

Jumuiya ya Kaunti za Pwani

Tourism and Cultural Heritage Blueprint 2030



Action - GO BLUE: Output 1|Tourism and Cultural Heritage Component
Funded by the European Union,
Co-funded by Camões, I.P.

Action delegated to Camões, I.P.
Delegation agreement: EDF2020/420-436

Disclaimer:



This document was produced under the GO BLUE - OUTPUT 1| TOURISM AND CULTURAL HERITAGE COMPONENT Action. Neither Camões, I.P. nor any individual acting on its behalf is responsible for how the following information may be used. The designations and presentation of the materials and data used in this document do not imply the expression of any opinion whatsoever on the part of Camões, I.P., Cooperação Portuguesa or the Ministry of Foreign Affairs of Portugal regarding the legal status of any country, territory, city or zone, or its authorities, as well as the expression of any opinion regarding the delimitation of its borders or limits. The reference to specific projects, programmes, products, tools or services does not imply that they are supported or recommended by Camões, I.P., and therefore given preference over others of a similar nature, which are not mentioned or advertised. Contact information: Camões - Instituto da Cooperação e da Língua, I.P. [Institute for Cooperation and Language, I.P.] | Ministry of Foreign Affairs | Avenida da Liberdade, 270, 1250-149 Lisbon, Portugal | Pho. +351213109100 | geral@camoes.mne.pt

Mission Statement and Privacy Vision

Mission: Camões, I.P. established the protection of the Personal Data that it handles within the scope of its duties as one of its internal policy priorities.

Vision: Camões, I.P. commits to complying with the principles of processing and rights of data subjects in accordance with Regulation (EU) 2016/679.

Privacy Value: Personal Data plays a significant role for Camões, I.P., and are processed in such a way as to ensure a high level of privacy and each Data Subject's total control over their data in accordance with the Privacy Policy available at: <https://www.instituto-camoes.pt/sobre/sobre-nos/transparencia/politica-de-privacidade>

Disclaimers (exclusion of liability):



This document was produced with financial support from the European Union. Its content is the sole responsibility of its authors and does not necessarily reflect the position of the European Union.

WRITING TEAM
CO-COORDINATORS

Nick Angore
Rui Pedrosa

WRITING TEAM

Denis Muganga
Dulcineia Ramos
Eva Milheiro
Gorete Dinis
Jamshed Abubakar
João Vasconcelos
Julius Mwachunga
Lorna Nyamweya

Marta Caetano
Mwakio Mwachangi
Nick Angore
Rui Pedrosa
Victor Shitakha

QUALITY ASSURANCE TEAM

Anthony Pepela
Emmanuel Nzai
Judy Kepher Gona

OPERATIONAL COORDINATION

Camões, IP
IPAV
JKP

REVISION

Ruth Kemunto Kimaiga

EDITION

IPAV

GRAPHICS

Marilia Bruno

LEGAL DEPOSIT

XXXXXX
October 2023

Index

List of acronyms	06
CHAPTER 2 – EXECUTIVE SUMMARY	08
CHAPTER 3 - METHODOLOGY NOTE	
3.1 A participatory and inclusive process	14
3.2 Literature highlights (supported by the literature review annex i)	14
3.3 A theory of change model: the starting point for TCH blueprint 2030 creation	16
3.4 The overall methodological approach	18
CHAPTER 4 - INTRODUCTION	
4.1 Situational analysis and strategic plan purpose	23
4.2 TCH as a new cluster	24
4.3 Principles	26
4.4 Anchorage on the Sustainable Development Goals	32
4.5 Embracing a holistic & systemic approach	34
CHAPTER 5 – SETTING THE PROBLEM -CHALLENGES	
5.1 The main challenge	36
5.2 Specific challenges	38
CHAPTER 6 - STRENGTHS AND OPPORTUNITIES	
6.1 Public policies to support the TCH cluster: strengths and opportunities	45
6.2 Public infrastructures related to the TCH cluster: strengths and opportunities.....	47
6.3 Cultural heritage and natural sites/resources: strengths and opportunities	48
6.4 TCH industries: strengths and opportunities	49
CHAPTER 7 - IMPACT - VISION	
7.1 TCH blueprint 2030 vision – impact	54
7.2 Blueprint specific impacts	55

CHAPTER 8 – TCH PUBLIC POLICIES

8.1 Introduction	60
8.2 Strategic objective 1 (SO1)	64
8.3 Operational objectives (OO)	65

CHAPTER 9 – TCH PUBLIC INFRASTRUCTURES

9.1 Introduction and context	72
9.2 Strategic objective 2 (so2)	79
9.3 Operational objectives	80

CHAPTER 10 – CULTURAL HERITAGE AND NATURAL SITES/RESOURCES

10.1 Introduction and context	86
10.2 Strategic objective 3 (SO3)	88
10.3 Operational objectives	88

CHAPTER 11 – TOURISM AND CULTURAL HERITAGE INDUSTRIES

11.1 Introduction and context	93
11.2 Strategic objective 4 (SO4)	97
11.3 Operational objectives	97

CHAPTER 12 – OVERALL STRATEGIC PLAN – LOGICAL FRAMEWORK **104** |

CHAPTER 13 – STAKEHOLDERS IMPACT, RESPONSIBILITY AND RISK ASSESSMENT

13.1 Stakeholders impact and responsibility	116
13.2 Risk assessment and management	120

CHAPTER 14 – MONITORING, EVALUATION & REPORTING **130** |

ANNEXES **134** |

List of acronyms

- CBO – Community Based Organisation
- CCTV – Closed Circuit Television
- CIDPs – County Integrated Development Plans
- DIEPESRT – Diversity, Inclusion, Equity, Plurality, Ethical, Sustainable, Responsible Tourism
- GDP – Gross Domestic Product
- GoK – Government of Kenya
- HEI – Higher Education Institutions
- ICT – Information and Communications Technology
- JKP – Jumuiya ya Kaunti za Pwani
- KCTA – Kenya Coast Tourism Association
- KIPI – Kenya Industrial Property Institute
- KPI – Key Performance Indicator
- KTB – Kenya Tourism Board
- MAN – Manda Airstrip
- MIA – Mombasa International Airport
- MLD – Malindi international Airport
- NCHSR – Natural and Cultural Heritage Sites and Resources
- NDC – National Determined Contribution
- NGO – Non-Governmental Organisation
- NMK – National Museums of Kenya
- NTB – National Tourism Blueprint
- OO – Operational Objective
- PLWD – People Living with Disabilities
- PPP – Public-Private Partnership
- RICS – Road Inventory Condition Survey
- SDG – Sustainable Development Goals
- SGR – Standard Gauge Railway
- SO – Strategic Objective
- STTA – Sustainable Tourism and Travel Agenda
- TCH – Tourism and Cultural Heritage
- ToC – Theory of Change
- TRA – Tourism Regulatory Authority
- UHC – Universal Health Coverage
- UKU – Ukunda Airstrip
- UN – United Nations
- UNESCO – United Nations Educational, Scientific and Cultural Organisation
- UNWTO – United Nations World Tourism Organisation
- USD – United States Dollar
- WTO – World Travel Organisation
- WTTC – World Travel & Tourism Council



02

Executive summary

The main challenge facing the tourism sector in Kenya, particularly on the Kenya Coast, is the limited direct benefit the local communities receive from tourism activities despite the high number of visitors visiting the region every year. This challenge presents an opportunity to harness the potential of the Tourism and Cultural Heritage (TCH) sector to instill pride in the coastal communities and involve them in sharing their natural and cultural heritage through sustainable tourism practices.

Addressing this challenge involves developing regional and national TCH public policies that prioritize inclusivity, human rights, and environmental responsibility. Public-private partnerships should be encouraged to promote sector growth, but it is also crucial to allocate funds to address critical enablers, including education, infrastructure, connectivity, and services. To thrive, the TCH sector requires deliberate destination promotion and management strategies that focus on product diversification and marketing to attract both domestic and international visitors, including those with special interests in sports, adventure, culture, and heritage experiences. Overcoming these challenges will not only lead to economic growth and shared prosperity but also foster a sense of belonging and community cohesion within the Jumuiya region.

Jumuiya ya Kaunti za Pwani Tourism and Cultural Heritage Blueprint 2030 (JKP TCH Blueprint 2030) was co-created by a collaborative strategy supported by integrated governance and theory of change methodology. It involved stakeholder engagement and participatory design to ensure contextual relevance and alignment with diverse perspectives. In line with this view, a Change Lab workshop was conducted to launch the drafting of the Blueprint in Tourism and Cultural Heritage, engaging core stakeholders. In the Change Lab Workshop four main TCH areas that have specific problems were defined; these are challenges that need actions to generate high impact: TCH public policies; TCH public infrastructures; Cultural heritage and Natural Sites/

Resources and TCH industries. In summary the main challenges were as follows:

A. Public policies to support the TCH cluster:

The main challenges in public TCH policies include insufficient autonomy, technical structure, and financial resources in the six counties of the Jumuiya region. This hampers the effective adoption and implementation of TCH policies tailored to the coastal area's unique economic, social, digital, and environmental needs. Customizing national TCH policies to address the specific requirements of the region is crucial to support the growth and prosperity of coastal communities.

B. Public infrastructures related to the TCH Cluster:

Specific challenges in public infrastructure for the TCH sector involve the absence of minimum international standards, inadequate waste treatment and water sanitation infrastructure, and lack of safe and secure conditions. Meeting international standards, implementing proper waste management and sanitation systems, and enhancing safety measures are vital to attract both domestic and international tourists, protect the environment, and create a favourable environment for visitors.

C. Cultural heritage and Natural Sites/Resources:

Challenges in cultural heritage and natural sites/resources include the underutilization of cultural heritage, the need to add value to cultural heritage resources, and community-based engagement. Recognizing, protecting, and promoting cultural heritage assets, integrating them into tourism offerings, and engaging coastal communities in decision-making processes, are essential to enrich tourism experiences and promote sustainable development.

D. TCH industries:

Specific challenges in TCH industries are harnessing TCH for poverty reduction and social development, disjointed governance models and efforts, provision of enabling infrastructure, and ethical considerations in tourism products. Empowering

marginalized groups through skills development and employment opportunities, fostering effective governance frameworks, investing in infrastructure, and promoting ethical tourism practices are necessary for inclusive and sustainable TCH industry development.

Addressing these challenges requires a comprehensive approach that involves strengthening local capacities, fostering public-private partnerships, investing in infrastructure, and promoting responsible tourism practices. By overcoming these challenges, the TCH sector can contribute to the economic, social, and environmental well-being of coastal communities while ensuring sustainable growth and prosperity in the Jumuiya region.

The holistic and inclusive approach was conducted by a global writing team that was carefully selected to contribute to the blueprint, including individuals with experience in high-level political leadership, academic experts in the field of public policies, tourism, and heritage, representatives from tourism companies in the Jumuiya region, and experts in drafting sectoral, regional, national, and international strategic plans. An Internal Quality Assurance Committee was established to validate critical phases of the document. The writing team used the participatory Change Lab workshop, immersive experience on the Kenya coast, engaging with stakeholders and addressing gaps identified in the Change Lab Reports. The blueprint was refined through online meetings, bilateral face to face meetings, literature review, and strategic alignment, resulting in the definition of the main Vision, Strategic Objectives, Operational Objectives, and Strategic Actions. After validation and feedback from key stakeholders, the final version of the TCH Blueprint 2030 was submitted for approval by the counties, JKP, and Camões IP.

The TCH Blueprint 2030 vision is “A globally competitive & sustainable Kenya coastal Tourism and Cultural Heritage destination by 2030”

To achieve this ambitious vision, four Strategic Objectives (SO) and eighteen Operational Objectives (OO) were defined, each linked to strategic actions. Monitoring Key Performance Indicators (KPIs) were established for each Operational Objective, along with alignment and contributions to the SDGs, Kenya Vision 2030 Pillars, JKP Blueprint Goals, and Kenya Tourism Objectives.

The first Strategic Objective (SO1) focuses on promoting TCH public policies that enhance economic, social, digital, and environmental sustainability in the region. This objective is supported by five OO and more than 30 strategic actions, with fourteen KPIs set for 2024, 2027, and 2030 milestones.

The second Strategic Objective (SO2) centres on promoting safe, viable, and resilient public infrastructures to support TCH development. This objective is supported by five OO and more than 20 strategic actions, with eleven KPIs for 2024, 2027, and 2030 milestones.

The third Strategic Objective (SO3) aims to foster a collaborative and all-inclusive approach to developing natural and cultural heritage sites and resources that contribute to sustainable livelihoods for host communities and enhance visitor experiences. This objective is supported by three OO and more than 10 strategic actions, with eight KPIs for 2024, 2027, and 2030 milestones.

Finally, the fourth Strategic Objective (SO4) is focused on increasing the number and diversity of micro, small, and medium TCH enterprises and community-based tourism businesses to enhance the incomes of local communities. This objective is supported by five OO and more than 20 strategic actions, with twelve KPIs for 2024, 2027, and 2030 milestones.

Each Key Performance Indicator (KPI) in the TCH Blueprint 2030 includes designated monitoring entities responsible for tracking progress. The blueprint also provides a KPI fact sheet model to streamline the monitoring process for easy adoption.

The TCH Blueprint 2030 defines the main stakeholders, outlining their responsibilities and contributions in the implementation of the specific strategic actions proposed in this TCH strategic plan. This comprehensive approach aims to foster collaboration and shared ownership among key actors to achieve the envisioned goals.

Furthermore, a review of the TCH Blueprint 2030 is proposed to be conducted by the end of 2027, ensuring its relevance and effectiveness.

The implementation of the TCH Blueprint 2030 strategic plan will have a transformative impact on the Jumuiya region, establishing it as an international reference in the field of TCH. This transformation will involve tourism and culture working together to drive the comprehensive and integrated development of the entire region, including

disadvantaged communities, young people, women, and people with disabilities. This vision will be supported by public policies and infrastructure that can generate unique, innovative, and safe tourism experiences. The region will focus on enhancing its main tourist products such as “sun and sea” and “wildlife” by adding value through secondary products associated with natural, historical, and cultural heritage.



03

Methodology note

3.1 A participatory and inclusive process

Instituto Padre António Vieira (IPAV) collaborated with Camões IP as the implementation partner to offer technical assistance in formulating the blueprint for Tourism and Cultural Heritage (TCH) within the Jumuiya 2030 blue economy sector strategy. The central tenets guiding the co-creation of the TCH Blueprint 2030 were Diversity, Inclusion and Equity (DIE), employing an integrated governance methodology to encourage participation and consensus from all stakeholders. These stakeholders encompassed public authorities, civil society organizations, religious institutions, economic entities, women's groups, and leaders from all segments of JKP's population, with special emphasis on those who might have been historically excluded or marginalized.

This participatory and holistic approach comprised several critical moments, notably the Change Lab workshop, the creation of a writing team with Kenya and Portuguese representatives from public and private sectors and the bilateral immersive experience of the writing team in Kenya and Portugal. It also relied on inputs from the internal quality assurance committee, specific bilateral meetings with key stakeholders, the analysis of regional, national, and international literature and strategic documents, the Counties Stakeholders meetings, and the validation process, among others. All of these engagements and diverse contributions make the TCH Blueprint 2030 a strategic document crafted by the people and stakeholders of Kenya's coast for the benefit of its citizens, including women, youth, and disadvantaged groups.

3.2 Literature highlights (supported by the literature review Annex I)

The TCH Blueprint 2030 was strongly supported by several critical policy documents

such as the Kenya Vision 2030, the National Tourism Policy, the National Tourism Blueprint 2030, the Kenya Tourism Strategy 2021-2025, the Kenya Coast Transformation Strategy, the Kenya Kwanza Plan-The Bottom-Up Economic Transformation Agenda, the African Agenda 2063, the National Adaptation Plan 2015-2030, Nairobi Statement of Intent on Advancing the Global Sustainable Blue Economy and by benchmarking analysis of several tourism strategic plans from other regions and countries as can be evidenced in the literature review (TCH Blueprint 2030 Annex I). The analysis of all of these strategic documents gives us several main highlights that were fundamental for the writing process of the TCH Blueprint 2030, such as:

- **Sustainability:** Encompassing economic, social, and environmental aspects, emerges as a pivotal requirement in the analysis of various plans for tourism development.
- **Tourism's Growing Importance in Africa:** Tourism has emerged as a vital sector for economic growth and development in African countries, with diverse landscapes, cultural heritage, and wildlife attracting international travellers seeking authentic experiences.
- **Focus on Sustainability and Cultural Tourism:** Kenya's tourism development holds immense potential for economic growth, job creation, and cultural preservation. Emphasizing sustainability and cultural tourism through the creation of diverse alternative products can attract post-modern tourists.
- **Cultural Routes and Creative Tourism:** Cultural tourism is a well-established product globally, and its development in Kenya should focus on its rich intangible heritage, traditions, gastronomy, crafts, and ethnic diversity. Benchmarking with successful cultural tourism examples from Europe and South Africa can guide the development of Coastal Kenya's tourism strategy.
- **Tourism is recognized as a critical sector for economic progress and enhancing people's quality of life.** Some countries face development challenges, such as poverty, unemployment, income inequality, and inadequate infrastructure. In Kenya, the document "Kenya Vision 2030" identifies key pillars for the country's development, including macroeconomic stability, governance reforms, equity, wealth creation opportunities, infrastructure, energy, technology, innovation, land reforms, human resources, security, and public sector reforms.

- Cultural diversity, characterized by numerous ethnic groups, languages, traditions, and religious beliefs contribute to a rich tapestry of cultural heritage that plays a significant role in shaping the identity of each country.
- The richness of cultural diversity tangible and intangible heritage should be maximized in the development of cultural products and unique experiences. Cultural tourism should be centered around local culture, incorporating local dance performances, crafts, cuisines, home stays, historical sites, and museums, fostering small industries that support the local way of life.
- Biodiversity, wildlife, and environmental conservation are essential for protecting these natural treasures. African countries face the dual challenge of balancing economic development with environmental preservation. Developing sustainable tourism practices can contribute to achieving this goal.
- Climate change and water scarcity, particularly in arid and semi-arid regions, affecting agriculture and tourism activities, are evident concerns in some of the analyzed plans and are also critical to Kenya coast.
- Mobility between and within countries, security, and improved infrastructure are crucial considerations impacting tourism development.
- Attracting and diversifying markets present challenges for various countries, necessitating an increase in international tourism arrivals and revenues, as well as attracting visitors from the African domestic market.
- Digital technologies play a vital role in promoting destinations, attracting new markets, and collecting visitor information.

3.3 A theory of change model: the starting point for TCH Blueprint 2030 creation

The Theory of Change (ToC) is a comprehensive and dynamic approach used by organizations and initiatives to design, implement, and evaluate programs and projects. At its core, the ToC model seeks to articulate the desired long-term goals and the necessary steps or pathways to achieve those outcomes. Unlike traditional linear planning

models, the ToC model emphasizes a deeper understanding of the underlying assumptions and causal relationships that drive change. It encourages stakeholders to think critically about the processes and interventions that lead to specific impacts.

The ToC model begins with a clear and well-defined vision of the desired social or environmental change. Each outcome is linked through a logical pathway, outlining how a specific change contributes to the achievement of broader goals.

A critical aspect of the ToC model is its emphasis on stakeholder engagement and participatory design. It encourages involving beneficiaries, communities, experts, and partners in the development and validation of the theory. This participatory process ensures that the ToC is contextually relevant, reflective of diverse perspectives, and aligned with the actual needs and priorities of those involved.

In line with this ToC view, a Change Lab workshop was designed in order to launch the drafting of the Blue Print in Tourism and Cultural Heritage through direct and positive engagement with core stakeholders (Annex II), through a methodological tool labelled Change Lab. The Change Lab was aimed to structure a set of guidelines to tackle the complex problem posed by the development of integrated policies leading to the development of the Tourism and cultural heritage industries on the Coast of Kenya, namely in the counties of Mombasa, Kilifi, Kwale, Tana River, Taita Taveta and Lamu.

This inclusive and participatory workshop had the participants go through an integrated governance approach focused on establishing a shared impact on the Tourism and Cultural Heritage industries of the Coast. Using the Theory of Change methodology, the complex problems of the TCH cluster notably impact, outcomes/results, products/activities were defined in four different areas: TCH public policies; TCH public infrastructures; cultural heritage and natural sites/resources; TCH industries (Annex III). The other outcome of the training was the creation of Index proposal for the Blueprint and the establishment of a core team of writers from Kenya and Portugal.

3.4 The overall methodological approach

As mentioned above the critical starting point for the construction of the TCH Blueprint 2030 was the Change Lab workshop that defined four different areas, which included for each of them the main problem, the desired impact and, several outputs and outcomes (Annex III). Moreover, the Change Lab stakeholders defined the book index proposal, and a core writing team comprising Kenya and Portuguese experts from both public and private sectors was established. The writing team included individuals with experience in high-level political leadership, academic experts specializing in public policies, tourism, and heritage, as well as representatives from tourism companies in the Jumuiya region. Additionally, the writing team comprised experts skilled in crafting sectoral, regional, national, and international strategic plans.

Secondly the core Portuguese writing team did an immersive experience to the Kenya coast to boost the TCH Blueprint writing strategy, which always embraces a participatory and inclusive approach, prioritizing stakeholder engagement. Throughout this immersive experience, the writing team diligently also addressed gaps identified in the Change Lab Reports. They arranged new meetings with strategic associations in the tourism and cultural heritage sectors, aiming to glean valuable insights and foster collaborative efforts in addressing the identified gaps effectively. An integral part of the process involved increasing stakeholder contributions to the primary TCH Blueprint 2030 strategy perspective. Engaging stakeholders at this level ensured a comprehensive and well-rounded approach to crafting the blueprint, aligning it with the long-term goals of the region. A series of productive discussions took place, where stakeholders actively deliberated strategic goals and activities/outputs identified during the Change Lab Workshop. These discussions allowed for valuable inputs and perspectives, enriching the blueprint's foundation and fostering ownership among key stakeholders (Annex IV).

In a quest to comprehend the challenges, opportunities, and strengths of a significant UNESCO World Heritage Site, the Portuguese writing team embarked on a visit to this prestigious location. Observations from this visit provided valuable insights that informed the blueprint's strategies and approaches, enabling effective preservation and utilization

of cultural heritage sites within the Kenya Coast. During the visit, the writing team also delved into the cultural initiatives related to the UNESCO site and their associations/synergies with other UNESCO sites in the JKP context. This holistic understanding allowed for the identification of critical activities co-created through specific meetings, immersive visits, and observations, further enriching the blueprint's potential impact.

With the engagement of diverse stakeholders, the writing team together with JKP carefully selected the global writing team, ensuring a diverse and inclusive group that contributed significantly to the blueprint's development and implementation. Establishing their roles fostered a collaborative atmosphere, with stakeholders working cohesively to achieve common goals. In addition, the writing team deliberated on effective writing strategies, including co-design of the Portuguese immersion experience for the Kenyan-based members of the team. This face-to-face immersion approach ensured seamless communication and collaboration, facilitating a seamless flow of ideas and inputs throughout the blueprint's development process, generated confidence between all the writing team to really work as one, and accelerated the writing process. The immersive experience also generate the need to create an Internal Quality Assurance Committee that was coordinated by the senior Consultant of STTA (Juddy Gona) and by the CEO of JKP (Emmanuel Nzai) with the mission of providing evidence-based strategic recommendations to support TCH sector blueprint writing, implementation and performance monitoring. The Internal Quality Assurance Committee validated and contributed to the improvement of the TCH Blueprint 2030 in critical phases, such as the core of the strategic plan (TCH Blueprint draft 0.0) and the TCH Blueprint 2030 Draft 1.0 before presentations to receive feedback and contributed in the meeting with the main TCH Stakeholders from the six counties.

Since the creation of the writing team that started the work by bilateral online meetings and deep analysis of main regional, national and international strategic documents, which the benchmarking literature review of different tourism strategic plans was a relevant document, and the Change Lab report, the boost of the writing process was made in the Portuguese immersive writing experience by the Kenya team. In this working week it was possible to transform each impact in a Stra-

tegic Objective (SO) and, together with the literature and policy documents alignment, co-create the TCH Blueprint 2030 vision. Moreover, the Change Lab outcomes and outputs, together with the bilateral meetings with relevant stakeholders and the literature and policy documents contributions, were converted into Operational Objectives (OO) and Strategic Actions. Finally, it was possible to define the main monitoring KPI's for each of the Operational Objectives, as well the alignment and contribution of the eighteen (18) OO distributed by the four (4) SO to the SDG's (Annex V), Kenya Vision 2030 Pillars (Annex VI), JKP Blueprint Goals (Annex VII) and Kenya Tourism Objectives (Annex VIII).

Finally, TCH Blueprint 2030 draft 1.0 underwent validation by the internal quality assurance team. It was subsequently presented, discussed, and feedback was received in a specific validation integrated governance meeting involving TCH key stakeholders (Annex IX). Simultaneously, the TCH Blueprint was shared with several critical entities, not only for their knowledge but also to provide these institutions with the opportunity to contribute to document improvement.

To achieve this, an interactive website was created, featuring the main strategic options such as Vision, SO (Strategic Objectives), OO (Operational Objectives), and strategic actions. This website was designed to facilitate the dissemination of TCH Blueprint 2030 and to gather feedback through this online channel.

After receiving feedback from the integrated governance meeting and the key entities mentioned in Annex IX, the final version of the TCH Blueprint 2030 was submitted for approval by the counties, JKP, and Camões IP.

The logical frame of the overall methodological approach previously described is presented in the **Figure 1**.

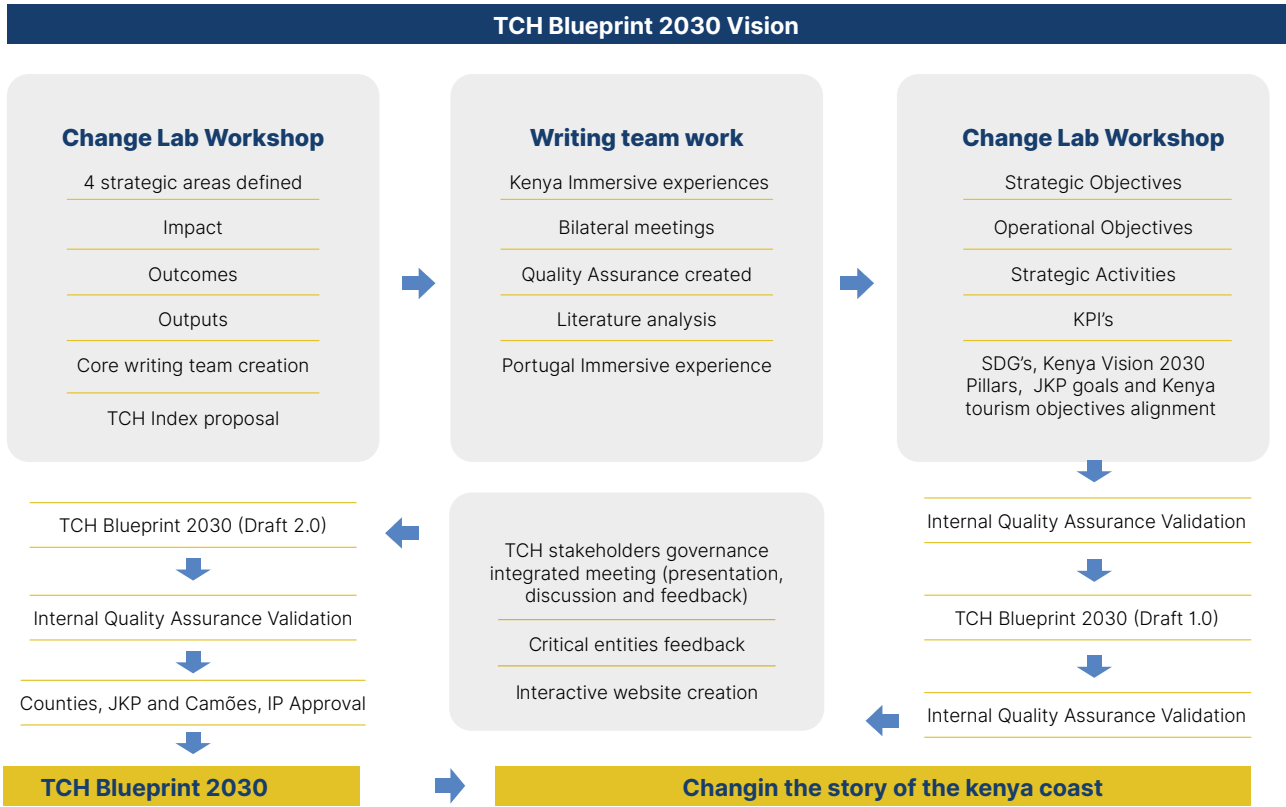


Figure 1. Logical frame of the overall methodological approach.

In conclusion, the comprehensive engagement of stakeholders and the immersion experiences on the Kenya Coast paved the way for a robust and inclusive TCH Blueprint 2030. By fostering collaboration, understanding challenges, and aligning strategic goals, the blueprint sets the stage for sustainable development, preservation of cultural heritage, and the prosperity of the Kenya Coast for years to come.



04

Introduction

4.1 Situational analysis and strategic plan purpose

The Vision 2030, which is Kenya's long-term national planning strategy aims to transform the country and provide a high quality of life to its citizens by 2030. This comprehensive plan recognizes tourism as a critical sector towards the achievement of the projected economic development.

The tourism sector in Kenya continues to play a key role in the country's economic development not only through its contribution to the Gross Domestic Product (GDP) but additionally with foreign exchange earnings, employment and poverty reduction despite the challenges of travel advisories occasioned by terror threats and other natural calamities such as the Covid-19 pandemic. Tourism contributes 10.4% to Kenya's GDP and directly employs 990,000 individuals according to the Annual Tourism Sector Performance Report (2021). Prior to the onset of the Covid – 19 pandemic, the tourism sector recorded excellent growth contributing 10% of the country's GDP at Kshs. 163.6B with international visitor arrivals recorded at 2,048,843 up from 1,459,500 recorded for the same period in 2015. With the onset of Covid-19, revenue from international visitors declined to Kshs.89B and 146.5B in 2020 and 2021 respectively (Ministry of Tourism and Wildlife, GOK; Research Report on Impact of Covid-19 on Tourism in Kenya).

The Kenya coast region is situated immediately south of the equator with approximately 600 km seafront stretching from the border of Tanzania to the south to that of Somalia in the north with most of this seafront having beautiful un-spoilt clean sandy beaches. The transport system in the coast region is well developed to a great extent allowing for ease of reach to the destination by tourists. For air travel, there are five airports for scheduled and major international and domestic charter passenger flights - Moi International Airport (MIA), Malindi Airport (MLD), Manda Airstrip (MAN), Ukunda Airstrip (UKU) and lately Vipingo Ridge Airstrip.

Further, Kenya holds seven UNESCO World Heritage sites with three of these found in the coast region - Lamu Old Town, the Sacred Mijikenda Kaya Forests in Kwale and Kilifi Counties and the Fort Jesus Monument in Mombasa. There are however many tourist attractions that have yet to be exploited for tourism in the coast region.

But one of the biggest under-exploited attraction of the coast region, is its people and their way of life. The rich Swahili culture for example, dates back more than 2000 years. The over twenty ethnic groups in the region have helped shape a dynamic culture that visitors would wish to sample – food, music and dance, artifacts.

The Kenya National Tourism Blueprint 2030 (NTB 2030) published by the Government of Kenya, notes that the coast tourism is on the decline. This is evidenced by the fact that when it is considered all the attractions together, including museums, nature parks, and historical sites, the number of visitors in the Kenya coast represented 37% of all visitors to Kenya in 2018. By 2022, it only accounted for 32% representing a significant decline. Similarly, in 2018, the Kenya coast represented 22% of visitors to the country's national parks and game reserves, but this percentage decreased to 20% in 2022. This trend is also evident in the numbers of Hotel Bed-Nights Occupancy, where the Kenya Coast represented 43% of the country in 2018, but decreased to 38% in 2022.

In a region where poverty is rife, this decline in tourism numbers does not portend well for the region's development.

The TCH Blueprint therefore aims at assisting in the revamp and growth of the tourism sector in the coast region of Kenya covering the six counties of Mombasa, Kwale, Kilifi, Taita Taveta, Tana River and Lamu which together form the Jumuiya ya Kaunti za Pwani (JKP) economic bloc with a view to economically empower the vulnerable groups within the region. The most vulnerable groups include women and youth, PLWD and other minority groups.

4.2 TCH as a new cluster

Cultural and Heritage Tourism broadly focuses on experiences of tourists through immersing oneself into the traditions, history, arts and way of life in a given destination.

Globally, cultural heritage tourism continues to inspire travel. Some studies undertaken on 'reason to travel', namely the travel prediction 2023 research report, indicate that 51% of travellers would like to travel to new destinations to immerse themselves in new culture with 30% indicating they would wish to travel to lesser known destinations. Consequently, the global cultural tourism revenue is predicted to be USD.5,931.2 in 2023 with demand expected to average 14.4% over the next 10 years.

World Travel and Tourism Council (WTTC), estimates that the entire tourism industry globally creates between 300 and 350 million jobs with 40% of these being in cultural tourism value chain. The significance of growing tourism numbers through the development of a robust Culture and Heritage tourism product can therefore not be underestimated.

The Jumuiya region is blessed with abundant natural and cultural heritage – including historical sites, world heritage sites and marine life - which can be harnessed to enhance its main tourism offerings of sun and sand and wildlife and increase tourism revenue through making tourists stay longer and hence spend more within the destination.

This recognition of culture and heritage tourism as the new front towards revamping the tourism sector has not escaped the attention of leading destinations around the globe. For instance, Thailand is focussing on developing unique cultural experiences and bonds between tourists and the local community. In Italy, antique facilities are being turned into more functional cultural parks while Greece's cultural tourism initiatives focuses more on collaboration between key stakeholders including government and the private sector through promotion of policies that encourage coordination between all key players.

Among others, the Coastal culture and heritage products can be classified into the following categories:

1. Festivals & Cultural Events – these showcase the culture and way of life of the indigenous residents of the coast region;

2. Monuments – The Coast is filled with a number of historical monuments that date back to as early as the 1st century including ruined cities and religious sites;

3. Cultural Dancers – There are over 20 ethnic groups in the coast region each with its unique way of dress, food and dance;

4. Cultural Artifacts- The coast region has unique artifacts some of which are still used in the daily lives of coastal people. These include the unique Swahili doors, chairs and beds;

5. Cultural activities – This includes the rituals and customs and religious festivals.

Other natural attractions such as geological formations with cultural significance, also abound.

Cultural heritage tourism in Kenya can be rationalized on the grounds that it increases diversity of tourist experiences, improves sustainability for cultural heritage sites through higher public profile and educational awareness, allows more Kenyans and tourists to share the rewarding and enormously varied opportunities for exploring the individual stories, communities, places and ideas that have shaped the country's social and physical environment.

