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

Hon. Najib Balala, EGH

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

Fatuma Hirsi Mohamed (Mrs.), CBS
Principal Secretary
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USING TOURISM TO GROW GDP
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INNOVATION HUB
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STRATEGIC AREAS, LANDMARK INITIATIVES, ACTIONS AND TIMELINES
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FOCUSING

In January 2018, His Excellency the President brought together tourism and wildlife. This consolidated and synergized two key elements in our iconic African Safari tourism experience, which is defined by our unique Big Five, namely, the Lion, Elephant, Cheetah, Rhino, and Buffalo. While the blending of these two sectors is happening, it is important that we keep the eye on the ball as regards each of these domains. For tourism, this is the Agenda.
The National Tourism Blueprint 2030 (NTB2030) is the basis of the Tourism Agenda 2018-2022. This transformational framework for Kenyan tourism was developed by Grant Thornton, following a sector diagnostics, undertaken in 2016-2017. Cabinet approved the Blueprint in 2017 and directed that it be implemented.

**ACTION POINTS**

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

### LANDMARK INITIATIVES

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<td>Tourism Transformation Fund - TTF</td>
<td>Tourism Innovation Hub</td>
<td>The Maasai Mara Strategy</td>
<td>Elevate Amboseli to ‘MUST SEE’</td>
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<td>Develop Niche Tourism in Parks</td>
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<td>Little Theatre</td>
<td>Mombasa Waterfront Development</td>
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<td>Cruise Tourism Strategy</td>
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<td>International Branded Hotels</td>
<td>Shanzu Creek Tourism Development City</td>
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<td>Resort Cities</td>
<td>Cruise Terminal</td>
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<td>Airgrowth Strategy</td>
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<td>National Convensional Bureau</td>
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<td>Ronald Ngala Utalii College</td>
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<td>KICC Expansion</td>
<td>NICC - Bomas</td>
<td>Domestic Tourism</td>
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<td>Global PR</td>
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<tr>
<td>Overseas Representation Model</td>
<td>Digital Marketing Strategy</td>
<td>Events Strategy</td>
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Total contribution of travel and tourism to employment, including wider effects from investment, the supply chain and induced income impacts being 1,072,500 jobs in 2016 (9.2% of total employment), and forecast to reach 1,475,000 jobs (8.9% of total employment) by 2027, an increase of 2.9% per annum over the period.
HOW MONEY TRAVELS
THE DIRECT, INDIRECT AND INDUCED EFFECT OF TOURISM SPENDING

TRAVELLERS PAY DIRECTLY TO...
Airlines, coaches, rental cars, trains, cruise lines, travel agents, hotels, convention centres, restaurants, shopping centres, sports arenas, entertainment, theatre, recreation etc.

THESE ARE SUPPLIED BY...
Outside goods and services such as marketing and PR, cleaning and maintenance, energy providers, catering and food production, design and print etc.

BOTH OF WHICH CREATE JOBS...
Which pay salaries, wages, profits, and taxes

WHICH PAY INTO...
infrastucture, agriculture, technology, real estate, communications, education, banks, healthcare and more.

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

**ACTION POINTS**
- Finalize the regulations and gazettement
- Appoint Board and Secretary
- Set up Secretariat and systems
- Develop disbursement criteria
- Transfer allocated funds
- Launch and promote

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

**ACTION POINTS**
- Finalize procurement
- Undertake the Construction
- Determine ownership and management
- Launch and promote
Kenya's key tourism products are the African Safari and the Beach Destinations. These must be fixed, refreshed and revamped.
AFRICAN SAFARI
FLAGSHIPS

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

THE MAASAI MARA STRATEGY
Maasai Mara is iconic and well known for the Wildebeest migration.

