Ministry of Tourism and Wildlife

REPUBLIC OF KENYA

STATE DEPARTMENT FOR TOURISM

KENYA VISION **2030**

Strategic Plan (2023-2027)

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

Vision

An innovative and sustainable tourism destination

Mission

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

Values

- **Innovativeness**
- **Teamwork**
- **Integrity**
- **Professionalism**
- **Equity**
- **Efficiency**
- **Responsiveness**

Foreword

I am delighted to introduce the 5th Strategic Plan for the State Department for Tourism, which outlines transformative strategies and goals to foster sustainable growth and resilience in Kenya's tourism sector by 2027. Tourism is recognized as a pivotal economic pillar under Kenya Vision 2030, contributing to the country's global competitiveness, prosperity, and enhanced quality of life. The Fourth Medium Term Plan (2023–2027) positions tourism as a key driver of inclusive growth under the Bottom-Up Economic Transformation Agenda (BETA).

Tourism remains a crucial driver of Kenya's economic growth, with multiplier effect across all sectors and value chains. The sector's remarkable post-COVID-19 recovery reflects its resilience, marked by a 35.4% increase in tourist arrivals and a 31.5% rise in inbound earnings in 2023 compared to 2022.

This Strategic Plan aspires to position Kenya as a premier tourism destination renowned for innovation, sustainability, and unique, unforgettable experiences. To achieve this goal, the plan focuses on enhancing tourism promotion initiatives, diversifying tourism products, expanding target markets, and enhancing destination competitiveness through enhancing and enforcing quality standards in tourism hospitality, capacity development.   By the plan's conclusion, we aim to double the sector's direct contribution to GDP from 4% to 8% and also project to increase tourist arrivals from 2 million to 5 million, inbound earnings from KShs 352.54 billion to KShs 824 billion by 2027.

To ensure a strong and sustainable tourism sector, we will nurture and develop a more collaborative approach engaging all sector enablers and stakeholders in implementing initiatives prioritized in this strategic plan. We will champion for enhanced research, innovation, and promote data driven decisions. I urge all stakeholders in the industry to unite in supporting the implementation of this plan. Together, we will develop unique tourism products, enhance visitor experience, and promote Kenya as the ultimate home of human origins.

Hon. Rebecca Miano, EGH

Cabinet Secretary
Ministry of Tourism and Wildlife

Preface and Acknowledgements

The State Department has developed the Strategic Plan for the period 2023–2027, aligning with the national, regional and international development priorities. This plan outlines the Department's vision, mission, Key Result Areas, strategic objectives and strategies, expected outputs, outcomes, resource needs, and mobilization strategies for the next five years.

The plan also details the organizational structure, staffing requirements, and a framework for monitoring, evaluation, and reporting to assess the Department's performance and accomplishments effectively. This plan adheres to the revised guidelines for fifth-generation strategic plans set by the National Treasury and Economic Planning.

I am deeply grateful to the State Department's management and staff for their invaluable contributions to the development of the Strategic Plan. Their dedication, expertise, and commitment were key to its success. I also thank the State Department agencies: Kenya Tourism Board (KTB), The Kenyatta International Convention Centre (KICC), Tourism Research Institute (TRI), Tourism Regulatory Authority (TRA), Tourism Fund (TF), Kenya Utalii College (KUC) and Tourism Promotion Fund (TPF) for their crucial support and collaboration in shaping and enhancing this plan.

This Strategic Plan will serve as a guiding framework for the State Department for Tourism's initiatives aimed at positioning Kenya as the most preferred tourist destination globally. By leveraging collective efforts and fostering partnerships among all stakeholders, we are committed to making Kenya a top-tier tourism destination known for its diverse, high-quality, and memorable experiences.

John L. Ololtuaa, CBS

Principal Secretary
State Department for Tourism

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List of abbreviations and acronyms

AT&H:	African Tours and Hotels
AU:	African Union
BETA:	Bottom-Up Economic Transformation Agenda
CBOs:	Community Based Organizations
CLT:	Catering Levy Trustee
COMESA:	Common Market for Eastern and Southern Africa
COVID-19:	Coronavirus Disease 2019
CPA:	Certified Public Accountant
CPPMD:	Central Planning and Project Monitoring Department
CS:	Cabinet Secretary
CSG:	Civil Service Grade
EAC:	East African Community
GDP:	Gross Domestic Product
GHRIS:	Government Human Resource Information System
HRA:	Hotel and Restaurant Association
HRM:	Human Resource Management
ICPAK:	Institute of Certified Public Accountants of Kenya
ICT:	Information Communication Technology
IGAD:	Intergovernmental Authority on Development
IPPD:	Integrated Personnel and Payroll Database
ISO:	International Organization for Standardization
KCSE:	Kenya Certificate of Secondary Education
KICC:	Kenyatta International Convention Centre
KNEC:	Kenya National Examination Council
KRAs:	Key Result Areas
KTB:	Kenya Tourist Board
KTDC:	Kenya Tourist Development Corporation
KUC:	Kenya Utalii College
LPOs:	Local Purchase Orders
M&E:	Monitoring and Evaluation
MDAs:	Ministries, Departments and Agencies
MPER:	Ministerial Public Expenditure Review
MICE:	Meetings, Incentives, Conferences and Exhibitions
MoU:	Memoranda of Understanding
MTEF:	Medium Term Expenditure Framework
MTP:	Medium Term Plan
NCB:	National Convention Bureau
NEPAD:	New Partnership for Africa's Development
NGOs:	Non-Governmental Organizations
PESTELE:	Political, Economic, Social, Technological, Environmental and Legal & Ethical
PFM:	Public Finance Management
PS:	Principal Secretary
PSC:	Public Service Commission
PPPs:	Public Private Partnerships
RNUC:	Ronald Ngala Utalii College
SAGAs:	Semi-Autonomous Government Agencies
SCP:	Sustainable Consumption and Production
SDGs:	Sustainable Development Goals
SDT:	State Department for Tourism
SOs:	Strategic Objectives
SWOT:	Strengths, Weaknesses, Opportunities and Threats
TF:	Tourism Fund
TFC:	Tourism Finance Corporation
TILA:	Tourism Industry Licensing Act
TRA:	Tourism Regulatory Authority
TRI:	Tourism Research Institute
TPF:	Tourism Promotion Fund
UN:	United Nations
UNWTO:	United Nations World Tourism Organization
USAID:	United States Agency for International Development
VISA:	Visitors International Stay Admission
VLANs:	Virtual Local Area Networks

Definition of terms

Activities:	Actions taken and work performed.
Baseline:	A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.
Indicator:	Means for measuring progress that results from intervention.
KRA:	These are broad areas in which the State Department is expected to deliver results.
Outcome:	The intermediate results generated relative to the objective of the intervention.
Output:	These are immediate results, tangible or intangible resulting directly from the implementation of activities.
Programme:	A grouping of similar projects or services performed to attain a specific objective.
Project:	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters or deliverables.
Strategic goal:	General qualitative statement on what the State Department is hoping to achieve in the long term.
Strategic issue:	Is a problem or opportunity emanating from situational analysis that the State Department must manage to fulfil its mandate and mission.
Strategic objectives:	These are what the State Department commits to achieve.
Strategies:	Broad abstractions which are descriptive of the means of achieving strategic objectives.
Targets:	A result to be achieved within a given period.

Executive Summary

The Strategic Plan for the State Department for Tourism was developed through a consultative and participatory process as per the Revised Guidelines for Preparation of Fifth-Generation Strategic Plans, 2023-2027 issued by the National Treasury and Economic Planning. This plan comprising eight chapters, builds upon the achievements, lessons learned and challenges of the previous strategic plan. The Plan effectively integrates the governments aspirations and commitments outlined in the Bottom-up Economic Transformation Agenda (BETA) aiming to position Kenya as a global competitive and sustainable destination offering diverse and distinctive destination experience.

The Strategic Plan aligns with the following key policy frameworks and development agendas; UN 2030 Agenda for Sustainable Development Goals, African Union's Agenda 2063, East Africa Community's Vision 2050, the Constitution of Kenya 2010, Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV), and the Bottom-up Economic Transformation Agenda (BETA).

The plan intends to achieve the following overarching goals: Strengthened policy and legal frameworks; Improved visitor experience and broadened tourism products range; Improved destination competitiveness for increased arrivals and earnings; Enhanced tourism research, technology, innovation and capacity development; Enhanced financing and investment for tourism development; Improved resilience and adaptation to climate change; and Improved governance and institutional capacity for optimal productivity.

The plan envisages that by 2027 the sector will be making an 8% direct contribution to GDP with inbound arrivals and earnings being 5Million and 824 billion respectively. The strategies in the plan will also support the growth of domestic tourism with an intention to increasing domestic bednights by Kenyans from the current 4M to 12M by year 2027.

The estimated cost of implementing this plan is approximately KSh 11,646 million. The expected revenues from various sources amounts to KSh 4,539 million translating to a deficit of KShs 7,107 million. This deficit will be addressed through robust resource mobilization strategies outlined in the plan, ensuring the successful execution of all prioritized programs and activities.

The plan incorporates a comprehensive monitoring, evaluation, reporting and learning framework for systematic collection and analyzing information based on the indicators and targets set during the Strategic Plan period. The reports and results of M&E will be used to make corrective actions, improve implementation of activities and inform future plans.

By implementing this Strategic Plan, the State Department for Tourism aims to transform Kenya's tourism sector into a globally competitive and sustainable industry, fostering socio-economic growth and resilience.

Introduction

CHAPTER
01

This chapter provides background information on the Strategic Plan's context and its alignment with global, regional and national development frameworks. These include the UN 2030 Agenda for Sustainable Development, African Union Agenda 2063, East African Community Vision 2050, the Constitution of Kenya 2010, Kenya Vision 2030, the Fourth Medium Term Plan (MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), sector policies, and laws. It also details the methodology used to develop this Strategic Plan.

| 1.1   Strategy as an Imperative for Organizational Success

In today's dynamic global landscape, the importance of strategic planning for organizational success cannot be overstated. For the State Department for Tourism, an effective strategy is not just a guiding framework but an imperative for achieving long-term goals and sustaining competitive advantage. A well-crafted strategy provides a clear vision and direction for the State Department. It aligns all stakeholders towards common objectives, ensuring that efforts are focused, and resources are optimally utilized. By setting clear priorities, the department can navigate the complexities of the tourism sector more effectively.

Kenya's tourism sector faces numerous challenges, including fluctuating global travel trends, competition from other destinations, and socio-political factors. A robust strategy allows the State Department to anticipate these challenges and respond proactively. It enables the creation of contingency plans and adaptive measures, ensuring resilience in the face of adversity. To attract more tourists, Kenya must continuously enhance its competitiveness. This involves improving infrastructure, marketing unique attractions, and ensuring high standards of service.

A strategic approach facilitates targeted investments and innovations that differentiate Kenya from other destinations, making it a preferred choice for both local and international travellers. An effective strategy fosters collaboration among various stakeholders, including but not limited to government agencies, private sector players, and local communities. By engaging these groups, the State Department can harness diverse insights and resources, leading to more comprehensive and sustainable tourism development.

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   The Context of Strategic Planning

This section represents a clear demonstration of the State Department's contribution towards the realization of the aspirations of several frameworks and their linkage with the national development priorities. These frameworks include the UN 2030 Agenda for Sustainable Development, African Union's Agenda 2063, East Africa Community's Vision 2050, the Constitution of Kenya 2010, Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda 2022–2027 and the 4th Medium Term Plan (MTP IV).

1.2.1   United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a set of seventeen (17) global goals adopted by the United Nations in 2015 to address the world's most pressing social, economic and environmental challenges. The SDGs provide a framework for governments, organizations and individuals to collaborate and work towards a more equitable, resilient and sustainable future for all. The State Department for Tourism contributes towards the achievement of the following specific SDGs.

S/No	SDG description	Strategic response by the State Department for Tourism
1	SDG 1: End poverty in all its forms everywhere.	The State Department for Tourism (SDT) will contribute to this by creating economic opportunities through tourism-related job creation and supporting local businesses. By developing sustainable tourism practices and investing in community-based tourism projects, the department will help generate income for underserved communities and enhance local infrastructure.
2	SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	The SDT will develop policies that have the potential to create decent and sustainable job opportunities.
		The SDT will collaborate with local and international stakeholders, to promote investment opportunities that have the potential to create decent and sustainable job opportunities.
		The SDT will enhance capacity development for tourism professionals to ensure the availability of a skilled workforce that meets the sector needs.
3	SDG 12: Ensure sustainable consumption and production (SCP) patterns.	The SDT will develop tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.
4	SDG 13: Climate action.	The SDT will promote and encourage green tourism investments. This will include supporting and promoting initiatives related to energy efficiency, sustainable transportation, waste management, smart buildings and innovative climate solutions.
5	SDG 14: Conserve and sustainably use oceans, seas and marine resources for sustainable development.	The SDT will collaborate with Kenya Maritime Authority towards conservation and sustainable use of marine resources.
6	SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.	The SDT will continue to exercise biodiversity conservation, promote eco-tourism and sustainable tourism in collaboration with the stakeholders.
7	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.	The SDT will promote transparency and anti-corruption measures in tourism processes, involving local communities and stakeholders in decision-making, and enhancing safety and security through collaboration with security agencies and crisis management planning. These actions will help ensure a more inclusive, responsive, and secure tourism sector, aligning with the broader goals of promoting peaceful and inclusive societies.
8	SDG 17: Partnerships for the goals.	The SDT will create and facilitate collaboration platforms that bring together tourism stakeholders, including county governments and civil society to work collectively towards promoting Kenya as a premier tourist destination.

1.2.2 African Union Agenda 2063

The African Union Agenda 2063 is founded on the AU's vision of *"an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena".* The agenda asserts that Africa has still not reaped the benefits that accrue from trading with itself or with the rest of the world, resulting in a share of global trade that is not commensurate with its population or resource endowments.

The State Department is cognizant of the aspirations of this Agenda and commits to support its course in perpetuation of efforts made by Kenya in implementing its commitments. Specifically, to the attainment of aspirations 1 and 5 of Africa's

Agenda 2063 on *'A prosperous Africa based on inclusive growth and sustainable development'* and *'An Africa with a strong cultural identity, common heritage, shared values and ethics',* respectively.

The State Department will play a vital role in facilitating inclusive partnerships and collaborations between various tourism stakeholders to drive sustainable tourism development. This involves bringing together county governments, private sector entities, civil society organizations and local communities.