4.3 Principles

The Go Blue TCH Blueprint presents a path towards achieving a shared vision among JKP's stakeholders in tourism and cultural heritage sectors, including a shared perception of threats hampering development and ways to address them and a shared conviction in economic opportunities and benefits that might arise from adopting cooperative behavior. As stated earlier, the benefits of tourism have not been fully felt by the local community especially the most economically vulnerable residents of the coast region. This blue print therefore proposes interventions that will help in the economic development of the coast region.

Specifically, the blue print seeks to ensure that;

1. Economic gains from tourism are felt by the community;
2. Employment opportunities are available to the local residents;
3. Micro, Small and Medium Enterprises owned by the vulnerable individuals and groups become part of the tourism value chain;

4. The community enjoys the benefits of infrastructure including health, education services, roads, water and communications;
5. There is sustainable use of natural and cultural assets.

To attain this goal, the Blueprint proposes the strict adherence to seven main principles: Diversity, Inclusion, Equity, Plurality, Ethic's, Sustainability and Responsible Tourism.

i. Diversity

The TCH Blueprint 2030 places a strong emphasis on promoting diversity throughout the entire tourism value chain. It is recognized that embracing diversity, encompassing differences in ethnicity, religious beliefs, ages, cultural backgrounds, and economic circumstances, is a driving force that can foster cohesion and strength diversity within the value chain.

Diversity extends beyond the mere involvement of various players in the industry; it also embraces the diversity of thoughts and perspectives. Allowing every participant's voice to be heard is essential to harnessing the true potential of the collective expertise.

Cultivating a culture of diversity, create an environment where individuals, groups, and organizations can thrive while respecting and appreciating their uniqueness. This inclusive approach paves the way for better collaboration and understanding, making it easier to gain support for various initiatives within the industry.

Embracing diversity is not only a moral imperative, but it also presents a strategic advantage. When it is possible to harness the wealth of ideas and experiences from different backgrounds, as well to unlock innovation and creativity, leading to a more vibrant and sustainable tourism sector.

The TCH Blueprint 2030 has ingeniously utilized the outstanding diversity of the Jumuiya region to enhance a value chain that not only celebrates but also leverages this diversity, establishing it as a driving force behind the remarkable growth and unparalleled success of the entire tourism industry.

ii. Inclusion

When the culture of diversity has been developed, inclusion is achieved. Much as the decline in tourism revenue in the coast region can be traced to the under-utilisation of the culture and heritage assets for tourism, there is the larger concern of exclusion of the community in the core tourism value chain. The majority of people living in coastal regions do not directly benefit from tourism, whether it involves hosting national or international tourists. This lack of direct benefit presents challenges in engaging the local community to contribute to the entire Tourism and Cultural Heritage (TCH) chain. Representatives of men and women's associations, religious leaders, youth leaders, traditional leaders, including communities and groups facing exclusion and that might be connoted with criminal activities must also be involved as they are the ultimate key to prevalence of social inclusion or exclusion, security or insecurity factors.

To unlock the potential of the TCH sector and instill a sense of pride within coastal communities, it is essential to motivate them to share their natural and cultural heritage with the world through tourism. By utilizing tourism as a means to enhance the quality of life, either directly or indirectly, it is possible to transform the situation and revitalize the tourism sector. Additionally, these communities can showcase their rich history and contribute to the sustainable growth of the TCH sector by offering secondary or complementary tourist products alongside the core attractions of "sun and sea" and "wildlife".

Overcoming this challenge will enable the Government address high poverty levels in the coastal region, foster shared prosperity, promote diversity, nurture a sense of belonging, and encourage ethnic integration. By involving the local community in the tourism industry, it will create a more inclusive and rewarding experience for both visitors and residents alike.

This Blueprint contains ideas and recommendations from all players in the tourism industry – both large and small, formal and informal. It also emphasizes the inclusion of diverse groups and individuals in decision-making.

iii. Gender Equity

The coast region's tourism industry has historically faced cultural and religious restrictions, leading to limited employment opportunities for female key decision-makers. As a result, the female gender's valuable perspectives and contributions to the growth of tourism have been overlooked. However, in developing this Blueprint, it was made a concerted effort to include views from all genders, with a specific focus on ensuring the active participation and representation of women.

Recognizing the importance of gender equity, the TCH Blueprint was aimed to address the existing gender disparities and create a more inclusive environment in the tourism sector. Efforts were made to actively seek out and listen to suggestions from women to ensure that the benefits derived from the tourism industry are distributed equitably among all members of the community.

By empowering women to play pivotal roles in decision-making and fostering an environment that promotes gender equality, it will enhance the overall growth and sustainability of the coast region's tourism industry. Embracing the diverse perspectives and talents of both men and women will be key to achieving shared prosperity and fostering a thriving tourism sector that benefits everyone involved.

iv. Plurality

The TCH Blueprint 2030 recognizes the value of plurality within the tourism industry. Plurality refers to the rich diversity and variety of experiences, perspectives, and offerings that characterize the Jumuiya region's tourism landscape.

By embracing plurality, it will be possible to celebrate the unique blend of ethnic groups, cultural traditions, religious beliefs, and natural wonders that make the region a truly exceptional destination. This plurality not only enriches the tourism experience for visitors but also contributes to a vibrant and dynamic tourism ecosystem.

Plurality extends beyond the surface-level attractions; it encompasses the multiplicity of voices and ideas from various stakeholders, including local communities, businesses, and organizations. By actively involving these diverse voices in decision-making processes, it will tap into a wealth of knowledge and insights that drive innovation and sustainable growth.

The TCH Blueprint 2030 places great emphasis on nurturing and preserving the plurality of the Jumuiya region's tourism industry. By building a future that leverages the distinctiveness and cultural heritage, it will be possible to create a destination that stands out on the global stage and offers memorable experiences for all who visit. Embracing plurality ensures that the Jumuiya region remains a cherished and sought-after destination for years to come.

v. Ethics

Ethics play a fundamental role in the TCH Blueprint 2030, guiding this approach to tourism development in the Jumuiya region. Ethical principles serve as the moral compass that drives responsible decision-making, ensuring that our actions are aligned with values such as integrity, respect, and social responsibility.

Incorporating ethics into our tourism practices means prioritizing the well-being of the environment, local communities, and cultural heritage. By striving this, it will be possible to minimize negative impacts on the environment and promote sustainable practices that preserve the natural beauty and biodiversity of the region.

Ethical tourism also involves working hand in hand with local communities, respecting their customs and traditions, and empowering them to be active participants in tourism development. By involving community members in decision-making processes and ensuring fair and equitable distribution of benefits, it will foster a sense of ownership and pride in their cultural heritage.

Furthermore, ethical tourism places emphasis on supporting businesses and initiatives that promote social and economic development within the region. This will prioritize responsible supply chains, fair labour practices, and opportunities for local entrepreneurship, contributing to the overall prosperity and well-being of the community.

The TCH Blueprint 2030 stands firmly on an ethical foundation, committed to creating a sustainable tourism industry that respects the environment, preserves cultural heritage, and enhances the lives of both visitors and residents alike. By adhering to ethical principles, it envisions a tourism sector that leaves a positive and lasting impact on the Jumuiya region, making it a model destination for responsible and conscientious travel.

vi. Sustainability

The TCH Blueprint 2030 places a central focus on sustainability within the tourism sector. Recognizing the environmental, social, and economic impacts of tourism, it will foster responsible practices that preserve natural resources, protect cultural heritage, and promote community well-being.

Sustainable tourism practices ensure that the natural wonders and cultural treasures are conserved for future generations to enjoy. By minimizing negative environmental impacts and promoting eco-friendly initiatives it will be possible to strive conditions to create a harmonious balance between tourism development and conservation.

Beyond environmental considerations, sustainability also entails the equitable distribution of economic benefits throughout the community. With this view it is possible to empower local businesses and entrepreneurs, ensuring that tourism revenues positively impact the lives of residents, leading to shared prosperity.

Moreover, fostering cultural sustainability involves celebrating and preserving traditional practices and customs, as they contribute to the unique identity and authenticity of the region. By engaging local communities in tourism decision-making, it is feasible to safeguard their cultural heritage and promote a sense of ownership and pride.

The TCH Blueprint 2030 firmly believes that a commitment to sustainability is not just a choice but a necessity for the long-term viability and success of the tourism industry in the Jumuiya region.

vii. Responsible Tourism

As an integral part of the TCH Blueprint 2030, responsible tourism lies at the heart of this approach to tourism development. It is devoted to promoting responsible practices that prioritize the well-being of the environment, society, and economy.

Responsible tourism entails a mindful and proactive approach to minimize the negative impacts of tourism activities on the environment. Consider revising it as follows:-

To protect the delicate ecosystems, biodiversity, and natural resources that make the Jumuiya region so special, a greater focus on responsible tourism is paramount.

By supporting eco-friendly initiatives and adopting sustainable practices, it is ensured the preservation of natural wonders for generations to come.

Equally important is the commitment with social responsibility. It is proposed working closely with local communities to foster mutual respect and cultural understanding. Empowering and involving the local populace in tourism decisions helps to create a sense of pride and ownership in preserving their cultural heritage. Additionally, responsible tourism ensures fair employment practices and supports local businesses, contributing to the overall well-being of the community.

Economically, responsible tourism seeks to distribute the benefits of tourism more equitably, channeling revenue back into the region for sustainable development. By supporting community-driven initiatives and involving local stakeholders, it will create a tourism industry that is both economically viable and socially beneficial.

The implementation of responsible tourism practices, is an opportunity to thriving a sustainable tourism sector in the Jumuiya region, one that leaves a positive and lasting impact on the environment, society, and economy.

4.4 Anchorage on the Sustainable Development Goals

The United Nations World Tourism Organisation (UNWTO), in its publication “World Tourism Barometer” (Volume 21, Issue 1, January 2023), notes that: “International tourism recovered 63% of pre-pandemic levels in 2022...”. Apparently the lifting of travel restrictions enabled the desire for travel to be re-ignited. The importance of tourism as a source of foreign exchange, a catalyst for investment and consequently employment especially for developing countries, cannot be over-emphasized. Hence, this revamp is welcome news. Indeed, international tourist arrivals estimates for 2023, predict an 80 to 95% growth of pre-pandemic levels according to UNWTO. But this revamp and growth must be within the confines of a sustainable development framework.

The sustainable goals were developed in 2015 when 193 countries met at the United Nations (UN) and committed to a long-term comprehensive strategy to deal with the challenges inhibiting global sustainable development. This gave rise to the development

of 17 SDGs (Sustainable Development Goals) with a target of meeting these goals by 2030.

Tourism was identified as one of the sectors whose growth could contribute to meeting the SDGs as it has the potential to both directly and indirectly, contribute to all the SDGs- if the tourism industry adopted sustainable tourism.

The World Tourism Organization (WTO) defines Sustainable Tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.

Sustainable tourism has the potential to help meet all the 17 SDGs. In the 2030 Agenda for Sustainable Development SDG target 8.9, aims to “by 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”. The importance of sustainable tourism is also highlighted in SDG target 12.b., which aims to “develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products”. Tourism is also identified as one of the tools to “by 2030, increase the economic benefits to Small Island developing States and least developed countries” as comprised in SDG target 14.7. In SDG 1- No Poverty - for example, tourism can easily foster economic growth and development given its huge size and fast growth.

In the Rio+20 outcome document “The Future We Want”, sustainable tourism is defined by paragraph 130 as a significant contributor “to the three dimensions of sustainable development” thanks to its close linkages to other sectors and its ability to create decent jobs and generate trade opportunities.

Harnessed well, tourism can reduce poverty through job creation especially amongst the most vulnerable in society including youth, women, PLWD and minority groups. This requires the development of policies and implementing actions that support the inclusion of these marginalized groups into the mainstream tourism value chain.

All of this agree that TCH development strategies need to be connected with the SDG's. Accordingly, the TCH Blueprint 2030 was co-created with this principle in mind, and its strong alignment with the SDGs, as evidenced in Annex V through the Operational Objectives that strongly contribute to the achievement of the SDGs.

4.5 Embracing a Holistic & Systemic Approach

The TCH Blueprint 2030 adopts a comprehensive and systemic approach that addresses both the supply and demand aspects of the tourism industry in the coast region. Through a thorough analysis, it identifies and tackles systemic challenges within the industry, including the overreliance on sun, beach, and wildlife attractions, overemphasis on a few markets, service quality, and seasonality of the tourism product.

It is essential to recognize that the coast region is an integral part of the larger Kenya destination. Interdependence between these entities is not only desirable but also imperative for their mutual growth and success. Therefore, the blueprint extensively examines all facets of the industry, encompassing both macro and micro-environmental factors while studying the relationships between various players.

The proposals and recommendations put forth in this blueprint necessitate collective action from all stakeholders, including government entities at both the national and regional levels, private sector actors, and local communities. By actively involving and collaborating with all players, it will be possible to effectively implement the outlined strategies and foster a thriving and sustainable tourism industry that benefits everyone involved. This holistic and systemic approach will ensure the coherent and harmonious development of the coast region's tourism sector, contributing to its long-term prosperity and positive impact on the broader Kenyan destination.



05

Setting the problem - challenges

5.1 The main challenges

Tourism is a major economic sector in Kenya contributing 10.4 % of the country's GDP and 5.5 % of formal sector employment. Tourism is the country's second largest earner of foreign exchange, with tourism earnings increasing to Kshs 252.3 billion (US \$ 2.13 billion) in 2022 compared to Kshs 127.1 billion (US \$ 1.16 billion) in 2021.

Kenya is among Africa's popular tourist destinations, attracting millions of tourists in recent years. Prior to the onset of the Covid - 19 Pandemic, the tourism sector recorded exceptional growth, with international visitor arrivals increasing from 1.459 million in 2015 to 2.027 million in 2018. Recent data shows that the sector is experiencing a strong recovery, with the number of international visitor arrivals increasing by 77 % from 871,3000 in 2021 to 1.541 million in 2022. The recovery is also evidenced by the recorded bed occupancy rate of 57% in March 2022 against 23% occupancy in the same period in 2021.

The number of visitors to select museums, snake parks, and historical sites more than doubled from 403.7 thousand in 2021 to 843.7 thousand in 2022. Additionally, the number of visitors to national parks and game reserves increased by 69.1% to 2,543 thousand in 2022. Whereas the national growth has witnessed upward trend since 2015, the story is different on the Kenya Coast which has experienced slower growth. When all attractions are considered; including museums, nature parks, and historical sites, the number of visitors in the Kenya coast represented 37% of all visitors to Kenya in 2018. By 2022, visitors to the Kenyan coast accounted for only 32%, a significant decline. Similarly, in 2018, the Kenya coast accounted for 22% of visitors to the country's national parks and game reserves, but this percentage decreased to 20% in 2022. This trend is also evident in the numbers of Hotel Bed-Nights Occupancy, where the region's bed occupancy declined to 38 % in 2022 from 43% in 2018.

Tourism is a vital service sector throughout the Jumuiya region. The region is blessed with abundant natural and cultural heritage, which would greatly enhance its main tourism offerings. These include sun and beach experiences, historical sites, world heritage sites, marine life, cruise tourism, and wildlife safaris. A revamped coast region tourism product will contribute to reduction in the high unemployment rate within the coast region.

Despite the high number of visitors to the coast region over the years, the majority of people living on the Kenyan coast do not directly benefit from tourism, whether through hosting national or international tourists or through their direct participation in running businesses in the core tourism value chain. This lack of direct benefit poses challenges in engaging the local community to add value to the entire Tourism and Cultural Heritage (TCH) chain.

However, this main challenge also presents a significant opportunity; It can be addressed by harnessing the potential of the TCH sector to cultivate a sense of pride within coastal communities, motivating them to share their natural and cultural heritage with the world by utilizing tourism as a means to improve their quality of life, either directly or indirectly. Moreover, these communities can showcase their rich history and contribute to the sustainable growth of the TCH sector by adding value through secondary or complementary tourist products to the core or primary tourist products, namely “sun and sea” and “wildlife”.

Nonetheless, engaging the local communities is not the only challenge in enhancing the TCH sector. It is also crucial to focus on the development of regional and national TCH public policies that provide opportunities for improving the well-being of all local communities. These policies should encompass respect for human rights, family and traditional values, and promote employability with environmental and socioeconomic responsibility. Inclusivity is key, ensuring that significantly excluded or marginalized groups, such as women, youth, and people with disabilities are always included. Aligning with the vision of the Jumuiya region and overcoming this challenge will make it possible to address high poverty levels, foster shared prosperity, promote diversity, nurture a sense of belonging and community cohesion.

International benchmarking of the TCH sectors clearly demonstrates that the private sector plays a key role in promoting their growth and maturity. In other words, public-private partnerships (PPP) must be encouraged and stimulated by public policies, as they can help overcome some of the challenges associated with the investments required by the TCH sector. However, for the TCH sector to thrive, it is essential to allocate national and regional funds to address various sector-specific and cross-cutting gaps that exist at both the national and regional levels. These gaps include high illiteracy rates, insufficient investments in education, lack of adequate TCH professionals with specific skills, inadequate road infrastructure, limited maritime connectivity between the Kenyan coast counties, low energy and ICT penetration, inadequate maintenance of cultural sites and preservation of natural resources, an underdeveloped tourism and cultural services sector, and inadequate public services (health system, water/sanitation, waste management, transport services, security, education, energy access, ICT supply, etc). Furthermore, it is necessary to develop a deliberate destination promotion and management plan specifically tailored for the region. With a focus on product diversification and destination marketing so that the region can attract increased tourist numbers, targeting both domestic and international visitors, including high-end tourists and those with special interests such as sports tourism, adventure, culture, and heritage experiences.

5.2 Specific challenges:

5.2.1 Public policies to support the TCH cluster

The main specific challenges of public TCH policies are as follows:

- Insufficient autonomy, technical structure, and financial resources: The lack of autonomy, technical structure, and financial resources in the six counties of the Jumuia region pose a challenge to adopting and implementing TCH public policies. This limitation hinders the ability to develop policies that effectively address the economic, social, digital, and environmental needs of coastal stakeholders. Without adequate resources and expertise, the implementation and impact of TCH policies may be hindered.

- **Lack of customization of national TCH policies:** Another challenge is the failure to customize national TCH public policies to address the specific needs of the coastal region. Each region has unique characteristics, challenges, and opportunities. By not tailoring policies to the specific requirements of the coastal area, there is a risk of overlooking or neglecting important aspects that could contribute to the development and sustainability of the TCH sector in the region. Customization is essential to ensure that policies align with local conditions and effectively support the growth and prosperity of the coastal communities.

Addressing these challenges requires efforts to enhance decentralization and technical capacity, and financial resources of the counties and Jumuiya region. It is also important to ensure that national TCH policies consider the specific needs and characteristics of the coastal area, allowing for tailored strategies and initiatives that promote the economic, social, digital, and environmental well-being of coastal stakeholders.

5.2.2 Public infrastructures related to the TCH Cluster

The main specific challenges of public infrastructure in the TCH sector are as follows:

- **Absence of minimum international standard conditions:** One of the challenges is the absence of minimum international standard conditions required in the general TCH sectors. This includes factors such as infrastructure quality, facilities, and services. To attract and cater to international tourists, it is crucial to meet the established standards in areas such as accommodation, transportation, TCH attractions, and tourist facilities. The lack of these minimum standards may hinder the growth and competitiveness of the TCH sector.
- **Inadequate waste treatment and water sanitation infrastructure:** Another challenge is the inadequate treatment of waste and the lack of proper water sanitation infrastructure. Tourism often generates a significant amount of waste, and without appropriate waste management systems, it can have negative environmental im-

pacts. Similarly, proper water sanitation infrastructure is essential for ensuring the health and well-being of tourists and locals alike. Inadequate waste treatment and water sanitation facilities not only pose risks to the environment and public health but can also harm the reputation of the TCH sector.

- **Lack of safe and secure conditions:** The absence of safe and secure conditions or even the perception of unsafe and insecure conditions for tourists visiting the area poses a significant challenge to the TCH sector. Tourists prioritize their safety when choosing a destination, and any perceived or actual risks to their well-being can deter them from visiting. It is essential to address issues such as crime rates, security measures, emergency response systems, and public safety to create a favourable environment for tourists. Enhancing safety and security measures can contribute to building trust and confidence among visitors, thereby boosting the growth of the TCH sector.

Addressing these challenges requires investments in infrastructure development and improvement. This includes implementing and maintaining international standards in the TCH sectors, establishing proper waste treatment and water sanitation systems, and enhancing safety and security measures. Collaborative efforts between public authorities, private sector stakeholders, and local communities are vital to overcoming these challenges and fostering a thriving and sustainable TCH sector.

5.2.3 Cultural heritage and Natural Sites/Resources

The main specific challenges in the Cultural Heritage and Natural Sites/Resources are as follows:

- **Underutilization of cultural heritage:** The cultural heritage of the area is not being fully valued, which poses a challenge to the TCH sector. Cultural heritage sites and resources hold immense value in terms of history, traditions, and unique experiences they offer. However, if they are not adequately recognized, preserved, and promoted, their potential contribution to the TCH sector remains untapped. It is crucial to identify, protect, and promote cultural heritage assets to enhance their role in attracting tourists and enriching their experiences.

- Adding value to cultural heritage resources: To enhance the tourism value chain associated with anchor products such as wildlife, sun and beach tourism, and more, it is necessary to add value to the cultural heritage resources. Cultural heritage can be integrated into tourism offerings through various means, including storytelling, interpretation, interactive experiences, and authentic cultural exchanges. Adding value to cultural heritage resources helps diversify and enrich the tourism experiences, making them more appealing to visitors and increasing their overall economic impact.

- Community-based engagement: Community-based engagement of coastal peoples is important to support and add value to the tourism value chain. Coastal communities have valuable local knowledge, traditions, and cultural practices that can contribute to the development of sustainable and authentic tourism experiences. Engaging local communities in tourism initiatives not only ensures their active participation and ownership but also helps improve their economic, social, and environmental conditions. It is essential to involve coastal communities in decision-making processes, empower them to actively participate in tourism activities, and share the benefits of tourism development more equitably.

Addressing these challenges requires recognizing and valuing the cultural heritage of the area, integrating it into tourism offerings, and actively engaging coastal communities. By doing so, the TCH sector can unlock its full potential, create more meaningful and authentic experiences for visitors, and contribute to the economic, social, and environmental well-being of coastal communities.

5.2.4 TCH industries

The main specific challenges in the TCH industries are as follows:

- Harnessing TCH for poverty reduction and social development: The TCH industry has the potential to contribute to poverty reduction, improve the health system, and formal and informal education. However, realizing this potential requires creating training opportunities, internships, and new entrepreneurial businesses in the

TCH sector, specifically targeting young people, women, and disadvantaged communities. Providing access to skills development, capacity building, and employment opportunities within the TCH industry can empower marginalized groups and contribute to their socio-economic advancement.

- **Disjointed governance models and efforts:** The development of TCH faces challenges due to disjointed governance models and efforts. Effective partnerships between the public and private sectors are essential for coordinated planning, policy implementation, and resource allocation. Collaboration and coordination among stakeholders are necessary to align objectives, share expertise, and leverage resources for sustainable TCH development. Addressing these challenges requires establishing strong governance frameworks, fostering cooperation, and promoting effective PPP.

- **Provision of enabling infrastructure:** Relevant stakeholders must address the provision of enabling infrastructure to ensure the seamless consumption of tourism products in the coastal region. This includes infrastructure such as transportation networks, connectivity, access to clean water and sanitation facilities, reliable energy supply, and quality tourism facilities. Adequate infrastructure is crucial for enhancing the visitor experience, promoting tourism growth, and supporting the sustainable development of the TCH industry.

- **Ethical considerations in tourism products:** Ethical considerations should be applied to all tourism products, including addressing issues such as sex tourism. It is important for tour operators to interact with tourists in an ethical manner, promoting responsible and sustainable tourism practices. This includes respecting local cultures, minimizing negative impacts on the environment, and protecting the well-being and dignity of local communities. Ethical tourism practices contribute to the long-term viability of the TCH industry and ensure that tourism benefits are shared equitably. Moreover, the development of products and businesses in compliance with international and national labour laws and for the existence of county mechanisms to ensure adherence with these laws.

Addressing these challenges requires a holistic approach that integrates social, economic, and environmental considerations into TCH development. This includes providing training and employment opportunities, fostering effective governance models, investing in infrastructure, and promoting ethical tourism practices. By addressing these challenges, the TCH industries can contribute to inclusive and sustainable development in the coastal region.



06

Strengths and opportunities

6.1 Public policies to support the TCH cluster: strengths and opportunities

Public policies supporting the TCH cluster in Kenya have several strengths. Firstly, the Kenya Vision 2030 recognizes tourism as a strategic sector and demonstrates a strong commitment to its development. This long-term vision also acknowledges the value of cultural heritage and natural sites, providing a solid foundation for sustainable tourism growth. In addition, the National Tourism Blueprint 2030 offers a more specific and comprehensive plan to enhance the tourism sector in Kenya. It focuses on improving tourism products, infrastructure, and marketing strategies to attract more visitors and maximize the potential of TCH. Furthermore, the Kenya Tourism Strategy 2021-2025 outlines specific goals and actions to diversify tourism offerings, improve infrastructure, and strengthen industry partnerships in support of TCH growth. A more recent addition is the Coast Tourism Transformation Strategy, which recognizes the unique tourism potential of the coastal area. It aims to enhance tourism infrastructure, promote cultural heritage, and improve visitor experiences along the Kenya Coast.

In 2012, the ministry of Tourism and Wildlife developed the Culture and Heritage Tourism Strategic Plan 2012 – 2016 which cemented the Ministry's realisation that Culture and Heritage is an important aspect contributing to the country's attraction as a tourism destination and critical to the diversification of Kenya's tourism product. Lastly, one of the most crucial aspects of public policy was the establishment of the Jumuiya Ya Kaunti Za Pwani region, representing all the counties along the Kenya Coast. This regional collaboration creates an opportunity for integrated development in the TCH sector. It is aligned with the constitutional objectives of devolution and provides a platform to leverage resources and strengths for sustainable TCH development in the region, in line with the goals outlined in the Kenya Vision 2030. Through

this collaborative effort, the Jumuiya region can foster coordination, share resources, and promote the long-term and sustainable growth of TCH, contributing significantly to Kenya's overall development vision.

Overall, these strengths demonstrate Kenya's strategic approach and commitment to the TCH sector. They provide a framework for enhancing tourism, preserving cultural heritage, and promoting sustainable development throughout the country. Indeed, the main opportunity for the Jumuiya region linked to the TCH sector lies, for the first time, in the formal creation of a unified TCH sector that encompasses tourism, natural sites, and cultural heritage. This formal recognition and integration can lead to a more cohesive and coordinated approach to TCH development, ensuring its strategic importance and sustainable growth. In this area, the significant opportunity lies in the Jumuiya region serving as a pilot region for the entire country of Kenya.

To capitalize on this opportunity, it is essential to generate specific public policies and orientations for the Jumuiya region and the TCH sector. These policies should address the goals associated with the devolution processes, acknowledging the unique TCH needs and potential in each of the six counties. They should also prioritize education, both formal and informal, to meet the skills requirements of the TCH sector, including lifelong learning opportunities and needs. Additionally, improving essential public infrastructure is crucial to support TCH development and provide a seamless experience for visitors. Finally, a comprehensive destination management plan should be established to ensure the sustainable development and effective management of tourism in the region. This plan should encompass initiatives to preserve natural resources, protect cultural heritage sites, promote responsible tourism practices, and actively engage local communities in tourism activities. Effective destination management is vital for enhancing the overall visitor experience and fostering long-term tourism growth. Furthermore, a targeted destination promotion and management plan focusing on product diversification and effective marketing strategies will play a crucial role in attracting a wide range of tourists to the region. By catering to different interests and promoting sustainable tourism practices, the Jumuiya region can position itself as a desirable destination for domestic, regional, and international visitors.

By seizing these opportunities and implementing comprehensive policies, the TCH sector in the Jumuiya region can flourish. This will lead to sustainable development, preservation of cultural heritage, and enhanced tourism experiences for visitors, further solidifying the region's status as an appealing destination.

6.2 Public infrastructures related to the TCH cluster: strengths and opportunities

Public infrastructures related to the TCH cluster in Kenya have both strengths and opportunities for development. Firstly, there is a baseline foundation of existing infrastructures that can support the growth of the TCH sector. These include transportation networks, accommodation facilities, and communication systems that are essential for providing convenient and comfortable experiences for tourists. Kenya is one of the more developed economies in Africa and has made significant investments in infrastructure in recent decades. These investments need to be continued, not only to address the existing infrastructure gaps but also to address the aging and deteriorating infrastructure.

Another significant strength is the creation of the Jumuiya region, which brings together six counties working strategically to prioritize infrastructure needs in the region. This includes infrastructure needs for the TCH sector. Additionally, the Jumuiya region can collectively, and in collaboration with other regional economic blocks, advocate and exert pressure on the national government to accelerate and facilitate the devolution process.

Moreover, there are opportunities to further enhance these infrastructures to meet international standards with the right public, private and PPP. Improving the quality and accessibility of transportation networks, such as roads and airports, can facilitate easier travel to TCH sites and improve connectivity between different destinations, including the connections between the six counties. Moreover, it is crucial to develop a strategy that considers the maritime connection between the five counties comprising the Kenya coastline. This maritime connection plays a vital role in the region's economic development and tourism potential. By focusing on enhancing maritime

infrastructure, such as ports, harbours, and coastal transportation, the region can strengthen its connectivity, facilitate trade and tourism activities, and unlock further economic opportunities. Developing a comprehensive strategy that integrates both land and maritime transportation systems will contribute to the sustainable growth and development of the entire coastal region.

Additionally, investments in sustainable and eco-friendly infrastructure, such as renewable energy sources and waste management systems, can contribute to the preservation of natural resources and reduce the environmental impact of tourism activities.

Furthermore, there is a need to address gaps in infrastructure development in certain areas, particularly in remote or underdeveloped regions. This presents an opportunity to prioritize the construction of essential facilities, such as visitor centres, interpretation centres, and public amenities, to enhance the overall tourism experience and encourage longer stays.

By investing in and improving public infrastructures related to the TCH cluster, Kenya can enhance its attractiveness as a tourist destination, provide better visitor experiences, and support the sustainable growth of the TCH sector.

6.3 Cultural heritage and natural sites/resources: strengths and opportunities

Kenya's cultural heritage and natural sites/resources offer significant strengths and opportunities for the TCH cluster. The country is rich in diverse cultural heritage, including traditional practices, historical landmarks, and communities with diverse cultural practices. These cultural assets could provide a unique and authentic experience for tourists, contributing to the overall appeal of the destination. Additionally, Kenya is blessed with abundant natural sites and resources, including national parks, wildlife reserves, mountains, lakes, and coastal areas. The breath-taking landscapes and biodiversity create opportunities for various TCH activities, such as wildlife safaris, nature walks, birdwatching, and adventure tourism.

To capitalize on these strengths, it is crucial to preserve and promote cultural heritage and natural sites. This can be achieved through effective conservation strategies, including the protection of endangered species, preservation of historical landmarks, and sustainable management of natural resources. Engaging local communities and indigenous groups in the preservation efforts can also provide economic and social benefits, creating a sense of ownership and fostering sustainable practices. Moreover, there are opportunities to further develop and promote lesser-known cultural heritage and natural sites, diversifying the TCH offerings in Kenya. By identifying and investing in these hidden gems, the country can attract a broader range of tourists and distribute the benefits of tourism to a wider geographic area.

Overall, the cultural heritage and natural sites/resources in Kenya provide a solid foundation for the TCH cluster. By preserving and promoting these assets, and exploring new opportunities, Kenya can attract more visitors, foster sustainable development, and showcase its unique cultural and natural heritage to the world.

6.4 TCH industries: strengths and opportunities

The TCH industries in Kenya hold significant strengths and offer numerous opportunities for growth and development. Firstly, the industries have a strong foundation of tourism-related businesses, including accommodations, tour operators and some craft markets. These businesses contribute to job creation, income generation, and the overall tourism ecosystem.

Furthermore, Kenya has a diverse range of TCH products that cater to various interests and preferences. From wildlife safaris to cultural experiences, adventure tourism to eco-tourism, there is a wide array of offerings that can attract different types of tourists. This diversity allows for the development of niche markets and special interest tourism, opening up opportunities for targeted marketing and tailored experiences.

The TCH industries in conjunction with the effective public policies strategies have the potential and the social and economical responsibility to contribute to poverty reduction, promote inclusivity, and empower local communities. By creating training

opportunities, internships, and entrepreneurial ventures within the TCH sector, young people, women, and disadvantaged communities can access economic opportunities and improve their quality of life. Moreover, the TCH industries play a pivotal role to reshape the security perception in the coastal region by contributing to the creation of job opportunities and/or income generating activities, especially for marginalized and vulnerable groups. Furthermore, promoting community-based tourism initiatives and involving local stakeholders in decision-making processes can enhance the authenticity of experiences and ensure the equitable distribution of benefits.

To fully capitalize on these strengths, there is a need to invest in capacity building and skills development within the TCH industries. This includes both formal and informal education programs to equip individuals with the necessary knowledge and skills to deliver high-quality tourism experiences. It is absolutely necessary to structure the tourism offerings, promote innovative product diversification, and implement a unique strategic destination marketing approach for national, regional neighbouring countries, and international markets. This should be coupled with the establishment of a strong commercial brand to restore and enhance the Kenya coast as a preferred tourist destination in the Eastern Africa Indian Ocean Coastline Region. Additionally, fostering collaboration and partnerships between the public and private sectors can further enhance competitiveness and innovation within the TCH industries.

By leveraging these strengths and embracing the opportunities, the TCH industries in Kenya can contribute to sustainable economic growth, cultural preservation, and environmental conservation. The continued development and support of these industries will help position Kenya as a premier TCH destination globally.

For a more comprehensive and integrated analysis, the table below incorporates the main strengths, opportunities, weaknesses, and threats, as adapted from the National Tourism Blueprint 2030.

