TOURISM REGULATORY AUTHORITY

CORPORATE STRATEGIC PLAN

2023/24-2027/28

FOREWORD

Hon. Halima Yussuf Mucheke
Board Chairperson

Following the conclusion of the consultative process of development of our five-year strategic framework, on behalf of the Board, Management and Staff of the Tourism Regulatory Authority (TRA), I am pleased to present to you the Authority's 3rd Strategic Plan for the period 2023/24-2027/28. The first strategic Plan for the Authority which covered the period, 2014-2018 provided the platform to set up systems, processes and the necessary infrastructure to kick-start execution of the Authority's mandate. The second Strategic Plan covering the period 2018-2022 was expected to put the Authority on the growth trajectory. As such, it envisioned leveraging the co-regulatory framework and significant investments by the Authority in enhancing its information technology infrastructure among others to facilitate execution of its mandate. However, these aspirations were later punctuated by the outbreak of the Covid-19 pandemic from March 2020 which brought the tourism and hospitality industry to its knees. This Plan comes at a time when international tourism is showing signs of a strong and steady recovery from the ravaging impacts of the covid-19 pandemic against a backdrop of mounting economic and geopolitical challenges.

It is imperative to note that the Covid-19 pandemic though behind us now, brought with it important messages and critical lessons to take home regarding the importance of hygiene and safety of tourism products and services and their role in enhancing the resilience of the tourism sector. As such, given that nonpharmaceutical interventions (NPI) were considered as the main strategy to contain the pandemic, it goes without saying that the security, safety and hygiene standards of

tourism products and services will continue to underpin the recovery of the tourism sector both in the international and domestic front. Concomitantly, market trends indicate that consumers appear to have shifted their priorities and are now placing greater emphasis on hygiene and safety. This has encouraged hospitality and tourism practitioners globally to similarly shift in how to provide services to customers and what they want to emphasize on when creating an experience for their customers. Therefore, to remain relevant and competitive in the marketplace, the destination has no choice but embrace this trend by improving the quality of its tourism products and services.

The development of this five-year Strategic plan was all inclusive through extensive consultations with both internal and external stakeholders with the Authority's Board playing a pivotal role in providing guidance towards the crystallization of our vision ***"An attractive quality destination".***

It is envisaged that through this Strategic Plan, the Authority will regain her aspirations of entering the growth trajectory which will see TRA play a greater role in supporting the realization of the global Sustainable Development Goals (SDGs), the African Union Agenda 2063, the EAC Vision 2050, Kenya's long-term development strategy -the Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA) and other aspirations contained in the 4th Medium Term Plan 2023-2027. The plan envisions significant investments by the Authority in enhancing its information technology infrastructure to facilitate execution of its mandate thus enhance tourism quality and service excellence as envisaged under BETA.

I must note that the Authority is cognizant of the important role of County Governments in the development of the tourism sector. Through the co-regulatory approach and implementation of a robust stakeholder engagement strategy, the Authority envisions to actively engage County Governments to attain the envisioned strategic goals. Thus, I wish to emphasize that, the achievement of this Strategic Plan objectives will require concerted effort and engagement with all stakeholders to

develop and promote a conducive regulatory environment for a dynamic, competitive and sustainable tourism sector.

On behalf of the Board of the Authority, I wish to assure you of our commitment to full implementation of this Strategic Plan during the period 2023/24-2027/2028 as per the implementation matrix contained herein.

I wish to acknowledge and appreciate the guidance of the Cabinet Secretary for Tourism and Wildlife, Hon. Dr. Alfred Mutua. His dedication for the destination to showcase exceptional quality tourism products and services provided the underpinning and conceptualization for the Authority's vision.

I, therefore, call upon all our stakeholders to walk with us on this transformational journey of championing quality and excellence as we take advantage of new opportunities and frontiers as we move towards our aspiration of becoming an attractive quality destination.

HON. HALIMA YUSSUF MUCHEKE
CHAIRPERSON

PREFACE AND ACKNOWLEDGEMENTS

This Strategic Plan for the period 2023/2024-2027/2028 presents our aspirations for the plan period. I am greatly indebted to everyone who contributed and offered insights, new ideas and recommendations to improve the way we execute our mandate. This Strategic Plan is a culmination of a comprehensive analysis of the achievements, challenges and lessons learnt during implementation of the second Strategic Plan (2018-2022). It is also an internalization of the tourism sector expectations vis-à-vis the Authority's mandate in the attainment of Vision 2030, the fourth Medium Term Plan (2023-2027), Tourism Sector Plan and the Bottom-Up Economic Transformation Agenda (BETA).

Kenya's Vision 2030 and the fourth Medium Term Plan 2023-2027 recognize the importance of tourism quality assurance and service excellence in the promotion and marketing of Kenya as a tourist destination. It is envisaged that, through effective and efficient execution of this Strategic Plan, with the aspiration of becoming "***an attractive quality destination***", the Authority will live up to the tourism sectors' vision **"*to be a top 10 long haul tourist destination offering a high-end diverse and distinctive visitor experience*".**

This Plan envisions creating a conducive regulatory environment to not only support recovery and growth of the tourism sector but also spur inclusive economic growth through the sector's forward and backward linkages with other sectors of the economy. As such, the plan not only presents our roadmap for the five-year period, but is also an embodiment of our collective promise to all our stakeholders on the quality-of-service delivery they should expect from the Authority.

As the product of the Authority's strategic thinking, the Plan encapsulates the key strategic issues into four (4) Key Result Areas (KRAs) namely: Tourism Sector Standards, Co-regulation, Service Delivery and Organizational Capacity and Governance. From these Key Result Areas, seven (7) Strategic Objectives have been identified to provide the scope for the planning period.

To ensure full implementation of this Strategic Plan, the Authority will prioritize allocation of resources, translate the implementation matrix into annual workplans and cascade to all staff. An appropriate monitoring and evaluation framework has been put in place to track the implementation progress. As such, through this Strategic Plan, we reaffirm our dedication of continuing to focus our resources on the areas that matter.

I wish to extend my sincere gratitude to the Authority's Board for their strategic guidance and support, both the internal and external stakeholders who contributed immensely to the development of this plan, the Strategic Plan Technical Committee for their expertise and the entire TRA fraternity whose dedication and commitment will ensure realization of the strategic objectives for the plan period.

NORBERT TALAM
DIRECTOR GENERAL

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ACRONYMS AND ABBREVIATIONS

AfCFTA	African Continental Free Trade Area
AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
CCM	Consultative Committee Meeting
CDACC	Curriculum Development Assessment and Certificate Council
COVID	Corona Virus Disease
e-CRM	Electronic Customer Relationship Management
EAC	East African Community
ESG	Environmental Social Governance
GDP	Gross Domestic Product
ISMS	Information Security Management System
ITES	Information Technology Enabled Services
KICD	Kenya Institute of Curriculum Development
KNBS	Kenya National Bureau of Statistics
KRAs	Key Result Areas
Kshs	Kenya Shillings
M&E	Monitoring and Evaluation
MDACs	Ministries, Departments, Agencies and Counties
MoH	Ministry of Health
MoTW	Ministry of Tourism and Wildlife
MTP	Medium Term Plan
NTSA	National Transport Safety Authority
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PBB	Programme Based Budgets

PPR	Programme Performance Review
PR	Public Relations
QA	Quality Assurance
QMS	Quality Management System
S&A	Standards and Accreditation
SCP	Sustainable Consumption and Production
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TRA	Tourism Regulatory Authority
UNWTO	United Nations World Tourism Organization
USD	US Dollar
WTTC	World Travel and Tourism Council
PPRA	Public Procurement Regulatory Authority

OPERATIONAL DEFINITION OF KEY TERMS

Competitiveness: The ability of a destination to deliver goods and services that perform better than other destinations on those aspects of the unique tourism experience considered important by tourists.

Sustainability: A concept denoting a balance between the environmental, economic and socio-cultural aspects of tourism development for present and future generations.

Co-regulation: The way parties can adjust themselves when interacting with one another in order to maintain a regulatory state. It denotes a mutual agreement of actions and intentions needed to be met by involving all stakeholders.

Inclusive Growth: Growth that is sufficient to lift large numbers of the population out of poverty and includes the largest part of the country's labour force in the economy through creation of productive employment.

Standards compliance: The practice of adhering to minimum standards by regulated tourism enterprises, activities and services to enhance overall destination appeal.

Compliance promotion: Is an activity that encourages voluntary compliance to set minimum standards by regulated tourism enterprises, activities and services.

Routine Assurance Quality Audits: Regular process of conducting systematic and documented review and evaluation of regulated tourism enterprises, activities and services to determine conformance to set minimum standards in the tourism sector.

EXECUTIVE SUMMARY

The Tourism Regulatory Authority (TRA) is established as a State Corporation under section 4 of the Tourism Act, 2011 to regulate the tourism sector in Kenya. The Authority regulates tourism activities and services countrywide, in accordance with the national tourism strategy. This is achieved through formulation of guidelines and standards as well as prescription of measures to ensure quality tourism products and services.

Tourism is one of the Key Sectors under the Economic Pillar of the Kenya Vision 2030 and is geared towards ensuring the country attains the status of "*a top 10 long haul tourist destination offering a high-end, diverse, and distinctive visitor experience*". The Sector, on average, contributes 9.3% to the Gross Domestic Product (GDP) and accounts for 9% of the total employment. Owing to this, the Kenya Kwanza Government has placed tourism at the epicentre of its trickle-down development approach.

This is the third generation Strategic Plan for the Authority, and has been prepared at a time when Kenya's development process is geared towards hastening the recovery of the tourism sector from the ravaging effects of Covid-19 towards achieving a long-term trajectory. Towards this, the Authority is expected to play a key role to ensure Kenya hastens the tourism recovery process by promoting sustainable tourism that creates jobs and promotes local culture and products. It is also expected to play a significant role in supporting the formulation of a supportive policy framework for the sector; addressing delays in classification and grading of accommodation and catering establishments; and enhancing uptake of standards and quality assurance.

Towards realization of set targets in this strategy, TRA has undertaken an environmental scan to map out factors that may affect its operations. Based on the situation analysis, the Authority has identified four (4) Key Result Areas, namely: *Tourism Sector Standards, Co-regulation, Service Delivery and Organizational Capacity and Governance.*

Championing Quality and Excellence

This Plan envisions '***An Attractive Quality Destination***', which will be achieved through the '***development and promotion of a conducive regulatory environment for a dynamic, competitive and sustainable tourism sector'***. To realize the Plan aspirations, the Authority is committed to upholding utmost degree of Professionalism, Transparency and Accountability, Innovation, Teamwork, Collaboration and Partnerships, and Equity.

The Implementation and Coordination Framework has been developed and describes how TRA will implement this strategy. The Board of Authority will provide overall leadership and oversight during implementation of this Strategic Plan. The Authority will constitute three Strategic Theme Teams for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to their assigned KRAs.

To implement this strategic plan in the next five (5) years, the Authority will require **KES. 6,825.3 million**. However, the resource requirements exceed the anticipated receipts from the exchequer, effectively leaving the Authority with a resource gap of **KES. 4,481.4 million**. This calls for a dynamic resource mobilization plan in order to realize the objects of this plan.

The Plan has provided for Monitoring and Evaluation which helps in identifying areas of improvement in terms of strategy and systems effectiveness. The Plan will be monitored and evaluated through the identified KRAs' specific outcomes which will be reported on an annual basis, at the midterm as well as at the end-term of the Plan implementation. In so doing, monitoring the implementation of the Plan will be a critical mirror of the progress realized by the Authority over the next five (5) years.

CHAPTER ONE

INTRODUCTION

1.0   Overview

This chapter presents the background information of the Authority, mandate and functions; strategy as an imperative for organizational success, the context of strategic planning, history of the Authority; Global, Regional and National development issues on matters tourism as well as the Authority's role vis-à-vis the National development Agenda and Regional and International Frameworks.

1.1   Strategy as an Imperative for Organizational Success

In 2001, the Government developed and launched the Strategy for Performance Improvement in the Public Service, which sought to increase productivity and improve service delivery. A key hinge of the strategy was Results Oriented Management (ROM) approach, which culminated into the introduction of Results Based Management (RBM) in 2004. This was a deliberate policy to improve performance, service delivery and governance. With it came **Strategic Plans (SPs),** service delivery standards and benchmarks, Service Charters, Annual Work Plans, Staff Performance Appraisal, merit-based promotion and performance contracts.

Since then, it is a requirement that each Ministry, Department and Agency (MDA) prepares a five-year strategic plan as a guide in the implementation of its mandate aligned to the current Medium-Term Plan (MTP IV). Couple with this, the PFM Act Section 68(2) (g) requires that Accounting Officers (at National level) prepare a strategic plan for the entity in conformity with the medium-term fiscal framework and fiscal policy objectives of the national government. This is further amplified by the **Public Service Commission Management (Performance Management) Regulations of 2021, Part III on Planning for Efficient and Effective Delivery of Services**. Specifically, section (11) (1) mandates every public body to develop and implement a strategic plan in a participatory manner, while the programs and activities in the plan should be in line with the guidelines issues by the Ministry responsible for Planning, and are aligned to the national development agenda and policy priorities [section (11) (3)].

Tourism is one of the Key Sectors under the Economic Pillar of the Kenya Vision 2030 and is geared towards ensuring the country attains the status of "***a top 10 long haul tourist destination offering a high-end, diverse, and distinctive visitor experience***". The Sector, on average, contributes 9.3% to the Gross Domestic Product (GDP) and accounts for 9% of the total employment. Owing to this, the Kenya Kwanza Government has placed tourism at the epicentre of its trickle-down development approach. In the medium term, more efforts should be geared towards hastening the recovery of the tourism sector from the ravaging effects of Covid-19 towards achieving a long-term trajectory. Towards this, the Authority is expected to play a key role to ensure Kenya hastens the tourism recovery process by promoting sustainable tourism that creates jobs and promotes local culture and products. It is also expected to play a significant role in: Supporting the formulation of a supportive policy framework for the sector; addressing delays in classification and grading of accommodation and catering establishments; and enhancing uptake of standards and quality assurance. Other strategies include: Promoting a favourable regulatory and institutional framework – that supports local tourism growth; and establishing/strengthening framework(s) for collaboration and partnership amongst the National, County Governments, Non-state actors, associations, and Development Partners on tourism, among others.

The role of TRA of bringing sanity in the tourism sector is premised on ensuring customer satisfaction and competitiveness of the country as a tourist destination. This plan provides a roadmap towards realizing the aspirations of the sector. As such, to enhance tourism quality and service excellence as envisioned under the Bottom-Up Economic Transformation Agenda (BETA), the Authority's major aspiration remains that of championing the provision of quality products and services. Moreover, considering that the rapidly evolving safety, hygiene, climate change and environmental factors will continue to shape and influence flow patterns of both visitors and investments even in several decades to come, the destination has no choice but to continually focus on the quality of its products and service offering to remain relevant in the international market place.

For the Authority, strategic planning aims at addressing the challenge of less-than-ideal performance in service delivery. While several approaches have been used to address the challenges that have inhibited the performance of the Authority, Strategic Planning has been found an effective tool for managing productivity. It has compelled the Authority to restructure extensively and to reengineer its operations in order to turn around and operate more efficiently and effectively in performing its mandate and functions.

1.2   Background

The Tourism Regulatory Authority (TRA) is established as a State Corporation under **section 4 of the Tourism Act, 2011** to be administered and managed by a Board. The mandate of the Authority as stipulated under section 6 of the Act is to regulate the tourism sector in Kenya. The Authority was **operationalized in April 2014** and operated under the then Ministry of Tourism for two years. It gained its' financial and **operational independence in June 2016 when the first Board of Authority was appointed**.

1.3   The Context of Strategic Planning

Prior to the pandemic, Travel & Tourism (including its direct, indirect, and induced impacts) was one of the world's largest sectors, accounting for 1 in 4 of all new jobs created in the world, 10.3% of all jobs (333 million), and 10.3% of global GDP (USD 9.6 trillion). The World Travel and Tourism Council (WTTC) reports that the effect of Covid-19 emphasized the tremendous importance and positive contribution of Travel & Tourism. For instance, in 2020, 62 million jobs were lost, leaving just 271 million employed across the sector globally. This 18.6% decrease was felt across the entire sector, with Small and Medium Sized Enterprises (SMEs), which make up around 80% of all global businesses in the sector— being particularly affected alongside women, the young and minorities. As such, the sector suffered losses of almost USD 4.9 trillion, with its global contribution to GDP declining by 50.4% year-on-year, compared to a 3.3% decline of the global economy.

