



**Ministry of
Tourism and
Wildlife**

KENYA
VISION **2030**

STATE DEPARTMENT FOR TOURISM



Strategic Plan (2023-2027)

Abridged Version

*Transforming Tourism and Wildlife Sector for
Sustainability, Resilience and Inclusivity.*



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1

The chapter outlines the mandate and functions of the State Department for Tourism in reference to the executive order number 2 of November 2023, on the organization of the Government.

1.1 Strategy as an imperative for Organizational success

A strategic framework incorporates performance metrics and benchmarks that help in monitoring progress and measuring success. This enables the State Department to assess the impact of its initiatives, make informed decisions, and continuously improve its strategies based on feedback and data. Strategy is the cornerstone of organizational success for the State Department

for Tourism as it provides direction, enhances competitiveness, and ensures that the department can effectively respond to challenges. By prioritizing strategic planning, the State Department can solidify Kenya's position as a top global tourist destination, driving economic growth and cultural exchange.

1.2 Linkage of the Strategic Plan and Kenya Vision 2030, BETA and MTP IV

The Kenya Vision 2030 guides Kenya's long-term development agenda. The Vision aims at transforming Kenya into a newly industrialized, middle-income Country, providing a high quality of life to all citizens in a clean and secure environment. The State Department will implement the various commitments under the Bottom-Up Economic Transformation Agenda (BETA) in the following ways:

1. Creation of employment; The State Department for Tourism will contribute to this by creating economic opportunities through tourism-related job creation and supporting local businesses with a focus on empowering youth and women.
2. Expanding tax revenue base through development of tourism –niche products, registration of all tourism facilities to widen the tax base capable of paying requisite tax.

3. Foreign exchange earnings through tourism marketing and promotion. The State Department will endeavor to identify new markets through market research, and promotion of tourism products. These initiatives will not only profile Kenya as a destination of choice but will lead to increased tourism numbers increasing the Country's foreign earnings.
4. Digitalization. The State Department will develop and maintain a Tourism Repository (Tourism Portal) to promote an Incredible Kenya information service to potential visitors. This will also include a call centre facility for visitors to make bookings and order support literature Information collation about top tourist destinations in Kenya.

1.3 Sector Policies and Laws

The state department is cognizant of the existing tourism sector policies, laws and is committed to aligning and implementing them. They include:

- i. National Tourism Policy
- ii. The Tourism Act Cap 381
- iii. National Museums and Heritage Act Cap 216
- iv. Public Finance Management Act, Cap 412 A

1.4 Organization of the State Department

The State Department is organized into three Technical Directorates namely: Tourism Research, Policy and Innovation; Tourism Development and Promotion; and Tourism Investment and Finance. The General Administration Services comprises of; Administration, Central Planning and Project Monitoring Department, Supply Chain Management, Finance, Accounts, Internal Audit, Information Communication Technology, Public Communication, Human Resource Management & Development and Legal department

The State department has seven (7) Semi-Autonomous Government Agencies (SAGAs) that operate independently but financed through the State Department. Out of these, six (6) are established by the Tourism Act 2011 while one (1) is established under the PFM Act. Currently, Tourism Promotion Fund (TPF), Ronald Ngala Utalii College (RNUC), National Convention Bureau (NCB), and Mama Ngina Waterfront are the only Institutions operating outside the legal provisions of the Tourism Act. Tourism Finance Corporation (TFC) which is the former KTDC has since been merged with other Development Finance Institutions to form Kenya Development Corporation. The SAGAS in Tourism are:

- 1. Tourism Fund (TF) mandated to finance the development of tourism products and services like marketing of Kenya, tourism research, tourism intelligence and the national

tourism information management system, training and capacity development activities of KUC and mobilize resources to support tourism-related activities.

- 2. Kenya Tourism Board (KTB) mandated to market Kenya as a tourist destination.
- 3. Kenya Utalii College (KUC) with mandate to undertake tourism and hospitality training, capacity building for the tourism sector.
- 4. Kenyatta International Convention Centre (KICC) with a mandate to promote the business of meetings, incentive travel, conventions and exhibitions (MICE) and promote Kenya as a MICE destination.
- 5. Tourism Regulatory Authority (TRA) mandated to regulate the tourism sector in Kenya.
- 6. Tourism Research Institute (TRI) tasked to undertake and coordinate tourism research and analysis.
- 7. Tourism Promotion Fund established through legal notice no. 24 Of 2019 mandated to provide funds for development, promotion and branding of the tourism sector in Kenya.

