



REPUBLIC OF KENYA

MINISTRY OF TOURISM

**STRATEGIC PLAN
2008-2012**

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ABBREVIATIONS AND ACRONYMS

AG	Attorney General
BoK	Bomas of Kenya
CBOs	Community Based Organisations
COMESA	Common Markets for Eastern and Southern Africa
CPU	Central Planning Unit
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CTDLT	Catering and Tourism Development Levy Trustees
DoT	Department of Tourism
DPM	Directorate of Personnel Management
DTC	Domestic Tourism Council
DTO	Domestic Tourist Officer
EAC	East African Community
ERS	Economic Recovery Strategy
EU-ACP	European Union – Africa, Caribbean and Pacific countries
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GoK	Government of Kenya
HRA	Hotels and Restaurant Authority
HRD	Human Resources Development
HRM	Human Resources Management
IATA	International Air Transport Association
ICT	Information and Communication Technology
KICC	Kenyatta International Conference Centre
KTB	Kenya Tourism Board
KTDC	Kenya Tourism Development Corporation
KTDF	Kenya Tourism Development Fund
KTF	Kenya Tourism Federation
KUC	Kenya Utalii College
KWS	Kenya Wildlife Service
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MICE	Meetings Incentives Conferences and Exhibitions

MFA	Ministry of Foreign Affairs
MoF	Ministry of Finance
MoL	Ministry of Lands
MoT	Ministry of Tourism
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NDP	National Development Plan
NEMA	National Environment Management Authority
NEPAD	New Partnership for Africa Development
NGOs	Non Governmental Organisations
OP	Office of the President
PESTEL	Political, Economic, Social, Technological Environment and Legal (Analysis)
PTO	Provincial Tourist Officer
SMEs	Small and Micro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TPU	Tourist Police Unit
TTF	Tourism Trust Fund
TRC	Tourism Research Centre
TSA	Tourism Satellite Account
WTO	World Trade Organization

FOREWORD BY THE HON. MINISTER

The Ministry of Tourism is charged with the responsibility of formulating tourism policy and coordinating the implementation of strategies aimed at developing the tourism sector. The sector is among the leading foreign exchange earners and a major generator of employment in Kenya contributing about 10% of the Gross Domestic Product. The sector has linkages with other sectors of the economy thus facilitating growth in those sectors.

Tourism sector was instrumental in the realization of the goals set out in the Economic Recovery Strategy for Wealth and Employment Creation (2003-2007) and has once again been identified as one of the key six growth sectors in the economic pillar of Vision 2030. The first medium term plan (2008-2012) of the vision sets out specific goals for the tourism sector which include quadrupling tourism contribution to the GDP, doubling international arrivals and trebling revenue and increasing number of hotel beds by 2012. A number of flagship projects are envisioned to facilitate the realization of these goals.

The Ministry in the spirit of the vision 2030 has set out a vision to make Kenya the destination of choice and a global leader in sustainable tourism with the mission of facilitating sustainable tourism for national development and posterity.

This strategic plan is a result of critical synthesis and integration of the mandate of the Ministry as spelt out in the Presidential circular of 1st May, 2008 on the organization of Government and the targets for the tourism sector as contained in the vision 2030. The plan identifies key strategic issues and assesses the Ministry's strengths, weaknesses, threats and opportunities, culminating into specific strategies which will be pursued during the Plan period.

I wish to take this opportunity to commend all those who gave their invaluable input and more specifically members of staff of the Ministry who worked tirelessly to produce this Strategic Plan.

**HON. NAJIB BALALA
MINISTER FOR TOURISM**

PREAMBLE BY THE PERMANENT SECRETARY

The dynamic nature of tourism sector poses numerous and complex challenges which calls for clearly spelt out effective management tools. This strategic plan is one of such important tools that will assist the Ministry to achieve its goals within the medium term period. The plan identifies strategic issues and proposes strategies which will be implemented through a number of outlined activities.

The strategic plan 2008-2012 aligns the Ministry's mandate, vision, mission as well as priorities outlined in the Kenya vision 2030 to ensure tourism sector's tangible contribution to the dynamism and transformation of the economy towards a globally competitive and prosperous nation. The plan lays out the path to be followed by the Ministry in collaboration with other tourism stakeholders in ensuring the achievement of the medium term goals set out in the vision 2030

Through stakeholders' consultative process, nine strategic issues have been identified and will form the cornerstone of this strategic plan for the next five years. These are policy and legal framework for the sector; Diversity of tourism products and source markets; Marketing of tourism products and facilities; Tourism standards; Safety and security of tourists; financial resources for the sector; Human resource development and management; Tourism resource conflict and information management and research.

The strategic plan will be implemented through annual work plans and will form the basis for identifying deliverables under the annual performance contracts. The strategic plan will also form the basis for the Ministry's budget proposals under the Medium term expenditure frame work (MTEF) budgeting process as well as the human resource planning.

Successful implementation of this Plan calls for close collaboration and partnerships between the Ministry of Tourism and other Government agencies as well as with private sector stakeholders. The Plan will follow the approach enshrined in the vision 2030 where the economy is Government-led but industry-driven, thus, the Ministry will step up its coordination and facilitation role creating an enabling environment for the development of private sector and community-based initiatives.

Finally, it is my sincere hope that this Strategic Plan will enable us, in collaboration with tourism stakeholders, effectively deal with the major challenges and address all the strategic issues in the tourism industry for its sustainability as well as facilitating the overall economic growth as envisioned in the Vision 2030.

REBECCA M. NABUTOLA
PERMANENT SECRETARY

EXECUTIVE SUMMARY

Kenya Vision 2030 is the country's new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, "middle-income country providing a high quality life to all its citizens by the year 2030". The Vision has been developed through an all-inclusive and participatory stakeholder consultative process, involving Kenyans from all parts of the country. It has also benefited from suggestions by some of the leading local and international experts on how the newly industrializing countries around the world have made the leap from poverty to widely-shared prosperity and equity.

The Vision is anchored on three "pillars": the economic, the social and the political. The adoption of the Vision by Kenya comes after the successful implementation of *the Economic Recovery Strategy for Wealth and Employment Creation* (ERS) which has enabled the country's economy revert back to the path of rapid growth since 2002, when GDP grew from a low of 0.6% and rising gradually to 6.1% in 2006 and 6.3% in the first quarter of 2007.

The economic pillar aims to achieve an economic growth rate of 10 per cent per annum by 2012. Six priority sectors have been targeted to raise the national GDP growth rate to 10 Percent by 2012, Tourism has been listed as the leading player of the six sectors. Others include Agriculture and Livestock, Wholesale and Retail Trade, Manufacturing, Business Process Outsourcing and Financial Services.

The social pillar seeks to build a just, cohesive and equitable social development in a clean and secure environment. The political pillar aims to realize issue-based, people centred, result-oriented and accountable democratic system that respects the rule of law, and protects the rights and freedoms of every individual in Kenyan society. The *Kenya Vision 2030* is to be implemented in successive five-year Medium-Term Plans, with the first one covering the period 2008 – 2012.

The Ministry of Tourism's Strategic Plan for fiscal years 2008/9– 2012/13 takes into account the Ministry's commitment to achieve the tourism sector goals as spelt out in Vision 2030 and the Medium Term Plan (2008-2012). These goals are to:

- (a) increase international visitors from 1.8 million in 2007 to 3 million in 2012.
- (b) increase average spending per visitor from Kshs 40,000 in 2006 to Kshs 70,000 by 2012.
- (c) treble annual national earnings from Kshs 65.4 billion in 2007 to Kshs 200 billion by 2012.

The plan outlines the major strategic objectives to be implemented within the plan period and provides implementation strategies, activity implementation plans, monitoring and evaluation plan, financial requirements projections and proposes a new Ministry structure. The plan also envisages mobilisation of resources beyond Central Government's budgetary allocations and outlines some of the potential sources of funds and how they will be identified. It is projected that the Ministry will require an estimated **Kshs. 116 billion** to implement its strategies and activities over the Plan period.

The Ministry's objectives and the requisite strategies needed to actualize the tourism sector goals are:

Objective 1: To formulate and implement an appropriate policy and legal framework for the development of the tourism sector

The objective will be achieved through the following strategies:

- Finalize and facilitate the enactment of the National Tourism Bill
- Operationalize the Tourism Act
- Harmonize and enhance coordination of tourism development and service delivery.

Objective 2: To develop new products and diversify source markets

The strategies for achieving this objective are:

- Develop and diversify tourism products
- Broaden the source markets

Objective 3: To increase tourism revenue from Ksh. 65 Billion in 2007 to Ksh. 200 Billion by 2012

This objective will be accomplished by implementing the following strategies:

- Increase the number of international tourists from 1.8M to 3M
- Increase the number of domestic bednights from 1.8M to 3.6M
- Increase average spending per visitor from Kshs 40,000 to Kshs 70,000

Objective 4: To offer and maintain internationally accepted standards of tourist service

The strategies for achieving this objective are:

- Review the hotel and restaurant classification criteria
- Coordinate compliance with regulations and standards

Objective 5: To enhance safety and security of tourists

This objective will be accomplished by pursuing the following strategies:

- Develop capacity of the Tourist Police Unit (TPU) and Kenya Wildlife Service (KWS) rangers
- Enhance capacity of crisis management centre
- Coordinate management of beach activities

Objective 6: To enhance and sustain the financial resources for the tourism sector

The strategies for achieving this objective are:

- Establish a sustainable funding mechanism for the sector
- Mobilize resources from external sources
- Improve efficiency of resource utilization

Objective 7: To attract, develop and retain competent and motivated staff

This objective will be accomplished by pursuing the following strategies:

- Upgrade skills in the workforce
- Rationalize staff capacity.
- Improve work environment
- Mainstream public sector integrity programme

Objective 8: To reduce tourism resource conflict

This objective will be accomplished by pursuing the following strategies:

- Promote tourism area management
- Enhance community based tourism

Objective 9: To enhance tourism information management and research capacity

This objective will be attained by pursuing the following strategies:

- Improve use of ICT in tourism sector
- Establish tourism research centre
- Enhance publicity and information flow on tourism

Implementation of the objectives and strategies outlined above will enable the Ministry to harness its resources and to take advantage of the opportunities existing in the dynamic tourism sector and address pertinent challenges as outlined later in this Plan. This will in turn propel the Ministry to higher levels of performance and realization of its mission and vision for the benefit of all stakeholders.

CHAPTER ONE: INTRODUCTION

1.1. Background Information

The Government's key policy papers, particularly the Poverty Reduction Strategy Paper (PRSP), the Economic Recovery Strategy for Employment and Wealth Creation (2003-2007), and the National Development Plans (NDP) emphasized the need for efficiency and better management in the utilization of public resources to enable the Government achieve its strategic objectives of growth, productivity, and improvement in service delivery. The same objectives are emphasized in the Government's new strategy - Kenya Vision 2030.

Kenya Vision 2030 is an economic blueprint whose aim is to transform the Country into a modern, globally competitive, middle income country, offering a high quality of life for its citizens by the year 2030. To achieve this goal, the Government intends to put in place measures that will raise the national GDP growth rate from the current 6% to 10% by 2012; create more employment opportunities; and bring more equitable development in all regions of the Country.