1.2.3 East African Community Vision 2050

The East African Community (EAC) is a regional inter-governmental organization of eight (8) partner states, comprising of the Republic of Burundi, Kenya, the Republic of Rwanda, Uganda, Tanzania, the Democratic Republic of Congo, the Federal Republic of Somalia and the Republic of South Sudan. The EAC aims at widening and deepening cooperation among the partner states and other regional economic blocs in, among others, political, economic and social fields for mutual benefits.

The State Department envisions supporting the EAC integration by implementing the commitments made by the Sectoral Council on tourism matters which include:

- Aggressive marketing in key source markets focusing on increasing visibility.
- Product development and diversification.

- Establishing centres of excellence in tourism and hospitality training in partnership with the private sector.
- Investing in tourism support infrastructures such as ICT, accommodation and transport.
- Facilitating implementation of the EAC classification and grading criteria.

To support the above initiatives, the State Department plans to reactivate existing key source markets and roadshows to new African markets, map and develop tourism niche products, set up regional tourism and hospitality training institutions and facilitate implementation of the EAC classification and grading criteria.

1.2.4 Constitution of Kenya

The Constitution of Kenya 2010 serves as the supreme law, defining the government structure and the relationship between the state and its citizens. The Fourth Schedule allocates the responsibilities for tourism policy and development to the national government while assigning local tourism management to county governments. These counties are crucial in promoting and developing local tourism by formulating strategies, managing infrastructure, regulating tourism activities, and preserving cultural and natural heritage. They collaborate with the national government, private sector, and local communities to enhance tourism, drive economic growth, and ensure sustainable practices.

The State Department, in developing this Strategic Plan, actively involved the public and remains committed to doing so during the Plan's implementation. It is dedicated to maintaining transparency, accountability, and integrity throughout its operations and decision-making processes. To achieve this, a robust monitoring and reporting system will be established to ensuring that information on projects, investments and policies is readily accessible. Additionally, the State Department will work to foster a culture of integrity within the organization.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan (MTP IV)

Kenya Vision 2030

The Kenya Vision 2030 guides Kenya's long-term development agenda. It 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 Vision is anchored on three pillars – economic, social and political. It identifies tourism as a key sector under the economic and social pillars that envisages Kenya to be among the "top ten long haul and leading tourist destination offering a high end, diverse and distinctive visitor experience".

To realize the Vision's aspiration, the State Department has aligned its strategies to: increase the quality of services and charges in the country's premium safari parks; improve facilities in all under-utilized parks; create new high value niche products; and invest in new conference facilities to build business tourism as anchored in the Vision.

Fourth Medium Term Plan (MTP IV)

The Kenya Vision 2030 is implemented through five-year successive Medium-Term Plans. Currently, the country is implementing the Fourth Medium Term Plan (2023–2027) where the State Department is under the Environment and Natural Resources Sector.

In MTP IV period, the State Department targets include: to increase tourism arrivals from 0.87 million in 2021 to 2.4 million by 2027; increase tourism earnings from KSh 146.5 billion in 2023 to KSh 395 billion by 2027; increase bed nights from 3.8 million in 2021 to 11 million by 2027; increase total visitation to parks and reserves from 1.3 million in 2021 to 6.8 million by 2027; increase the proportion of international tourists visiting parks and reserves from 23% in 2021 to 51.9% by 2027; and increase number of citizens and residents visiting parks from 1.09 million in 2021 to 5.6 million in 2027. The attainment of these targets are anchored on the implementation strategies and activities in this plan.

Bottom-Up Economic Transformation Agenda (BETA)

The Strategic Plan 2023–2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda (BETA) which outlines the government's priority areas for development. The Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth.

The State Department will implement the various commitments under the BETA in the following ways.

1. **Creation of employment** by creating tourism-related jobs and supporting local businesses with a focus on empowering youth and women.

2. **Expanding tax revenue base** through development of tourism-niche products and registration of all tourism facilities to widen the tax base.

3. **Foreign exchange earnings** through tourism marketing and promotion. The State Department will endeavour 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.

1.2.6 Sector Policies and Laws

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

1. **National Tourism Policy –** Sessional Paper No. 1 of 2010 on enhancing sustainable tourism was enacted in 2010, to provide policy direction for the development of sustainable tourism throughout the country; mainstream tourism-related issues into the national development planning, budgeting, and decision-making processes; harmonize conflicting policies in key sectors like environment, forestry, wildlife, water, fisheries, agriculture, and infrastructure with the tourism policy so as to enhance cross- and inter-sectorial linkages; provide a framework for public-private partnerships in the tourism sector with a view to attracting investments; enhance community participation in tourism activities; improve the quality and breadth of the country's tourism offerings, including the coast, game parks and reserves, heritage, culture, sports, adventure, ecotourism, rural and agro-tourism, health, and expansion in conference tourism; promote and encourage domestic and regional tourism; and create an environment to make Kenya a premier tourism destination where tourists stay and spend more per visit.

2. **The Tourism Act Cap 381 –** The Tourism Act Cap 381 provides for the development, management, marketing and regulation of sustainable tourism and tourism-related activities and services.

3. **National Museums and Heritage Act Cap 216 –** The Act provides for the establishment, control, management and development of national museums and the identification, protection, conservation and transmission of the cultural and natural heritage of Kenya.

4. **Public Finance Management Act, Cap 412 A –** The Act established the Tourism Promotion Fund whose objective and purpose is to provide funds to support development, promotion and branding of the tourism sector.

| 1.3 History of the Organization

The history of tourism as a government department dates to 1963 when it first existed in the then Ministry of Information, Broadcasting and Tourism. The Kenya Tourist Development Corporation (KTDC) was the first tourism parastatal established in 1965 under the KTDC Act Cap 383 Laws of Kenya before any official policy in the sector was formulated.

The first policy on tourism in Kenya was Sessional Paper No. 1 of 1969. This policy emphasized the need for tourism facilities development at the coast, Nairobi and a few wildlife hotspot areas. It also spelt out measures through which the sector could be indigenized because most of the tourism enterprises in the country were owned and run by foreigners. This led to the development of many tourist facilities in the said areas to cater for the growing number of tourists.

The Hotels and Restaurants Act, Cap. 494 (1972), established the Hotels and Restaurants Authority (HRA). The subsequent amendment and gazettement of the Catering Levy Trustees Order created the Catering Levy Trustees (CLT) who are the precursor to the current Tourism Fund. The Kenya Utalii College was opened in 1975 under the same order to train manpower for the rapidly growing tourism sector with financial support from the Swiss Government and the 2% levy collected by the CLT.

The Tourism Industry Licensing Act (TILA) Cap. 381 was enacted to provide for the licensing of tour operators, travel agents, curio dealers, safari outfitters among other tourism enterprises not covered by the HRA Act. The Tourism Department was domiciled in different ministries including Wildlife, Information, Trade and Industry, Commerce and East African Affairs. The department was the one enforcing both the HRA Cap. 494 and TILA Cap. 381 until the Tourism Act 2011 was enacted and operationalized in 2014 as a comprehensive legal framework for the sector and led to repealing of the other Acts.

The Constitution of Kenya 2010 established county governments, and this necessitated the Tourism Department to be renamed as the State Department for Tourism to distinguish it from those in the respective counties. Its functions have been defined and positioned in different ministries through different Executive Orders issued from time to time from 2013 to date. Currently, the Tourism Department is part of the Ministry of Tourism and Wildlife as per the Executive Order No. 2 of November 2023.

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, the 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. The Tourism Finance Corporation (TFC) which is the former KTDC has since been merged with other Development Finance Institutions to form the Kenya Development Corporation without amending the Tourism Act. 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 mobilizing resources to support tourism-related activities.

2. **Kenya Tourism Board (KTB)** mandated to market Kenya as a tourist destination.

3. **Kenya Utalii College (KUC)** mandated to undertake tourism and hospitality training and capacity building for the tourism sector.

4. **Kenyatta International Convention Centre (KICC)** mandated 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.

| 1.4 Strategic Planning Process

This Strategic Plan was developed in line with the revised guidelines for preparation of fifth-generation Strategic Plans for the period 2023–2027 provided by the State Department for Economic Planning. The State Department initiated the strategic planning process with the top management holding an initial meeting and appointing a technical committee to spearhead the development of the Strategic Plan. A sub-committee was appointed to review the previous Strategic Plan 2018–2022. This was aimed at analyzing the extent of implementation of the previous plan, achievements, challenges faced, and lessons learnt during the plan period.

Thereafter, the technical team developed the draft Strategic Plan through in-depth desk reviews, workshops and focused group discussions. The draft plan was subjected to internal stakeholders for comments and feedback. It was then submitted to the top management (CS and PS) who reviewed the Plan and provided their comments and feedback to the technical committee. The comments were incorporated, and the draft was forwarded to the wider stakeholders' public participation for comments and feedback. The comments were incorporated, and the Strategic Plan was approved by the PS and then shared to the Ministerial Strategic Planning Committee for consolidation into the Ministerial Strategic Plan 2023–2027.

Strategic Direction

CHAPTER

02

This 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 endeavour to achieve its Key Result Areas and strategic objectives. The chapter also provides the core values and quality policy statement, which establishes the framework and context for the State Department to achieve its mandate.

| 2.1   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.

| 2.2   Vision Statement

An innovative and sustainable tourism destination.

| 2.3   Mission Statement

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

| 2.4   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.

| 2.5   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

| 2.6   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.

Situational And Stakeholder Analysis

CHAPTER

03

This chapter outlines the situational and stakeholder analysis which are fundamental components of the strategic planning process. The analysis provides essential insights that will guide the State Department's decisions and actions. In addition, it offers a comprehensive understanding of the State Department's internal strengths and weaknesses, external opportunities and threats, and the various stakeholders who influence or are affected by its operations.

| 3.1   Situational Analysis

3.1.1   External Environment

The State Department conducted a Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTEL) analysis to describe and appreciate the environment under which it operates. This will allow the State Department to identify and take advantage of opportunities and prepare plans to guard against any possible threats and also purposefully enhance its strengths and exploit the opportunities towards achieving its mandate.

3.1.1.1   Summary of Opportunities and Threats

This section provides a concise assessment of the external factors that can either positively or negatively affect the State Department's aspiration of making Kenya the most preferred tourist destination. It also presents a summarized analysis of the opportunities that arise from favorable external conditions, such as economic growth, technological advancements and supportive policies. On the other hand, the Department is aware of major threats, which include effects of climate change; rapid growing population; youth unemployment; emerging pandemics among others that will hinder the realization of set programmes and projects. The State Department has designed appropriate strategic responses in terms of strategic objectives, strategies and activities to tap on those opportunities while also putting measures to minimize the effects of the identified threats as summarized in Table 3.1.

Table 3.1: Summary of opportunities and threats

Category	Opportunities	Threats
Political	i. Political goodwill and stability	i. Unfavourable political temperatures
	ii. International commitments and relations	ii. Negative travel advisories due to security threats
		iii. Weak linkages with the private tourism sector associations
		iv. Weak linkages between tourism institutions
		v. Weak governance
	i. Regional integration with open borders	i. Insecurity
	ii. Stable diplomatic relationships	ii. Acculturation
		iii. Inadequate resources to manage the influx of travellers due to open borders
	i. Enabling policies and legislation	i. Low implementation of policies and legislation
		ii. Non-compliance with the law
		iii. Disruptions arising from disasters and advisories
		iv. Stringent data and information legislation leading to data breaches
	i. Devolved governance structure	i. Lack of clarity of functions between the two levels of government
		ii. Weak synergy between the two levels of government

Category	Opportunities	Threats
	i. The government priorities under BETA	i. Weak linkage between planning and budgeting
		ii. Non-alignment of resource allocation
Economic	i. Increased per capita income	i. Economic downturns leading to reduced disposable income
		ii. High cost of living
		iii. Weak demonstration of value for money by tourists
	i. Regional economic cooperation and integration	i. Rivalry and stiff competition for tourists and revenue
		ii. Low implementation of signed protocols and agreements
		iii. Unfavourable and conflicting laws and regulations among member states
		iv. Unbalanced levels of economic development and growth among member states
		v. Varied application of standards and quality of tourism products among member states
	i. Rapid urbanization and proliferation of informal settlements	i. Insecurity
		ii. Increased immorality (child sex, prostitution, drug abuse)
		iii. Harassment of tourists
		iv. Child labour
		v. Expanding unemployed labour force
		vi. Increased pollution, environmental degradation and challenges on waste management
	i. Conducive investment environment	i. Regulatory uncertainty (policies, unpredictable tax regimes)
		ii. Currency value fluctuations
		iii. High cost of doing business
	i. Exchange rates	i. Inflation
		ii. Currency value fluctuations
	i. Expanding global demand for tourism	i. Geopolitics
		ii. Global inflation and economic meltdown
		iii. Emergence of diseases
		iv. Insecurity and terrorism
Social	i. Consumer preferences and demand for new experiences	i. Changing demographics impacting target markets
		ii. Slow adaptability and responsiveness to global trends
	i. Increased demand for social amenities	i. Inadequate funds to develop the amenities
	i. Growing demand for ethical and socially responsible businesses	i. Cultural shifts affecting brand image
	i. Host-visitor understanding (social cohesion)	i. Hostility towards emerging social philosophies and practices
		ii. Acculturation
	i. Rich and diverse cultures	i. Acculturation
		ii. Commercialization of culture

Category	Opportunities	Threats
Technological	i. Advancements in technology improving efficiency and productivity	i. Low adaptability to the changing technology ii. Inadequate funds to embrace changes in technology iii. High technology turnover iv. Resistance to technological change
	i. Innovation	i. Cyber security threats and data breaches ii. Unemployment (robotics/artificial intelligence) iii. Loss of business to more innovative destinations
	i. Automation of government systems and services	i. Potential cyber attacks ii. Loss of jobs (tourism industry is labour intensive) iii. High installation and maintenance cost iv. High technology turnover
Environmental	i. Growing demand for eco-friendly products and services	i. High costs of adopting green tourism and circular economy ii. Inadequate standards on sustainable tourism practices iii. Uncertainties in the value chain iv. Climate change
Legal	i. Favourable environment and support to develop and enact the best policies and laws	i. Legal disputes or litigation ii. Silo mentality and existing establishments maintain status quo iii. Conflicting interest iv. Low adaptation of law to changing trends in tourism
Ethical	i. Tourism sector associations exist and are ready to form and facilitate professional and ethical behaviour	i. Weak sectoral linkages ii. Weak systemic challenges iii. Inadequate funding
	i. Strengthened corporate governance and ethical practices in the tourism sector	i. Weak corporate governance and oversight ii. Imbalanced involvement of the private sector associations

3.1.2   Internal Environment

The State Department conducted a situation analysis of the internal environment (strengths and weaknesses) to establish the factors impacting its operation. The main areas of focus were categorized into: governance and administrative structures, the internal business processes, and the available resources and capabilities. The State Department will purpose to minimize the effect of its weaknesses while at the same time enhancing its strengths. The results are summarized in Table 3.2.