2

The chapter outlines the Mandate, Vision and Mission statements of the State Department. It provides the State Department’s aspirations over the medium term (2023-2027) period in its endeavor to achieve its Key Result Areas and Strategic Objectives.

1.1 Mandate

The State Department for Tourism derives its mandate and functions from the Executive Order No. 2 of 2023, on the organization of the government. The functions entail the following:

- i. Tourism policy and standards, Development and promotion of tourism,
- ii. Development and promotion of Tourism
- iii. Training on tourism services,
- iv. Tourism finance
- v. Tourism research and monitoring
- vi. Protection of tourism and regulation, and
- vii. Positioning and marketing of Kenya to local and international tourists.

1.4 Strategic goals

The strategic goals for the period are:

- 1. Strengthened policy and legal framework
- 2. Improved visitor experience and broadened tourism products range
- 3. Improved destination competitiveness for increased arrivals and earnings
- 4. Enhanced tourism research, technology, innovation and capacity development
- 5. Enhanced financing and investment for tourism development
- 6. Improved resilience and adaptation to climate change
- 7. Improved governance and institutional capacity for optimal productivity.

1.2 Vision Statement

An innovative and sustainable tourism destination.

1.3 Mission Statement

To provide leadership in the management, marketing and financing of the tourism sector for sustainable development.

1.5 Core Values

Values are an integral part of an organization’s culture, and they create a sense of identity, belonging and purpose. The State Department shall be guided by the following core values:

- **Innovativeness:** be open and proactive in seeking better and more efficient methods of service delivery.
- **Teamwork:** encourage team spirit, collaboration and consultation as a way of maximizing the synergy of working together.
- **Integrity:** uphold high levels of honesty, ethical conduct, accountability and transparency in service delivery.
- **Professionalism:** maintain high professionalism through continuous skills development, training and accountability to enhance customer satisfaction.
- **Equity:** mainstream gender, youth and special groups’ issues in the ministry’s programmes and operations.
- **Efficiency:** optimize the use of resources to deliver high quality services and achieve tourism goals effectively and cost-effectively.
- **Responsiveness:** promptly address and adapt to the needs and concerns of stakeholders to ensure effective and timely solutions



