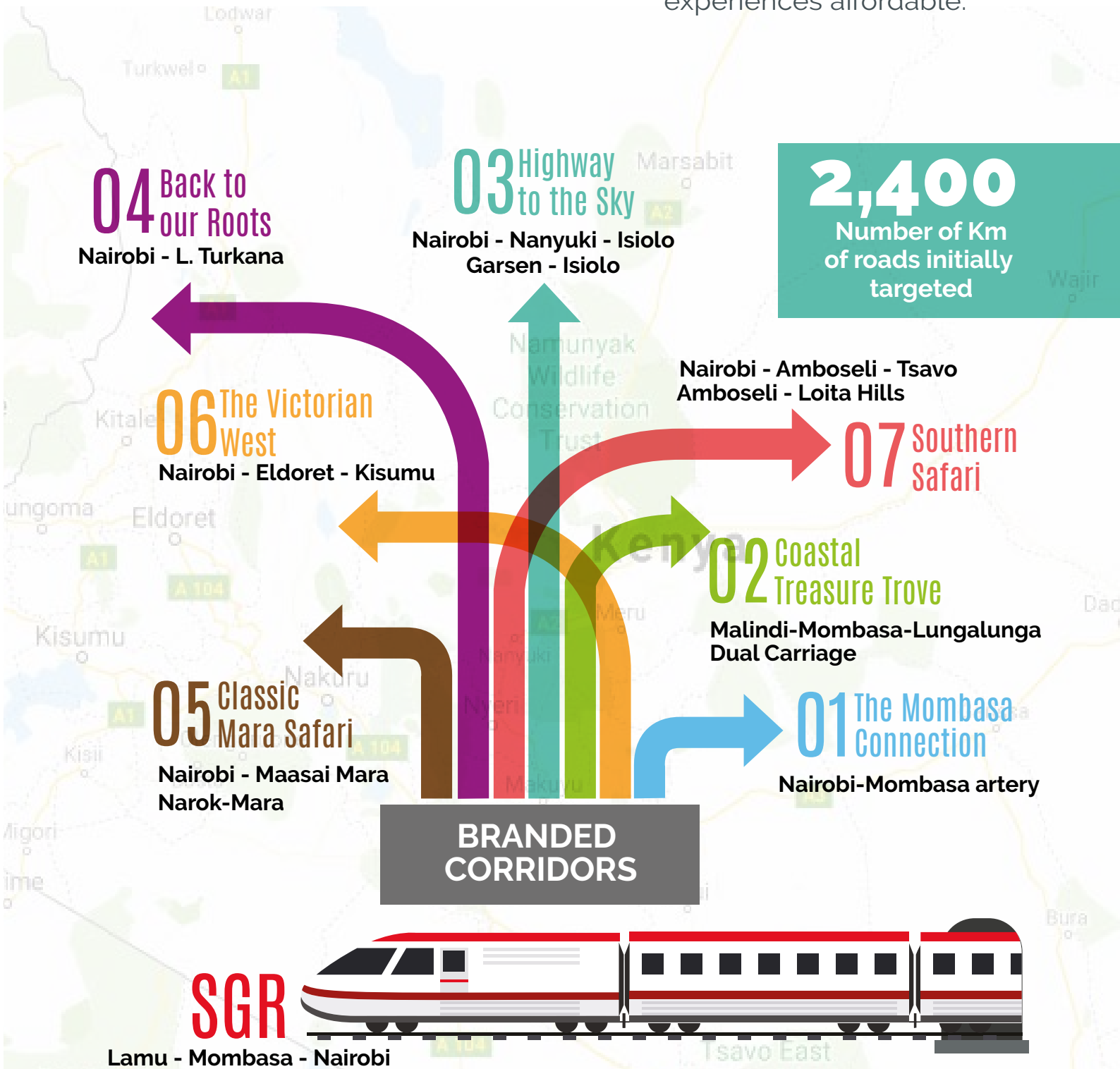
## ACTION POINTS

- » Consolidation and integration of aviation mandate
- » Make KQ an international airline
- » Establish a regional airline strategy

# TOURISM INFRASTRUCTURE

Tourism infrastructure supports tourism product and marketing components. It helps ease access to products and makes tourism experiences affordable.