While the effects of the Covid-19 pandemic have been felt across the entire Travel & Tourism ecosystem, the year 2021 saw the beginning of the recovery for the sector. As such, the sector continues to show signs of a strong and steady recovery from the impacts of the covid-19 pandemic against a backdrop of mounting economic and geopolitical challenges. The United Nations World Tourism Organization (UNWTO) reports that international tourism saw a strong rebound in the first five months of 2022 with almost 250 million international arrivals recorded. Clearly, the future outlook is positive, and the sector is once again showing its resilience and ability to bounce back. Despite the difficulties the sector has been facing, WTTC's projections point to a strong decade of growth. Travel & Tourism GDP is set to grow on average by 5.8% annually between 2022 and 2032, outpacing the growth of the overall economy (2.7% per year). The WTTC research shows that Travel & Tourism GDP could return to 2019 levels by the end of 2023. In addition, the sector is expected to create nearly 126 million new jobs within the next decade. Further, according to the United Nations World Tourism Organization (UNWTO), international tourist arrivals for the years to come will largely depend on evolving circumstances, mostly changing travel restrictions, ongoing inflation, including high-energy prices, and overall economic conditions, the evolution of the war in Ukraine, as well as the health situation related to the pandemic. More recent challenges such as staff shortages, severe airport congestion and flight delays and cancellations could also impact international tourism numbers.

It is imperative to note that over the years, the tourism industry has been exposed to a wide range of crises such as the severe acute respiratory syndrome (SARS) outbreak in 2003, the global economic crisis in 2008/2009, and the Middle East Respiratory Syndrome (MERS) outbreak in 2015. However, none of them led to a longer-term decline in the global development of tourism in terms of international tourist arrivals. This implies that tourism, as a system has been resilient to external shocks. Undoubtedly, the Covid-19 crisis holds important messages regarding the resilience of the tourism system. Of importance, given that nonpharmaceutical interventions (NPI) were considered as the main strategy to contain the pandemic, the security, safety

and hygiene standards of tourism facilities and services will continue to underpin the recovery and resilience of the tourism sector in Kenya. Further, due to changes brought about by the pandemic, consumers appear to have shifted their priorities and are now placing greater emphasis on hygiene and safety. This has encouraged hospitality and tourism practitioners globally to similarly shift in how to provide services to customers and what they want to emphasize on when creating an experience for their customers. It is therefore key that the collective tourism stakeholder ecosystem in Kenya understands what has changed and the best strategies to be applied to enhance overall destination competitiveness and appeal.

The Authority has a critical role to play in advancement of the national development agenda and aspirations of the tourism industry as captured in various regional and international frameworks as summarized below: -

1.3.1 The United Nations 2030 Agenda for Sustainable Development

The historic agreement among world leaders at the United Nations in 2015 on a universal 2030 Agenda for sustainable Development committed all countries to pursue a set of 17 Sustainable Development Goals (SDGs) that would lead to a better future for all. The bold agenda sets out a global framework to end extreme poverty, fight inequality and injustice, and fix climate change, laying the foundation for the betterment of people, the planet, prosperity and peace through partnerships by 2030. Tourism is not only a driver but also an accelerator of the SDG's due to its crosscutting and multiplier effect on other sectors and industries. Although tourism has the ability to contribute to the attainment of all the goals, the Authority endeavors to directly deliver on six of the 17 goals i.e., Goals 8, 11,12, 13, 14 and 15 as follows: -

Goal 8: Decent Work and Economic growth

Tourism is one of the driving forces of global economic growth and currently provides for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector,

society –particularly youth and women – can benefit from increased skills and professional development. The sector's contribution to job creation is recognized in ***Target 8.9 "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products".***

To contribute to this goal, it is envisaged that the tourism sector in Kenya will create decent work opportunities particularly for youth and women as well as enact policies that **favour better diversification through tourism value chains to enhance positive socio-economic impacts**. To this end, employers in the tourism sector will need to look beyond traditional workforce issues and consider how they can develop attractive, productive workplaces. The aim would be to ensure that quality staff will choose to work in the industry over others and find the need to continuously improve their skill levels. As such, employees should have their choice to work in the industry confirmed by feeling valued, through secure and rewarding jobs that offer clear career paths, career development and competitive salaries. Consequently, during this plan period, the Authority will endeavor to create an enabling regulatory environment for tourism businesses to thrive and create productive employment as well as support other businesses in the tourism value chain. TRA will also provide support for training for professional development through the development and regulation of tourism and hospitality curriculum, examination and certification in consultation with the Ministry of Education. Further, through the development and implementation of a robust tourism sector workforce development strategy, the Authority will be able to address major work place deficits thus promote productive employment which is a key ingredient of inclusive economic growth.

Goal 11: Sustainable Cities and Communities

Sustainable tourism not only supports economic development in destinations, but also facilitates cultural and environmental conservation in heritage sites around the world. To this end, during this plan period, the Authority endeavors to contribute to attainment of target **11.4 on "Strengthen efforts to protect**

and safeguard the world's cultural and natural heritage" through development of standards and guidelines to ensure sustainable utilization of the destination's natural and cultural heritage.

Goal 12: Responsible Consumption and Production

A tourism sector that adopts sustainable consumption and production (SCP) practices can play a significant role in accelerating the global shift towards sustainability. To do so, as set out in Target 12.b of Goal 12, it is imperative to *"Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products".* The Sustainable Tourism Programme (STP) of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns aims at developing such SCP practices, including resource efficient initiatives that result in enhanced economic, social and environmental outcomes.

In view of this, Kenya's tourism sector needs to adopt Sustainable Consumption and Production (SCP) models, accelerating the shift towards sustainability. Tools to monitor sustainable development impacts for tourism including for energy, waste, biodiversity, and job creation will result in enhanced economic, social and environmental outcomes. Given that sustainability is one of the key parameters the Authority envisages to embrace during the plan period, development of standards and certification programs will encompass sustainability aspects such as eco-designs, green standards, new equipment and technologies in energy and waste resources, renewable energies, equipment and materials for recycling and waste among others. Further, given that the current linear economy does not optimize materials nor favour their recycling, reuse or recovery, during this plan period the Authority will endeavor to develop standards that will promote adoption of the circular economy principles in the tourism sector.

Goal 13: Climate Action

During the 2022 UN Climate Change Conference #COP27, Kenya joined the World in Sharm-el Sheikh in the aspiration to achieve zero carbon emissions by 2030 and converting 100% of our energy needs to renewable green energy, i.e., hydro, wind, geothermal, and solar power. The UN Secretary General in his concluding remarks noted that the signs of climate change are everywhere and currently, "instead of a burning bush, we face a burning planet". It is therefore imperative to keep the 1.5-degree limit within reach-and for everyone to play apart. In addition, the COP 27 reaffirmed the commitments and outcomes of all conferences of parties. *First, it is imperative for all hospitality and tourism facilities in Kenya to adopt renewable energy and circular economy in their operations by 2030. Second there is need to develop and enforce minimum sustainability standards that are in line with global benchmarks for businesses in the sector that form the basis for operations of sustainable tourism businesses with accompanying incentives and disincentives.* To support attainment of these commitments, the Authority will review and develop standards for regulated tourism enterprises, activities and services that support adoption of the circular economy in the tourism sector. Further, the Authority will endeavor to explore avenues to support regulated tourism enterprises, activities and services embrace the principles of the circular economy through exploring new and additional incentives to support them as well as review of the Tourism Regulatory Authority Regulations to incorporate disincentives for non-compliance.

Goal 14: Life below Water

Coastal and maritime tourism, rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, in line with Target 14.7: *"by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through*

sustainable management of fisheries, aquaculture and tourism".

In Kenya, the Coastal region has the highest concentration of regulated tourism enterprises, activities and services taking up to 60% of the country's total number of facilities. As the tourism sector continues to expand there is need to address the challenge of achieving sustainable development in coastal and island destinations, particularly with regard to climate change and biodiversity, while maximizing the potential of tourism to contribute to the blue economy and create much-needed jobs. It is, therefore, imperative that the regulatory framework is strengthened and effective compliance structures provided to support sustainable coastal tourism. Moreover, concerted efforts from the public and private sectors, civil society and international development agencies are required to support sustainable forms of coastal tourism. During this plan period therefore, the Authority will endeavor to rally stakeholders of coastal and other water bodies through stakeholder engagement programmes; improve the monitoring and assessment of tourism enterprises at the Coastal region and water bodies and conduct an evaluation of the impact of tourism development on water bodies to identity appropriate policies and strategies to support this initiative and flourishing of the blue economy.

Goal 15: Life on Land

Tourism literally survives in terrestrial ecosystems and has the most interest in landscape, forest, biodiversity and wetlands. These features are mostly the main reasons why tourists travel. Tourism plays an important role in conservation and preservation of biodiversity. Therefore, the tourism sector can make efforts in reducing waste and consumption, conserving flora and fauna and create awareness amongst travelers. During this plan period, the Authority endeavors to contribute to attainment of **target 15.5 on "Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and protect and prevent extinction of threatened species"** by formulating guidelines and prescribing measures to facilitate sustainable consumption of terrestrial resources.

1.3.2 African Union Agenda 2063

Agenda 2063 is a shared strategic framework for inclusive growth and sustainable development which was developed through a people-driven process and adopted in January 2015 in Addis Ababa by the 24th African Union Assembly of Heads of state and Government. The agenda is anchored on the African Union (AU) vision and is based on seven (7) aspirations. It is envisaged that execution of TRA's mandate during the plan period will contribute to the first aspiration i.e. ***"A prosperous Africa based on inclusive growth and sustainable Development".***

Inclusive growth is all about raising the growth rate and broadening the size of the economy while levelling the playing field for investment and increasing opportunities for productive employment. As noted by the Commission on Growth and Development, inclusive growth as a concept encompasses equity and equality of opportunity in terms of access to markets, resources and unbiased regulatory frameworks for businesses and individuals. Thus, a conducive regulatory environment represents an important condition for ensuring business viability over time with implications for jobs, investments and growth. The co-regulatory approach which the Authority envisages to embrace during this plan period will enable the Authority synergize the concerted efforts of all stakeholders. This will facilitate development and promotion of a conducive regulatory environment for tourism businesses to thrive and create productive employment thus contribute to the inclusive growth and sustainable development aspiration for the Continent of Africa.

1.3.3 East Africa Community Vision 2050

The rationale for the EAC Vision 2050 is to provide a catalyst for the region to enhance transformation for growth and development and move the community to a higher income cohort and subsequently achieve an upper middle-income status. In this long-term agenda, it is envisaged that *East African Community will be transformed into an upper – middle income region within a secure and politically united East Africa*

based on the principles of inclusiveness and accountability. On matters tourism, ***the Vision prioritizes joint interventions in tourism products that are competitively priced, cost-effective and have a high return on investment***. To contribute to the attainment of this aspiration during this plan period, TRA will enhance uptake of quality standards by regulated tourism enterprises and conduct an evaluation survey on the impact of standards on service delivery in the sector with the overall aim of supporting evidence-based decision making to improve destination competitiveness and appeal.

1.3.4 Constitution of Kenya

The Fourth Schedule of the Constitution of Kenya (2010) provides **Tourism Policy Development as the role of National Government**. It is imperative to note that matters of tourism policy encompass a set of regulations, standards, rules, guidelines, directives and development/ promotional objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken (Goeldner and Ritchie, 2003). Additionally, due to the boundary-less, multidimensional, multidisciplinary and multi-sectoral nature of tourism, the set of regulations, standards and guidelines developed at national level become the reference point or forms the framework against which development of tourism facilities in Counties and attraction sites should be undertaken and evaluated. **During this plan period therefore, the Authority will focus on enhancing development and implementation of uniform quality tourism standards countrywide as espoused under Article 192 (2) (3a) of the Constitution to raise the overall appeal and competitiveness of the destination**. The Authority will also focus on improving uptake of quality standards by regulated tourism enterprises through rigorous routine quality assurance audits and classification of accommodation and catering facilities under the **EAC classification scheme**.

1.3.5 Kenya Vision 2030, BETA and Fourth Medium Term Plan

The Kenya Vision 2030 is the country's long-term development blueprint which aims to create a globally competitive and prosperous country providing a high quality of life for all its citizens. It aspires to transform Kenya into a newly industrializing, middle-income country by 2030. The vision is implemented through successive five-year Medium-Term Plans (MTPs).

The 4th MTP and the Bottom-Up economic Transformation Agenda (BETA) envisage focusing on projects and programmes aimed at ensuring tourism quality and service excellence to improve destination competitiveness and appeal. During this plan period therefore, the Authority will give greater focus to these projects to support attainment of the aspirations contained in the Vision 2030, the MTP 4 and BETA. These projects will include, **Classification and grading of accommodation and catering establishments; management of minimum standards for regulated tourism enterprises: (Safety and Hygiene (Class A to H enterprises); Assessment and Accreditation of Technical and Vocational Tourism and Hospitality Training Institutions; and undertaking a comprehensive workforce study.**

1.3.6 Sector Policies and Laws

a) International Treaties and Conventions

i. **The African Tourism Strategic Framework 2019-2028** (ATSF 2019-2028): Arising from the targets of FTYIP 2013-2023, the African Union Commission formulated the Tourism Strategic Framework that seeks to *provide strategic action plans geared towards development of a competitive, sustainable and integrated tourism industry in Africa*. In this context, the ATSF 2019-2028 seeks to pursue three core Strategic Directions namely; (i) Develop a globally competitive African Tourism brand; (ii) Ensure that African tourism is sustainable, inclusive and a driver for regional integration; and (iii) Formulate an

enabling tourism policy, regulatory and institutional framework. In view of these strategic directions, the Authority will endeavor to create an enabling environment for tourism businesses and implement programmes to enhance uptake of quality standards by regulated tourism enterprises, activities and services thus improve overall destination competitiveness and appeal.

ii. **The African Continental Free Trade Area (AfCFTA):** The African Continental Free Trade Area was founded in 2018 by the African Continental Free Trade Agreement among 54 of the 55 African Union nations with trade commencing as of 1 January 2021. ***AfCFTA seeks to accelerate intra-African trade and boost Africa's trading position in the global market.*** On liberalization of trade in services, the AfCFTA identifies tourism as one the seven priority sectors with the rest being logistics and transport, financial services, professional services, energy services, construction, and communications. As a country, Kenya has formulated the *National Implementation Strategy for the AfCFTA*. ***Specific to tourism, the National Implementation Strategy acknowledges tourism contribution to Kenya's regional trade footprints, the challenges limiting the sector's regional competitiveness, and identifies strategies to spur competitiveness and increased intra-African tourism into the country***.

It is important to note that globally recognized industry standards would be a key driving force for regional competitiveness of Kenya's tourism industry. Towards this end, the Authority will endeavor to continue effectively and efficiently execute its mandate through quality industry standards development and enforcement. It is envisioned that this will enhance destination appeal and competitiveness thus increase intra-African visitor inflows.

iii. **East African Community (EAC) Treaty: The East African Community Treaty provides for corporation of Partner States on tourism matters**. Article 115 of the

Treaty provides that in order to promote the achievement of the objectives of the Community as set out in **_Article 5 of the Treaty, the Partner States undertake to develop a collective and coordinated approach to the promotion and marketing of quality tourism into and within the Community._** To this end, the Partner States shall co-ordinate their policies in the tourism industry and undertake to establish a framework of co-operation in the sector that will ensure equitable distribution of benefits. As such, the Partner States shall establish a common code of conduct for private and public tour and travel operators, standardize hotel classifications and harmonize the professional standards of agents in the tourism and travel industry within the Community.

To contribute to the EAC aspirations, during this plan period, the Authority will implement the reviewed EAC Classification Criteria through classification and grading of accommodation and catering establishments, take note of any challenges and emerging issues and submit position papers to the East African Community for consideration. The Authority will also spearhead the development of Codes of Practice for the sector as well as enhance professionalism within the sector through a well-choreographed and implemented workforce development strategy that espouses international best practices.

b) The National Tourism Policy

The National Tourism Policy i.e., _the Sessional Paper No. 1 of 2010 on enhancing sustainable tourism in Kenya_ **_seeks to mainstream tourism concerns into all sectors of society throughout the country. Of importance, the Policy provides an institutional and legal framework within which tourism is developed_**. As such, the Policy provides for the establishment of a National Tourism Regulatory Agency with overall responsibility of the regulating the tourism sector. This was followed by the enactment of the Tourism Act No.28 of 2011 which provided the legal framework for operationalization of the Tourism Regulatory Authority

with the overall mandate of regulating the tourism sector in Kenya.

1.4   History of Tourism Regulatory Authority

Tourism Regulatory Authority (TRA) is established as a State Corporation under section 4 of the Tourism Act, 2011 to be administered and managed by a Board. The mandate of the Authority as stipulated under section 6 of the Act is to regulate the tourism sector in Kenya. The Authority was operationalized in April 2014 and operated under the then Ministry of Tourism for two years. It gained its' financial and operational independence in June 2016 when the first Board of Authority was appointed. The first strategic Plan for the Authority which covered the period, 2014-2018 provided the platform to set up systems, processes and the necessary infrastructure to kick-start execution of the Authority's mandate. The second Strategic Plan covering the period 2018-2022 was expected to put the Authority on the growth trajectory. As such, it envisioned leveraging the co-regulatory framework and significant investments by the Authority in enhancing its information technology infrastructure among others to facilitate execution of its mandate. These aspirations were later punctuated by the outbreak of the Covid-19 pandemic from march 2020 which brought the tourism and hospitality industry to its knees. However, the tourism sector is now on its recovery path and this new strategic framework is envisioned to see the Authority regain her growth path amidst raising financial constraints.