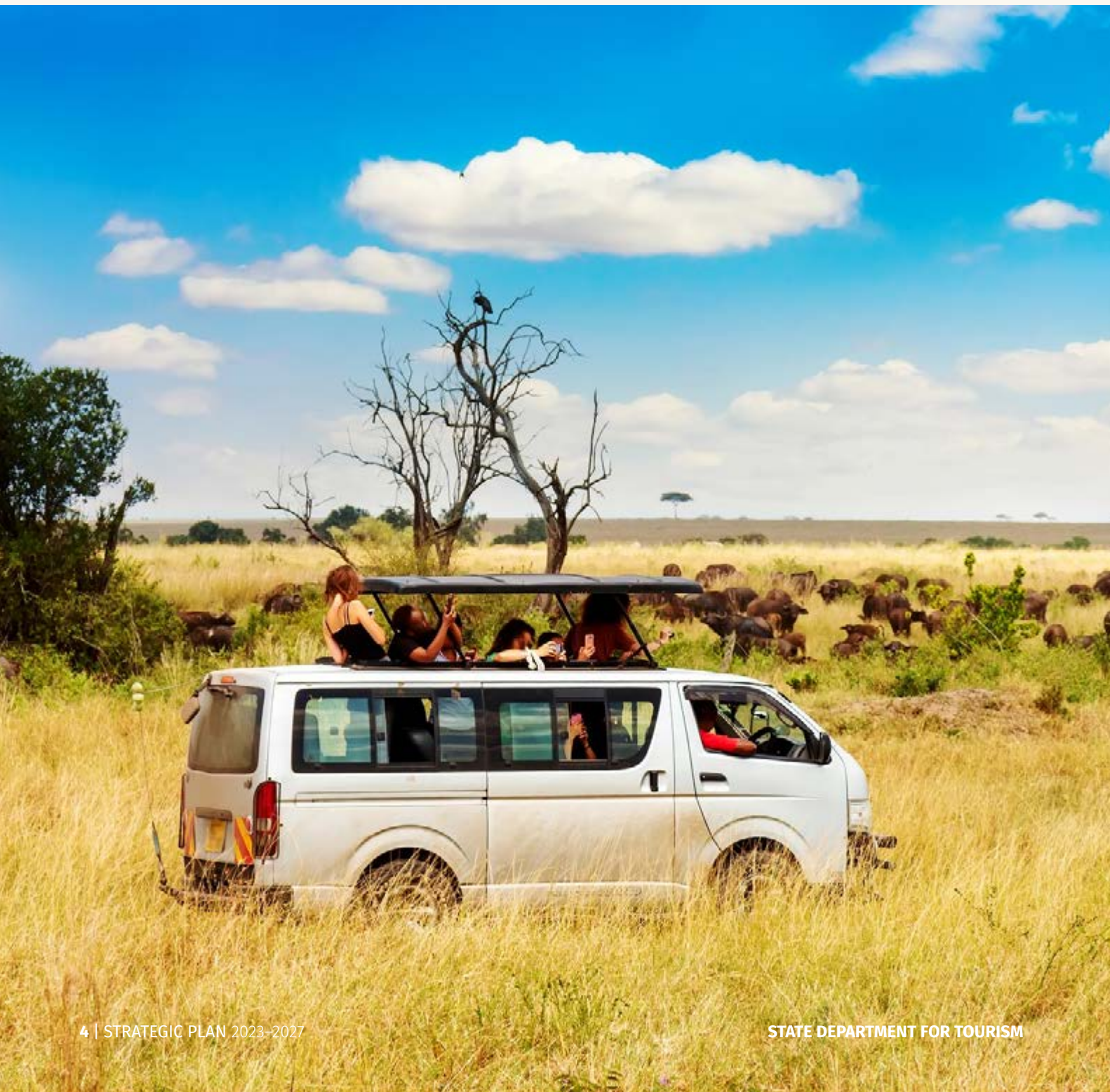
| 1.6 Quality Policy Statement

The State Department is committed to operate a quality management system in line with ISO 9001 International Standards. This is aimed at providing high quality services and products that meet or exceed expectations of our customers and stakeholders. Through this system, the State Department shall endeavour to discharge its mandate for the development and continuous improvement of the tourism sector by ensuring that Kenya remains a destination of choice with a robust tourism sector.

To be able to achieve this, the State Department shall ensure that:

- Quality objectives are determined, measured, monitored, evaluated, reviewed and continually improved for sustainability.

- Resources required are mobilized to enhance product and service delivery.
- The policy and associated quality management system documentation are communicated and understood by all employees.
- The policy is reviewed and revised as necessary to take into account changing quality management systems and other relevant practices in the tourism sector.



3

This chapter provides the Key Result Areas, strategic issues and strategies based on institutional goals, objectives and activities.

| 3.1 Strategic Issues

This section provides an overview of strategic issues that have formed the basis of formulating the State Department’s strategic goals and strategies for the period 2023–2027. These issues have been informed by the situational and stakeholder analysis and the implementation of the previous Strategic Plan.

1. Non-alignment of the Tourism Policy to the Constitution and emerging issues in the sector

The Tourism Policy was enacted through the Sessional Paper No. 1 of 2010, after which several constitutional changes and other significant changes have been made. While important achievements have been made under the policy, the dynamics in the local and global realities and trends in tourism, has made the policy inadequate to deal with the challenges and emerging realities. These changes and realities are affecting effective administration of the policy. Key among these changes include the promulgation of the Constitution of Kenya 2010, which led to the formation of county governments in 2013. With the devolved units in place, it is paramount that the National Tourism Policy be reviewed to incorporate the units. The unbundling of the local tourism function as per Schedule Four of the Constitution has not been clear between the two levels of government. In addition, the level of enforcement of the tourism laws has been weak, partly because of the delay in the operationalization of the Tourism Protection Service.