3.1.2.1   Governance and Administrative Structures

The State Department for Tourism is headed by the Principal Secretary as the authorized officer while the technical directorates are headed by the Tourism Secretary. The functions are undertaken by three (3) technical directorates namely: Tourism Development and Promotion; Tourism Research, Policy and Innovation; and Tourism Investment and Finance. In addition, the State Department has various support service divisions and units to enable it to deliver its functions. The Strategic Plan identified various strengths under the governance and administrative structures that include the existence of enabling policies and legal framework. The identified weaknesses include low adaptability and innovation in line with global tourism trends and the changing world; over-reliance on seasonal foreign leisure (with few source markets and limited segments); and non-alignment of laws and regulations within the tourism sector.

3.1.2.2   Internal Business Processes

The State Department has established systems, processes and standards to guide the operations and quality of service delivery within the sector. These operating procedures help in defining services and aligning them to best practices. The analysis identified various strengths and weaknesses in the state internal business processes which the Strategic Plan has prioritized to strengthen and address. The strengths include well established tourism institutional frameworks, and result-based productivity management while the weaknesses profiled include inadequate research, data and weak information sharing mechanism, inadequate funding, and overlap and duplication of functions.

3.1.2.3.   Resources and Capabilities

The resources and capabilities factor addresses critical elements that contribute to the State Department's effectiveness and sustainability. It underscores financial transparency and accountability as crucial for prudent utilization of the public resources. Kenya is considered as a world-renowned beach, and safari and eco-tourism destination with potential middle class population having high disposable income. Kenyans are also highly friendly and welcoming.

3.1.3   Summary of Strengths and Weaknesses

Table 3.2: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	• Approved organization structure • Strong workforce • Friendly stakeholders	• Gaps/deficit in in-post technical staff • Non-alignment of laws and regulations within the tourism sector • Weak linkage between indigenous local/host communities in tourism resource management
Internal business processes	• Existing policy environment • A result-based productivity management. • Well established tourism institutional framework • Enabling working environment	• Low level of compliance • Inadequate research, data and weak information sharing mechanism • Incomplete process of ISO standardization • Inadequate funding • Low adaptability and innovation in line with global tourism trends and the changing world • Lack of coordination across the tourism sector players
Resources and capabilities	• World renowned beach, safari and eco-tourism destination • Potential middle class population with high disposable income • Kenyans are friendly and welcoming • Kenya enjoys comparative international air capacity, air accessibility and connectivity • Kenya offers wide and diverse range of tourism experiences (accessibility, accommodation, attractions, amenities and activities) • Diverse and vibrant culture • Kenya is a renown ICT innovation hub in Africa • Pleasant and diverse climate all year round	• Over-reliance on seasonal foreign tourists (with narrow source markets and limited segments) • Inadequate and underdeveloped infrastructure • Low uptake of quality tourism standards in the sector • Weak resource mobilization • Limited/inadequate resources • Lack of focus on tourist market segmentation • Limited tourism experience en-route to end destinations • Inadequate cultural narrative promotion

3.1.4   Analysis of Past Performance

This section provides an in-depth analysis of the key achievements, challenges and lessons learnt during the implementation of the Strategic Plan (2018 –2022).

3.1.4.1   Key Achievements

The key achievements during the period under review are discussed below.

KRA 1: Policy and Legal Framework

The State Department for Tourism reviewed the National Tourism Policy and shared with the Attorney General's office for comments which were incorporated accordingly and submitted to the Cabinet for approval. However, with change of government, the process was not finalized. The Tourism Regulatory Authority Regulations (2014) were reviewed and awaiting stakeholder's participation.

KRA 2: Tourism Product Development

The following were achieved during the review period in terms of tourism product development.

a. **Beach Tourism Product:** The State Department developed Mama Ngina waterfront and established four Beach Management Units in Diani, Watamu, Mombasa and Malindi.

b. **Business/ Conference Tourism Product:** In the period 2018–2022, the department facilitated the establishment of a national convention bureau, modernization and refurbishment of KICC and development of a masterplan and a Public-Private Partnership (PPP) model for the development of Nairobi International Convention and Exhibition Centre (NICEC) at Bomas of Kenya. In addition, a feasibility study for the development of Mombasa International Convention Centre (MICC) was done and MoUs were signed with county governments for MICE promotion and awareness creation.

3. **Development of new niche tourism products like *Ushanga Kenya Initiative:*** In the period under review, a draft Bead-Craft policy was developed covering seven (7) counties which include Baringo, Kajiado, West Pokot, Samburu, Turkana, Narok and Marsabit. At the same time, the ministry established a policy to support local communities' participation in tourism development.

KRA 3: Tourism and Wildlife Standards

Eighteen (18) minimum standards were reviewed and developed. Additionally, EAC classification criteria was reviewed as summarized in Table 3.3.

Table 3.3: Minimum standards reviewed and developed

Year Standards developed	Minimum standards developed
2018	Developed minimum standards for: 1) Class A and B hospitality facilities 2) Tours and travel operations 3) Code of practice for Class C enterprises (tours and travel)
2019	Developed minimum standards for: 1) Hotel safety and security (Class A) 2) Conference and conventions (Class G) 3) Extreme and adventure sports 4) Food safety and hygiene 5) Halal compliance standards

Year Standards developed	Minimum standards developed
2020	Developed standards for: 1) Sap and wellness 2) Tour driver guide accommodation 3) Digital tourism Reviewed and incorporated health, safety and hygiene aspects in the following standards: 1) Hotel safety and security (Class A) 2) Conference and conventions (Class G) 3) Extreme and adventure sports 4) Food safety and hygiene 5) Halal compliance standards
2021	Developed minimum standards for: 1) Game ranches; 2) Nature trails, nature reserves 3) Conservancies 4) Amusement parks 5) Private zoos
2022	Developed minimum standards for: 1) Sustainability standards for the tourism industry 2) Sustainability standards for the hospitality industry
Review of EAC classification criteria	
2018	Reviewed criteria for: 1) Town hotels 2) Vacation hotels
2019	Reviewed criteria for: 1) Motels 2) Restaurants 3) Tented camps 4) Lodges 5) Villas, cottages and serviced apartments 6) Homestays
2020	Reviewed and incorporated health, safety and hygiene aspects in the following EAC classification criteria: 1) Motels 2) Restaurants 3) Tented camps 4) Lodges 5) Villas, cottages and serviced apartments 6) Homestays

Year Standards developed	Minimum standards developed
2021	Stakeholder validation workshops for the following reviewed EAC classification criteria:
	1) Motels
	2) Restaurants
	3) Tented camps
	4) Lodges
	5) Villas, cottages and serviced apartments
	6) Homestays
2022	Completed review for eight (8) EAC classification criteria
	1) Town hotels
	2) Vacation hotels
	3) Motels
	4) Restaurants
	5) Tented camps
	6) Lodges
	7) Villas, cottages and serviced apartments
	8) Homestays

Reviewed Standards

KRA 4: Financing and Investments

In the period under review, the State Department developed a stimulus financing package framework to enhance capital lending to hoteliers for refurbishment. The framework enabled the government to allocate Ksh 6.5 billion to hotels in a bid to enable them recover from the COVID-19 pandemic. The State Department also operationalized the Tourism Promotion Fund (TPF).

KRA 5: Research and Training

The department operationalized the Tourism Research Institute (TRI) which has continued to coordinate tourism research and implementation of findings. In the period, the Tourism Research Institute developed the Kenya Tourism Satellite Account in 2019, developed the National Tourism Research Agenda 2021–2026, New Tourism Strategy 2021–2025, conducted research on the Impact of COVID-19 on tourism in Kenya in September 2021, produced the report on the impact of World Rally Championship(WRC) 2021 and conducted one (1) tourist exit survey in 2019.

The KUC completed the development of a practical training block to aid in training of tourism students. The KUC reviewed eight (8) diploma programme curriculum and developed seven (7) diploma programme curriculum.

KRA 6: Marketing

The State Department carried out two major international campaigns on stay home and stay safe; and 'The real deal campaigns' in the period. Additionally, international MICE marketing and awareness creation was done in traditional source markets (Europe and Africa) through delegates experience campaigns.

In the same period, there was the launch of the 49 signature experiences such as yoga, homestays, walking in the desert and iconic safaris. Through these interventions, the Magical Kenya Brand awareness index grew from 65% in 2016 to 85% in 2022.

The State Department for Tourism also developed and implemented a post-Covid recovery strategy resulting into rapid recovery of the sector from the negative impacts of the pandemic. It also undertook domestic travel incentive campaigns in 2022 as well as undertaking county engagement forums and county MICE awareness engagements to create awareness on packaging of tourism products.

KRA 7: Tourism Resilience and Sustainability

In the period under review, the State Department established the Tourism Crisis Steering Committee in 2019, and established the Global Tourism Resilience and Crisis Management Centre – East Africa.

KRA 8: Collaboration/ Partnerships

The State Department has made significant collaborations and partnerships between it and various stakeholders in areas of development of tourism strategies and policies, capacity development, marketing and product development. These partnerships have seen the growth of tourist arrivals and the sector in general. A framework to strengthen the relationship between the two levels of government (national and county) was also developed.

KRA 9: Organizational Capacity

In the period 2018–2022, the State Department reviewed the staff establishment which was duly approved by Public Service Commission (PSC) and also conducted a training needs assessment which has informed the department's training schedule. The State Department implemented various activities towards enhancing positive organizational culture which include, motivational talks and team building exercises, among others. In addition, capacity building of staff was undertaken on the use and adoption of Government Human Resource Information System (GHRIS).

3.1.4.2 Challenges

The sector faced various challenges that affected the implementation of the Strategic Plan and the effectiveness of Kenya's tourism sector in general. Some of the challenges encountered during the plan period include the following.

1. Inadequate funding

Development of tourism products and facilities as well as development and implementation of tourism standards, marketing of destination and capacity development is capital intensive and requires sustainable funding mechanisms. These activities were negatively affected by insufficient budgetary support and lack of innovative source for funding to the sector.

2. Low uptake of modern technology

The emergence of millennials and digital nomads' tourists require commensurate changes in delivery and consumption of tourism products across the value chain. In addition, full digitalization of tourism systems and processes in the sector to deliver an end-to-end digital tourism and travel experiences remains low and slow hence inhibiting visitor experience. This has been exacerbated by the slow pace in keeping up with modern technology.

3. Limited tourism product offering

Over time, the sector has heavily relied on limited product offering (beach and safari/wildlife). However, the quality of the beach and safari product has been declining over the years due to dilapidated tourism sites, poor perception of safety and cleanliness at the beaches and parks as well as environmental concerns.

4. Weak collaboration and partnerships

Kenya is a signatory to various international commitments whose implementation depends on many external and internal players. Collaboration and synergy among multiple state and non-state actors who have different mandates, roles and capacities remain weak leading to duplication of legislations, regulations and functions.

5. Weak governance structures

Weak governance structures impeded the implementation of policies and strategies for sustainable tourism development, marketing, investment and overall economic growth.

6. Weak collaboration and coordination between national and county governments

Weak collaboration and coordination between the two levels of government continued to create misunderstanding, poor relations and delineation of functions. Inadequate consultation, coordination and collaborations in various programmes and projects has also brought unending conflicts among them.

7. Perceived insecurity challenges

The negative perception of the destination's safety and security led to issuance of travel advisories. This led to reduction of tourist arrivals, earnings, loss of jobs, income and decreased investment, among others.

8. Outbreak of COVID-19 pandemic and other health related emergencies

The outbreak of the COVID-19 pandemic and other health-related emergencies had profound and far-reaching impacts on the tourism sector both globally and locally. This included change of travel patterns and behaviour, impact on meetings and events, loss of revenue, loss of jobs and closure of facilities such as the Hilton Hotel, Intercontinental, Treetop Hotel, among others.

9. Inadequate physical infrastructure

Inadequate and poor state of infrastructure such as roads, airports and airstrips, and communication services facilities which are critical in enhancing destination competitiveness continue to be a hindrance in the tourism sector. Most tourist attraction sites have inadequate essential services such as water and waste management systems, signage and fencing.

10. Weak linkages between the tourism associations

Tourism is a global business operating in a fiercely competitive landscape. There has been weak linkages between tourism associations which has led to uncoordinated efforts in undertaking the tourism activities.

11. Negative effects of climate change

Kenya's tourism sector is vulnerable to the effects of climate change. These effects disrupted tourism activities and damaged infrastructure, increased safety risks, led to loss of biodiversity, vanishing of glaciers in Mt. Kenya, and caused rising sea levels and wildfires, among other concerns.

12. Inadequate human resources

A lack of enough skilled personnel hampered effective implementation of tourism initiatives, affecting service quality, marketing efforts, and overall competitiveness in the global market.

13. Weak policy and legislative framework

The National Tourism Policy and Tourism Act 2011 are not aligned to the constitution and emerging global tourism trends, respectively.

13. Poor communication and information sharing

The sector lacks a clear communication and information sharing platform which is key in ensuring all sector players are abreast with the current and emerging issues in the sector. This includes platforms sharing information on approved hotel tour operators, travel agencies, airlines and train schedules, immigration and health requirements and Kenya missions abroad. Additionally, we lack defined and strategic positioned information centres and signages that tourists can use to make informed decisions as they travel.

3.2   Lessons learnt

In the period under review, the following key lessons were learnt.

i.   Clear policy direction is critical for adoption and implementation of plans, programmes and projects.

ii.   Leadership and good governance is paramount for the implementation of the Strategic Plan.

iii. Timely and accurate research enhances effective decision-making and sustainable tourism development.

iv.   Proper resource mobilization and utilization is crucial for successful growth of the sector.

v.   There is need to enhance collaboration between the various players in the tourism sector.

vi.   Adoption of technology is key in tourism marketing, promotion and product development.

vii. Operationalization of a crisis management centre is critical for mitigating negative impacts of tourism-related crises from time to time.