The First Medium Term Plan (MTP) of the Vision 2030 identifies the key policy actions and reforms as well as programmes and projects that the Government intends to implement in the period 2008 – 2012 in order to achieve set national targets. In order to achieve these targets, the Government has identified six priority sectors namely tourism, agriculture, livestock and fishing, wholesale and retail trade, manufacturing, business process outsourcing (BPO) and financial services in which it intends to concentrate its efforts and resources.

To address Kenya's economic growth challenges the six priority sectors have been targeted to raise the national GDP growth rate to 10% by 2012. These sectors make up 57 per cent of Kenya's GDP and account for approximately half of the country's total formal employment.

Tourism currently accounts for about 10 per cent of Kenya's Gross Domestic Product (GDP), making it the third largest contributor to the GDP after agriculture and manufacturing. It is also Kenya's leading foreign exchange earner generating about Ksh. 65.4 billion in 2007 up from 21.7 in 2002. Further, the sector is a major source of government revenue in the form of taxes, duties, license fees, entry fees among others. Due to tourism's linkage with other sectors, it has a very high multiplier effect on the economy, and as a result the capacity to stimulate demand for locally-produced goods and services, provide a wide market for agricultural products, promote regional development, and even create new commercial and industrial enterprises.

Despite tourism's significant growth over the last five years, the sector continues to face a number of challenges which need to be addressed in order for the sector to attain its full potential and thus contribute effectively to the country's development goals as envisaged in Vision 2030. These include insecurity, untapped regional and domestic tourism, narrow product diversity, inadequate hotel/bed capacity, inadequate skilled human resource research and development, inadequate infrastructure support and environmental issues, among others.

In order to implement Vision 2030 and the First Medium Term Plan all government Ministries, Departments and Agencies are required to formulate strategic plans which dovetails the two national development blueprints.

The strategic plan will enable the Ministry of Tourism to examine the new contextual environment in which it operates; explore the factors and trends that affect the way it will perform its core functions; seek to meet its mandates and fulfil its vision and mission; frame strategic issues which must be addressed; and craft and implement strategies for responding to the pertinent issues.

CHAPTER TWO: STRATEGIC DIRECTION AND INSTITUTIONAL REVIEW

The Ministry is responsible for the formulation, coordination and Administration of policy in respect to the tourism sector. This mandate is derived from the Presidential Circular No. 1/2008 of May 2008 and various Acts of Parliament. The implementation of the Strategic Plan (2008-2012), will therefore be guided by the Mandate, Vision, Mission, Core Functions and Values.

2.1 Mandate

The Mandate of the Ministry is the formulation, coordination and administration of policy with respect to Tourism in accordance with Presidential Circular No. 1 of May 2008 and various Acts of Parliament.

Further, the Ministry of Tourism has the responsibility to provide an enabling environment for all stakeholders in the sector.

2.2 Vision

To make Kenya the destination of choice and a global leader in sustainable tourism.

2.3 Mission

To facilitate sustainable tourism for national development and posterity.

2.4 Core Values

In its endeavour to execute its mandate, the Ministry will be guided by the following core values:

- Quality service delivery to all tourism stakeholders
- Integrity, transparency and accountability in all operations.
- Professionalism within the sector
- Efficiency and effectiveness in utilization of resources.
- Social equity.
- Innovation and creativity
- Proactive leadership
- Team spirit among staff and other key stakeholders.

2.5 Core Functions of the Ministry

- **Planning and Policy-making:** Overall tourism policy formulation, implementation, monitoring and review in collaboration with stakeholders.
- **Overall Co-ordination:** Liaise and coordinate with international, regional and local institutions on tourism issues.

- **Resource Mobilisation:** Internal and external resource mobilization in consultation with the Treasury for the development of tourism.
- **Facilitation:** Establishment of an enabling legal and regulatory framework, promotion of local and foreign investments, safety and security of tourists, and conservation of biodiversity.
- **Marketing:** Undertaking and facilitating of domestic and international tourism marketing activities in collaboration with stakeholders.
- **Regulation and Monitoring:** Setting standards for hotels and restaurants and regulating tourism enterprises with oversight authority in all tourism issues.
- **Code of Practice:** Collaborating with stakeholders in establishment and enforcement of codes of practice for tourism at all levels benchmarked on internationally accepted standards.
- **Product Development and Diversification:** Development of viable tourism products and promotion of community participation in tourism.
- **Capacity Development:** Coordinating capacity development and setting of standards in the hospitality industry.
- **Research and Development:** Undertake and coordinate research in the sector.

In addition, the Ministry is responsible for overall guidance and policy coordination for the following state corporations and organisations:-

a. Kenya Tourist Development Corporation (KTDC)

KTDC was established on November 1965 under an Act of Parliament, CAP 382. It is responsible for tourism facilities development by financing private investors.

b. Kenya Tourist Board (KTB)

The Kenya Tourist Board was created under Legal Notice No. 14 of 17th February 1997. The Board is mandated to promote and market Kenya as a tourist destination internationally and locally.

c. Catering and Tourism Development Levy Trustees (CTDLT)

CTDLT was established through the Hotels and Restaurants Act, CAP 494, which was enacted in 1972. Its main functions are to control and administer the Levy Fund. The mandate has been extended to establish and set standards for training institutions.

d. Kenya Utalii College (KUC)

The Kenya Utalii College was established in 1975 through the Hotels and Restaurants Act, CAP 494, with the objective of enhancing professionalism and improvement of standards of services in the tourism and hospitality sector.

e. Kenyatta International Conference Centre (KICC)

KICC was established as a state corporation through Legal Notice No. 77 of 9th July 2004 to promote conference tourism.

f. Bomas of Kenya (BoK)

BoK was established in 1972 as a wholly owned subsidiary of KTDC, with the principal function of developing and promoting Kenya's cultural values. Its mandate includes the promotion of Kenya's rich cultural heritage as a tourism product, while ensuring that such development is sustainable.

g. Hotel and Restaurants Authority (HRA)

The Hotel and Restaurants Authority was established under CAP 494 and is responsible for the regulation and standardization of hotels and restaurants.

h. Tourism Trust Fund (TTF)

The Tourism Trust Fund is a joint initiative of the European Union and the Government of Kenya. It was established in December 2001 to broaden the range of commercially viable and economically sustainable tourism products and establish a sustainable base for marketing Kenya as a tourist destination.

2.6 Policy Priorities

The Ministry in implementing the strategies espoused in this plan will streamline the following policy areas:

(a) Product Development and Diversification

Kenya has traditionally been regarded and developed as a coastal (beach) and wildlife safari destination. The National Tourism Policy seeks to develop and diversify tourism products in Kenya. The strategies to develop and diversify tourism products will focus mainly on Eco- tourism; Conference Tourism; Sports; and Cultural Tourism.

Potential exists for spreading tourism to new areas away from the most visited and at times crowded destinations. These areas include Lake Victoria, the Western Region, North Rift, Central, and North-Eastern Provinces.

(b) Marketing and Promotion

The image and perception of Kenya has, in recent past, been adversely affected by negative publicity. The strategies to counter the negative image and perceptions will be undertaken in the concerned overseas markets. Tourist marketing will be strengthened to promote upmarket tourism and wildlife safaris in order to gradually move away from low value package or mass tourism. Regional markets and especially those with good air links and to which Kenya can offer complementary – rather than similar – products will also be targeted.

(c) Domestic Tourism Development

Kenya's tourism products attract visitors from all over the world. However, most Kenyan nationals have not been able to experience the same attractions due to financial constraints, lack of tourism knowledge coupled with a paucity of programmes and packages that would enable

nationals to participate in domestic tourism. Strategically, the domestic market will be developed to form an enduring foundation of the demand for tourism facilities and services.

(d) Safety and Security

Security is a key consideration for tourists when selecting a holiday destination. Government will continually improve security for both visitors and residents. In order to counter any perception that Kenya is an unsafe destination, safety concerns will be closely monitored and addressed.

(e) Tourism Resources Conflict

The government will undertake various changes in policies and laws such as those relating to wildlife conservation and management, protection of endangered species; wildlife cropping; wildlife hunting; land ownership and land-use in order to minimize areas of conflict and contention.

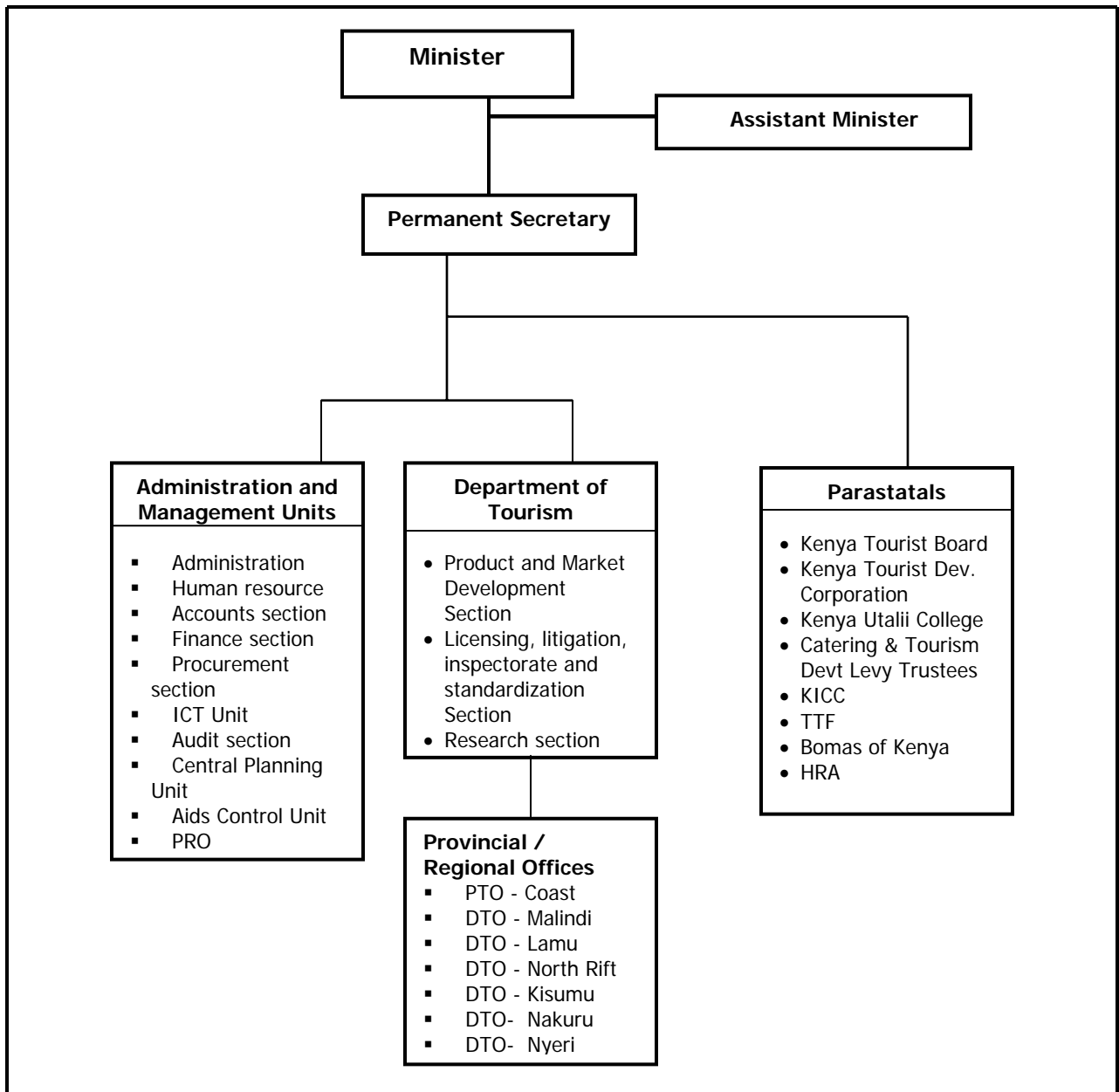
(f) Investment and Finance

Kenya's unique combination of spectacular tourist attractions and liberalized economy makes it an ideal investment location, especially for investors interested in the development of sustainable and quality tourism. In order to exploit fully this potential, the government shall continue to improve the investment climate that is capable of attracting both local and foreign investment. Incentives shall be offered to encourage investment in this sector, especially to long term investors.