**2,400**  
Number of Km of roads initially targeted



## ACTION POINTS

- » Establish the status of the road and constraints faced by users
- » Intervene for prioritization of development

# BUSINESS TOURISM FLAGSHIPS

## NATIONAL CONVENTION BUREAU

Business tourism is a lucrative and fast-growing segment of the world's tourism. Establishment of the National Convention Bureau will be undertaken in line with the recommendations of the Task Force on the Establishment of the National Convention Bureau.

Nairobi City remain the leading business tourism destination in the region. The establishment of NCB aims to consolidate and grow this pole position



### ACTION POINTS

- » Appoint Coordinator
- » Set up a Secretariat
- » Develop bidding framework
- » Develop 3 year strategic plan
- » Launch and Promote

# INTERVENTIONS

Government interventions act as pull factors for further investments by the private sector. To stir investment in business tourism, the Government will invest in convention centres.

## KICC EXPANSION

KICC expansion will add 10,000 conference capacity to the current KICC capacity.



### ACTION POINTS

- » Source Financing
- » Agree on Design
- » Construct
- » Approve promotion and management model

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## NAICEC AT BOMAS

The Nairobi International Convention and Exhibition Centre (NAICEC) will be developed at the Bomas of Kenya.



### ACTION POINTS

- » Remodel & Develop a state of the art NICC
- » Agree on financing model
- » Determine government minimums to guide criteria
- » Seek approval for legal framework for the venture
- » Call for expression of interest

# HUMAN CAPITAL INITIATIVES



**Audit of the National tourism skills**



**Rationalization of tourism training institutions and review of tourism training curricula**



**Partnerships with internationally renowned tourism and hotel schools**



**Tourism enterprise support programs**



**Training, mentorship and coaching for counties and community-based tourism projects.**



**Clarifying roles of agencies responsible for tourism training accreditation**



**Mentorship and talent awards programme for tourism sector**



**Tourism and hospitality awareness programs for Government officials**

# KENYA UTALII COLLEGE

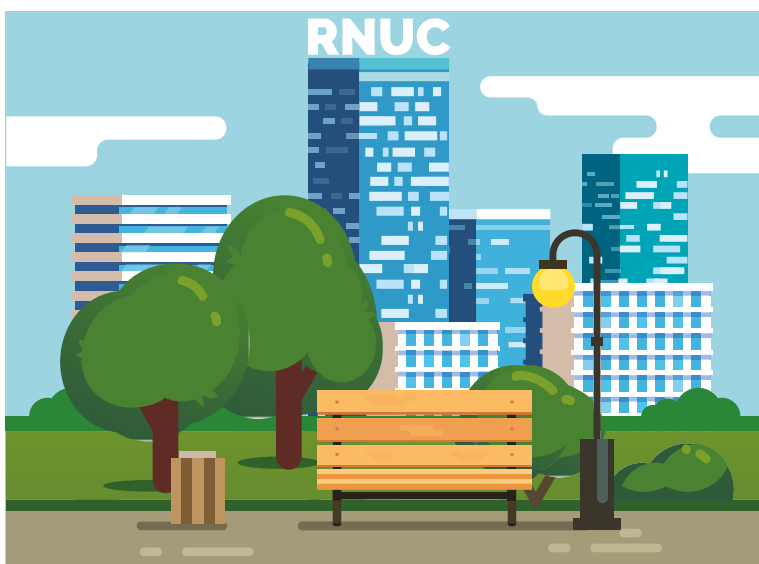
The Kenya Utalii College (KUC) is mandated to undertake tourism and hospitality training, capacity-building for the tourism sector, among other duties. KUC needs to autograph its work through delivering training whose impact is a strong culture of service excellence in hospitality and service.

## ACTION POINTS

- » Institutional assesment
- » Organisational restructuring, training review
- » Transition strategy

# RONALD NGALA UTALII COLLEGE

The project to establish a hospitality college of excellence in Kilifi has escalated in cost and is indeterminate completion. The Hotel component remains undecided.