JKP TCH SWOT analysis

STRENGTHS

- The Coast has beautiful beaches and warm waters (Diani beach voted one of the best internationally)
- Wildlife Safari Destination
- Hosts 3 UNESCO sites
- Coastal People Warm and Friendly
- Diverse exotic foods and fruits (Seafood and Swahili Dishes)
- Airports and Airstrips in 6 coastal Counties
- Land and Rail Accessibility
- Basic ICT Access
- Growing middle class population
- Historical & Cultural Monuments in all coastal counties
- Rich Eco Diversity
- Established lodge & Hotel infrastructure within Tsavo reserves
- Wide selection of tourism accommodation services in the Jumuiya region
- Diverse range of available types of experiences
- Maritime security assistance ongoing with the help of the French government
- Donor support to the local fishing communities ongoing

WEAKNESSES

- Failure to adapt and innovate the tourism industry in line with global trends and the changing world.
- Over-reliance on international leisure and a handful of source markets with a reliance on one segment. Highly seasonal.
- Poor experience and excessive travel times in cities and between towns due to traffic congestion, poor road conditions and poor driving.
- Poor accessibility to particular heritage sites
- Lack of signage to highlight sites
- Perceived as expensive by foreign tourists – accommodation rates, airfares and entrance fees.
- Two-tier pricing system.
- Enclavic and tightly controlled tourism experience
- The tourist experience is tightly controlled by small group of tour operators.
- Tour operator base predominantly located in Nairobi.
- Much of the accommodation (especially beach resorts and some lodges) tired and require upgrades and/or maintenance.
- Perceptions of Coastal destinations as an unsafe destination. – (esp Tana River & Lamu)
- Overall limited financial resources committed to tourism. Tourism and infrastructure budgets often inappropriately allocated.
- Many Historical sites abandoned and in serious need of restoration & upgrade
- Limited community benefits from tourism
- Limited number of events with poor time and location spread.
- Litter and poor levels of sanitation detract from the tourism experience and contribute to environmental degradation

JKP TCH SWOT analysis	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Repositioning the Kenya Coast Destination • Take back and reposition the safari experience • Historical & Cultural Tourism • Eco Tourism • Business Tourism • Regional Tourism • Untapped international markets and segments • More balanced tourism all year round • Expansion to new segments of existing markets or new Markets • Ongoing initiatives in marketing the Jumuiya region such as the following: <ul style="list-style-type: none"> - “Go Kenya Coast” a destination marketing initiative by the JKP Secretariat supported by KTB and KCTA. - County wide tourism marketing initiatives such as “Kenya Riviera” by Kilifi County Government and “Lamu Cultural Festival” by Lamu county government. 	<ul style="list-style-type: none"> • Increase in major safety and security incidents • Global economic instability • Continued lack of budgets and marketing for tourism • Degradation of the natural environment and climate change • Successful highly competitive destinations • Global/ Regional Pandemics (Covid 19, Ebola) • Degradation of cultural heritage sites leading to extinction

Source: National Tourism Blueprint 2030 (Adopted with changes)

← **Railway Platform**
Jukwaa la Reli



07

Impact-Vision

7.1 TCH BluePrint 2030 vision – impact

The implementation of the TCH Blueprint 2030 strategic plan will have a transformative impact on the Jumuiya region, establishing it as an international reference in the field of TCH. This transformation will involve tourism and culture working together to drive the comprehensive and integrated development of the entire region, including disadvantaged communities, young people, women, and people with disabilities. This vision will be supported by public policies and infrastructure that can generate unique, innovative, and safe tourism experiences. The region will focus on enhancing its main tourist products such as “sun and sea” and “wildlife” by adding value through secondary products associated with natural, historical, and cultural heritage.

The 2030 TCH Blueprint vision

A globally competitive and sustainable Kenya coastal Tourism and Cultural Heritage destination by 2030.

With this Kenya Coast 2030 vision, the region aspires to become a leading destination that balances economic development with cultural preservation, showcases its natural and cultural heritage, and creates sustainable livelihoods for local communities. By embracing sustainable practices and collaborative approaches, the Kenya Coast will attract a diverse range of visitors while ensuring the long-term well-being and prosperity of the region.

The vision aims to position the Kenya Coast region as a sustainable and inclusive destination that promotes economic prosperity, preserves cultural heritage, and ensures the well-being of host communities. It envisions a future where the TCH cluster thrives, guided by the following key principles and impact associated to four strategic dimensions:

the public policies to support the TCH cluster; the public infrastructure related to the TCH cluster; the cultural heritage and natural sites/resources; the TCH industries.

7.2 Blueprint specific impacts

The TCH Blueprint 2030 vision achievement will be supported by four strategic objectives associated to the public policies, public infrastructure, cultural heritage and natural sites/resources and TCH industries.

7.2.1 Public policies to support the TCH cluster

This will entail implementing TCH public policies that prioritize the economic, social, digital, and environmental sustainability of the Jumuiya ya Kaunti za Pwani Region. These policies will support responsible tourism practices, encourage community engagement, and foster the long-term growth of the TCH sector.

This first specific strategic objective (SO1) will be:

To promote TCH public policies that enhance economic, social, digital and environmental sustainability of Jumuiya ya Kaunti za Pwani region.

The operational objectives (OO) that will support this strategic goal will be as follows:

- **OO1** - To strengthen regional governance policies and partnerships, in order to promote greater regional autonomy and responsibility, in line with national government decentralisation policies – macro-level (JKP).
- **OO2** - To develop county-level policies and strategies to enhance partnership and promote regional development – micro-level (County).
- **OO3** - To enhance human resource skills and expertise, and foster tourism business development.
- **OO4** - To upgrade TCH infrastructures to enhance tourism experiences.
- **OO5** - To promote the anchor products and experiences and diversify and integrate with other niche products such as cultural heritage with a strong focus on marketing and promotion.

7.2.2. Public infrastructures related to the TCH cluster

Developing safe, viable, and resilient public infrastructure to support the development of the TCH sector. This includes the improvement and expansion of transportation networks, accommodation facilities, utilities, and other essential infrastructure to enhance visitor experiences and enable sustainable tourism growth.

This second specific strategic objective (SO2) will be:

To promote safe, viable and resilient public infrastructures to support development of TCH.

The operational objectives (OO) that will support this strategic goal will be as follows:

- **OO6** – To promote accessibility to cultural and heritage sites in an equitable, affordable, sustainable, and safe environment.
- **OO7** – To provide fast, affordable and secure digital connectivity to cultural assets and enhance digital marketing and user access.
- **OO8** – To ensure affordability and diversity of renewable energy sources with a focus on off-grid and decentralised energy systems.
- **OO9** – To sensitize and promote use of preventive health measures and products and access to emergency health care facilities, as well as safe water and sanitation in tourism destinations.
- **OO10** – To develop and create a supportive and conducive safe and secure environment and the physical and administrative structures for the tourism destinations.

7.2.3 Cultural heritage and natural sites/resources

Promoting a collaborative and inclusive approach to the development of natural and cultural heritage sites and resources. This entails actively involving local communities, indigenous groups, and stakeholders in the preservation, management, and promotion of these assets. By prioritizing sustainable livelihoods for host communities and enhancing visitor experiences, the region can create a unique and authentic TCH destination.

This third specific strategic objective (SO3) will be:

To promote a collaborative and an all-inclusive approach towards development of natural and cultural heritage sites and resources that contribute to sustainable livelihoods for host communities and enhance visitor experience.

The operational objectives (OO) that will support this strategic goal will be as follows:

- **OO11** – To collate natural and cultural heritage information and develop a comprehensive repository of TCH assets and resources of the JKP region.
- **OO12** – To diversify and increase the number of community tourism activities in natural and cultural heritage sites and resources.
- **OO13** – To promote effective and efficient management and conservation of natural and cultural heritage sites and resources.

7.2.4. TCH industries

Fostering the growth and diversity of micro, small, and medium TCH enterprises, as well as community-based tourism businesses. This will involve providing support, training, and resources to local entrepreneurs, enabling them to offer unique and authentic tourism experiences that cater to diverse visitor interests. By enhancing the incomes and economic opportunities for local communities, the TCH industries will contribute to poverty reduction and inclusive growth.

This fourth specific strategic objective (SO4) will be:

To increase the number and diversity of micro, small and medium TCH enterprises and community-based tourism businesses to diversify and enhance the incomes for local communities.

The operational objectives (OO) that will support this strategic goal will be as follows:

- **OO14** – To create awareness of the importance of tourism to host communities.
- **OO15** – To identify new business opportunities and stimulate the creation of small businesses based on local culture that allow for a more authentic tourist experience.

- **OO16** – To enhance human resource skills and expertise in entrepreneurship for the TCH community-based organisations.
- **OO17** – To strengthen TCH stakeholders communication systems.
- **OO18** – To enhance visibility of TCH industries.

All the Operational Objectives have a strong alignment and contribution for the SDG's (Annex V), the Kenya Vision 2030 Pillars (Annex VI), JKP Blueprint Goals (Annex VII) and to the Kenya Tourism Objectives (Annex VIII).



08

TCH public policies

8.1 Introduction

Tourism is a cross cutting sector and therefore has linkages with several sectors of the economy. Consequently, an agreed framework within and across sectors on the coordination of tourism development at all levels will assist in clarifying the roles and responsibilities of institutions and stakeholders.

The sector has socio-economic relevance and, in the protection, and enhancement of natural and cultural resources. In turn, it encourages the circulation of world capital that generates income, creates jobs and possibilities for interaction between people from different places and cultures. Therefore, due to the complexity of the tourist sector, policies for its organization are indispensable to promote and organize its continuous and sustained development.

Public policies in tourism date back to the beginning of the 20th century and basically characterized what would be access to free time or rest by a worker and which, consequently, would lead to access to leisure. Subsequently, the regulation marked by labour legislation, the limitation of their time and paid vacations, for example. Nowadays, public policies in TCH sectors must be highly multisectoral since they must not only legislate the execution of certain infrastructural issues, such as the construction of hotels, but in their evolution the tourist activity must be taken into account in the development of the transport strategy, mobility in general and even communication. Tourism involves a range of activities distributed throughout the economic value chain and requires prior investments in basic support infrastructure, such as highways, airports, sanitation, education, environmental preservation, historical and cultural heritage, among others. It also involves services such as transportation, hotels, food, attractions, agency, receptive services and marketing.. Therefore, it produces multiplier effects on various economic, social, environmental and cultural segments.

Tourism is peculiar because it's a fragmented sector involving many segments and businesses, not just one product that can compete internationally. This means that the way in which the government should approach it is important compared to other sectors.

Public policies play a crucial role in promoting sustainable tourism that respects the environment and supports local communities. Initiatives aimed at wildlife conservation, ecotourism, and responsible travel form the backbone of Kenya's efforts to safeguard its natural treasures for generations to come.

A Tourism policy is the way in which the Public Power has the ability to intervene in the TCH sector. This is a task, that sometimes is not highlighted, as there are other sectors of society that are prioritized and more expensive in terms of time and money. Consequently, JKP Region must be aware of the risks and challenges involved. Perhaps the main advantage of government's involvement is to avoid unrestrained and/or massive development, motivated only by profit on the part of companies, which can be detrimental to the future of tourism in a particular location. This should also not be the only sector from which a country's income comes from, at the risk of the economy not working, as happened on the onset of COVID 19 pandemic. Due to the variety of segments and interests involved, the participation of the government in the production of public tourism policies has proved to be essential. Therefore, TCH policies must be linked with other related sectoral policies in the country.

It must be clear that a standardized official tourist structure does not exist. There is no single perfect formula. Each country can organize itself based on its own reality and the degree of importance of the sector for the government. When a national tourism institution adopts the form of official entity, this can be through a centralized or state organization, created by the State itself within its administrative structure, being able to occupy different positions and hierarchies in the organizational structure. Also, in the form of decentralized or mixed entities, constituted by the State with legal personality, technical and administrative autonomy, although it obviously maintains ties with the parent Ministry. And still through private or non-governmental organizations, with no ends lucrative in the form of an association or foundation, organized at all levels (national, regional and local). These types of entities are clearly operational

and carry out the TCH policies adopted by the Region through the competent body. However, whichever organization is chosen, the most relevant will always be to be close to local agents and host communities.

Through this comprehensive exploration of Tourism, Culture, and Heritage Public Policies in Kenya, it is possible to understand how the JKP region can safeguard its essence while embracing the boundless opportunities presented by a thriving TCH sector.

The Kenyan government places extreme importance on the development, organization and improvement of tourist activity in the country. The following policy documents formed the basis of the development of the TCH Blueprint, specifically for this TCH public policies chapter.

i. The Constitution of Kenya, 2010

The Constitution indirectly supports the promotion of tourism through various provisions that relate to the economy such as culture, environment, and the rights of citizens. The fourth Schedule of the Constitution places local tourism under county governments.

ii. Kenya Vision 2030

The Kenya Vision 2030 recognizes tourism as a strategic sector and identifies the high importance of the sector for the sustained development of the country, recognizing the importance of preserving cultural heritage resource and making a leap from poverty to widely shared prosperity and equity in the country.

iii. The National Tourism Policy

Provides a framework for integration of tourism sector considerations into the various sectoral policies, National and County development planning as well as decision making processes. In addition, it focuses on sustainable tourism that enhances economic development, environmental sustainability and encourages community participation to ensure benefits trickle down to host communities.

iv. The National Tourism Blueprint 2030

The National Tourism Blueprint 2030 offers a more specific and comprehensive plan to propel the sector's growth through a coordinated approach to tourism product development, institutional and stakeholder management, marketing and the development of human resource in the tourism sector in Kenya. The Blueprint aims at maximizing the potential of TCH products, by highlighting the importance of improving and building tourism products, emphasizing the need for infrastructure improvement and hosting structures and nominating tourist marketing campaigns to attract more visitors.

v. The Kenya Tourism Strategy 2021-2025

The Kenya Tourism Strategy 2021-2025 outlines specific objectives and actions for various tourism products, reinforcing the need to improve infrastructure, and strengthen industry partnerships in support of TCH growth.

vi. The Kenya Coast Transformation Strategy

Coast Tourism Transformation Strategy recognizes the importance of the beach tourism product and the need for adequate planning for the Kenyan coast, particularly emphasizing the need of improving the tourist experience in this area.

vii. The Government Bottom Up Economic Transformation Agenda (BETA)

The government recognizes the role tourism plays to increase economic growth. The Bottom Up Economic Transformation Agenda of the Government is to promote policies that will nurture a tourism ecosystem that supports independent travel particular for young people including quality secure budget hotels and bed & breakfast (b&b) facilities affordable budget air travel to all parts of the country and safe road travel, diversify Kenya's tourism by promoting niche market products notably adventure tourism, sports, cultural tourism among others and diversify source markets and focus more to African markets.

viii. The African Agenda 2063

The African Agenda 2063 envisions Africa as a prosperous, united, and integrated

continent, and tourism is seen as one of the sectors that will contribute significantly to realizing this vision. By taking advantage of the potential of tourism and addressing challenges such as infrastructure, sustainability, and inclusivity, African countries will harness the benefits of the tourism industry for their socio-economic development.

After this contextualization and the presentation of these factors, a special combination emerges so that Jumuiya ya Kaunti za Pwani region can organize itself to develop in a sustainable and harmonious way, protecting its most intrinsic values in collaboration with local tourism enterprises, non-governmental organizations, government and host communities. However, obtaining an integrated tourism policy at the national and JKP region is a responsibility of the entire tourism sector, whether public or private. Thus, the TCH Blueprint will have its effectiveness and legitimacy increased to the extent that the broadest base representative of the interests of society, guaranteeing its development and minimizing its harmful and massive effects and supports it.

8.2 Strategic Objective 1 (SO1)

To promote TCH public policies that enhance economic, social, digital and environmental sustainability of Jumuiya ya Kaunti za Pwani region.

The overall objective is to help implement sustainable tourism practices in accordance with the 17 Sustainable Development Goals (SDGs) for development and improvement of the Jumuiya ya Kaunti za Pwani Region Jumuiya ya Kaunti za Pwani Region.

The construction of the TCH Blueprint public policies proposals will serve as a guiding principle not only for all the instruments for land use planning and strategies developed previously, but will also be based on the broad public participation of the community and local agents for the protection and enhancement of TCH resources.

The SO1 Strategic Objective is to promote Tourism and Culture Heritage (TCH) public policies that enhance the economic prosperity, social well-being, digital advancement, and environmental sustainability of the Jumuiya ya Kaunti za Pwani Region.

By focusing on these critical areas, the objective aims to create a vibrant and sustainable tourism industry, preserve and celebrate the rich cultural heritage of the region, leverage digital innovation to boost growth and inclusivity, and ensure responsible environmental practices that benefit both the present and future generations. Through targeted policy measures, the initiative seeks to establish the Jumuiya ya Kaunti za Pwani Region as a model for balanced and responsible development in the realm of Tourism and Culture Heritage.

To accomplish this paramount strategic objective concerning public policies, five operational goals have been proposed, bolstered by a series of strategic actions and critical Key Performance Indicators (KPIs) that must be achieved. These Operational Objectives (OO) are concerned with the practical steps and targets necessary to implement the strategies effectively.

8.3 Operational Objectives (OO)

8.3.1 - 001

To strengthen regional governance policies and partnerships, in order to promote greater regional autonomy and responsibility, in line with national government decentralisation policies – macro-level (JKP).

The following two macro-level policies and strategies need to be implemented. First, facilitating collaborative policy formulation involving representatives from the national government and JKP region to ensure that regional needs and views are aligned with the overall national development goals. Second, develop a comprehensive legal framework that clearly defines the scope of regional autonomy and responsibilities and focus on Interregional Partnerships with neighbouring regions. Implementing these macro-level strategies at the JKP region coupled with the promotion of regional autonomy and responsibility will align with national government decentralization policies, leading to more effective and sustainable governance at the JKP region.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
1.1 Number of JKP directorates of tourism and cultural heritage formed	1	3	4	JKP Secretariat
1.2 Number of TCH JKP policies implemented	1	3	6	JKP Secretariat
1.3 Number of TCH MoUs signed by HEI and research bodies	1	3	4	JKP Secretariat/HEI/ Research Bodies

Strategic Actions:	
Actions	Implementation responsibility
Create the JKP Regional Strategic Council (Destination Management Organization).	JKP Region Secretariat
Create JKP Directorates for tourism, cultural and heritage to align the six counties to national agencies.	JKP Region Secretariat/ 6 Counties
Develop JKP policies that promote training and capacity building programs with focus on governance and management, technical support, digitization and innovation, and private sector advocacy.	JKP Region secretariat
Establish a Regional Innovation and Research Centre in partnership with Higher Education Institutions (HEI) and other research bodies in the JKP region.	JKP region secretariat/HEI
Develop a policy framework of sustainable practices for local tour agents to promote responsible tourism.	JKP region secretariat
Formulate a TCH Marketing plan for the JKP region.	JKP region secretariat
Promote the use of local products in tourism activities.	JKP region secretariat
Develop policies and campaigns that promote social responsibility of tourism activities in the region.	JKP region secretariat
Develop a popular version of the TCH Blueprint 2030 strategy in English and Kiswahili	JKP region secretariat

8.3.2 - 002

To develop county-level policies and strategies to enhance partnership and promote regional development – micro-level (county).

To develop county-level policies and strategies that enhance partnership and promote regional development, the JKP Counties need to foster collaboration by engaging key stakeholders through regular meetings, forums, and workshops to gather input and ensure the policies and strategies developed reflect the needs and aspirations of the host communities. By adopting micro-level policies and strategies, JKP region should enhance partnerships and foster regional development, leading to sustainable growth and improved quality of life for communities and visitors.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
2.1 Number of private sector coordinators identified for each county	6	6	6	JKP Secretariat/ Counties
2.2 Number of annual TCH reports published per county	6	24	42	JKP Secretariat/ counties
2.3 Number of strategies to enhance TCH sectors formulated	2	3	5	JKP Secretariat/county sectors/departments

Strategic Actions:	
Actions	Implementation responsibility
Establish Anchor Product Management teams at the county level, consisting of County executives and private sector champions	Counties/associations/CBOs
Establish tourism data collection and information exchange framework	JKP secretariat/Counties/HEI/ Research bodies
Develop and publish annual sector reports on tourism dynamics	JKP Secretariat/Counties/HEI/ TCH sectors
Develop and implement the region's media strategy to disseminate and inform on existing development.	JKP Secretariat/County Information Dept.
Formulate and enforce standardized quality guidelines for different TCH sectors to ensure consistency and high-quality experience	JKP Secretariat/Counties/TCH Sectors
Learn, monitor and evaluate the socio-economic impact of tourism, challenges, and devise new strategies to enhance tourism growth.	JKP Secretariat/ 6 counties/TCH Sector
Harmonize and implement TCH taxation regimes in all six counties to create a level playing field for businesses and investors, and generate revenue to support tourism initiatives.	JKP Secretariat/TCH Sectors/6 Counties/ National Government

8.3.3 - 003

To enhance human resource skills and expertise, and foster tourism business development.

The JKP region will design and implement human resource skills development and expertise policies and programmes focused on the TCH sector in collaboration with educational institutions, research bodies, TCH industry players, community representatives among others. By focusing on human resource skills development and expertise and fostering tourism business growth, JKP region will enhance their TCH sector's competitiveness, attract more visitors, and generate sustainable economic and social benefits for the local community.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
3.1 Number of programs to address training needs for professionals developed	2	5	10	CBOs/JKP Region secretariat
3.2 Number of active community-based initiatives to enhance sustainability	6	24	42	CBOs/JKP Region

Strategic Actions:	
Actions	Implementation responsibility
Identify training needs and develop programs for tourism professionals as well as organize tourism fora to facilitate collaboration and knowledge sharing.	JKP Secretariat; DMO; Counties; HEI
Provide training for business development of TCH value chain and community-based initiatives to enhance sustainability.	JKP Region Secretariat; TCH CBOs; Counties; HEI
Develop a destination marketing and promotion program to include; familiarization programs aimed at the local tour agents to provide them with the necessary knowledge and skills to promote the region effectively.	JKP Region Secretariat; Counties; KTB; ICT; Communities; Tour Agents

Launch public awareness campaigns to promote the region as a welcoming and hospitable destination.

JKP region secretariat; Counties

8.3.4 - 004

To upgrade TCH infrastructures to enhance tourism experiences.

To upgrade TCH related infrastructures and enhance tourism experiences, the JKP region will develop policies and strategies that will help to conduct a comprehensive assessment of the current TCH infrastructure in the region so that they are able to identify and map the areas that require upgrading or expansion including but not limited to transportation, accommodation, visitor information centres, recreational facilities, and cultural heritage sites. In addition, JKP region will establish attractive investment policies for the new TCH infrastructure development taking into consideration the host communities and also to cater to various tourist preferences and budgets.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
4.1 Number of support infrastructure upgraded	6	24	42	JKP Region secretariat/ 6 Counties
4.2 Number of private partnerships initiatives and investments that support and generate income to local creative industries developed	10	20	30	CBOs/JKP Region Secretariat/Communities
4.3 Number of certification organizations that enhance the supply chain and promote the region engaged	3	3	3	JKP Region/Certification bodies

Strategic Actions:	
Actions	Implementation responsibility
Develop and harmonize incentive framework to attract investors in the JKP region.	JKP Region Secretariat /Financial institutions
Improve TCH support infrastructure.	JKP Region Secretariat/TCH Sec- tors/6 Counties
Establish public-private partnerships in the local creative industries, providing good working conditions and offer a high-quality experience for tourists.	JKP Region Secretariat /Commu- nities/Financial institutions
Support investment in regenerating economic activities in the old town areas and historical sites.	JKP region Secretariat /commu- nity/Kenya ports Authority
Obtain destination certification using recognized branding to enhance the supply chain and promote the region.	JKP Region Secretariat /STTA/ Communities/local agents
Develop and implement the JKP inspection and grading standards criteria to create the region's standards.	JKP region Secretariat /TRA/ NMK

8.3.5 - 005

To promote the anchor products and experiences and diversify and integrate with other niche products such as cultural heritage with a strong focus on marketing and promotion.

The JKP region will endeavour to develop policies and strategies that are geared towards revamping anchor products and diversifying into niche products such as Culture and Heritage and marketing and promotion in partnership with the host communities, women, youth and persons living with disability. Further, create themed TCH Packaged policies that revolve around the anchor products and experiences.

By combining effective marketing and promotion with a focus on both anchor products and diverse niche experiences, JKP region will attract a wider variety of tourists, boost the local economy, and preserve its cultural heritage for future generations.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
5.1 Number of tourist routes that showcase the diversity of heritage sites formed	1	2	3	JKP Region secretariat/6 Counties
5.2 Number of influencers, bloggers, journalists, fam trips and others that promote the JKP region as an all-year destination	5	10	20	CBOs/JKP Region Secretariat/Communities
5.3 Number of events to generate and encourage TCH tourism in the JKP Region organized	6	24	42	JKP Region/Certification bodies

Strategic Actions:	
Actions	Implementation responsibility
Develop a unique graphic identity for the JKP region based on the anchor products in conjunction with the cultural heritage products.	JKP Region Secretariat/KIPI
Create a tourist route that will showcase the diversity of heritage sites classified by UNESCO in the JKP region.	JKP Region Secretariat/SDT Culture& Heritage/NMK /UNESCO
Promote the JKP region as an all-year destination through the support of influencers, bloggers, journalists, fam trips,etc.	JKP Region Secretariat Social media Influencers /Brand ambassadors
Offer differentiated experiences and tourism recreation to attract a wider range of visitors.	JKP region Secretariat /community/CBOs
Promote events to generate interest and encourage tourism in the JKP region.	JKP Region Secretariat 6 counties/Communities



09

TCH public infrastructures

9.1 Introduction and context

The availability of basic infrastructure, such as transport, communications, energy, water, sanitation and waste management, health facilities and other basic amenities, is not only key to boosting well-being and the economy, but in some cases can determine the viability of tourism activity in a given destination.

Although there has been significant development in these areas in Kenya, associated with multi-sectorial investment over time, there are still several constraints that need to be addressed. Investments in these subsectors would positively impact on the quality of the tourism offering of the Kenyan coast and enhance its competitiveness in the national and international context.

9.1.1 Mobility

The Kenya coastal region has a sound potential for air connectivity, namely because it benefits from: i) the existence of five international airports in the country (currently, Mombasa Moi International Airport is the only airport in the six coastal counties that receives international direct flights); ii) several direct flights to Mombasa originating from source markets; and iii) the emergence of low-cost airlines connecting domestic destinations in Kenya (five of them on the coast: Lamu, Malindi, Vipingo, Mombasa and Ukunda), which boosts the development of domestic tourism and the movement of tourists in general.

The use of secondary airports and air strips by small and light aircraft is seen as an opportunity for the expansion of tourism on the Kenyan coast, by connecting locations with poor accessibility with other means of transport, such as rail and/or sea.

After a significant decline in international arrivals in Kenya associated with the global disruptions of the COVID pandemic, Kenya has planned the revitalization of its tourism

sector and aims to reach 4M to 5M annual inbound visitors by 2030. As part of these efforts to boost tourism, Mombasa's Moi International Airport was rehabilitated in 2021 and plans are underway to boost its power supply and upgrade its passenger terminals to increase its passenger handling capacity.

Rail transportation in Kenya has also been revamped over the last years in several parts of the country. One of the most prominent connections for the coastal area was introduced in 2017 with the inauguration of the Standard Gauge Railway (SGR) service (Madaraka Express), connecting Nairobi to the Indian Ocean city of Mombasa. This railway connection runs three trains daily (recently the night express was inaugurated) and can carry up to 1200 passengers per train. The price/value relation of the rail connection, associated with fast connections, comfort and safety, make the Madaraka Express an important infrastructure for increasing the number of tourists on the Kenyan coast.

One of the main challenges that Madaraka Express faces is the high environmental and economic burden of diesel fuel consumption. The cost of the fuel and international environmental commitments may force the need for conversion to an electric fleet, which in itself could entail high costs.

Kenya has undergone a very significant expansion of its road network. In Kenya's coastal region, road accessibility is marked by the major road connections of the main urban areas to Nairobi and Tanzania (Mombasa- Garissa Road (B8) and Malindi-Bagamoyo Highway (A14) and the connection between Tana River and Lamu (Garsen-Witu-Lamu Highway). The on-going expansion of the road network under the LAPSSSET Corridor Program is enhancing accessibility and communication between these locations, which could have a strong positive effect on tourism and passengers' mobility.

Despite these achievements, estimates indicate that, around 61,000km of the classified road network in Kenya needs rehabilitation or reconstruction to transform them into maintainable standards. According to the Road Inventory and Conditions Survey (RICS) held in 2018, a significant part of the major roads in the coastal regional had a fair or poor classification, based on their conditions. The poor maintenance of these infrastructures has become one of the causes for road accidents. Moreover, poor road

conditions¹ combined, in some circumstances, with the lack of supervision and/or regulation of some transportation modes, such as matatus and boda-boda, can pose significant challenges in terms of road safety both for the residents and tourists.

The road transport sector in Kenya is the leading emitter of CO₂, surpassing sectors such as aviation and/or industry². The need to adapt the transport sector to climate change commitments could be one of the main challenges for Kenya's mobility sector in the coming years, with the need of further public incentives and public and private initiatives towards the conversion of petrol-dependent vehicles.

The characteristics of the Kenyan coast region allows it to exploit its maritime link through deep water ports such as Mombasa and Lamu. Mombasa port is currently the only international port in Kenya and the largest deepwater port in East Africa. However, the ongoing investment under the LAPSSET corridor project, aims to create a 32-berth facility at Lamu Port (currently the port has 4 berths). It is being developed as a major regional transshipment port.

These ports can play an important role not only for international trade but also for cruise tourism. After several years of inaction, the arrival of the first cruise ship at the Mombasa cruise terminal in 2022 was an important milestone for the development of cruise tourism in Kenya. The profound impact of covid pandemic on the cruise sector, as well as the maritime insecurity associated with piracy off the coast of Somalia caused many constraints to this type of tourism in the region and, subsequently, a big setback to arrival of tourists by sea in Kenya. Expectations are that cruise tourism will revamp in the near future as eight cruises are planned to arrive at Mombasa port by December 2024 and a further five in the first quarter of 2025.

Mombasa is connected to Likoni via a ferry service, free for passengers and cyclists. This important maritime transport service connects the centre of Mombasa (the island)

1. <https://maps.krb.go.ke/kenya-roads-board12769/maps/110400/2-road-network-conditions-map>

2. Hannah RiTCHie, Max Roser and Pablo Rosado (2020) - "CO₂ and Greenhouse Gas Emissions". Published online at OurWorldInData.org. Retrieved from: '<https://ourworldindata.org/co2-and-greenhouse-gas-emissions>' [Online Resource]

to its periphery. The ferry service has a high demand and, therefore, easily congested, which limits its efficiency and safety. The island is also soon to be connected by the Dongo Kundu causeway by the end of 2023.

Despite its extensive coastline and the availability of several anchorage points in different locations, the Kenyan coast is still not adequately served by a maritime transport line between the locations.

9.1.2. ICT and Power

The ICT sector in Kenya has experienced exponential growth over the last few decades. The Digital Economy Blueprint (2019) laid out the ambitious mission of having all Kenyan citizens, businesses and organizations with digital access and the ability to participate and thrive in the digital economy. More recently, Kenya published the Digital Master Plan (2022-32) which identifies four main pillars responsible for the provision of digital services to citizens, businesses and other stakeholders, digital infrastructure being one of them. This pillar aims to promote equitable access to national services through a comprehensive and ubiquitous national ICT infrastructure.

Broadband connection is essential to pursue the objective of having a fully implemented Internet of Things (IoT), where smart cities and services are connected to one digital platform at the service of the population. Despite all the efforts to deepen broadband access (six submarine fibre-optic cables that provide broadband connectivity and one terrestrial fibre optic cable that connects all county and sub-county seats), in 2022, total fixed and wireless broadband expanded only 13.0 per cent to 32.9 million subscribers.

As the digitization of the economy prospers in Kenya, it becomes increasingly clear the need to ensure the security of vulnerable infrastructures, namely through initiatives to protect telecommunications points and the maintenance of submarine cables, as well as protection against natural disasters (namely data centres) and cyber attacks.

According to the National ICT Survey Report, the traditional fixed lines lost its relevance as a means of access to ICT services in Kenya, while mobile phone access and ownership have gained importance both in urban and rural areas. Mobile network coverage

increased from 93 per cent in 2018/2019 to 96 per cent in 2020/2021. The dissemination of use of mobile phones gave opportunity to the acceleration of digitalization of business transactions. According to the Central bank of Kenya, there are currently, over 74 million active agents registered on mobile money accounts in Kenya (which represents a number 2.0 times higher than in 2018 and about 3.5 times higher than in 2013).

In February 2021, Kenya presented the update of its nationally determined contribution (NDC), having assumed a demanding objective of reducing greenhouse gas emissions, by a total of 32% compared to the reference period. This reveals the national ambition to decarbonize the economy and diversify renewable energy sources, as is the example of the recent installation of the solar power plant in Malindi with a production capacity of 52 MW). Kenya is Africa's renewable energy leader, and among the world's top 5 clean energy technology destinations. Kenya is on track to reach 100% energy production through renewables by 2030.

9.1.3. Health and sanitation

The health sector in Kenya has seen significant improvements in recent years, particularly with regard to key performance indicators such as life expectancy and child mortality. Several factors can contribute to this improvement, namely the efforts of governments to guarantee access to affordable high quality health care, whether through the increase of the quality of health services and coverage, but also through the reduction of those barriers that prevent citizens from accessing health care. Nevertheless, the geographical distribution of health facilities remains imbalanced, with a disproportionate concentration of health service providers in urban areas. The expansion of health services in remote and distant areas of urban centres continues to be one of the great challenges of the Kenyan health sector.

In this regard, it is important to highlight the ambitious goal of implementing Universal Health Coverage (UHC) by 2030. Despite this effort, there is a need to improve the existing health care coverage in Kenya, as approximately 2.7 million people were still unable to access routine health care services in 2021 (by both the public and private sector). The most marginalised counties are located on low population density

areas of the northern region of the country, but also include some JKP counties, such as Lamu and Tana River³.

Furthermore, it is essential to optimize the functionality of health care units by ensuring strict adherence to established norms and standards and to guarantee access to adequate health for the most vulnerable population or those in the informal labour market (with less probability of being insured by a health protection system).

Kenya is committed to achieve universal access to water and sanitation by the year 2030. Despite the recent expansion of water supply schemes in urban and rural areas there were still 27% of households not able to use safely managed drinking water services in 2019. Furthermore, there is profound inequality in access to clean water sanitation systems in Kenya. Forty-one percent of the population has at least basic sanitation services. This number is slightly higher in urban areas (47%) than in rural areas (38%).

Evidence from studies and cost benefit analysis of health care interventions indicates that preventive health care yields significant cost reductions and economic gains. For this reason, the Kenya government working jointly with County Governments are focusing on increasing attention on preventive health care measures including expansion in recruitment of community health care workers.

9.1.4. Safety and Security

There are several security concerns that must be considered in the coastal area of Kenya. If, on the one hand, external threats, such as terrorist attacks, can promote instability and cause social and human loss, namely in the Northeastern and Coastal regions close to Somalian border. On the other hand, internal occurrences, such as urban crimes, such and assaults and robbery, especially in urban centres and/or in tourist areas, must also be considered. It should be noted that according to the National Police Service 2021

3. Moturi AK, Suiyanka L, Mumo E, Snow RW, Okiro EA, Macharia PM. Geographic accessibility to public and private health facilities in Kenya in 2021: An updated geocoded inventory and spatial analysis. *Front Public Health*. 2022 Nov 3;10:1002975. doi: 10.3389/fpubh.2022.1002975. PMID: 36407994; PMCID: PMC9670107.

annual Report, Lamu is the second county with the highest crime index in Kenya (with Taita Taveta being the 10th). To mitigate these challenges, in some tourist areas, such as hotels, tourism attractions and beaches it is common to have law enforcement personnel to deter criminal activities and ensure public safety. In other locations, such as rural areas and/or small communities, where the presence of police officers may be less frequent, initiatives are emerging to implement community policing. This extension of authority to community leaders (including chief barazas and wazee wa mtaa) is achieved through a process of trust and shared responsibility and has proven successful in deterring crime.

Some urban areas and tourism sites in the JKP region could benefit from a reinforcement of a safe and secure environment, through urban design and rehabilitation using adequate well-lit streets and implementation of CCTV.