2. Low tourism products diversification and visitor experience

Tourists have been confined to beach and wildlife safari products despite there being other equally attractive and interesting circuits available within the country. This has led to underutilization of the existing tourism products such as heritage tourism, cultural tourism and agro tourism. In addition, there has been low development of new attractions, tourism infrastructure and public amenities to the most visited attraction sites and along the major stop-overs. There has also been highly controlled tourism experience with limited activities enroute to the destination. Further, there has been low adaptation of modern technology and innovation in line with changing global tourism trends.

3. Low destination competitiveness

The competitiveness of the destination has remained relatively low as compared to peer competitors in terms of the quality of tourism products and services. This is attributed to low uptake and compliance of quality tourism standards by tourism enterprises, activities and services stemming from several gaps in the current legal and legislative framework. In addition,

uncoordinated destination marketing, few domestic travel incentives, costly travel and accommodation has continued to curtail the destination’s marketing efforts thus making the country to lag behind in terms of tourist arrivals and the global tourist market share. To enhance destinations competitiveness, there is need to improve visitor experience, promote coordinated marketing approaches and promote accessibility of destination.

4. Limited tourism research, technology, innovation and capacity development

Tourism is a labour-intensive industry and requires a skilled workforce with the right training in tandem with the market trend and need. The human resource challenge for the tourism industry is recruiting and training employees with the right skills, knowledge and attitudes to their work. The tourism industry further suffers from inadequate data to support evidence-based decision-making, lack of information sharing mechanism and lack of a standard training certification, registration, accreditation and examination structure. Further, low uptake of modern technology and the emergence of millennials and digital nomads necessitates the tourism sector to relook their uptake of modern technology in delivery and consumption of tourism products across the value chain. The sector thus needs to be alive to the emerging technological advances in the world to be able to compete with other tourist destination markets.

5. Inadequate financing and investment for tourism development

The sector has been experiencing declining financial resource allocation both from the exchequer and development partners. This has greatly affected the growth of the sector in terms product development, marketing, capacity building and innovation. In addition, there is inadequate tourism infrastructure, limited international branded hotels, and inadequate tourism incentives. This has led to decline in the quality of product experience, standards and destination competitiveness. Therefore, the sector needs to establish sustainable and innovative tourism funding mechanism.

6. Slow mitigation and adaptation to climate change

There are emerging climate change issues that have affected the operations of the sector. For example, droughts have affected the population of wildlife which has been one of the sector’s

growth supports. Additionally, emerging flooding has reduced visits to various tourist attraction sites. The sector lacks climate mitigation and adaptation measures hence prone to the arising climate change effects.

7. Weak governance and inadequate institutional capacity

The tourism sector is multi-sectoral and multi-dimensional with many players undertaking various responsibilities. Over time due to lack of a clear engagement and coordination framework among the national government, county government, private sector and tourism stakeholders, the sector has witnessed weak governance creating bottlenecks and duplication of

efforts consequently stagnating its growth. To address this, the sector needs to enhance collaboration, cooperation, synergy, partnerships and participation with all the stakeholders. In addition, the State Department lacks adequate human resources with twenty-seven (27) technical officers in post against an approved establishment of fifty-eight (58) depicting a variance of thirty one (31) officers. Further, the Department lacks adequate financial resources, office space, modern office equipment and tools to enable the officers undertake their functions. There is need to institutionalize knowledge management which comprises of knowledge sharing, retention and storage.

3.2 Strategic Goals



The strategic goals of the State Department for the period will be:

- 1. Strengthened policy and legal framework.
- 2. Improved visitor experience and broadened tourism products range.
- 3. Improved destination competitiveness for increased arrivals and earnings.

- 4. Enhanced tourism research, technology, innovation and capacity development.
- 5. Enhanced financing and investment for tourism development.
- 6. Improved resilience and adaptation to climate change.
- 7. Improved governance and institutional capacity for optimal productivity.

3.3 Key Result Areas



The State Department will pursue a transformative agenda intended to improve on the implementation of its mandate and attainment of the strategic goals. In the plan period, the State Department will adopt the following seven Key Result Areas.

- KRA 1: Policy and legislation
- KRA 2: Product development and diversification

- KRA 3: Marketing and promotion
- KRA 4: Tourism training, research technology and innovation
- KRA 5: Financing and investment
- KRA 6: Climate change
- KRA 7: Governance and administration

Table 1 highlights the strategic issues, goals and KRAs that the State Department will focus on during the implementation period.