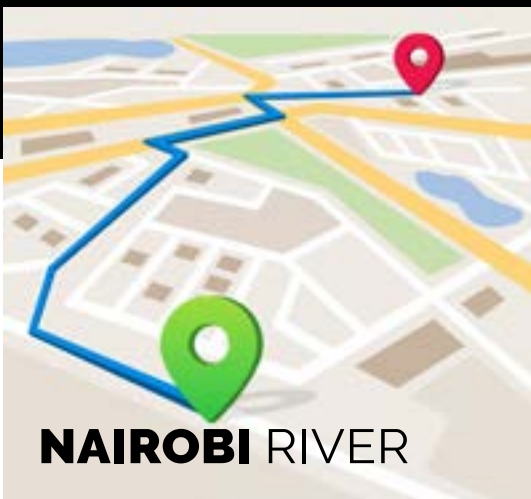
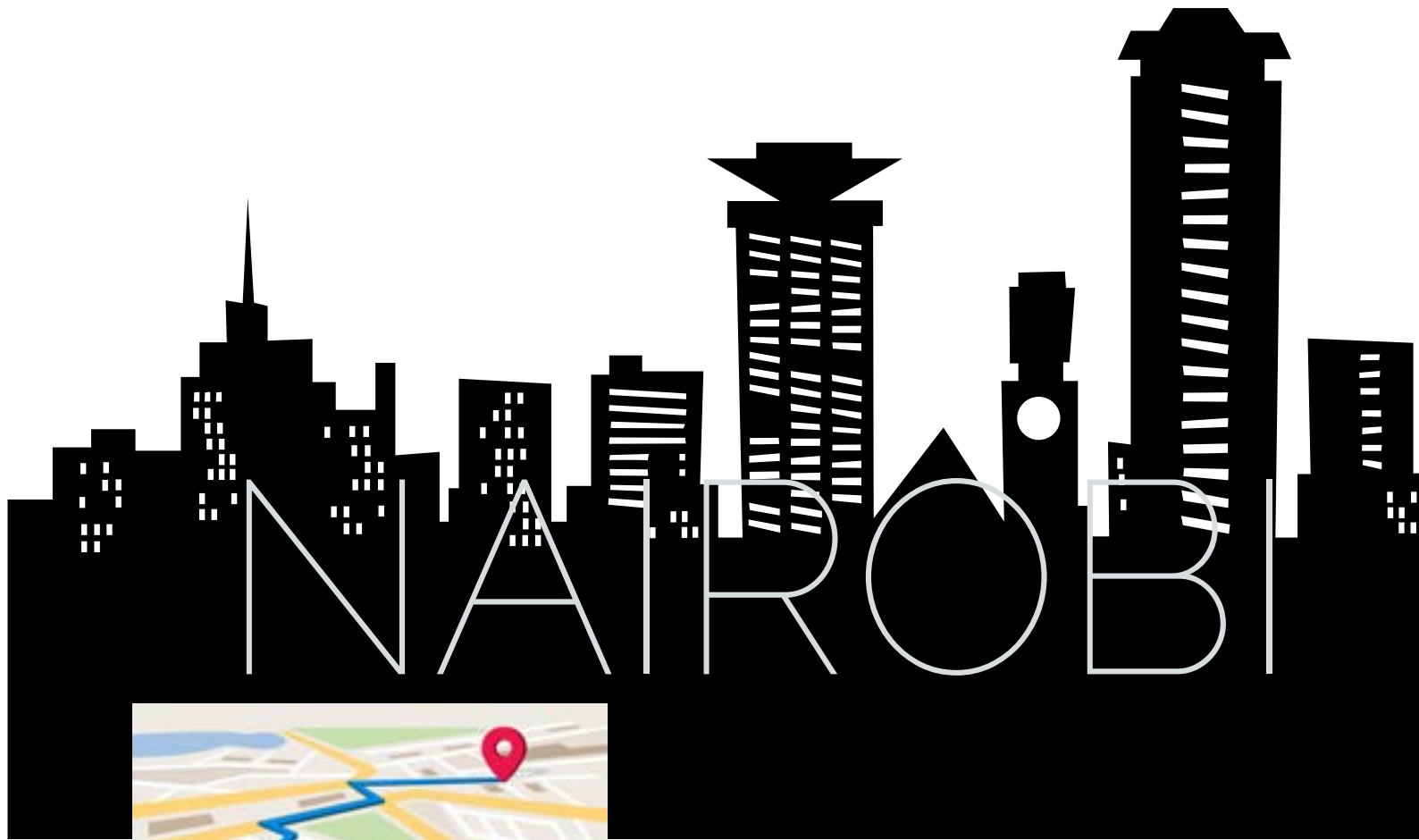
## ACTION POINTS

- » Determine Management Model
- » Determine Completion Model
- » Implement PPP on Hotel component

# CITY TOURISM FLAGSHIPS

## NAIROBI URBAN REGENERATION

Nairobi is increasingly growing as a main hub for the African region in relation to international relations, business and investment, logistics and access to the continent. It therefore needs to live up to the required standards of a city of international standards.