1.5   Rationale for Preparing the Strategic Plan

This Strategic Plan is a demonstration of the Authority's commitment to fulfilling its mandate. The Plan sets out the basis of the Authority's existence and guides its operations for the next five (5) years. It aims to provide a strategic direction that will enable the Authority to achieve optimal performance. The plan also seeks to re-position the Authority to respond to emerging challenges and opportunities in the Tourism Sector. Specifically, the Strategic Plan covering the period 2023/24 – 2027/28 has been developed to:

i) Align the work of TRA with the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, BETA and other regional and international development frameworks such as the 2030 Agenda on Sustainable Development Goals (SDGs) and EAC agenda 2050.

ii) Strengthen the Authority's capacity for regulating the tourism sector.

iii) Provide a framework for mobilizing resources towards achievement of the Authority's mandate.

iv) Provide a framework for monitoring and evaluation of the performance of the Authority.

v) Communicate the Authority's Vision to stakeholders.

1.6   Methodology of Developing the Strategic Plan

The preparation of the Strategic Plan commenced with the appointment of a Technical Committee, drawing membership from all TRA Departments. The Committee provided overall guidance during the planning process. Together with the Consultant, the Committee reviewed existing legal and policy documents that provided the context for preparing the Plan, and conducted stakeholders' consultations, both internal and external. The draft plan was subjected to rigorous internal and external stakeholders' engagements where valuable inputs on the Strategic Plan were received and incorporated into the document.

CHAPTER TWO

STRATEGIC DIRECTION

2.0   Overview

This chapter presents the mandate and functions of the Authority, its aspired future (vision) and how that will be realized (mission).

2.1   Mandate and Functions of Tourism Regulatory Authority

The Tourism Regulatory Authority (TRA) is a State Corporation established by the Tourism Act of 2011, under Section 4 as a body Corporate to be administered and managed by a Board. Its mandate is to regulate the tourism sector in Kenya.

The functions of TRA as listed under section 7 (1) of the Act and the Miscellaneous Amendment No. 18 of 2018 include: -

a) Formulate guidelines and prescribe measures for sustainable establishments and operations to realize sustainable tourism development throughout the country;
b) Regulate tourism activities and services countrywide, in accordance with the national tourism strategy;
c) Register, licence and grade all sustainable tourism and tourist-related activities and services including cottages and private residences engaged in guest house services;
d) Develop and implement, in consultation with relevant stakeholders, criteria for standardization and classification of tourism facilities and services;
e) Develop and regulate, in consultation with the ministry for the time being responsible for matters relating to education, tourism and hospitality curriculum, examination and certification;
f) Develop and implement a code of practice for the tourism sector;
g) Monitor and assess tourist activities and services to enhance continuous improvement and adherence to sound principles and practices of sustainable tourism;
h) Undertake, annually, an assessment and audit of tourism activities and services, measures and initiatives at the national level, and prepare and publish an annual

national tourism sector status report, in consultation with the Minister and the relevant lead agencies; and

i) Perform any other functions that are ancillary to the object and purpose for which the Authority is established.

2.2 Vision Statement

An attractive quality destination

2.3 Mission Statement

To develop and promote a conducive regulatory environment for a dynamic, competitive and sustainable tourism sector

2.4 Strategic Goals

At the end of the plan period, the following outcomes will be expected.

1. Improved product and service quality in the tourism sector
2. Enhanced professionalism in the tourism sector.
3. Evidence-based decision making and policy direction facilitated.
4. Enhanced partnerships and collaborations
5. Enhanced customer satisfaction
6. Organizational capacity and governance strengthened

2.5 Core Values

1. **Professionalism**: Staff of the Authority will demonstrate highest level of competence, efficiency and ethical values in realizing its goals
2. **Transparency and Accountability**: We will conduct business in an open manner, upholding high levels of integrity, uprightness and fairness. We will adhere to corporate and moral values, acting with honesty and fairness, and treating all staff and stakeholders fairly, equally, with respect and within the law. We will always ensure economic use of resources.

3   **Innovation**: We will embrace and support creativity and adopt new products and services.

4   **Team work**: We will endeavor to engage rationally and genuinely in an attempt to find common direction that will enhance trust, ownership and smooth operations.

5   **Collaboration and Partnership**: We are committed to working as one so as to attain our full potential and achieve the shared Authority goals. We will partner and network with our stakeholders to harness synergies for greater impact. We will continue to provide quality attention to all our customers and provide services that fit their needs.

6   **Equity and Meritocracy**: We will always act with a sense of urgency, make timely decisions, and provide responsible solutions that meet the needs of our stakeholders. At all times, we will provide equal access to services, opportunities and resources to all. We will ensure timely provision of accurate information. All staff members will be treated fairly and equally. Further, we will uphold fairness in promotion, training and recruitment within the Authority.

2.6   Quality Policy Statement

The Authority is committed to providing a conducive regulatory environment for a dynamic, competitive and sustainable tourism sector. Towards this, the Authority pledges to uphold the following quality policy principles:

1. **Quality of service**: Ensure that services and products are reliable, affordable, self-explanatory, and of good quality geared towards increasing productivity.

2. **Customer Focused**: Prioritize the needs and expectations of our stakeholders. We intend to surpass their expectations by providing services and solutions.

3. **Continuous Improvement**: Inculcate a culture of Continuous improvement in all aspects of our operations. We are dedicated to enhancing efficiency, effectiveness and sustainability of our services through innovation and adoption of best practices.

4. **Compliance**: Adhere to all relevant laws, policies and standards. We hold ourselves accountable to the high ethical and professional standards.

5. **Inclusivity and Equity**: Ensure equitable access to all our services, appreciating diversity and eliminating discrimination in all its forms.

6. **Community Participation**: Engaging and collaborating with communities in our decision-making processes.

7. **Resource Optimization**: Ensuring economic use of resources, including budgetary, time, and materials to deliver cost-effective services.

8. **Risk Management**: Assessing and managing risks comprehensively in all our operations to ensure success and sustainability.

9. **Internal Capacity Development**: Invest in the development of Authority staff by providing equitable training and career progression opportunities. Fostering a culture of teamwork, professionalism and accountability. Implementing commensurate rewards and sanctions' strategies.

10. **Data Security**: Protect the privacy and security of sensitive data held by the Authority through implementation of sound data management and security policies.

CHAPTER THREE

SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0   Overview

This chapter presents the Authority's key achievements, challenges faced while implementing the previous plan, emerging issues and lessons learnt. It also presents a scan of both internal and external environment and a stakeholders' analysis.

3.1   Situational Analysis

3.1.1 External Environment

The Authority is in appreciation that there are external factors that will influence the implementation of this strategic plan. This affords the Authority an opportunity to put into consideration some of these factors while implementing planned projects and programmes.

Political

Geo-political dynamic, both within the region and globally, can impact the Authority's planned projects and programmes. The Authority benefits from political goodwill at the international, regional, national and county levels. The Kenya Kwanza Government has placed tourism at the epicentre of its trickle-down development approach, while county governments have a responsibility of trade development and regulation including on local tourism according to the Fourth Schedule Part II of the Constitution. Policies, laws and regulations, and standards at all these levels have a bearing on the performance of the sector, and subsequently the Authority.

Economic

Participation in international and regional blocks presents an opportunity for collaboration and integration in delivering the Authority's mandate. It allows for sharing of best practices and their adoption. Globally, tourism has been recognized as a key pillar in driving sustainable development as envisaged in the 2030 Agenda for Sustainable Development. In the recent past, further, there has been an increase in diaspora remittances

which has improved the purchasing power of Kenyans creating demand for local tourism.

Social

Tastes and preferences are evolving rapidly. As travel returns, consumer needs and concerns are shifting while preferences around what people want from holidays are changing. With ongoing uncertainty around international travel, demand and destination popularity can change in an instant. Consumers increasingly seek inspiration and ideas to help them decide where to go not in the traditional ways. As a result, countries have adopted various strategies for resilience and for protection of jobs. These include: Promotion of domestic tourism, preparing plans to support the sustainable recovery of tourism, promoting the digital transition and move to a greener tourism system and rethinking tourism for the future, restoring traveler confidence, supporting tourism businesses to adapt and survive, providing clear information to travelers and businesses, and limiting uncertainty (to the extent possible).

Technology

The world is moving towards digitalization with the aim of enhancing efficiency in service delivery. To the Authority, strong adoption of technology will ensure timely delivery of services, enhance resource mobilization, and strengthen feedback mechanisms, among others. Digitization of key process, including registration and licensing, revenue collection, including active use of social media platforms for communication and information dissemination is key. In spite of this, rapid technological advancement requires continuous adaptation.

Environment

Weather vagaries as a result of climate change has negatively affected the tourism sector. It has derailed infrastructure development, caused destruction of property, and has led to increased human-wildlife conflicts.

Legal

There exists supportive policy and legal frameworks. However, timely enactment of laws and regulations is essential for the implementation of the is strategic plan.

Table 3-1: PESTEL Analysis

Category	Issue	Description/Implication
Political	Goodwill	TRA has continued to enjoy goodwill from different stakeholders. The Authority will continue to leverage on the existing goodwill to accelerate the implementation of programmes
	Government development Agenda and policy priorities	Current government commitment to support the sector as an avenue to create additional job opportunities. This provides a conducive environment for the Authority to deliver its mandate.
	Devolution	– County governments have a responsibility of trade development and regulation including on local tourism according to the Fourth Schedule Part II of the Constitution – Collaboration and partnership with devolved units is also crucial for investments in the Tourism Sector.
Economic	Constrained Financial resources	Limited resource envelop has led to regular austerity measures that result into budget cuts affecting achievement of results. The Authority will put in place measures to diversify its revenue sources to bridge the gap between financial resources and allocation.

Category	Issue	Description/Implication
	Macroeconomic stability	Stable macroeconomic environment provides opportunity for sustainable growth and development. It is expected that the government will continue implementing policies geared towards maintaining a stable macro-economic environment and to pursue policies that support rapid and inclusive economic growth.
Social	Increased awareness	– There has been increased awareness among stakeholders on government services. This enhances project ownership and hence their sustainability. – The Authority will continue to undertake advocacy and sensitization programmes on tourism regulation. – The Authority will also engage the media through provision of timely and accurate information for objectivity in reporting as a way of shoring up its visibility.
	Preferences and Taste	Changing consumer tastes and preferences and the greater emphasis on safety and hygiene presents an opportunity for the Authority to continue to enhance uptake of standards by regulated tourism enterprises, activities and services.
Technological	Automation	Automation of service delivery offers an opportunity to the Authority for improved efficiency and effectiveness. Growth in use of social media

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Category	Issue	Description/Implication
		platforms offers TRA an opportunity for disseminating information. The Authority will continuously automate its core functions as well as develop different modes of communication to ensure wider reach including in areas with poor internet connectivity.
Environmental	Threat of Climate change	Weather vagaries as a result of climate change affect the resilience of tourism projects, activities and services. The global push to responsible and environmentally friendly travel enhances the Authority's aspirations of spearheading sustainable tourism development.
Legal	Legislative framework	There exist supportive legal frameworks. To strengthen coordination and regulation of the sector in the country, TRA will review its regulations for implementation of the Tourism Act. In addition, the Authority will strive to undertake a review of any existing legal frameworks with a view of amending or initiating amendment.

3.1.2 Summary of Opportunities and Threats

Table 3-2: Opportunities

Opportunities	Implications	Strategic Response
Regional and local integration	Integration increases cross-border cooperation in tourism	The Authority will continue to partner with local and regional organizations in tourism
Goodwill from stakeholders	TRA currently enjoys goodwill from both state and non-	TRA will continue to leverage on this goodwill to

Opportunities	Implications	Strategic Response
	state actors on issues of tourism regulation	accelerate the development of standards
Technological advancement and innovations	Improves effectiveness and efficiency in service delivery	TRA will tap into emerging technologies and innovations to improve its processes and systems for effectiveness and efficiency
Devolution	County governments have a responsibility of trade development and regulation including on local tourism according to the Fourth Schedule Part II of the Constitution	The Authority will strengthen its engagement mechanisms with its key stakeholders. Towards this, it will review the stakeholder engagement framework to ensure it is exhaustive and encompassing.
Untapped market like the online/digital hotel booking platforms	Untapped revenue from facilities in platforms such as Airbnb, booking.com. Unstandardized services	The Authority will develop an inventory of all tourism establishments, services and activities with a view to regulating the entire universe
Many unregulated mushrooming colleges offering hospitality courses in the country	Low quality workforce churned out to the market affecting the quality of services and hence making the destination uncompetitive	The Authority will work with the Ministry responsible for Education to develop regulations/frameworks to guide regulation of colleges offering hospitality courses
Political goodwill	Current government commitment to support the sector as an avenue to create additional job opportunities	TRA will continue to leverage on this goodwill

Table 3-3: Threats

Threats	Implications	Strategic Response
Encroachment on TRA Mandate	This can lead to conflict of interest in planning, investment targeting and implementation	The Authority will strengthen partnerships and collaboration with all stakeholders. It will also create awareness among stakeholders for proper understanding of its roles
Climate change	Leads to multiplicity of risks, thus complicating resilience building in the tourism sector	The Authority will mainstream climate change into policies, plans and budgets.
Pandemics and epidemics	Affects consumptions of products and services offered by regulated tourism entreprises	TRA will adaptive planning
Terrorism/insecurity	Negative publicity about the destination	TRA will work with other agencies to enhance the safety and security of visitors to the destination
Unregulated tourism operations coupled with fragmented tourism private sector	Low quality services affecting the competitiveness of the destination	The Authority will develop and update an inventory of tourism, enterprises, services and activities. The Authority will also seek to bring all tourism enterprises, activities and services into the regulatory regime.
Conflict of interest	Delays implementation of planned programmes	The Authority will create awareness among stakeholders for proper understanding of its roles
Lack of tourism development area plans	Leads to up hazard development affecting destination competitiveness. High rate of urbanization	The Authority will work with stakeholders to ensure adherence to sustainability standards and support the development and

Threats	Implications	Strategic Response
	especially in some towns that were previously regarded as historical e.g. Lamu and Malindi. The increased population in these towns' piles pressure on existing infrastructural facilities and resources leading to high pollution, moral degradation, crime among others, thus driving away the tourists that initially found the towns appealing	implementation of tourism area management plans

3.1.3 Internal Environment

The Authority has adopted various governance and administrative structures, re-engineered its internal business processes, optimized its resources and capabilities for effective service delivery. It is also in recognition that there exist some internal factors that can affect service delivery.

3.1.3.1   Governance and Administrative Structure

The Authority's mandate is well captured in the Tourism Act of 2011 while its organizational structure is well defined in the revised Human Resource instruments that have been approved by the Public Service Commission. The Authority has also developed various internal policies to ensure smooth operations.

3.1.3.2   Internal Business Processes

The Authority has leveraged on the availability of modern technology to automate its licensing function. It is also in the process of digitizing its records for ease of retrievability and accessibility. In the medium term, it will automate all its core functions for enhanced efficiency. With constrained resources, strong adoption of technology will ease

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pressure. ICT infrastructure will be harnessed and deployed to augment efficacy in back-office operations to support the TRA processes and other operations.

3.1.3.3   Resource and Capabilities

The Authority has developed encompassing Human Resource instruments in way that, once implemented, it will operate optimally. It has also established skills gaps and will develop strategies to address them, both in the short and long term. The Authority recognizes the need to ensure continued growth and enhanced capacity of its human capital in line with its workload and emerging trends in the sector. In this regard, the TRA optimal staffing levels will be established. Programs to accentuate staff motivation will be implemented in addition to provision of work environment that is safe and conducive. The Authority will also integrate staff performance and productivity in all its operations, and inculcate good governance tenets to enhance efficiency and effectiveness in service delivery. It will also strengthen the communication function for improved institutional visibility.

Even though budgetary allocation has been inadequate, Own Source Revenue has been increasing, although not as expected. In the medium term, the Authority will develop and implement innovative resource mobilization strategies

3.1.4 Summary of Strengths and Weaknesses

Table 3-4: Strengths

Strengths	Implications	Strategic Response
Qualified, competent and professional Staff	Having the right people for the job improves efficiency and effectiveness.	TRA will undertake a workforce analysis to inform staff rationalization as well as develop attraction and retention strategies
Clearly defined mandate	The Authority is mandated to regulate tourism enterprises, services and activities.	The Authority will review the TRA regulations of 2014 to fully operationalize its functions. It will also prepare proposals to inform the review of the Tourism Act of 2011.