Table 1 Strategic issues, goals and Key Result Areas

S/No.	Strategic issue	Goal	Key Result Areas
1	Non-alignment of the Tourism Policy to the Constitution and emerging issues	Strengthened policy and legal framework	Policy and legislation
2	Low tourism products, diversification and visitor experience	Improved visitor experience and broadened tourism products range	Product development and diversification
3	Low destination competitiveness	Improved destination competitiveness for increased arrivals and earnings	Marketing and promotion
4	Limited tourism research, technology, innovation and capacity development	Enhanced tourism research, technology, innovation and capacity development	Tourism training, research technology, and innovation
5	Inadequate financing and investment for tourism development	Enhance financing and investment for tourism development	Financing and investment
6	Slow mitigation and adaptation to climate change	Improved resilience and adaptation to climate change	Climate change
7	Weak governance and inadequate institutional capacity	Improved governance and institutional capacity for optimal productivity	Governance and administration





4

This chapter outlines the strategic objectives and strategic choices, which will guide the achievement of the State Department’s aspirations over the medium term (2023-2027).

| 4.1 Strategic Objectives

The strategic objectives serve as a roadmap to achieve the mission and vision. The strategic objectives for the State Department will be:



- i. To strengthen the tourism policy and legal framework.
- ii. To improve visitor experience and broaden the tourism product range.
- iii. To improve tourism infrastructure.
- iv. To increase tourist arrivals and earnings.
- v. To increase the number of events and delegates hosted.
- vi. To promote training research, technology and innovation on sustainable tourism.
- vii. To promote public communication and awareness.
- viii. To enhance resource mobilization for tourism development.
- ix. To promote collaboration and enhance partnerships in the tourism sector.
- x. To increase tourism investments.
- xi. To enhance access, equitable benefit sharing and sustainable use of resources.
- xii. To promote strategies and actions for mitigating and adapting to climate change.
- xiii. To improve efficiency and effectiveness in service delivery.
- xiv. To strengthen institutional capacity for improved service delivery.

Table 2 illustrates the various strategic objectives and the expected deliverables for the period at outcome level.

Table 2: Strategic objectives and the expected deliverables

Strategic objective	Outcome	Outcome indicators
To strengthen the tourism policy and legal framework.	Strengthened institutional governance	% level of completion of reviewed Policies/Acts
To improve on visitor experience and broaden the tourism product range.	Increased market share and a higher number of visitors	Tourism experience index %
		Visitor satisfaction levels
To improve tourism infrastructure.	Enhanced tourism experience	Percentage completion levels of new tourism amenities
To increase tourist arrivals and earnings.	Increased revenue and economic growth	Increase in tourist arrivals (million)
		Increase in tourism earnings (billion)
To increase the number of events and delegates hosted.	Enhanced conference tourism	No. of conferences held
To promote training research, technology and innovation on sustainable tourism.	Enhanced evidence-based decision-making	Level of tracking and reporting on implementation of development policies, strategies and programmes
		% of planned targets implemented according to the planned schedule and specifications

Strategic objective	Outcome	Outcome indicators
To promote public communication and awareness.	Informed tourism sector and stakeholders	No. of public documents disseminated
To enhance resource mobilization for tourism development.	Sustainable financing for tourism development	Increase in amount of private capital investments in PPPs (Ksh millions)
To promote collaboration and enhance partnerships in the tourism sector.	Strengthened linkages and collaborations in the tourism sector	Level of implementation of partnership agreements
		Level of collaboration between the two levels of government
To increase tourism investments.	Increased income and job creation	Increase in tourism sector contribution to GDP
		Direct contribution of tourism industry to Kenya GDP
		Increase in number of people employed in the sector
To enhance access, equitable benefit sharing and sustainable use of resources.	Sustainable use of tourism resources	% absorption rate of funds
To promote strategies and actions for mitigating and adapting to climate change.	Improved working environment	No. of mitigation and adaptation strategies developed
To improve efficiency and effectiveness in service delivery.	Improved service delivery	Customer satisfaction levels
		% level of processes automation
To strengthen institutional capacity for improved service delivery.	Motivated staff	Productivity index score for the State Department

| 4.2 Strategic Choices

This section presents the strategic choices based on the Key Result Areas (KRAs) and strategic objectives. The strategic choices are aligned with the vision, mission and values of the State Department. The Key Result Areas (KRAs), strategic objectives and strategies that will deliver the 2023–2027 Strategic Plan are outlined in Table 3.