Road accidents and incidents occurring in natural environment (aquatic activities and/or wildlife) constitute the major concerns in terms of safety in coastal Kenya. Kenya recorded 4,579 fatalities as a result of road traffic crashes in 2021, with tens of thousands more people seriously injured. It has been reported that 85% of the accidents in Kenya are caused by driver error ranging from over speeding, intoxication and/or plain recklessness among others⁴, suggesting the need to strengthen initiatives that enhance transport safety through a robust inspection and regulatory compliance regime. Wildlife and outdoor coastal activities pose challenging risks in terms of safety, especially injuries, drowning and in extreme circumstances, fatalities. Initiatives to promote safety in these cases, should encompass the development of comprehensive training programs for staff in tourist establishments, focusing on first aid and emergency fast responders. Additionally, they should define and adhere to minimum mandatory safety requirements for lifeguard surveillance in beach and pool areas at tourism destinations. Ensuring the employment of an adequate number of trained lifeguards in beach establishments is crucial to maintaining a safe environment for tourists and visitors. Moreover, guidelines

4. Manyara, C. G. (2016). Combating road traffic accidents in Kenya: A challenge for an emerging economy. *Kenya After 50*, 1, 101-122. doi:<https://doi.org/10.1057/9781137574633>

for visitors in wildlife areas should be provided, encouraging responsible behaviour and respect for wildlife, such as observing from a distance, staying on designated paths, and avoiding disruptive activities that may harm the natural ecosystem.

Climate change can intensify extreme weather events such as tropical cyclones and heavy rainfall, whose impacts could cause significant damage to coastal Kenyan infrastructures, disrupt ecological communities including mangroves through erosion and sedimentation, and threaten lives and livelihoods. Critical infrastructure, such as roads, bridges, water pipelines and power lines are prone to flood damage in the JKP region, with the coastal city of Mombasa particularly exposed. It is estimated that an area of 4-6 km² in Mombasa is likely to be submerged with a rise in sea level of only 0.3 metres⁵.

9.2 Strategic Objective 2 (SO2)

To promote safe, viable and resilient public infrastructures to support development of TCH.

Safe, viable and resilient public infrastructures are critical to tourism and cultural heritage on the Kenyan coast, as they form the basic requirements for developing safe, accessible, innovative, climate resilient, sustainable, and healthy destinations that can simultaneously benefit the visitor experience and the quality of life of local communities. By focusing on these essential aspects, the region can create a conducive environment for sustainable tourism growth and cultural preservation.

Investing in robust infrastructures will ensure visitor safety, accessibility to heritage sites, and the ability to withstand potential challenges, such as climate-related impacts or unforeseen disruptions. Moreover, such initiatives will positively impact local communities, offering economic opportunities, improved quality of life, and the chance to showcase their rich cultural heritage to a global audience.

5. Kenya National Adaptation Plan: 2015-2030, Government of Kenya, July 2016

9.3 Operational Objectives (OO)

9.3.1 - 006

To promote accessibility to cultural and heritage sites in an equitable, affordable, sustainable, and safe environment.

By advocating for enhanced accessibility to cultural and heritage sites, individuals and organizations can facilitate cross-cultural recognition, thus making a valuable contribution to the overall well-being and appreciation of JKP region cultural heritage.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
6.1 Number of main tourist locations connected in the JKP region using the sea transport network	2	4	7	JKP
6.2 Number of Kms of gravel road connecting THC sites upgraded to bitumen standard	280	288	297	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Develop a viable sea transport (ferries) network along the coast (Lamu, Tana delta, Kilifi, Mombasa, Diani) and with a connection to neighbouring regional tourism destinations (e.g. Dar es salaam and Zanzibar) and the necessary supportive infrastructures (mooring facilities).	State Department for Transport; State Department for Fishing and Maritime Affairs; Kenya Maritime Authority; JKP.
Upgrade secondary airports and airstrips to promote the connections between tourism cultural sites in the JKP region.	State Department for Transport; Kenya Airports Authority; Kenya Civil Aviation Authority; JKP.
Upgrade earth and gravel roads connected to tourism sites to all weather tarmac.	State Department for Roads; Kenya Rural Roads Authority; JKP.
Promote the connection from Miritini SGR terminal to Mombasa with a light rail.	State Department for Transport; Kenya Railways Corporation; JKP.
Promote green transport infrastructure that support transition of fuel to electrical fleets (expansion of charging points, preferable parking, among other initiatives).	State Department for Transport; National Transport and Safety Authority; JKP.
Strengthen initiatives that enforce safety in air, road and maritime transport through robust inspections regime and enforcement of regulations.	State Department for Transport; National Transport and Safety Authority; JKP.

9.3.2 - 007

To provide fast, affordable and secure digital connectivity to cultural assets and enhance digital marketing and user access.

Secure digital connectivity to cultural assets can reach wider audiences and increase engagement with cultural content, while also fostering cultural appreciation and understanding. Improved connectivity also supports economic growth by promoting digital tourism and empowering creative industries.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
7.1 Percentage share of TCH establishments connected to ICT	65 *	70	80	JKP
7.2 – Number of citizens (in millions) trained on basic digital literacy skills **	n.a.	2.0	2.5	JKP

* Survey to determine actual figures (KCTA)

**Estimates from National Infrastructure Sector Plan | 10% estimate of the National scenarios for the JKP region | estimates of Kenya Pop in 2030

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Promote the expansion of rural electrification program (using renewable energy sources) to support the ICT connectivity in JKP counties with a focus on tourist sites.	State Department for Energy; Kenya Electricity Transmission Company; JKP.
Promote use of advanced modes of connectivity to broaden coverage and reduce the high-cost internet connectivity.	State Department for Information and Telecommunication (ICT) and Digital Economy; Kenya ICT Authority; JKP.
Promote ICT connectivity through establishment of constituency and village ICT hubs.	State Department for Information and Telecommunication (ICT) and Digital Economy; Kenya ICT Authority; JKP.
Promote security of energy, and ICT infrastructures against disasters and vandalism.	Critical Infrastructure Protection Unit ; JKP.
Promote programs to enhance digital literacy and competencies the in the JKP region tourism value chain.	State Department for Information and Telecommunication (ICT) and Digital Economy; Kenya ICT Authority; JKP.

9.3.3 - 008

To assure affordability and diversity of renewable energy sources with a focus on off-grid and decentralized energy systems.

Initiatives that promote decentralized and diversified renewable energy sources can benefit businesses and local economies, prepare the local communities against the negative impacts of climate change, increase energy security, and promote community engagement.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
8.1 Number of sensitizations <i>fora</i> held on carbon off-set schemes and global green climate funds	12	24	32	JKP
8.2 Percentage share of tourism sites and attractions using renewable energy sources	n.a.*	80	100	JKP

* Survey to determine actual figures (KCTA)

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Expand use of green energy sources including microgeneration (solar, wind and biomass) in the tourism facilities and sites.	State Department for Energy; Kenya Coast Tourism Association; JKP.
Provide incentives for investors or establishment owners in the tourism sector to invest in renewable sources.	National Treasury and Planning; JKP.
Promote the development of off-grid energy systems in the tourist sites in the JKP region.	State Department for Energy, Kenya Coast Tourism Association; JKP.
Sensitize the stakeholders in the tourism sector on international carbon footprint off-setting programs and access to global green climate fund.	National Treasury and Planning Kenya Coast Tourism Association; JKP.

9.3.4 - 009

To sensitize and promote use of preventive health measures and products and access to emergency health care facilities, as well as safe water and sanitation in tourism destinations.

By raising awareness and encouraging the adoption of preventive health practices, the risk of diseases can be minimized, creating a safer environment for both tourists and local communities. Access to emergency healthcare facilities improves medical assistance during unforeseen health emergencies, instilling confidence in travellers. Additionally, the provision of safe water and sanitation facilities not only safeguards public health but also supports sustainable tourism practices, preserving the natural environment.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
9.1 Number of desalination plants operational in JKP region*	1	20	21	JKP
9.2 - Percentage share of upgraded health facilities with proximity to TCH sites	n.a.**	80	100	JKP

* 1 large desalination plant for the city of Mombasa + 4 small solar powered per county

** Survey to determine actual figures (KCTA)

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
To develop a digital tool of existing medical facilities in close proximity to tourism establishments and sites and to access medical emergency rescue through air, road and sea.	JKP, AMREF and AAR
Develop training programs for staff working in tourist establishments and sites in first aid and emergency fast responders.	JKP, St John Ambulance Kenya First Responders Project
Define the minimum mandatory safety requirements in terms of lifeguard's surveillance in beach and polls in tourism destinations and employ adequate number of trained lifeguards in beach establishments.	JKP, Kenya Coast Tourism Association, St John Ambulance (Kenya First Responders Project)
Provide incentives to the private sector to invest in waste collection, recycling, and disposal in tourist sites.	National Treasury, JKP
Establish sewage treatment plants and adequate sanitation including portable water facilities in the coast region.	State Department of Water and Sanitation, Coast Water Works Development Agency, JKP
Enhance supply of safe portable water to tourism establishments and sites through development of mini solar powered and large-scale desalination plants.	State Department of Water and Sanitation, Coast Water Works Development Agency, National Treasury (PPP Unit), JKP

9.3.5 - 0010

To develop and create a supportive and conducive safe and secure environment and the physical and administrative structures for the tourism destinations.

By prioritizing safety and security measures, tourists and residents feel confident and protected, leading to increased travel confidence and higher levels of satisfaction. A well-organized administrative system ensures efficient management of tourist activities, enhances communication among stakeholders, and streamlines emergency responses. Moreover, robust physical infrastructure contributes to the economic growth and development of the local communities reliant on tourism revenues.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
10.1 Number of county wards with community policing initiatives	n.a.*	125	**	JKP
10.2 Share percentage of tourism sites equipped with CCTV	n.a.***	80	100	JKP
10.3 Number of County Integrated Development Plans (CIDPs) and County spatial plans reviewed considering climate change adaptation measures	n.a.*	6	6	JKP

* Survey to determine actual figures (JKP).

** 2030 wards figures will be determined based by electoral commission on the future population trends.

*** Survey to determine actual figures (KCTA).

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
To provide adequate equipment and facilities to support the tourism protection services (e.g. vehicles, communication devices).	Kenya Tourism Protection Service; JKP.
To promote community policing in the tourism destinations, including chief barazas and wazee wa mtaa.	State Department for Internal Security and National Administration; JKP.
To promote the safety of maritime transports linking the tourist location through the use of modern surveillance technologies.	Kenya Coast Guard Service; Kenya Critical Infrastructure Protection Unit.
To enhance a safe and secure environment in tourist establishments and sites, through the use of adequate well-lit streets and CCTV.	JKP; Kenya Coast Tourism Association.
Invest in climate change adaptation measures in response to rising sea levels (e.g. sea wall, review spatial plannings on low line areas (building permits)).	State Department for Public Works; State Department for Environment and Climate Change; JKP.



10

Cultural heritage and natural sites/resources

10.1 Introduction and context

“Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration” (UNESCO).

The identification, protection and preservation of cultural and natural heritage is of outstanding value to humanity. Heritage, like a way of life, is determined and allowed by ecosystems, contributing to group identities: cultural and natural heritage are components of a place and group identity¹ including tangible and intangible elements used and interpreted by people. Cultural heritage is created and recreated by communities. The participation of local communities in the preservation and in its safeguarding, starting from educational programmes, good social practices and specially, the appropriation of a feeling of belonging, inherent to the construction of group identity, is fundamentally crucial for local communities.

Kenya’s long-term development Blueprint Vision 2030 envisions Kenya with globally competitive quality education, training and research. To do so, the country must invest in education, improve the adult literacy rate and the development of their skills, especially young adults and women, and provide additional opportunities for disadvantaged groups. In that regard, heritage tourism will become beneficial to the local community in social and economic terms, aligned with natural environment. The Vision

1. Azzopardi, E., Kenter, J. O., Young, J., Leakey, C., O’Connor, S., Martino, S., Flannery, W., Sousa, L. P., Mylona, D., Frangoudes, K., Béguier, I., Pafi, M., da Silva, A. R., Ainscough, J., Koutrakis, M., da Silva, M. F., & Pita, C. (2023). What are heritage values? Integrating natural and cultural heritage into environmental valuation. *People and Nature*, 5, 368– 383. <https://doi.org/10.1002/pan3.10386>

2030 develops and articulates long-term sustainable tourism development options for the coast of Kenya. According to Jumuiya 2030 Economic Development Blueprint (2021), Coastal region or Jumuiya za Kaunti za Pwani region intends to have an increase in the number of foreign and local tourists, consuming the high-end maritime tourism products presently by at least 20 % from base value by 2030. The Blueprint goes further to acknowledge that Jumuiya region will continue enjoying high economic growth and socio-transformation courtesy of maritime and cultural heritage tourism by 2030.

This information strongly indicates that the tourists' attractions at the coast continue to lead in Kenya and this presents an opportunity to reduce the coastal regions poverty levels. The Jumuiya ya Pwani Initiative Blueprint, focusses on reduction of the overall poverty from the present level of 40.5% to at least 20% by 2030. Assessment of core tourism experiences in Kenya is based on the supply and quality of tourism products (resources, facilities and activities) with the readiness of the market to consume the available products.

The Blueprint's Foundation/Enablers Pillar aim at laying the much-needed foundation for growth and development of sectors that drive economic growth and development. Culture and Heritage Tourism is one of the most lucrative tourist market segments, generating investment in the development of heritage products and vice versa. Also, Culture and Heritage Tourism provides non-economic benefits: promotion, protection and enduring the heritage base, along the preservation of traditions and values. It has a positive influence on the social development giving authenticity to the touristic experience. Additionally, it is an acknowledgment from all segments of society of the community's immeasurable social, cultural and economic worth, and therefore, the unquestionable need to explore its resources in a sustainable way, ensuring the preservation of that legacy for future generations.

This chapter, therefore, identifies resources in the TCH sector, and proposes a framework for TCH resource exploitation that will boost tourism experience in the JKP region and as well as revenue flows in the sector. The strategy proposed will enhance visitor experience, create more jobs and promote income and livelihood of the local communities as envisioned by the JKP Blueprint 2030.

10.2 Strategic Objective 3 (SO3)

To promote a collaborative and an all-inclusive approach towards development of natural and cultural heritage sites and resources that contribute to sustainable livelihoods for host communities and enhance visitor experience.

The strategic goal is to boost the local economy through tourism and culture heritage while preserving cultural identity.

Respecting the socio-cultural authenticity of host communities, preserving their living cultural heritage and traditional values, this strategic objective will contribute to share coastal culture (material and immaterial) by offering diversity of touristic products and making every local citizen as a main ambassador of their culture that recognizes their meaning and value. Aligning local communities with their natural environment and cultural heritage preservation and its safeguarding for future generations is the most appropriate way to make heritage tourism beneficial to the local community in social and economic terms.

The main impact of the strategic intervention is expanding the Jumuiya tourism industry beyond the traditional tourism product of coastal beach and hotel tourism to promoting integration of local destinations to include natural and cultural heritage (both tangible and intangible) in such a manner that will make the Jumuiya tourism more competitive and prosperous.

10.3 Operational Objectives (OO)

10.3.1 - OO11

To collate natural and cultural heritage information and develop a comprehensive repository of TCH assets and resources of the JKP region.

To understand what exists, where, in which form, and in what condition is necessary for appropriation of TCH resources. Repositories are a great data base that will inform policy environment for the development of TCH resources of the JKP region.

The basis of this repository, remain in the capability of communities to identify, document and archive their natural and cultural heritage sites and resources, thereby providing for its visibility.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
11.1 Map of the NCHSR for JKP region developed	1	1	1	JKP
11.2 Digital repository produced	1	1	1	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Map the natural and cultural heritage sites and resources using digital tools.	State Department for Culture and Heritage; Universities, National Museums of Kenya; Kenya National Archives and Documentation Service; JKP.
Design and develop a natural and cultural heritage digital repository.	Universities; Kenya National Archives and Documentation Service; JKP.
Promote visibility and accessibility of the natural and cultural heritage repository.	Kenya National Commission for Culture and Social Services; Kenya Film Commission; Kenya Cultural Centre; JKP.
Build capacity of community members, preferably youth, women, and PWDs in documentation and archiving and involve them more in the natural and cultural heritage sites and resources activities.	State Department for Youth Affairs; Ministry of Education; JKP.

10.3.2 - 0012

To diversify and increase the number of community tourism activities in natural and cultural heritage sites and resources.

Whilst market knowledge of certain elements of Kenya's culture and heritage is very good, there is room for improvement in the market's knowledge of the diversity of culture and heritage products especially along the coast of Kenya. According to the United Nations World Tourism Organization (UNWTO) cultural tourism in the world represents nearly 37% of the total of this sector. Innovative products linked to creative tourism will foster communication between locals and tourists, adding value while preserving cultural heritage, thus serving as a bridge connecting the past, present, and future.

The focus in this concept is to lay out a strategy to harness the existing exploited tourism resources while looking at the possibility of promoting the hitherto unknown or unexploited tourism resources at the coast to diversify the sector for the enjoyment of the growing tourism market especially the domestic market.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
12.1 Annual percentage of home-stays increased	7	28	49	JKP
12.2 Number of community-based business in NCHSR in the JKP region promoted	N.A.*	N.A.*	N.A.*	JKP
12.3. Number of NCHSR products developed in the JKP region	N.A.*	N.A.*	N.A.*	JKP

* JKP need to define the baseline in 2022 in order to define the KPI's for 2024, 2027 and 2030.

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Create a database for homestays and community-based tourism activities.	JKP.
Enhance entrepreneurial and financial capacities of community members that is inclusive and sustainable.	Local Associations; NGO's; Higher Education Institutions, JKP
Promote visibility and accessibility of the natural and cultural heritage repository.	JKP.
Promote homestays centered on natural and cultural heritage sites and resources.	Local Associations; JKP.
Provide support to alternative sources of livelihoods that are directly related to natural and cultural heritage sites (e.g. sale of curios, performing artists, etc.).	JKP.
Identify, develop, and market innovative natural and cultural heritage sites and products (e.g. Giriama lessos, wood crafts, etc.).	JKP.

10.3.3 - 0013

To promote effective and efficient management and conservation of natural and cultural heritage sites and resources.

Site management is very crucial in enhancing visitor experience of TCH resources. The intervention will promote the acquisition of new skills and knowledge for effective management of the sites and resources. Equipping site managers with new skills in conservation and management of sites will be desirable of this blueprint. Further, engaging local communities especially site adjacent communities and the youth in effective management of the sites and TCH resources will be adopted.

Kenya has pledged to protect its maritime coast as part of the 30x30 goal set by the United Nations to conserve 30% of the world's oceans by the year 2030. Coastal Kenya has 5 marine protected areas (Kisite-Mpunguti Marine National Park; Malindi Marine National Park; Watamu Marine National Park; Mombasa Marine National Park and Reserve and; Diani-Chale Marine National Reserve). By safeguarding these critical ecosystems, Kenya not only preserves its rich biodiversity but can become living representation of the rich cultural heritage tied to the marine environment.

So, it would be crucial to preserve places like protected areas, buildings, structures, artefacts, oral traditions, ritual performances and other social practices that communities recognise as part of their cultural heritage.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
13.1 Number of sensitization programs on importance of NCHSR developed and implemented	7	28	49	JKP
13.2 Number of NCHSR restored or renovated	6	24	42	JKP
13.3. Number of conservation and management plans developed/reviewed	5	8	11	JKP
Strategic Actions Guidance Plan:				
Actions	Implementation responsibility			
Promote the importance of the natural and cultural heritage sites and resources.	JKP.			
Develop/review and implement management plans for the conservation of natural and cultural heritage sites and resources.	State Department for Culture and Natural Heritage; Kenyan Wildlife Conservation Association; JKP.			
Follow up on the ratification of a framework for the repatriation and restitution of cultural property and resources.	National Government; UNESCO, JKP.			
Transfer knowledge and skills from senior community members to youth for sustainability.	JKP.			



11

TCH industries

11.1 Introduction and context

Cultural and creative sectors are a significant source of jobs and income and generate important spill over effects to the wider economy. They are a driver of innovation, a source of creative skills with strong backward and forward linkages in the economy, and act as a magnet that helps drive growth in other sectors such as tourism. Although there is a growing appreciation of the economic and social importance of cultural and creative sectors, the absence of internationally comparable statistics means that it remains largely undervalued in the policy debate (OECD, 2021: 3¹).

BuTCHer (2005:1²) defends the need to develop a cultural policy in destinations, defining it as ‘the institutional supports that channel both aesthetic creativity and collective ways of life’. These institutional supports may be regarded as the ways in which governments support, or fail to support, artistic output, and output that is considered part of a place’s ‘cultural capital’, referring to a place being perceived as exhibiting positive cultural connotations, and hence being attractive to prospective cultural tourists. Historic buildings, cultural events, galleries, museums, events and also the planning and design of public spaces contribute to cultural capital.

Whilst the provision of cultural tourism attractions may be just one aspect of a national or regional cultural policy, it has become important, especially with the growth of leisure travel, a development that effectively makes the objects of cultural policy -/ museums, galleries, festivals, etc. - also the objects of the tourist’s desires, and hence a vehicle for economic development and regeneration (BuTCHer, 2005).

1. OECD. (2021). Economic and Social impact of Cultural and Creative Sectors. <https://www.oecd.org/cfe/leed/OECD-G20-Culture-July-2021.pdf>

2. BuTCHer, J. (2005). Cultural Politics, Cultural Policy and Cultural Tourism. In Smith, M & Robinson, M. Cultural Tourism in a Changing World. Politics, Participation and Representation. Channel View Publications.

Cultural tourism is a type of tourism activity in which the essential motivation of the visitor is to learn, discover, experience and consume tangible and intangible cultural attractions/products in a tourism destination (Espeso-Molinero, 2019)³.

These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional characteristics of a society encompassing arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and living cultures with their lifestyles, value systems, beliefs and traditions (UNWTO, 2018⁴).

Creative tourism was being seen as a way of joining people from different countries and cultural backgrounds and putting them together, co-creating and sharing moments, as Richards pointed. This relational network and co-creation of experiences is the answer to contemporary tourism demand: creative experiences directly involve the visitor in the local culture and creativity of local people, providing much more engaging and satisfying tourism experiences (Richards, 2015⁵).

Kenya, in addition to its natural wealth and wildlife, which are already established tourism products (wildlife and sun and beach tourism), is a country with a multitude of ethnic groups, languages, traditions and religious beliefs, which contributes to a rich tapestry of cultural heritage that plays a significant role in its identity.

In Kenya, some researches showed that there is potential for more innovation in tourism domain to develop creative tourism through co-creation between locals and tourists (Richards, 2018⁶), specially in those areas just like JKP region.

3. Espeso-Molinero, P. (2019). Tendencias del turismo cultural. *Pasos*. 17(6), 1101-112. <https://doi.org/10.25145/j.pasos.2019.17.076>

4. UNWTO. 2018. *Tourism and cultural synergies*. Madrid: UNWTO. <https://www.e-unwto.org/doi/book/10.18111/9789284418978>

5. Richards, G. (2015). *Creative Tourism: New Opportunities for Destinations Worldwide?* Presentation at the World Travel Market Conference of Creative Tourism: All that you need to know about this growing sector, London, UK.

6. Richards, G. (2018). *Panorama of Creative Tourism Around the World*, Paper presented at the Seminário Internacional de Turismo Criativo, Cais do Sertão, Recife, Brazil.

Indeed, the JKP region has more than 14 indigenous ethnic groups with the largest being the Mijikenda, comprising nine communities each with distinct cultural dances and the Swahili people and culture being a melting pot of various indigenous and international cultures, including; Persian, Arabic, Indian, Portuguese, English; all woven into a tapestry of glittering beauty.

The richness of cultural diversity and tangible and intangible heritage should be maximized in the development of cultural products and unique and differentiating experiences. Cultural and creative tourism should be based on local culture (local dance performers, crafts, local cuisines, home stays, historical sites, museums), providing visitors with the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken.

The creation of these products and experiences will give rise to small industries that support the local way of life. In this way, cultural tourism will contribute to the improvement of people's living conditions, the reduction of poverty, unemployment, income inequality and gender inequality.

The involvement of the general populations in the creation of these cultural experiences is critical and can be important in improving people's sense of self-worth and their motivation and willingness to learn. It is necessary to sensitize the population to the importance of cultural tourism and encourage them to create small businesses based on local culture that allow for a more authentic tourist experience.

To do so, there is a need for JKP counties, in collaboration with local universities, to invest in training its human resources in Tourism and Cultural Heritage Industries (TCH) business management and entrepreneurship to enable them to create their own businesses. The training should also cover soft skills (empathy, teamwork, time management, communication, etc). It is also important to train youth, women and PLWD in creative arts and culture in collaboration with community-based organisations.

In addition to the involvement of local communities in the creation of cultural tourism experiences and products and in the development of their subsidiary small businesses, it is also crucial to strengthen the role of tourism private stakeholder

organizations and integrate all TCH businesses to enable network collaboration.

Only then will it be possible to develop and implement tourism packages based on existing heritage that support the creation of a UNESCO cultural tourism route. As emphasised by the Council of Europe (Council of Europe, nd⁷), the Cultural Routes encourage widespread community participation in cultural activities raising awareness of a common cultural heritage. Established on cultural and social principles, the Cultural Routes represent a resource for innovation, creativity, small business creation, and cultural tourism products and services development.

Finally, the importance of communication and marketing actions to publicize cultural tourism products, experiences and TCH industries should be emphasized. As pointed out by Espeso-Molinero (2019), countries with specific marketing strategies attract more cultural tourists, but it should be noted that the cultural market is not homogeneous. It is necessary to pay attention to segments, niches and interest groups, which are much more flexible, as there is a greater tendency to consume different forms of culture during leisure time. This is what Richards (2014 in Espeso-Molinero, 2019) has called “omnivorous consumption”, where tourists combine visits to heritage resources and museums with popular culture activities, such as comic book fairs or pop music shows. Coastal Kenya’s cultural diversity and richness will allow creation of a range of cultural experiences that meet the needs of different segments.

Activities such as digital marketing (content creation in social media, digital influencers, among others), combined with more traditional ones (for example in participation of the TCH JKP stakeholders in national and international tourism fairs) should be undertaken targeting different segments of travelers.

The strategic objective of this chapter is to “increase the number and diversity of micro, small and medium TCH enterprises and community-based tourism businesses and diversify and enhance the incomes of local communities”. To achieve this goal, a number of operational objectives and activities have been identified and are presented below.

7. Council of Europe. nd. Impact of European Cultural Routes on SMEs’ innovation and competitiveness.

11.2 Strategic Objective 4 (SO4)

To increase the number and diversity of micro, small and medium TCH enterprises and community based tourism businesses and diversify and enhance the incomes of local communities.

Micro, small and medium TCH enterprises are fundamental for the development of tourism and cultural heritage on the Kenyan coast. These enterprises individually or in an integrated way provide activities or tourism products tailored to the needs of visitors, thus contributing to an improvement of the tourist experience, generation and distribution of income by local communities and, in general, increase the competitiveness and sustainable development of the destination.

To accomplish this paramount strategic objective concerning Tourism and Cultural Heritage Industries, five operational objectives have been proposed, bolstered by a series of strategic actions and Key Performance Indicators (KPIs) that must be achieved.

11.3 Operational Objectives (OO)

11.3.1. - 0014

To make the local communities aware of the benefits of tourism in improving their living conditions.

By raising awareness and educating local communities on how tourism can positively impact their quality of life and overall well-being, through job creation, income generation, social inclusion, rejuvenation of traditional arts and crafts, and conservation of natural and cultural heritage. This can lead to a better perception of residents towards the tourism sector and encourage the development of new businesses in this area.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
14.1 Number of initiatives developed by JKP among local communities.	2	6	8	JKP
14.1 Percentage of new plans available on websites or other places of public consultation, with the possibility of receiving suggestions.	100%	100%	100%	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Facilitate local tourism organizations (LTAs) to create awareness of local communities on the benefits that cultural heritage tourism can have in improving their economic and social conditions (e.g. media programs, etc.).	JKP; KCTO.
Propose tourism-related subjects in school curricula.	JKP; Ministry of Education.
Promote voluntary tourism activities in schools.	Primary and Secondary schools; JKP.
Facilitate involvement of local communities in TCH policies and planning processes.	JKP
Promote benchmarking visits by TCH businesses to learn from best practices in other locations excelling in TCH.	Kenya Tourism Board (KTB).

Establish cultural centres in all Counties to promote MSME products. State Department for Culture and Heritage; JKP; Counties.

11.3.2 - 0015

To identify new business opportunities and stimulate the creation of small businesses based on local culture that allow for a more authentic tourist experience.

Tourists are increasingly looking for experiences that are authentic, distinctive, and embedded in the local culture. By stimulating the creation of new businesses based on local culture, it is possible to preserving the cultural heritage and harnessing the power of local culture to create authentic and unique tourist experiences, while simultaneously promoting economic growth and community development through the establishment of small businesses.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
15.1 Number of specialised tourism packages on UNESCO heritage	2	5	11	JKP
15.2 Number of TCH financial support programmes.	1	3	6	JKP
15.3 Number of new TCH micro, small and medium businesses created from the contest of ideas.	6	24	48	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Develop and implement tourism packages based on existing heritage that support the creation of a UNESCO cultural tourism route.	Tour Operators; JKP; State Department for Culture and Heritage; State Department for Tourism and Wildlife.
Develop and implement tourism packages that combine natural and cultural heritage using TCH suppliers and products that employ sustainable practices and integrate them to wildlife, sun and beach tourism tourism.	Tour Operators; JKP.
Develop and implement tourist recreation activities based on the heritage and culture involving tourist participation in the community based cultural and creative activities.	Tourist Entertainment Companies; CBO; JKP.
Strengthen the role of tourism private stakeholder organisations and integrate all TCH businesses to enable network collaboration.	JKP; KCTA.
Create financial incentive programs and contest of ideas to create new TCH businesses.	JKP

11.3.3 - 0016

To enhance human resources skill expertise in entrepreneurship for the TCH community based organisations.

Initiatives that contribute to enhance entrepreneurship skills among TCH community-based organizations, encompassing areas such as business management, strategic planning, innovation, and project development will strengthen the capacities of these organizations for develop tourism activities or projects based on local culture and thus enhance them effectiveness and success of their companies or initiatives.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
16.1 Number of training programmes developed (e.g. digital marketing, tour guides, businesses management and entrepreneurship, soft skills, creative arts and culture).	12	48	84	JKP
16.2 Number of young, women and PLWD students that participate in training programs	60	240	420	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Train TCH stakeholders in digital marketing in collaboration with local universities.	Universities; JKP.
Develop and implement a training program for TCH tour guides in collaboration with local universities and other regional or national bodies.	Universities; Kenya Tour Driver Guides Association; JKP.
Train human resources in JKP region in TCH business management and entrepreneurship to help them create their own business, in collaboration with local universities	JKP; Universities.
Organize training programs in soft skills (empathy, teamwork, time management, communication, etc.), in collaboration with local universities.	Universities; JKP.
Train youth, women and PLWD in creative arts and culture in collaboration with CBO.	CBO; JKP.
Encourage young people to work in TCH by improving working conditions, fair payments, insurance, etc.	Ministry of Labour and Social Protection; Kenya Tourism Federation.
Start TCH Cooperatives to support savings, resource mobilisation and market access.	Counties; JKP.

11.3.4 - 0017

To strengthen TCH stakeholders communication systems.

By strengthening and improving the communication mechanisms and processes among the TCH stakeholders, through joint initiatives aimed at pooling efforts and better use of resources, better temporal and spatial distribution of tourism activity and a more consistent and harmonised economic development of the TCH enterprises can be ensured. Promoting a clearer and more transparent internal communication among TCH stakeholders can further improve collaboration and engagement among them, stimulating the sharing of ideas, concerns, and challenges, contributing to enhance relationships, decision-making, and overall community well-being.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
17.1 Number of stakeholders communication initiatives promoted by JKP (regular schedule of meetings, rotational)	4	16	28	JKP
17.2 Calender Jumuiya TCH events developed	1	1	1	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Develop and implement a detailed internal communications plan (regular schedule of meetings, rotational) for TCH industries.	JKP.
Develop a Jumuiya TCH calendar of events.	KCTA; JKP.
Develop and promote an agenda that involves all the Jumuiya TCH events.	KCTA; JKP.

11.3.5 -0018

To enhance visibility of TCH industries.

By enhancing the prominence and recognition of the TCH industries these companies will become more widely known, recognized, and appreciated by both the domestic and international tourism market. An improved dissemination of activities and products developed by the companies, through different techniques and means of communication, will help to reach and involve tourists interested in exploring cultural heritage, promoting more authentic and enriching experiences and boosting the development of local tourism.

To achieve this Operational Objective, the following Monitoring indicators and Strategic Actions have been outlined.

Monitoring Indicators - KPI's				
	2024	2027	2030	Monitoring responsibility
18.1 Number of participations of TCH industries fairs/events.	2	6	12	JKP
18.2 Number of contents produced for social media (to enhance storytelling).	52	208	364	JKP
18.3 Number of TCH workshops and webinars.	12	48	84	JKP

Strategic Actions Guidance Plan:	
Actions	Implementation responsibility
Create contents (films, virtual and augmented reality) based on heritage (cultural and natural) and use storytelling to communicate them in different channels (social media and others).	Micro, Small and Medium TCH enterprises and Community based Tourism Businesses; KCTA; State Department of Culture and Heritage; JKP.
Create B2B, workshops, national and international TCH fairs to put together TCH suppliers and tourism and travel agents.	KCTA; JKP.
Create youth incentives to document cultural and natural heritage through film and use social media.	KCTA; JKP.
Increase the participation of the TCH JKP stakeholders in national and international tourism fairs.	KCTA; JKP.
Invite influencers to promote TCH on social media.	KCTA; JKP.
Organize workshops and webinars with TCH related themes.	JKP.
Create a TCH newsletter to disseminate to the JKP stakeholder, clients and local communities.	JKP.
Coordinate marketing and branding for MSMEs in the TCH sector.	KCTA; JKP.



12

Overall strategic plan – logical framework

To facilitate a comprehensive understanding and provide a holistic overview of the strategic plan formulated within the TCH Blueprint 2030, a logical framework has been developed. This framework aims to enhance the interpretation of the strategic plan, allowing for a more integrated and global perspective.

TCH VISION 2030 BLUE PRINT – LOGICAL FRAMEWORK

Vision

1. A globally competitive & sustainable Kenya coastal Tourism and Cultural Heritage destination by 2030.

Goal

2. To harness the potential of the Tourism and Cultural Heritage (TCH) sector to instil pride in the coastal communities and involve them in sharing their natural and cultural heritage through sustainable tourism practices.

Strategic objectives:

1. To promote TCH public policies that enhance economic, social, digital and environmental sustainability of Jumuiya ya Kaunti za Rwani region.

Operational objectives:

1. To strengthen regional governance policies and partnerships, in order to promote greater regional autonomy and responsibility, in line with national government decentralisation policies – macro-level (jkip).