Strengths	Implications	Strategic Response
Systems (ERP) and structures (governance) in place	Automation improves services delivery.	Th Authority will continue to automate its core functions to ensure efficiency and effectiveness. It will also continuously upgrade its ICT infrastructure coupled with capacity building of staff to meet customer/client expectations
Competent, cohesive and an enabling Board	The Board provides overall policy direction and guidance in the implementation of plans and polices	The Authority will capacity built its Board as well as hold bonding sessions for the Board and management
Regional presence (Regional offices for outreach)	Affords TRA invaluable experience across the country.	The existence of regional coordination structures and infrastructure affords TRA a stepping stone in the quest to reach the entire universe of tourism establishments. In line with its national mandate, TRA will take advantage of its experience to establish mechanisms of regulating tourism enterprises nationwide.
Strong linkages, collaboration and partnership with key stakeholders	Partnerships and collaborations enhance coordination initiatives.	TRA will review and implement a stakeholder engagement strategy.

Table 3-5: Weaknesses

Weaknesses	Implications	Strategic Response
Inadequate funding	Affects implementation of	The requirement of regulatory agencies to mobilize Own Source

Weaknesses	Implications	Strategic Response
	planned programmes	Revenue to sustain their operations calls for innovative strategies. In the previous plan period, TRA programmes were highly reliant on government exchequer. The Authority will develop and implement a robust resource mobilization strategy.
Inadequate staffing levels	The Authority has been operating below 63.2% of its optimal staffing level leading to suboptimal performance.	The Authority will undertake a workforce analysis and implement feasible recommendations. It wills also explore innovative ways of implementing the reviewed HR instruments
Inadequate working tools and office space	The Authority risks having demotivated staff and low productivity due to an inadequate working environment.	The Authority will ensure improved work environment in all its Regional Offices including working computers, reliable internet connectivity, sitting space, vehicles and furniture.
Low visibility	Affects awareness levels	The Authority will establish brand awareness levels and develop and implement strategies to shore up the image of the Authority.
Weak internal communication mechanism	Both vertical and horizontal communication mechanisms are weak affecting team work and inculcating silo approach in implementing activities	The Authority will strengthen internal communication mechanisms as part of operationalization of the communication function.

Weaknesses	Implications	Strategic Response
Lack of SOPs	Delays service delivery, while also affecting consistency	The Authority will develop and implement SOPs within the first year of the strategic plan
Delays in finalization of key policy documents	Delays operationalization of key internal functions	The Authority will finalize and operationalize all pending policy documents within the first year of the strategic plan
Low levels of compliance enforcement	Affects service quality while also limiting revenue collection for the Authority	The Authority will strengthen its enforcement capability as well as develop an enforcement policy. It will also work with other Agencies for enhanced compliance
Weak succession management	The Authority has weak succession management leading to gaps as a result of retirement, exit or natural attrition.	The Authority will develop and implement a succession management strategy.

3.1.5 Analysis of Past Performance

3.1.5.1 Key Achievements

In the retired Strategic Plan 2018-2022, the Authority had envisaged to implement thirteen (13) strategic objectives through various activities. By conclusion of the plan period, the Authority had managed to implement 68.9% of the planned aspirations as captured in table below: -

Strategic Objective	Key Achievement
Enhance customer satisfaction	i. Conducted customer satisfaction surveys and implemented all feasible recommendations ii. Implemented e-CRM iii. Reviewed TRA service charter and translated it to Kiswahili and Braille

Strategic Objective	Key Achievement
	iv. Developed and implemented a complaint handling procedures/guideline
Enhance national cohesion and values	i. Implemented Commitments contained in the Annual President's report on National values and principles of Governance ii. Held engagement forums with stakeholders iii. Mobilized tourism sector players to form associations for better regulation
Enhance financial sustainability of the Authority	i. Developed and implemented a Resource Mobilization Strategy – realizing KES. 896 million in five (5) years ii. Collaborated with other agencies to enhance revenue collection
Improve financial management	i. Maintained an up-to-date Asset Register for the Authority ii. Adopted Programme Based Budgeting iii. Implemented cost saving measures such as adoption of ICT in communication and dissemination of reports
Enhance quality of service in the tourism sector	i. Conducted Quality Audit of 31,921 regulated tourism and hospitality establishments ii. Trained and certified 70 quality assurance officers and assessors from all TRA Regional Offices. iii. Reviewed EAC classification criteria iv. Trained 554 tourism and hospitality operators on compliance to standards v. Developed an accreditation award scheme for national Mark of Quality and brand identity
Enhance professionalism within the tourism sector	i. Registered and licensed 18,397 regulated tourism enterprises ii. Developed a workforce development strategy

Strategic Objective	Key Achievement
	iii. Developed a skills inventory of manpower in the tourism sector iv. Developed standards for vocational tourism and hospitality training institutions v. Maintained a register of recognized tourism and hospitality training institutions vi. Developed Codes of Practice for regulated tourism enterprises vii. Sensitize stakeholders on the Codes of Practice
Enhance standards in the tourism sector	i. Developed minimum standards for regulated tourism enterprises, services and activities ii. Organized stakeholder engagement workshops
Facilitate tourism trade	i. Developed an online licensing platform ii. Processed 100% of recommendations for custom duty exemptions under the EAC Customs Management Act. iii. Sensitized stakeholders on available incentives in the sector iv. Undertook a study on tourism investment incentives in competing tourist destinations
Monitor trends in the tourism sector	i. Undertook an assessment and audit of tourism activities and services at national and County level ii. Prepared and disseminated the annual Tourism Sector Status Report iii. Collated monthly data from regulated tourism enterprises, activities and services.
Enhance partnerships and collaborations	i. Conducted a study on Regulations impacting businesses in the Tourism sector ii. Collaborated with other Agencies to enhance compliance iii. Sensitized stakeholders on benefits of co-regulation

Strategic Objective	Key Achievement
Improve Management of Human Capital	i. Reviewed the Authority's organization structure ii. Developed and implemented a performance management framework iii. Undertook skills gaps Analysis and Training Needs Assessment and implemented feasible recommendations iv. Reviewed HR instruments
Enhance automation at the Authority	i. Prepared and implemented Maintenance Plans for all ICT Equipment and systems within the Authority ii. Revamped the Authority's website iii. Acquired and installed ERP system iv. Modernized ICT Equipment and Data Network Infrastructure
Improve the working environment at the authority	i. Developed a code of conduct and ethics ii. Carried out employee Satisfaction Surveys and implemented feasible recommendations

3.1.5.2 Challenges

i. Inadequate funding
ii. Low staffing levels
iii. Low uptake of standards and accreditation by regulated tourism enterprises, activities and services
iv. Weak organizational culture
v. Narrow regulatory base

3.1.5.3 Lessons Learnt

i) A mid-term evaluation to establish the level of implementation of the Strategic Plan was undertaken. The review established the extent with which the Authority should adjust the planned targets in relation to challenges and emerging issues that occurred during the implementation of the first phase of the Plan. It is important to undertake periodic reviews on the implementation of the strategic Plan in order to

adjust target in accordance to prevailing circumstances.

ii) By automating some of its functions, the Authority recorded improved efficiencies and enhanced service delivery. These gains need to be up-scaled taking into account growth in technology, risks involved and the need for continuous upgrade and capacity building of staff to meet customer/client expectations.

iii) Structuring of resource mobilization improves implementation of projects and programmes. The establishment a resource mobilization function in the corporate services department helped streamline fundraising. To further augment this gain in the plan period, a fully-fledged unit for resource mobilization should be established to facilitate timely and appropriate action.

iv) The Authority visibility is a key contributor to awareness levels. To further enhance TRA brand awareness and connect to opportunities, the Authority should revamp the communications unit to fully support its corporate aspirations.

v) End-term review of the Strategic Plan was subjective. Most of the output targets and indicators did not meet the SMART criterion. There is need to set smart objectives and realistic targets.

vi) Given that the Authority regulates services and activities with varied levels of compliance, there is need for individualized engagements for enhanced compliance.

vii) Strong collaboration and partnerships with stakeholders lead to effectiveness and efficiency in service delivery.

3.2 Stakeholder Analysis

An analysis of the stakeholders is undertaken to clearly outline their roles/functions; their expectations from TRA; what the Authority should do to meet their expectations; and what the stakeholders should do to assist TRA realize its mandate.

Table 3-6: Stakeholder Analysis

S/No.	Stakeholder	Role	Stakeholder's expectation from TRA	TRA's expectation from the stakeholder
1.	Ministry of Tourism and Wildlife	Providing policy direction and oversight	– Prudent financial management – Efficient and effective service delivery – Collaboration and partnerships – Timely submission of progress reports (and to other relevant agencies) – Regulate tourism sector in Kenya – Provision of appropriate guidelines and policies on a timely basis	– Support in resource mobilization – Effective leadership and policy guidance – Objective feedback regarding products, services and reports – Timely and clear guidelines and policies – Timely disbursement of funds – Collaboration and partnerships – To partner with TRA to address issues and laws that hamper tourism growth
2.	County Governments	Collaborating with the Authority to enhance uptake of standards by regulated tourism enterprises, activities and service	– Collaboration and partnerships – Promote local tourism products, activities and services – Develop and implement appropriate guidelines and policies – Support in the implementation of development plans	– Collaboration and partnerships – Mainstreaming of local tourism initiatives into county plans and budgets, as well as their actual implementation – Promote local tourism products, activities and services

S/No.	Stakeholder	Role	Stakeholder's expectation from TRA	TRA's expectation from the stakeholder
				– Develop and implement appropriate guidelines and policies – Align their legislations to national government's – Implement tourism area development plans – Promote compliance with tourism standards
3.	The National Treasury and Economic Planning	Financing tourism Authority projects and programmes	– Prudent management of funds – Timely submission of reports – Compliance with financial management laws and regulations	– Timely approval of expenditure requests – Financial advice, concurrence and approval resource mobilization strategies – Technical support upon request – Objective feedback – Support in resource mobilization
4.	Industry Associations	Promoting self-regulation through adherence to the industry codes of practice	– Effective and well-regulated sector – Timely and clear policies and guidelines – Objective involvement and participation in	– Collaboration and partnerships – Objective feedback regarding products and services

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S/No.	Stakeholder	Role	Stakeholder's expectation from TRA	TRA's expectation from the stakeholder
			TRA's programmes and policies – Efficient service delivery – Sound engagement mechanisms – Applicable code of practice for the tourism sector – Recognition	– Collective responsibility in sector management – Awareness creation on the roles of the Authority among members – Objective involvement and participation in TRA's programmes and policies – Self-regulation through development and implementation of code of conduct – Capacity building of its members
5.	State Agencies in the Tourism Sector	Supporting the regulatory role of the Authority	– Collaboration and partnerships – Provision of appropriate guidelines and policies on a timely basis – Build the competitiveness of the destination	– Support in resource mobilization – Objective feedback regarding products and services – Collaboration and partnerships – Build the competitiveness of the destination – Awareness creation on the role of the Authority

S/No.	Stakeholder	Role	Stakeholder's expectation from TRA	TRA's expectation from the stakeholder
6.	Regulated Tourism Enterprises and Operators (private sector)	Provision of tourism products and services	– Timely and clear policies and guidelines – Quality control through inspections and audits – Provision of technical advisory services – Timely provision of regulatory services – Transparency in service provision – Automation of processes	– Compliance with set guidelines, regulations and standards – Market and promote Kenya as a tourist destination – Objective feedback regarding products and services – Professionalism in service provision – Provision of quality tourism products and services – Adoption of innovative and best practices to shore up the sector
7.	Tourists	Consumers of tourism products and services	– Quality tourism products and services – Safe and secure destination	– Objective feedback – Adherence to destination cultural values and norms
8.	Legislative bodies	Developing the regulatory space	– Timely submission of draft policies and bills – Timely response to parliamentary questions – Prudent utilization of allocated funds	– Timely legislation – Allocation of adequate financial resources – Awareness creation on the role of TRA among stakeholders

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S/No.	Stakeholder	Role	Stakeholder's expectation from TRA	TRA's expectation from the stakeholder
9.	Research, educational and training institutions	Undertaking research to facilitate the regulatory role of the Authority	– Timely and clear policies and guidelines – Timely provision of regulatory services – Transparency in service provision – Automation of processes – Implementation of feasible research recommendations – Adoption of new products, innovations and technologies	– Compliance with set guidelines, regulations and standards – Provision of competitive workforce – Market and promote Kenya as a tourist destination – Objective feedback regarding products and services – Professionalism training services – Adoption of innovative and best practices to shore up the sector
10.	Staff	Provision of quality services to clients	– Commensurate remuneration – Supportive policies – Career progression and development – Conducive working environment – Management and Board support	– Confidentiality – Productivity, professionalism and teamwork – Compliance with laws and regulations – Accountability and transparency
11.	Media	Providing a marketing platform and propelling the destination image	– Timely provision of accurate information – Collaboration and partnerships	– Objective reporting – Collaboration and partnerships

S/No.	Stakeholder	Role	Stakeholder's expectation from TRA	TRA's expectation from the stakeholder
	Service providers	Provision of services in the tourism sector	– Fair and transparent tendering processes – Timely payment – Compliance with laws and regulations	– Timely and quality products and services – Compliance with laws and regulations – Confidentiality

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CHAPTER FOUR

STRATEGIC ISSUES, GOALS AND KRAs
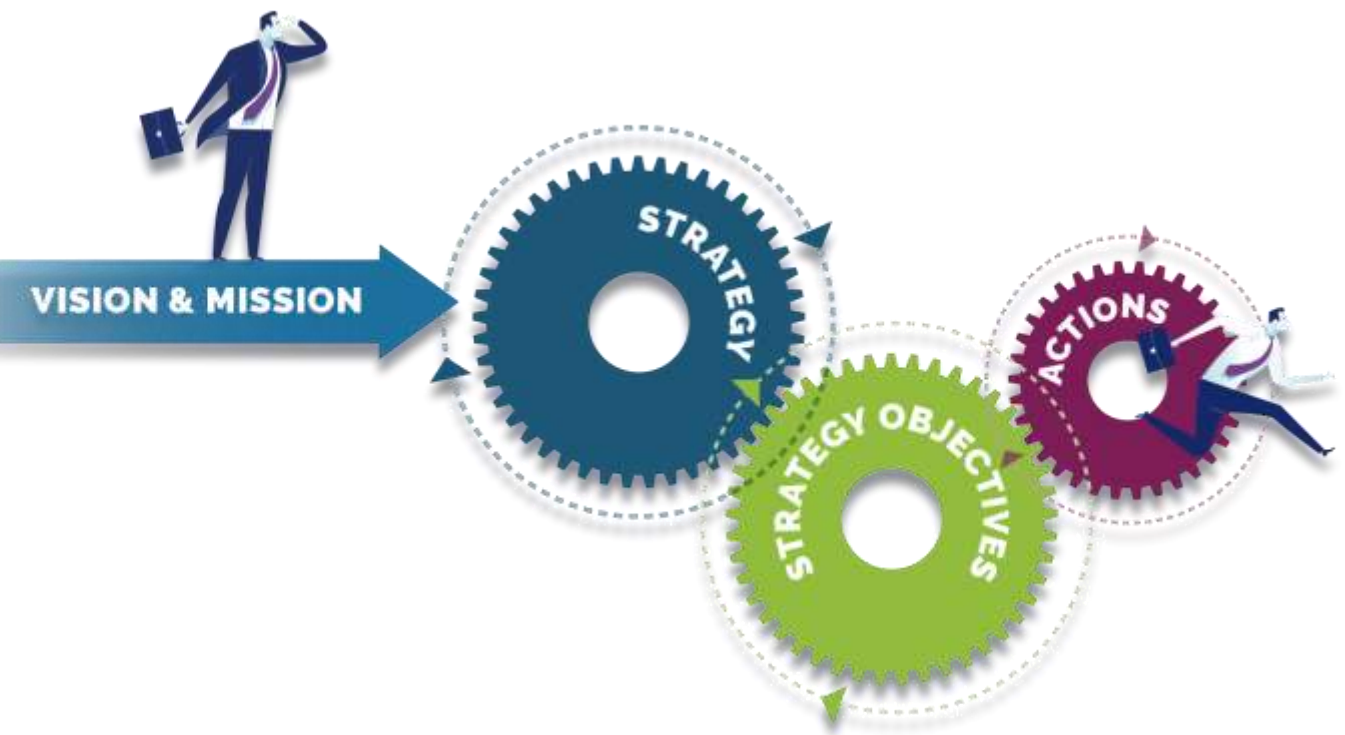
4.0   Overview

This chapter presents the strategic issues, the Authority's aspired future (goals) and the Key Result Areas (KRAs).