ACTION POINTS
» Formulate a detailed tourism strategy for the Maasai Mara
» Investigate the potential to establish an airport close to the Maasai Mara
» Improve the extent and quality of visitor information provided when in the reserve
» Enhance interactions and integration of the Maasai people through interpretation and cultural tourism experiences.
» Attain World Heritage Status for the Maasai Mara

» Enhance existing and develop new events – see Events Strategy
» Develop a visitor information and interpretive strategy and policy

DEVELOP NICHE TOURISM

ACTION POINTS
» Enhance existing and develop new niche tourism products, including avitourism, photography, voluntourism, flora, entomology, scientific research, film
ELEVATE AMBOSELI’S STATUS TO A ‘MUST SEE’

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

**ACTION POINTS**

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

Develop and transform KWS parks into signature Africa Safari Product.

Action Points

» Develop strategy for each parks
» Develop scenic drives and viewpoints in key scenic areas
» Develop a visitor information and interpretive strategy and policy
» Develop and implement programmes to deal with litter clean-up
» Expand/improve tourism support facilities
» Develop activity hubs at parks with nature-based and adventure activities
» Enhance existing and develop new activities
» Identify opportunities for community-based tourism to be developed around wildlife, nature and scenic products
» Enhance existing and develop new events
» Promote the circuits
Development of Mama Ngina Drive and Jomo Kenyatta Public Beach will involve redesigning and re-planning the area to an iconic international standard seafront recreation iconic seafront areas of international standard.

**ACTION POINTS**
- Finalize Designs
- Establish Waterfront Authority
- Secure Financing
- Construction
- Launch and Promote use

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

**ACTION POINTS**
- Finalize construction
- Launch
- Promote use
The goal of the Strategy is to transform and develop the beach destination to a leading and competitive dream experience.

**TOURISM MANAGEMENT COMPANIES**

**ACTION POINTS**
- Engage Expertise
- Determine Legal Framework
- Form a holding Company
- Engage stakeholders
- Full Participation of the stakeholders

**BEACH MANAGEMENT PROGRAM**

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

**AIRCLINE INCENTIVE PROGRAM**

**ACTION POINTS**
- Extend the implementation to 2022
- Develop framework to expand to scheduled airlines
- Approve promotion strategy

**CRUISE TOURISM STRATEGY**

**ACTION POINTS**
- Engage Expertise
- Develop strategy
- Roll out implementation

**BEACH PROMOTION STRATEGY**

**ACTION POINTS**
- Develop a branding strategy
- Engage a reputable PR firm
- Service
- Beach Festivals
REFURBISHMENT FUND

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

INTERNATIONAL BRANDED HOTELS

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

SHANZU CREEK TOURISM DEVELOPMENT CITY (SCTDC)

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

RESORT CITIES

ACTION POINTS
» Establish the status of the Resort Cities and current constraints
» Support interventions for their prioritization
CRUISE TERMINAL

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

ACTION POINTS

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

MICC

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

ACTION POINTS

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

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

ACTION POINTS

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

AFRICAN SAFARI

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

BEACH DESTINATION

1. Mombasa Waterfront Development
2. Little Theatre
3. Tourism Management Companies
4. Beach Management Program
5. Airline Incentive Program
6. Cruise Tourism Strategy
7. Beach Promotion Strategy
8. Refurbishment Fund
9. International Branded Hotels
10. Shanzu Creek Tourism Development City
11. Cruise Terminal
12. MICC
13. Air Growth Strategy
Tourism infrastructure supports tourism product and marketing components. It helps ease access to products and makes tourism experiences affordable. Key domains for the strategic component are tourism roads and air travel.
INTERNATIONAL AIRLINES

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

REGIONAL AIRLINES

DESTINATIONS
» O. R. Tambo
» Cairo
» Tunis
» Lusaka
» East Africa
» Khartoum
» Casablanca
» Lagos
» Accra
» Lome
INTEGRATED AIRPORTS, PORTS AND SATIATIONS

ACTION POINTS
» Consolidation and integration of aviation mandate
» Make KQ an international airline
» Establish a regional airline strategy
TOURISM INFRASTRUCTURE