2.7 Structure

The Ministry currently has two departments, namely, Department of Tourism (DoT) and Administration and Management Units. The Department of Tourism is the technical arm of the Ministry and is headed by the Director of Tourism who is answerable to the Permanent Secretary. It is responsible for all matters pertaining to product and market development, standardization, licensing, inspection and litigation. It also acts as the link between the Ministry and the private sector stakeholders. The Administration and Management Units provides support services in Finance, Human Resource, Accounts, Planning, Public relations, and ICT. All parastatals under the Ministry are semi-autonomous and are responsible to the Minister through the Permanent Secretary. The current structure is represented in **Figure 1**.

Fig 1: Current Organization Structure



In view of the critical role that tourism is expected to play in achieving the goals of Vision 2030 and the challenges faced by the sector, there is need to review the current organizational structure.

2.8 Staff Establishment

The Ministry has a current staff complement of 185 (64.7%) of various cadres against an approved establishment of 286. This has been occasioned mainly by natural attrition and lack of replacements as a result of the freeze on recruitment in the Public Service. There is need for a workload analysis in order to arrive at an optimal complement.

CHAPTER THREE: SITUATION ANALYSIS

3.1 Performance Review

Tourism sector currently accounts for about 10 per cent of Kenya's Gross Domestic Product (GDP), making it the third largest contributor to the GDP after agriculture and manufacturing. It is also Kenya's leading foreign exchange earner generating about Ksh. 65.4 billion in 2007 up from 21.7 in 2002. The tourism sector is also a major source of employment. During the period between 2003 and 2007, the sector's contribution to employment generation grew at rate of 3 per cent annually, while earnings per employee rose by 18 per cent.

The Tourism Recovery Program, a public-private partnership initiative which started in 2003 under the Economic Recovery Strategy (ERS), resulted in tremendous recovery for the country, with international visitors arrivals increasing from approximately 1 million in 2002 to about 1.8 million in 2007, an average growth of 12.5 per cent annually. Internally, domestic tourism registered a remarkable growth from 656,100 bed-nights in 2002 to 1,869,800 bed-nights in 2007 (Table 1).

Table 1: Tourism Arrivals and Earnings, 2002 - 2007.

Year	Holiday/ Business visitors	Visitors on transit	Other Visitors	Total International (tourist) Arrivals	Bed nights in '000 by Residents of Kenya	Forex Earnings (KShs Billion)
2002	819,124	163,252	18,904	1,001,280	656.1	21.7
2003	866,102	219,000	61,000	1,146,102	738.7	25.8
2004	1,132,000	162,200	66,500	1,360,700	1,190.3	39.2
2005	1,269,200	79,800	130,000	1,479,000	1,129.6	48.9
2006	1,313,549	137,165	149,829	1,600,541	1,374.8	56.2
2007	1,520,700	130,900	165,200	1,816,800	1,869.8	65.4

(Source: Economic Survey 2007 and 2008)

In qualitative terms the Ministry has formulated a comprehensive National Tourism Policy; facilitated private sector stakeholders' participation in travel exhibitions; developed a website in Chinese language as part of the marketing effort; hosted the Africa Travel Association congress in Nairobi; participated in annual World Travel Market in London and the International Tourism Bourse in Berlin; launched cultural tourism activities in the country.

3.2 Environmental Scanning

The need to develop a roadmap for the Ministry requires a critical analysis of the key factors, both internal and external, that influence its success in achieving its mission and goals during the Plan period. This was accomplished through an assessment of both the external (PESTEL analysis) and the internal operating environments.

3.2.1 PESTEL Analysis

The PESTEL framework categorizes the external environment influences into six factors: Political, Economic, Social, Technological, Environmental, and Legal. The outputs of the PESTEL analysis are the key opportunities (positive or favourable conditions existing in the environment) and threats (negative or unfavourable conditions). These outputs are summarized in **Table 2**.

Table 2: PESTEL Analysis

<i>Dimension</i>	<i>Issues and/or developments that are likely to impact negatively or positively on the Ministry's capacity to achieve its objectives.</i>			<i>Effects the changes present in terms of opportunities and threats to the Ministry</i>	
	<i>Globally</i>	<i>Regionally</i>	<i>Locally</i>	<i>Opportunities</i>	<i>Threats</i>
Political / Legal	<ol style="list-style-type: none"> 1. Increased political co-operation and alliances. 2. Over-reliance on traditional markets. 3. Middle East conflicts. 4. Implementation of MDGs. 5. Increased awareness on Human Rights issues 6. Growing insecurity due to global terrorism 	<ol style="list-style-type: none"> 1. Enlargement of EAC with Rwanda and Burundi. 2. Increased awareness on Human Rights issues 3. Political instability of Kenya's neighbours 4. Political integration 	<ol style="list-style-type: none"> 1. Increased democratisation 2. Restored peace in the Country 3. Existence of Tourist Police Unit 4. Increased awareness on Human Rights issues 5. Emergence of strong middle class 	<ol style="list-style-type: none"> 1. Increased democratic space 2. Review of Tourism legislation 3. Increased security due to operationalization of TPU 	<ol style="list-style-type: none"> 1. Difficulties in marketing Kenya as an ideal tourist destination due to perceived political instability 2. Regional instability. 3. Travel advisories
Economic	<ol style="list-style-type: none"> 1. Expansion of the e-business 2. Formation of regional trading blocks, Custom Unions, Free Trade Area & WTO 	<ol style="list-style-type: none"> 1. Establishment of the <i>EAC, COMESA, and NEPAD, AGOA, EU-ACP Agreement.</i> 2. Emerging tourist destinations. 	<ol style="list-style-type: none"> 1. Aligning of business to the EAC market. 2. Increasing Adoption of tourism as a leisure activity 3. Increased demand for benefits from tourism resources by host communities 4. Activities in wildlife sanctuaries, villas, home-stays 	<ol style="list-style-type: none"> 1. Joint marketing of EAC as one tourist destination 2. More employment opportunities in Eco- and cultural tourism 3. Increased domestic tourism 4. More access to information 5. Diversification of tourist source markets 	<ol style="list-style-type: none"> 1. Slow growth in local employment opportunities. 2. Unstable global fuel prices 3. Poverty and insecurity 4. Increasing tourism resource conflict 5. Brain drain 6. Current economic recession in the traditional source markets 7. Intense competition

Dimension	Issues and/or developments that are likely to impact negatively or positively on the Ministry's capacity to achieve its objectives.			Effects the changes present in terms of opportunities and threats to the Ministry	
Social-cultural	<ol style="list-style-type: none"> 1. Increased permanent migration to some countries 2. Interactions have increased spread of infectious diseases 	<ol style="list-style-type: none"> 1. Increased cross-border movements and interactions 	<ol style="list-style-type: none"> 1. Rapidly growing labour force. 2. Rising crime due to unemployment 3. Increasing social contacts across ethnic, regional and other facets 4. Increased protection of women and children 5. Population pressure on areas previously set aside for wildlife. 	<ol style="list-style-type: none"> 1. Increased appreciation of the cultural and geographical diversities. 2. Better informed populace 3. Changes in lifestyles 	<ol style="list-style-type: none"> 1. Growing unemployment 2. Increased insecurity 3. Increased spread of infectious diseases 4. Cultural degradation due to global cultural influences
Technological	<ol style="list-style-type: none"> 1. Growing use of ICT and e-business 2. Global village phenomena 3. Expansion of air and water transportation 4. rapid change in technology 	<ol style="list-style-type: none"> 1. Growing adoption of computer and ICT in business 	<ol style="list-style-type: none"> 1. Growing adoption of e-business 	<ol style="list-style-type: none"> 1. Increased capacity for e-tourism. 2. Costs of communication and transportation 	<ol style="list-style-type: none"> 1. Reduced need for workers due to automation. 2. Data insecurity due to viruses, e-crime and Internet terrorism. 3. Growing digital divide
Environmental (Natural)	<ol style="list-style-type: none"> 1. Adverse climatic changes 2. Increased involvement of environmentalists and NGOs in production, trade and tourism issues. 	<ol style="list-style-type: none"> 1. Increasing regional cooperation in environmental issues 2. Involvement of NGOs and CSOs in tourism & environmental issues. 	<ol style="list-style-type: none"> 1. Existence of the National Environment Management Authority (NEMA) 2. Increasing involvement of NGOs and CSOs in tourism & environmental issues. 3. Increased challenges in bio-diversity conservation 	<ol style="list-style-type: none"> 1. Environmental Impact assessment becoming legal requirement 2. NGOs becoming useful partners in information dissemination 3. Expanding Eco and cultural tourism 	<ol style="list-style-type: none"> 1. Curtailing of certain development activities through environmental action groups. 2. Adverse climatic changes 3. Increased environmental problems due to polluting technologies and poor waste management systems

3.3 Internal Environment Analysis

The purpose of internal environment analysis is to identify key assets, resources, skills and processes of the Ministry that represent either strengths or weaknesses. Strengths are aspects of the Ministry's operations that represent a competitive advantage; that is, activities performed very well or resources that it controls. Weaknesses are activities which the Ministry is currently not doing well or resources that it lacks. The key strengths and weaknesses of the Ministry are summarized in Table 3.

Table 3: Key Strengths and Weaknesses

Strengths	Weaknesses
Unique hospitality and diverse tourism products.	Outdated legal and policy framework
Relatively secure destination	Over-reliance on traditional source markets
Established tourist facilities	Poor infrastructure
Renowned tourist destination	Insufficient financial resources for tourism development and marketing
Strategic regional communication centre	Inadequate development of products and facilities
Trained staff in tourism operations	Inadequate skills in areas necessary for strengthening the sector
	Inappropriate standardization guidelines for tourist facilities
	Inadequate research in tourism
	Under-developed domestic and regional tourism markets
	Inadequate capacity of tourist security agents

3.4 SWOT Analysis

SWOT Analysis is a framework for generating strategic alternatives from a situation analysis. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis classifies the internal aspects of an organization as strengths or weaknesses and the external situational factors as opportunities or threats.

The SWOT analysis of the Ministry is summarized in Table 4.