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
	1. Create the JKP Regional Strategic Council (Destination Management Organization).	
	2. Create JKP Directorates for tourism, cultural and heritage to align the six counties to national agencies.	
	3. Develop JKP policies that promote training and capacity building programs with focus on governance and management, technical support, digitization and innovation, and private sector advocacy.	
1.1 Number of JKP directorates of tourism and cultural heritage formed	4. Establish a Regional Innovation and Research Centre in partnership with Higher Education Institutions (HEI) and other research bodies in the JKP region.	
1.2 Number of TCH JKP policies implemented	5. Develop a policy framework of sustainable practices for local tour agents to promote responsible tourism.	JKP Secretariat; 6 Counties; HEI.
1.3 Number of TCH MoUs signed by HEI and research bodies	6. Formulate a TCH Marketing plan to the JKP region.	
	7. Promote the use of local products in tourism activities.	
	8. Develop policies and campaigns that promote social responsibility of tourism activities in the region.	
	9. Develop a popular version of the TCH Blueprint 2030 strategy in English and Kiswahili	

Operational objectives:**2. To develop county - level policies and strategies to enhance partnership and promote regional development – micro-level (county).**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
2.1 Number of private sector coordinators identified for each county	1. Establish Anchor Product Management teams at the county level, consisting of County executives and private sector champions	JKP Secretariat; TCH Sectors; 6 Counties; National Government; Research bodies; CBOs; HEIs .
2.2 Number of annual TCH reports published per county	2. Establish tourism data collection and information exchange framework	
2.3 Number of strategies to enhance TCH sectors formulated	3. Develop and publish annual sector reports on tourism dynamics	
	4. Develop and implement the region's media strategy to disseminate and inform on existing development.	
	5. Formulate and enforce standardized quality guidelines for different TCH sectors to ensure consistency and high-quality experience	
	6. Learn, monitor and evaluate the socio-economic impact of tourism, challenges, and devise new strategies to enhance tourism growth.	
	7. Harmonize and implement TCH taxation regimes in all six counties to create a level playing field for businesses and investors, and generate revenue to support tourism initiatives.	

Operational objectives:**3. To enhance human resource skills and expertise, and foster tourism business development.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
3.1 Number of programs to address training needs for professionals developed	1. Identify training needs and develop programs for tourism professionals as well as organize tourism fora to facilitate collaboration and knowledge sharing.	JKP Secretariat; DMO; Counties; HEI; TCH CBOs; KTB; ICT; Communities; Tour Agents.
3.2 Number of active community-based initiatives to enhance sustainability	2. Provide training for business development of TCH value chain and community-based initiatives to enhance sustainability.	
	3. Develop a destination marketing and promotion program to include; familiarization programs aimed at the local tour agents to provide them with the necessary knowledge and skills to promote the region effectively.	
	4. Launch public awareness campaigns to promote the region as a welcoming and hospitable destination.	

Operational objectives:**4. To upgrade TCH infrastructures to enhance tourism experiences.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
4.1 Number of support infrastructure upgraded	1. Develop and harmonize incentive framework to attract investors in the JKP region.	JKP Region Secretariat; Financial institutions; National government agencies; Communities; National / Local Agencies.
4.2 Number of private partnership initiatives and investments that support and generate income to local creative industries developed	2. Improve TCH support infrastructure.	
	3. Establish public-private partnerships in the local creative industries, providing good working conditions and offer a high-quality experience for tourists.	
	4. Support investment in regenerating economic activities in the old town areas and historical sites.	
4.3 Number of certification organizations that enhance the supply chain and promote the region engaged	5. Obtain destination certification using recognized branding to enhance the supply chain and promote the region	
	6. Develop and implement the JKP inspection and grading standards criteria to create the region's standards	

Operational objectives:**5. To promote the anchor products and experiences and diversify and integrate with other niche products such as cultural heritage with a strong focus on marketing and promotion.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
5.1 Number of tourist routes that showcase the diversity of heritage sites formed	1. Develop a unique graphic identity for the JKP region based on the anchor products in conjunction with the cultural heritage products.	JKP Region Secretariat; KIPI; SDT; Culture& Heritage; NMK; UNESCO; Social media Influencers; Brand ambassadors; Community; CBOs.
5.2 Number of influencers, bloggers, journalists, fam trips and others that promote the JKP region as an all-year destination	2. Create a tourist route that will showcase the diversity of heritage sites classified by UNESCO in the JKP region.	
	3. Promote the JKP region as an all-year destination through the support of influencers, bloggers, journalists, fam trips, etc.	
	4. Offer differentiated experiences and tourism recreation to attract a wider range of visitors.	
5.3 Number of events to generate and encourage TCH tourism in the JKP region organized	5. Promote events to generate interest and encourage tourism in the JKP region.	

Strategic objectives:**2. To promote safe, viable and resilient public infrastructures to support development of TCH.****Operational objectives:****6. To promote accessibility to cultural and heritage sites in an equitable, affordable, sustainable, and safe environment.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
6.1 Number of main tourist locations connected in the JKP region using the sea transport network	1. Develop a viable sea transport (ferries) network along the coast (Lamu, Tana delta, Kilifi, Mombasa, Diani) and with a connection to neighbouring regional tourism destinations (e.g. Dar es salaam and Zanzibar) and the necessary supportive infrastructures (mooring facilities).	State Department for Transport; State Department for Fishing and Maritime Affairs; Kenya Maritime Authority; JKP; State Department for Transport; Kenya Airports Authority; Kenya Civil Aviation Authority.
6.2 Number of Kms of gravel road connecting TCH sites upgraded to bitumen standard	2. Upgrade secondary airports and airstrips to promote the connections between tourism cultural sites in the JKP region.	
	3. Upgrade earth and gravel roads connected to tourism sites to all weather tarmac.	
	4. Promote the connection from Miritini SGR terminal to Mombasa with a light rail.	
	5. Promote green transport infrastructure that supports transition of fuel to electrical fleets (expansion of charging points, preferable parking, among other initiatives).	
	6. Strengthen initiatives that enforce safety in air, road and maritime transport through robust inspections regime and enforcement of regulations.	

Operational objectives:**7. To provide fast, affordable and secure digital connectivity to cultural assets and enhance digital marketing and user access.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
7.1 Percentage share of TCH establishments connected to ICT	1. Promote the expansion of rural electrification program (using renewable energy sources) to support the ICT connectivity in JKP counties with a focus on tourist sites.	State Department for Energy; Kenya Electricity Transmission Company; JKP; State Department for Information and Telecommunication (ICT) and Digital Economy; Kenya ICT Authority.
7.2 Number of citizens (in millions) trained on basic digital literacy skills	2. Promote use of advanced modes of connectivity to broaden coverage and reduce the high-cost internet connectivity.	
	3. Promote ICT connectivity through establishment of constituency and village ICT hubs.	
	4. Promote security of energy, and ICT infrastructures against disasters and vandalism.	
	5. Promote programs to enhance digital literacy and competences in the JKP region tourism value chain.	

Operational objectives:**8. To assure affordability and diversity of renewable energy sources with a focus on off-grid and decentralized energy systems**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
8.1 Number of sensitization fora held on carbon off-set schemes and global green climate funds	1. Expand use of green energy sources including microgeneration (solar, wind and biomass) in the tourism facilities and sites. 2. Provide incentives for investors or establishment owners in the tourism sector to invest in renewable sources.	State Department for Energy; Kenya Coast Tourism Association; JKP; National Treasury and Planning.
8.2 Percentage share of tourism sites and attractions using renewable energy sources	3. Promote the development of off-grid energy systems in the tourist sites in the JKP region. 4. Sensitize the stakeholders in the tourism sector on international carbon footprint off-setting programs and access to global green climate fund.	

Operational objectives:**9. To sensitize and promote use of preventive health measures and products and access to emergency health care facilities, as well as safe water and sanitation in tourism destinations**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
9.1 Number of desalination plants operational in JKP region*	1. Develop a digital tool of existing medical facilities in close proximity to tourism establishments and sites and to access medical emergency rescue through air, road and sea. 2. Develop training programs for staff working in tourist establishments and sites in first aid and emergency fast responders. 3. Define the minimum mandatory safety requirements in terms of lifeguard's surveillance in beach and pools in tourism destinations and employ adequate number of trained lifeguards in beach establishments.	JKP; Kenya Coast Tourism Association; St John Ambulance (Kenya First Responders Project); National Treasury, JKP; State Department of Water and Sanitation; Coast Water Works Development Agency.
9.2 Percentage share of upgraded health facilities with proximity to TCH sites	4. Provide incentives to the private sector to invest in waste collection, recycling, and disposal in tourist sites. 5. Establish sewage treatment plants and adequate sanitation including portable water facilities in the coast region. 6. Enhance supply of safe portable water to tourism establishments and sites through development of mini solar powered and large-scale desalination plants.	

Operational objectives:

10. To develop and create a supportive and conducive safe and secure environment and the physical and administrative structures for the tourism destinations.

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
10.1 Number of county wards with community policing initiatives	1. Provide adequate equipment and facilities to support the tourism protection services (e.g. vehicles, communication devices).	Kenya Tourism Protection Service; JKP; State Department for Internal Security and National Administration; Kenya Coast Guard Service; Kenya Critical Infrastructure Protection Unit.
10.2 Percentage share of tourism sites equipped with CCTV	2. Promote community policing in the tourism destinations, including chief barazas and wazee wa mtaa.	
10.3 Number of County Integrated Development Plans (CIDPs) and County Spatial Plans reviewed considering climate change adaptation measures	3. Promote the safety of maritime transport linking the tourist locations through the use of modern surveillance technologies.	
	4. Enhance a safe and secure environment in tourist establishments and sites, through the use of adequate well-lit streets and CCTV.	
	5. Invest in climate change adaptation measures in response to rising sea levels (e.g. sea wall, review spatial plannings on low line areas (building permits).	

Strategic objectives:

3. To promote a collaborative and an all-inclusive approach towards development of natural and cultural heritage sites and resources that contribute to sustainable livelihoods for host communities and enhance visitor experience.

Operational objectives:

11. To collate natural and cultural heritage information and develop a comprehensive repository of TCH assets and resources of the JKP region.

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
11.1 Map of the NCHSR for JKP region developed	1. Map the natural and cultural heritage sites and resources using digital tools.	State Department for Culture and Heritage; Universities; National Museums of Kenya; Kenya National Archives and Documentation Service; JKP; Kenya National Commission for Culture and Social Services; Kenya Film Commission; Kenya Cultural Centre; State Department for Youth Affairs; Ministry of Education.
11.2 Digital repository produced	2. Design and develop a natural and cultural heritage digital repository.	
	3. Promote visibility and accessibility of the natural and cultural heritage repository.	
	4. Build capacity of community members, preferably youth, women, and PWDs in documentation and archiving and involve them more in the natural and cultural heritage sites and resources activities.	

Operational objectives:**12. To diversify and increase the number of community tourism activities in natural and cultural heritage sites and resources**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
12.1 Annual percentage of home-stays increased	1. Create a database for homestays and community-based tourism activities.	State Department for Culture and Heritage; Universities; National Museums of Kenya; Kenya National Archives and Documentation Service; JKP; Universities; Kenya National Archives and Documentation Service.
12.2 Number of community-based business in NCHSR in the JKP region promoted	2. Enhance entrepreneurial and financial capacities of community members that is inclusive and sustainable.	
12.3 Number of NCHSR products developed in the JKP region	3. Promote visibility and accessibility of the natural and cultural heritage repository.	
	4. Promote homestays centered on natural and cultural heritage sites and resources.	
	5. Provide support to alternative sources of livelihoods that are directly related to natural and cultural heritage sites (e.g. sale of curios, performing artists, etc.).	
	6. Identify, develop, and market innovative natural and cultural heritage sites and resources products (e.g. Giriama lessos, wood crafts, etc.).	

Operational objectives:**13. To promote effective and efficient management and conservation of natural and cultural heritage sites and resources.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
13.1 Number of sensitization programs on importance of NCHSR developed and implemented	1. Promote the importance of the natural and cultural heritage sites and resources.	JKP
13.2 Number of NCHSR restored or renovated	2. Develop/review and implement management plans for the conservation of natural and cultural heritage sites and resources.	
13.3 Number of conservation and management plans developed/reviewed	3. Follow up on the ratification of a framework for the repatriation and restitution of cultural property and resources.	
	4. Transfer knowledge and skills from senior community members to youth for sustainability.	

Strategic objectives:

4. To increase the number and diversity of micro, small and medium TCH enterprises and community based tourism businesses and diversify and enhance the incomes of local communities.

Operational objectives:

14. To make the local communities aware of the benefits of tourism in improving their living conditions

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
14.1 Number of initiatives developed by JKP among local communities.	1. Facilitate local tourism organizations (LTAs) to create awareness of local communities on the benefits that cultural heritage tourism can have in improving their economic and social conditions (e.g. media programs, etc.).	State Department for Culture and Natural Heritage; Kenyan Wildlife Conservation Association; JKP; National Government; UNESCO.
14.2 Percentage of new plans available on websites or other places of public consultation, with the possibility of receiving suggestions.	2. Propose tourism-related subjects in school curricula.	
	3. Promote voluntary tourism activities in schools.	
	4. Facilitate involvement of local communities in TCH policies and planning processes.	
	5. Promote benchmarking visits by TCH businesses to learn from best practices in other locations excelling in TCH.	

Operational objectives:

15. To identify new business opportunities and stimulate the creation of small businesses based on local culture that allows for a more authentic tourist experience

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
15.1 Number of specialised tourism packages on UNESCO heritage	1. Develop and implement tourism packages based on existing heritage that support the creation of a UNESCO cultural tourism route.	JKP; KCTO; Ministry of Education; Primary and Secondary schools; Kenya Tourism Board.
15.2 Number of TCH financial support programmes.	2. Develop and implement tourism packages that combine natural and cultural heritage using TCH suppliers and products that employ sustainable practices and integrate them to wildlife and sun and beach tourism.	
15.3 Number of new TCH micro, small and medium businesses created from the contest of ideas.	3. Develop and implement tourist recreation activities based on the heritage and culture involving tourist participation in the community based cultural and creative activities.	
	4. Strengthen the role of tourism private stakeholder organisations and integrate all TCH businesses to enable network collaboration.	
	5. Create financial incentive programs and contest of ideas to create new TCH businesses.	

Operational objectives:**16. To enhance human resources skill expertise in entrepreneurship for the TCH community based organisations**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
16.1 Number of training programmes developed (e.g. Digital marketing, tour guides, businesses management and entrepreneurship, soft skills, creative arts and culture).	1. Training TCH stakeholders in digital marketing in collaboration with local universities.	
	2. Develop and implement a training program for TCH tour guides in collaboration with local universities and other regional or national bodies.	Tour Operators; JKP;
	3. Training human resources in JKP region in TCH business management and entrepreneurship to help them create their own business, in collaboration with local universities	State Department for Culture and Heritage; State Department for Tourism and Wildlife; Tour Operators;
	4. Organize training programs in soft skills (empathy, teamwork, time management, communication, etc.), in collaboration with local universities.	Tourist Entertainment Companies; CBOs; KCTA.
16.2 Number of young women and PLWD students that participate in training programs.	5. Train youth, women and PLWD in creative arts and culture in collaboration with CBO.	
	6. Encourage young people to work in TCH by improving working conditions, fair payments, insurance, etc.	

Operational objectives:**17. To strengthen TCH stakeholders' communication systems.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
17.1 Number of stakeholders communication initiatives promoted by JKP (regular schedule of meetings, rotational)	1. Develop and implement a detailed internal communications plan (regular schedule of meetings, rotational) for TCH industries.	Universities; JKP; Kenya Tour Driver Guides Association; CBOs;
	2. Develop a Jumuiya TCH calendar of events.	Ministry of Labour and Social Protection; Kenya Tourism Federation.
17.2 Calendar Jumuiya TCH events developed	3. Develop and promote an agenda that involves all the Jumuiya TCH events.	

Operational objectives:**18. To enhance visibility of TCH industries.**

Indicators of achievement	Actions for Operational Objectives	Responsible Agencies
18.1 Number of participations of TCH industries fairs/events.	<p>1. Create contents (films, virtual and augmented reality) based on heritage (cultural and natural) and use storytelling to communicate them in different channels (social media and others).</p> <p>2. Create B2B, workshops, national and international TCH fairs to put together TCH suppliers and tourism and travel agents.</p> <p>3. Create youth incentives to document cultural and natural heritage through film and use social media.</p>	
18.2 Number of contents produced for social media (to enhance storytelling).	<p>4. Increase the participation of the TCH JKP stakeholders in national and international tourism fairs.</p>	KCTA; JKP.
18.3 Number of TCH workshops and webinars.	<p>5. Invite influencers to promote TCH on social media.</p> <p>6. Organize workshops and webinars with TCH related themes.</p> <p>7. Create a TCH newsletters to disseminate to the JKP stakeholder, clients and local communities.</p>	



13

Stakeholders impact, responsibility and risk assessment

13.1 Stakeholders impact and responsibility

This chapter identifies and presents the main stakeholders of the TCH Blueprint 2030, their responsibilities, and benefits in the implementation of the same. Stakeholder engagement is a key ingredient to the successful execution of the Blueprint. It implies a willingness to listen and discuss issues of interest to the stakeholders of the plan. While stakeholders were involved in the development of the Blueprint, the writing team is open to embracing changes suggested at the validation stage. The contents of the dimensions of the key stakeholders' impact and responsibility mentioned above are depicted in the matrix shown below.

Key stakeholders matrix

1. Government (County and National)

Responsibilities

- Alignment of the TCH BluePrint with government plans
- Approval/endorsement of the TCH Blueprint
- Sharing the blueprint with implementing organs
- Establishment and review of relevant policies in order to promote greater autonomy and responsibility
- Promotion of TCH products and MSEs
- Preservation of cultural and heritage sites
- Investment in safe, viable and resilient public infrastructures to support development of TCH.
- Provision of fast, affordable and secure digital connectivity to cultural assets and enhancement of digital marketing and user access
- Development and publication of annual sector reports on tourism dynamics
- Capacity building/ enhancement of key TCH players
- Mainstream tourism education in primary and secondary levels of education
- Internationalisation of TCH
- Participation in M&E

Benefits

- Increased revenues
- Reduced unemployment
- Increased level of TCH activities
- Heightened entrepreneurship
- Enhancement of circular economy activities
- The blueprint is input to government planning
- Vibrant cultural and heritage sites
- Tourist delight
- Sustainable TCH
- Global visibility / presence of TCH products
- Digitally connected and informed tourism ecosystem
- Political goodwill
- Reduced cost of doing business in the JKP region
- TCH empowered citizenry

2. TCH Policy and Regulatory Oversight Organizations

Responsibilities

- Provision of licensing and regulation information to the TCH BluePrint team
- Sharing the Blueprint to implementing organs
- Spearheading recognition of standards e.g. star ratings
- Ensuring and assuring adherence to quality standards
- Participation in M&E

Benefits

- Positive public image of the regulator
- Compliance with regulations by TCH players
- Reduction in cases of non-compliance
- Excellent quality in the development and delivery of TCH products/services
- Tourist delight
- Savings in cost of enforcement of regulations

3. Youth, Women and PWDs

Responsibilities

- Contribution of ideas to the writing of the TCH Blueprint
- Publicising the blueprint among themselves
- Identification and pursuance of TCH entrepreneurial opportunities in the blueprint e.g. in traditional crafts, culinary traditions, storytelling, and leveraging social media etc.
- Participation in capacity building/ enhancement activities
- Promoting the use of local products in tourism activities
- Participation in M&E

Benefits

- Increased sources of livelihoods
- Decreased social vices; mainly by youth
- Restored hope for the future
- TCH empowered youth, women and PWDs
- Stability in marriages and family
- Utilisation of local resources

4. Community Based Organizations/Community

Responsibilities

- Contribution of ideas to the writing of the TCH Blueprint
- Initiating and running community based tourism activities
- Preservation of cultural and heritage sites
- Promoting the use of local products in tourism activities
- Collaborations with private entities
- Participation in capacity building/ enhancement activities
- Promotion of responsible tourism
- Participation in M&E

Benefits

- Increased number and success rates of community based tourism activities
- Sustainable community based tourism
- Improved living standards of community members
- Utilisation of local resources

5. Tourism Marketers

Responsibilities

- Provision of marketing input to the planning process
- Sharing the blueprint with implementing organs and partners
- Publicity of the blueprint
- Marketing (domestic and international) JKP's TCH anchor products and experiences and diversifying and integrating them with other niche products.
- Promotion of the JKP region as an all-year destination
- Participation in M&E

Benefits

- Contribution to attainment of organisational and sector targets
- Top of mind awareness of TCH products of the JKP region, nationally and internationally.
- Savings in marketing costs arising from synergy with other players in the TCH sector

6. Educational, Training, and Research Institutions

Responsibilities

- Research and writing of the TCH Blueprint
- Provision of consultancy services
- Capacity building/enhancement of key TCH players
- In partnership with JKP; establishment of Regional Innovation and Research Centres in the JKP region.
- Establishment of tourism data collection and information exchange framework
- Dissemination of tourism research reports
- Participation in M&E

Benefits

- Increased research output
- Enhanced impact to host community
- Updated TCH curricula
- Consultancy/training services
- Informed tourism ecosystem

7. Cultural and Heritage Sites Organisations

Responsibilities

- Contribution of ideas and writing of the TCH Blueprint
- Collating natural and cultural heritage information and develop a comprehensive repository of TCH assets and resources of the JKP region.
- Promoting effective and efficient management and conservation of natural and cultural heritage sites and resources
- Capacity building/enhancement in the subject areas
- Promotion of cultural and heritage sites as a gateway to socioeconomic prosperity
- Diversification and increasing the number of community tourism activities
- Participation in M&E

Benefits

- Contribution to attainment of performance targets
- Readily accessible database of TCH sites
- Global presence of TCH sites
- Savings in costs emanating from synergy with other players in the TCH sector
- Sustained cultural and heritage sites
- Empowered members of TCH assets and resources at host communities

8. Tourism Hospitality Service Providers

Responsibilities

- Provision of TCH data to the writing team
- Cascading the blueprint to implementing organs
- Collaboration with other TCH players
- Participation in M&E

Benefits

- Contribution to attainment of performance targets e.g. bed occupancy, no. of tourists served etc.
- Tourist delight
- Increased patronage by tourists
- Enhanced standards of tourist experience/service

9. Tourism Transporters/Travel Agents

Responsibilities

- Interaction with the TCH Blueprint and identification of opportunities to improve their businesses
- Participation in capacity building/ enhancement activities
- Participation in M&E

Benefits

- Tourist delight and loyalty
- Improved bottom lines
- Positive image in the eyes of tourists

10. Security Agencies

Responsibilities

- Provision of security – related information to TCH Blueprint writing team
- Creation of a supportive and conducive safe and secure environment and the physical and administrative structures for the tourism destinations.
- Collaboration with other security stakeholders e.g. community
- Participation in capacity building/ enhancement activities
- Participation in M&E

Benefits

- Decreased number of tourist crime related cases reported
- Tourist delight
- Savings in costs emanating from synergy with other players in the TCH sector
- Positive image of security organs in the JKP region

11. TCH Industry Associations

Responsibilities

- Contribution of ideas to and in the writing of the TCH Blueprint
- Sharing of the blueprint with their members and monitoring implementation
- Carrying out sensitisations on the importance of TCH, carbon footprint, and green energy among others.
- Participation in TCH infrastructure matters
- Enhancing visibility of TCH industries and products and services
- Strengthening TCH stakeholders communication systems
- Participation in M&E

Benefits

- Satisfied members of the associations
- Tourist delight
- Improved organisational performance of members

12. Media

Responsibilities

- Publicity of the TCH BluePrint and all its associated activities
- Supporting the promotion of anchor TCH products and experiences
- Promotion of the JKP region as an all-year destination
- Participation in M&E

Benefits

- Increased presence and footprints
- Contribution to attainment of performance targets

13. Politicians

Responsibilities

- Support legal and regulatory interventions that will encourage growth of the TCH in the Region
- Mobilise resources for investment in the TCH
- Advocacy and positive information sharing to communities and citizenry
- Participation in M&E

Benefits

- Higher uptake of TCH products and services
- Improved infrastructure for TCH
- Sustained marketing and growth of the TCH
- Complementary efforts to technical interventions

14. Development Partners

Responsibilities

- Support TCH growth through resource mobilisation
- Share global experiences and provide learnings for growth
- Encourage innovation and further investments through integrated, multilevel approaches
- Participation in M&E

Benefits

- Growth of TCH in the region
- Enhanced capacity, knowledge and empowerment
- Knowledge management

13.2 Risk assessment and management

13.2.1. Risk Analysis

Having considered the main challenges affecting the TCH sector in the JKP Region, and following the broad spectrum of recommendations made, it was found prudent to perform a risk analysis aimed at considering the potential risks and their impact on the Sector. Here are some key risk areas:

a) Political and Regulatory Risks:

- The TCH Blue Print recommends several changes to existing Policies, as well as introduction of new Policies that will drive growth and transformation of the industry. Any changes in government policies or regulations will immediately impact, positively or negatively, both directly or indirectly;
- Political instability or conflicts are likely to disrupt the industry's growth and development; and
- Lack of coordination or disputes amongst partner government entities or stakeholders can also hinder progress.

b) Technology Risks:

- System failures or technical issues that could disrupt the development of the TCH Industry as well as the roll out of innovations proposed;
- Inadequate cybersecurity measures, leading to data breaches or unauthorized access to sensitive information; and
- Lack of scalability or poor system performance that affects the ability to handle increasing demand or maintain user satisfaction.

c) Financial Risks:

- Fluctuations in exchange rates or currency devaluation could impact roll out and growth of TCH products, including erosion of profits made or making it too costly for demand growth;

- Delays in securing necessary financing for Policy changes, innovations, technology adaptation or introduction of new products, causing delays or interruptions.

d) Operational Risks:

- Inefficient processes or customer management issues resulting in customer dissatisfaction or negative experiences.

e) Social and Cultural Risks:

- Opposition or resistance from local communities or stakeholders due to concerns about privacy, security, intrusion or job displacement; and
- Cultural barriers or lack of acceptance of new inventions and innovations in the Tourism industry, among certain target groups, leading to lower adoption rates or usage.

f) Market Risks:

- Changes in travel patterns or geopolitical events that significantly impact the demand for tourism products in the Region in general, as well as in Kenya and the JKP Counties;
- Intense competition from other Counties or Countries around the Region, offering similar or superior products, affecting the TCH market position and revenue generation; and
- Economic downturns or recessions that reduce customer choice for travel.

13.2.2. Assignment of responsibilities on managing key risks to the party best suited to handle such risks.

Government Entity Responsibilities:

- Regulatory and policy risks: The government entities responsible for relevant policy making should take the lead in identifying and managing risks related to changes in regulations, policy shifts, or legal challenges.
- Political risks: The government entities should monitor and manage risks associated

with political instability, conflicts, or changes in government that may impact the TCH Blue Print implementation.

Private Sector Players Responsibilities:

- **Technology risks:** The private sector is more versed and better placed to handle technological innovations and adoption. They would typically be responsible for developing and maintaining the technology platforms required, thus should take the lead in managing technology risks such as system failures, technical issues, scalability, and cybersecurity threats.
- **Financial risks:** Private sector investors should be responsible for managing risks related to new project development and funding, financial viability, exchange rate fluctuations, and attracting more private investment in the industry.

Joint Responsibilities:

- **Operational risks:** Both the public sector agencies (County and National governments) and private sector investors in the industry should collaborate to address operational risks, including training and capacity building, streamlining processes, and ensuring efficient coordination between public and private sectors.
- **Social and cultural risks:** All parties should work together to address any concerns and mitigate risks related to data privacy, security, job displacements, and community acceptance by implementing appropriate communication and engagement strategies.
- **Market risks:** All parties should monitor and assess market risks, such as changes in travel patterns, competition, and economic downturns, and jointly explore strategies to mitigate their impact on the TCH Blue Print.

Risk Management and Compliance Team:

- There is need to establish a dedicated risk management team comprising representatives from the County Governments, National Government and private sector. This team can work collaboratively to identify, assess, and manage risks across various domains, ensuring a holistic and integrated approach to risk management.

Consultation with Experts:

- JKP Secretariat, working closely with all County Governments in the Region, should engage subject matter experts, consultants, or advisors to provide specialized guidance on specific risk areas, such as legal, technology, finance, or public administration. Their input can help identify appropriate risk mitigation strategies and assign responsibilities accordingly.
- Establishing clear roles, responsibilities, and communication channels among all parties involved is essential. Regular meetings, progress reports, and documentation of risk management efforts will facilitate effective collaboration and ensure accountability for managing key risks throughout the TCH Blue Print implementation timespan.

13.2.2. Risk Mitigation and Management Framework

Political and Regulatory Risk			
Risk Event	Consequences	Risk Classification	Risk Mitigation Strategy
Changes in government policies or regulations	Impacts project's objectives, funding, or implementation	Medium	<ul style="list-style-type: none"> • Establish effective communication channels with relevant government entities to stay informed about potential policy or regulatory changes. • Participate in public consultations to provide input and influence policy discussions. • Build strong relationships and collaborations with multiple government entities and stakeholders in the industry.
Political instability or conflicts	Disrupt the TCH Blue Print implementation or lead to slow uptake of new products, delayed visits and uncertainties.	Medium	<ul style="list-style-type: none"> • Establish strong relationships and regular communication channels with government authorities and stakeholders to stay informed about potential political changes or conflicts. • Diversify partnerships and engage multiple stakeholders to minimize reliance on a single entity or political group. • Consider political risk insurance or similar financial instruments to transfer the potential financial impact of political instability or conflicts. • Establish risk management procedures and protocols to address political instability or conflict scenarios.

Risk Event	Consequences	Risk Classification	Risk Mitigation Strategy
Legal challenges or disputes with government entities or stakeholders	Delays in Project Progress	Medium	<ul style="list-style-type: none"> • Engage in constructive discussions with government entities and stakeholders to find mutually beneficial solutions and address concerns. • Ensure strict compliance with all legal and regulatory requirements. • Evaluate the possibility of transferring certain legal risks through insurance coverage or contractual arrangements, such as indemnity clauses or performance bonds. • Seek legal advice on the specific dispute or challenge to understand the potential implications and develop an appropriate response.
System failures or technical issues	Disruption of the TCH Innovations and new product roll out, resulting in service interruptions or delays.	Medium	<ul style="list-style-type: none"> • Ensure innovations and new products introduced are built with a robust design and architecture to handle the expected workload and traffic. This includes scalability, redundancy, and fault tolerance. • Implement quality assurance processes and standards to ensure the system is developed and maintained at high-quality standards. • Develop an incident management plan that outlines the steps to be taken in case of system failures or technical issues. Provide a clear definition of roles, responsibilities, and communication channels to ensure a swift response. • Establish a robust backup and recovery system to restore the system in case of failures. Regularly test and verify the effectiveness of backups. • Create a comprehensive contingency plan that delineates the essential steps to be executed if a significant system malfunction occurs. This plan should encompass provisions for backup locations, strategies for replicating data, and alternative infrastructure possibilities. • Define clear SLAs with technology vendors, specifying the expected system uptime, response times, and resolution times in case of issues.

Risk Event	Consequences	Risk Classification	Risk Mitigation Strategy
Inadequate cybersecurity measures	Data breaches or unauthorized access to sensitive information.	Medium	<ul style="list-style-type: none"> • Implement robust cybersecurity protocols and measures, including firewalls, encryption, intrusion detection systems, and access controls. • Employ secure coding practices and conduct code reviews to minimize the risk of software vulnerabilities. • Train employees and stakeholders on cybersecurity best practices, including password hygiene, phishing awareness, and data protection. • Consider purchasing cyber insurance to transfer some of the financial risks associated with cybersecurity breaches to an insurance provider. • Implement a robust monitoring system to automatically detect and respond to potential cybersecurity threats promptly. • Regularly review and update cybersecurity policies and procedures to align with evolving risks and technology advancements.
Lack of scalability or poor system performance	Inability to handle increasing demand or maintain user satisfaction.	Medium	<ul style="list-style-type: none"> • Implement scalable infrastructure and architecture that can handle increased user demand and ensure optimal system performance. • Regularly monitor system performance and conduct proactive maintenance to identify and address technical issues before they become critical. • Employ load balancing techniques to distribute user traffic efficiently across multiple servers or data centers. • Optimize code and database performance to minimize processing time and improve system response. • Regularly analyze system logs, performance metrics, and user feedback to identify patterns or trends that may indicate scalability or performance issues. • Clearly communicate performance requirements and expectations to technology partners and establish Service Level Agreements (SLAs) that define acceptable performance thresholds.
Fluctuations in exchange rates or currency devaluation	Impact on product growth, travel costs, expected revenues, or financial stability.	Medium	<ul style="list-style-type: none"> • Maintain a robust financial management strategy that accounts for exchange rate risks. This may include conducting regular financial analyses, stress testing, and scenario planning to assess the potential impact of currency fluctuations. • Use financial instruments like forward contracts, options, or futures to hedge against exchange rate fluctuations. This can help mitigate the impact of adverse currency movements on TCH product costs or revenues. • Engage with financial institutions or experts to develop and implement an appropriate hedging strategy tailored to the industry's needs.

Risk Event	Consequences	Risk Classification	Risk Mitigation Strategy
Inefficient processes or delays in visa processing	Customer dissatisfaction or negative experiences.	Medium	<ul style="list-style-type: none"> • Conduct a thorough analysis of the existing visa processing procedures to identify bottlenecks, inefficiencies, and areas for improvement. • Propose process reengineering initiatives to streamline and optimize the visa processing workflow. • Recommend automation of manual processes through technology solutions, such as workflow management systems or robotic process automation (RPA). • Provide training programs for government staff involved in visa processing to enhance their skills and efficiency. • Encourage a culture of continuous learning and professional advancement through the organization of workshops, knowledge exchange sessions, and mentorship programs.
Concerns about data privacy, security.	Opposition or resistance from local communities or stakeholders	Medium	<ul style="list-style-type: none"> • Utilize strong encryption algorithms to secure sensitive data. This ensures that data remains protected even if unauthorized access occurs. • Periodically perform security audits and vulnerability assessments to detect and rectify any system weaknesses. This proactive approach enables the industry to stay ahead of evolving security risks and uphold strong data protection protocols. • Privacy Impact Assessments: Conduct privacy impact assessments to identify and mitigate potential privacy risks associated with the collection, storage, and processing of personal data. This ensures compliance with relevant data protection regulations and helps build trust among users. • Secure Data Centres: Ensure that data centres hosting the visitor information have adequate physical security measures in place, such as access controls, surveillance systems, and backup power supply to safeguard against physical threats.
Cultural barriers or lack of acceptance of new products or processes and systems among certain target groups	Lower adoption rates or usage.	Low	<ul style="list-style-type: none"> • Engage with key stakeholders, including representatives from the target groups, to foster open communication channels. • Conduct comprehensive educational campaigns to increase awareness and understanding of the new products among the target groups. • Organize workshops, seminars, or community events to address concerns, dispel myths, and provide accurate information the new products and their benefits.