### ACTION POINTS

- » Secure concurrence with county government
- » Determine financing model
- » Implement in phases

# INFRASTRUCTURE STRATEGY

# FLAGSHIPS

1. Local Airlines Strategy
2. Tourism Infrastructure

## BUSINESS TOURISM

1. National Convention Bureau
2. KICC Expansion
3. NAICEC at Bomas

## HUMAN CAPITAL

1. Kenya Utalii College
2. Ronald Ngala Utalii College

## CITY TOURISM

1. Nairobi Urban Regeneration - Nairobi River





# MARKETING STRATEGY INITIATIVES

PHOTO: KTB

Tourism marketing is a continuous, sequential process through which management in tourism plans, researches, implements, controls, and evaluates activities designed to satisfy the needs and wants of a tourist, as well as meet the organization's objectives.

# MARKETING APPROACH

Marketing initiatives have been formulated to achieve the established measures (KPIs) and their targets



## ACTION POINTS

- » Implement a portfolio of Top, Signature and Quality Assured experiences
- » Put in place a system of product sub-brands
- » Implement the Safari Innovation & Development Program (SIDP)
- » Implement Brand Kenya's initiative
- » Deploy the 360° communication plan
- » Digital marketing development program
- » Implement a CRM Initiative
- » Facilitate distribution & sales
- » Implement the Kenyan Industry Engagement Program
- » Set up a Marketing Education initiative
- » Implement the new in-market presence model
- » Implement the new funding model
- » Put into effect the new operating model of KTB
- » Set up a framework for cascading the Marketing Strategy locally

# GLOBAL PR



Defining, Securing and Promoting one country brand for tourism, investments, exports and culture.

## ACTION POINTS

- » Secure funding
- » Determine Scope
- » Procure PR firm
- » Monitor and review

# OVERSEAS REPRESENTATION MODEL

Rethinking and Redesigning of country representation through tourism experts resident in source markets, under the Kenyan Embassy umbrella and directed by KTB.



## ACTION POINTS

- » Develop Framework
- » Determine scope and profile
- » Seek concurrence with Ministry of Foreign Affairs
- » Recruit competitively
- » Train and orientate new team
- » Monitor and review

# DOMESTIC TOURISM

Kenyans travelling in their country grow GDP provides exposure and unites the country.



## ACTION POINTS

- » Develop county government capacity for domestic tourism
- » Execute Campaigns
- » Provide Incentives

# DIGITAL MARKETING STRATEGY

A deliberate shift to digital platform and tools will drive our marketing approach to reach targeted tourist segments

- » Adopt 5P Model in international campaigns, cooperative marketing with the trade and international representation: flexible Policy, a well thought out Plan, we redefine Processes, incorporate Professionalism and eliminate Pushbacks
- » Accept proactive change management at an organizational level, Move beyond marketing through management to partnership and communitize our destinations
- » Adopt digital content that have purpose(s), with different platforms for different people targeting of communities over countries. Merging of word of mouth with social media
- » Expand the digital team to include trade and customers. The KTB team with a head of digital, a channel manager and a community manager.
- » Adapt to improve

- » *Rise above other destinations in terms of product, pricing & service standards*
- » *Do less of what is unproductive, that which replicates other destinations or immeasurable*
- » *Stop doing that which isn't working or aren't appealing to higher value markets*
- » *Create product that is clearly different to competing destinations or an entirely new approach*



# EVENTS STRATEGY

The strategy aims to consolidate all events across the country and establish a single calendar of events for the country.

## ACTION POINTS

- » Compile a database of tourism-related events taking place across Kenya
- » Classify events by type and significance (i.e. international, regional, national, local and community)
- » Identify existing events with potential to grow in significance and develop strategies to achieve growth
- » Improve the geographic spread of events
- » Improve the spread of events during the year
- » Create signature events
- » Identify important sporting codes that are already established in Kenya and bring World Championship events to Kenya, e.g. athletics
- » Develop an events policy (classification of events, funding mechanisms, support that can be provided at national and county level etc.)