3.3   Stakeholder Analysis

The State Department interacts with many internal and external stakeholders in the process of carrying out its functions. Stakeholders are individuals and organizations that influence or are impacted upon by the operations of the tourism sector. These stakeholders provide opportunities for the sector to enhance its efficiency and effectiveness or present threats that may have significant impact on the implementation of the Strategic Plan. Table 3.4 shows the results of the stakeholder analysis by outlining the expectations that each stakeholder has on the tourism sector in the discharge of its mandate and what the State Department expects from them.

Table 3.4: Stakeholder analysis

S/No	Stakeholder	Role of the stakeholder	Expectation of the stakeholder	Expectation of theState Department of Tourism
S/No	Stakeholder	• Role of the stakeholder	• Expectation of the stakeholder	• Expectation of theState Department of Tourism
1.	The public	• To seek services and provide feedback • To promote tourism activities	• Active participation • Enhanced awareness in the sector • Efficient and effective services • Transparency and accountability in the service delivery	• Timely provision of regular feedback on services • Responsive to the members of the public • Compliance with laws and regulations • Ownership and sustainability of projects
2.	Staff	• To provide timely services • To receive and disseminate feedback • To be accountable	• Commitment to their welfare • Reward of excellent performance • Favourable terms and conditions of service • Good work environment	• Improved productivity • Provide necessary skills and manpower • Exhibit a good image of the State Department • Efficient and timely services to the citizens and stakeholders
			• Skills development and job progression • Efficient and effective human resource services • Participatory and fair appraisal • Capacity development through the required training	• Adherence to policies, rules and regulations of the ministry • Efficient utilization of resources allocated
3.	Researchers and academic institutions	• To undertake research and disseminate results on various topical areas	• Provide internship to their students • ·Share the generated data and information • Partnership and collaboration in research and policy formulation	• Training of staff who are competent enough to deliver on the ministry's mandate. • Sharing of research findings to inform evidence-based policy decisions
4.	Ministries Department and Agencies (MDAs)	• To enhance collaborations and coordination in service delivery	• Strengthen support and collaboration with ministries and state corporations under the new governance structure	• Promote inter-ministerial coordination and collaboration, devolution and decentralization opportunities
5.	Independent commissions	• To secure the observance of democratic values and principles, and promote constitutionalism	• Adherence to the constitution	• Provide policy guidance on respective mandates • Capacity building of staff
6.	Contractors, suppliers and merchants	• To supply goods and services	• Timely payments for goods and services supplied • Procurement process that are transparent and accountable as well as ensuring fair competition	• Efficient, effective and timely delivery of goods and services • High standards of technical works undertaken, goods and services supplied that meet contractual obligations • Competitive pricing
7.	Professional bodies	• To provide necessary professional guidance • To enforce regulations and standards	• Compliance by technical staff through registration and renewal	• Improved standards of technical expertise and professional management • Improved innovation, research and development, and policy analysis
8.	Non-state actors such as NGOs, civil societies, CBOs and others	• To provide advocacy services	• Participation in the ministry policies, projects and programmes development • Provision of quality services in the tourism sector	• Active participation and collaboration • Positive multi-stakeholder engagement • Accountability demands

S/No	Stakeholder	Role of the stakeholder	Expectation of the stakeholder	Expectation of theState Department of Tourism
9.	Development partners and international organizations	• To provide financial and technical support	• Efficient use of resources • Achievement of planned outcomes of projects implemented • Involvement in planning for the sector	• Support specific programmes whose implementation is coordinated by the ministry • Timely disbursement of committed resources • Technical assistance and support
10.	Parliament	• To enact laws and regulations on policy frameworks • To provide oversight	• Timely submission of draft policies and bills for legislation • Timely response to parliamentary questions • Efficient utilization of allocated resources	• Timely approval of policies and bills • Ensure adequate funding and appropriation of budgets
11.	Media	• To offer publicity	• Provision of timely, accurate and reliable information	• Enhancing awareness and information documentation and communication including feedback • Fair and responsible coverage and reporting
12.	County governments	• To collaborate and partner with national government to implement policies	• Policy guidance on tourism sector • Partnership in implementation of devolved and decentralized functions in tourism development • Capacity building on tourism development and related issues • Technical advisory and support	• Proper implementation of policies, legislation and regulations for both levels or tiers of government\ • Partnership in implementation of national programmes and projects • Ownership and sustainability of projects and programmes
13.	Private sector	• To undertake investments to support growth of the sector • To undertake Public-Private Partnerships (PPPs) on projects and programmes	• Development of a coordination framework for all sector players • Provide enabling environment and incentives for business • Involvement in policy formulation in the sector • Increased involvement of PPPs for tourism and wildlife development	• Compliance with laws, regulations and best business practices • Active engagement in stakeholder meetings and collaborations • Increased funding for prioritized PPPs projects in tourism development activities • Play their rightful role in tourism and wildlife development

Strategic Issues, Goals and Key Result Areas

CHAPTER
04

This section provides the Key Result Areas, strategic issues and strategies based on institutional goals, objectives and activities. The strategies inform the resource requirements and benchmarks for monitoring and performance measurement over the plan period. The State Department's goals, objectives and activities will be the points of reference when analyzing the deliverables in this Strategic Plan.

| 4.1   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 especially the Lake Turkana basin which is known for rich archeological and paleontological discoveries notably the Turkana boy, the oldest stone tools and the abundant fossils hence labelling Kenya as home of human origin. Other existing tourism products are cultural tourism, cruise 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. There is also low integration of youth who are rich in creativity, energy and digital fluency in tourism sector.

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. The State Department have come up with an initiative of *one tourist one tree* in order to mitigate on the effects of climate change as well as growing fifty million trees annually in the planned period

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.

| 4.2   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.

| 4.3   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:** Institutional Capacity Development

Table 4.1 highlights the strategic issues, goals and KRAs that the State Department will focus on during the implementation period.

Table 4.1 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	Institutional Capacity Development

Strategic Objectives and Strategies

CHAPTER
05

This chapter outlines the strategic objectives and strategic choice, which will guide the achievement of the State Department's aspirations over the medium term (2023–2027). The strategic objectives and strategies are aligned with the vision, mission and core values.

| 5.1   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 empower the young generation as leaders in tourism through innovation and entrepreneurship.

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

Table 5.1: Strategic objectives and the expected deliverables

Strategic objective	Outcome	Outcome indicators	Year 1	Year 2	Year 3	Year 4	Year 5
To strengthen the tourism policy and legal framework.	Strengthened institutional governance	% level of completion of reviewed Policies/Acts		63	80	90	90
To improve on visitor experience and broaden the tourism product range.	Increased market share and a higher number of visitors	Tourism experience index %		70	75	80	90
		Visitor satisfaction levels		100	100	100	100
To empower young generation as leaders in tourism through innovation and entrepreneurship.	Empowered youth and youth-friendly tourism destinations.	Number of youth empowered		20,000	30,000	40,000	50,000
		Number youth-friendly tourism products initiated		10	30	50	100
		Increase in tourist arrivals (million)	2.028	2.09	3.7	4.5	5
		Increase in tourism earnings (billion)	325	352	534	664	824

Strategic objective	Outcome	Outcome indicators	Year 1	Year 2	Year 3	Year 4	Year 5
To increase the number of events and delegates hosted.	Enhanced conference tourism	No. of conferences held	11,614	12,775	14,053	15,458	16,863
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		25%	50%	75%	100%
		% of planned targets implemented according to the planned schedule and specifications		25%	50%	75%	100%
To promote public communication and awareness.	Informed tourism sector and stakeholders	No. of public documents disseminated		20	20	20	20
To enhance resource mobilization for tourism development.	Sustainable financing for tourism development	Increase in amount of private capital investments in PPPs (Ksh millions)		2B	3B	4B	5B
To promote collaboration and enhance partnerships in the tourism sector.	Strengthened linkages and collaborations in the tourism sector	Level of implementation of partnership agreements		25%	50%	75%	100%
		Level of collaboration between the two levels of government		25%	50%	75%	100%
To increase tourism investments.	Increased income and job creation	Increase in tourism sector contribution to GDP	10.39%	10.50%	11%	11.50%	12%
		Direct contribution of tourism industry to Kenya GDP		4.40%	5.50%	6.50%	8%
		Increase in number of people employed in the sector	5.5	5.8	6	6.2	6.5
To enhance access, equitable benefit sharing and sustainable use of resources.	Sustainable use of tourism resources	% absorption rate of funds	80%	100%	100%	100%	100%
To promote strategies and actions for mitigating and adapting to climate change.	Improved working environment	No. of mitigation and adaptation strategies developed		10	10	10	10
To improve efficiency and effectiveness in service delivery.	Improved service delivery	Customer satisfaction levels	62	100	100	100	100
		% level of processes automation	60	80	90	100	100
To strengthen institutional capacity for improved service delivery.	Motivated staff	Productivity index score for the State Department	1.285	2.92	4	7	8

| 5.2   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 5.2.

Table 5.2 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
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, tradeshows, roadshows, expos, exhibitions and events
		SO 3.2: To increase the number of events and delegates hosted.	i. Enhance destination MICE infrastructure and capacity

Key Result Area	Strategic issue	Strategic objective	Strategic choices
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
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

Key Result Area	Strategic issue	Strategic objective	Strategic choices
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

Implementation and Coordination Framework

CHAPTER
06

This chapter highlights how the Strategic Plan will be implemented through the annual workplans, budgeting and performance contracting It also covers the coordination framework which comprises the institutional framework and leadership structure. Further, it proposes the appropriate organizational structure, optimal staff establishment, skills set and competence development. Finally, it provides an analysis of institutional risks and their mitigation measures.

| 6.1 Implementation Plan

The State Department will implement the Strategic Plan through annual work plans. The workplans give the strategic objectives of each Key Result Area, annual targets, budgets and responsibility for execution of the activities. The concept of performance contracting will also be deployed in operationalizing the Strategic Plan. The detailed implementation matrix for the Strategic Plan is presented as Annex 1.

6.1.2 Annual Workplan and Budget

The State Department will develop a costed activity-based annual workplan as informed by this Strategic Plan. This will be cascaded to directorates, departments, divisions and units.

6.1.3 Performance Contracting

The State Department will develop a performance contract for each financial year as a basis to ensure efficient and effective service delivery. The performance contract will be cascaded from the Cabinet Secretary to the Principal Secretary, Tourism Secretary, directorates, departments, divisions and units to effectively link the performance of every functional area with the organization mandate.

| 6.2 Coordination Framework

A multi-faceted approach will be adopted in the implementation of this Strategic Plan that will include the institutional framework, staffing levels, skills set and competencies, leadership, systems and procedures that will be harmoniously coordinated to ensure success in achieving the objectives of this Strategic Plan.

6.2.1 Institutional Framework

The implementation of the Strategic Plan will be premised on a robust structure with clear hierarchy, roles, responsibilities and reporting relationships. Effective policies, laws, regulations and procedures will be implemented and where necessary, formulated to facilitate the execution of the identified strategies.

The State Department has an approved staff establishment that was revised and approved in the year 2019. The revised establishment greatly strengthened the technical cadre comprised of tourism officers where a flatter structure and two extra directorates were created with the headship at Director level. The tourism functions have three (3) technical Directorates namely: Tourism Research, Policy and Innovation; Tourism Development and Promotion; and Tourism Investment and Finance.

The General Administrative Services comprises Administration, Central Planning and Project Monitoring Department, Supply Chain Management, Finance, Accounts, Internal Audit, Information Communication Technology, Public Communication, Human Resource Management and Development and Legal Department.

6.2.2 Staff establishment, Skills Set and Competence Development

Staff establishment, skills set, and competency development is provided in Table 6.1.

Table 6.1: Staff establishment

Cadre	A/E-Approved Establishment	I/P-In Post	Variance
Cabinet Secretary	1	1	0
Principal Secretary	1	1	0
Tourism Secretary	1	1	0
Secretary Administration	1	0	-1
Advisor – Specialist [1c]	1	1	0
Advisor – Specialist [2a]	1	1	0
Director Tourism Development and Promotion	1	1	0
Director Tourism Investment and Finance	1	0	1
Director Tourism Research Policy and Innovation	1	1	0
Deputy Accountant – General	1	1	0
Deputy Chief State Counsel	1	1	0
Deputy Director Supply Chain Management	1	0	-1
Director Human Resource Management and Development	1	1	0
Director Planning	0	1	-1
Director Administration	1	0	-1
Senior Deputy Secretary	1	1	0
Chief Finance Officer	1	1	0
Director – Public Communications	0	0	0
Tourism Cadre	55	13	-42
Accountants	7	12	5
Administrators	2	3	1
Clerical Officers	8	15	7
Counsellors	1	1	0
Drivers	17	8	-9
Economists	3	4	1
Finance Officers	2	4	2
Hospitality Officers	0	1	-1
HRM&D officers	7	9	-2
ICT Officers	5	3	-2
Legal Officers	1	0	1
Librarians	2	1	-1
Office Administrator/Administrative Assistant	20	11	-9
Public Communication Officers/Assistant	3	6	-3
Photojournalist/Photographer	1	1	0

Cadre	A/E-Approved Establishment	I/P-In Post	Variance
Receptionist/Assistant	4	2	-2
Record Management Officers	4	2	-2
Security Officer/Warden	3	2	-1
Supply Chain Management Officer/Assistant	5	12	7
Office Assistants	13	10	-3
Total	**180**	**133**	

Table 6.2 Skills set and competence development

Cadre	Skills set	Skills gap	Competence development
Tourism Officers	• Tourism planning • Policy development and implementation skills • Leadership development skills • Communication skills • Business management skills • Project Management skills • Developing Memorandum of Understanding • Supervisory and counselling skills • Financial management skills • ICT skills	• Project management skills • Information technology skills • Supervisory skills • Policy development and formulation skills • Project proposal and report writing skills • Negotiation skills • Monitoring and evaluation skills • Events management and protocol skills • Mapping skills • Financial management skills • ICT skills	• Negotiation skills • Event management and protocol • Financial management training • Monitoring and evaluation • Innovativeness and creativity • Planning and organizing • Business acumen and commercial awareness • Language skills and cultural sensitivity • Adaptability and flexibility • Analytical • ICT skills
Economists	• Performance contracting • Research and innovation • Policy development process • Data analysis, collection and management • Report writing • Statistical interpretation • Strategic planning and management • Monitoring and evaluation • Information Communication Technology	• Performance management skills • Project management skills • Leadership skills • Monitoring and evaluation skills • Productivity management skills • Project proposal	• Project planning and management training • Report writing • Professional certifications • Data analysis packages • Monitoring and evaluation • Analytical skills