Risk Event	Consequences	Risk Classification	Risk Mitigation Strategy
Changes in travel patterns or geopolitical events that significantly impact the demand for travel and tourism	Affects the TCH Blue Print implementation and sustainability.	High	<ul style="list-style-type: none"> • Conduct thorough market research and monitor travel trends, geopolitical developments, and economic indicators in key source markets to stay informed about potential changes that could affect travel demand. • Identify and target multiple markets for promotion and marketing initiatives. • Diversify the target markets to reduce dependence on a single market and mitigate the risk of a significant impact from changes in travel patterns or geopolitical events in any one region.
Intense competition from other Counties or Countries offering similar TCH products	Affects the market position and potential revenue generation.	Medium	<ul style="list-style-type: none"> • Differentiate the TCH Products by offering unique features, enhanced user experience, or additional value-added services. • Work with relevant government agencies (immigration) to focus on providing superior customer service, streamlined processes, or faster arrival and visa processing times compared to competitors. • Perform market analysis to identify unexplored market segments or focus on specific traveller demographics. • Consistently allocate resources to research and development in order to enhance the features, functionality, and security of all new products introduced. • Stay updated with emerging technologies and trends in the industry to remain at the forefront of the industry.
Economic downturns or recessions that reduce international travel	Impacts the TCH Industry growth and sustainability/viability	Medium	<ul style="list-style-type: none"> • Develop marketing and promotional strategies to attract visitors from diverse markets. • Implement flexible pricing structures to adapt to changing market conditions. • Offer discounts or promotional packages to stimulate demand during economic downturns. • Introduce incentives such as waived or reduced fees to encourage visitor arrivals and uptake of TCH products, all year round.

13.2.3. Risk Monitoring and Control:

- Establish a monitoring and control mechanism to track the effectiveness of risk mitigation measures.
- Regularly review the status of identified risks, mitigation actions, and their progress.
- Update risk registers or risk repositories with current information and document changes to risk profiles.
- Conduct periodic risk reviews and reassessments to identify new risks and evaluate the effectiveness of existing mitigation strategies.

13.2.4. Risk Communication:

- Establish clear communication channels to share risk-related information with all industry stakeholders.
- Communicate identified risks, mitigation strategies, and progress to key partners, sponsors, team members, and relevant stakeholders.
- Ensure transparency in risk management by sharing updates on risk status, mitigation actions, and any changes in risk profiles.
- Facilitate open discussions to address concerns, solicit feedback, and encourage proactive risk identification and reporting.



14

Monitoring, evaluation & reporting

It is crucial to oversee the adherence to the indicators to detect any deviations, proactively anticipate potential non-compliance risks, and facilitate the implementation of measures to mitigate risks or rectify deviations. To achieve this objective, each Key Performance Indicator (KPI) associated with the Operational Objective (OO) bears a monitoring responsibility, which is well-defined. This responsibility aims to gather specific information concerning the attainment of the objectives established for each monitoring indicator.

In the case of certain minor KPIs, the entity responsible for their implementation must establish the baseline or reference value as indicated in those KPI's. The entity in charge of KPI monitoring will generate a KPI fact sheet containing technical details. This fact sheet should encompass the requisite structure and information as depicted below:

TCH Blueprint 2030	
KPI FACT SHEET MODEL	
STRATEGIC OBJECTIVE	
OPERATIONAL OBJECTIVE	
KPI No.	
DESIGNATION	
GOAL	Value/year or Accumulated value for 2024, 2027 and 2030
REFERENCE VALUE REVIEW, IF APPLICABLE	
UNIT OF MEASUREMENT	No. OR %
COLLECTION PERIODICITY	Year; Semester, trimestral; ...
CALCULATION FORMULA, IF APPLICABLE	Description of the Calculation Formula
SOURCE OF INFORMATION	Description of the Source of Information
PERSON RESPONSIBLE	Description of Person responsible and/or Entity

Each Key Performance Indicator (KPI) is linked to both a Strategic Objective and an Operational Objective. The KPI designation serves to distinctly articulate what is being measured and its intended purpose. Concerning the Goal, it entails the value (either total, average per year, cumulative value, or a binary classification "YES"/"NO"). This value is established per annum, aligning with reference years such as 2024, 2027, and 2030. The reference value assumes a pivotal role in substantiating the designated goal for each reference year. By comparing the anticipated future value with the present or reference value, it establishes a basis for reasonability and feasibility.

Moreover, the Measurement Unit could be denoted in numerical terms, percentages, or as "Non-Applicable" for qualitative or binary KPIs. Defining the frequency of data collection is imperative to establish the instances at which information is gathered, analyzed, and processed for evaluating KPI compliance. This frequency might span annually, biannually, or other intervals.

The temporal context of data is an influential factor in analysis. The historical trajectory of information furnished to the indicator can yield diverse outcomes based on the time intervals considered. For certain KPIs, a mathematical formula might be requisite for calculation, contingent on the aggregation of other indicators.

The source of information denotes the data collection points instrumental in analysis and obtaining the KPI's value. Additionally, the individual responsible pertains to the designated person or working group entrusted with monitoring the indicator's evolution.

A comprehensive review of the TCH Blueprint 2030 will be required by the end of 2027. This review serves two key purposes: firstly, to unveil prospects for strategic repositioning; and secondly, to evaluate the accomplishments of the KPIs. Furthermore, it determines whether there is a necessity to redefine the 2030 goals and refresh the roster of potential strategic activities.

The contemplation scheduled for the close of 2027 holds immense significance, as it serves as a vital juncture for recognizing primary challenges faced and gauging the extent of progress achieved. This evaluation procedure functions as a mechanism to oversee and regulate the intervention process, pinpointing any potential deviations from the initial plans.

For effective monitoring of the TCH Blueprint 2030, it is imperative to oversee the execution of the key strategic activities tied to each Operational Objective (OO). With this perspective in mind, the primary entities responsible for executing these strategic activities have been identified. To structure the requisite tasks, a potential model for the Strategic Action Fact Sheet was devised to guide the implementation process as depicted below:

TCH Blueprint 2030	
STRATEGIC ACTIVITIES FACT SHEET MODEL	
STRATEGIC OBJECTIVE	
OPERATIONAL OBJECTIVE	
STRATEGIC ACTIVITY DESIGNATION	
GOAL TIMELINE	Timeline for the activity achievement
COLLECTION PERIODICITY INFORMATION	Year; Semester, trimestral; ...
SOURCE OF INFORMATION	Description of the Source of Information
ENTITY/ PERSON RESPONSIBLE	Description of Person responsible and/or entity
DESCRIPTION	Summary description of the Strategic Activity (2000 characters maximum)

A paramount aspect of the TCH Blueprint 2030 is the establishment of a designated working group within the JKP secretariat. This group will assume the responsibility of conducting annual follow-ups on the Plan. Additionally, they are entrusted with gathering information on the monitoring indicators. As part of their responsibilities, this working group will conduct an annual assessment of the level of achievement of the TCH Blueprint 2030. This assessment aims to unearth any potential deviations and adopt corrective measures to ensure attainment of the predefined objectives.

A template that operationalizes the foregoing narrative is presented in the annex X. It is dubbed 'KPI monitoring, evaluation, and reporting plan' and captures the what, the when, the why, the how, and the who of the monitoring and evaluation of the TCH Blueprint.

Subject to the holding of the following assumptions, the strategic actions may be monitored and evaluated in order to gauge progress towards the achievement of the KPIs using the reports indicated in the table.

Assumptions:

1. Implementation of the TCH Blueprint will begin in January 2024
2. JKP will develop a strategic action matrix that indicates the corresponding time for each action.

TCH Blueprint 2030**STRATEGIC ACTIONS MONITORING AND EVALUATION REPORTS**

Purpose: To measure progress against implementation of the strategic actions and draw lessons to feed to the incoming period. These reports will be useful in establishing progress towards achievement of the KPIs.

S.No.	Type of Report	When	Responsibility
1.	Mid-Year Progress Report	Every July of an implementing year	JKP Secretariat - Lead Implementing partners - supporters
2.	Annual Progress Report	Every January an implementing year except 2025, 2028, and 2031	JKP Secretariat - Lead Implementing partners - supporters
3.	Mid-term Review Report	January 2028	JKP Secretariat - Lead Implementing partners - supporters
4.	Summative Review Report	January 2031	JKP Secretariat - Lead Implementing partners - supporters

NB: An online reporting template will be developed by the JKP secretariat and shared with implementing partners to enhance efficiency and effectiveness of data collection.

Annexes

Annex I. Literature review: Tourism strategic plans	135
Introduction	135
1.1 Analysis of tourism in Africa and in Kenya	138
1.2 Kenya Tourism approach	140
1.3 International benchmarking approach	145
1.4 Conclusion	161
Annex II. Change Lab Stakeholders	163
Annex III. Change Lab Results	165
Annex IV. Kenya immersive experience – List of Stakeholders Visited	182
Annex V. Link between the operational - Objective and the SDG'S	183
Annex VI. Link between the operational - Objective and Kenya Vision pillars	184
Annex VII. Link between the operational - Objective and JKP Blueprint Strategy	185
Annex VIII. Link between the operational - Objective and Kenya tourism policy objectives	186
Annex IX. List of participants	188
Annex X. KPI monitoring, evaluation, and reporting plan	190



Annex I.

Literature review: Tourism strategic plans

Introduction

Tourism has emerged as a vital sector for economic growth and development in African countries. The continent's diverse landscapes, cultural heritage, nature and wildlife have attracted an increasing number of international travelers, seeking authentic tourism experiences. According to World Tourism Organization (UNWTO, 2022¹), international tourist arrivals have more than doubled compared to last year and Africa registered a growth of 51% in early 2022 compared to 2021, though numbers are still way below pre-pandemic levels of 2019.

Tourism development in African countries, particularly in Kenya, holds immense potential for economic growth, job creation and cultural preservation. Kenya is one of the five countries in Sub-Saharan Africa ranking for tourism arrivals (WEF, 2019²). With nature and wildlife being one of the main attractions of this continent, and in Kenya particularly, it is important to develop tourism with respect for conservation and sustainability.

Analysing various strategic documents developed by the Kenyan Government³, the importance of sustainability becomes clear.

As Leung et al. (2018⁴) states, "tourism provides a crucial and unique way of fostering visitors' connection with protected area values, making it a potentially positive force

1. UNWTO. (2022). African News, Volume 21, May 2022.

2. World Economic Forum - Travel and Tourism Competitiveness Index

3. Kenya Vision 2030; Kenya Tourism Draft Policy, 2007; Kenya Tourism Act, 2011

4. Leung, Y-F., Spenceley, A., Hvenegaard, G. & Buckley, R. (eds.) (2018). Tourism and visitor management in protected areas: Guidelines for sustainability. Best Practice Protected Area Guidelines Series No. 27, Gland, Switzerland.

for conservation”. It is also important to take into account that post-modern tourists, particularly from developed countries, are increasingly becoming aware of the negative impacts of mass tourism and are progressively looking for alternative tourism products/ sustainable products that provide a deeper and more meaningful experience. Thus, if Coastal Kenya region wants to rejuvenate its tourism industry there is need to provide a diverse alternative tourism product which is more appealing to the post-modern tourists (Reis, 2022⁵).

The development of cultural tourism, anchored in Kenya’s rich heritage, should be another development focus, with the creation of cultural routes. The Cultural Routes encourage widespread community participation in cultural activities raising awareness of a common cultural heritage. Established on cultural and social principles, the Cultural Routes represent a resource for innovation, creativity, small business creation, and cultural tourism products and services development (Council of Europe, nd⁶).

Cultural tourism is already an established product in other parts of the world. In Europe, cultural tourism has become recognized as an important agent of economic and social change. The cultural tourism market in Europe is therefore becoming increasingly competitive. A growing number of cities and regions in the European Union are basing their tourism development strategies on the promotion of cultural heritage, and the number of cultural attractions is growing rapidly (Richards, 2005⁷).

Examples include Bilbao in Spain and Edinburgh in Scotland. In the case of Bilbao, it is important to start by emphasising the evolutionary path and cultural affirmation of this destination, over a relatively short time horizon and, fundamentally, from a single attraction: the Guggenheim Museum. The city of Edinburgh is known worldwide for its Festival. More than just an event, the Edinburgh Festival, which has been held since 1947 and takes place in August for three weeks, is a simultaneous series (12) of arts and

5. Reis, Patrícia. (2022). Tourism Product Development. Training provided in the framework of the Blueprint Kenya Project.

6. Council of Europe. nd. Impact of European Cultural Routes on SMEs’ innovation and competitiveness.

7. Richards, G. (2005). Cultural Tourism in Europe. CABI/Atlas.

culture festivals. Considered to be the largest in the world, the Edinburgh Festival is recognised as Scotland's flagship brand, and a crucial element of the city's international positioning as a cultural tourism destination.

In Portugal, several strategic or operational plans emphasise cultural tourism and related products as strategic for the development of their territories⁸. The cultural tourism products proposed for the different territories include routes, thematic itineraries, gastronomy and wine links, literary tourism, among others.

In South Africa, Booyens and Rogerson (2015⁹) suggest the development of creative tourism in Cape Town. Richards and Wilson (2006¹⁰) argued that in some cases cultural tourism is developing into "creative tourism", which is defined as:

Tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken.

In Cape Town, creative tourism needs to be more than simply attending events and visiting places of interest that are connected with creative industries. Innovation in creative tourism should allow for participatory, learning experiences to stimulate deeper engagement in relation to arts, culture, history, urban spaces and social dynamics (Booyens & Rogerson, 2015).

Kenya's rich heritage comes not only from its built heritage, but also from its intangible heritage, its traditions, gastronomy, crafts and ethnic diversity, which should be emphasised in the creation of cultural routes and related cultural tourism products.

8. Estratégia Turismo 2027; Plano Operacional de Turismo de Portalegre; Plano Operacional de Turismo de Campo Maior; Plano Operacional de Turismo de Redondo.

9. Booyens, I., Rogerson, C.M. (2015). Creative Tourism in Cape Town: An Innovation Perspective. Urban Forum. DOI 10.1007/s12132-015-9251-y

10. Richards, G., Wilson, J. (2006), "Developing creativity in tourist experiences: a solution to the serial reproduction of culture?", *Tourism Management*, 27, 1408-1413.

This literature review, intend to analyse some of the tourism development plans of African countries, which was used as a reference for the development of Coastal Kenya's tourism development strategy.

The next section analyses the strategic framework for tourism in Africa, the tourism development plans in Kenya (section 2) and makes an analysis of the tourism development plans of other African countries, from a benchmarking perspective (section 3).

1.1 Analysis of tourism in Africa and in Kenya

In the following section, it is presented a review of the African Tourism Strategic Framework (2019-2028) and a systematisation of documents related to Kenya's development strategy is presented.

1.1.1. African Tourism Strategic Framework (2019-2028)

This report was developed by African Union and presented at the Second Ordinary Session of The Specialised Technical Committee of Transport, Intercontinental and Inter-regional Infrastructures, Energy and Tourism, in April 2019, in Cairo, Egypt. The Tourism Strategic Framework 2019-2028 seeks to provide strategic action plan geared towards development of a competitive, sustainable and integrated tourism industry in Africa.

In Africa, tourism has proven itself to be a dynamic and a fast-growing sector, boasting virtually uninterrupted growth from 1995 to 2014. During this period, the region recorded annual average growth of 6% for arrivals and 9% for international tourism receipts and tourism export revenues (UNCTAD, 2017 in African Union, 2019¹¹). In 2016, Africa witnessed 8% increase in visitor arrivals following a weaker performance in 2014 and 2015 occasioned by various health, geopolitical and economic challenges. The region welcomed 63 million international tourists in 2016 representing 4.7% of the world total, 4 million more than in 2015. This earned the region US\$ 35 billion in international

11. African Tourism Strategic Framework (2019-2028)

tourism receipts (representing a 2.9% share) (UNWTO, 2017 in African Union, 2019). The sector continues being a key economic sector in Africa generating 8% of the continent's Gross Domestic Product valued at over USD 165 billion in 2016 and accounting for 6.5% of total investments. The tourism industry is also an important employer in Africa. In the period 2011-2014, tourism generated on average more than 21 million jobs, or approximately one out of 14 jobs in the region with its share of the region's total employment standing at 7.1% and contributing over 10% to the total employment in 12 countries (African Union, 2019).

However, Africa's tourism generally remains uncompetitive on number of fronts: international tourism receipts has remained the lowest, accounting for roughly 5% of global international arrivals and about 3% of global tourism receipts; Africa's tourism seems to attract the lowest spenders with an average spending per visitor of USD 600 against a global average of USD 990; Africa's tourism has largely ignored the regional market with much of the industry traditionally targeting international tourists from outside the region in particular, Europe and North America (African Union, 2019).

The African Tourism Strategic Framework 2019-2028 recognizes that the tourism industry becomes a driver for regional integration facilitating movement of interactions and mutual appreciation among the African people. Sustainability is also a requirement, as well as partnerships between private and public sectors.

The main aim of this strategy is to provide a pathway through which the FTYIP (First Ten-Year Implementation Plan of the Agenda 2063) tourism targets can be achieved. These include the increase in real terms of 100% contribution to GDP and the doubling the 2013 levels of intra-regional tourism by 2023. The vision identified in the plan is "Africa becomes the preferred destination for tourism offering unique and diverse African experience and committed to sustainable and inclusive tourism development that contributes to regional integration and the socio-economic well-being of the African People", and the mission "Provide a guiding framework for the development of a competitive and sustainable tourism industry in Africa that maximizes its contribution to the Continent's economic growth, becoming a catalyst for integration of the African People, and preserving her rich cultural and natural heritage."

1.1.2. Strategic Directions

a) Develop a globally competitive African Tourism brand (by enhancing the appeal of the existing tourism products; expanding and diversifying the tourism product; deepen efforts to develop intra-African travel market; enhance the capacity of the existing tourist facilities in the continent; promote investments in tourism infrastructure; enhance the global visibility of Africa's tourism brand; disseminate and manage destination information; create an enabling transport infrastructure for enhanced destination accessibility; develop sustainable supply of globally competitive human resource for the tourism sector in Africa; formulate appropriate policies to encourage labour mobility across the region).

b) Ensure that African tourism is sustainable, inclusive and a driver for regional integration (by creation and promotion of tourist products focused on attracting the African market; enhancing intra-African mobility; focus on continued and concerted efforts towards lasting peace and security in the region; develop risk and disaster management systems to address safety and security concerns; enhance biodiversity conservation efforts; increase responsiveness of Africa's tourism to climate change; promote preservation and appreciation of Africa's rich cultural heritage as a niche tourism product).

c) Formulate an enabling tourism policy, regulatory and institutional framework (by establishing appropriate institutional framework for the tourism industry; Create a framework for tourism research and development within the African region; Identify and adopt mechanisms and strategies to ensure sustainable funding of the African Tourism Organisation.

1.2 Kenya Tourism approach

Kenya key facts – 2021 (World bank, 2023¹²)

Population, total – 53,005,614

Terrestrial and marine protected areas (% of total territorial area) – 10,5

12. <https://databank.worldbank.org/reports.aspx?source=2&country=KEN#>

Kenya has the oldest managed Marine Protected Area (MPA) in Africa. It has four Marine National Parks (Malindi, Watamu, Mombasa and Kisite), covering a total area of 55 km², and six Marine National Reserves (Kiunga, Malindi, Watamu, Mombasa, Diani-Chale and Mpunguti), totalling an area of 735 km²

Total area - 582,646 Km²

Seven UNESCO Worlds heritage sites: Lake Turkana National Park, Mt. Kenya National Park, Lamu Old Town, The sacred Mijikenda Kaya Forests, The Kenya Lake System, Foert Jesus and Thimlich Ohinga archaeological site.

Mobile cellular subscriptions- 122,8 cellular subscriptions out of the total Kenyan pop of 53,005,614

Unemployment, total (% of total labour force)- 5.6%

Kenya Tourism Performance¹³

International Tourism

Kenya international tourist arrivals were 1,483,752 in 2022 which represents 70.45% increase as compared to 2021 arrivals of 870,465. The inbound receipts grew up to Kshs. 268.09 billion compared to Kshs. 146.51 billion in 2021 which is a growth of 83%. The nearly 1.5 million visitors arrived in Kenya for different purposes, with visitors on holiday leading at 36.6% followed by those visiting friends and family at 27.8% of the total. Visitors on business and MICE took third position with 27.2% of the total visitation. Flight landings in Kenya's airports increased by 38% to 62,000 in 2022 which was only 13% shy of the pre-Covid-19 performance. JKIA registered a flight landings growth of 44%, MIA registered growth of 33%, and Kisumu International Airport by 31%.

Considering the top 30 performing source markets in 2022, the United States of America took the top position with 209,360 arrivals, which was 16% of the total. This was closely followed by Uganda, the United Kingdom, and the United Republic of Tanzania with 12%, 10%, and 10% market shares respectively. The extent of recovery from the USA market was at 82% compared to 2019, when it yielded 245,437 arrivals. Also, worth noting

13. Tourism Sector Performance, 2022 by Ministry of Tourism, Wildlife and Heritage.

was the UK market performance whose extent of recovery was at 72%, having yielded 181,484 arrivals in 2019. The other source markets with a major number of visitor arrivals were India, Germany, Rwanda, and Somalia. Notably 12 of the 30 top market performers last year were from Europe which together had a share of 40% of the total.

Main Strengths as a Tourism Destination, according to Ministry of Tourism, Wildlife and Heritage and Switch Africa Green, include:

- Reputation for hospitality and diverse tourism products
- Political Stability
- Well established tourist facilities and tourism infrastructure in the region.
- Quality trained staff in the region
- Highly ranked in East Africa as a Conference Tourism Destination in Africa
- Strong NGO community available as educational resource, e.g. environmental NGOs
- Attention given to preservation and sustainability of nature-based attractions
- Strategic geographic location for Eastern African market
- Diverse natural tourism resource base
- Pleasant and diverse climate all year round
- Diverse historical and cultural product base
- Favourable policies and enabling legal frameworks for institutions
- Stable economy and a regional economic hub
- Sea and air travel hub in the region
- Vibrant technological platform and uptake for domestic tourists
- Reliable domestic market with favourable outlook on an expanding middle class.

Main Weaknesses as a Tourism Destination according to Ministry of Tourism, Wildlife and Heritage and Switch Africa Green:

- Over-reliance on traditional source markets
- Poor general infrastructure
- Insufficient financial resources for tourism development and marketing
- Inadequate skills in areas necessary for strengthening the sector (top and middle level management)

- Inappropriate standardization/regulations for tourist facilities and offerings
- Inadequate research in tourism
- Inadequate capacity of tourist security and safety agents
- Weak monitoring and evaluation of the sector
- High cost of doing business
- Weak spatial planning including for hotel development.
- Unfavourable taxation regime
- Heavy reliance on nature-based tourism products
- Not fully implemented legal frameworks
- Inadequate guidance and coordination
- Poor harmony within and among the implementing partners
- Weak coordination (stakeholders) – Association, Lobby groups, Trade Unions and Employers

Domestic Tourism

Domestic tourism provides paramount support to the tourism industry in various areas of performance such as bridging the seasonality gap, regional dispersal and increased domestic spending. A vibrant domestic tourism industry can generate substantial visitor spending contributing to the industry's overall sustainability, financial resilience, and functionality in off season months (Kwoba, 2018¹⁴). Domestic tourists' bed-night occupancy accounted for more than 50% of the Bed Occupancy from 2015-2018. The number of domestic tourists bed-nights increased from 2,948,000 in 2014 to 4,559,000 in 2018 (KNBS, 2019¹⁵).

A report by Danflow (2023¹⁶) regarding a speech by Kenya's CS for Tourism indicates that there was an increase from 3,105,413 in 2021 to 3,677,872 in 2022. The growth is attributed to KTB new marketing campaigns including #TembeaKenya and

14. Kwoba, 2018 In Domestic Tourism Recovery Strategies For Kenya (2020)

15. KNBS, 2019 In Domestic Tourism Recovery Strategies For Kenya (2020)

16. <https://www.the-star.co.ke/news/realtime/2023-02-22-room-bed-occupancy-in-hotels-increased-in-2022-report/>

#MagicalKenya, and growing middle class with more disposable income who can afford leisure travel. Other factors relate to the increased internet usage, given that most holiday travellers are influenced by digital platforms, mainly social media, search engines, on-line agents and blogs.

Tourism Strategy Plan

The significance of tourism to Kenya's economy is confirmed in the Vision 2030, Kenya's blueprint for economic growth, which aims at increasing annual GDP to an average 10% over the vision period. This blueprint has identified tourism as one of the pillars that will drive this growth. The focus on tourism is diversification, growing number of international visitors and positioning Kenya as among the top long-haul destinations in the world by offering high-end, diverse, and distinctive visitor experiences that few of her competitors can offer.

The Tourism Act 2011 was enacted to provide for the development, management, marketing, and regulation of sustainable tourism and tourism related products and services as well as for connected services and purposes. The Tourism Act 2011 provides for establishment of tourism regulatory, management, and marketing bodies. These include The Tourism Regulatory Authority, Kenya Tourism Board, Kenya Utalii College, Kenyatta International Convention Centre, and the Tourism Protection Service.

New Tourism Strategy for Kenya 2021-2025¹⁷

This strategy was developed in response to the negative effects of Covid-19 on tourism worldwide. It aims at achieving both recovery as well as growth of the sector. The strategic shifts proposed in the document included taking steps to smoothen the seasonality curve, so that Kenya becomes an all year round tourism destination, product diversification to enhance customer experiences, repositioning Kenya as an upmarket sustainable destination among others.

17. Ministry of Tourism, Wildlife and Heritage

The strategy has four components – namely Brand, Marketing, Experiences, and Enablers – and nine initiatives, including brand repositioning, developing new and existing international source markets, scaling the domestic tourism market, developing a new and improved experience in parks and reserves, strengthening coastal beach tourism, creating and promoting niche experiences, and developing enablers for the sector such as digital systems, sustainability standards, and improved sector financing.

Kenya National Tourism Blueprint 2030 (NTB 2030)

The government of Kenya recognises tourism as a leading economic sector towards attainment of the Vision 2030. In acknowledgement of this, the Ministry of tourism developed the National Tourism Blueprint 2030 to propel the sector's growth through a coordinated approach to tourism product development, institutional and stakeholder management, marketing, and the development of people in tourism.

As set out in this Blueprint, the vision is to achieve a booming and sustainable tourism industry that is vibrant and innovative, and where local, African and international visitors can freely explore iconic Kenya. The Blueprint identifies means of enhancing the existing core tourism strengths so as to grow tourist arrivals. It further identifies new opportunities related to new tourism products and markets, the people development that will catalyse further expansion in tourist arrivals, and the growth and spread of the tourism industry's economic benefits.

1.3 International benchmarking approach

International benchmarking studies are extremely important to learn about good practices carried out in other organizations or countries. This does not imply that good practices should be copied or adapted to other contexts, as each territory has unique specificities; however, they serve as a tool to support strategic decision-making.

The index developed by the World Economic Forum - The Travel & Tourism Competitiveness Report 2019 - measures a set of dimensions related to tourism, such as

natural resources, infrastructure, security, culture, human resources, among others, which contribute to the development and competitiveness of a country.

From the analysis of the results obtained in 2019, South Africa and Mauritius lead the ranking of sub-Saharan African countries with a score of 4 (out of 7) and a total of 10,299 and 1,399 international tourist arrivals (UNWTO, 2020¹⁸), respectively with Kenya occupying the 5th position. Considering the results of the competitiveness index, presented in the following table, as well as the geographic proximity and the tourist potential of the territories, it was considered relevant to analyze the performance and the tourism strategy of South Africa, Mauritius, Namibia, Tanzania and Zanzibar.

Global Rank	Economy	Total TTCC index 2019	International Tourist Arrivals (UNWTO)- 2019
54	Mauritius	4.0	1,399
61	South Africa	4.0	10,229
62	Seychelles	3.9	384
81	Namibia	3.7	1,596
82	Kenya	3.6	1,931 (2018)
88	Cape Verde	3.6	758
92	Botswana	3.5	1,655 (2018)
95	Tanzania	3.4	1,378 (2018)
106	Senegal	3.3	1,365 (2017)
107	Rwanda	3.2
111	Gambia	3.2	552 (2018)
112	Uganda	3.2	1,505 (2018)
....			
127	Mozambique	2.9	2,019
129	Nigéria	2.8	...

Table I. Sub-Saharan Africa TPCI 2019 Rankings – 2019

Source: WEF (2019)¹⁹ & UNWTO (2020)

18. UNWTO World Tourism Barometer, Volume 18 (7), December 2020.

19. World Economic Forum - Travel and Tourism Competitiveness Index.

1.3.1 Namibia

Namibia Key Facts (World bank, 2023²⁰)

Population, total- 2,530,151.0

Terrestrial and marine protected areas (% of total territorial area)- 23.2

Mobile cellular subscriptions (per 100 people) - 115.2

Unemployment, total (% of total labour force)- 21,3%

Namibia has been classified as an upper middle-income country (WEF, 2019).

Two UNESCO Worlds heritage sites: Twyfelfontein, which was inscribed onto the World Heritage List in 2007 and the Namib Sand Sea, which was inscribed in 2013 (UNESCO, 2023). The Namibia Naukluft Park, in which the Namib Sand Sea is located, is the only coastal desert in the world that includes extensive dune fields (UNESCO & Namibia Tourism Board).

Namibia Tourism Performance

Tourism is one of the sectors that also contribute to the source of foreign exchange after mining and fisheries (UNESCO & Namibia Tourism Board, 2021²¹).

A total of 1, 596 tourists were recorded to have arrived in Namibia in 2019 (UNWTO, 2022²²), reflecting a decrease of 1.6 percent from 2018. Tourism in Namibia contributes, in 2021, around USD 1,315.9 million, which represents 14 percent share of GDP and creates an estimated 289 MN representing 12,6 percent of total employment (1 in 11 jobs) (WTTC, 2022²³).

International Tourism

According to UNWTO (2023)²⁴, in 2013, last data availability, report that Namibia has

20. <https://databank.worldbank.org/reports.aspx?source=2&country=KEN#>

21. National strategy on sustainable heritage tourism development & employment creation opportunities at community level, 2020 to 2030

22. UNWTO World Tourism Barometer, Volume 18 (7), December 2020.

23. <https://wttc.org/research/economic-impact>

24. <https://www.unwto.org/tourism-data/global-and-regional-tourism-performance>

more domestic guests/nights than international ones. International spending in 2019 was- USD 471.5MN (29%) and in 2021 was- USD 172.3MN (16%) (WTTC, 2022). In 2021, 85% of the expenditure spending by tourists was for leisure activities, totalling USD 921.2MN (WTTC, 2022).

In terms of inbound arrivals, the main markets remained unchanged from 2019 to 2021, with Angola (41%), South Africa (18%) Zambia (10%) and Germany (7%) standing out in the top positions. The fifth position, in 2019, was occupied by Zimbabwe with a share of 5% and in 2021 by Botswana (4%).

Namibia regional competitors include established destinations such as Botswana, South Africa, and Zimbabwe (UNESCO & Namibia Tourism Board, 2021).

The outbound departures of Namibian tourists in 2019 and 2021 focused on the markets: Zimbabwe (61%), South Africa (18%) and Botswana (17%).

The main weaknesses of Namibia's tourism appointed are: i) the limited range of new tourist products outside the usual safari, wildlife, scenic-type offerings, and the need to diversify this range if the country is to attract heritage and cultural tourists who are longer-staying and higher-spending market; and, ii) the weak marketing, signage and transport connectivity between key heritage and cultural hotspots around the country (UNESCO & Namibia Tourism Board, 2021).

Domestic Tourism

Reports on domestic tourism, 2007 and 2015, state that 'a number of Namibians found the prices of local tourism services and accommodation to be too high, which discourages them from exploring their own country. Additionally, most of the tourism activities and destinations in Namibia are remotely located (UNESCO & Namibia Tourism Board, 2021).

According to WTTC data (2022) reported in March 2022, in 2021, domestic tourists spending was USD 905.9MN (84%) and, in 2019, USD 1,158.6MN (71%)²⁵.

25. <https://wttc.org/research/economic-impact>

Tourism Strategy Plan

UNESCO and Namibia tourism board developed the National Strategy on Sustainable Heritage Tourism Development & Employment Creation Opportunities At Community Level 20 to 30. The strategy envisions a vital heritage tourism scene in Namibia, highlighting the country's rich historical, natural, and cultural offerings to attract more visitors and enrich, delight, and inspire the tourist's experiences. This strategy recognises and strengthens the role of communities not only as mere participants but also as active and equal partners in defining the role of cultural tourism to development of Namibia's tourism policy which is centred on involving local community participation (UNESCO & Namibia Tourism Board, 2021).

Vision: A mature, sustainable and responsible heritage tourism industry contributing significantly to the development of Namibia and the quality of her people; primarily through job creation and economic growth (UNESCO & Namibia Tourism Board).

The goals of this strategy are:

- To accelerate tourism's role in economic development – through a vibrant sustainable heritage tourism programme that creates decent jobs at community level, raise revenues, and helps make Namibia a great place to live, visit, work and invest, while valuing and protecting its natural and cultural heritage.
- To broaden tourism's role in social inclusiveness – through enriching lives and building on special characteristics of the local people, culture, history, geography, environment, economic activities and institutions.
- To boost tourism's role in cultural values, environment, diversity and heritage management – through promoting a vibrant sustainable heritage tourism programme that will educate, delight, and entertain visitors, compel them to tell others, and motivate repeat visitors (UNESCO & Namibia Tourism Board, 2021).

They appointed the following three strategic objectives: i) To accelerate the role of tourism in economic development; ii) To broaden the role of tourism in social inclusiveness; iii) To boost the role of tourism in cultural values, environmental and heritage conservation.

1.3.2 South Africa

South Africa Key Facts (World Bank, 2023)

Population, total- 59,392,255

Terrestrial and marine protected areas (% of total territorial area)- 12,48

Mobile cellular subscriptions (per 100 people) - 84,9

The South African tourism economy is the most competitive in sub-Saharan Africa (WEF, 2015)

South Africa Tourism Performance

South Africa stands as the most frequented destination in the subregions of Sub-Saharan Africa, with a recorded total of 10,229 international tourist arrivals in 2019, marking a 2.3% decline compared to 2018 (UNWTO, 2020). Drivers of this decline included safety concerns by potential visitors. For this reason, the Department is determined to ensure that tourists who come to the country are safe. (Department of Tourism)²⁶.

The tourist arrivals focus on specific markets (China, India and Nigeria) and in air arrivals from the rest of African continent (Department of Tourism). Potential impact of the domestic tourism is far greater than that of the international market. In 2019, South Africa obtained 7.1 million domestic holiday trips. According to this strategic document, domestic tourism should continue to be encouraged. Last statistics showed that millennials (18-34 age) travelling to South Africa were increasing with 45.8% of the international tourist market from the Tourism Departure Survey falling within this age bracket. In addition, the international tourist market, whether long-haul or regional, has shown an increased interest in business and holiday travel (South African Government)²⁷.

Tourism Strategy Plan

The Strategic Plan 2020/21 - 2024/25, developed by the Department of Tourism under the guidance of the Minister Mmamoloko Kubayi-Ngubane; MP, present as vision

26. Strategic Plan 2020/21 - 2024/25

27. National Tourism Sector Strategy (Ntss) 2016-2026

“Leading sustainable tourism development for inclusive economic growth in South Africa”, and a mission “To grow an inclusive and sustainable tourism economy through” : i) good corporate and cooperative governance; strategic partnerships and collaboration; innovation and knowledge management; and effective stakeholder communication.