# **MARKETING STRATEGY**

# FLAGSHIPS

1. Marketing Approach
2. Global PR
3. Overseas Representation Model
4. Domestic Tourism
5. Digital Marketing Strategy
6. Events Strategy
7. Tourism Calendar of Events
8. The Kenya Tourism Festival



PHOTO: KTB

Tourism Investment refers to the creation of capital or goods that are capable of producing other goods or services in the tourism industry towards earning higher profits in the private sector or the revitalization and growth for public purposes.

# TOURISM INCENTIVE PROGRAMME

Tourism Incentive Programmes seek to drive sales and grow the tourist base of tourism establishments by providing them with better access to buyers and potential guests



- A** Promote current incentives,
- B** Check uptake of incentives,
- C** Provide new incentives,
- D** Inclusion of incentives to finance houses





# Strategic Areas, Landmark Initiatives and Actions

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PHOTO: KTB

## implementation framework

Strategic Area	Landmark Initiative	Description	Activation
1. The Anchors	1.1 National Tourism Blueprint 2030 (NTB2030)	The NTB 2030 is Kenya's tourism transformational framework for the period 2017-2030. It was approved by Cabinet in September 2017. Cabinet then directed that it be implemented.	<ol style="list-style-type: none"> <li>1 Roll out the Blueprint Execution Strategy</li> <li>2 Commence institutional re-organization</li> <li>3 Establish new tourism institutions</li> <li>4 Engage with counties</li> </ol>
	1.2 Innovation Hub	The innovation hub will provide incubators, competitions, and challenges that will nurture immersive and connected tourism travel experiences that are desired by tourists, as well as digital and cyber economy, among others.	<ol style="list-style-type: none"> <li>1 Secure funding</li> <li>2 Approve management framework</li> <li>3 Launch and promote use</li> </ol>
	1.3 Tourism Transformation Fund	The 2016/2017 Budget Statement increased air passenger charges for external travel from US\$40 to US\$50 and for internal travel from Kshs. 500 to Kshs. 600. The realized revenue is to be used exclusively for tourism promotion.	<ol style="list-style-type: none"> <li>1 Finalize regulations and gazette them</li> <li>2 Appoint the Board and Secretary</li> <li>3 Set up secretariat and systems</li> <li>4 Develop disbursement criteria</li> <li>5 Transfer allocated funds</li> <li>6 Launch and promote use</li> </ol>
2. Tourism Product	2.1 Beach Strategy	The strategy seeks to transform and develop tourism in Kenya's coastal region, and make the region competitive.	<ol style="list-style-type: none"> <li>1 Establish TMCs</li> <li>2 Implement the BMP</li> <li>3 Expand the AIP</li> <li>4 Develop and implement the Cruise Tourism Strategy</li> </ol>
	2.1.1 Tourism Management Companies (TMCs)	These are private sector-founded and led tourism institutions, each formed to manage tourism in their respective beach nodes.	<ol style="list-style-type: none"> <li>1 Hire expertise to steer</li> <li>2 Determine appropriate legal framework</li> <li>3 Form holding company</li> </ol>
	2.1.1.2 Beach Management Programme (BMP)	This is a mix of varied projects to address beach issues at the coast.	<ol style="list-style-type: none"> <li>1 Approve the KWS framework</li> <li>2 Involvement of hoteliers</li> <li>3 Incentivize hoteliers to support the Beach Management Fund via abolishment of the Marine Park fees</li> </ol>

## Implementation Framework

Strategic Area	Landmark Initiative	Description	Activation
			<ol style="list-style-type: none"> <li>4 Determine oversight structure</li> <li>5 Enforce waste management compliance</li> <li>6 Develop coastal shoreline policy</li> </ol>
	2.1.1.3 Airline Incentive Programme (AIP)	The AIP is an initiative aimed at attracting more direct flight to the coastal region.	<ol style="list-style-type: none"> <li>1 Extend the implementation period of the charter incentive programme</li> <li>2 Develop a framework to expand scheduled airlines</li> <li>3 Approve the AIP promotion strategy</li> </ol>
	2.1.1.4 Cruise Tourism Strategy	The strategy provides a clear roadmap for reclaiming and growing the lucrative, high-end cruise ship travellers.	<ol style="list-style-type: none"> <li>1 Hire expertise to develop and steer implementation of the strategy</li> <li>2 Agree on an oversight mechanism for implementation</li> </ol>
	2.1.2 Mombasa Waterfront	Mama Ngina Waterfront and Jomo Kenyatta Public Beach are the only public waterfronts in Mombasa. They are in need of redesigning and re-planning to iconic seafront recreational areas of international stature.	<ol style="list-style-type: none"> <li>1 Secure financing</li> <li>2 Agree on appropriate designs</li> <li>3 Undertake the construction</li> <li>4 Form an authority to manage them</li> </ol>
2.2 The African Safari Experience	2.2.1 The Maasai Mara Reserve	Maasai Mara is a major tourism attraction in Kenya. It has outstanding wildlife opportunities, and is renowned for the wildebeest migration.	<ol style="list-style-type: none"> <li>1 Formulate the area Tourism Strategy &amp; Plan</li> <li>2 Determine the carrying capacity of the Reserve</li> <li>3 Enforce compliance to established standards and practices</li> <li>4 Deal with livestock infringements</li> <li>5 Promote non-migration periods</li> <li>6 Implement area NTB2030 activities</li> </ol>