Table 4: Ministry's SWOT Matrix

Strengths	Weaknesses
Unique hospitality and diverse tourism products.	Outdated legal and policy framework
Relatively secure destination	Over-reliance on traditional source markets
Established tourist facilities	Poor infrastructure
Renowned tourist destination	Insufficient financial resources for tourism development and marketing
Strategic regional communication centre	Inadequate development of products and facilities
Trained staff in tourism operations	Inadequate skills in areas necessary for strengthening the sector
	Inappropriate standardization guidelines for tourist facilities
	Inadequate research in tourism
	Under-developed domestic and regional tourism markets
	Inadequate capacity of tourist security agents
Opportunities	Threats
Untapped tourism potential e.g. eco-tourism, culture, conference, and cruise	Negative media publicity
Unexploited domestic tourism market	Perception of Kenya as a cheap tourist and unsafe destination
Emerging markets in tourism in Africa, Asia and the Middle East	Increasing tourism competition in the region
Expansion of global digital economy (E-business).	Erosion of cultural values
Expansion of air and water transportation	Increased spread of infectious diseases

	Illegal trade in endangered species and environmental degradation
	Unstable global fuel prices – Kenya is a long haul tourism destination

The SWOT matrix forms the basis for the identification, framing of strategic issues, development of strategic objectives, and formulation of pertinent strategies.

3.5 Stakeholders Analysis

The Ministry of Tourism has strong linkages to all other productive sectors of the economy and hence has scope for tremendous contribution to economic recovery, growth and development of the country. In developing this Strategic Plan, an analysis of stakeholders was carried out, which identified the following key stakeholders: -

- a. Government Ministries
- b. Tourists (Domestic and International)
- c. Tourism Sector employees
- d. International Tour operators
- e. Local Communities
- f. Investors in Tourism
- g. Regional Competitors
- h. Media (Local and International)
- i. Diplomatic Missions
- j. Development Partners
- k. Members of KTF and other local associations
- l. Parastatals under the Ministry of Tourism
- m. Local and International Airlines
- n. Kenya Civil Aviation Authority
- o. Kenya Airports Authority
- p. Kenya Ports Authority
- q. National Museums of Kenya
- r. Kenya Wildlife Service
- s. Wildlife Clubs of Kenya
- t. Eco-Tourism Society
- u. Financial Services Sector
- v. Insurance Services Sector
- w. Medical Services Providers
- x. Security Firms
- y. Local Authorities
- z. Civil Society Organizations

CHAPTER FOUR: STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

4.1 Strategic Issues

After an extensive analysis and review of the internal and external environment of the sector, the following strategic issues were identified.

Strategic Issue 1: Policy and legal framework for the development of tourism

To realize the set goals and sustain tourism development, various policy changes need to be completed. The National Tourism Policy has already been formulated but the relevant tourism bill is yet to be completed. The Tourism Act is expected to be finalized within the current MTP.

Objective 1: To formulate and implement an appropriate policy and legal framework for the development of tourism sector

The objective will be achieved through the following strategies:

- Finalize and facilitate the enactment of the National Tourism Bill.
- Operationalize the Tourism Act.
- Harmonize and enhance coordination of tourism development and service delivery.

Strategic Issue 2: Diversity of Tourism Products and Source Markets.

There is need to develop and diversify tourism products. The traditional beach and wildlife safari products, being rather passive products, are not in line with the changing travel trends and patterns where tourists want to have a multiplicity of activities and experiences. There is, therefore, need to facilitate development and promotion of other products such as eco-tourism, sports tourism, cultural tourism, conference tourism, shopping tourism as additional products. For a long time, the sector has been dependent on the traditional markets of UK and Western Europe. There is therefore need to focus elsewhere especially to markets in the Far East, Eastern Europe and North America.

Objective 2: To develop new products and diversify source markets

The strategies for achieving this objective are:

- Develop and diversify tourism products
- Broaden the source markets

Strategic Issue 3: Marketing of Tourism Products and Facilities

Tourism marketing will play a key role in helping to achieve the targets as set out in Vision 2030 and the MTP (2008-2012). There is need for new marketing campaigns to promote Kenya's flagship tourism products as and when these are introduced.

Objective 3: To increase tourism revenue from Ksh. 65 Billion to Ksh. 200 Billion by 2012

This objective will be accomplished by implementing the following strategies:

- Increase the number of international tourists from 1.8M to 3M
- Increase the number of domestic bednights from 1.8M to 3.6M
- Increase average spending per visitor from Kshs 40,000 to Kshs 70,000

Strategic Issue 4: Tourism Standards

Tourism has many components comprising the overall "travel experience." Along with transportation, it includes accommodation, food and beverage services, shops, entertainment, aesthetics and special events. It is not common for one business to provide the variety of activities or facilities tourists need or desire. This adds to the difficulty of maintaining and controlling the quality of the tourist experience. To overcome this hurdle the Ministry will work together with relevant stakeholders' in order to ensure consistency in product quality and service delivery.

Objective 4: To offer and maintain internationally accepted standards of tourist service

The strategies for achieving this objective are:

- Review the hotel and restaurant classification criteria
- Coordinate compliance with regulations and standards

Strategic Issue 5: Safety and Security of Tourists

Security is a key consideration for many tourists when selecting a holiday destination. Kenya continues to be perceived as an insecure destination. The Ministry needs to work with relevant stakeholders to ensure that the security status in the country is enhanced and maintained.

Objective 5: To enhance safety and security of tourists

This objective will be accomplished by pursuing the following strategies:

- Facilitate capacity development of the Tourist Police Unit and KWS
- Enhance capacity of the crisis management centre
- Coordinate management of beach activities

Strategic Issue 6: Financial Resources

Over the years, the Ministry has operated on limited financial resources from the government and development partners. There is need to establish a sustainable funding mechanism for tourism to support product development and facilities.

Objective 6: To enhance and sustain the financial resources for the tourism sector.

The strategies for achieving this objective are:

- Establish a sustainable funding mechanism for the sector

- Mobilize resources from external sources
- Improve efficiency of resource utilization

Strategic Issue 7: Human Resource Development and Management

There is need to create an enabling environment that will promote the achievement of the Ministry's goals and objectives. This includes acquisition of necessary facilities, recruitment and retention of skilled manpower, provision of commensurate incentives and training opportunities. In addition, since the Ministry has responsibility for managing the transformation of Kenya's tourism sector, it must address the human resource needs for the entire tourism sector.

Objective 7: To attract, develop and retain competent and motivated staff

This objective will be accomplished by pursuing the following strategies:

- Upgrade skills in the workforce
- Rationalize staff capacity.
- Improve work environment
- Mainstream public sector integrity programme

Strategic Issue 8: Tourism Resource Conflict

Inadequate involvement of local communities has led to resentment and undermining of the tourism product and wildlife conservation. Considering that most wildlife in Kenya is outside the established parks and reserves, it is vital that the local communities benefit from wildlife conservation and tourism.

Objective 8: To reduce tourism resource conflict

This objective will be accomplished by pursuing the following strategies:

- Promote tourism area management
- Enhance community based tourism

Strategic Issue 9: Information management and research capacity

In today's rapidly changing environments the need for up to date information to make timely and high quality decisions is vital not only to planners and marketers but also to the customer. In addition successful destinations are keeping up with the fast changing tourism trends through research. There is therefore need for sector to invest in state-of-the art technology and to intensify tourism research.

Objective 9: To enhance tourism information management and research capacity

This objective will be attained by pursuing the following strategies:

- Improve use of ICT in the tourism sector
- Establish a tourism research centre
- Enhance publicity and information flow on tourism

CHAPTER FIVE: PLAN IMPLEMENTATION STRATEGY

5.1 Introduction

Strategy implementation is the action stage of strategic management. The activities central to strategy implementation are establishing annual objectives; devising policies; allocating resources; reviewing the current organizational structure; revising reward and incentive systems; minimizing resistance to change; developing a strategy-supportive work environment and corporate culture; adapting operations, delivery; and information systems; and developing an effective human resource function.

5.2 Action Plans

Action plans indicate what activities are going to be undertaken, by who, when, with what resources and the expected results. Action plans serve as a link between plan formulation and monitoring and evaluation; help in both the appraisal of performance and in the identification of any remedial actions, and contribute to better motivation of staff through explicit assignments of responsibilities for implementing and monitoring programme. This section summarizes the sector objectives, corresponding strategies, activities, and the desired outcomes (Table 5). Detailed action plan matrices are presented in **Annex 1**.

Table 5: Strategies, Activities and Outcomes

Strategy	Activities	Outcome/Output
Objective 1: To formulate and implement an appropriate policy and legal framework for the development of tourism sector		
1.1 Finalize and facilitate the enactment of the National Tourism Bill	1.1.1 Validate draft policy	Tourism policy in place
	1.1.2 Draft national tourism bill	<ul style="list-style-type: none"> • Draft tourism bill • Tourism Act
1.2 Operationalize the Tourism Act	1.2.1 Sensitize stakeholders	Level of awareness
	1.2.2 Establish relevant structures and institutions	<ul style="list-style-type: none"> • Structures and institutions in place • Improved Service Delivery
1.3 Harmonize and enhance coordination of tourism development and service delivery	1.3.1 Enhance public-private sector partnership	<ul style="list-style-type: none"> • Public-private sector consultative forum • Harmonized operations
	1.3.2 Strengthen inter-ministerial collaboration	<ul style="list-style-type: none"> • Inter-ministerial roundtable forums • Improved tourism service delivery
	1.3.3 Broaden collaboration with regional and international tourism stakeholders (players)	<ul style="list-style-type: none"> • New collaborations/linkages
Objective 2: To develop new products and diversify source markets		
2.1 Develop and diversify tourism products	2.1.1 License high quality home-stays	High quality home-stays sites licensed
	2.1.2 Enhance tourism products	New tourism products launched
	2.1.3 Develop 3 resort cities	<ul style="list-style-type: none"> • Enhanced tourist capacity • Tourist products diversify
2.2 Broaden the source markets	2.2.1 Carry out a market study on emerging markets	Prioritized list of viable markets
	2.2.2 Venture into viable emerging markets	<ul style="list-style-type: none"> • New markets • Increased volume and value of business
Objective 3 : To increase tourism revenue from Kshs. 65 Billion to Kshs. 200 Billion by 2012		
3.1 Increase number of international tourists from 1.8M to 3M	3.1.1 Increase number of quality tourists facilities	Number of international tourists increased
	3.1.2 Increase MICE (meetings, incentives, conferences & exhibition facilities)	Increased MICE Capacity
	3.1.3 Increase accessibility to Kenya and source markets by air and sea transport	Number of international tourists increased
	3.1.4 Increase promotional campaigns in traditional and emerging markets	Increase in arrivals and earnings
3.2 Increase the number of domestic bed nights from 1.8M to 3.6M	3.2.1 Intensify Domestic and Regional tourism promotion campaigns	Increased bed nights
	3.2.2 Adopt consumer sensitive pricing mechanism	Increased bed nights