Cadre	Skills set	Skills gap	Competence development
Finance	• Budgeting • Report writing • Financial analytics • IFMIS and GIMIS user skills • Program- based budgeting • Financial planning and management • Public finance management knowledge	• Project management skills • Conflict resolution and interpersonal skills • Leadership development skills • Information technology skills • Risk management skills	• Public finance management course • Advanced financial planning/budgeting courses • Data analysis training • Risk management seminars • Cash and treasury management training • Financial reporting • Budgeting and forecasting • Ability to work under pressure and time management
Supply Chain Management	• Public procurement and contract management training • Training on IFMIS users • Asset management and disposal skills	• Conflict resolution skills • Leadership skills • Project management skills • Public procurement and contract management skills • Record keeping skills • Risk management skills • Asset management and disposal skills	• Reports writing • Computer application skills • IFMIS users skills • Negotiation skills • Analytical skills • Accuracy • Conflict resolution • Responsibility ethics
Human Resource Management & Development	• Counselling skills • Leadership skills • Industrial relations • Supervisory skills • Administration • Coaching and mentoring • Employee relations • Recruitment and talent management skills	• Leadership skills • Performance management skills • Communication skills • Counselling skills • Emotional intelligence skills • Human relation skills • Occupational health and safety regulations and procedures skills • Advanced HR analytics skills • Labour laws regulations and procedures	• Leadership, employee and human relations • Emotional training capacity building • HR analytics training • Continuous professional development courses • Performance management workshops • Labour laws and compliance training • Payroll administration management courses
Legal	• Arbitration of disputes skills • MoU development skills • Management of contractual documents skills • Presidential directives interpretation skills • Multi-lateral agreement skills	• Negotiation skills • Communication skills • Researching, monitoring and evaluation skills • Reporting and report writing skills • Investigative skills • Counselling skills	• Leadership management skills • Legal procedures • negotiation and mediation • Concept writing • Communication skills • Attention to detail and accuracy • Analytical skills

Cadre	Skills set	Skills gap	Competence development
Accounting	• Financial analytical skills • IFMIS users skills • Cash and treasury management skills • Financial accounting and reporting skills	• Leadership development skills • Information communication technology skills • Financial planning skills • Financial regulations skills • International public sector accounting standards skills	• Public finance management courses • Regulatory compliance training • Cash and treasury management training • Report writing • Financial reporting • Analytical skills • Keen to details • Accuracy
Administration	• Communication skills • Report writing skills • Customer care skills • Leadership skills • Asset management skills	• Negotiation skills • Communication skills • Report writing skills • Logistics management skills • Records management skills • Disaster management skills • Fleet management skills	• Negotiation skills training • Refresher courses on leadership and disaster management • Fleet management • Planning and organizing
Public Communication	• Report, speech and press release writing • Foreign language proficiency • Customer service orientation • Protocol and event management skills • Photography, videography andgraphic design skills • Branding	• Information technology skills • Communication skills • Customer service skills • Public speakings	• Report writing • Public relations • Protocol and events planning • Speech writing • Communication skills
Information Communication Technology	• ICT project management • Programming, scripting and networking skills • Cyber security expertise • Support and maintenance • Data analytics • Basic networking troubleshooting • Knowledge of operating systems	• Advanced networking skills • Cybersecurity best practices • Emerging technologies • Information security management skills • AI technological skills	• Computer maintenance and security • Information security management system • Advanced networking concepts • Certifications • Threat intelligence and ethical hacking • Knowledge on emerging technology-oriented courses

Cadre	Skills set	Skills gap	Competence development
Office Administration	• Interpersonal communication • Fleet management • Report writing • Minutes writing • Customer care • Etiquette • Public speaking	• Communication skills • Secretarial skills • Counselling skills • Report writing skills • Etiquette • Minutes writing skills • Relationships building skills	• Customer relations and secretarial management • Assertiveness • Tact, discretion and diplomacy • Attention to detail • Time management • Teamworking
Records Management	• Records and information management skills • Computer application skills • Indexing and referencing skills	• Electronic record keeping skills • Information archiving skills	• Computerized record management training • Information archiving training
Clerical and Support Staff	• Computer application skills • Records management • Customer care skills	• Computer skills • Numerical skills • Advance Ms., Excel skills • Customer care skills	• Trainings on advance computer applications skills • Customer care training • Training on supervisory skills
Security	• First aid course • Occupational health and safety	• Customer care relations skills • First aid course • Occupational health and safety skills • Emergency management skills • Discernment skills • Observation skills • Effective communication skills	• Integrity and ethics • Alertness • Occupational health and safety • Customer care training • First aid • Decision-making
Hospitality	• First aid course • Occupational health and safety	• Customer care relations skills • First aid course • Occupational health and safety skills • Etiquette	• Negotiation skills • Interpersonal relations • Organization and time management • Problem-solving and initiative • Attention to detail • Training on occupational health and safety • Customer care training • First aid

Cadre	Skills set	Skills gap	Competence development
Drivers	• Interpersonal communication • Fleet management • Decision-making • Time management • Protocol • Etiquette • Defensive driving • First aid	• Information technology skills • First aid course • Counselling skills • Defensive driving skills • Time management skills • Navigation skills • Attention to detail	• Refresher course in defensive driving • First aid • Basic automobile mechanics • Concentration
Support Services	• Time management • Interpersonal communication • Administrative • Records management • Communication • Teamwork	• Basic information technology skills • Interpersonal skills • Communication skills • Customer care skills	• Verbal communication skills • Time management • Detail-oriented • Multi-tasking • Prioritization of tasks • Customer care training • Training on interpersonal skills

6.2.3 Leadership

To effectively implement this Strategic Plan, the Cabinet Secretary and the Principal Secretary will provide the requisite leadership whereby the strategic theme teams per KRA will be appointed with clear Terms of Reference. In addition, the head of Directorates will play a key role in fast tracking the implementation of projects and programmes within their jurisdictions.

| 6.3 Business Process Re-Engineering

The State Department will strive to continuously improve on service delivery to its stakeholders in an efficient, effective and sustainable manner and in line with its mandate. The Department will undertake re-engineering of its processes which will involve digitization and automation of the processes and strengthening of performance management. It will also continuously develop employee competencies, enhance data management and systems integration.

| 6.4 Risk Management Framework

The implementation of this Strategic Plan is potentially exposed to various risks, among them strategic, operational, financial and technological risks. To ensure effective implementation of the proposed strategies, the State Department will ensure all programmes and activities are subjected to risk assessment and appropriate mitigation measures put in place. The State Department will develop a robust risk management strategy that will ensure that risks are identified in a timely manner and mitigation measures promptly implemented to minimize their negative impact.

Table 6.4 provides the State Department's Risk Management Framework.

Table 6.3 Risk Management Framework

Risk class/ category	Risk	Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall risk level (L/H/M)	Mitigation measures
Risk class/ category	Risk	Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall risk level (L/H/M)	Mitigation measures
Financial	Financial underperformance	Funding constraint, cost overruns, revenue uncertainties and budget cuts can impact on project financing.	H	H	H	i. Adopt PPP framework. ii. Develop bankable proposals for development partners funding.
Fiscal	Budget cuts	Fiscal deficits, debt levels, and contingent liabilities can negatively impact on the fiscal sustainability.	M	H	M	i. Formulating and implementing sound policies that ensure sustainable public finance over the medium term. ii. Adhering to the PFM Act and fiscal responsibility principles.
Compliance and legal	Non-compliance management system	SDT will comply with the various legal, regulatory and accounting standards to avoid litigations, penalties and legal disputes.	H	H	H	i. Regular capacity building on new and updated laws, regulations and standards and how to apply the same.
Technological	Inadequate system safeguard	Data availability, system downtime, confidentiality and integrity (cyber security threats and software vulnerabilities).	H	H	H	i. Ensuring all ICT equipment are installed with updated anti-virus and anti-phishing strategies; and provide sufficient budgetary allocation. ii. Implementation of strong network intrusion prevention and detection system (firewall). iii. Regularly update and patch the system for security.

Risk class/ category	Risk	Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall risk level (L/H/M)	Mitigation measures
Organizational	Human resource	Inadequate staff to support implementation of the mandate.	H	H	H	i. Recruit for vacant posts.
						ii. Develop optimal staffing.
		Poor succession planning.	H	H	H	i. Develop and implement succession plan.
Infrastructural	Poor tourism infrastructural facilities/ amenities	The accessibility to the tourism sites needs rehabilitation and setting up of social amenities.	M	M	M	i. Develop and maintain tourist facilities, sites and amenities.
Disasters	Emergency	Vulnerability to disasters such as fire breakouts, terrorist attacks, physical attacks and/or theft.	H	H	H	i. Develop and implement disaster management strategies.
Environmental	Climate change effects	Effects of climate change; ecosystem degradation; and loss of habitat.	H	M	M	i. Promote green tourism.
						ii. Promote green financing.
Safety and security	Insecurity of documents	Loss of documents.	M	H	M	i. Promote offsite backup mechanism.

STATE DEPARTMENT FOR TOURISM

Resource Requirements and Mobilization Strategies

CHAPTER

07

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

7.1 Implementation Plan

The financial requirement for implementing the Strategic Plan is presented in Table 7.1.

Table 7.1: 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**

7.1.1 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 Table 7.2.

Table 7.2: Resource gaps

Legend:
- Requirement (Ksh million) (A)
- Estimated resource allocation (Ksh million) (B)
- Variance (Ksh million (A – B)

TOTALS		
11,646	4,539	-7,107
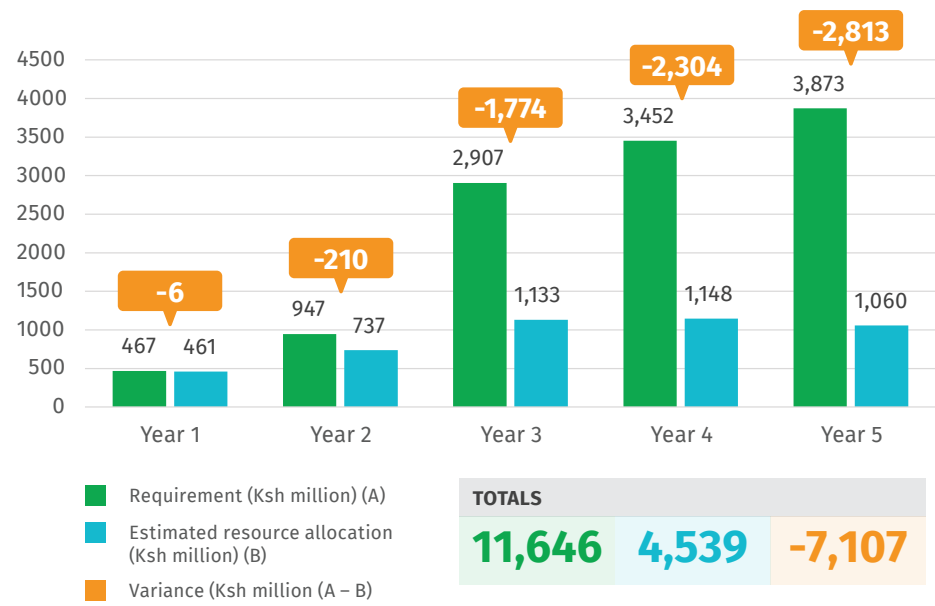
7.2 Resource Mobilization Strategies

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.

7.3 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.

Monitoring, Evaluation, Reporting and Learning

CHAPTER

08

This chapter discusses the framework for monitoring, evaluation, reporting and learning of the Strategic Plan. This will involve a systematic and continuous process of collecting and analyzing information based on the indicators and targets set during the Strategic Plan period. The reports and results of M&E will be used to make corrective actions, improve implementation of activities and inform future plans.

| 8.1 Monitoring Framework

Monitoring the implementation of the Strategic Plan involves systematically tracking activities and actions to assess progress toward achieving the State Department's mandate. This process will measure progress against specific targets set under the activities in the Strategic Plan. Monitoring must be timely and effective to identify opportunities and challenges, allowing for corrective measures when necessary to ensure prudent use of resources and the achievement of targets.