## Implementation Framework

Strategic Area	Landmark Initiative	Description	Activation
	2.2.2 The Amboseli National Park	The Park provides impressive wildlife and nature experiences, with the backdrop of Mt. Kilimanjaro. It will be promoted as part of the Amboseli-Nairobi-Nakuru Tourism circuit, to enhance the quality of the experience.	<ol style="list-style-type: none"> <li>1 Formulate area Tourism Development Strategy &amp; Plan</li> <li>2 Determine the carrying capacity of the parks in the circuit</li> <li>3 Enforce compliance to set standards and practices</li> <li>4 Deal with livestock infringements</li> <li>5 Promote the Park as part of the wider Amboseli-Nairobi-Nakuru Tourism circuit</li> <li>6 Implement the NTB2030 activities for the Park and the entire circuit</li> </ol>
	2.2.3 Signature Wildlife Parks & Game Reserves	Kenya's National Parks & Game Reserves are globally renowned for their impressiveness and richness in wildlife, nature, adventure, culture and heritage. Fixing them to reputable standards is required.	<ol style="list-style-type: none"> <li>1 Formulate the Tourism Development Strategies and Plans for all National Parks &amp; Game Reserves</li> <li>2 Determine the carrying capacities of all the National Parks &amp; Reserves</li> </ol>
2.3 Business Tourism	2.3.1 National Convention Bureau (NCB)	The Bureau will help to grow business tourism. Bureaus are renowned for enabling coordination of bidding for business tourism. This is because MICE buyers prefer one-stop shops.	<ol style="list-style-type: none"> <li>1 Appoint the NCB Coordinator</li> <li>2 Set up NCB Secretariat</li> <li>3 Develop a business tourism bidding framework</li> <li>4 Develop a 3-year Strategic Plan</li> <li>5 Promote NCB work</li> </ol>
2.4 City Tourism	2.4.1 Nairobi River Re-Imaging	Nairobi River depicts the state of Nairobi City, and affects its associated city tourism. Reclamation of Nairobi River will create a positive image of Nairobi City, and tourism in the City.	<ol style="list-style-type: none"> <li>1 Establish concurrence with NCC</li> <li>2 Agree on the financing model</li> <li>3 Agree on design</li> <li>4 Agree on the implementation and sustainability</li> </ol>

## Implementation Framework

Strategic Area	Landmark Initiative	Description	Activation
3. Tourism Marketing	3.1 Global Public Relations	Global Public Relations refers to the defining, securing, and promoting one country brand for tourism, investments, exports, and culture.	<ol style="list-style-type: none"> <li>1 Secure financing</li> <li>2 Determine the marketing scope</li> <li>3 Procure a PR Firm to undertake marketing</li> <li>4 Monitor &amp; Review progress</li> </ol>
	3.2 Overseas Representation	Overseas Representation entails rethinking and re-designing tourism representation in overseas market countries by using tourism experts sourced in the markets and operating under Kenyan Missions in the markets while directed by the Kenya Tourism Board (KTB).	<ol style="list-style-type: none"> <li>1 Develop a framework for implementation</li> <li>2 Determine the scope and profiles for each market</li> <li>3 Seek concurrence of the Ministry of Foreign Affairs</li> <li>4 Recruit competitively</li> <li>5 Train and orientate new teams</li> </ol>
	3.3 Domestic Marketing	Domestic tourism is on a steady increase in Kenya. The segment is useful not just for tourism growth, but also for national cohesion and integration. Marketing of Domestic Tourism will be directed by KTB.	<ol style="list-style-type: none"> <li>1 Agree on a standardized branding of experiences</li> <li>2 Develop a framework for bridging the divide between domestic and international marketing</li> </ol>
4. Tourism Infrastructure	4.1.1 Malindi-Watamu Beach Road	Connects the beautiful coastal town of Malindi that is steeped in rich heritage and several cultural and historic places to discover and re-discover with Watamu that has beautiful beaches and fantastic trade winds that make it a great destination for watersports, and has been designated UN area of outstanding natural beauty.	<ol style="list-style-type: none"> <li>1 Establish the status of the road and constraints faced by its users</li> <li>2 Intervene for prioritization of development</li> </ol>
		4.1.2 Mombasa-Malindi Dual Carriage	The Mombasa-Malindi Dual Carriage is faced with encroachment by informal business activities, congestion, traffic jams, etc that detract visitor experiences. It requires to be fixed as part of revamping of coastal tourism.