Strategy	Activities	Outcome/Output
3.3 Increase average spending per visitor from Kshs. 40,000 to Kshs. 70,000	3.3.1 Improve the upmarket safari and niche products	Increased average spending per visitor
	3.3.2 Improve quality of tourism facilities	Increased average spending per visitor
Strategic Objective 4: To offer and maintain internationally accepted standards of tourist service		
4.1 Review the hotel and restaurant classification criteria	4.1.1 Develop concept paper and ToR	Concept paper and ToR developed
	4.1.2 Contract out the service	Reviewed classification criteria
	4.1.3 Classify and reclassify of tourists establishments	Tourist establishments classified and re-classified
4.2 Coordinate compliance of regulations and standards	4.2.1 License tourists establishments	No. of establishments licensed
	4.2.2 Link tourism institution's data bases	<ul style="list-style-type: none"> Data bank of all tourist facilities developed Tourism institutions' data linked
	4.2.3 Inspect tourist establishment	Tourist establishments inspected
Objective 5: To enhance safety and security of tourists		
5.1 Facilitate capacity development of Tourist Police Unit and KWS	5.1.1 Carry out needs assessment study	Needs assessment report
	5.1.2 Implement approved recommendations	<ul style="list-style-type: none"> Reduced incidences of tourist attacks and harassments Enhanced TPU and KWS capacity
5.2 Enhance capacity of crisis management centre	5.2.1 Carry out status and inventory survey	Prioritized list of requirements
	5.2.2 Equip, train and expand Centre	Efficiency in service delivery
5.3 Coordinate management of activities of beach operators	5.3.1 Construct beach operator markets	<ul style="list-style-type: none"> Beach operator markets constructed Reduced incidences of tourist harassment
	5.3.2 Organise and regulate beach activities.	Organized beach operations
Objective 6: To enhance and sustain the financial resources for the tourism sector		
6.1 Establish a sustainable funding mechanism for the sector	6.1.1 Establish a tourism development fund (TDF)	TDF in place
	6.1.2 Develop and submit a proposal for retention of HRA revenue	<ul style="list-style-type: none"> Proposal submitted HRA Retention scheme in place
	6.1.3 Develop and submit a proposal for sharing of airport passenger service charge	<ul style="list-style-type: none"> Proposal submitted Sharing scheme in place
6.2 Mobilize resources from external sources	6.2.1 Write funding proposals to development partners	Proposals written
	6.2.2 Write funding proposals to private sector investors	Proposals written
6.3 Improve efficiency of resource utilization	6.3.1 Sensitize staff on cost saving measures	<ul style="list-style-type: none"> Sensitized Staff Amount of money saved Efficient procurement process
	6.3.2 Ensure efficient procurement procedures	
	6.3.3 Ensure proper budgeting and budget administration	Adherence to budget
	6.3.4 Review the internal control systems	Review report

Strategy	Activities	Outcome/Output
Objective 7: To attract, develop and retain competent and motivated Ministry staff		
7.1 Upgrade skills in the workforce	7.1.1 Carry out needs Assessment	Skilled staff
	7.1.2 Undertake training and capacity building	
7.2 Rationalize staff capacity	7.2.1 Undertake workload analysis	Right staff in right place
	7.2.2 Review and develop job descriptions and specifications	Improved performance
7.3 Improve work environment	7.3.1 Undertake a Work environment survey	Work environment survey report
	7.3.2 Implement survey recommendations	Recommendations implemented
7.4 Mainstream public sector integrity programme	7.4.1 Undertake corruption risk assessment	Corruption risk assessment report
	7.4.2 Develop corruption prevention plan	Corruption prevention plan
	7.4.3 Develop anti-corruption code of conduct	Code of conduct
	7.4.4 Sensitize staff on ethical practices	Seminar report
	7.4.5 Carry out survey	Survey report
	7.4.6 Monitor and evaluate integrity practices and perceptions	Reduced level of corruption
Objective 8: To reduce tourism resource conflict		
8.1 Promote tourism area management	8.1.1 Develop and implement tourism area management plans.	Tourism area management plans
	8.1.2 Coordinate Mobilization of resources for plan implementation	Resources mobilized (financial and non-financial)
8.2 Enhance community based tourism	8.2.1 Build capacity on CBOs in tourism and wildlife	• Capacity Building programme in place
	8.2.2 Disburse revolving Fund to viable SMEs in tourism and wildlife	SMEs strengthened
	8.2.3 Design and implement a CSR Plan among communities	• CSR Plan in place
Objective 9: To enhance tourism information management and research capacity		
9.1 Improve the use of ICT in tourism sector	9.1.1 Review status of ICT application in the sector	Status report
	9.1.2 Sensitize stakeholders	Number of stakeholders sensitized
	9.1.3 Coordinate implementation of viable recommendations	<ul style="list-style-type: none"> • Number of recommendations implemented • Improved service delivery

Strategy	Activities	Outcome/Output
9.2 Establish tourism research centre	9.2.1 Set up a Research Centre	<ul style="list-style-type: none"> • Centre established • Quality information available
	9.2.2 Collaborate with both national and international research institutes	Number of collaborations established
	9.2.3 Develop Tourism Satellite Account (TSA) project into a national account tool	<ul style="list-style-type: none"> • Operational TSA account • Accurate tourism data
9.3 Enhance publicity and information flow on tourism	9.3.1 Publish ministry's newsletter and other publicity materials	<ul style="list-style-type: none"> • Enhanced information dissemination
	9.3.2 Update Ministry's website	<ul style="list-style-type: none"> • Availability of current information
	9.3.3 Coordinate media coverage of ministry's activities	<ul style="list-style-type: none"> • Well informed public and potential tourists

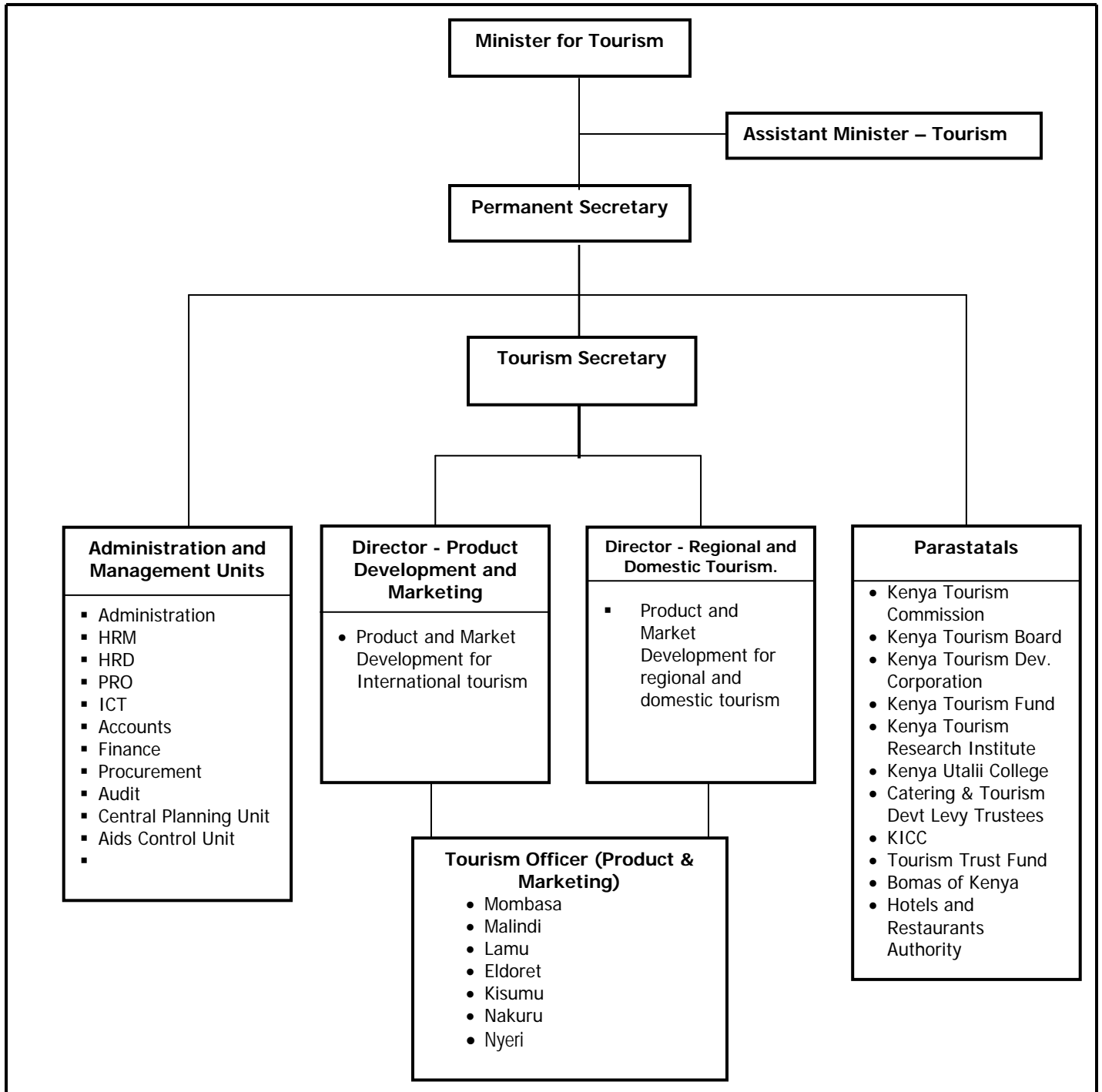
5.3 Recommended Structure

In order to support the implementation of this plan, the Department of Tourism should be split into two directorates – Product Development and Marketing and Domestic Tourism, each headed by a Director, who reports to the Tourism Secretary. The Product Development and Marketing Director will be responsible for coordinating product development and marketing activities within the sector. The Director of Domestic Tourism will be responsible for exploiting the domestic and regional market.

In order to further improve efficiency, a new parastatal, Kenya Tourism Commission, will be formed. The Commission will be the main regulator and will be in charge of standardization, licensing, inspection and litigation.

The recommended structure is presented in **Figure 2**.

Figure 2: Recommended High Level Ministerial Structures



CHAPTER SIX: RESOURCE MOBILIZATION

6.1 Resource Mobilization

Budget allocation to the tourism sector has over years been on recurrent expenditure while the share of development expenditure has been going down and thus affecting investment and service delivery. The successful implementation of this strategic plan, therefore, will depend not only on the quality and commitment of the Ministry staff but also on the availability and efficient utilisation of the resources.

The total estimated budget to finance the implementation of this plan for the five year period is **Kshs. 116 Billion**. The Ministry expects to finance this budget through the Appropriation In Aid (AIA), the annual *Treasury* allocations and other sources. It is anticipated that the Ministry will seek collaborative contributions from the private sector stakeholders.

Though the Ministry may not be in a position to develop an independent funding strategy from the rest of the Government, it will look for innovative ways of attracting the necessary resource inflows in support of the plan implementation. The Ministry will also lay emphasis on efficient utilisation of available financial resources on prioritised activities. In this regard, the Ministry will work methodically in its annual planning and budgeting exercises both inhouse and at the Ministerial stakeholders Forum to ensure that adequate financial resources are obtained from the following sources: budgetary allocations; multilateral development agencies; bilateral sources; and contributions from private sector and NGO sources.

The Ministry will also pursue the following strategies in its endeavor to diversify and strengthen the tourism revenue base:

- Lobby for retention of HRA revenue;
- Enhance Public/Private partnership in marketing initiatives;
- Bilateral Development Partners/Donor support;
- Prudent management through activity-based budgeting;
- Linking budgeting and planning through MTEF and MPER processes
- Adoption of IFMIS ;
- Enforce efficient use of supplies and other resources; and
- Use of fuel efficient vehicles.