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

01 The Mombasa Connection
Nairobi-Mombasa artery

02 The Victorian West
Nairobi - Eldoret - Kisumu

03 Highway to the Sky
Nairobi - Nanyuki - Isiolo
Nairobi - Amboseli - Tsavo
Nairobi - Loita Hills

04 Back to our Roots
Nairobi - L. Turkana

05 Classic Mara Safari
Nairobi - Maasai Mara
Narok-Mara

06 The Coastal Safari
Malindi-Mombasa-Lungalunga Dual Carriage

07 Southern Safari
Nairobi - Amboseli - Tsavo
Amboseli - Loita Hills

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

2,400 Number of Km of roads initially targeted

SGR
Lamu - Mombasa - Nairobi

Number of Km of roads initially targeted
Business tourism is a lucrative and fast-growing segment of the world’s tourism. Establishment of the National Convention Bureau will be undertaken in line with the recommendations of the Task Force on the Establishment of the National Convention Bureau. Nairobi City remain the leading business tourism destination in the region. The establishment of NCB aims to consolidate and grow this pole position.

**ACTION POINTS**
- Appoint Coordinator
- Set up a Secretariat
- Develop bidding framework
- Develop 3 year strategic plan
- Launch and Promote
INTERVENTIONS

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

**KICC EXPANSION**

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

**ACTION POINTS**

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

**NAICEC AT BOMAS**

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

**ACTION POINTS**

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

Audit of the National tourism skills

Rationalization of tourism training institutions and review of tourism training curricula

Partnerships with internationally renowned tourism and hotel schools

Tourism enterprise support programs

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

Clarifying roles of agencies responsible for tourism training accreditation

Mentorship and talent awards programme for tourism sector

Tourism and hospitality awareness programs for Government officials
Kenya Utalii College

Action Points

» Institutional assessment
» Organisational restructuring, training review
» Transition strategy

Ronald Ngala Utalii College

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

Action Points

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

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

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

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

CITY TOURISM FLAGSHIP

NAIROBI RIVER
INFRASTRUCTURE STRATEGY

FLAGSHIPs

1. Local Airlines Strategy
2. Tourism Infrastructure

BUSINESS TOURISM

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

HUMAN CAPITAL

1. Kenya Utalii College
2. Ronald Ngala Utalii College

CITY TOURISM

1. Nairobi Urban Regeneration - Nairobi River
Tourism marketing is a continuous, sequential process through which management in tourism plans, researches, implements, controls, and evaluates activities designed to satisfy the needs and wants of a tourist, as well as meet the organization’s objectives.
Marketing initiatives have been formulated to achieve the established measures (KPIs) and their targets.

**ACTION POINTS**

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

**Deliver an exceptional tourist experience**

**Become the preferred partner for the industry**

**Improve competitive position of Kenya in the sales System**

**Inspire the world through a powerful Brand Kenya**

**Improving the performance of the tourism industry marketing**
GLOBAL PR
Defining, Securing and Promoting one country brand for tourism, investments, exports and culture.

ACTION POINTS
» Secure funding
» Determine Scope
» Procure PR firm
» Monitor and review

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

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

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

ACTION POINTS
» Develop county government capacity for domestic tourism
» Execute Campaigns
» Provide Incentives
DIGITAL MARKETING STRATEGY

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

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

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

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

ACTION POINTS

» Compile a database of tourism-related events taking place across Kenya
» Classify events by type and significance (i.e. international, regional, national, local and community)
» Identify existing events with potential to grow in significance and develop strategies to achieve growth
» Improve the geographic spread of events
» Improve the spread of events during the year

» Create signature events
» Identify important sporting codes that are already established in Kenya and bring World Championship events to Kenya, e.g. athletics
» Develop an events policy (classification of events, funding mechanisms, support that can be provided at national and county level etc.)
MARKETING STRATEGY

FLAGSHIPS

1. Marketing Approach
2. Global PR
3. Overseas Representation Model
4. Domestic Tourism
5. Digital Marketing Strategy
6. Events Strategy
7. Tourism Calendar of Events
8. The Kenya Tourism Festival
Tourism Investment refers to the creation of capital or goods that are capable of producing other goods or services in the tourism industry towards earning higher profits in the private sector or the revitalization and growth for public purposes.
Tourism Incentive Programmes seek to drive sales and grow the tourist base of tourism establishments by providing them with better access to buyers and potential guests.