## Implementation Framework

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4.2 Air Travel	4.2.1 Air Growth Strategy	The Air Growth Strategy (AGS) seeks to maximize the country's air travel potential for tourism growth. It is underpinned by the fact that air travel provides the fastest and most efficient access to tourism destinations and their products.	<ol style="list-style-type: none"> <li>1 Propose for consideration a facilitative policy to expand affordable air travel</li> <li>2 Propose for consideration incentives for low-cost airline operators</li> </ol>
	4.2.2 Malindi & Diani Airports	To enhance air travel to and from the coastal region, Malindi and Diani Airports require to be developed so that they can handle bigger aircrafts as well as direct flights.	<ol style="list-style-type: none"> <li>1 Establish the status of the airports</li> <li>2 Intervene for prioritization of their development</li> </ol>
	4.2.3 Tourism Branded Corridors	7 Major Roads that will foster accelerated tourism experiences in Kenya have been identified and brand names assigned to them (NBI-MSA Artery, Coastal Treasure Trove, Back to Our Roots, Classic Masai Mara, The Victorian West, and Southern Safari).	<ol style="list-style-type: none"> <li>1 Establish the status of the corridors</li> <li>2 Intervene for prioritization</li> </ol>
	4.2.4 Lamu-Mombasa-Nairobi Standard Railway	Enhanced connectedness of tourism experiences in Lamu will be achieved via extension of the SGR from Mombasa to Lamu	<ol style="list-style-type: none"> <li>1 Intervene for prioritization</li> </ol>
5. Tourism Incentives	5.1.1 Refurbishment Fund	This is a Fund worth US\$ 100 Million that is to be set up to provide affordable loans to coastal hotels to enable them refurbish their facilities.	<ol style="list-style-type: none"> <li>1 Secure financing for the fund</li> <li>2 Establish the fund management unit</li> <li>3 Approve the operationalization framework</li> <li>4 Pilot with 20 hotels then expand to other hotels thereafter</li> </ol>
	5.1.2 International Branded Hotels on the Beach	Hotels on the Kenyan beach are old and tired. Yet tourists prefer known hotel brands. To elevate Kenyan beach hotels to the desired stature, the local hotels will be linked to known international brand hotels for partnership towards enhancing their stature.	<ol style="list-style-type: none"> <li>1 Identify locals beach hotels to participate</li> <li>2 Meet with willing local beach hotel owners</li> <li>3 Develop a beneficial partnership</li> <li>4 Link the local hotel owners to branded hotels</li> </ol>

## Implementation Framework

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	5.1.3 Shanzu Creek Tourism Development City	This is a proposed new tourism city that is to be developed on about 600 acres of land in Shanzu.	<ol style="list-style-type: none"> <li>1 Develop an authority to manage</li> <li>2 Develop a master plan</li> <li>3 Develop incentives for investment in the initiative</li> <li>4 Promote the master plan and contract investors</li> </ol>
	5.1.4 Resort Cities	The Kenya Vision 2030 identifies Resort Cities that are to be established as part of Kenya's transformational agenda. These Cities are key tourism targets, as they foster the connectedness that tourism aspires for.	<ol style="list-style-type: none"> <li>1 Establish the status of the Resort Cities and current constraints</li> <li>2 Support interventions for their prioritization</li> </ol>
5.2 Government Investments	5.2.1 Convention Centres		
	5.2.1.1 KICC Expansion	KICC expansion will add 10,000 convention capacity to the current capacity at the KICC.	<ol style="list-style-type: none"> <li>1 Secure financing</li> <li>2 Agree on the appropriate design</li> <li>3 Undertake the construction</li> <li>4 Approve both the promotion and management models</li> </ol>
	5.2.1.2 NAICEC Development	NAICEC is a 15,000 ultra-modern convention facility that is to be developed through a long-term lease arrangement to a private concessions company.	<ol style="list-style-type: none"> <li>1 Develop a state-of-the-art model of the facility</li> <li>2 Agree on the financing model</li> <li>3 Determine government minimums to guide the criteria for development</li> <li>4 Seek approval of the legal framework for the venture</li> <li>5 Call for expressions of interest</li> <li>6 Negotiate with the successful bidder</li> </ol>
	5.1.1.3 MICC Development	MICC will introduce 10,000 convention capacity to the coastal region. The facility will be developed at the current	<ol style="list-style-type: none"> <li>1 Develop a state-of-the-art model of the facility</li> <li>2 Agree on the financing model</li> <li>3 Determine government minimums to guide the criteria for development</li> </ol>