4.1   Strategic Issues

1   Inadequate resources: The Authority has not had adequate resources to implement its planned programmes and activities. The Authority required KES. 3,545 million to implement the previous strategic plan although only KES. 1,2700 million was realized. The Authority will develop innovative resource mobilization strategies, including establishing strategic partnerships and collaborations.
2   Inadequate institutional capacity: The Authority has inadequate staff and is one of the reasons for the unfavourable performance. the Authority has 122 staff, meaning that it is operating below optimal level (63.2%). Additionally, uncompetitive compensation structure coupled with lack of a uniform organizational culture has influenced the efficiency and effectiveness of execution of the Authority's mandate.
3   Weak Monitoring of tourism trends
4   Weak enforcement, hence low compliance with standards
5   Low visibility of the Authority among its stakeholders

4.1.1 Critical Success Factors

1. **Leadership and Governance**: The Management and the Board will provide direction and guidance towards strategy execution.
2. **People, Systems and Policies**: The Authority will ensure that the right people are engaged, both in skill and competence. Supportive systems and policies will also be put in place.
3. **Monitoring and Evaluation**: The Authority will strengthen the monitoring of tourism trends to ensure early remedial actions. A key hinge will be the strengthening of the Strategy and Planning Division.
4. **Culture**: The Authority will maintain and improve a performance-oriented culture at all levels during the

implementation of this plan. The performance culture will be aligned with the Authority's performance management framework. This framework will provide periodic review of the Key Performance Indicators (KPIs) for continuous improvement.

5. **Communication**: The Authority's strategies will be cascade down to the various levels of the organization. To enable buy-in and support, the Strategic Plan will be communicated to all employees in the most effective manner. Both horizontal and vertical communication mechanisms will be strengthened.

6. **Performance-Based Budget**: The Authority will ensure that the Strategic Plan initiatives are adequately budgeted for.

7. **Governance**: Regular internal and external audits will be conducted to establish compliance with Government's operations and financial regulations. These audits will also facilitate value for money as well as strengthen the financial management arrangements to make it a compliant Authority.

4.2   Strategic Goals

At the end of the plan period, the following outcomes will be expected: improved product and service quality in the tourism sector; enhanced professionalism in the sector; evidence-based decision making and policy direction facilitated; enhanced partnerships and collaborations; enhanced customer satisfaction and organizational capacity and governance of the Authority strengthened to facilitate effective and efficient execution of its mandate.

4.3   Key Result Areas
Table 4.1: Strategic Issues, Goals and KRA

Strategic Issue	Goal	KRAs
Weak enforcement, hence low	Improved product and service quality in the tourism sector	Tourism Sector Standards

Strategic Issue	Goal	KRAs
compliance with standards	Enhanced professionalism in the tourism sector	
Weak Monitoring of tourism trends Weak Monitoring of tourism trends	Evidence-based decision making and policy direction facilitated.	Co-regulation
	Enhanced partnerships and collaborations	
Low visibility of the Authority among its stakeholders	Enhanced customer satisfaction	Service Delivery
Inadequate resources	Organizational capacity and governance strengthened	Organizational Capacity and Governance

CHAPTER FIVE

STRATEGIC OBJECTIVES AND STRATEGIES

5.0   Overview

This Chapter presents the Authority's objectives and the strategies.

5.1   Strategic Objectives

Table 5-1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
KRA 1: Tourism Sector Standards							
SO1.1 To enhance product and service quality in the tourism sector	Quality tourism products and services	Proportion of tourism products and service in compliance with quality standards	50	70	80	90	100
		Proportion of regulated tourism enterprises activities and services accredited	75	100	-	-	-
		Proportion of regulated enterprises in compliance with the safety and hygiene standards	100	100	100	100	100
		Proportion of regulated tourism enterprises, activities and services classified and star rated	30	100	-	-	-
SO1.2 To promote professionalism in the tourism sector	Quality tourism sector workforce	Universe/population of technical and vocational tourism and hospitality training institutions and tourism sector workforce	1	-	-	-	-
		Proportion of tourism sector workforce registered	-	100	100	100	100
		Proportion of vocational tourism and hospitality training institutions in compliance with standards	-	100	100	100	100
KRA 2: Co-regulation							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
SO2.1 To facilitate evidence-based decision making and policy direction	Evidence-based decision making and policy direction	Annual audit and assessment of tourism activities and services at the national level	1	1	1	1	1
		Tourism Sector Status Reports	1	1	1	1	1
		Automated Monthly Data collection (Portal)	1	1	1	1	1
SO2.2 To enhance partnerships and collaborations	Partnerships and collaborations strengthened	Engagement Strategy	1	1	1	1	1
		Proportion of regulated tourism enterprises, activities and services in compliance with the code of practice	100	100	100	100	100
KRA 3: Service Delivery							
SO3.1 To enhance customer satisfaction	Customer promoter score improved	Customer Satisfaction Index	X	X+2	X+2	X+2	X+2
KRA 4: Organizational Capacity and Governance							
SO4.1 To increase financial resources for the Authority to implement planned programmes	Increased resources	Amount of Appropriation in Aid (A-in-A) (Millions)	215	225.7	251.8	278.2	300
		Absorption rate	100	100	100	100	100
SO4.2 To strengthen institutional capacity and governance	Improved staff capacity	Optional staffing levels	65	75	80	85	90
		Proportion of staff trained	100	100	100	100	100
	Performance management strengthened	PC score category	Good	V. Good	V. Good	V. Good	V. Good
		Proportion of staff on SPAS	100	100	100	100	100
	QMS Implemented	ISO Certificate			1		
	Services automated	Automation level	50	60	70	80	100
		Bonding sessions	1	1	1	1	1

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
	Corporate Culture Institutionalized	Proportion of staff sensitized on corporate culture	100	100	100	100	100
		Employee promoter score	X	X+2	X+2	X+2	X+2
	Work environment improved	Proportion of staff with adequate working tools and space	100	100	100	100	100
		Proportion of regional offices rehabilitated	-	40	50	70	100

5.2 Strategic Choices

Table 5.2: Strategic Objectives and Strategies

KRAs	Strategic Objectives	Strategies
Tourism Sector Standards	To enhance product and service quality in the tourism sector	Improve uptake of standards by regulated tourism enterprises, activities and services
		Improve accreditation and classification of regulated tourism enterprises, activities and services
		Strengthen standards development and awareness creation
		Expand the regulatory base
	To promote professionalism in the tourism sector	Operationalize the Authority's role of regulating tourism sector workforce
		Ensure uptake of standards by Technical and Vocational Tourism and

KRAs	Strategic Objectives	Strategies
		Hospitality training institutions
Co-regulation	To facilitate evidence-based decision making and policy direction	Monitor tourism trends
		Improve knowledge management
	To enhance partnerships and collaborations	Strengthen stakeholder engagement frameworks
		Revitalize self-regulation in the tourism sector
Service Delivery	To enhance customer satisfaction	Increase customer satisfaction
		Improve brand visibility and awareness
		Ensure adherence to national values and principles of governance
Organizational Capacity and Governance	To increases financial resources for the Authority to implement planned programmes	Strengthen resource mobilization and planning
		Enhance resource planning and control
	To strengthen institutional capacity and governance	Improve management of Human Resource
		Improve performance management
		Strengthen corporate planning
		Ensure maintenance of internal quality standards

KRAs	Strategic Objectives	Strategies
		Improve risk management
		Improve Corporate Governance
		Expand automation of Authority services
		Establish Corporate Culture
		Improve work environment

CHAPTER SIX

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0   Overview

This chapter covers the implementation plan and its various components namely action plan, annual workplan and budget, performance contracting, coordination framework, institutional framework, staff establishment, skills set and competence development. It also captures the leadership component, systems and procedures that will be required for effective and efficient implementation of the strategic plan and presents the risk management framework.

6.1   Implementation Plan

The following three (3) components of the implementation plan describe how the Strategic Plan will be operationalized.

6.1.1 Action Plan

Appended herein as Annex 1 is the Implementation Matrix which details strategic issues, strategic goals, Key Result Areas (KRA's), outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual budgets and Responsibility for execution of the activities. The action Plan will guide TRA's operations for the plan period.

6.1.2 Annual Workplan and Budget

The Authority will extract expected outputs and activities for the Annual work plans from the implementation matrix (Annex 1). This will ensure that the annual workplans developed over the period are aligned to the strategic objectives, strategies and activities defined in this Strategic Plan. The Annual workplans will be used to inform the Authority's Annual budgets for the plan period. As such, the annual work plans will be extracted in time for the development of the annual budgets to ensure alignment of the Annual workplans to the projected annual budgets.

6.1.3 Performance Contracting

The Authority will extract Annual Performance Contracts (PC) from the annual workplans based on the approved budgets for the respective financial years during the plan period.

6.2   Coordination Framework

The following four (4) components describe how the activities and programmes that are key in the implementation of the Strategic Plan will be coordinated.

6.2.1 Institutional Framework

During the period under the first and second Strategic Plan 2014-2018 and 2018-2022 respectively, the Authority operated on Human Resource instruments that were developed in 2015. In the implementation of these human resource instruments namely: the report on organizational structure and staffing levels, Career Guidelines and Human Resource Policies and Procedural manuals there were notable gaps which limited the efficient delivery of services in the Authority. To this end, the Human Resource instruments were reviewed and have since been approved by the Public Service Commission (PSC). During this plan period therefore, the Authority will endeavor to implement these reviewed Human Resource instruments to facilitate efficient and effective execution of the aspirations in this Strategic Plan.

6.2.2 Staff Establishment, Skills Set and Competence Development

During this plan period, the Authority will implement interventions to ensure that the levels, skills set and competencies are adequate to support implementation of the Strategic Plan. These interventions will include but not limited to recruitment, outsourcing, capacity building/training, coaching, and mentoring. As such, the Authority will endeavor to bridge the identified gaps as captured in table 6.2 and 6.3 below

Table 6-1: Staff Establishment

Designation/ Cadre	Approved Establishment (A)	Optimal Staffing levels(B)	In-Post (C)	Variance (Gap) D=(B-C)
Office of the Director General	5	5	4	1
Standards and Accreditation Directorate	46	46	12	34
Compliance and Quality Assurance Directorate	141	141	86	55
Planning Division	6	6	1	5
Finance Division	4	4	3	1
Human Resource and Administration Division	13	13	6	9
Information, Communication Technology Division	4	4	2	2
Corporate Communication Division	4	4	2	2
Supply Chain Management Division	4	4	3	2
Corporation Secretary &Legal Service Division	4	4	1	3
Audit and Risk Assurance Division	2	2	1	1
TOTAL	**233**	**233**	**122**	**111**

Table 6-2: Skills set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
TRA 1	(i) Broad knowledge of corporate governance, public finance management,	Corporate Governance; Strategic Leadership skills	Corporate Governance Course; Strategic Leadership

Cadre	Skills Set	Skills Gap	Competence Development
	procurement, labour laws and current industry related issues and trends at national, regional and international levels; (ii) Skills in people management and administration; (iii) Excellent communication and presentation skills; (iv) High level interpersonal and cross-cultural skills including ability to build alliances and collaborative relationships with sensitivity to diversity; (v) Strong analytical skills; (vi) Strategic and innovative thinking; (vii) Ability to mobilize resources;		Development Course

Cadre	Skills Set		Skills Gap	Competence Development
	(viii)	Strong leadership skills; and		
	(ix)	Negotiation skills.		
TRA 2	(i)	Certificate in Leadership course lasting not less than four (4) weeks from a recognized institution;	Strategic Leadership skills	Strategic Leadership Development Course
	(ii)	Proficiency in computer applications;		
	(iii)	Demonstrated merit and ability as reflected in work performance and results; and		
	(iv)	Exhibited a thorough understanding of national goals, policies, objectives and ability to relate them to proper management of the compliance and quality assurance function.		

Cadre	Skills Set	Skills Gap	Competence Development
TRA 3	(i) Certificate in Leadership course lasting not less than four (4) weeks from a recognized institution; (ii) Proficiency in computer applications; (iii) Demonstrated merit and ability as reflected in work performance and results.	Strategic Leadership skills	Strategic Leadership Development Course
TRA 4	(i) Certificate in Management course lasting not less than four (4) weeks from a recognized institution; (ii) Proficiency in computer applications; (iii) Demonstrated merit and ability as reflected in work performance and results.	Senior Management skills	Senior Management Course
TRA 5	(i) Proficiency in computer applications;	Supervisory skills	Supervisory management course

Cadre	Skills Set		Skills Gap	Competence Development
	(ii)	Shown merit and ability as reflected in work performance and results.	Report writing skills	Report writing course
TRA 6	(i)	Proficiency in computer Applications	Report writing skills	Report writing course
TRA 7	(i)	Proficiency in computer applications;	Report writing skills	Report writing course
	(ii)	Shown merit and ability as reflected in work performance and results.		
TRA 8	(i)	Refresher course for drivers lasting not less than one (1) week within every three (3) years at Kenya Institute of Highway and Building Technology (KIHBT) or any other recognized institution;	Report writing skills Defensive Driving skills	Report writing course Defensive Driving course
	(ii)	Proficiency in computer application; and		

Cadre	Skills Set		Skills Gap	Competence Development
TRA 9	(i)	Refresher course for drivers lasting not less than one (1) week within every three (3) years at Kenya Institute of Highway and Building Technology (KIHBT) or any other recognized institution;	Report writing skills Defensive Driving skills	Report writing course Defensive Driving course
	(ii)	Proficiency in computer application; and		

6.2.3 Leadership

The Board of Authority will provide overall leadership and oversight during implementation of this Strategic Plan. The Board will meet at least once quarterly to review implementation of the strategic plan, the annual work plans, quarterly reports and financial expenditures in accordance with public financial management circulars and legal procedures. The Authority will constitute three (3) Strategic Theme Teams headed by Directors for purposes of responsibility and accountability in leading and coordinating the execution of strategic activities relevant to their assigned KRAs. The heads of these Strategic Theme Teams will present their reports on progress made on implementation of this Strategic Plan in quarterly Management meetings. The Head of Strategy and Planning Division will be responsible for coordination of implementation and reporting of this strategic Plan.

6.2.4 Systems and Procedures

During this plan period, the Authority envisages implementing a Quality Management System (QMS) which will lead to acquisition of ISO certification. This will facilitate adoption of internal quality standards thus enable the Authority champion quality and excellence in the sector from a strong standpoint. In addition, the Authority will focus on full automation of its processes and operations through investment in a robust system infrastructure.

6.3   Risk Management Framework

This section presents potential risks that are likely to hinder implementation of this strategic plan. These risks which have been categorized under each strategic objective will be continuously analyzed, mitigated and monitored throughout the plan period (Table 6.3).

Table 6-3: Risk Management Framework

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures	Risk Owner
Financial	Inadequate funding	Medium	High	High	– Engage the National Treasury for increased government allocation – Develop and implement resource mobilization strategy – Operationalize the budget implementation committee of the Authority – Strengthen financial resource planning and control mechanisms – Engage county	Deputy Director Finance & Accounts

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures	Risk Owner
					– Prioritize programmes and projects – Strengthen partnerships and collaboration	
Reputational	Non-compliance with minimum standards	Medium	High	High	– Develop enforcement policy – Enforce compliance – Stakeholder capacity strengthening – Strengthen mechanism for dissemination of standards and information	Director, Compliance & Quality Assurance
	Data insecurity	Medium	High	High	– Develop business continuity plan – Develop and implement ICT policy – Domesticate the data protection policy – Enforce quality data checks – Strengthen capacity of data handlers	Deputy Director, ICT
	Loss of tacit knowledge	Low	Medium	Medium	– Develop and implement succession management plan – Entrench corporate culture – Strengthen KM frameworks	Deputy Director Human Resource Management
	Changing priorities and	Low	High	High	– Continuous review of the MoUs	Deputy Director

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures	Risk Owner
	management in organizations with active MoUs with TRA				– Due diligence before engagement	Planning & Strategy
	Changing stakeholder priorities	Medium	Medium	Medium	Develop/review and implement a stakeholder engagement framework	Deputy Director Planning & Strategy
	Minimal value proposition for stakeholders	Low	High	High	– Strengthen feedback mechanisms with stakeholders – Innovate and implement interventions (with stakeholders) – Hold annual forums with partners	Director Compliance & Quality Assurance
Operational	Non-compliance with operational plans	Low	Medium	Medium	– Establish and operationalize a Performance Management Committee – Enforce compliance with operational plans – Approval of activities to be based on the annual operation plans	Deputy Director Planning & Strategy
	Inadequate staff capacity coupled with Staff turnover	Low	High	Medium	– Implement strategies to attract and retain qualified and competent staff. – Implement SPAS	Deputy Director Human Resource Management
	Failure to fully	Low	High	Medium	– Put in place a performance	Director General

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures	Risk Owner
	implement the SP				management framework – Proper communication of the SP to staff and Board	
	Limiting Authority organizational structure	Medium	Medium	Medium	– Implement SRC /PC recommendation on staff remuneration – Undertake workforce analysis and implement feasible recommendations – Implement and induct staff on the Human Resource Instruments (Human Resource & procedure Manual, Career Guidelines and Organogram) approved by PSC – Provide conducive work environment – Undertake employee satisfaction survey and implement feasible recommendations – Strengthen staff welfare	Deputy Director Human Resource Management
Legal	Exposure to litigation	Low	Medium	Medium	– Strengthen the legal unit – Develop and implement ADR mechanisms	Deputy Director Legal Services

Risk Category	Risks	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures	Risk Owner
					– Strengthen contract management	
	Delayed review of legal and policy frameworks	Low	Medium	Medium	Support the development/review of the existing legal and policy frameworks.	Director General

CHAPTER SEVEN

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0   Overview

This Chapter gives an overview of the financial resource required to implement the strategic plan. It also presents the financial resource gap per financial year as well the resource mobilization strategies that needs to be put in place. It presents the resource planning and management strategies.