The Continuous Performance and Progress Monitoring Division (CPPMD) with representation from specific departments, will undertake ongoing monitoring of these targets on a quarterly, semi-annual or annual basis as needed. This approach ensures that strategies are implemented, performance is measured, progress reports are prepared and reviewed, and corrective action is taken where necessary. The monitoring process will be guided by a template provided in Annex 2.

| 8.2 Performance Standards

The Head of the Monitoring and Evaluation (M&E) Department will be responsible for data collection for the respective KRAs. Standards for tracking the performance of the Strategic Plan will be outlined, including the definition of Key Performance Indicators (KPIs), identification of outcomes, outputs and efficiency levels. Additionally, best practices will be documented during the Mid-term and End-term reviews, and the findings will be disseminated to all stakeholders for learning and continuous improvement.

| 8.3 Evaluation Framework

Evaluation of the implementation of the Strategic Plan will be conducted through the Mid-term and End-term reviews. However, ad hoc reviews will also be initiated during the implementation period on need basis. The evaluation process will incorporate external reviewers to enhance objectivity. The information collected during the evaluation will be captured in a template under the Annexes.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome indicators	Baseline		Target	
			Year	Value	Mid-term period	End of plan period
Policy and legislation	Strengthened institutional governance	Level of completion of reviewed Policies/Acts	2023	63.77	80	90
Product development and diversification	Increased market share and a higher number of visitors	Tourism experience index	2023	70	80	90
		Visitor satisfaction levels	2023	70	100	100
	Empowered youth	Number of youth empowered	2023	20,000	30,000	50,000
		Number of youth-friendly tourism products initiated	2023	10	50	100
Financing and investment	Enhanced tourism experience	Percentage completion levels of new tourism amenities	2023	50	75	100
Marketing and promotion	Increased revenue and economic growth	Increase in tourist arrivals (millions)	2023	2.09	4.5	5
		Increase in tourism earnings (billions)	2023	352	534	824
		Increase domestic bed nights occupancy (millions)	2023	4.62	7.5	12
	Enhanced conference tourism	No. of conferences held	2023	11,614	14,053	16,863
Tourism training, research, technology and innovation	Enhanced evidence-based decision-making	Level of tracking and reporting on implementation of development policies, strategies and programmes	2023	60	100	100
		% of planned targets implemented according to the planned schedule and specifications	2023	65	100	100
	Promote participatory, inclusivity and accountability	No. of public documents disseminated	2023		20	20
Financing and investment	Sustainable financing for tourism development	Increase in amount of private capital investments in PPPs (Ksh millions)	2023		3B	5B
	Strengthened linkages and collaborations in the tourism sector	Level of implementation of partnership agreements	2023		100	100
		Level of collaboration between the two levels of government	2023		100	100
	Increased income and job creation	Impact of tourism on GDP	2023	10.50	11.50	13
		Direct contribution of tourism industry to Kenya GDP	2023	4.40	6.50	8
		Increase in number of people employed in the sector	2023	5.5	6	6.5
	Sustainable use of tourism resources	% absorption rate of funds	2023	80	100	100

Key Result Area	Outcome	Outcome indicators	Baseline		Target	
			Year	Value	Mid-term period	End of plan period
Climate change	Green and circular economy	No. of mitigation and adaptation strategies developed	2023		10	10
Institutional Capacity Development	Improved service delivery	Customer satisfaction levels	2023	62	100	100
		% level of processes automation	2023	80	90	100
	Motivated staff	Productivity index score for State Department	2023	2.92	7	8

Mid-Term Evaluation

Mid-term review of the Strategic Plan will be carried out in the third year of implementation. Its aim will be to evaluate the two and a half (2.5) year's activities and indicate the extent to which the State Department for Tourism has implemented the Strategic Plan. The report generated will be used to review the programmes/activities to achieve the goals set in the Strategic Plan on time.

End-Term Evaluation

End-term review will be carried out in the fifth year. The objective will be to enumerate results and document lessons learnt. The review results will be used during the next Strategic Planning cycle.

| 8.4   Reporting Framework

Regular reporting at all levels will be done on a quarterly basis in terms of quarterly reports and annually in terms of annual reports through the performance contracts. This will ensure a repository of knowledge that provides a basis of problem-solving and innovation, growth and sustainability of programmes.

Monitoring and evaluation reports will be useful to various stakeholders, key among them being the State Department for decision-making, the National Treasury and Economic Planning for budgeting and the Controller of Budget for allocation of resources.

| 8.5   Feedback Mechanism

The State Department shall ensure that lessons learnt are captured and fed into a continual adjustments and improvement of the necessary corrective interventions in the strategy. Measurements of actual performance will be made at predetermined times and compared with the performance standards. If the actual results fall outside the planned targets, action will be taken to correct the deviation. The action will not only correct the deviation but also prevent its recurrence.

Annexes

Strategic issue: Non-alignment of the Tourism Policy to the Constitution and emerging issues.

Strategic goal: Strengthened policy and legal framework.

KRA 1: Policy and legislation

Outcome: Strengthened policy and legal framework.

Strategic objective 1: To strengthen the tourism policy and legal framework.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Alignment of the Tourism Policy and Act to the existing legal and policy frameworks	Review the national Tourism Policy	National Tourism Policy	No. of policies reviewed	1		1					30				Director, Policy, Research, and Innovation	CPPMU, Legal, Admin
	Review the Tourism Act	Tourism Act	No. of laws enacted	1			1					20				
	Develop tourism regulations	Tourism regulations	No. of tourism regulations developed	1				1					40			
	Develop a National Tourism Strategy (2025–2030)	National Tourism Strategy (2025–2030)	National Tourism Strategy (2025–2030) developed	1			1				35	20				
	Development of Youth Tourism Strategy	Youth Tourism Strategy	Youth Tourism Strategy developed	1			1					20				
Strengthen tourism safety and security	Operationalize the Tourism Protection Service	Tourism Protection Service operationalized	% of the Tourism Protection Service operationalized	100		20	40	90	100		20	30	20	20		
	Conduct capacity building forums on the safety and security	Stakeholder capacity building forums on safety and security conducted	No. of capacity building forums on safety and security conducted	15	3	3	3	3	3	30	30	50	30	30		
Sub-total for KRA 1										**30**	**115**	**140**	**90**	**50**		

Strategic issue: Low tourism products diversification and visitor experience.

Strategic goal: Improved visitor experience and broaden tourism products range.

KRA 2: Product development and diversification

Outcome: Improved visitor experience.

Strategic objective 1: To improve on visitor experience and broaden the tourism product range.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Diversify and develop new tourism attractions and niche products across the country	Map tourist attraction sites across the country	Tourist attraction sites across the country mapped	No. of tourist attraction sites across the country mapped	50	10	10	10	10	10	100	85	75	70	70	Director, Tourism Product Development and Promotion	D/PRI, D/TFI, CPPMU, Admin
	Map tourism niche products across the country	Tourist niche products mapped across the country	No. of tourism niche products across the country mapped	5	1	1	1	1	1	0	50	75	20	20		
	Diversify tourism products	Tourism products diversified	No. of tourism products diversified	10	2	2	2	2	2	20	20	20	20			
	Development of cruise tourism	Tourism product developed	Implementation rate				20	50	80			20	30	40		
	Develop niche products development strategies (Eco tourism, sports tourism, adventure tourism, health tourism, cultural tourism, heritage tourism, agro tourism, gastronomy tourism, avi tourism and astro tourism)	Strategies developed	No of strategies developed	10				10				50				

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget (Ksh million) 22/23	23/24	24/25	25/26	26/27	Responsibility Lead	Support
	Develop tourism niche products across the country	Tourism niche products developed and operational	No. of tourist niche products developed across the country	4		1	1	1	1		50	200	100	155		
	Conduct feasibility study on MICE	Feasibility study on the development of new MICE facilities	No. of feasibility studies conducted	5	1	1	1	1	1	5	5	5	5	5		
	Undertake awareness creation on uptake of the tourism products	People sensitized	No. of people sensitized	1,000	-	250	250	250	250	-	10	10	10	10		
	Document best practices on tourism product development	Best practises database	No. of best practises mapped	50			10	15	25		10	10	10	10		
Develop tourism management programmes	Develop a database for beach operators	Beach operators' database	Beach operators database developed	1		1					1					
	Develop code of conduct for beach operators	Code of conduct developed	Code of conduct developed	1			1					20				
	Zoning of the beach activities	Beach activities zoned	No. of zones	2		2					15					
	Construction of beach amenities	Beach amenities constructed	No. of beach amenities constructed	6		1	2	2	1		50	50	50	50		
	Management of beaches	Improved beach tourism	No of beach activities undertaken	8		2	2	2	2		30	30	30	30		
	Capacity build beach operators	Beach operators' capacity built	No. of beach operators' capacity built	4,000	-	1,000	1,000	1,000	1,000		15	15	15	15		
	Construction of 1 model tourist market in Bamburi	Model tourist market constructed	% completion of the model tourist market constructed	100			20	60	100			10	20	40		
	Beach operators SACCOs established	An operational SACCO	No. of SACCOs established	40		10	10	10	10		10	10	10	10		

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget (Ksh million) 22/23	23/24	24/25	25/26	26/27	Responsibility Lead	Support
	Mombasa aquarium theme park developed	Aquarium theme park developed	% level of completion	60				20	60		0	0	50	150		
	Completion of Mama Ngina Waterfront Phase II	Mama Ngina Waterfront Phase II completed	% level of completion	60				40	60		0	0	20	20		
	Develop tourism area management plans	Area management plans developed	No. of tourism plans	8	0	0	2	2	4	0	0	10	10	20		
	Construct strategic beach water fronts	Waterfronts constructed	No. of waterfronts constructed		0	0	1	1	1	0	0	100	100	100		
	Establishment of resort cities	Operational resort cities	% level of completion	50				25	50		0	0	50	50		
	Construction of Mombasa International Convention Centre	An operational convention centre	% level of completion	1					25				10	25		
	Construction of Great Rift Convention Centre	An operational convention centre	% level of completion	1					25				10	25		
	Construction of Isiolo Convention Centre	An operational convention centre	% level of completion	1					25				10	25		
	Construction of Eldoret Convention Centre	An operational convention centre	% level of completion	1					25				10	25		
	Construction of Five Star Hotel In Ronald Ngala - Vipingo	An operational hotel	% level of completion	1					25				10	25		
	Establishment Rivieras	A developed water fronts and tourism infrastructure and amenities	% level of completion	2					25				10	25		
	Development of cruise terminal in Lamu	Operational cruise terminal	% completion	100					25				10	25		

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
	Construction of Home of human origins museum and Science Park	Operational museum and science park	% completion	100									30	50		
To expand tourism and hospitality training opportunities	Construction of Ronald Ngala Utalii College Phase II	An operational college	% level of completion	100		25	50	80	100		0	0	170	250		
	Kenya Utalii College Ildolisho Campus	An operational college	% level of completion	50					50		0	0	0	100		
	Construction of Kisumu Hospitality and Training Tourism College	An operational college	% level of completion	50				25	50		0	0	40	120		

Strategic objective 2: To empower young generation as leader in tourism through innovation and entrepreneurship for sustainable tourism.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Youth in Tourism and Conservation Initiative.	Empower the youth	Empowered youth	No of youth empowered	50,000		10,000	10,000	10,000	20,000			20	30	50	Director, Tourism Product Development and Promotion	D/PRI, D/TFI CPPMU, Admin
	Development of youth-friendly tourism products	Enhanced tourism products	No of youth-friendly tourism products developed	100		10	20	30	40			30	10	10		
	Establishment of innovation hub	An equipped innovation hub	No of hubs established	10			2	2	4			20	20	20		
Develop tourism infrastructure	Construct new tourism amenities (ablution blocks and social amenities along all 8 tourism circuits, tourism stop overs along tourism scenic routes)	New tourism amenities constructed	% completion of the new tourism amenities	100			50	70	100	0	0	100	100	100	Director, Tourism Product Development and Promotion	D/PRI, D/TFI CPPMU, Admin
	Development of access roads to the tourism products	Motorable roads	No. of km of road developed	100			30	30	40	0	0	30	30	60		
Sub-total for KRA 2										125	351	790	1,100	1,575		

Strategic issue: Low destination competitiveness.

Strategic goal: Improved destination competitiveness for increased arrivals and earnings.

KRA 3: Marketing and promotion

Outcome: Increased arrivals and earnings.

Strategic objective 1: To increase tourist arrivals and earnings.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Enhance destination visitor experience	Diversify more attractions and activities	More attractions and activities diversified	No. of new experiences packaged	40		10	10	10	10		4	4	4	4	Director, Tourism Product Development and Promotion	Directorate of Tourism Development & Promotion
	Enhance the capacity of the immigration, customs, security, tour guides, taxis and customers service	Capacity build the immigration, customs, security, tour guides, taxis and customers service	No. of trainings conducted	4		1	1	1	1		3	3	3	3		
	Lobby for enhanced amenities and convenience facilities at the airports and within other facilities	Amenities and convenience facilities at the airports and within facilities enhanced	No. of consultative meetings conducted	4		1	1	1	1		2	2	2	2		
Promote coordinated marketing approaches	Coordinate review and integration of destination marketing strategy	Integrated destination marketing strategy reviewed	Integrated destination marketing strategy reviewed	1			1					8				
	Enhance collaboration and partnership within the sector	Collaboration and partnership within the sector enhanced	No. of MoUs signed	5	1	1	1	1	1	10	10	10	10	10		
	Diversify the source tourism market	Source tourism market diversified	No of new markets identified	5	1	1	1	1	1	10	10	10	10	10		
	Refresh the Magical Brand	The Magical Brand refreshed	The Magical Brand refreshed	2		1		1			20		20			

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget (Ksh million) 22/23	23/24	24/25	25/26	26/27	Lead	Support
Promote the accessibility of destination both locally and internationally	Capacity build stakeholders on adoption of online and digital promotion platforms	Stakeholders' capacity built on online and digital promotion	No. of stakeholders capacity built on online and digital promotion	200		50	50	50	50		2	2	2	2		
	Reposition the missions abroad with regard to tourism marketing and promotion	Tourism marketing mission abroad repositioned	No. of missions with tourism desks	36				18	18		0	0	100	100		
	Reintroduce the charter and budget airlines	Charter and budget airlines reintroduced	No. of charter and budget airlines reintroduced	9	1	2	2	2	2	2	2	2	10	10		
	Lobby for expansion of the SGR capacity	Engagement fora undertaken	No. of engagement fora undertaken	5	1	1	1	1	1	2	2	2	2	2		
	Lobby for more airlines to fly into the destination	Lobby for more airlines to fly into the destination undertaken	No. of new airlines flying into the destination	4	1	1	1	1	1	0	0	5	5	5		
Diversification of destination experiences	Conduct themed campaigns	Themed campaigns conducted on the destination experiences	No. of campaigns conducted	3		1	1	1	1	0	0	10	10	10	Director, Domestic Tourism	Directorate of Tourism Development & Promotion
	Capacity build stakeholders on packaging of experiences	Hold stakeholders capacity building forums on packaging of experiences	No. of forums held on packaging of experiences	5	1	1	1	1	1	3	3	3	3	3		
	Develop marketing strategy for Kenya, origin of humankind	Marketing strategy for Kenya, origin of humankind developed	Marketing strategy for Kenya, origin of humankind developed	3		1	1	1	1		0	100	100	100		
	Develop content to support in the promotion of tourism	Content to support in the promotion of destination developed	No. of contents developed	15		5	5	5	5	0	0	10	20	20		