- **A**: Promote current incentives,
- **B**: Check uptake of incentives,
- **C**: Provide new incentives,
- **D**: Inclusion of incentives to finance houses
Strategic Areas, Landmark Initiatives and Actions

PHOTO: KTB
## Implementation Framework

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<th>Strategic Area</th>
<th>Landmark Initiative</th>
<th>Description</th>
<th>Activation</th>
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| 1. The Anchors | 1.1 National Tourism Blueprint 2030 (NTB2030) | The NTB 2030 is Kenya's tourism transformational framework for the period 2017-2030. It was approved by Cabinet in September 2017. Cabinet then directed that it be implemented. | 1 Roll out the Blueprint Execution Strategy  
2 Commence institutional re-organization  
3 Establish new tourism institutions  
4 Engage with counties |
| | 1.2 Innovation Hub | The innovation hub will provide incubators, competitions, and challenges that will nurture immersive and connected tourism travel experiences that are desired by tourists, as well as digital and cyber economy, among others. | 1 Secure funding  
2 Approve management framework  
3 Launch and promote use |
| | 1.3 Tourism Transformation Fund | The 2016/2017 Budget Statement increased air passenger charges for external travel from US$40 to US$50 and for internal travel from Kshs. 500 to Kshs. 600. The realized revenue is to be used exclusively for tourism promotion. | 1 Finalize regulations and gazette them  
2 Appoint the Board and Secretary  
3 Set up secretariat and systems  
4 Develop disbursement criteria  
5 Transfer allocated funds  
6 Launch and promote use |
| 2. Tourism Product | 2.1 Beach Strategy | The strategy seeks to transform and develop tourism in Kenya's coastal region, and make the region competitive. | 1 Establish TMCs  
2 Implement the BMP  
3 Expand the AIP  
4 Develop and implement the Cruise Tourism Strategy |
| | 2.1.1 Tourism Management Companies (TMCs) | These are private sector-founded and led tourism institutions, each formed to manage tourism in their respective beach nodes. | 1 Hire expertise to steer  
2 Determine appropriate legal framework  
3 Form holding company |
| | 2.1.2 Beach Management Programme (BMP) | This is a mix of varied projects to address beach issues at the coast. | 1 Approve the KWS framework  
2 Involvement of hoteliers  
3 Incentivize hoteliers to support the Beach Management Fund via abolishment of the Marine Park fees |
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<th>Landmark Initiative</th>
<th>Description</th>
<th>Activation</th>
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<tr>
<td><strong>2.1.1.3 Airline Incentive Programme (AIP)</strong></td>
<td>The AIP is an initiative aimed at attracting more direct flight to the coastal region.</td>
<td>4. Determine oversight structure for implementation of the AIP programme. 5. Enforce waste management compliance. 6. Develop coastal shoreline policy.</td>
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<tr>
<td><strong>2.1.1.4 Cruise Tourism Strategy</strong></td>
<td>The strategy provides a clear roadmap for reclaiming and growing the lucrative, high-end cruise ship travellers.</td>
<td>1. Hire expertise to develop and steer implementation of the strategy. 2. Agree on an oversight mechanism for implementing the strategy.</td>
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<td><strong>2.1.2 Mombasa Waterfront</strong></td>
<td>Mombasa Waterfront and Jomo Kenyatta Public Beach are the only public waterfronts in Mombasa, they are in need of redesigning and re-planning to iconic seafront recreational areas of international stature.</td>
<td>1. Secure financing. 2. Agree on appropriate designs.</td>
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<td><strong>2.2 The African Safari Experience</strong></td>
<td>The African Safari Experience is a major tourism attraction in Kenya with outstanding wildlife opportunities, and is renowned for the wildebeest migration.</td>
<td>1. Formulate the area tourism strategy &amp; plan. 2. Determine the carrying capacity of the Reserve. 3. Enforce compliance to established standards and practices.</td>
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<tr>
<td><strong>2.2.1 The Maasai Mara Reserve</strong></td>
<td>Maasai Mara is a major tourism attraction in Kenya with outstanding wildlife opportunities, and is renowned for the wildebeest migration.</td>
<td>1. Formulate the area tourism strategy &amp; plan. 2. Determine the carrying capacity of the Reserve. 3. Enforce compliance to established standards and practices. 4. Deal with livestock infringements and non-migration periods.</td>
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<tr>