7.1   Financial Requirements

Table 7-1: Financial Requirements

Key Area Result	Baseline (2023) (KES. Mn)	Resource Requirements (KES. Mn)						%
		Y1	Y2	Y3	Y4	Y5	Total	
Tourism Sector Standards	20.4	243.9	318.7	183.5	190.3	213.6	1,150.0	**16.8**
Co-Regulation	1.0	27.4	40.2	53.5	49.8	49.0	219.9	**3.2**
Service Delivery	1.93	21.9	25.5	25.3	30.9	28.9	132.5	**1.9**
Organizational Capacity and Governance	69.1	389.2	656.3	589.5	629.4	684.5	2,948.9	**43.2**
Utilities	81.7	177.6	225.5	252.1	275.4	275.4	1,206	**17.7**
PE	208.7	208.7	232.4	233.6	240.6	252.6	1,168	**17.1**
Total	**382.8**	**1,068.7**	**1,498.6**	**1,337.5**	**1,416.4**	**1,504**	**6,825.3**	

To implement this strategic plan in the next five (5) years, the Authority will require KES. 6,825.3 million. A big proportion of the funding will be spent on Organizational Capacity and Governance (78%) followed by Tourism Sector Standards (16.8%).

7.2   Resource Gaps

Table 7-2: Resource Gaps

FY	Requirement (Kshs. Mn)	Estimated Revenue (Kshs. Mn)	Variance (Kshs. Mn)
Y1	1,068.7	382.8	(685.9)
Y2	1,498.6	454.4	(1,044.2)
Y3	1,337.5	482	(855.5)
Y4	1,416.4	512.4	(904.0)
Y5	1,504	512.4	(992.0)
Total	**6,825.3**	**2,343.9**	**(4,481.4)**

With an estimated resource envelop of **KES. 2,343.9 million** compared to a resource requirement of **KES. 6,825.3 million** for programmes, the Authority has a resource gap of **KES. 4,481.4 million.** This calls for sound resource mobilization strategies to bridge the gap.

7.3   Resource Mobilization Strategies

i) **Resource Mobilization Strategy**: The Authority will develop and implement a resource mobilization strategy in the first year of the plan. It will also establish and operationalize a resource mobilization unit.
ii) **GoK Funding:** The Authority, through the parent Ministry, will engage the National Treasury for adequate funding to operationalize this plan.
iii) **Stakeholder Engagement Framework:** The Authority will develop and implement a framework for engaging stakeholders.
iv) **Partnership and Collaboration Framework with County Governments:** The Authority will work closely with the county governments.

7.4   Resource Management

The Authority will continue to adopt the Programme Based Budgeting approach. It will capacity build its staff on budgeting, risk management and resource planning. The Authority will continue to comply with relevant statutes governing public finances for optimal utilization of resource.

CHAPTER EIGHT

MONITORING, EVALUATION AND REPORTING FRAMEWORK

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8.0   Overview

This chapter covers the monitoring framework, performance standards evaluation framework, reporting framework and feedback mechanism that will be used by the Authority to ensure that implementation of this Strategic Plan is on course.

8.1   Monitoring Framework

To ensure successful implementation of this Strategic Plan, monitoring will involve a systematic and continuous process of collecting and analyzing information based on the performance indicators, targets and provision of feedback. Monitoring will be done at two levels as follows: -

8.1.1 Monitoring at Board Level

Implementation of this Strategic Plan will be closely monitored quarterly and annually by the Board to ensure accomplishment of the Plan. During the quarterly and annual review meetings, the Board will receive and review progress reports from the Management Committee through the Director General indicating overall progress made on the strategic objectives. The nature and scope of reporting will include: (a) progress made against targets of the Strategic Plan; (b) causes of any deviations; (c) areas of difficulties and suggested solutions to problems that may adversely affect implementation; and (d) suggested or corrective measures taken to mitigate the challenges encountered.

8.1.2 Monitoring at Management Level

The management level will consist of all heads of Departments and Divisions. Monitoring at Management level will involve routine data collection and analysis on progress made on implementation of the Strategic Plan. Heads of Departments and Divisions will monitor implementation of the Strategic objectives within their respective jurisdictions and submit quarterly and annual reports to the Management Committee.

The Head of Strategy and Planning will coordinate the entire monitoring exercise through consolidation of quarterly and annual reports on status of implementation which will be discussed by the Management Committee and the Board of Authority.

8.2   Performance Standards

The performance standards based on the Strategic Objectives, Strategies, activities and Key Performance Indicators as outlined in this strategic plan will be communicated to employees to provide a framework within which the employees are expected to deliver on this Strategic Plan. As such, the implementation matrix appended herein (Annex 1) will be integrated with the Performance Management System to enhance realization of the aspirations contained in this Plan. All Departmental and Divisional Heads will be required to draw their activities and programmes from the implementation matrix and generate annual workplans and cascade to individuals in their respective teams through annual staff appraisal forms. This linkage will ensure commitment of all staff to the realization of the Strategic Objectives as stipulated in this Plan.

In addition, the Head of Strategy and Planning will coordinate the Strategic Planning Theme Teams to collect data on quarterly and annual basis to facilitate tracking of individual staff and departmental performance on their respective Key Results Areas, Strategic Objectives and Key Performance Indicators.

8.3   Evaluation Framework

The Authority will assess the level and extent of achievement of the objectives towards attainment of the strategic goals alongside the respective KRA's using the outcome performance matrix appended herein as Table 8.1: -

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Table 8.1: Outcome Performance Matrix

| Key Result Area | Outcome | Outcome Indicator | Baseline | | Target | |
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Tourism Sector Standards	Quality tourism products and services	Proportion of tourism products and service in compliance with quality standards	50	2023/2024	80	100
		Proportion of regulated tourism enterprises activities and services accredited	75	2023/2024	100	-
		Proportion of regulated enterprises in compliance with the safety and hygiene standards	100	2023/2024	100	100
		Proportion of regulated tourism enterprises, activities and services classified and star rated	30	2023/2024	100	-
	Quality tourism sector workforce	Universe/ population of technical and vocational tourism and hospitality training institutions and tourism sector workforce	1	2023/2024	-	-
		Proportion of tourism sector workforce registered	-	2023/2024	100	100
		Proportion of vocational tourism and hospitality training institutions in compliance with standards	-	2023/2024	100	100
KRA 2: Co-Regulation	Evidence-based decision making and policy direction	Annual audit and assessment of tourism activities and services at the national level	1	2023/2024	1	1
		Tourism Sector Status Reports	1	2023/2024	1	1
		Automated Monthly Data collection (Portal)	1	2023/2024	1	1
	Partnerships and collaborations strengthened	Engagement Strategy	1	2023/2024	1	1

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		Proportion of regulated tourism enterprises, activities and services in compliance with the code of practice	100	2023/2024	100	100
KRA 3: Service Delivery	Customer promoter score improved	Customer Satisfaction Index	X	2023/2024	X+2	X+2
KRA 4: Organizational Capacity and Governance	Increased resources	Amount of Appropriation in Aid (A-in-A) (Millions)	215	2023/2024	251.8	300
		Absorption rate	100	2023/2024	100	100
	Improved staff capacity	Optional staffing levels	65	2023/2024	80	90
		Proportion of staff trained	100	2023/2024	100	100
	Performance management strengthened	PC score category	Good	2023/2024	V. Good	V. Good
		Proportion of staff on SPAS	100	2023/2024	100	100
	QMS Implemented	ISO Certificate		2023/2024	1	
	Services automated	Automation level	50	2023/2024	70	100
	Corporate Culture Institutionalized	Bonding sessions	1	2023/2024	1	1
		Proportion of staff sensitized on corporate culture	100	2023/2024	100	100
		Employee promoter score	X	2023/2024	X+2	X+2
	Work environment improved	Proportion of staff with adequate working tools and space	100	2023/2024	100	100
		Proportion of regional offices refurbished	-	2023/2024	50	100

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8.3.1 Mid-Term Evaluation

The Authority will conduct a midterm review of the strategic Plan in the financial year 2025/2026. The evaluation will be done in accordance with the Kenya Evaluation Guidelines 2020 and the Kenya Norms and standards for M&E provided by the State Department for Planning. The recommendations emanating from the mid-term review will facilitate improvements to the Strategic Plan implementation process.

8.3.2 End-Term Evaluation

The Authority will conduct an end-term review of the strategic Plan mid the financial year 2027/2028 to take stock of what the achievements and lessons learnt to inform the next planning phase. The end-term evaluation will make reference to the Kenya Evaluation Guidelines 2020 and the Kenya Norms and standards for M&E provided by the State Department for Planning.

8.3.3 Ad-hoc Review

Extreme and significant changes in the operating environment may affect implementation of programmes and activities as contained in the implementation matrix. Such changes will be identified through regular quarterly and annual reports and regular environmental scanning. Therefore, it is imperative that this strategic Plan remains as agile as possible. To this end, an ad hoc review of this Strategic Plan may be conducted upon recommendation by the Board of Authority to enable the Authority maneuver through turbulent times.

8.4   Reporting Framework and Feedback Mechanism

The Strategy and Planning Division will be responsible for monitoring and reporting progress of implementation of this strategic plan. As such, the Division will consolidate corporate performance reports submitted from all departments on a quarterly and annual basis using prescribed formats (Tables 8.2, 8.3 and 8.4). The Board of Authority and Management Committee will discuss and review the corporate performance

reports. In these reports measurement of actual performance will be compared with set performance targets/ standards and if actual results fall outside the tolerance range, corrective action will be recommended not only to correct the deviation but also to prevent recurrence.
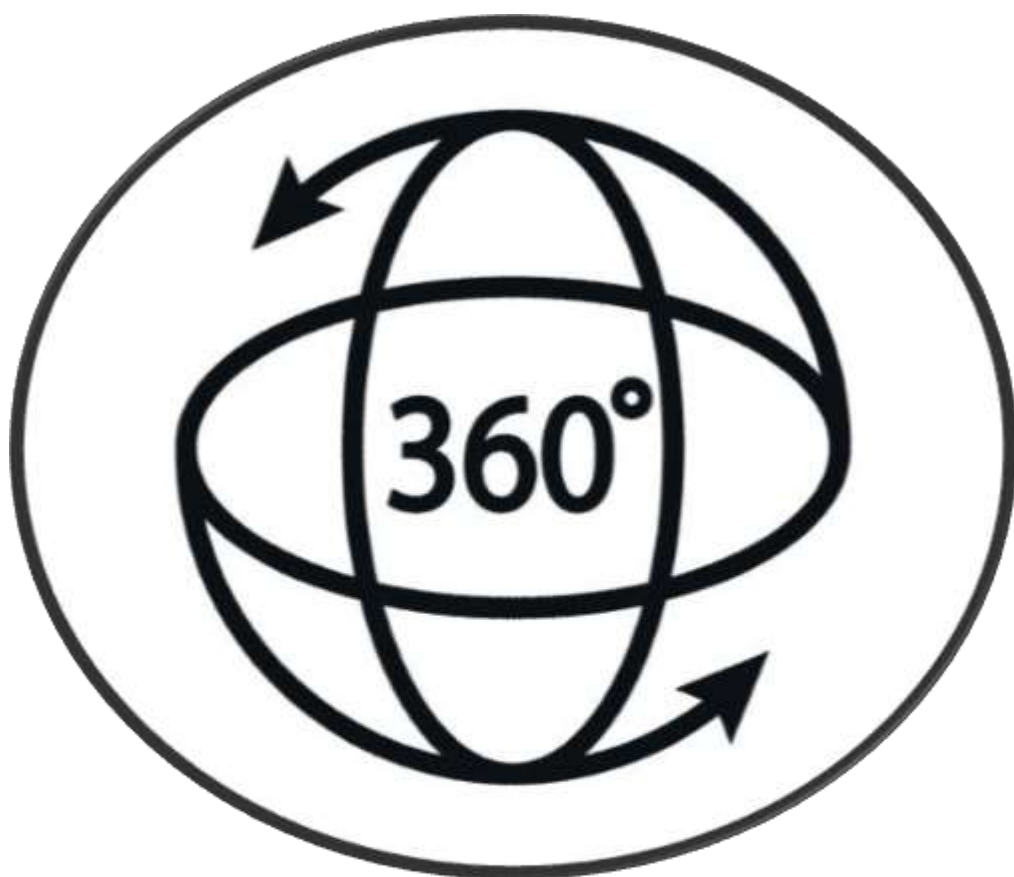
Table 8.2: Quarterly Progress Reporting Template

TOURISM REGULATORY AUTHORITY										
QUARTERLY PROGRESS REPORT										
QUARTER ENDING…………………………										
Expected Output	Output Indicator	Annual Target (A)	Quarter for Year………			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template

TOURISM REGULATORY AUTHORITY										
ANNUAL PROGRESS REPORT										
YEAR ENDING…………………………										
Expected Output	Output Indicator	Annual Target (A)	Achievement for Year………			Cumulative to Date (Years)			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										
KRA 4										

ANNEX I: IMPLEMENTATION MATRIX

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Weak enforcement, hence low compliance with standards																
Strategic Goal: Improved product and service quality in the tourism sector																
KRA: Tourism sector standards																
Outcome: Quality tourism products and services																
Strategic Objective: To enhance product and service quality in the tourism sector																
Improve uptake of standards by regulated tourism enterprises, activities and services	Conduct quality assurance audits	Quality assurance audits conducted	Proportion of regulated tourism enterprises, activities and services audited	100	100	100	100	100	100	14.5	25	32	40	60	Director, Compliance & QA	Deputy Director, Compliance & QA
	Conduct awareness/ educational campaigns on compliance	Awareness/ educational campaigns on compliance conducted	No. Awareness/ educational campaigns	35	7	8	10	11	11	2	3	3.5	5	5	Director, Compliance & QA	Deputy Director, Compliance & QA
	Establish and operationalize a tourism sector award scheme	Award scheme established and operationalized	Annual Events	5	1	1	1	1	1	50	50	50	50	50	Director, Standards & Accreditation	Deputy Director, Accreditation

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Establish an award scheme for regulated tourism enterprises, activities and services	Award scheme established	Award Scheme	1	1	1	1	1	1	5	5.5	7	8	9	Director, Standards & Accreditation	Deputy Director, Accreditation
	Process and recommend custom duty exemptions	Custom duty exemptions processed	Proportion of applications processed	100	100	100	100	100	100	0	0	0	0	0	Director, Compliance & QA	Deputy Director, Trade facilitation
	Automate processing of custom duty exemptions	Processing of custom duty exemptions automated	Portal	1	1		-	-	-	2	0	0	0	0	Director, Compliance & QA	Deputy Director, Trade facilitation
	Prepare a proposal on incentives for the tourism sector	Proposal developed	Proposal	1	1	0	0	0	0	0	0	0	0	0	Director, Compliance & QA	Deputy Director, Trade facilitation
	Sensitize stakeholders on available incentives	Sensitization forums held	No. of Forums	5	1	1	1	1	1	0.5	0.7	0.9	1	1.2	Director, Compliance & QA	Deputy Director, Trade facilitation

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Improve accreditation and classification of regulated tourism enterprises, activities and services	Train and certify quality assurance officers from all the Regional Offices.	Quality assurance officers trained and certified	No. quality assurance officers	196	-	40	40	41	75	0	3	3.2	3.5	7	Deputy Director, Accreditation	Director, Standards & Accreditation
	Train assessors from all the Regional Offices.	Assessors trained	No. of assessors	150	80	70	-	-	-	78	68	-	-	-	Director, Standards & Accreditation	Deputy Director, Accreditation
	Classify and star rate accommodation and catering establishment	Accommodation and catering establishment classified and star rated (those that qualify)	Proportion of establishment classified and star rated	100	30	100	-	-	-	12.5	45	0	0	0	Director, Standards & Accreditation	Deputy Director, Accreditation
	Accredit regulated tourism enterprises activities and services	Regulated tourism enterprises, activities and services accredited	Proportion of enterprises, activities and services accredited	100	75	100	-	-	-	24	25	0	0	0	Director, Standards & Accreditation	Deputy Director, Accreditation