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget (Ksh million) 22/23	23/24	24/25	25/26	26/27	Lead	Support
Organize and participate in tourism conferences, summits, tradeshows, roadshows, expos, exhibitions and events	Awareness creation on origin of humankind	Awareness creation conducted on origin of humankind	No. of awareness creation forums conducted	4		1	1	1	1		0	10	10	10		
	Conduct themed campaigns	Themed campaigns conducted on the destination experiences	No. of campaigns conducted	3			1	1	1	0	0	5	5	5		
	Map the key opportunities and events for tourism participation	Key opportunities and events for tourism participation mapped	Key opportunities and events for tourism participation mapped	5	1	1	1	1	1	1	1	3	3	3		
	Support tourism participation in the engagement opportunities	Tourism expos/exhibitions/fairs supported	No. of tourism expos/exhibitions/fairs supported	28	2	2	8	8	8	5	5	60	60	60		
	Capacity development of stakeholders	Stakeholders' capacity built	No. of stakeholders' capacity built	4,000		1,000	1,000	1,000	1,000	0	9	10	10			
Provide domestic travel incentives	Review and develop domestic marketing strategy	The domestic marketing strategy developed	The domestic marketing strategy developed	1			1				0	5	5			
	Conduct consumer days to educate Kenyans on tourism products and experiences	Consumer day conducted to educate Kenyans on tourism products and experiences	No. of consumer days conducted	4		1	1	1	1		0	4	4	4		
	Conduct domestic campaigns to sensitize Kenyans on the travel opportunities	Domestic campaigns conducted to sensitize Kenyans on the travel opportunities	No. of domestic campaigns conducted	4		1	1	1	1		0	5	5	5		
	Develop calendar for the events in the country	Calendar of events developed	No. of event calendars developed	4	-	1	1	1	1		2	2	2	2		

Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
	Conduct county and regional blocs engagement forum	County engagements forums conducted	No. of county engagement forums conducted	4		1	1	1	1		5	5	5	5		
		National regional bloc forums conducted	No. of regional bloc forums conducted	4		1	1	1	1		5	5	5	5		
	Conduct engagement forums with host communities, CBTEs and associations	Meetings conducted with host communities	No. of meetings conducted with host communities	4		1	1	1	1		3	3	3	3		
	Capacity build host communities and MSMEs to establish tourism associations/cooperatives	Tourism associations/cooperatives established	No. of tourism associations/cooperatives established	4		1	1	1	1		3	3	3	3		
Promote independent and affordable travel	Partner with service providers to develop affordable travel packages	Affordable packages developed with service providers	No. of affordable packages developed	4		1	1	1	1		10	10	10	10		
	Sensitize tour operators to develop packages for youth and independent travellers	Tour operators sensitized	No. of sensitization fora held	6		1	1	2	2		0	3	4	6		

Strategic Objective 4: To increase the number of events and delegates hosted.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Enhance destination MICE infrastructure and capacity	Develop conventional centres across the country	Conventional centres developed	No. of conventional centres	3			1	1	1			1000	1000	1000	Director International Tourism	Directorate of Tourism Development & Promotion
	Merge conventional facilities under one management	Management of conventional centres merged	% of conventional centres operationalization	100			100				0	5				
	Operationalize the National Conventional Bureau	National Conventional Bureau operationalized	% of National Conventional Bureau operationalization	100		20	50	100				10	50	50		
Sub-total for KRA 3										31	101	1,319	1,485	1,462		

Strategic issue: Limited tourism research, technology, innovation and capacity development.

Strategic goal: Enhanced tourism, research, technology, innovation and capacity development.

KRA 4: Tourism training, research, technology and innovation

Outcome: Enhanced evidence-based decision-making.

Strategic objective: To promote training, research, technology and innovation on sustainable tourism.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Formulate policies and guidelines for training	Develop a policy on tourism training	Policy on tourism training developed	No. of policies developed	1			1				0	10			Director, Policy, Research and Innovation	CPPMU, Legal, Admin
	Hold stakeholders sensitization forums on tourism training policy	Stakeholders sensitization forums on tourism training policy held	No. of stakeholders sensitization forums	12				6	6		0	0	10	10		
Undertake capacity development for tourism stakeholders	Facilitate capacity building for tourism stakeholders	Capacity building for tourism stakeholders facilitated	No. of capacity building for tourism stakeholders facilitated	22		2	4	6	10		9	10	20	30		
	Establishment of a tourism professional body	Tourism professional body established	Tourism professional body established	1			1					10				
	Capacity building of MSMEs on Tourism	MSMEs capacity built	No. of MSMEs capacity built	500	0	0	100	200	200	0	0	25	50	50		

(continued) KRA 4

Strategy	Key activities	Expected output	Output indicators	Target						Budget (Ksh million)					Responsibility	
				5 years	22/23	23/24	24/25	25/26	26/27	22/23	23/24	24/25	25/26	26/27	Lead	Support
Strengthen tourism research and innovation	Develop a human resource strategy	Human resource strategy developed	No. of strategies developed and implemented	1				1		0	0	0	20			
	Enrol officers on training research institutions	Improved knowledge on research and innovation	No. of tourism research papers published	6			2	2	2			1	1	1		
Implement smart tourism and digital transformation	Establishment of digital tourism hubs	Digital tourism hubs established	No. of hubs established	10			2	3	5			5	6	8		
	Develop virtual augmented tourism tours	Virtual tourism tours developed	No. of virtual tours developed	10			2	3	5			5	6	8		
	Develop digital trails	Digital trails developed	No. of trails developed	20			4	8	8			4	6	6		
	Develop tourist Ap	Mobile tourist Apps developed	No. of Apps developed	5			2	2	3			3	3	3		
	Develop digital strategy	Digital strategy developed	No. of strategies developed	1				1					10			
	Develop tourism data analytics software	Software developed	% of completion	100				1					10			
Digitalization and business process re-engineering	Installation of an ERP system	ERP system installed	% of completion	100			20	50	100				50	50		
	Digitalization of services	Services digitalized	No. of services digitalized				2	2								
Enhance collaboration with universities and other learning institutions	Sign the MoUs/agreements with learning institutions	Improved learning environment	No. of MoUs/agreements signed with learning institutions	4		1	1	1	1		1	1	1	1		

Strategic objective 4: To promote public communication and awareness.

Strategy	Key activities	Expected output	Output indicators	Target						Budget (Ksh million)					Responsibility	
				5 years	22/23	23/24	24/25	25/26	26/27	22/23	23/24	24/25	25/26	26/27	Lead	Support
Strengthen information sharing mechanism	Develop the National Tourism Portal	National Tourism Portal developed	% of completion	100			75	100			25	25		5	Director, Policy, Research and Innovation	CPPMU, Legal, Admin / Director ICT
	Maintain the National Tourism Portal	National Tourism Portal maintained	% National Tourism Portal maintained	100				100	100				5	5		
	Integrate the portal with other tourism systems	Portal integrated with other tourism system	% of integration	100				50	100				5	5		
	Hold stakeholders' sensitization forums on tourism portal	Stakeholders' sensitization forums on tourism portal held	No. of stakeholders' sensitization forums held	4				2	2				10	10		
Coordinate outreach, awareness and participation programmes	Hold citizen forums	Enlightened society	No. of reports	8		2	2	2	2		1	1	1	1		
Establish and equip information centres	Construct and equip information centre	Operational information centres	% level of completion	15			5	5	5			10	10	10		
Sub-total for KRA 4										0	36	110	224	203		

Strategic issue: Inadequate financing and investment for tourism development.

Strategic goal: Enhance financing and investment for tourism development.

KRA 5: Financing and investment

Outcome: Sustainable financing for tourism development.

Strategic objective 1: To enhance resource mobilization for tourism development.

Strategy	Key activities	Expected output	Output indicators	5 years	22/23	23/24	24/25	25/26	26/27	22/23	23/24	24/25	25/26	26/27	Lead	Support
Establish sustainable and innovative tourism funding mechanism	Develop innovative financing mechanism (PES, green bond, joint venture)	Innovative financing mechanisms developed	No. of innovative financing models developed	15			5	5	5		0	20	20	20	Directorate of Tourism Investment and Finance	ADM CPPMU Finance
	Develop bankable project proposals	Bankable project proposals developed	No. of bankable project proposals developed	18	-		6	6	6		0	5	5	5		

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
	Develop a tourism resource mobilization strategy	Tourism resource mobilization strategy developed	Tourism resource mobilization strategy developed	1		1					0	2	2	2		
	Developing special financing schemes, e.g. the stimulus scheme	Special financing schemes developed	No. of special financing schemes	2			1	1			0	5	5	5		
	Broadening the revenue and funding areas	Revenue and funding areas broadened	No. of revenue base reviewed	9			3	3	3		0	10	10	10		
	Map out and develop database for the development partners	Database developed	No. of databases developed	3			1	1	1		0	2	2	2		
	Development partners engagement fora	No. of development partners engagement fora	No. of fora held	12			4	4	4		0	2	2	2		
	Develop financing MoUs/agreements	Financing MoUs/agreements developed and signed	No. of signed financing MoUs/agreements	3	-		1	1	1		0	2	2	2		
	Develop a funding framework	Funding framework developed	No. of funding framework developed	3	-		1	1	1		0	3	3	3		
Re-engineer tourism funding institution	Develop criteria for resource allocation for the funds	Criteria for resource allocation for the funds developed	Criteria for resource allocation for the funds developed	1				1			0	10	15			
	Review the existing regulations	The existing regulations reviewed	The existing regulations reviewed	1				1			0	5	5	5	Director, Policy, Research and Innovation	CPPMU, Legal, Admin
Strategic objective 2: To promote collaboration and enhance partnerships in the tourism sector.																
Strengthen partnerships and linkages	Develop partnership engagement framework	partnership engagement framework	No. of partnership engagement framework developed	1			1				0	15				
	Signed MoUs with development partners	MoUs with development partners signed	No. of MoUs signed	9	1	2	2	2	2	3	5	5	5	5		

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
	Establishment of Youth entrepreneurship incubation	Youth incubators established	No of incubations established	6				3	3				10	10		
Strategic objective 3: To enhance access, equitable benefit sharing and sustainable use of resources.																
Develop a framework for sharing benefits accrued from natural and other resources	Formulate a sharing benefit framework policy	An approved policy	An operational policy	1			1					5				
Enhance community integration for sustainable tourism	Community sensitization	Communities sensitized	No. of regions covered	8			2	2	2			10	10	10		
Develop and promote innovative and strategic investment for sustainable use of tourism resources	Develop an investment profile	Maximum returns on investment	No. of investment profiles developed	2			1	1				2	2			
Strategic objective 4: To increase tourism investments.																
Promote innovative and strategic investment opportunities	Profiling and packaging investment opportunities	Tourism investments profiled and packaged	Tourism investments profiled and packaged in 47 counties	47		10	15	15	7		10	10	10	10	Directorate of Tourism Investment and Finance	Admin
	Create incentives for investment in tourism	Incentives for investment in tourism created	Incentives for investment in tourism created	15			5	5	5			20	25	35		
	Organize/participate in tourism investment forums	Tourism investment forums organized	No. of tourism investment forums organized	3			1	1	1			2	2	3		
	Participate in regional and international tourism investment forums	Participate in regional and international tourism investment forums	No. of regional and international tourism investment forums attended	4		1	1	1	1			10	10	10		

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget (Ksh million) 22/23	23/24	24/25	25/26	26/27	Lead	Support
	Promote PPPs and joint ventures	PPPs and joint ventures promoted	No. of PPPs/ joint ventures established	4		1	1	1	1			5	5	5		
	Support local franchise as part of promotion	Local franchise supported as part of investment promotion	No. of local franchise supported	4	-	1	1	1	1			5	6	7		
	Promote and link local brands to international brands	Local brands linked to the international brands	No. of local brands linked to international brand	4		1	1	1	1			5	20	20		
Sub-total for KRA 5										3	15	160	166	161		

Strategic issue: Slow mitigation and adaptation to climate change.

Strategic goal: Improved resilience and adaptation to climate change.

KRA 6: Climate change

Outcome: Green and circular economy.

Strategic objective 1: To promote strategies and actions for mitigating and adapting to climate change.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Develop and implement climate change mitigation and adaptation strategies	Develop climate change mitigation and adaptation strategy	An operational strategy	No. of strategies developed	1			1				2	2	2	2	Head/ Admin	Finance
Develop and strengthen early warning mechanism and action responses	Strengthen early warning and early action/ responses	Disaster preparedness and response strategies developed	No. of strategies developed	1			1				2.5	5	2.5	2.5		Accounts
Develop disaster risk reduction strategy	Develop disaster risk reduction strategy	An operational disaster risk reduction strategy	No. of strategies developed	1			1				2	5.5	2	2		
Undertake prompt climate change risk assessments	Develop risk assessment strategy	An operational risk assessment strategy	No. of strategies developed	1			1				2	2	2	2		

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Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
National tree growing campaign	To grow and nurture trees across the country	Climate friendly	No. of trees grown and nurtured	2.5 billion	50m	50m	50m	50m	50m		2.5	2.5	2.5	2.5	Head/ Admin	Accounts
Sub-total for KRA 6										0	11	17	11	11		

Strategic issue: Weak governance and inadequate institutional capacity.

Strategic goal: Improve governance and institutional capacity for optimal productivity.

KRA 7: Institutional Capacity Development

Outcome: Improved service delivery.

Strategic objective 1: To improve efficiency and effectiveness in service delivery.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
Strengthen the governance structures	Undertake governance and compliance audit	Governance and compliance audit undertaken	Governance audit report	35	7	7	7	7	7		5	5	5	5	Head/ Admin	Accounts
	Translate service charter to Braille and Kiswahili	Service charter translated to Braille and Kiswahili	Service charter in Braille and Kiswahili	2	-	2	-	-	-		1	5				CPPMU
	Conduct customer satisfaction survey	Customer satisfaction survey conducted	Survey report	4	-	1	1	1	1		1	1	1	1		Finance
	Implement national values and principles of governance	No. of reports on implementation of values and principles	Reports	5	1	1	1	1	1		1	1	1	1		
	Mainstream knowledge management	Improved knowledge management	Mainstream knowledge reports	4		1	1	1	1		3	3	3	3		
	Develop knowledge management strategy	Improved knowledge management	No. of strategies developed	1		1						5				
	Establish knowledge management repositories	Improved knowledge management	No. of repositories established	1			1					10	2	2		
	Enhance sector compliance with policies, legislation and strategies	Complete compliance	No. of audits undertaken	4		1	1	1	1		1	1	1	1		

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	Target 23/24	Target 24/25	Target 25/26	Target 26/27	Budget 22/23	Budget 23/24	Budget 24/25	Budget 25/26	Budget 26/27	Lead	Support
	Coordinate, implement, monitor, evaluate and report on sector policies, treaties, MoUs, obligations, projects and programmes	Improved service delivery	Reports	4		1	1	1	1		2	2	2	2	Admin	

Strategic objective 2: To strengthen institutional capacity for improved service delivery.