## Implementation Framework

Strategic Area	Landmark Initiative	Description	Activation
			<ol style="list-style-type: none"> <li>4 Seek approval of the legal framework for the venture</li> <li>5 Call for expressions of interest</li> <li>6 Negotiate with the successful bidder</li> </ol>
5.2 Other Investments	5.2.1 Little Theatre	Little Theatre is space for showcasing local art and culture. Its development will provide diversity to tourism experiences in Mombasa.	<ol style="list-style-type: none"> <li>1 Finalize the construction</li> <li>2 Launch and promote use</li> </ol>
	5.2.2 Cruise Ship Terminal	Kenya is committed to be part of the cruise ship circuit. To this end, the cruise ship terminal has been under construction in Mombasa.	<ol style="list-style-type: none"> <li>1 Monitor the completion</li> <li>2 Launch and promote use</li> </ol>
6. Tourism Human Capital Development	6.1 Service Excellence	The tourism sector suffers from uncoordinated manpower development, as well as adhoc and unregulated uptake. Further, cases of increased employment of untrained personnel in tourism establishments and hospitality-based tasks exist. These result in deterioration of service quality standards. This is evident from increasing incidences of complaints by unsatisfied customers.	<ol style="list-style-type: none"> <li>1 Audit if the National Tourism Skills</li> <li>2 Training, mentorship, and coaching for counties and community-based tourism projects</li> <li>3 Rationalization of tourism training institutions and review of tourism training curricula</li> <li>4 Clarifying on the roles of agencies responsible for tourism training</li> <li>5 Partnership with internationally-renowned tourism and hotel schools for accreditation</li> <li>6 Mentorship and talent awards programme for people working in tourism</li> <li>7 Tourism enterprise support programme</li> <li>8 Tourism hospitality awareness programs for government officials in the tourism sector</li> </ol>
	6.2 Kenya Utalii College	The Kenya Utalii College is mandated to train for the hospitality industry in Kenya. It therefore needs to autograph its work through delivery of training that leads to service excellence.	<ol style="list-style-type: none"> <li>1 Undertake an audit of KUC and the training that it offers</li> <li>2 Adopt the use of technology in admissions</li> </ol>



## Implementation Framework

Strategic Area	Landmark Initiative	Description	Activation
	6.3 Ronald Ngala Utalii College	Ronald Ngala Utalii College is expected to offer more capacity for hospitality training in Kenya.	<ol style="list-style-type: none"> <li>1 Determine completion model</li> <li>2 Implement a PPP model on the hotel component</li> <li>3 Determine the management model</li> <li>4 Launch and promote use</li> </ol>
7. Tourism Events	7.1 Tourism Calendar of Events	The NTB2030 calls for the holding of at least 1 international tourism event every 3 months and 1 national event in the country every month from now till 2020, and at least 1 international event every 2 months and 2 national events in the country every month from 2020 to 2025. A calendar of events that actualizes this is to be developed.	<ol style="list-style-type: none"> <li>1 Agree on and implement best approach to developing the calendar</li> </ol>
	7.2 The Kenya Tourism Festival	This is an event that will showcase the vast opportunities that exist in tourism in Kenya. It will comprise of tourism investment exhibitions, investment speakers, and showcasing of available investment opportunities.	<ol style="list-style-type: none"> <li>1 Secure funding</li> <li>2 Invite investment exhibitors</li> <li>3 Source for investment speakers</li> </ol>



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