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Train tourism and hospitality champions	Tourism and hospitality champions trained	No. of champions	2,500	500	650	700	900	1000	6.3	8.2	8.8	11.2	1.3	Director, Standards & Accreditation	Deputy Director, Accreditation
Strengthen standards development and awareness creation	Review/develop minimum standards for regulated tourism enterprises, services and activities	Standards reviewed	No. of standards	16	3	3	3	3	1	1.5	3	3.2	3.3	3.5	Director, Standards & Accreditation	Deputy Director, Standards
		Standards developed	No. of standards	10	4	4	2	-	-	3	3.2	2.5	0	0	Director, Standards & Accreditation	Deputy Director, Standards
	Review the Quality Audit Tool	Quality Audit Tool reviewed	Quality Audit Tool	1	-	-	1	-	-	0	0	0	0	0	Director, Standards & Accreditation	Deputy Director, Standards
	Monitor compliance with food safety & hygiene	Compliance to food safety and hygiene	Quarterly monitoring events	20	4	4	4	4	4	5	6.5	7	7.8	8.2	Director, Standards &	Deputy Director, Standards

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	standards in the tourism sector	standards monitored													Accreditation	
	Conduct stakeholder sensitization forums on developed standards	Stakeholder sensitization forums conducted	No. of forums	40	3	7	10	10	10	1.6	2.5	3	3.2	3.4	Director, Standards & Accreditation	Deputy Director, Standards
Expand the regulatory base	Conduct inventory of all regulated tourism enterprises, activities and services	Inventory of regulated tourism enterprises, activities and services conducted	Updated inventory	1	1	-	-	-	-	25	0	0	0	0	Director, Compliance & QA	Deputy Director, Regional Office
	Establish Four (4) additional Regional Offices	Regional Offices established	No. of Offices	4	-	1[1]	1[2]	1[3]	1[4]	-	32	35	37	40	Director, Compliance & QA	Deputy Director, Human Resource &

[1] Garissa
[2] Nairobi
[3] Narok
[4] Kakamega

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
																Administration
	Register and license new tourism enterprises activities and services	New tourism enterprises, activities and services registered	Proportion of new tourism enterprises, activities and services registered	100	100	100	100	100	100	0	0	0	0	0	Director, Compliance & QA	Deputy Director, Regional Office

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Weak enforcement, hence low compliance with standards																
Strategic Goal: Enhanced professionalism in the tourism sector																
KRA: Tourism sector standards																
Outcome: Quality tourism sector workforce																
Strategic Objective: To promote professionalism in the tourism sector																
Operationalize the Authority's role of regulating	Conduct a situational analysis of trends in the tourism sector vis-à-vis	Situational analysis conducted	Report	1	1		-	-	-	4	0	0	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
tourism sector workforce	workforce requirements															
	Undertake a skills inventory of manpower in the tourism sector	Skills inventory undertaken	Skills inventory	1	-	1	-	-	-	0	6	0	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development
	Develop tourism and hospitality training regulations	Tourism and hospitality training regulations developed	Regulations	1		1	-	-	-	0	4	0	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development
	Maintain a register of regulated tourism and hospitality training institutions	Register developed and maintained	Updated Register	1	1	1	1	1	1	0	0	0	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development
	Maintain and update a register of Tourism sector workforce	Tourism sector workforce register maintained and updated	Updated register	1	1	1	1	1	1	0	0	0	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct an inventory of tourism sector workforce and Technical and Vocational Tourism and Hospitality Training Institutions	Inventory of tourism sector workforce and Technical and Vocational Tourism and Hospitality Training Institutions conducted	Updated Inventory	1		1	1	-	-	0	5	10	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development
	Develop an award scheme for tourism sector workforce	Award scheme developed and implemented	Award scheme	5	1	1	1	1	1	4	4.8	5.2	7	9	Director, Standards & Accreditation	Deputy Director, Capacity Development
Ensure uptake of standards by Technical and Vocational Tourism and Hospitality	Develop standards for vocational tourism and hospitality training institutions	Standards developed	No. of Standards	2	-	2	-	-	-	-	4.5	-	-	-	Director, Standards & Accreditation	Deputy Director, Standards

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
training institutions	Conduct quality audits of vocational tourism and hospitality training institutions	Quality audits conducted	Proportion of institutions	100	-	100	100	100	100	-	5	5.2	5.3	7	Director, Standards & Accreditation	Deputy Director, Capacity Development
	Develop Curriculum in collaboration with Ministry responsible for education	Curriculum developed	Curriculum	1	-	1	-	-	-	0	3	0	0	0	Director, Standards & Accreditation	Deputy Director, Capacity Development
	Establish an award scheme for technical and vocational tourism and hospitality training institutions	Award scheme established and operationalized	Award scheme[5]	1	1	1	1	1	1	5	5.8	7	8	9	Director, Standards & Accreditation	Deputy Director, Capacity Development

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[5] To be funded under the general Award Scheme

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Weak Monitoring of tourism trends																
Strategic Goal: Evidence-based decision making and policy direction facilitated.																
KRA: Co-regulation																
Outcome: Evidence-based decision making and policy direction																
Strategic Objective: To facilitate evidence-based decision making and policy direction																
Monitor tourism trends	Undertake an annual audit and assessment of tourism activities and services at the national level	An annual audit and assessment of tourism activities and services at the national level undertaken	Annual audits	5	1	1	1	1	1	10	10	11	12	12	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Prepare and publish an annual tourism sector status report	Annual tourism sector status report prepared	Status reports	5	1	1	1	1	1	2	2.3	2.6	2.8	3	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Organize forums for regulated tourism enterprises, activities and services on monthly data collection	Sensitization forums for regulated tourism enterprises, activities and services organized	No. of forums	28	-	7	7	7	7	0	4	4.7	5.3	6	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Develop an integrated digital data capture tool for monthly data collection from	An integrated digital data management tool developed (integrating a dashboard)	Integrated data management tool	1	1	-	-	-	-	4	0	0	0	0	Deputy Director, ICT	Assistant Director, Planning

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	regulated tourism enterprises															
	Undertake a study on regulations affecting businesses in the tourism sector	Study undertaken	Study report	1	-	-	1	-	-	0	0	9	0	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Undertake an evaluation study on the impact of tourism standards on service delivery	Evaluation studies undertaken	Evaluation reports	2	-	1	-	1	-		2.6		2.8		Deputy Director, Planning & Strategy	Assistant Director, Planning
Improve knowledge management	Develop a knowledge management strategy	Knowledge management Strategy developed	Strategy	1	-	1	-	-	-	-	1.5	0	0	0	Deputy Director, Planning & Strategy	Principal Knowledge Management Officer
	Implement the Knowledge management Strategy	Knowledge management Strategy implemented	Annual Reports	3	-	-	1	1	1	0	0	1.2	2	2.8	Deputy Director, Planning & Strategy	Principal Knowledge Management Officer

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Weak Monitoring of tourism trends																
Strategic Goal: Enhanced partnerships and collaborations																
KRA: Co-regulation																
Outcome: Partnerships and collaborations strengthened																
Strategic Objective: To enhance partnerships and collaborations																
Strengthen stakeholder engagement frameworks	Review the stakeholder engagement strategy	Stakeholder engagement strategy reviewed	Stakeholder engagement strategy	1	-	1	-	-	-	0	0	0	0	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Hold intersectoral stakeholder meetings	Meetings held	No. of meetings	5	1	1	1	1	1	2	2.3	2.5	2.8	3	Director, Standards & Accreditation	Deputy Director, Standards
	Organize forums with County governments on matters regulation	Forums organized	No. of forums organized	45	7	8	9	10	11	2	2.5	3.2	3.8	4.3	Director, Compliance & QA	Deputy Director, Regional Office
	Mobilize tourism sector players to join associations for better regulation	Register of tourism sector associations developed and maintained	Updated register	1	1	1	1	1	1	1.2	1.8	2	2	2	Director, Standards & Accreditation	Deputy Director, Standards
	Conduct capacity building sessions for sector associations and workforce	Capacity building sessions conducted	No. of capacity building sessions	90	14	16	18	20	22	3	3.8	4.5	5.2	6	Director, Standards & Accreditation	Deputy Director, Capacity Development

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct audit of tourism sector Associations	Audit conducted	Annual Audits	5	1	1	1	1	1	1.2	1.4	1.6	1.8	2	Director, Standards & Accreditation	Deputy Director, Capacity Development
Revitalize self-regulation in the tourism sector	Organize stakeholder's sensitization forums on the on benefits of self-regulation	Stakeholder's sensitization forums organized	No. forums	5	1	1	1	1	1	2	2	2.4	2.6	2.8	Director, Standards & Accreditation	Deputy Director, Standards
	Review a code of practice for the tourism sector	Code of practice developed	Code of practice	1	-	1	-	-	-	0	3	0	0	0	Director, Standards & Accreditation	Deputy Director, Standards
	Sensitize stakeholders on the reviewed code of practice	Sensitization forums	No. of forums	11	-	-	8	3	-	-	-	5	2.5		Director, Standards & Accreditation	Deputy Director, Standards
	Assess compliance to the code of ethics by regulated tourism enterprises, activities and services	Compliance to the code of ethics assessed	No. of reports	4	-	1	1	1	1	-	3	3.8	4.2	5.1	Director, Standards & Accreditation	Deputy Director, Standards

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Low visibility of the Authority among its stakeholders																
Strategic Goal: Enhanced customer satisfaction																
KRA: Service Delivery																
Outcome: Customer promoter score improved																
Strategic Objective: To enhance customer satisfaction																
Increase customer satisfaction	Undertake Customer satisfaction surveys	Customer satisfaction surveys undertaken	No. of Customer satisfaction surveys undertaken	2	-	1	-	1	-	-	2	-	2.5	-	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Implement feasible recommendations from the customer satisfaction surveys	Recommendations from customer satisfaction surveys implemented	No. of reports prepared	2	-	-	1	-	1	0	0	2.5	0	3	Director General	Director General
	Develop a Communication Strategy	Communication strategy developed	Communication Strategy	1	1	1	-	-	-	1.5	0	0	0	0	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Implement the communication strategy	Strategy implemented	Implementation Reports	4	-	1	1	1	1	0	2.5	3	4.5	5	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Develop a communication policy	Communication policy developed	Policy	1		1	-	-	-	-	2	0	0	0	0	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Review TRA service charter, translate it to Kiswahili	Charter Reviewed	Charter	1	-	1	-	-	-	0	0.5	0	0	0	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	and Braille and sensitize staff															
Improve brand visibility and awareness	Develop quarterly magazines	Magazines developed and disseminated	quarterly magazines	20	4	4	4	4	4	0.2	0.3	0.3	0.3	0.3	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Hold strategic annual forums for stakeholders	Strategic annual Forums held	No. of Forums	5	1	1	1	1	1	5	5	5	5	5	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Hold quarterly media breakfast meetings	Media Breakfast meetings held	No. of meetings	20	4	4	4	4	4	1.5	1.5	2	2	2	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Prepare and issue advertisements and advertorials	Advertisements and advertorials prepared and issued	No. of advertisements and advertorials	10	2	2	2	2	2	3	3	3	3	3	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Develop and implement ESG policy and Strategy	ESG policy & Strategy developed	ESG Policy	1	1	-	-	--	-	0.5	0	0	0	0	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
			ESG Strategy	1	1	-	-	-	-	0.5	0	0	0	0	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
			Policy and strategy implementation Reports	1	1	1	1	1		2	2	2	2	2	Deputy Director, Corporate	Assistant Director, Corporate

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
															Communications	Communications
	Develop and distribute different categories of IEC materials	IEC materials developed and distributed	No. of categories of IEC materials	20[6]	4	4	4	4	4	3	3	3	3	3	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Revamp social media platforms annually	Social media platforms revamped	No. of platforms	4	4	4	4	4	4	0.3	0.4	0.5	0.7	0.75	Deputy Director, Corporate Communications	Assistant Director, Corporate Communications
	Redesign/Review the Authority Website	Authority website redesigned/ reviewed	No. of Reviews	2	1	-	-	1	-	2	0	0	3.5	0	Deputy Director, ICT	Deputy Director, Corporate Communications
Ensure adherence to national values and principles of governance	Sensitize Staff on National values and principles of governance and values and principles of public service	Staff sensitized	Proportion of staff sensitized	100	20	40	60	80	100	0.5	0.7	1.2	1.5	1.8	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Implement Commitments as per the Annual President's report on National	Commitments implemented and reports prepared	No. of reports	5	1	1	1	1	1	0.4	0.6	0.8	0.9	1	Deputy Director, Planning & Strategy	Assistant Director, Planning

[6] Publications (Flyers, brochures, pamphlets, media kits), infomercials and documentaries, podcast (audio) and promotional items

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	values and principles of Governance															
	Prepare and submit annual reports to the Directorate of National Cohesion and Values	Annual reports prepared and submitted	No. of reports	5	1	1	1	1	1	1.5	2	2	2	2	Deputy Director, Planning & Strategy	Assistant Director, Planning

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Inadequate resources																
Strategic Goal: Organizational capacity and governance strengthened																
KRA: Organizational Capacity and Governance																
Outcome: Increased resources																
Strategic Objective: To increase financial resources for the Authority to implement planned programmes																
Strengthen resource mobilization and planning	Increase revenue collection (A-I-A)	A-in-A increased	Amount of A-in-A	1.2	215	225.7	251.8	278.2	300	14	21	26	29	35	Director, Compliance & QA	Deputy Director, Regional Office
	Review - the Resource Mobilization Strategy	Strategy reviewed	Strategy	1	1	-	-	-		5	5	6	9		Deputy Director, Planning & Strategy	Assistant Director, Planning

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement the Resource Mobilization Strategy	Strategy implemented	Implementation Reports	4	-	1	1	1	1	0	2.3	3.5	6	8	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Evaluate the resource mobilization strategy	Annual evaluation reports prepared	No. of Reports	5	1	1	1	1	1	0	0	0	0	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Undertake an audit of arrears	Audit undertaken	Audit Report	1	1	-	-	-	-	0	2.5	0	0	0	Director, Compliance & QA	Deputy Director, Regional Office
	Prepare PPRs and PBBs	PPRs and PBBs prepared	Annual PPR and PBB	10	2	2	2	2	2	1	1.2	1.5	1.7	2	Deputy Director, Planning & Strategy; Finance & Accounts	Assistant Director, Planning/ Assistant Director, Finance
Enhance resource planning and control	Train staff on resource mobilization and budgeting	Staff trained	Proportion of staff trained	100	-	30	80	100	-	0	2.5	5.2	6.3	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Review finance manual and policy document	Finance manual and policy document reviewed	Finance manual and policy document	2	2	-	-	-	-	1.5	0	0	0	0	Deputy Director, Finance & Accounts	Assistant Director, Finance
	Maintain an up-to-date Asset Register for the Authority	Asset Register prepared and updated	Updated asset register	1	1	1	1	1	1	0	1.5	0.5	0	0	Deputy Director, Supply Chain Management	Assistant Director, Supply Chain Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Dispose obsolete assets	Annual disposal Events	5	1	1	1	1	1	1.5	1.5	1.6	1.7	1.7	Deputy Director, Supply Chain Management	Assistant Director, Supply Chain Management
	Prepare statutory financial reports	Financial reports prepared	No. of reports	5	1	1	1	1	1						Deputy Director, Finance & Accounts	Assistant Director, Finance

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Inadequate institutional capacity																
Strategic Goal: Organizational capacity and governance strengthened																
KRA: Organizational Capacity and Governance																
Outcome: Improved staff capacity																
Strategic Objective: To strengthen institutional capacity and governance																
Improve management of Human Resource	Implement the approved staff establishment	Staff establishment implemented	Staffing levels	85	63.2	70	75	80	85	-	15	40	65	85	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target Y1	Y2	Y3	Y4	Y5	Budget (Kshs. Mn) Y1	Y2	Y3	Y4	Y5	Responsibility Lead	Support
	Sensitize staff on HR instruments	Staff sensitized	Proportion of staff sensitized	100[7]	100	100	100	100	100						Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Maintain the 25th Pay Day	25th Pay Day maintained	25th Pay Day	100	100	100	100	100	100	208.5	232.4	233.6	240.6	246.3	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Undertake a skills gap analysis	Skills gap analysis undertaken	Skills gap analysis report	1	-	1	-	-	-		3				Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Undertake Training needs assessment (TNA) annually	Training needs assessment undertaken	No. of TNA reports	5	1	1	1	1	1						Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Implement the Training Needs assessment report recommendations	Training Needs Assessment report recommendations implemented	Proportion of staff trained (50% male; 50% female)	100	100	100	100	100	100	1.5	2.3	2.4	2.6	3	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Develop a Mortgage and car loan Scheme for	Mortgage & car loan scheme developed	Scheme	1	1	1	1	1	1						Deputy Director, Human Resource	Assistant Director, Human Resource Management