A sustainable source funding will be established under the control of KTFD and shall comprise:-

- Money payable as appropriation for the purpose of the Act;
- Levies, fees, and other moneys paid under the proposed Tourism Act;
- Donations, Loans and other financial assistance approved by the Minister for Tourism and Minister for Finance;
- Any other monies that may vest in or accrue to the Fund , whether in terms of the new Tourism Act or otherwise; and
- Other methods of collecting funds to be paid into the Fund shall be explored.

6.2 Detailed Budgetary Requirements for Each Objective

Objective 1: To formulate and implement an appropriate policy and legal framework for the development of tourism sector						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
1.1.1 Validate draft policy	5,000,000					5,000,000
1.1.2 Draft national tourism bill		10,000,000				10,000,000
1.2.1 Sensitize stakeholders		8,000,000				8,000,000
1.2.2 Establish relevant structures and institutions			450,000,000	300,000,000	250,000,000	1,000,000,000
1.3.1 Enhance public-private sector partnership	600,000,000	600,000,000	600,000,000	600,000,000	600,000,000	3,000,000,000
1.3.2 Strengthen inter-ministerial collaboration	200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000
1.3.3 Broaden collaboration with regional and international tourism stakeholders (players)	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
Subtotal	855,000,000	868,000,000	1,300,000,000	1,150,000,000	1,100,000,000	5,273,000,000
Objective 2: To develop new products and diversify source markets						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
2.1.1 License high quality home-stays-Establish home stays		800,000,000	1,000,000,000	1,000,000,000	1,200,000,000	4,000,000,000
2.1.2 Enhance tourism products	200,000,000	250,000,000	300,000,000	350,000,000	400,000,000	1,500,000,000
2.1.3 Develop 3 resort cities	12,900,000,000	10,400,000,000	10,300,000,000	10,400,000,000	11,500,000,000	55,500,000,000
2.2.1 Carry out a market study on emerging markets	4,000,000	100,000,000				104,000,000
2.2.2 Venture into viable emerging markets	60,000,000		20,000,000	30,000,000	40,000,000	150,000,000
Sub Total	13,164,000,000	11,550,000,000	11,620,000,000	11,780,000,000	13,140,000,000	61,254,000,000
Objective 3 : To increase tourism revenue from Kshs 65 Billion to Kshs 200 Billion by 2012						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
3.1.1 Increase number of quality tourist facilities	750,000	1,500,000	2,250,000	3,000,000	3,750,000	11,250,000
3.1.2 Increase MICE (meetings,incentives,conferences & exhibition) facilities & KICC upgrade	1,033,000,000	1,142,000,000	5,251,000,000	4,747,000,000	4,747,000,000	16,920,000,000
3.1.3 increase accessibility to Kenya and source markets by air and sea transport	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
3.1.4 Increase promotional campaigns in traditional and emerging markets	2,510,000,000	2,815,000,000	3,259,000,000	3,925,000,000	4,393,000,000	16,902,000,000
3.2.1 Intensify domestic tourism promotion campaigns	578,000,000	642,000,000	716,000,000	805,000,000	904,000,000	3,645,000,000
3.2.2 Adopt consumer sensitive pricing mechanism						
Sub Total	4,124,750,000	4,603,500,000	9,231,250,000	9,483,000,000	10,050,750,000	37,493,250,000

Objective 4: To offer and maintain internationally accepted standards of tourist service						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
4.1.1 Develop concept paper and ToR	70,000,000	75,000,000	80,000,000	85,000,000	90,000,000	400,000,000
4.1.2 Contract out the service						
4.2.3 Classify and reclassify tourists establishments						
4.2.1 Licensing of tourists establishments	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
4.2.2 Link tourism institution's data bases						
4.2.3 Inspection tourist establishment						
Sub Total	90,000,000	95,000,000	100,000,000	105,000,000	110,000,000	500,000,000
Objective 5: To Enhance safety and security of tourists						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
5.1.1 Carry out needs assessment study	5,000,000					5,000,000
5.1.2 Implement approved recommendations for enhanced TPU & KWS capacity		300,000,000	400,000,000	400,000,000	400,000,000	1,500,000,000
5.2.1 Carry out status and inventory survey	2,000,000					2,000,000
5.2.2 Equip, Train and Expand Centre	5,000,000	10,000,000	5,000,000			20,000,000
5.3.1 Construct beach operator markets	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000
5.3.2 Organise and regulate beach operators' activities.	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Subtotal	114,000,000	412,000,000	507,000,000	502,000,000	502,000,000	2,037,000,000
Objective 6: To enhance and sustain the financial resources for the tourism sector						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
6.1.1 Establish a tourism development fund (TDF)		10,000,000	2,010,000,000			2,020,000,000
6.1.2 Develop and submit a proposal for retention of HRA revenue		300,000				300,000
6.1.3 Develop and submit a proposal for sharing of airport passenger service charge		300,000				300,000
6.2.1 Write funding proposals to development partners		300,000	300,000	300,000	300,000	1,200,000
6.2.2 Write funding proposals to private sector investors		400,000	400,000	400,000	400,000	1,600,000
6.3.1 Sensitize staff on cost saving measures	100,000	110,000	120,000	130,000	140,000	600,000
6.3.2 Ensure efficient procurement procedures	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
6.3.3 Ensure proper budgeting and budget administration	800,000	900,000	1,000,000	1,200,000	1,400,000	5,300,000
6.3.4 Review the internal control systems	2,000,000	500,000	700,000	900,000	1,000,000	5,100,000
Subtotal	3,900,000	13,810,000	2,013,520,000	3,930,000	4,240,000	2,039,400,000

Objective 7: To attract, develop and retain competent and motivated Ministry staff						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
7.1.1 Carry out needs Assessment	20,000,000	25,000,000	25,000,000	25,000,000	25,000,000	120,000,000
7.1.2 Undertake training and capacity building						
7.2.1 Undertake workload analysis	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
7.2.2 Review and develop job descriptions and specifications						
7.3.1 Undertake a Work environment survey	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
7.3.2 Implement survey recommendations						
7.4.1 undertake corruption risk assessment						
7.4.2 develop corruption prevention plan	1,000,000					1,000,000
7.4.3 develop anticorruption code of conduct						
7.4.4 Sensitize staff on ethical practices	400,000	400,000	400,000	400,000	400,000	2,000,000
7.4.5 carry out survey			2,000,000			2,000,000
7.4.6 Monitor and evaluate integrity practices and perceptions	400,000	400,000	400,000	400,000	400,000	2,000,000
Subtotal	28,800,000	32,800,000	34,800,000	32,800,000	32,800,000	162,000,000
Objective 8: To reduce tourism resource conflict						
8.1.1 Develop and implement tourism area management plans	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000
8.1.2 Coordinate Mobilization of resources for plan implementation	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
8.2.1 Build capacity on CBOs in tourism and wildlife	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	5,000,000,000
8.2.2 Disburse revolving Fund to viable SMEs in tourism and wildlife						
8.2.3 Design and implement a CSR Plan among communities						
Subtotal	1,105,000,000	1,105,000,000	1,105,000,000	1,105,000,000	1,105,000,000	5,525,000,000
Objective 9: To enhance tourism information management and research capacity						
Activities	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
9.1.1 Review status of ICT application in the sector	3,000,000					3,000,000
9.1.2 Sensitize stakeholders		5,000,000				5,000,000

9.1.3 Coordinate implementation of viable recommendations		4,000,000	5,000,000	6,000,000	7,000,000	22,000,000
9.2.1 Set up a Research Centre		150,000,000	150,000,000	100,000,000	100,000,000	500,000,000
9.2.2 Collaborate with both national and international research institutes			5,000,000	6,000,000	7,000,000	18,000,000
9.2.3 Develop Tourism Satellite Account (TSA) project into a national account tool	10,000,000	20,000,000	20,000,000	20,000,000	30,000,000	100,000,000
9.3.1 Publish ministry's newsletter and other publicity materials	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
9.3.2 Update Ministry's website						
9.3.3 Coordinate media coverage of ministry's activities						
Sub-total	63,000,000	229,000,000	230,000,000	182,000,000	194,000,000	898,000,000
Grand Total Cost of Planned Activities	19,484,450,000	18,909,110,000	26,141,570,000	24,343,730,000	26,238,790,000	115,117,650,000

6.3 Financial Summary

Revenues from Income Generating Activities						
Activity No.	Year 08/09	Year 09/10	Year 10/11	Year 11/12	Year 12/13	Total
	Kshs.	Kshs.	Kshs.	Kshs.	Kshs.	
3.1.1 Licensing fees FROM Home stays	1,250,000	6,250,000	7,500,000	5,000,000	5,000,000	25,000,000
3.2.1 Increased earnings from new beds	750,000	1,500,000	2,250,000	3,000,000	3,750,000	11,250,000
3.2.1 Earnings from increased promotional campaigns	1,000,000,000	1,500,000,000	3,000,000,000	4,000,000,000	4,000,000,000	13,500,000,000
5.3.2 Licensing fees from beach operators						
6.1.2 HRA funds retained		25,000,000	30,000,000	35,000,000	40,000,000	130,000,000
6.1.3 Airport passenger service charge retained		110,000,000	120,000,000	130,000,000	140,000,000	500,000,000
6.2.1 Funds received from development partners			1,000,000,000	2,000,000,000	3,000,000,000	6,000,000,000
9.2.1 Monies generated by research centre				30,000,000	50,000,000	80,000,000
Total funds from Income Generating Activities	1,002,000,000	1,642,750,000	4,159,750,000	6,203,000,000	7,238,750,000	20,246,250,000
Gross government funding (Recurrent) (as per MTEF)	1,404,299,000	1,301,640,486	1,374,779,554	1,628,400,000	1,954,080,000	7,663,199,040
Gross Government funding (Development) (as per MTEF)	525,000,000	563,000,000	563,000,000	696,000,000	835,200,000	3,182,200,000
Total Funding	2,931,299,000	3,507,390,486	6,097,529,554	8,527,400,000	10,028,030,000	29,821,126,561
Expenditures						
Objective 1	855,000,000	868,000,000	1,300,000,000	1,150,000,000	1,100,000,000	5,273,000,000
Objective 2	13,164,000,000	11,550,000,000	11,620,000,000	11,780,000,000	13,140,000,000	61,254,000,000
Objective 3	4,124,750,000	4,603,500,000	9,231,250,000	9,483,000,000	10,050,750,000	37,493,250,000
Objective 4	90,000,000	95,000,000	100,000,000	105,000,000	110,000,000	500,000,000
Objective 5	114,000,000	412,000,000	507,000,000	502,000,000	502,000,000	2,037,000,000
Objective 6	3,900,000	13,810,000	2,013,520,000	3,930,000	4,240,000	2,039,400,000
Objective 7	28,800,000	32,800,000	34,800,000	32,800,000	32,800,000	162,000,000
Objective 8	1,105,000,000	1,105,000,000	1,105,000,000	1,105,000,000	1,105,000,000	5,525,000,000
Objective 9	63,000,000	229,000,000	230,000,000	182,000,000	194,000,000	898,000,000
Total Expenditures	19,548,450,000	18,909,110,000	26,141,570,000	24,343,730,000	26,238,790,000	115,181,650,000
Gaps (Total Funding less Expenditure)	(16,961,871,927)	(16,263,521,066)	(20,044,040,446)	(15,816,330,000)	(16,210,760,000)	(85,296,523,439)
Additional GoK Funding under MTP	(16,617,151,000)	(15,401,719,514)	(20,044,040,446)	(15,816,330,000)	(16,210,760,000)	(84,090,000,960)

CHAPTER SEVEN: MONITORING AND EVALUATION

The Ministry will apply both quantitative and qualitative techniques to monitor the planned performance of its respective Departments and Sections. The major techniques of monitoring and evaluation that shall be used are variance analysis, ratio analysis, and budgets.