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	Target 23/24	Target 24/25	Target 25/26	Target 26/27	Budget 22/23	Budget 23/24	Budget 24/25	Budget 25/26	Budget 26/27	Lead	Support
Improve work environment	Refurbishment of office and related workspace	Office workspace refurbished	% completion	100	40	100	-	-	-	0	20	-	-	-	Admin	
	Procurement of motor vehicles	Motor vehicles procured	No. of motor vehicles	5	-	5	-	-	-	0	80	-	-	-	Communication	
	Develop communication and branding strategy	Communication strategy and branding strategy developed	Communication strategy	1	-		1	-	-	0	0	10	2	2	Admin	
	Upgrade SDT website	Website upgraded	Percentage of website upgraded	100	-	-	100	-	-	0	0	8	0	0	Communication	
	Develop/review a risk management framework	Risk management framework developed	Risk management framework	1	-	-	1	-	-	0	0	10	5	5	ICT	
		Risk management framework reviewed	Reviewed risk management framework	1					1	0	0	0	0	5	Admin	

Strategy	Key activities	Expected output	Output indicators	Target 5 years	Target 22/23	Target 23/24	Target 24/25	Target 25/26	Target 26/27	Budget 22/23	Budget 23/24	Budget 24/25	Budget 25/26	Budget 26/27	Lead	Support
Promote employee productivity and efficiency	Conduct skills gap analysis	Skills gap analysis conducted	Gap analysis report	2	-	1	-	-	1	0	3	0	0	3	Director, HRM & D	Admin
	Undertake staff capacity building	Training needs assessment conducted	Assessment report	1	-	-	-	1	-	0	0	0	3	0		Finance
		Staff recruited	No. of staff recruited	43	-	10	-	10	23	50	0	20	20	-		
		Staff capacity building	No. of staff trained	250	50	50	50	50	50	5	34	34	34	34		CPPMU
	Undertake performance appraisal	Staff performance management implemented	Percentage of staff appraised	100	100	100	100	100	100	5	5	5	5	5		
	Implement annual performance contract	Performance contract implemented	No. of PCs vetted and signed		8	8	8	8	8	10	10	10	10	10		
	Productivity mainstreaming	Staff trained on productivity mainstreaming	Percentage of staff trained on productivity mainstreaming	100	100	100	100	100	100	0	15	15	15	15		
	Improve productivity score	Score improved	% improvement	50		15	15	15	20	10	10	10	10	10		
	Conduct employee satisfaction survey	Employee satisfaction survey conducted	Survey report	4		1	1	1	1	0	2	2	2	2		
Develop succession management and career progression framework	Formulate the framework	Improved service delivery	No. of staff promoted	60		20	20	20	20			10	10	10		
Enhance programme / project implementation and monitoring	Feasibility and pre-feasibility studies	Feasibility studies reports	No. of feasibility reports prepared	12		4	4	4	4		5	5	5	5		
		Pre-feasibility studies reports	No. of pre-feasibility reports prepared	12		4	4	4	4			5	5	5		

Strategy	Key activities	Expected output	Output indicators	Target 5 years	22/23	23/24	24/25	25/26	26/27	Budget 22/23	23/24	24/25	25/26	26/27	Lead	Support
	Monitoring and evaluation	M&E reports	No. of M&E reports prepared	20	4	4	4	4	4	15	15	15	15	15		
	Develop an integrated M&E system for SDT	Integrated M&E system	No. of systems developed	1			1					12	5	5		
	Develop an automated dashboard for SDT indicators	Dashboard developed	No. of dashboards developed	1			1					15	5	5		
Enhance public finance management	Preparation of annual and revised budgets	Budgets	No. of budgets prepared	15	3	3	3	3	3	10	10	20	40	50		
	Preparation of budget implementation reports	Budget implementation reports	No. of reports prepared	20	4	4	4	4	4	10	10	10	10	10		
Improve work environment and occupational safety	Develop a work environment and occupational safety strategy	Safe working environment	Strategy report	1			1					4				
	Administrative costs									178	100	123	160	200		
	Sub total for KRA 7									**278**	**318**	**371**	**376**	**411**		

| Annex 2: Monitoring and Evaluation Reporting Templates

Table 8.2: Quarterly Progress Reporting Template

QUARTER ENDING …

Expected output	Output indicator	Annual target (A)	Quarter for year ……			Cumulative to date			Remarks
			Target (B)	Actual (C)	Variance (C – B)	Target (E)	Actual (F)	Variance (F –E)	

Table 8.3: Annual Progress Reporting Template

ANNUAL PROGRESS REPORT YEAR ENDING …

Expected output	Output indicator	Achievement for year…….			Cumulative to date (years)			Remarks
		Target (A)	Actual (B)	Variance (B – C)	Target (D)	Actual (E)	Variance (E – D)	

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Key performance indicator	Baseline		Mid-term evaluation		End of plan period evaluation		Remarks
			Value	Year	Target	Achievement	Target	Achievement	
KRA 1									
KRA 2									
KRA 3									

Functions of Directorates

A. Tourism Research, Policy and Innovation Directorate

The directorate has three divisions namely, Tourism Policy, Planning and Regulations/ Standards Division; Research, Product Development; and Knowledge Management and Capacity Building Division. The functions of the Directorate are as follows:

i. Develop and implement Tourism Strategy

ii. Formulate and implement national tourism policies, plans and strategies.

iii. Coordinate development and implementation of tourism legislation.

iv. Coordinate development and implementation of the National Tourism Blueprint.

v. Set national goals, targets and indicators for sustainable tourism development.

vi. Formulate tourism standards, regulations, norms and guidelines.

vii. Develop tourism programmes and products.

viii. Ensure the development and implementation of the five-year tourism strategy.Promote development of diverse tourism products across the supply chain.

ix. Promote tourism product diversification.

x. Identify gaps in tourism product mix and service delivery.

xi. Promote transfer of technologies for competitive development of tourism products and services.

xii. Coordinate development of appropriate tourism product mix.

xiii. Develop and implement service excellence standards.

xiv. Support and inspire tourism product innovation and change.

xv. Promote development of relevant human capital for the tourism sector.

xvi. Develop and implement KM strategies and projects.

xvii. Develop, review and implement regulations and standards.

xviii. Develop and implement framework and criteria for vetting expatriates working in the sector.

xix. Develop, propose and oversee incentives in the tourism sector including policy, fiscal, tax, administrative and regulatory incentives.

xx. Develop, populate and maintain a database and dynamic tourism portal to harness information of all tourism establishments and industry actors.

B. Tourism Development & Promotion Directorate

The Tourism Development and Promotion Directorate is organized into three divisions, namely, International Tourism Division; Domestic Tourism Division; and Tourism Security Division. The functions of the Directorate are:

i. Promote development of diverse tourism products across the supply chain.

ii. Promote Kenya as a premier tourist destination.

iii. Set national goals, targets and indicators for sustainable tourism development.

iv. Develop and implement tourism partnership promotions.

v. Promote tourism safety and security in collaboration with other key enforcement agencies.

vi. Develop and implement bilateral Memorandums of Understanding (MoUs) and agreements of cooperation between Kenya and other partner states in the field of tourism.

vii. Develop and implement multilateral agreements in tourism.

viii. Establish and support strategic linkages with sector stakeholders.

ix. Coordinate Kenya's regional tourism engagements (EAC, COMESA, NEPAD, IGAD etc.).

x. Facilitate and coordinate the international and local tourism negotiations.

xi. Manage relations with the United Nations World Tourism Organization.

xii. Develop and implement tourism related statutes, protocols, treaties and conventions.

xiii. Coordinate and monitor the implementation of county tourism engagements.

xiv. Promote Kenya as a Meetings, Incentives, Conventions/ Conferences and Exhibitions (MICE) destination.

xv. Coordinate and monitor the implementation of business tourism strategy.

xvi. Coordinate and support the bidding process for tourism stakeholders.

xvii. Advise on and promote appropriate (and appropriateness of) MICE infrastructure.

xviii. Coordinate and monitor the implementation of county tourism engagements.

xix. Foster establishment and support linkages with tourism stakeholders.

xx. Organize and facilitate the sector's representation in the inter-ministerial committees to address cross-cutting issues in tourism.

xxi. Lead implementation of the Memorandums of Understanding (MoUs) and agreements of corporations with other countries on tourism.

xxii. Ensure compliance in the implementation of UNWTO agreements, protocols, treaties and conventions.

xxiii. Lead Kenya's participation in bilateral and regional meetings and forums in the field of tourism.

xxiv. Coordinate development and implementation of area management plans.

xxv. Promote tourism flagship projects.

xxvi. Develop Kenya's tourism product directory.

xxvii. Sensitize and create awareness on tourism product development for stakeholder's uptake.

C. Directorate of Tourism Investment and Finance

The functions of the Directorate are to:

i. Profile and promote investment opportunities in the tourism sector.

ii. Develop and implement frameworks for tourism partnerships and entrepreneurship.

iii. Develop and implement tourism incentives and disincentives schemes.

iv. Develop and implement special financing schemes for the tourism sector.

v. Offer business and investment advisory services for tourism development.

vi. Develop, implement and promote programmes funded under the Tourism Fund.

D. General Administration Services

The State Department is supported by General Administration Services Directorate which comprises of the following directorates:

i. Administration Unit

ii. Finance Unit

iii. Accounts Unit

iv. Central Planning and Project Monitoring Department

v. Supply Chain Management Services Unit

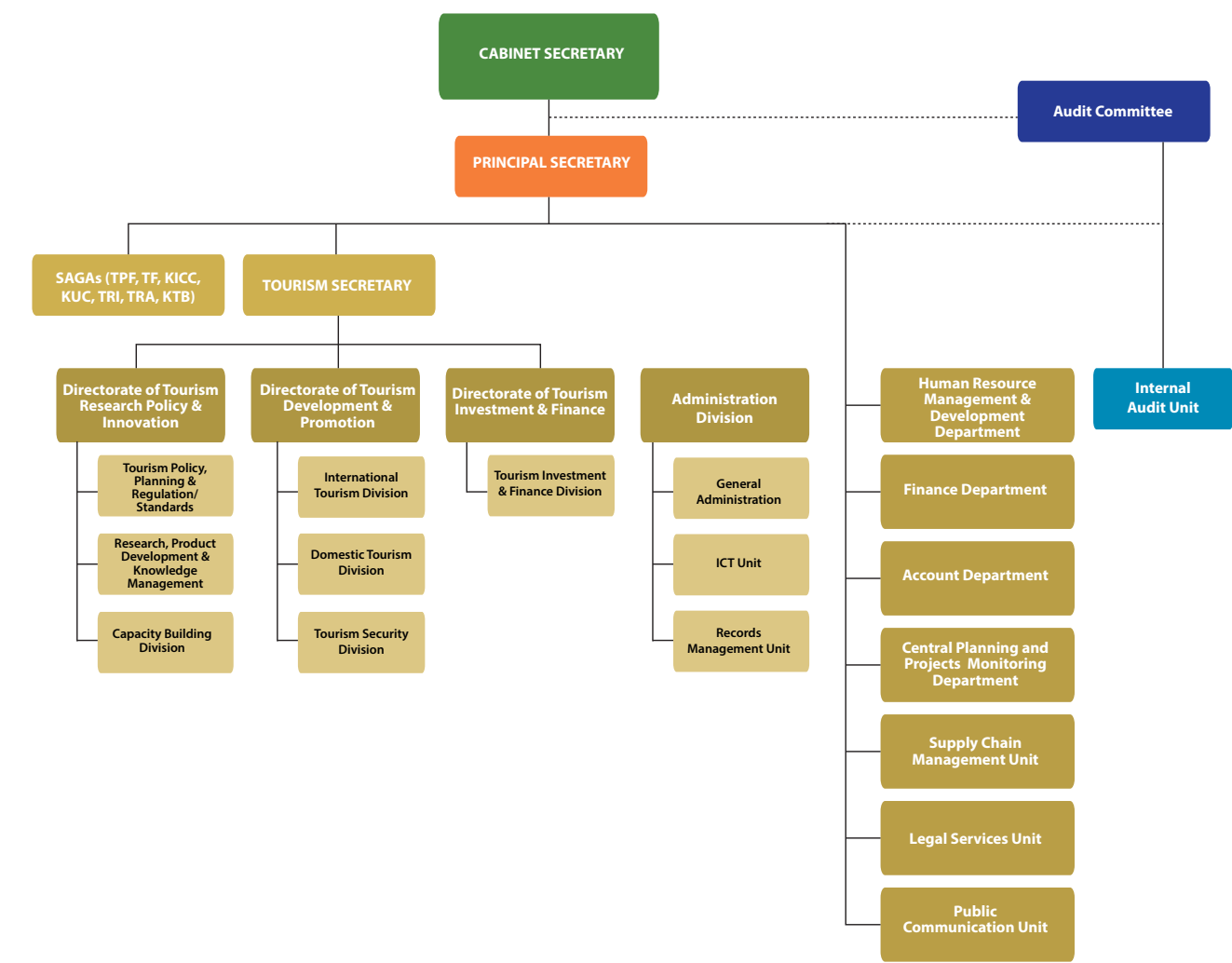vi. Public Communications Unit

vii. Human Resource Management and Development Unit

viii. Legal Unit

ix. Information Communication Technology (ICT) Unit.

Annex 3: Organizational Structure

Organizational chart:

- **CABINET SECRETARY**
  - **Audit Committee** (linked by dotted line)
  - **PRINCIPAL SECRETARY**
    - **SAGAs (TPF, TF, KICC, KUC, TRI, TRA, KTB)**
    - **TOURISM SECRETARY**
      - **Directorate of Tourism Research Policy & Innovation**
        - Tourism Policy, Planning & Regulation/Standards
        - Research, Product Development & Knowledge Management
        - Capacity Building Division
      - **Directorate of Tourism Development & Promotion**
        - International Tourism Division
        - Domestic Tourism Division
        - Tourism Security Division
      - **Directorate of Tourism Investment & Finance**
        - Tourism Investment & Finance Division
    - **Administration Division**
      - General Administration
      - ICT Unit
      - Records Management Unit
    - **Human Resource Management & Development Department**
    - **Finance Department**
    - **Account Department**
    - **Central Planning and Projects Monitoring Department**
    - **Supply Chain Management Unit**
    - **Legal Services Unit**
    - **Public Communication Unit**
  - **Internal Audit Unit**