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[7] Career progression guidelines, staff establishment, staff grading and revised HR policy manual

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	the Authority Staff														Management	
	Implement a mortgage and car loan scheme for the Authority staff	Mortgage and car loan scheme implemented	Implementation Reports	5	1	1	1	1	1	40	85	95	100	120	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Finalize all internal policies Develop a succession Management Strategy	Policies finalized	No. of policies[8]	4	4	-	-	-	-	3	0	0	0	0	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
		Succession Management Strategy developed	Succession management Strategy	1	-	1	-	-	-	0	0.5	0	0	0	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Implement the rewards and Sanctions Policy	Policy implemented	Annual Reports	4	-	1	1	1	1	0	8	10	15.6	16	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Operationalize a staff suggestion box at the HQs and all Regional Offices	Staff suggestions box operationalized	No. of staff suggestion boxes[9]	12		9	1	1	1	-	1.2	0.2	0.2	0.2	Deputy Director, Administration	Assistant Director, Human Resource Management

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[8] Training, Disability, Internship, Rewards and Sanctions

[9] Transparent boxes

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Analyze recommendations from the suggestion boxes	Recommendations analyzed and implemented	Analysis reports	4	-	1	1	1	1	0	2.5	3	3.5	4	Deputy Director, Administration	Assistant Director, Human Resource Management
	Implement recommendations from the analysis of suggestion boxes	Recommendations implemented	Implementation Reports	4		1	1	1	1	0	1	2.5	3	4	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Undertake an employee satisfaction survey	Employee satisfaction survey undertaken	Employee satisfaction survey report	2	-	1	-	1	-	0	2	0	2.4	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Implement recommendations from the employee satisfaction survey	Recommendations implemented	Implementation reports	2	-	-	1	-	1	0	0	3	0	4	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Procure annual medical staff insurance covers (General, WIBA, GLA etc.)	Staff insurance covers procured	Staff insurance covers	3	3	3	3	3	3	30.2	33.4	36.9	40.8	42	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
Improve performance management	Prepare Annual workplans and Performance Contracts	Annual workplans and Performance Contracts prepared	Annual Reports	5	1	1	1	1	1	0	0	0	0	0	Deputy Director, Planning & Strategy	Assistant Director, Planning

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Sensitize staff on target setting, PC and Workplan	Staff sensitized	% of staff sensitized	100	100	100	100	100	100		0.5	0.5	0.7	1	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Develop a performance management framework	Performance management framework developed	Performance management framework	1	1	-	-	-	-	0	0	0	0	0	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Implement the performance appraisal for all staff	Performance appraisal implemented	% of staff on performance appraisal	100	100	100	100	100	100	0	0	0	0	0	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
Strengthen corporate planning	Prepare corporate performance reports	Reports prepared	No. of reports	25	5[10]	5	5	5	5	0	0	0	0	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Undertake reviews of the strategic plan	Reviews undertaken	No. of Review reports	4	1	1	1	1	-	5	5	5	5	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Undertake End term review of the retiring plan and development	End term review of the retiring plan undertaken	End term review report	1	-	-	-	-	1	0	0	0	0	3	Deputy Director, Planning & Strategy	Assistant Director, Planning

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[10] Annual and Quarterly reports

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	of the next strategy															
Ensure maintenance of internal quality standards	Implement and maintain QMS	QMS implemented	Certificate	Certificate	1	1	1	1	1	5	5	5	5	5	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Train staff on Quality management Systems (QMS)	Staff trained on QMS	% of Staff trained on QMS	100	-	50	100	-	-	0	3.5	5.6	0	0	Deputy Director, Planning & Strategy	Assistant Director, Planning
Improve risk management	Review risk management policy and framework	Risk management policy and framework reviewed	Risk management policy and framework	4	-	-	2	-	2	0	0	4	0	3	Deputy Director, Internal audit and Risk Assurance	Assistant Director, Risk Management
	Automate and update Risk register	Risk register automated	Updated Risk Register	1	1	1	1	1	1	2	2	2	2	2	Deputy Director, Internal audit and Risk Assurance	Assistant Director, Risk Management
	Undertake risk management assessments and implement recommendations	Risk management assessments undertaken and recommendations implemented	Quarterly reports	20	4	4	4	4	4	0	1.5	2	2	2.5	Deputy Director, Internal audit and Risk Assurance	Assistant Director, Risk Management
	Sensitize staff on risks and risk management	Staff sensitized	% of staff sensitized	100	100	100	100	100	100	0.5	0.6	0.8	1	1.2	Deputy Director, Internal audit and Risk	Assistant Director, Risk Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
															Assurance	
	Build the capacity of risk champions	Risk champions capacity built	No. of champions	12	12	12	12	12	12	1.2	1.4	1.6	1.8	1	Deputy Director, Internal audit and Risk Assurance	Assistant Director, Risk Management
Improve corporate Governance	Develop and implement a bribery and corruption risk mitigation plan	Plan developed	Plan	5	1	1	1	1	1	1	1.2	1.5	2	2	Deputy Director, Planning & Strategy	Assistant Director, Planning
		Quarterly reports prepared	No. of reports	20	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	Deputy Director, Planning & Strategy	Assistant Director, Planning
	Review TRA Regulations 2014	Regulations reviewed	Regulations	1	-	1	-	-	-	0	4	0	0	0	Deputy Director, legal Services	Assistant Director, Legal Services
	Facilitate Board Evaluations	Board evaluated	Annual report	5	1	1	1	1	1	1	1	1.5	1.5	2	Director General	Deputy Director, legal Services
	Develop a performance improvement plan	Annual plans developed and implemented	Annual plans	5	1	1	1	1	1	0	0	0	0	0	Director General	Deputy Director, legal Services
	Capacity build Board Members	Board members capacity built	Training report	1	1	1	1	1	1	1.2	1.4	1.6	1.8	2	Director General	Deputy Director, legal Services
	Induct new Board members	New Board members inducted	Induction report	1	-	-	1	-	-			2			Director General	Deputy Director, legal Services

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct Legal and Compliance audit and implement feasible recommendations	Legal and Compliance audit undertaken	Audit reports	2	-	1	-	1	-		5		6		Deputy Director, legal Services	Assistant Director, Legal Services
	Implement feasible recommendations from the legal and compliance audit	Recommendations implemented	Implementation reports	2	-	-	1	-	1	0	0	5	0	7	Deputy Director, legal Services	Assistant Director, Legal Services
	Train senior management staff on corporate governance	Staff trained	Proportion of staff trained	100	-	100	100	100	100	0	4.5	5	6	7.5	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Provide legal representation	Representation secured	Proportion of litigation cases where TRA cited	100	100	100	100	100	100	2	2.5	2.8	3	4	Deputy Director, legal Services	Assistant Director, Legal Services
Expand automation of Authority services	Review the ICT Policy	Policy reviewed	Policy	1	1	-	-	-	-	2	0	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Implement information security management system (ISMS)	ISMS implemented	No. of reports prepared	20	4	4	4	4	4	3	3.5	4	4.3	5	Deputy Director, ICT	Assistant Director, ICT
	Procure system security infrastructure	System security infrastructure procured	System security infrastructure	5	1	1	1	1	1	1.5	1.7	1.9	2	2.5	Deputy Director, ICT	Assistant Director, ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop an infrastructure maintenance Plan for all ICT Equipment and systems within the Authority	Maintenance plan developed	maintenance plan	5	1	1	1	1	1	0	0	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Implement an infrastructure maintenance Plan for all ICT Equipment and systems within the Authority	Plan implemented	% of Plan implemented	100	100	100	100	100	100	0.6	0.8	1.2	1.6	2	Deputy Director, ICT	Assistant Director, ICT
	Develop ICT business disaster recovery strategy	ICT business disaster recovery strategy developed	ICT business disaster recovery strategy	1	1	-	-	-	-	0	0	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Implement the ICT recovery strategy	ICT recovery strategy implemented	No. of reports	4	-	1	1	1	1	-	2	3.4	5	5.7	Deputy Director, ICT	Assistant Director, ICT
	Train staff on ICT	Staff trained	Proportion of staff trained	100	100	100	100	100	100	0	0.8	1	1.3	1.5	Deputy Director, ICT	Assistant Director, ICT
	Train ICT Department staff on	Staff trained	Proportion of staff trained	100	100	100	100	100	100	0.2	0.25	0.3	0.5	0.8	Deputy Director, ICT	Assistant Director, ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	emerging technologies															
	Automate classification and accreditation	Classification and accreditation automated	Level of completion	100	100	-	-	-	-	4	0	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Capacity build staff on data analytics	Staff capacity built on data analytics	Number of staff trained	10	-	10	-	-	-	0	1.5	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Operationalize the Electronic Document Management System	Document Management System operationalized	EDMS	1	-	1	-	-	-	0	2	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Develop a license tracking tool	Tracking tool developed	Tracking tool	1	-	1	-	-	-		1				Deputy Director, ICT	Assistant Director, ICT
	Digitize TRA records	Records digitized	No. of regions with digitized records	7	3	3	1			2	2	0.6			Head of records	Assistant Director, ICT
	Develop data protection policy	Policy developed	Policy	1		1	-	-	-	0	2	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Implement the data protection policy	Policy implemented	Implementation reports	3			1	1	1	0	0	4	6	7	Deputy Director, ICT	Assistant Director, ICT
	Develop a tourism GIS system (Geo mapping and Geo referencing)	Tourism GIS system developed	Tourism GIS system	1	1	-	-	-	-	2	0	0	0	0	Deputy Director, ICT	Assistant Director, ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Procure a new server	New server procured	New server	1	-	1	-	-	-	0	8	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Undertake a comprehensive Information Systems (ERP) Audit	Audits undertaken	Annual Audits	5	1	1	1	1	1	3	3	3	3	3	Deputy Director, ICT	Assistant Director, ICT
	Develop a tourism regulatory solution through mobile USSD code and mobile application	Tourism regulatory solution developed	USSD Code	1	-	1	-	-	-	0	1.2	0	0	0	Deputy Director, ICT	Assistant Director, ICT
	Install CCTV systems and biometric clock in/ access system	CCTV systems installed	CCTV systems	12	-	9	1	1	1	0	5	0.6	0.8	1	Deputy Director, Administration	Assistant Director, ICT
	Install IP telephone communication system	IP Telephone communication system installed	IP Telephone communication system	1	-	1	1	1	1	0	2	3	3	3	Deputy Director, ICT	Assistant Director, ICT
	Develop modern data analytics and visualization tool (Business Intelligence-BI)	Modern data analytics and visualization tool developed	Modern data analytics and visualization tool	1	-	1	-	-	-	0	5	0	0	0	Deputy Director, ICT	Assistant Director, ICT

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Institutionalize Corporate Culture	Organize team building/bonding sessions	Team building/bonding sessions held	No. of sessions	5	1	1	1	1	1	2.5	5.4	8	10	12	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Undertake culture change initiatives	Staff sensitized on corporate culture	Proportion of staff sensitized	100	100	100	100	100	100	1.3	1.5	1.7	2.1	2.6	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
		Culture Champions identified and trained	No. of Champions	15	15	-	-	-	-	1.5	0	0	0	0	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
		Induct new staff	Proportion of new staff inducted	100	-	100	100	100	100	-	1.2	1.5	1.8	2	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Provide working tools for staff	Staff provided with working tools	Proportion of staff provided with adequate working tools	100	100	100	100	100	100	5	6	7	8	10	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Purchase vehicles	Vehicles purchased	No. of vehicles	9	4	4	1			30	30	30	15		Deputy Director, Administration	Assistant Director, Human Resource Management

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Lease conducive working spaces for regional offices	Space acquired	No. of regions[11]	5	-	5	-	-	-	0	70	-	-	-	Deputy Director, Administration	Assistant Director, Human Resource Management
	Undertake an employee work environment satisfaction survey	Employee work environment satisfaction survey undertaken	Employee work environment satisfaction survey undertaken	2	-	1	-	1	-	0	2	0	2.3	0	Deputy Director, Planning & Strategy	Assistant Director, Human Resource Management
	Implement feasible recommendations from the employee work environment satisfaction survey	Recommendations implemented and reports prepared	No. of reports	2	-	-	1	-	1			2		2.5	Deputy Director, Human Resource Management	Assistant Director, Human Resource Management
	Refurbish Authority Offices	Authority offices refurbished (HQs)	Offices refurbished	1	1	1	-	-	-	10	10	0	0	0	Deputy Director, Administration	Assistant Director, Human Resource Management
	Relocate Mombasa and Kisumu Offices	Offices relocated	No. of offices relocated	2	-	2	-	-	-	0	25	0	0	0	Deputy Director, Administration	Assistant Director, Human Resource Management
Total										**559.2**	**861.95**	**759.1**	**887.5**	**839.**		

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[11] Kisumu, Malindi, Mombasa, Nyeri and Eldoret

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Kshs. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
														75		

ANNEX II: EVALUATION FRAMEWORK

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Tourism Sector Standards	Quality tourism products and services	Proportion of tourism products and service in compliance with quality standards	50	2023/ 2024	80	100
		Proportion of regulated tourism enterprises activities and services accredited	75	2023/ 2024	100	-
		Proportion of regulated enterprises in compliance with the safety and hygiene standards	100	2023/ 2024	100	100
		Proportion of regulated tourism enterprises, activities and services classified and star rated	30	2023/ 2024	100	-
	Quality tourism sector workforce	Universe/ population of technical and vocational tourism and hospitality training institutions and tourism sector workforce	1	2023/ 2024	-	-
		Proportion of tourism sector workforce registered	-	2023/ 2024	100	100
		Proportion of vocational tourism and hospitality training institutions in compliance with standards	-	2023/ 2024	100	100
KRA 2: Co-Regulation	Evidence-based decision making and policy direction	Annual audit and assessment of tourism activities and services at the national level	1	2023/ 2024	1	1
		Tourism Sector Status Reports	1	2023/ 2024	1	1

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
		Automated Monthly Data collection (Portal)	1	2023/2024	1	1
	Partnerships and collaborations strengthened	Engagement Strategy	1	2023/2024	1	1
		Proportion of regulated tourism enterprises, activities and services in compliance with the code of practice	100	2023/2024	100	100
KRA 3: Service Delivery	Customer promoter score improved	Customer Satisfaction Index	X	2023/2024	X+2	X+2
KRA 4: Organizational Capacity and Governance	Increased resources	Amount of Appropriation in Aid (A-in-A) (Millions)	215	2023/2024	251.8	300
		Absorption rate	100	2023/2024	100	100
	Improved staff capacity	Optional staffing levels	65	2023/2024	80	90
		Proportion of staff trained	100	2023/2024	100	100
	Performance management strengthened	PC score category	Good	2023/2024	V. Good	V. Good
		Proportion of staff on SPAS	100	2023/2024	100	100

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
	QMS Implemented	ISO Certificate		2023/ 2024	1	
	Services automated	Automation level	50	2023/ 2024	70	100
	Corporate Culture Institutionalized	Bonding sessions	1	2023/ 2024	1	1
		Proportion of staff sensitized on corporate culture	100	2023/ 2024	100	100
		Employee promoter score	X	2023/ 2024	X+2	X+2
	Work environment improved	Proportion of staff with adequate working tools and space	100	2023/ 2024	100	100
		Proportion of regional offices refurbished	-	2023/ 2024	50	100

ANNEX III: TERMS OF REFERENCE FOR STRATEGIC THEME TEAMS

1. Define and clarify TRA's Vision, Mission, Core Values, quality policy statement, as well as strategic objectives, strategic priorities and strategies to be pursued by staff under them.

2. Setting performance expectations and goals for staff to enable them (staff) channel their efforts toward achieving TRA strategic priorities.

3. Developing more effective and encompassing communication and collaboration mechanisms

4. Implement TRA's Performance Management Framework and establish elements and standards for performance appraisal – ensuring that the elements are measurable, understandable, verifiable, equitable, and achievable

5. Measuring performance (Conducting progress reviews with employees in which their performance is compared against performance expectations) and providing ongoing feedback to employees and working groups on their progress toward reaching their set goals.

6. Holding performance meetings for staff under them.

7. Propose improvements to TRA culture and inculcate them among staff.

8. Actively engaging with staff, management and other stakeholders through the use of participatory processes

9. Ensure production of all deliverables in accordance with the requirements and timeframes.

10. Increasing the capacity of staff to perform through recommendation of training interventions, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or using other developmental methods. Providing employees with training and developmental opportunities to encourage good performance, strengthen job-related skills and competencies, and help employees keep up with changes in the workplace, such as the introduction of new technology (in the advent of full automation).

11. Propose and implement (where feasible) strategies for staff motivation such as recognizing them, individually and as

members of groups, for their performance and acknowledging their contributions to TRA's mission.

12. Prepare and present reports on progress made on implementation of the Strategic Plan in quarterly Management meetings.