7.1 Variance Analysis

The Ministry shall simply compare the standards given in the objectives with the actual results and any difference or variance will be identified. As a consequence of the analysis of variances and identification of causes, the Ministry shall take appropriate remedial actions.

7.2 Ratio Analysis

Ratio analysis is concerned with efficiency related objectives. The ratios will be calculated quarterly, semi-annually and annually and the actual results compared with the standards (targets) that were established in the objectives. The differences between targets and actual levels will be identified and further analysis carried out to identify causes of the differences. This analysis will invoke appropriate remedial action.

7.3 Budgetary Control

Under this monitoring and evaluation process, actual results will continually be checked against planned results and variances carefully investigated. If necessary, action plans will be changed so that they are brought in line with the budgeted results or the budget will be amended to take account of new developments.

7.4 Monitoring and Evaluation Framework

It is envisaged that the Central Planning Unit will be responsible for the M&E function. One of the key elements of a Strategic Plan is the process for monitoring and evaluating performance. By having a systematic way for comparing actual performance to planned performance, the effectiveness of the actions is determined. The M&E System, which will work in tandem with the Implementation Matrix, will be designed to ensure the following: -

- Establishment of clear reporting schedules, channels and feedback mechanisms on an on-going process requiring time and commitment of all;
- Candid specifications of the roles of individuals submitting or receiving the documents taking into consideration internal progress reports, and an annual report card; and
- Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment, change of strategy or review of programme/activity.

For effective implementation of this Plan, teams will be formed under various standing committees. The first will be a management team comprising the Permanent Secretary and heads of department and specialized unit heads. The team will meet regularly under the chair of the Permanent Secretary to discuss and coordinate the implementation of the plan. The second will be the Departmental team comprising heads of department and section

heads. The team will meet frequently to discuss departmental plan implementation, tasks and strategies, and feed its deliberations into the management team meetings. Lastly, standing committees will be established to handle specific cross-cutting issues.

The ministry will strengthen the M & E unit by providing it with the necessary resources and training its staff. The M & E system developed will consider the following key areas of concern measuring the physical progress; determining financial status; quality control and quality assurance; specifications and standards of the outputs; environmental considerations; and other factors specific to the programmes and projects.

7.4.1 Progress Reports

These will be prepared by the implementing departments and be undertaken regularly or coincide with budgetary cycles. The Central Planning Unit will act as the internal consultancy to assist the departments in completing and coordinating the reports prior to presentation. Reports will describe actions taken by departments toward achieving specific outcome and strategies of the plan and may include costs, benefits, performance measures and progress to date. Highlights of major achievements will be posted on the website.

7.4.2 Annual Report Card

At the end of each year, a report will be produced and released to the public. It will evaluate the year's activities related to the plan and indicate how the Ministry has implemented the plan.

7.4.3 Linking M&E to Performance Management and Staff Appraisal

For the implementation of the Plan to be effective the M&E will be an integral part of the Ministry's performance management system and will be linked to staff appraisal and reward. Officers and Departments/Divisions that meet or exceed their plan targets will be given commendation and rewarded accordingly. During the Plan period, when the Ministry will have established system-wide ICT networks, automated performance management systems such as Balanced Scorecard will be explored in order to improve the effectiveness of the M&E system.

ANNEX 1: STRATEGIC PLAN IMPLEMENTATION MATRIX

Objective 1: To formulate and implement an appropriate policy and legal framework for the development of tourism sector

Strategy	Activity	Outcome/ Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumpt ions/ Risks	Budget
1.1 Finalize and facilitate the enactment of the National Tourism Bill	1.1.1 Validate draft policy	Tourism policy in place	June 2009	Tourism policy	Tourism policy in place					<ul style="list-style-type: none"> MoT AG 	Policy paper will receive cabinet approval	Kshs 5M
	1.1.2 Draft national tourism bill	Draft tourism bill Tourism Act	August 2009 December 2009	Draft tourism bill Tourism act						<ul style="list-style-type: none"> MoT AG Parliament 	Bill will receive cabinet and parliamentary approval	Kshs 10M
1.2 Operationalize the Tourism Act	1.2.1 Sensitize stakeholders	Level of awareness	1 year (Jan-Dec 2010)	<ul style="list-style-type: none"> No. of regional workshops No. of participants Survey report 		4				<ul style="list-style-type: none"> MoT Stakeholders 		Kshs 8M
	1.2.2 Establish relevant structures and institutions	<ul style="list-style-type: none"> Structures and institutions in place Improved Service Delivery 	3 years (2010-2012)	<ul style="list-style-type: none"> Structures and institutions in place Improved Service Delivery 			2	2	2	<ul style="list-style-type: none"> MoT SAGAs 	Stakeholders' goodwill	Kshs 1 Bn
1.3 Harmonize and enhance coordination of tourism development and service delivery	1.3.1 Enhance public-private sector partnership	<ul style="list-style-type: none"> public-private sector consultative forum Harmonized operations 	January 2009-continually	<ul style="list-style-type: none"> public-private sector consultative forum Harmonised operations 						<ul style="list-style-type: none"> MoT Stakeholders 		Kshs 3 Bn
	1.3.2 Strengthen inter-ministerial collaboration	<ul style="list-style-type: none"> inter-ministerial roundtable forums improved tourism service delivery 	September 2008-continually	<ul style="list-style-type: none"> minutes of inter-ministerial forum meetings resolutions implemented 						<ul style="list-style-type: none"> MoT PM Office Relevant ministries 		Kshs 1 Bn
	1.3.3 Broaden collaboration with regional and international tourism stakeholders (players)	<ul style="list-style-type: none"> new collaborations/ linkages 	September 2008-continually	<ul style="list-style-type: none"> number of new collaborations/linkages 						<ul style="list-style-type: none"> MoT MFA DPM-Trade 		Kshs 250M

Objective 2: To develop new products and diversify source markets

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumptions/ Risks	Budget
2.1 Develop and diversify tourism products	2.1.1 License high quality home-stays	High quality home-stays sites licensed	Continuous	<ul style="list-style-type: none"> Number of New home stays licensed Number of new home-stays established 	50	250	300	200	200	<ul style="list-style-type: none"> MoT Stakeholders KTF/KTB 	cooperation of investors	Kshs 4 Bn
	2.1.2 Enhance tourism products	New tourism products launched	Continuous	Number of tourism products in place	1	4	4	4	4	<ul style="list-style-type: none"> MoT Stakeholders 	cooperation of investors	Kshs 1.5 Bn
	2.1.3 Develop 3 resort cities	<ul style="list-style-type: none"> Expanded tourist capacity Tourists products diversified 	2008-2012	Number of resort cities						<ul style="list-style-type: none"> MoT Other GoK Private Sector 	Investor Interest	Kshs 55.5 Bn
2.2 Broaden the source markets	2.2.1 Carry out a market study on emerging markets	Prioritized list of viable markets	December 2009	Market study report		Market study report				<ul style="list-style-type: none"> MoT KTB 		Kshs 100 M
	2.2.2 Venture into viable emerging markets	<ul style="list-style-type: none"> New markets Increased volume and value of business 	March 2010 and continually	<ul style="list-style-type: none"> Number and size of new markets Increased volume and value of business 			2	2	2	MoT KTB	Political stability	Kshs 90 M

Objective 3: To increase tourism revenue from Ksh. 65 Billion to Ksh. 200 Billion by 2012

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumptions/ Risks	Budget (Kshs)
3.1 increase the number of international tourists from 1.8M to 3M	3.1.1 Increase number of quality tourist facilities	number of international tourists increased	January 2009 and continually	Number of new beds available Number of international tourists	5,000 2,000,000	5,000 2,250,000	5,000 2,550,000	5,000 2,850,000	5,000 3,000,000	MoT Investors	Investor interest Political stability	11.25M
	3.1.2 Increase MICE (meetings, incentives, conferences & exhibition) facilities	Increased MICE capacity	January 2009 and continually	<ul style="list-style-type: none"> Number of new MICE facilities Upgraded KICC to a convention centre 			1	1	1	MoT KICC KTDC	Availability of external funding	2.679 Bn 14.24Bn
	3.1.3 increase accessibility to Kenya and source markets by air and sea transport	number of international tourists increased	November 2008-continually	<ul style="list-style-type: none"> number of new routes 	1	1	1	1	1	MoT KTB Kenya Airways Ministry of Transport		15 M
	3.1.4 Increase promotional campaigns in traditional and emerging markets	Increase in arrivals and earnings	Continually	Increase in arrivals and earnings	100,000 10Bn	250,000 15Bn	300,000 30Bn	300,000 40Bn	250,000 40Bn	<ul style="list-style-type: none"> MoT KTB KWS KICC Private sector 		16.902Bn
3.2 increase the number of domestic bednights from 1.8M to 3.6M	3.2.1 Intensify domestic tourism promotion campaigns	<ul style="list-style-type: none"> Increased bed nights 	September 2008-continually	<ul style="list-style-type: none"> Increased bed nights 	2,000,000	2,300,000	2,800,000	3,200,000	3,600,000	MoT DTCK		3.645 Bn
	3.2.2 Adopt consumer sensitive pricing mechanism	<ul style="list-style-type: none"> Increased bed nights 	September 2008-continually	<ul style="list-style-type: none"> Increased bed nights 						MoT DTCK Stakeholders		
3.3 Increase average spending per visitor from Kshs 40,000 to Kshs 70,000	3.3.1 Improve the upmarket safari and niche products	Increased average spending per visitor	September 2008-continually	Increased average spending per visitor	Kshs 45,000	Kshs 50,000	Kshs 60,000	Kshs 65,000	Kshs 70,000	MoT KTB		
	3.3.2 improve quality of tourism facilities	Increased average spending per visitor	September 2008-continually							MoT		

Objective 4: To offer and maintain internationally accepted standards of tourist service