<td><strong>2.2.2 The Masai Mara Reserve</strong></td>
<td>Enforce the carrying capacity of the Reserve.</td>
<td>4. Deal with livestock infringements and non-migration periods.</td>
</tr>
<tr>
<td>Landmark Initiative</td>
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<td>Activation</td>
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<tr>
<td>2.2.2 The Amboseli National Park</td>
<td>The Park provides impressive wildlife and nature experiences, with the backdrop of Mt. Kilimanjaro. It will be promoted as part of the Amboseli-Nairobi-Nakuru tourism circuit, to enhance the quality of the experience.</td>
<td>1. Formulate area Tourism Development Strategy &amp; Plan&lt;br&gt;2. Determine the carrying capacity of the parks in the circuit&lt;br&gt;3. Enforce compliance to set standards and practices&lt;br&gt;4. Deal with livestock infringements&lt;br&gt;5. Promote the Park as part of the wider Amboseli-Nairobi-Nakuru Tourism circuit&lt;br&gt;6. Implement the NTB2030 activities for the Park and the entire circuit</td>
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<tr>
<td>2.2.3 Signature Wildlife Parks &amp; Game Reserves</td>
<td>Kenya’s National Parks &amp; Game Reserves are globally renowned for their impressiveness and richness in wildlife, nature, adventure, culture and heritage. Fixing them to reputable standards is required.</td>
<td>1. Formulate the Tourism Development Strategies and Plans for all National Parks &amp; Game Reserves&lt;br&gt;2. Determine the carrying capacities of all the National Parks &amp; Reserves&lt;br&gt;3. Implement the NTB2030 activities for the Park and the entire circuit</td>
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<td>2.3 Business Tourism</td>
<td>The Bureau will help to grow business tourism. Bureaus are renowned for enabling coordination and frequency of bidding for business tourism. This is because MICE buyers prefer one-stop shops.</td>
<td>1. Appoint the NCB Coordinator&lt;br&gt;2. Set up NCB Secretariat&lt;br&gt;3. Develop a 3-year Strategic Plan&lt;br&gt;4. Develop a business tourism bidding framework&lt;br&gt;5. Promote NCB work</td>
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<td>2.4 City Tourism</td>
<td>Nairobi depicts the state of Nairobi City, and affects its associated city tourism. Reclamation of Nairobi River will create a positive image of Nairobi City, and tourism in the City.</td>
<td>1. Establish concurrence with NCC&lt;br&gt;2. Agree on the financing model&lt;br&gt;3. Agree on design&lt;br&gt;4. Agree on the implementation and sustainability</td>
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<tr>
<td>3. Tourism Marketing</td>
<td>3.1 Global Public Relations</td>
<td>Global Public Relations refers to the defining, securing, and promoting one country brand for tourism, investments, and culture.</td>
<td>1. Secure financing and resources for implementation. 2. Determine the marketing scope and profiles for each market. 3. Procure a PR Firm to undertake marketing. 4. Monitor &amp; Review progress.</td>
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<td>3.2 Overseas Representation</td>
<td>Overseas Representation entails rethinking and re-designing tourism representation in overseas markets by using tourism experts sourced in the markets and operating under Kenyan Missions in the markets while directed by the Kenya Tourism Board (KTB).</td>
<td>1. Develop a framework for implementation. 2. Determine the scope and profiles for each market. 3. Seek concurrence of the Ministry of Foreign Affairs for representation. 4. Recruit competitively. 5. Train and orientate new teams.</td>
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<td>3.3 Domestic Marketing</td>
<td>Domestic tourism is on a steady increase in Kenya. The segment is useful not just for tourism growth, but also for national cohesion and integration. Marketing of Domestic Tourism will be directed by KTB.</td>
<td>1. Agree on a standardized branding of experiences. 2. Develop a framework for bridging the divide between domestic and international marketing. 3. Monitor and review progress.</td>
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<td>4. Tourism Infrastructure</td>
<td>4.1 Tourism Roads</td>
<td>Tourism Roads refers to the planning, designing, and construction of roads that facilitate tourism.</td>
<td>1. Establish the status of the road and constraints faced by its users. 2. Intervene for prioritization and development of the road.</td>
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<td>4.1.1 Malindi-Watamu Beach Road</td>
<td>Connects the beautiful coastal town of Malindi that is steeped rich cultural and historical practices, to the lush areas of Watamu that has beautiful beaches and fantastic winds that make it a great destination for watersports, and has been designated UN area of outstanding beauty.</td>