Table 3 Key Result Areas, strategic objectives and the strategies

Key Result Area	Strategic issue	Strategic objective	Strategic choices
KRA 1: Policy and legislation	Non-alignment of the Tourism Policy to the Constitution and emerging issues in the sector	SO 1.1: To strengthen the tourism policy and legal framework.	i. Formulate, review and update Policies, Acts and regulations
			ii. Formulate, review and update strategies, frameworks and master plans
			iii. Strengthen tourism safety and security

Key Result Area	Strategic issue	Strategic objective	Strategic choices
KRA 2: Product development and diversification	Low tourism products diversification and visitor experience	SO 2.1: To improve visitor experience and broaden the tourism product range.	i. Diversify and develop new tourism attractions and niche products ii. Implement tourism management programmes
		SO 2.2: To empower young generation as leaders in tourism through innovation and entrepreneurship.	i. Youth in Tourism and Conservation Initiative
KRA 3: Marketing and promotion	Low destination competitiveness	SO 3.1: To increase tourist arrivals and earnings. .	i. Enhance destination visitor experience ii. Promote coordinated marketing approaches iii. Promote accessibility of destination both locally and internationally iv. Diversification of destination experiences v. Provide domestic travel incentives vi. Promote independent and affordable travel vii. Strengthen linkages and collaborations in the tourism sector viii. Organize and participate in tourism conferences, summits, tradeshow, roadshows, expos, exhibitions and events
		SO 3.2: To increase the number of events and delegates hosted.	i. Enhance destination MICE infrastructure and capacity
KRA 4: Tourism training, research, technology and innovation	Limited tourism research, technology, innovation and capacity development	SO 4.1: To promote training, research, technology and innovation on sustainable tourism.	i. Undertake capacity development for tourism stakeholders ii. Strengthen tourism research and innovation iii. Enhance collaboration with universities and other learning institutions iv. Implement smart tourism and digital transformation v. Digitalization and business process re-engineering vi. Capacity building, small, micro and medium enterprises and emerging entrepreneurs in tourism
		SO 4.2: To promote public communication and awareness	i. Strengthen information management and sharing mechanism ii. Coordinate outreach, awareness and participation programmes iii. Establish and enhance the capabilities of information centres

Key Result Area	Strategic issue	Strategic objective	Strategic choices
KRA 5: Financing and investment	Inadequate financing and investment for tourism development	SO 5.1: To enhance resource mobilization for tourism development.	i. Establish sustainable and innovative tourism funding mechanism ii. Re-engineer tourism funding institutions iii. Review tourism funding model iv. Enhance accountability on utilization of financial resources
		SO 5.2: To promote collaboration and enhance partnerships in the tourism sector.	i. Strengthen partnerships ii. Strengthen engagement framework with county governments
		SO 5.3: To increase tourism investments.	i. Promote innovative and strategic investment opportunities
		SO 5.4: To enhance access, equitable benefit sharing and sustainable use of resources.	i. Enhance sharing of benefits accrued from natural and other resources ii. Promote innovative and strategic investment for sustainable use of tourism resources
KRA 6: Climate change	Slow mitigation and adaptation to climate change	SO 6.1: To promote strategies and actions for mitigating and adapting to climate change.	i. Promote climate change mitigation and adaptation strategies ii. Enhance early warning mechanism and action responses iii. Formulate and implement a comprehensive disaster reduction strategy iv. Undertake prompt climate change risk assessments
KRA 7: Institutional Capacity Development	Weak governance and inadequate institutional capacity	SO 7.1: To improve efficiency and effectiveness in service delivery.	i. Strengthen the governance structures ii. Strengthen institutions' capacities iii. Mainstream knowledge management iv. Enhance sector compliance with policies, legislation and strategies v. Coordinate, implement, monitor, evaluate and report on sector policies, treaties, MoUs, obligations, projects and programmes
		SO 7.2: To strengthen institutional capacity for improved service delivery.	i. Improve work environment ii. Promote employee productivity and efficiency iii. Performance management iv. Enhance succession management and career progression v. Improve work environment and occupational safety

5

This chapter outlines the financial requirements and resource gaps, the resource mobilization strategies and resource management mechanisms for implementation of the Strategic plan.