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumptions/ Risks	Budget
4.1 Review the hotel and restaurant classification criteria	4.1.1 Develop concept paper and ToR	concept paper and ToR developed	December 2008	concept paper and ToR developed						DoT HRA		Kshs 400M
	4.1.2 Contract out the service	Reviewed classification criteria	March 2009	classification criteria report						DoT HRA Procurement		
	4.1.3 Classify and reclassify tourists establishments	Tourist establishments classified and re-classified	January 2009-continually	Number of establishments	100	130	150	200	250	DoT Procurement		
4.2 Coordinate compliance with regulations and standards	4.2.1 License tourist establishments	No. of establishments licensed	September 2008-continually	<ul style="list-style-type: none"> No. of establishments licensed 						DoT ICT CPPU KTF		Kshs 100M
	4.2.2 Link tourism institution's data bases	<ul style="list-style-type: none"> Data bank of all tourist facilities developed Tourism institutions' data linked 	June 2010	<ul style="list-style-type: none"> Software in place Number of institutions linked 	2	4	6	8	10			
	4.2.3 Inspect tourist establishments	Tourist establishments inspected	September 2008-continually	Number of facilities	1,300	1,400	1,500	1,500	1,500	DoT		

Objective 5: To Enhance safety and security of tourists

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assump tions/ Risks	Budget
5.1 Facilitate capacity development of the Tourist Police Unit and KWS	5.1.1 Carry out needs assessment study	Needs assessment report	June 2009	<ul style="list-style-type: none"> Needs assessment report Prioritized list of requirements 	<ul style="list-style-type: none"> Needs assessment report Prioritized list of requirements 					MoT Commissioner of Police	Cooperation of the police department	Kshs 5 M-08/09

	5.1.2 Implement approved recommendations	<ul style="list-style-type: none"> Reduced incidences of tourist attacks and harassments Enhanced tourist security 	June 2010	<ul style="list-style-type: none"> Reduced incidences of tourist attacks and harassments Number of recommendations implemented 	Base – 12 incidences reduced by 50% to 6	Reduce 6 incidences in year 1 by 100% to zero				MoT Commissioner of Police	Cooperation of the police department	Kshs 1.5 Bn -
5.2 Enhance capacity of the crisis management centre	5.2.1 Carry out status and inventory survey	Prioritized list of requirements	December 2008	status and inventory report	status and inventory report					MoT KTF		Kshs 2 M-08/09
	5.2.2 Equip, Train and Expand Centre	Efficiency in service delivery	3 years from January 2009	Well equipped Crisis Management Centre						MoT KTF		Kshs. 20M
5.3 Coordinate management of beach activities	5.3.1 Construct beach operator markets	beach operator markets constructed Reduced incidences of tourist harassment	Annually	<ul style="list-style-type: none"> Number of beach markets constructed Reduced incidences of tourist harassment 	1	1	1	1	1	MoT		Kshs. 500M
	5.3.2 Organise and regulate beach operators' activities.	Organized beach operations	2008 and Continually	<ul style="list-style-type: none"> No. of Beach operators licensed No. of beach operators sensitized 	2,000 2,000	2,000 2,000	2,000 2,000	2,000 2,000		MoT		Kshs 10M

Objective 6: To enhance and sustain the financial resources for the tourism sector

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumptions/Risks	Budget (Kshs)
6.1 Establish a sustainable funding mechanism for the sector	6.1.1 Establish a tourism development fund (TDF)	TDF in place	July 2010	TDF operational						<ul style="list-style-type: none"> MoT MoF 	Approval by cabinet and parliament	2Bn + 20M
	6.1.2 Develop and submit a proposal for retention of HRA revenue	<ul style="list-style-type: none"> Proposal submitted HRA Retention scheme in place 	July 2009	<ul style="list-style-type: none"> Proposal Scheme operational Funds retained 						<ul style="list-style-type: none"> MoT MoF 	Approval by MoF	0.3 M

	6.1.3 Develop and submit a proposal for sharing of airport passenger service charge	<ul style="list-style-type: none"> Proposal submitted Sharing scheme in place 	December 2009	<ul style="list-style-type: none"> Proposal Scheme operational % share allocated 						<ul style="list-style-type: none"> MoT MoF 	Approval by MoF	0.3 M	
6.2 Mobilize resources from external sources	6.2.1 Write funding proposals to development partners	Proposals written	September 2009-Continually	<ul style="list-style-type: none"> Number of proposals Number of projects Amount received 		3 1	3 1	3 1	3 1	<ul style="list-style-type: none"> MoT MoF Development partners 	Positive response from development partners and investors	1.2 M	
	6.2.2 Write funding proposals to private sector investors	Proposals written	September 2009-Continually	<ul style="list-style-type: none"> Number of proposals Number of projects Amount received 		4 1	4 1	4 1	4 1	<ul style="list-style-type: none"> MoT MoF 	Positive response from private investors	1.6 M	
6.3 Improve efficiency of resource utilization	6.3.1 Sensitize staff on cost saving measures	<ul style="list-style-type: none"> Sensitized Staff Amount of money saved 	Continually	<ul style="list-style-type: none"> Number of staff sensitized Amount of money saved 	185 400,000	286 300,000	286 200,000	286 100,000	286 50,000	<ul style="list-style-type: none"> CFO HoDs 		0.6 M (1.05M)	
	6.3.2 Ensure efficient procurement procedures	<ul style="list-style-type: none"> Efficient procurement process 	Continually	<ul style="list-style-type: none"> Procurement committees Operational Procurement plan documents Committee minutes 						<ul style="list-style-type: none"> PPO HoDs 		5 M	
	6.3.3 Ensure proper budgeting and budget administration	Adherence to budget	Continually	<ul style="list-style-type: none"> Extent of staff participation Budget schedules Budget templates Level of compliance with set budget 	100%	100%	100%	100%	100%		<ul style="list-style-type: none"> Budget Committee 		5.3 M
	6.3.4 Review the internal control systems	Review report	July 2009-Continually	<ul style="list-style-type: none"> Level of compliance with review report recommendations 		100%	100%	100%	100%	100%	Budget Committee		5.1M

Objective 7: To attract, develop and retain competent and motivated Ministry staff

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Article I. responsibility	Assumptions/Risks	Budget
7.1 Upgrade skills in the workforce	7.1.1 Carry out needs Assessment	Skilled staff	2008-continually	<ul style="list-style-type: none"> TNA Report 						HRD		Kshs 120M
	7.1.2 Undertake											

	training and capacity building			• Number of staff trained	185	286	286	286	286			
7.2 Rationalize staff capacity	7.2.1 Undertake workload analysis 7.2.2 Review and develop job descriptions and specifications	• Right staff in right place • Improved performance	2008-continually	• Report • Performance appraisal report						HRM		Kshs 5M
7.3 Improve work environment	7.3.1 Undertake a Work environment survey 7.3.2 Implement survey recommendations	• Work environment survey report • Recommendations implemented	2008-continually	• survey report • % of recommendations implemented	83%	87%	92%	96%	100%	HRM CPPU		Kshs 30M
7.4 Mainstream public sector integrity programme	7.4.1 Undertake corruption risk assessment	Corruption risk assessment report	December 2008	Corruption risk assessment report						HRM Administration		-
	7.4.2 Develop corruption prevention plan	corruption prevention plan	January 2009	corruption prevention plan						HRM Administration		Ksh 1M
	7.4.3 Develop anticorruption code of conduct	code of conduct	October 2008	code of conduct						HRM Administration		-
	7.4.4 Sensitize staff on ethical practices	Seminar Report	June 2009	Seminar Report							Ksh. 2M	
	7.4.5 Carry out survey	Survey Report	June 2011	Survey Report			Survey Report				Kshs 2M	
	7.4.6 Monitor and evaluate integrity practices and perceptions	Reduced level of corruption	October 2008-continually	Reduced level of corruption							Ksh 2M	

Objective 8: To reduce tourism resource conflict

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumptions/Risks	Budget Kshs)
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8.1 Promote tourism area management	8.1.1 Develop and implement tourism area management plans	tourism area management plans	2008-continually	<ul style="list-style-type: none"> Number of tourism area management plans developed and implemented 	1	1	1	1	1	MoT Local Authorities NEMA regional authorities KWS		500M
	8.1.2 Coordinate Mobilization of resources for plan implementation	Resources mobilized (financial and non-financial)	July 2009-continually	Amount of resources mobilized						MoT Investors Local Authorities NEMA regional authorities KWS MoF		2.5Bn (Coordination Budget) - 25M
8.2 Enhance community based tourism	8.2.1 Build capacity on CBOs in tourism and wildlife	<ul style="list-style-type: none"> Capacity Building programme in place 	2008-continually	<ul style="list-style-type: none"> No. of CBOs trained 						MoT KTB KTDC	Cooperation of stakeholders	5Bn
	8.2.2 Disburse revolving Fund to viable SMEs in tourism and wildlife	<ul style="list-style-type: none"> SMEs strengthened 		<ul style="list-style-type: none"> Number of SMEs funded Audit reports 					KWS MoF Local Authorities			
	8.2.3 Design and implement a CSR Plan among communities	<ul style="list-style-type: none"> CSR Plan in place 		<ul style="list-style-type: none"> Stakeholder satisfaction survey 					Communities			

Strategy	Activity	Outcome/Output	Time frame	Performance Indicators	Target for 2008/09	Target for 2009/10	Target for 2010/11	Target for 2011/12	Target for 2012/13	Responsibility	Assumptions/ Risks	Budget (Kshs)
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9.1 Improve the use of ICT in tourism sector	9.1.1 Review status of ICT application in the sector	<ul style="list-style-type: none"> Status report 	August 2009	<ul style="list-style-type: none"> Status report 						Head-ICT		3M
	9.1.2 Sensitize stakeholders	<ul style="list-style-type: none"> Number of stakeholders sensitized 	December 2009	<ul style="list-style-type: none"> Number of stakeholders sensitized 								5M
	9.1.3 Coordinate implementation of viable recommendations	<ul style="list-style-type: none"> Number of recommendations implemented Improved service delivery 	March 2010	<ul style="list-style-type: none"> Number of recommendations implemented Improved service delivery 								22M
9.2 Establish tourism research centre	9.2.1 Set up a Research Centre	<ul style="list-style-type: none"> Centre established 	<ul style="list-style-type: none"> March 2010 	<ul style="list-style-type: none"> Centre established 						MoT		300M
		<ul style="list-style-type: none"> Quality information available 	<ul style="list-style-type: none"> March 2011 and continually 	<ul style="list-style-type: none"> Research findings 						Stakeholders		200M
	9.2.2 Collaborate with both national and international research institutes	<ul style="list-style-type: none"> Number of collaborations established 	<ul style="list-style-type: none"> September 2010-continually 	<ul style="list-style-type: none"> Number of collaborations and linkages established 						Research Centre		18M
	9.2.3 Develop Tourism Satellite Account (TSA) project into a national account tool	<ul style="list-style-type: none"> Operational TSA account Accurate tourism data 	December 2009	<ul style="list-style-type: none"> Operational TSA account Accurate tourism data 						MoT KTB KNBS CBK Immigration		100M
9.3 Enhance publicity and information flow on tourism	9.3.1 Publish ministry's newsletter and other publicity materials	<ul style="list-style-type: none"> Enhanced information dissemination 	Jan 2009 and continually	<ul style="list-style-type: none"> Ministry News letter 						MoT		250M
	9.3.2 Update Ministry's website	<ul style="list-style-type: none"> Availability of current information 		<ul style="list-style-type: none"> Updated website 								
	9.3.3 Coordinate media coverage of ministry's activities	<ul style="list-style-type: none"> Well informed public and potential tourists 		<ul style="list-style-type: none"> Constant media presence 								

Objective 9: To enhance tourism information management and research capacity