<td>1. Establish status of the carriage and constraints faced by users. 2. Intervene for prioritization of the carriage.</td>
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<td>4.1.2 Mombasa-Malindi Dual Carriage</td>
<td>The Mombasa-Malindi Dual Carriage is faced with encroachment by informal business activities, congestion, traffic jams, etc that detract visitor experiences. It requires to be fixed as part of revamping of coastal tourism.</td>
<td>1. Establish status of the carriage and constraints faced by users. 2. Intervene for prioritization of the carriage.</td>
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<td>4.2 Air Travel</td>
<td>4.2.1 Air Growth Strategy</td>
<td>The Air Growth Strategy (AGS) seeks to maximize the country’s air travel potential for tourism growth. It is underpinned by the fact that air travel provides the fastest and most efficient access to tourism destinations and their products.</td>
<td>1 Propose for consideration a facilitative policy to expand affordable air travel 2 Propose for consideration incentives for low-cost airline operators</td>
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<td>4.2.2 Malindi &amp; Diani Airports</td>
<td>To enhance air travel to and from the coastal region, Malindi and Diani Airports require to be developed so that they can handle bigger aircrafts as well as direct flights.</td>
<td>1 Establish the status of the airports 2 Intervene for prioritization of their development</td>
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<td>4.2.3 Tourism Branded Corridors</td>
<td>7 Major Roads that will foster accelerated tourism experiences in Kenya have been identified and brand names assigned to them (NBI-MSA Artery, Coastal Treasure Trove, Back to Our Roots, Classic Maasai Mara, The Victorian West, and Southern Safari).</td>
<td>1 Establish the status of the corridors 2 Intervene for prioritization</td>
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<td>4.2.4 Lamu-Mombasa-Nairobi Standard Railway</td>
<td>Enhanced connectedness of tourism experiences in Lamu will be achieved via extension of the SGR from Mombasa to Lamu</td>
<td>1 Intervene for prioritization</td>
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<td>5. Tourism Investments</td>
<td>5.1 Tourism Incentives</td>
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<td>5.1.1 Refurbishment Fund</td>
<td>This is a Fund worth US$ 100 Million that is to be set up to provide affordable loans to coastal hotels to enable them refurbish their facilities.</td>
<td>1 Secure financing for the fund 2 Establish the fund management unit 3 Approve the operationalization framework 4 Pilot with 20 hotels then expand to other hotels thereafter</td>
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<td>5.1.2 International Branded Hotels on the Beach</td>
<td>Hotels on the Kenyan beach are old and tired. Yet tourists prefer known hotel brands. To elevate Kenyan beach hotels to the desired stature, the local hotels will be linked to known international brand hotels for partnership towards enhancing their stature.</td>
<td>1 Identify locals beach hotels to participate 2 Meet with willing local beach hotel owners 3 Develop a beneficial partnership 4 Link the local hotel owners to branded hotels</td>
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<td>5.1.3 Shanzu Creek Tourism Development City</td>
<td>This is a proposed new tourism city that is to be developed on about 600 acres of land in Shanzu.</td>
<td>1 Develop an authority to manage 2 Develop a master plan 3 Develop incentives for investment in the initiative 4 Promote the master plan and contract investors</td>
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<td>5.1.4 Resort Cities</td>
<td>The Kenya Vision 2030 identifies Resort Cities that are to be established as part of Kenya’s transformational agenda. These Cities are key tourism targets, as they foster the connectedness that tourism aspires for.</td>
<td>1 Establish the status of the Resort Cities and current constraints 2 Support interventions for their prioritization</td>
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<td>5.2 Government Investments</td>
<td>5.2.1 Convention Centres</td>
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<td>5.2.1.1 KICC Expansion</td>
<td>KICC expansion will add 10,000 convention capacity to the current capacity at the KICC.</td>
<td>1 Secure financing 2 Agree on the appropriate design 3 Undertake the construction 4 Approve both the promotion and management models</td>
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<td>5.2.1.2 NAICEC Development</td>