5.1 Financial Requirements

The financial requirement for implementing the Strategic Plan is presented in Table 4.

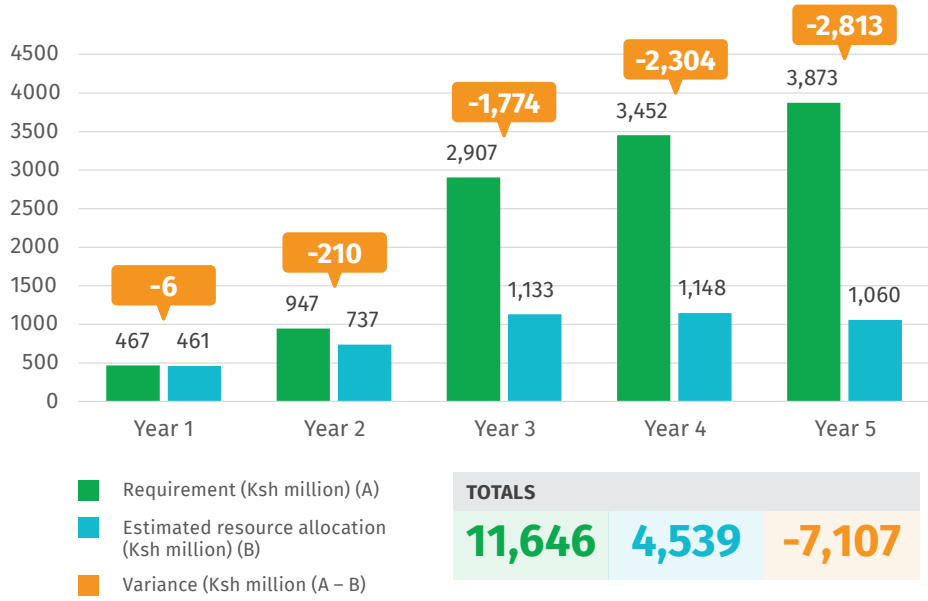
Table 4: Financial requirement for implementing the Strategic Plan

Cost item	Projected resource requirements (Ksh millions)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1: Policy and legislation	30	115	140	90	50	425
KRA 2: Product development and diversification	125	351	790	1,100	1,575	3,941
KRA 3: Marketing and promotion	31	101	1,319	1,485	1,462	4,398
KRA 4: Tourism training, research, technology and innovation	-	36	110	224	203	573
KRA 5: Financing and investment	3	15	160	166	161	505
KRA 6: Climate change	-	11	17	11	11	50
KRA 7: : Institutional Capacity Development	100	218	248	216	211	993
Administration	178	100	123	160	200	761
Total	467	947	2907	3,452	3,873	11,646

5.1.1 Resource Gaps

The State Department has an allocation of Ksh 4,539 million against a requirement of Ksh 11,646 million. This represents a resource gap of Ksh 7,107 million as indicated in Figure 1

Figure 1: Resource gaps



| 5.2 Resource Mobilization Strategies

The funding of this Strategic Plan 2023–2027 will come from the Exchequer allocation and support from the development partners. The estimated cost of implementing the plan is KSh 11,646 million for all the Key Result Areas, while the expected allocation from the Exchequer is approximately KSh 4,539 million. To bridge this gap, the Department will develop a robust resource mobilization strategy to ensure the successful implementation

of the activities outlined in the Strategic Plan. The strategy will include: (a) establishing sustainable and innovative tourism funding mechanisms such as the development of innovative financing models(payment for ecosystem services, green bond, joint venture); (b) developing bankable project proposals; (c) creating a tourism resource mobilization strategy; and (d) lobbying for additional funds to finance tourism development.