Cultural tourism in South Africa is mainly based on its historical sites, namely: i) Soweto: one of the main townships with rich apartheid history; ii) Robben Island: located 7 km from Cap coasts where visitors discover Mandela history and life in prison; iii) South African Cuisine: a rich African gastronomy with English, Netherlands, Germany and French influences.

*The National Heritage and Cultural Tourism Strategy (March 2012)*²⁸ mentioned the following strategies implemented by South Africa:

- Research, information and knowledge management: Audit of existing and potential heritage and cultural tourism products; Monitoring and evaluation of the impact an demand of heritage and cultural tourism products; Visitor profile and experience and Trends and best practices;
- Sustainable development and management: Identify heritage and cultural tourism products for product development and sustainable management, Develop an action for implementation of identified heritage and cultural tourism products, Sustainable and integrated management approach to heritage and cultural tourism products, Skills development and training.
- Marketing, promotion and raising awareness: promotion of heritage and cultural tourism products, Providing guidance on marketing and promotion of heritage and cultural tourism products.
- Cooperation, partnership, institutional arrangements and policy: Environmental scan of heritage and cultural tourism landscape, Institutional arrangements and policy to support the implementation of cultural tourism, Establish partnerships and cooperation with stakeholders.
- Resource mobilization: Identify and seek funding opportunities.

28. In Five Year Strategic Plan For The Development Of Cultural Tourism 2017-2022, Republic of Rwanda (2016)

1.3.3 Tanzania and Zanzibar

Tanzania Key Facts (World Bank, 2023)

Population, total – 63, 588,334

Terrestrial and marine protected areas (% of total territorial area)- 31,05

Mobile cellular subscriptions (per 100 people)- 84,99

Tanzania has a total of 15 national parks, 28 game reserves, 44 game-controlled areas, one conservation area, and three marine parks, with more land devoted to conservation than nearly any other country in the world.

Tanzania is the only country in the world with more than 25% of her land dedicated to wildlife and game reserves (Tanzania Tourism Sector Survey, 2018).

Tourism Performance

In 2019, Tanzania's tourism sector contributed 10,3 percent of total GDP and 6.1% of total jobs (WTTC, 2022). In 2021, domestic Spending in Tanzania was almost equal to international spending, reaching proportions of 46% and 54%, respectively. However, in 2019, international visitors spending was more significant (69% of total spending) (WTTC, 2022).

Tanzania's nature-based tourism attracts more than a million visitors per year, and contributes more than 13% to GDP (in 2013). Tourism in Tanzania is heavily concentrated in the north, where many visitors go on wildlife safaris. This region is known for a number of unique wildlife attractions, including the Serengeti Plains and Ngorongoro Crater. In the Southern region, Tanzania has a vast endowment of tourism assets, however, Mikumi National Park, Ruaha National Park, and the Selous Game Reserve are the most popular, attracting more than 75% of visitors to the region (excluding islands off the coast), though this number is still just a small fraction of Tanzania's total visitors (approximately 10%)²⁹.

29. A Strategy for Tourism Development in Southern Tanzania (2015)

International and domestic Tourism

The marketing strategies implemented in Tanzania have positioned the country's image as a leading wildlife destination, thus putting wildlife as the main tourism activity, attracting 35.2% of all international tourists mainly from countries such as the Netherlands, United States of America, Switzerland, UK, France and Germany (Tanzania Tourism Sector Survey, 2018³⁰). Apart from wildlife, Tanzania is rich in terms of cultural attractions (e.g museums, antiques, rock paintings, cultural heritage, historical sites, old towns, traditional dances, historical caves as well as festival activities, being internationally known for the Maasai culture and Makonde sculptures and sculptures made in ebony. (Tanzania Tourism Sector Survey, 2018 In Kara, 1019)

Tanzania has been investing in promoting tourist attractions to international market, allocating about 90% of the marketing budget to attract primary source markets (e.g. UK, US, Germany and Italy) and secondary markets (France, Netherlands, Canada and Australia) as well as new source markets such as South Africa and India (International Marketing Strategies, 2012-2016 In Kara, 2019).

According to WTTC (2022), in 2021, 85% of visitors spending in Tanzania was for leisure reasons and 15% for business reasons. In 2021, in terms of arrivals, Kenya was the most important market (6%), followed by the US (8%), Italy (6%) and France (6%). Kenya is also an important market for outbound departures, with a market share of 16% (2nd position), along with Zambia (33%), Uganda (11%), United Arab Emirates (8%), and Rwanda (6%).

Based on the motivation, budgets and interests of the Southern Tanzania's visitors, these can be classified into: nature lovers, adventurers, emerging explorers, beach extenders, business travelers, and hunters³¹. The plan "A Strategy for Tourism Development in Southern Tanzania (2015)" developed for the southern Tanzania emphasizes that, development of tourism in south should be implemented in phases and leveraged in the "primary attractions" that already have a tourism base.

30. In Kara. N (2019). Assessment Of Tanzania Tourism Policy Of 1999 In Addressing The Needs Of People With Disability, The Open University of Tanzania.

31. A Strategy for Tourism Development in Southern Tanzania (2015)

Tourism Strategy Plan

The existing cultural tourism strategy focused specifically to develop cultural tourism, mainly on promoting its historical sites (Bagamoyo: the first capital of Tanzania Until 1892, museums (national museum of Dar es Salaam, national historical museum in Arusha, Nyerere museum in Butiama and Peace memorial museum in Zanzibar), and community-based tourism. Through festive activities, exhibitions, promoting visits to various historical and cultural sites, and local dance performances. The strategy further highlighted issues related to the marketing of local tourism products and encouraging cross-cultural tourism without destroying the indigenous culture³².

Additionally, the strategy openly highlighted the need for a special programme to be designed for youth and aged people to visit local tourist attractions so that they can learn and appreciate their culture (Kara, 2019). The Tanzanian community-based tourism was initiated by youth in local community in Northern Tanzania. The product came as a result of Maasai youth group that was used to dance alongside the Northern safari road accessing Lake Manyara, Ngorongoro and the Serengeti major tourist attractions in the area.³³

The approach later become popular and was developed to look at approach of sustainable Pro-poor Tourism. It is an approach that attempts to maximize the potential of tourism for eradicating poverty by developing appropriate strategies in co-operation with all major groups/stakeholder's central government, local governments, tourism operators, and local communities to have a fair distribution of benefits.

In Tanzania, the following strategies are used to promote cultural tourism³⁴:

- Support the establishment of cultural tourism enterprises that mainly focus on promotion of community-based tourism;
- Establishment of partnership with different national and international institutions such as Ministry of natural resources, Tanzania Private Sector Foundation,

32 and 33. Five Year Strategic Plan For The Development Of Cultural Tourism 2017-2022, Republic of Rwanda (2016)

34. Culture tourism in Tanzania: Tanzania Tourist Board In Republic of Rwanda (2016)

Food and Agricultural Organization of the United Nations, Nations-World Tourism Organization Sustainable Tourism-Eliminating Poverty, and Centre for Development of Enterprises.

- Providing opportunities to tourist visiting Tanzania an opportunity to tour tribal areas to meet the people and experience their traditional way of life; climbing the mountains of the agricultural tribes of northern Tanzania, to see how coffee is grown by subsistence farmers; walking across the plains, to explore the rich traditions of the pastoral tribes whose culture is closely linked to nature and wildlife; following the drumbeats and letting the tribal dancers of southern Tanzania interpret the music and performances the tribes have inherited from their ancestors.

Zanzibar

Zanzibar is an archipelago in Tanzania. Analyzing the plan “Zanzibar: A Pathway to Tourism for All Integrated Strategic Action Plan- July 2019³⁵”, whose vision is “Tourism for All”, it can be seen that tourism in Zanzibar is a relatively recent economic activity. In 2018, the sector contributed an estimated 28 % to the islands’ GDP and 82 % of its foreign exchange earnings, an estimated 22,000 direct and 50,000 indirect jobs (WTTC, 2018)³⁶ out of the islands’ total population of around 1.4 million people.

The rapid growth of tourism in Zanzibar is correlated with charter flight frequencies and the price of package tours, presenting itself as the cheapest “sun sea sand” package available tours to UK, Italy, Germany, Eastern Europe and Israel markets. Zanzibar is trending towards low-end volume-based tourism, with the most of beach-destination package tours from European source markets controlled by and dependent on a handful of large, consolidated operators. The tourism in Zanzibar is driven by global value chain operators, which has the disadvantage that tour operators can switch destinations within a season. Zanzibar is already the beneficiary of this through companies like

35. Revolutionary Government of Zanzibar (2019).

36. Annual Performance Dashboard, 2018.

TUI, Thomas Cook, Virgin Holidays, and Exim Holding that have shifted business from Mombasa and Egypt to Zanzibar. Tourists stay on average less time in Zanzibar than in competing destinations (Mauritius and Seychelles) because Zanzibar is commonly an add-on to a safari in Kenya or Tanzania, whereas the others are standalone destinations (Revolutionary Government of Zanzibar, 2019)

This action plan support, in the short term, a tourism-related APEX body and Delivery unit which needs to be created. The APEX body would have convening power across different government agencies and be able to drive the above integration and support the delivery unit in the implementation of strategic plans, and in the medium term:

- More integrated approaches to destination planning and value chain development are necessary. The approaches need to better address physical infrastructure needs for residents, investors, businesses, and tourists within the context of coherent zones that have been selected as priorities for tourism development.
- Public institutions within a variety of sectors need to cooperate with each other. In addition, they need to work more effectively and efficiently with each other and with private investors, communities, and other stakeholders to achieve common goals with respect to the tourism development strategy. (Revolutionary Government of Zanzibar, 2019)

The plan identifies the following seven key challenges: i) Integrated planning and coordination; ii) Human resource development; iii) Product development; iv) Standards and regulation; Data collection and analysis; v) Improved security; vi) Marketing and promotion. (Revolutionary Government of Zanzibar, 2019)

1.3.4 Mauritius

Mauritius Key Facts (World Bank, 2023)

Population, total- 1,262,523 (2022)

Terrestrial and marine protected areas (% of total territorial area)- At present 11.9% of the total coastal areas of the Republic of Mauritius are protected (UNDP, 2023)

Mobile cellular subscriptions (per 100 people) – 151,8 (2021)

Unemployment, total (% of total labor force)- 7,2% (2022)

Mauritius has been classified as an upper middle-income country (2021).

Mauritius Tourism Authority through its project Sustainable Island Mauritius, was awarded top honours in two distinct categories; Best for Local Sourcing, Craft and Food and Addressing Climate Change (WTM Africa Responsible Tourism Awards 2023).

Tourism Performance

The tourism industry has seen an increase from 34 establishments in 1975 to 1029 establishments at end of December 2018, including guesthouses, hotels and tourist residences (Government of Mauritius, 2019)³⁷.

There were 1,876,736 of tourist who visited the country in 2019 (Government of Mauritius, 2019). This slowed down due to Covid-19 pandemic. However the numbers have improved according to the latest statistics from the Government of Mauritius (2022). The number of tourist arrivals increased from 2,772 in the first quarter of 2021 to 158,818 in the first quarter of 2022 and to 557,000 by August 2022. Tourist arrivals by air increased from 2,648 in the first quarter of 2021 to 158,008 in the first quarter of 2022 while those arriving by sea increased from 124 to 810. The performance of the usual main markets, accounted for 69% of total tourist arrivals in the first quarter of 2022 compared to 41% in the first quarter of 2021. (Government of Mauritius, 2021). The key source market for international tourists includes: France, UK, Germany, South Africa, Reunion Island, Italy and India respectively (Government of Mauritius, 2022).

In terms of GDP, the contribution of tourism to the GDP was 8% for year 2019 and 6% in 2022. Tourism earnings achieved stood at Rs 61.6 billion for 1,402,635 tourists as compared to financial year 2021/2022, where revenue achieved was Rs 39.6 billion for 553,111 tourists. (Government of Mauritius, 2021)³⁸

37. Handbook of statistical data in tourism (2019)

38. Handbook of statistical data in tourism (2021)

Domestic Tourism in Mauritius

In 2020, domestic spending added up to nearly 530 million U.S. dollars, whereas domestic spending by domestic tourists reached around 110 million U.S. dollars. Overall, the spending decreased compared to 2019 (Statista Research Department, 2022). The domestic tourism expenditure was 15.26 LCU billions in 2022 (WTTC, 2022).

Tourism Strategy

The core strategy is to promote globally competitive and sustainable tourism industry with a well- diversified tourism product catering for different tourist profiles. To implement this, four strategies followed: i) To intensify the visibility of the destination; ii) to improve accessibility to the destination ; iii) To enhance attractiveness of the destination; iv) To foster sustainable development (Ministry of Tourism)³⁹ .

New Policy Framework for Pleasure Craft Activities⁴⁰

In August 2016, the Ministry introduced a new policy framework called Pleasure Craft Management System for the management, licensing and operation of pleasure craft in a bid to reinforce safety and security of pleasure craft activities, which form part of the core tourism product. The new policy framework requires that the design and construction of pleasure craft in Mauritius to be in accordance with ISO 12 217 standard.

In 2022, the prime Minister announced elaboration of a 10-year blueprint for the future of the tourism sector with the aim to increase resilience by positioning Mauritius as a more competitive destination and an action plan to implement inland tourism including nature-based tourism (GIS Mauritius)⁴¹.

39. Strategic Plan 2018-2021.

40. <https://tourism.govmu.org/Pages/Tourist%20Sector/Tourism-Sector.aspx>

1.3.5 Nigeria

Nigeria Key Facts (World Bank, 2023)

Area total: 923,768 sq km; land: 910,768 sq km; water: 13,000 sq km

Population: 230,842,743 (2023)

Terrestrial and marine protected areas (% of total territorial area)- 11,6 (2022)

Mobile cellular subscriptions (per 100 people)- 91,4 (2021)

Languages: English (official), Hausa, Yoruba, Igbo (Ibo), Fulani, over 500 additional indigenous languages

Tourism Performance

In 2019, the domestic and international visitor spending in the Nigerian economy directly contributed US\$2.6 billion to Nigerian GDP and supported a US\$7.9 billion total impact including indirect and induced impacts. The Nigerian travel and tourism industry represented 4% of total GDP in 2019. This economic activity supported 3.3 million jobs. (Tourism Economics, 2021)⁴²

From 2010 to 2019, total overnight visitation to Nigeria grew 80%. International overnight stays rose more than 90% across the decade, while domestic visits increased 80%. Total visitor spend is estimated to have declined by nearly US\$4 billion in 2020, representing a drop from 2019 levels of around one-third. The bulk of this travel and tourism spend in Nigeria was generated from domestic visitors, who represented nearly 80% of total spend in 2019. The international market experienced the most acute losses, with inbound spending down an estimated 70% in 2020. The reduction in visitor spending in 2020 jeopardized nearly 1 million jobs within the travel and tourism sector and related industries. Nigeria's visitor volumes and visitor spending are set to fully recover to 2019 levels by 2022. Employment contributions will remain below 2019 levels until 2023. (Tourism Economics, 2021)

41. <https://govmu.org/EN/Pages/PublicNotice.aspx>

42. Driving the Tourism Recovery in Nigeria.

Digital content and online platforms can elevate the ability of a destination to reach travellers across the globe. 70% of overnight stays in Nigeria in 2019 were booked or researched via a digital platform, up from 55% in 2014 (Tourism Economics, 2021).

Recommendations for Recovery:

- Improve telecom infrastructure (Improving broadband connectivity for businesses, residents, and visitors will make Nigeria a more appealing destination to live and visit).
- Secure DMO funding (The Nigerian Tourism Development Corporation (NTDC), which is supervised by the Ministry of Information & Culture, serves as the entity responsible for developing and promoting tourism at the national level. The NTDC should secure funding from multiple sources in the public and private sectors. Where possible, governments should protect the budgets of DMOs over the coming years)
- Upgrade and expand digital capabilities and skills (The NTDC should allocate resources to educate local businesses about digital best practices and collaborate with universities and digital companies to develop a more robust digital skills education platform).
- Build a consistent brand message through digital collaboration (The NTDC and private sector must align marketing messaging and tactics. This should include enhancing relationships between government entities, international digital platforms, and local businesses to develop a common vision and collective strategy for the destination).
- Utilize data analytics to support decision making (Public bodies can play a leading role in encouraging the use of data analytics in tourism SMEs in Nigeria, through the development of targeted initiatives to support the integration of these technologies and promote a digital outlook. Initiatives can range from one-on-one mentoring programs and outreach events to the development of travel-tech incubators and accelerators to funding and incentive programs)
- Continue to tell stories with the extended reach of digital platforms, including social media (Travelers are still dreaming and ready to travel when it is safe. The NTDC and the tourism industry in Nigeria should focus marketing efforts on reaching

these travellers and actively promoting Nigeria's tourism offerings. Digital platforms are uniquely able to keep Nigeria as a preeminent destination, especially social media which can connect with consumers in an authentic and cost-effective manner).

- Adapt to new consumer sensitivities (The travel and tourism industry must consider new consumer travel behaviours resulting from the pandemic when developing future marketing campaigns. Messaging should be designed to build trust and communicate health and safety protocols).

1.4 Conclusion

From the analysis carried out on the strategic plans of the countries selected for benchmarking, the following highlights are emphasized:

- Sustainability, in its economic, social and environmental aspects, stands out in the various plans analysed as a requirement to be met in tourism development.

- Tourism is seen as a crucial sector for economic development and for improving people's quality of life. Some countries face development challenges, such as poverty, unemployment, income inequality, and inadequate infrastructure. In Kenya, the document Kenya Vision 2030 clearly identifies macroeconomic stability, continuity in governance reforms, enhanced equity and wealth creation opportunities for the poor, infrastructure, energy, technology and innovation, land reforms, human resources, security as well as public sector reforms as key pillars for the country's development.

- Cultural diversity, with a multitude of ethnic groups, languages, traditions and religious beliefs, which contributes to a rich tapestry of cultural heritage that plays a significant role in shaping the identity of each country.

- The richness of cultural diversity and tangible and intangible heritage should be maximised in the development cultural products and unique and differentiating experiences. Cultural tourism should be based on local culture (local dance performers, crafts, local cuisines, home stays, historical sites, museums), giving rise to small industries that support the local way of life.

- Biodiversity, wildlife and environmental conservation. Conservation efforts are crucial to protect these natural treasures. African countries face the dual challenge of balancing economic development with environmental conservation. Developing sustainable tourism practices can contribute to achieve this goal.
- Climate change and water scarcity, particularly in arid and semi-arid regions, which affects agriculture and also tourism activities are concerns evident in some of the plans analysed
- Mobility between and within countries, security and improved infrastructure are aspects to be taken into account that impact tourism development.
- Attracting and diversifying markets is a challenge for the various countries, which need to increase international tourism arrivals and revenues, but also to increase visitors from the African domestic market.
- Digital technologies are crucial in promoting destinations, attracting new markets, but also in collecting information about visitors.

Annex II.

Change Lab Stakeholders

Jumuiya ya Kaunti za Pwani (JKP) - Go Blue project

TCH Blueprint development committee workshop

Venue: Nyali Beach Resort

Date: 29th Jan to 1st Feb 2023

List of participants

NO.	NAME	INSTITUTION	POSITION
1.	Emmanuel Nzai	JKP	CEO
2.	Ali Mwenzei	JKP	Go Blue Advisor
3.	Gladys Mjama	JKP	Sector Lead- Financial Services and investments
4.	Nick Angore	JKP	TCH Lead
5.	Dr Flaura Kidere	JKP	Lecturer, School of Business and Economics
6.	Rui Marques	IPAV	President
7.	Rui Nunes da Silva	IPAV	CEO
8.	Mónica Rocha e Melo	IPAV	International Relations Director
9.	Sofia Pereira	IPAV	Integrated Governance Sector Coordinator
10.	Harry Mwailengo	IPAV	Project Manager
11.	Queen Liwali	IPAV	Project Assistant
12.	António Ferraz	University of Groningen	Prof. in International Relations
13.	Luís Loures	Portalegre Polytechnic	President of Portalegre Polytechnic
14.	Sérgio Leandro	Leiria Polytechnic Institute	President of Tourism and Sea Technologies School

NO.	NAME	INSTITUTION	POSITION
15.	Judy Kepher Gona	STTA	Technical Assistance (TA) Tourism & Culture Heritage
16.	Daniel Muoki	STTA	C & V Lead
17.	Jamal Omar.	CG of Mombasa	Director of Tourism
18.	Paul Musila	CG of Kwale	Director of Tourism
19.	Mary Kabani	CG of Kilifi	Director of Tourism
20.	Ali Ahmed Mohamed	CG of Lamu	Director of Tourism
21.	Lilian Shari	CG of Tana River	Asst. Director of Tourism
22.	Christine Mwakera	CG of Taita Tavet	Chief Officer of Tourism
23.	Muriuki Murithi	Kenya Tourism Board	Assistant Manager
24.	Raphael Igombo	National Museums of Kenya	Manager - Fort Jesus
25.	Victor Shitaka	Kenya Coast Tourism Association	Chairman
26.	Gordian Kimbio	Njama Ya Mzango Cultural Group/ ULA	Project Coordinator
27.	Dr. Anthony . Pepela	Pwani University	Lecturer
28.	Mr. Gichuki Gerald Mwangi	Technical University of Mombasa	Lecturer
29.	Dr. Shadrack Mwakio	Taita Taveta University	Lecturer
30.	Livingstone Mghenyi	Domestic Tourism Association	Chairman
31.	Gloria Nyamvula	Bombolulu Cultural Centre	Tour Guide
32.	Pauline Nthenya Nduva	Kenya Association of Women in Tourism	Chairperson

Annex III.

Change Lab Results

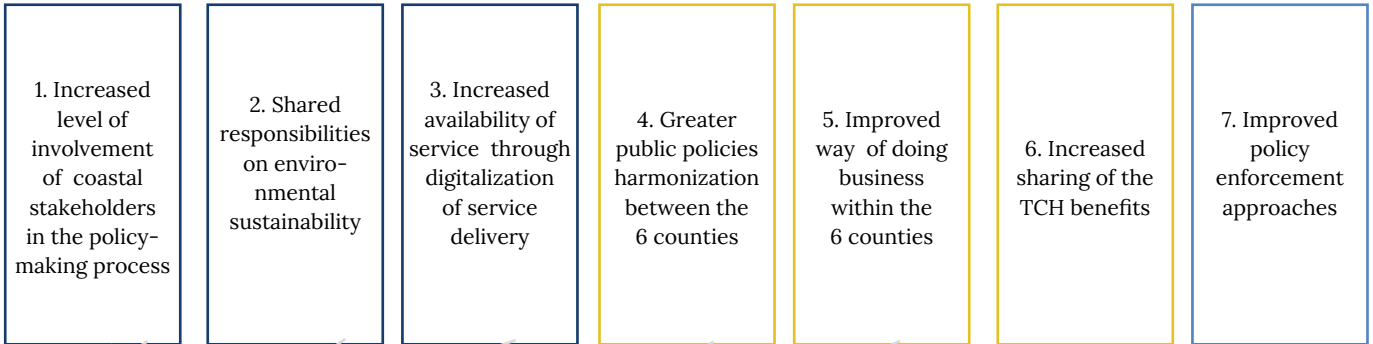
IMPACT

TCH Public Policies

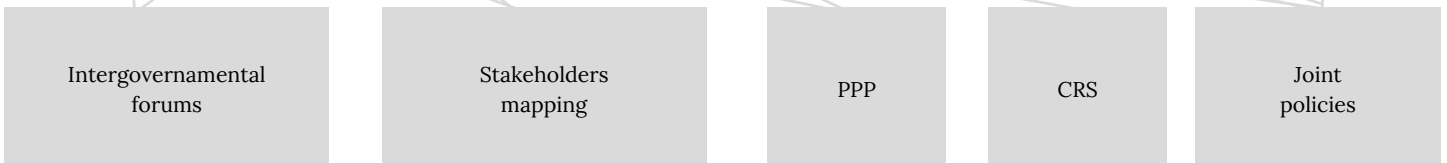
TCH public policies that enhance economic, social, digital and environmental sustainability



OUTCOMES



OUTPUTS



PROBLEM

Lack of responsiveness of the TCH public policies to the coastal stakeholders economic, social, digital and environmental need

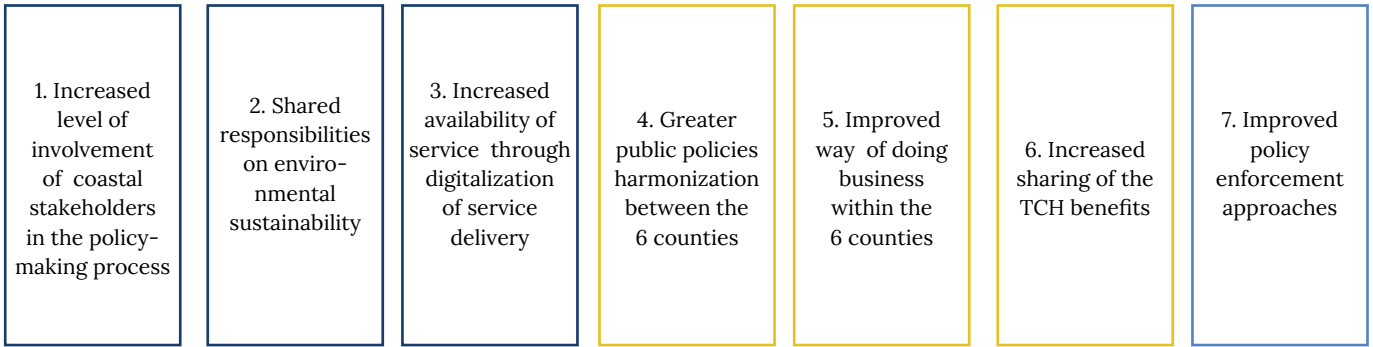
IMPACT

TCH Public Policies

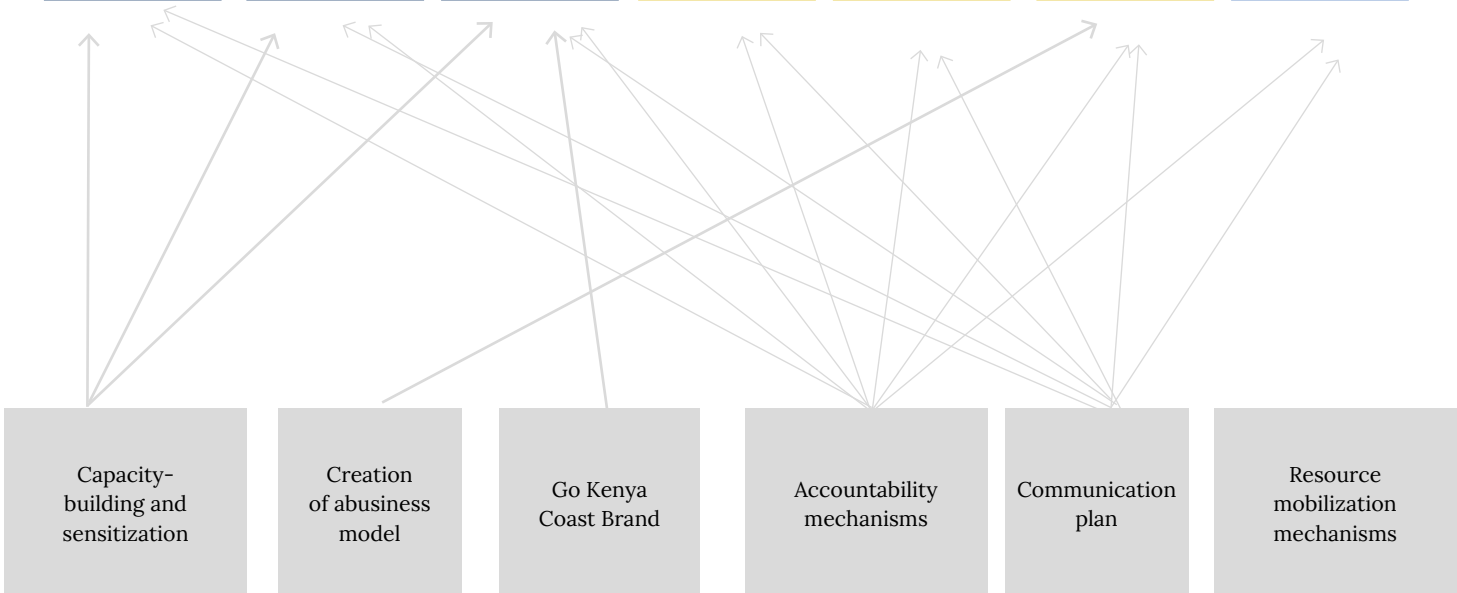
TCH public policies that enhance economic, social, digital and environmental sustainability



OUTCOMES



OUTPUTS



PROBLEM

Lack of responsiveness of the TCH public policies to the coastal stakeholders economic, social, digital and environmental need

TCH Public Infrastructures

Provision of adequate infrastructure that supports the coast region tourism product in a seamless and efficient manner to improve the standards of living.

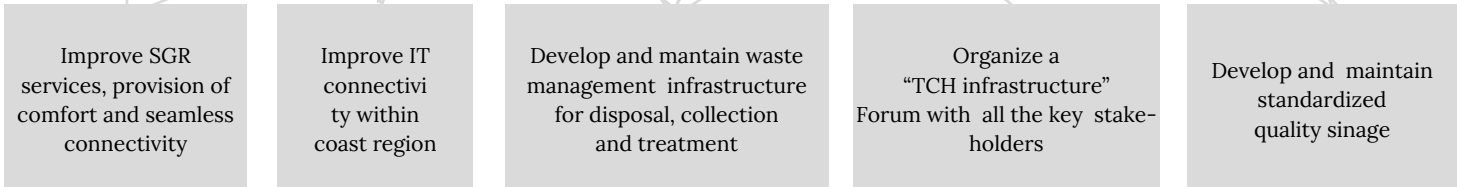


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

The relevant stakeholders are not adequately addressing the seamless provision of the enabling infrastructure for the consumption of the coast region tourism product.

TCH Public Infrastructures

IMPACT

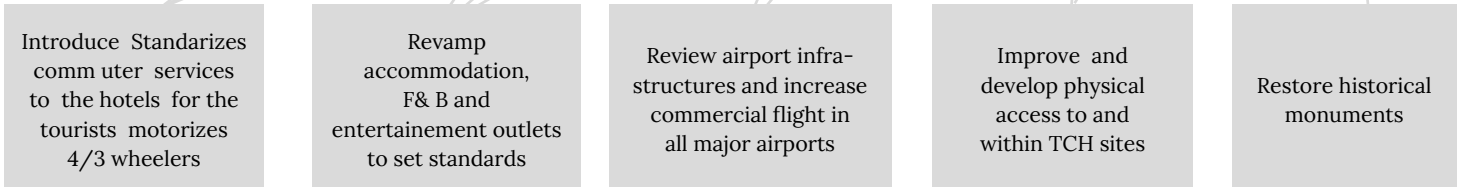
Provision of adequate infrastructure that supports the coast region tourism product in a seamless and efficient manner to improve the standards of living.



OUTCOMES



OUTPUTS



PROBLEM

The relevant stakeholders are not adequately addressing the seamless provision of the enabling infrastructure for the consumption of the coast region tourism product.

Cultural and Natural Heritage Resources

A fully informed coastal community that exploits fully the TCH potential in creating sustainable and inclusive employment and business opportunities.

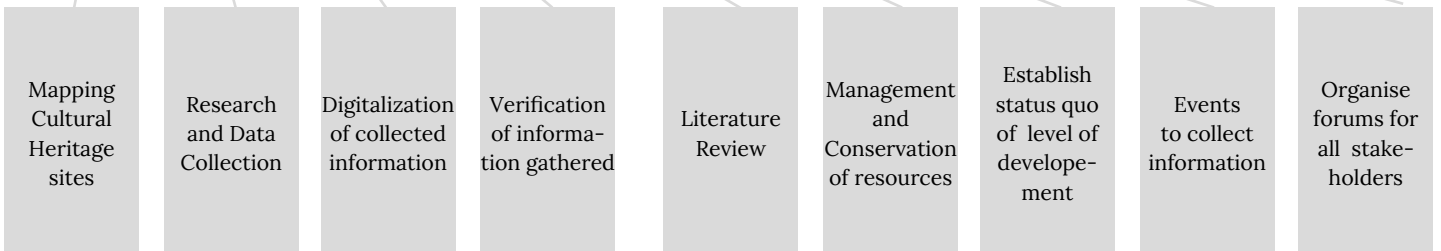


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

Cultural and Natural Heritage Resources

A fully informed coastal community that exploits fully the TCH potential in creating sustainable and inclusive employment and business opportunities.

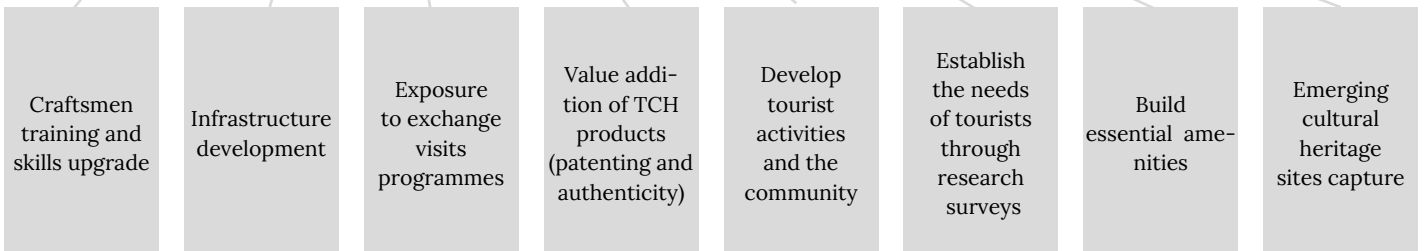


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

Cultural and Natural Heritage Resources

A fully informed coastal community that exploits fully the TCH potential in creating sustainable and inclusive employment and business opportunities.

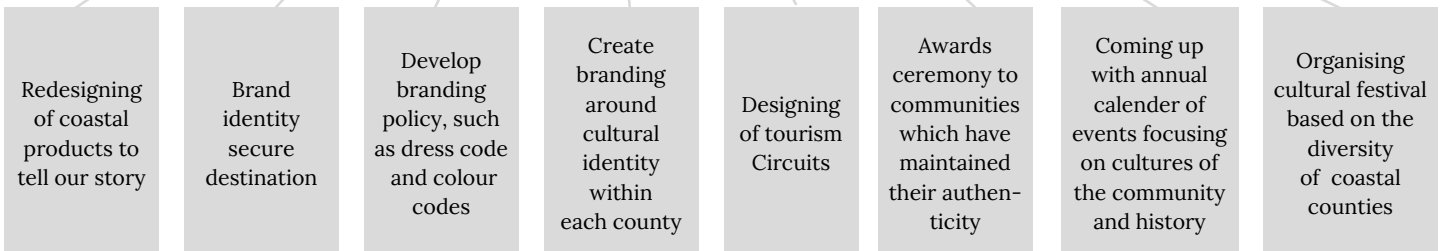


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

Cultural and Natural Heritage Resources

A fully informed coastal community that exploits fully the TCH potential in creating sustainable and inclusive employment and business opportunities.



IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

Cultural and Natural Heritage Resources

A fully informed coastal community that exploits fully the TCH potential in creating sustainable and inclusive employment and business opportunities.

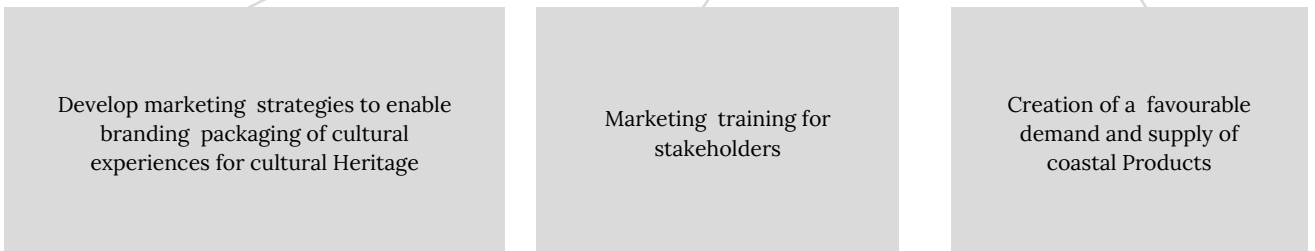


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

Cultural and Natural Heritage Resources

A fully informed coastal community that exploits fully the TCH potential in creating sustainable and inclusive employment and business opportunities.



IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

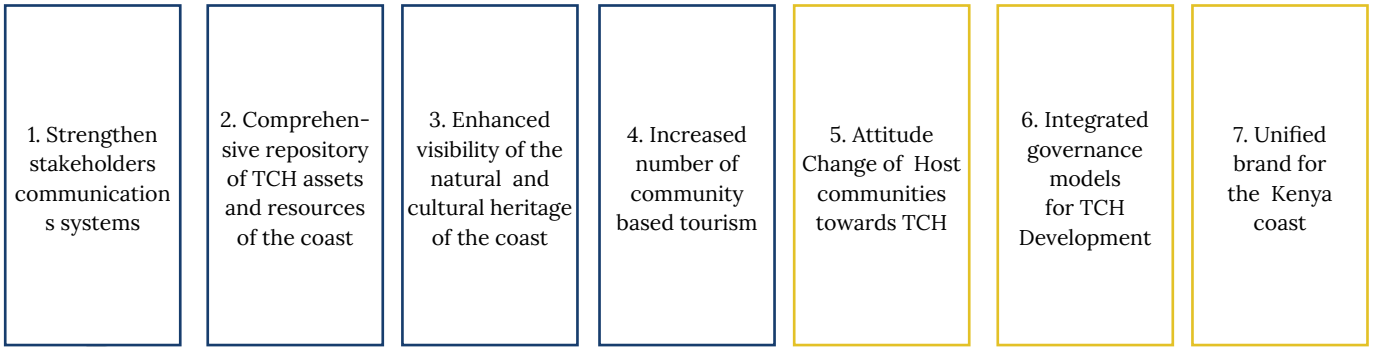
TCH Industries

Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.

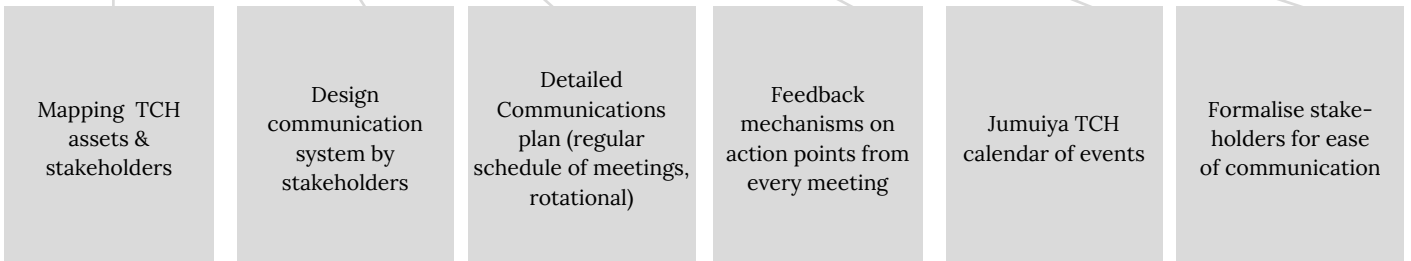


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

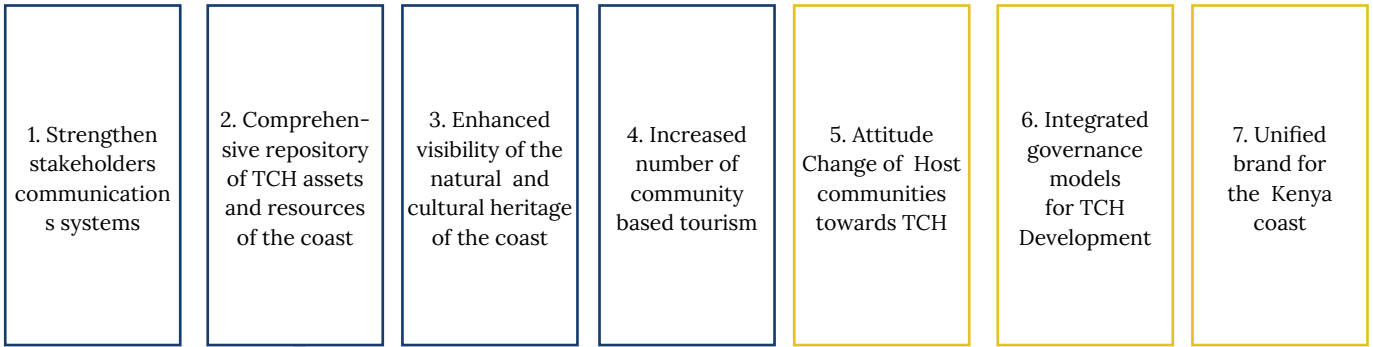
IMPACT

TCH Industries

Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.



OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

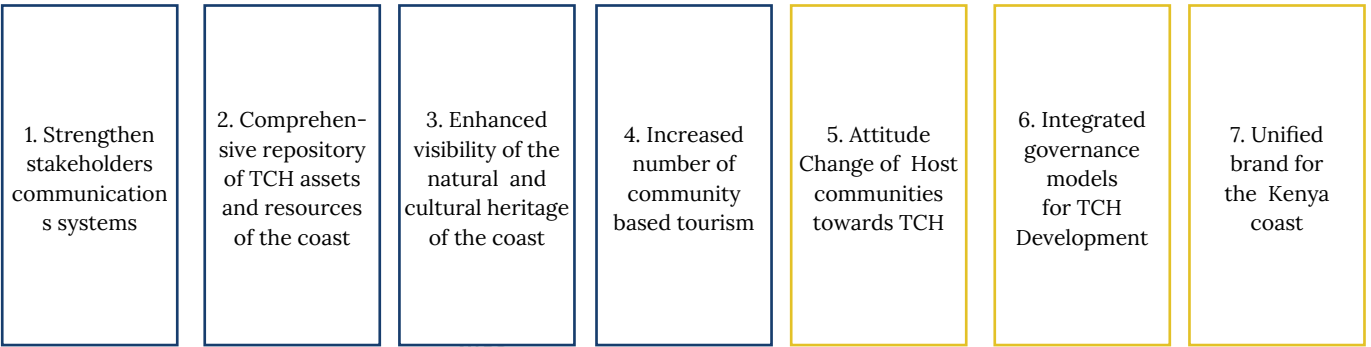
TCH Industries

Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.



IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

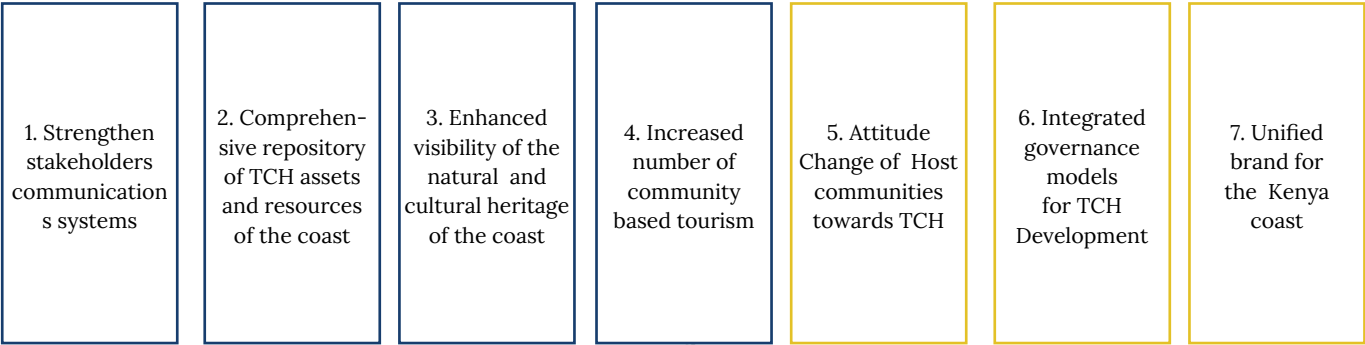
TCH Industries

Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.

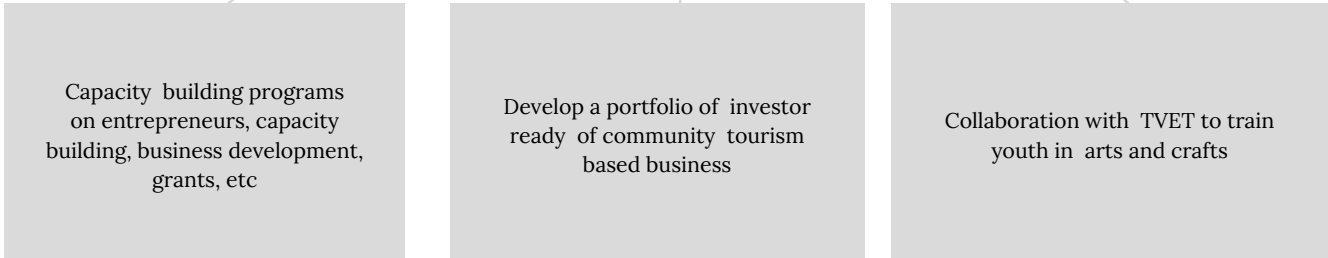


IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

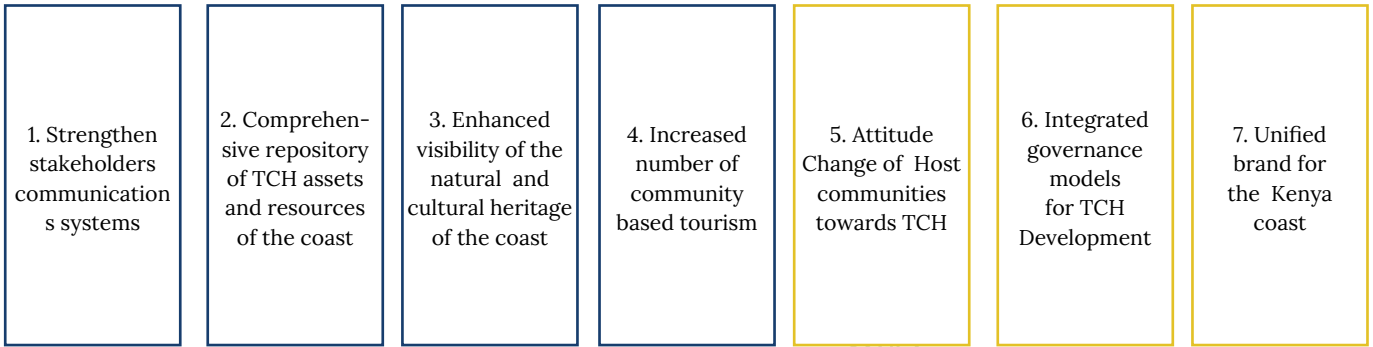
IMPACT

TCH Industries

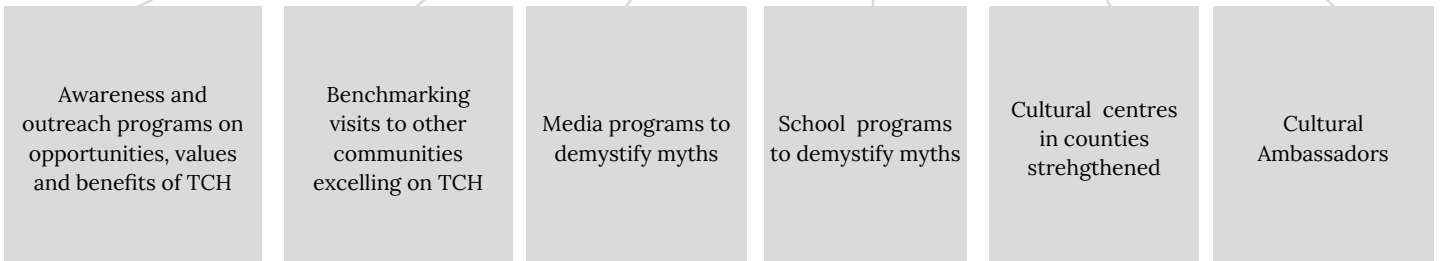
Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.



OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

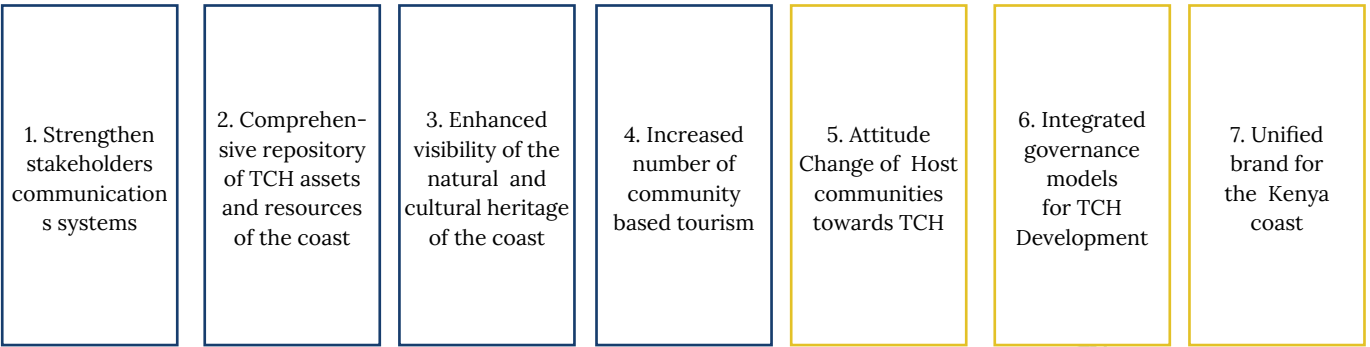
TCH Industries

Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.



IMPACT

OUTCOMES



OUTPUTS



PROBLEM

Disjointed governance models & efforts towards TCH development.

IMPACT

TCH Industries

Collaborative and all inclusive approach towards TCH development that contribute to improved livelihoods for local communities and enhances visitor experiences.



OUTCOMES

- 1. Strengthen stakeholders communication systems
- 2. Comprehensive repository of TCH assets and resources of the coast
- 3. Enhanced visibility of the natural and cultural heritage of the coast
- 4. Increased number of community based tourism
- 5. Attitude Change of Host communities towards TCH
- 6. Integrated governance models for TCH Development
- 7. Unified brand for the Kenya coast

OUTPUTS

- Identify unique selling points that differentiate the Kenya coast Globally
- Develop a brand identity for TCH
- Develop a brand communication system
- Skills upgrading for county and JKP staff on brand communication

PROBLEM

Disjointed governance models & efforts towards TCH development.

Annex IV.

Go blue TCH Blueprint portuguese delegation visit to Kenya

List of Stakeholders Visited

1. JKP/STTA
2. Fort Jesus
3. Kenya Coast Tourism Association /KTB
4. Kenya Association of Travel Agents
5. Kenya Association of Tour Operators (KATO)
6. Bombolulu Workshops and Cultural Centre
7. Kilifi County Government
8. Pwani University
9. Gede Ruins
10. Vasco da Gama Pillar
11. Malindi Museum
12. Malindi District Cultural Association- MADCA
13. Akamba Handcraft Industry Co-operative Society
14. Domestic Tourism Association.
15. Taita Taveta University
16. County Government of Taita Taveta
17. The Global Tourism Resilience and Crisis Management Centre (GTRCMC – EA)
18. Ministry of Tourism
19. Portugal Embassy in Nairobi

Annex V.

LINK BETWEEN THE OPERATIONAL Objective and the SDG'S

<p>SDG1 No poverty</p> <p>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 6 7 1 1 1 1 1 1 1 0 1 2 3 4 5 6</p>	<p>SDG2 Zero hunger</p>	<p>SDG3 Good health and well-being</p> <p>0 0 0 0 0 0 4 7 9</p>	<p>SDG4 Quality education</p> <p>0 0 0 0 0 0 0 0 3 7 1 1 4 6</p>
<p>SDG5 Gender equality</p> <p>0 0 0 0 0 0 3 1 1 1 6</p>	<p>SDG6 Clean water and sanitation</p> <p>0 0 0 0 4 9</p>	<p>SDG7 Affordable and clean energy</p> <p>0 0 0 0 0 0 6 8 9</p>	<p>SDG8 Decent work and economic growth</p> <p>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 4 5 1 1 1 1 1 1 1 1 2 3 5 6 7 8</p>
<p>SDG9 Industry, innovation and infrastructure</p> <p>0 0 0 0 0 0 0 0 0 0 0 0 0 0 3 5 7 1 1 1 1 2 3 7 8</p>	<p>SDG10 Reducing inequality</p> <p>0 0 0 0 0 0 5 9 1 1</p>	<p>SDG11 Sustainable cities and communities</p> <p>0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 4 5 6 7 8 1 1 1 1 0 1 2 3</p>	<p>SDG12 Responsible consumption and production</p> <p>0 0 0 0 0 0 0 0 0 0 0 0 1 2 3 4 8 1 5</p>
<p>SDG13 Climate action</p> <p>0 0 0 0 0 0 0 0 6 8 9 1 0</p>	<p>SDG14 Life below water</p>	<p>SDG15 Life and land</p> <p>0 0 8</p>	<p>SDG16 Peace, justice, and strong institutions</p> <p>0 0 0 0 0 0 6 1 1 2 3</p>
<p>SDG17 Partnerships for the goals</p> <p>0 0 0 0 0 0 0 0 1 2 4 5</p>			

Annex VI.

LINK BETWEEN THE OPERATIONAL

Objective and kenya vision pillars

1. Economic Pillar (tourism; Agriculture; Infrastructures;...)	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	1	2	4	5	6	7	8	9	10	11	12	13	15
2. Social Pillar (Educational and training; Health; Environment, water and sanitation; Sports, art and culture; Population, urbanization and housing; Gender, youth and vulnerable groups).	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	3	4	5	7	8	9	11	12	13	14	15	16
3. Political Pillar (Decentralisation; Devolution; Governance and the Rule of Law).	0	0	0	0	0	0							
	0	0	0	0	0	0							
	1	10	14	16	17	18							

Annex VIII.

LINK BETWEEN THE OPERATIONAL

Objective and Kenya tourism policy objectives

1. Provide a framework for integration of tourism section considerations into the various sectoral policies, National and county development planning as well as decision making processes.

0	0	0	0	0	0
0	0	0	0	0	0
1	2	1	1	1	1
		0	1	3	7

2. Transform and strengthen the legal and institutional framework for effective coordination and management of the tourism sector.

0	0	0
0	0	0
1	2	1
		3

3. Ensure sustainable tourism that enhance economic development, environmental sustainability and encourage community participation to ensure benefits trickle down to host communities.

0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
1	3	5	6	9	1	1	1	1	1	1
					1	2	3	4	5	6

4. Encourage sustainable resource mobilization and management for tourism development.

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
1	4	5	6	7	8	9	1
							5

5. Promote and support the provision of incentives and other economic instruments that enhance investment in the sector.

0	0	0	0	0	0
0	0	0	0	0	0
3	4	8	1	1	1
			2	5	6

6. Promote and enhance collaboration, cooperation, synergy, partnership and participation in the tourism sector by all the stakeholders.

0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
2	4	7	9	1	1	1	1	1	1
				0	1	4	5	7	8

7. Promote and encourage innovation and uptake of modern technology in the sector.

0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0
3	5	6	7	8	9	1	1	1	1	1	1
						0	1	2	3	6	8

8. Ensure development of high quality standards and services in the tourism industry.

0	0	0	0	0	0
0	0	0	0	0	0
3	4	5	6	1	1
				3	6

Annex IX.

Validation meeting list

Jumuiya ya Kaunti za Pwani (JKP) - Go Blue project

TCH Blueprint development 2030 validation meeting workshop

Venue: MUTHU-NYALI BEACH HOTELS & SPA

Date: 29TH september 2023

List of participants

NO.	NAME	INSTITUTION	POSITION
1	Salim Makomba	Kenya Wildlife Service	Senior Warden/ Regional Manager
2	Afya Rama	Maendeleo ya Wanawake Initiative	County Chairperson
3	Edith Lewela	Mlilo Conservancy Group	Director
4	Ware Mohammed	Tana Action Initiative	Project Manager
5	Stephen Otieno	Kenya Tourism Federation	Programs & Finance Officer
6	Esha Mohammed	National Youth Council	Director/ Board Member
7	James Mburu	Kenya Forest Service	Regional Forest Conservator
8	Abubakar Twalib	Lamu Beach Management Unit	Chairman
9	Khalfan Ali	Coast Interfaith Council of Clerics (CICC) Trust	Board Member
10	Jambo Haro	National Museums of Kenya	Research Scientist/Curator Sites & monuments
11	Gloria Nyamvula	Bombolulu Cultural Centre	Design Lead
12	Daniel Simiyu	Swahili Pot Hub	Volunteer Heritage Dept.
13	Simon Mbaro	County Government of Mombasa	Director Culture
14	Adrian Baya	County Government of Kilifi	Tourism Officer
15	Jerusha Mwangombe	County Government of Taita Taveta	Culture Officer
16	Mary Kabani	County Government of Kilifi	Director Tourism
17	Aisha Miraj	County Government Of Lamu	County Executive Committee Member - CECM
18	Maureen Nyundo	County Government Of Tana River	Liaison Director
19	Lucy Kabura	Ministry Of Interior	Assistant Coast Regional Commissioner
20	Charles Muthuri	Ministry of Devolution	Principal Devolution Officer
21	Stanley Chai	State Department for Blue Economy	Senior Officer

22	Walter Omanyi	State Department for Blue Economy	Senior Officer
23	John Wanyoike	Kenya Coast Guard	Director Enforcement & Emergency Response
24	Sammy Kibe	Tourism Regulatory Authority	Tourism Regulatory Officer
25	Ally Mtawa	Tourism Regulatory Authority	Chief Tourism Regulatory Officer
26	Pauline Musiko	Kenya Chamber of Commerce & Industry	Programs & Communications Officer
27	Charles Maina	Kenya Private Sector Alliance	Senior Manager
28	Pauline Nduva	Kenya Association of Women In Tourism	Kwale Chapter Chairperson
29	Jackson Kiplagat	National Environment Management Authority (NEMA)	Senior Officer
30	Ruth Kamau	Kenya Coast Tourism Association	Membership Officer/Administrator
31	Grace Ndung'u	Kenya Association of Travel Agents (KATA)	Board Director
32	Patricia Njeri	The Pubs Entertainment and Restaurants Association of Kenya (PERAK)	Chairperson
33	Abdulahakim Makarani	Kenya Urban Roads Authority (KURA)	Senior Engineer
34	Lewis Maina	Kenya National Highways Authority (KeNHA)	Engineer
35	Salome Kariuki	Kenya Association of Air Operators	Administrator
36	Charles Mghangi	Radio Africa Media	Media Consultant
37	Gichuki Mwangi	Technical University of Mombasa	Assistant Lecturer
38	Dr. Antoni Pepela	Pwani University	Senior Lecturer
39	Dr. Mwakio Mwangandi	Taita Taveta University	Dean
40	Denis Lewa	JKP	Director
41	Gladys Mnjama	JKP	Sector Lead- Financial Services and investments
42	Ali Mwanzei	JKP	Go Blue Advisor
43	Stenburgen Ruwa	JKP	ICT Expert
44	Judy Kepher Gona	STTA	Technical Assistance (TA) Tourism & Culture Heritage
45	Daniel Muoki	STTA	Communication Visibility Lead
46	Gloria Kendi	STTA	Communication Visibility Assistant
47	Nicholas Angore	JKP	TCH Lead
48	Harry Mwailengo	IPAV	Project Manager
49	Queen Liwali	IPAV	Project Assistant
50	Lorenzo Preti	AICS	Project Manager
51	Marcello Agnoni	AICS	Finance Manager
52	Denise Perreira	Consulate of Portugal-Mombasa	Hon. Consul of Portugal-Mombasa
53	Stan Kiraga	MADCA (Malindi District Cultural Association)	Programs Coordinator
54	Gordian Kimbio	Njama ya Mizango Cultural Group	Manager

Annex X.

KPI monitoring, evaluation, and reporting plan

Purpose: To measure progress on achievement of KPIs for strategic and operational objectives. It is aimed at unearthing any potential deviations and adopting corrective measures to ensure the attainment of the predefined objectives

How: The fifth and the sixth column will be filled in during the evaluation exercises

Assumption: Implementation of the strategic plan will commence in January 2024

Strategic Objective 1. To promote TCH public policies that enhance economic, social, digital and environmental sustainability of Jumuiya ya Kaunti za Pwani region

Operational objectives	KPI description	When to measure	KPI target	Who to measure
1. To strengthen regional governance policies and partnerships, in order to promote greater regional autonomy and responsibility, in line with national government decentralisation policies – macro-level	a. Number of JKP directorates of tourism and cultural heritage formed	Jan 2025	1	JKP
		Jan 2028	3	
		Jan 2031	4	
	b. Number of TCH JKP policies implemented	Jan 2025	1	JKP
		Jan 2028	3	
		Jan 2031	6	
	c. Number of TCH MoUs signed by HEI and research bodies	Jan 2025	1	JKP /HEI/ Research Bodies
		Jan 2028	3	
		Jan 2031	4	
2. To develop county-level policies and strategies to enhance partnership and promote regional development – micro-level (county).	a. Number of private sector coordinators identified for each county	Jan 2025	6	JKP Secretariat/ Counties
		Jan 2028	6	
		Jan 2031	6	
	b. Number of annual TCH reports published per county	Jan 2025	6	JKP Secretariat/ Counties
		Jan 2028	24	
		Jan 2031	42	
	c. Number of strategies to enhance TCH sectors formulated	Jan 2025	2	JKP Secretariat/ county sectors/ departments
		Jan 2028	3	
		Jan 2031	5	

Operational objectives	KPI description	When to measure	KPI target	Who to measure
3. To enhance human resource skills and expertise, and foster tourism business development	a. Number of programs to address training needs for professionals developed	Jan 2025	2	CBOs/JKP
		Jan 2028	5	Region
		Jan 2031	10	Secretariat
	b. Number of active community-based initiative to enhance sustainability	Jan 2025	6	CBOs/
		Jan 2028	14	JKP Region
		Jan 2031	42	
4. To upgrade TCH infrastructures to enhance tourism experiences	a. Number of support infrastructure upgraded	Jan 2025	6	JKP Region
		Jan 2028	24	secretariat/
		Jan 2031	42	6 Counties
	b. Number of private partnerships initiatives and investments that support and generate income to local creative industries developed	Jan 2025	10	CBOs/JKP Region
		Jan 2028	20	Secretariat/
		Jan 2031	30	Communities
	c. Number of certification organizations that enhance the supply chain and promote the region engaged	Jan 2025	3	JKP Region/
		Jan 2028	3	Certification
		Jan 2031	3	Bodies
5. To promote the anchor products and experiences and diversify and integrate with other niche products such as cultural heritage with a strong focus on marketing and promotion	a. Number of tourist routes that showcase the diversity of heritage sites formed	Jan 2025	1	JKP Region
		Jan 2028	2	secretariat/
		Jan 2031	3	6 Counties
	b. Number of influencers, bloggers, journalists, fam trips and others that promote the JKP region as an all-year destination	Jan 2025	5	CBOs/JKP Region
		Jan 2028	10	Secretariat/
		Jan 2031	20	Communities
	c. Number of events to generate and encourage TCH tourism in the JKP Region organized	Jan 2025	6	JKP Region/
		Jan 2028	24	Certification
		Jan 2031	42	bodies

Strategic Objective 2. To promote safe, viable and resilient public infrastructures to support development of TCH				
Operational objectives	KPI description	When to measure	KPI target	Who to measure
1. To promote accessibility to cultural and heritage sites in an equitable, affordable, sustainable, and safe environment	a. Number of main tourist locations connected in the JKP region using the sea transport network	Jan 2025	2	JKP
		Jan 2028	4	
		Jan 2031	7	
	b. Number of Kms of gravel road connecting THC sites upgraded to bitumen standard	Jan 2025	280	JKP
		Jan 2028	288	
		Jan 2031	297	
2. To provide fast, affordable and secure digital connectivity to cultural assets and enhance digital marketing and user access	a. Percentage share of TCH establishments connected to ICT	Jan 2025	65	JKP
		Jan 2028	70	
		Jan 2031	80	
	b. Number of citizens (in millions) trained on basic digital literacy skills	Jan 2025	*	JKP
		Jan 2028	2	
		Jan 2031	2.5	
3. To assure affordability and diversity of renewable energy sources with a focus on off-grid and decentralized energy systems	a. Number of sensitizations fora held on carbon off-set schemes and global green climate funds	Jan 2025	12	JKP
		Jan 2028	24	
		Jan 2031	32	
	b. Percentage share of tourism sites and attractions using renewable energy sources	Jan 2025	*	JKP
		Jan 2028	80	
		Jan 2031	100	
4. To sensitize and promote use of preventive health measures and products and access to emergency health care facilities, as well as safe water and sanitation in tourism destinations	a. Number of desalination plants operational in JKP region	Jan 2025	1	JKP
		Jan 2028	20	
		Jan 2031	21	
	b. Percentage share of upgraded health facilities with proximity to TCH sites	Jan 2025	*	JKP
		Jan 2028	80	
		Jan 2031	100	
5. To develop and create a supportive and conducive safe and secure environment and the physical and administrative structures for the tourism destinations	a. Number of county wards with community policing initiatives	Jan 2025	*	JKP
		Jan 2028	125	
		Jan 2031	**	
	b. Share percentage of tourism sites equipped with CCTV	Jan 2025	*	JKP
		Jan 2028	80	
		Jan 2031	100	
	c. Number of County Integrated Development Plans (CIDPs) and County spatial plans reviewed considering climate change adaptation measures	Jan 2025	*	JKP
		Jan 2028	6	
		Jan 2031	6	

* To be determined using a survey

Strategic Objective 3. To promote a collaborative and an all-inclusive approach towards development of natural and cultural heritage sites and resources that contribute to sustainable livelihoods for host communities and enhance visitor experience.

Operational objectives	KPI description	When to measure	KPI target	Who to measure
1. To collate natural and cultural heritage information and develop a comprehensive repository of TCH assets and resources of the JKP region	a. Map of the NCHSR for JKP region developed	Jan 2025	1	JKP
		Jan 2028	1	
		Jan 2031	1	
	b. Digital repository produced	Jan 2025	1	JKP
		Jan 2028	1	
		Jan 2031	1	
2. To diversify and increase the number of community tourism activities in natural and cultural heritage sites and resources	a. Annual percentage of home-stays increased	Jan 2025	7	JKP
		Jan 2028	28	
		Jan 2031	49	
	b. Number of community-based business in NCHSR in the JKP region promoted	Jan 2025	*	JKP
		Jan 2028	*	
		Jan 2031	*	
	c. Number of NCHSR products developed in the JKP region	Jan 2025	*	JKP
		Jan 2028	*	
		Jan 2031	*	
3. To promote effective and efficient management and conservation of natural and cultural heritage sites and resources	a. Number of sensitization programs on importance of NCHSR developed and implemented	Jan 2025	7	JKP
		Jan 2028	28	
		Jan 2031	49	
	b. Number of NCHSR restored or renovated sources	Jan 2025	6	JKP
		Jan 2028	24	
		Jan 2031	42	
	c. Number of conservation and management plans developed/ reviewed	Jan 2025	5	JKP
		Jan 2028	8	
		Jan 2031	11	

* To be determined using a survey

Strategic Objective 4. To increase the number and diversity of micro, small and medium TCH enterprises and community based tourism businesses and diversify and enhance the incomes of local communities.

Operational objectives	KPI description	When to measure	KPI target	Who to measure
1. To make the local communities aware of the benefits of tourism in improving their living conditions	a. Number of initiatives developed by JKP among local communities	Jan 2025	2	JKP
		Jan 2028	6	
		Jan 2031	8	
	b. Percentage of new plans available on websites or other places of public consultation, with the possibility of receiving suggestions	Jan 2025	100	JKP
		Jan 2028	100	
		Jan 2031	100	

Operational objectives	KPI description	When to measure	KPI target	Who to measure
2. To identify new business opportunities and stimulate the creation of small businesses based on local culture that allow for a more authentic tourist experience	a. Number of specialised tourism packages on UNESCO heritage	Jan 2025	2	JKP
		Jan 2028	5	
		Jan 2031	11	
	b. Number of TCH financial support programmes	Jan 2025	1	JKP
		Jan 2028	3	
		Jan 2031	6	
	c. Number of new TCH micro, small and medium businesses created from the contest of ideas	Jan 2025	6	JKP
		Jan 2028	24	
		Jan 2031	48	
3. To enhance human resources skill expertise in entrepreneurship for the TCH community based organisations	a. Number of training programmes developed (e.g. digital marketing, tour guides, businesses management and entrepreneurship, soft skills, creative arts and culture).	Jan 2025	12	JKP
		Jan 2028	48	
		Jan 2031	84	
	b. Number of young, women and PLWD students that participate in training programs	Jan 2025	60	JKP
		Jan 2028	240	
		Jan 2031	420	
4. To strengthen TCH stakeholders communication systems	a. Number of stakeholders communication initiatives promoted by JKP (regular schedule of meetings, rotational)	Jan 2025	4	JKP
		Jan 2028	16	
		Jan 2031	28	
	b. Calendar Jumuiya TCH events developed	Jan 2025	1	JKP
		Jan 2028	1	
		Jan 2031	1	
5. To enhance visibility of TCH industries	a. Number of participations of TCH industries fairs/events.	Jan 2025	2	JKP
		Jan 2028	6	
		Jan 2031	12	
	b. Number of contents produced for social media (to enhance storytelling)	Jan 2025	52	JKP
		Jan 2028	208	
		Jan 2031	364	
	c. Number of TCH workshops and webinars	Jan 2025	12	JKP
		Jan 2028	48	
		Jan 2031	84	