<td>NAICEC is a 15,000 ultra-modern convention facility that is to be developed through a long-term lease arrangement to a private concessions company.</td>
<td>1 Develop a state-of-the-art model of the facility 2 Agree on the financing model 3 Determine government minimums to guide the criteria for development 4 Seek approval of the legal framework for the venture 5 Call for expressions of interest 6 Negotiate with the successful bidder</td>
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<td>5.1.3 MICC Development</td>
<td>MICC will introduce 10,000 convention capacity to the coastal region. The facility will be developed at the current</td>
<td>1 Develop a state-of-the-art model of the facility 2 Agree on the financing model 3 Determine government minimums to guide the criteria for development</td>
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<td>5.2 Other Investments</td>
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<td>4. Seek approval of the legal framework for the venture</td>
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<td>5.2.1 Little Theatre</td>
<td>Little Theatre is space for showcasing local art and culture. Its development will provide diversity to tourism experiences in Mombasa.</td>
<td>5. Call for expressions of interest</td>
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<td>5.2.2 Cruise Ship Terminal</td>
<td>Kenya is committed to be part of the cruise ship circuit. To this end, the cruise ship terminal has been under construction in Mombasa.</td>
<td>6. Negotiate with the successful bidder</td>
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<td>6. Tourism Human Capital Development</td>
<td>6.1 Service Excellence</td>
<td>The tourism sector suffers from uncoordinated humanpower development, as well as adhoc and unregulated uptake. Further, cases of increased employment of untrained personnel in tourism establishments and hospitality-based tasks exist. These result in deterioration of service quality standards. This is evident from increasing incidences of complaints by unsatisfied customers.</td>
<td>1. Audit if the National Tourism Skills</td>
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<td>6.2 Kenya Utalii College</td>
<td>The Kenya Utalii College is mandated to train for the hospitality industry in Kenya. It therefore needs to autograph its work through delivery of training that leads to service excellence.</td>
<td>2. Training, mentorship, and coaching for counties and community-based tourism projects</td>
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<td>3. Rationalization of tourism training institutions and review of tourism training curricula</td>
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<td>4. Clarifying on the roles of agencies responsible for tourism training</td>
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<td>5. Partnership with internationally-renowned tourism and hotel schools for accreditation</td>
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<td>6. Mentorship and talent awards programme for people working in tourism</td>
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<td>7. Tourism enterprise support programme</td>
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<td>8. Tourism hospitality awareness programs for government officials in the tourism sector</td>
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<td>1. Undertake an audit of KUC and the training that it offers</td>
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<td>2. Adopt the use of technology in admissions</td>
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| 6.3 Ronald Ngala Utalii College | Ronald Ngala Utalii College is expected to offer more capacity for hospitality training in Kenya. | 1 Determine completion model  
2 Implement a PPP model on the hotel component  
3 Determine the management model  
4 Launch and promote use | |
| 7. Tourism Events | 7.1 Tourism Calendar of Events | The NTB2030 calls for the holding of at least 1 international tourism event every 3 months and 1 national event in the country every month from now till 2020, and at least 1 international event every 2 months and 2 national events in the country every month from 2020 to 2025. A calendar of events that actualizes this is to be developed. | 1 Agree on and implement best approach to developing the calendar | |
| | 7.2 The Kenya Tourism Festival | This is an event that will showcase the vast opportunities that exist in tourism in Kenya. It will comprise of tourism investment exhibitions, investment speakers, and showcasing of available investment opportunities. | 1 Secure funding  
2 Invite investment exhibitors  
3 Source for investment speakers | |