| 5.3 Resource Management

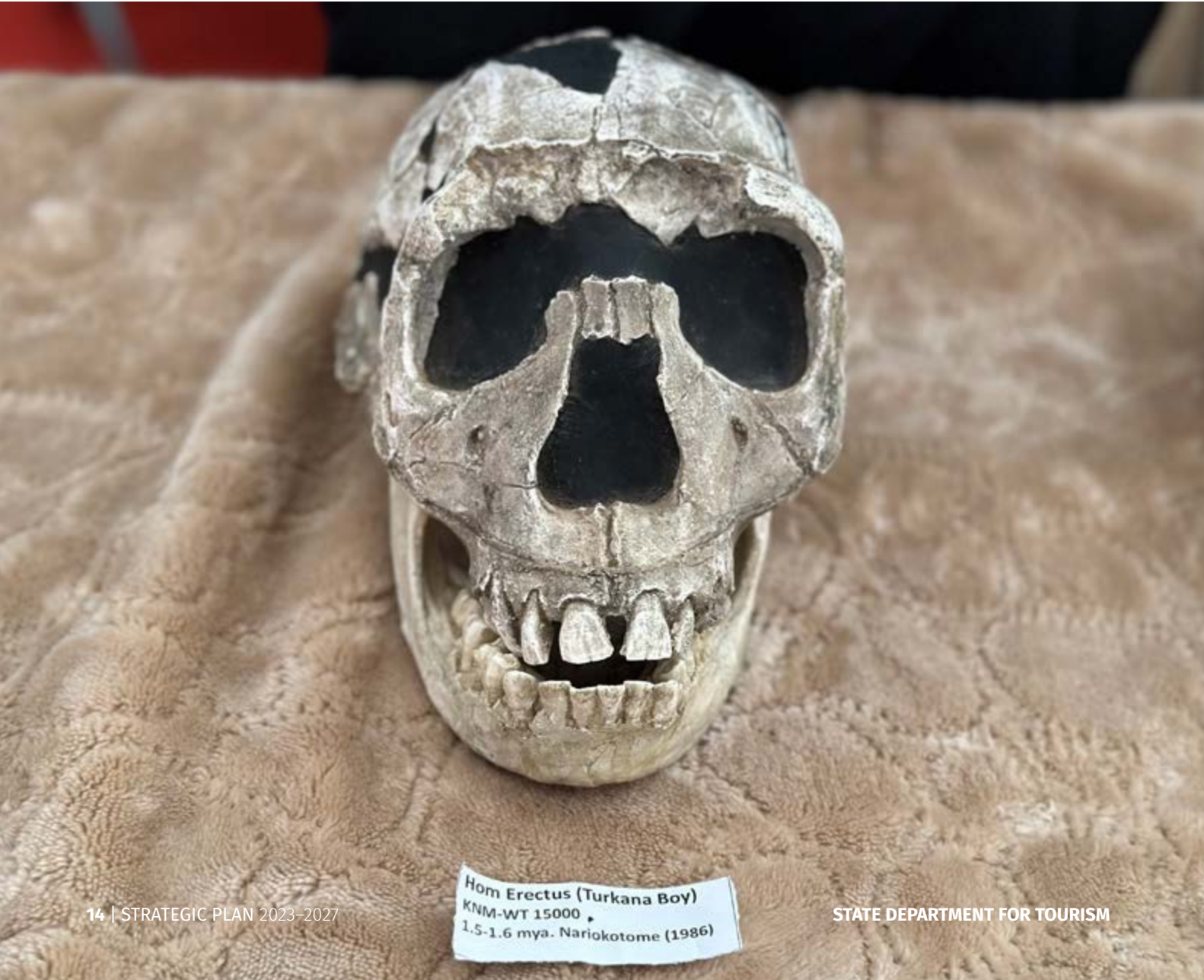
The State Department will put in place the following measures to enhance efficiency and ensure optimal utilization of the available resources.

- i. Improving costing of programmes and activities to curb wastage and improve efficiency in the use of funds.

ii. Undertaking preventive maintenance, by ensuring the proper maintenance of State Department’s facilities, equipment and vehicles.
- iii. Ensuring proper management of time and adherence to set timelines.

iv. Automating services through .leveraging on online meetings, ICT such as emails and SMS to reduce costs associated with printing and use of landline telephones.

v. Enhancing use of fuel cards and centralized advertising of tenders.







REPUBLIC OF KENYA

**Ministry of
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