

REPUBLIC OF KENYA

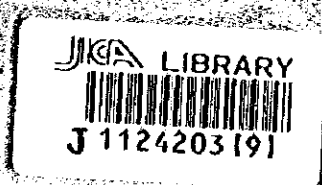


THE STUDY ON THE NATIONAL TOURISM MASTER PLAN IN THE REPUBLIC OF KENYA

# Kenya

EXECUTIVE SUMMARY

OCTOBER 1995



JAPAN INTERNATIONAL  
COOPERATION AGENCY

MINISTRY OF TOURISM  
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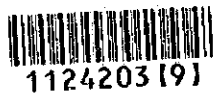
**THE STUDY  
ON  
THE NATIONAL TOURISM MASTER PLAN  
IN  
THE REPUBLIC OF KENYA**

**Executive Summary**

**Final Report**

**October 1995**

**PACIFIC CONSULTANTS INTERNATIONAL  
NIPPON KOEI CO., LTD.**



**The following foreign exchange rate is applied in the study:**

**USD\$ 1.00 = 50 Ksh = 2.5 K£**

## Preface

In response to a request from the Government of the Republic of Kenya, the Government of Japan decided to conduct "The Study on National Tourism Master Plan in the Republic of Kenya" and entrusted the Study to the Japan International Cooperation Agency (JICA).

JICA sent to the Republic of Kenya a study team headed by Mr. TADASHI KUME, and composed of members of Pacific Consultants International, and Nippon Koei Co.Ltd., three times between March 1994 and August 1995.

The team held discussions with the officials concerned of the Government of Kenya and conducted field surveys at the study area. After the team returned to Japan, further studies were made and the present report was prepared.

I hope that this report will contribute to the promotion of the project and to the enhancement of friendly relations between our two countries.

I wish to express my sincere appreciation to the officials concerned of the Government of the Republic of Kenya for their close cooperation extended to the team.

October 1995



---

Kimio Fujita  
President

Japan International Cooperation  
Agency





October 1995

Mr. Kimio Fujita  
President  
Japan International Cooperation Agency  
Tokyo, Japan

### Letter of Transmittal

Dear Sir:

We are pleased to formally submit herewith the final report of "The Study on National Tourism Master Plan in the Republic of Kenya".

This report compiles the results of the study which was undertaken in the Republic of Kenya, from March 1994 to August 1995 by the Study Team, organised jointly by Pacific Consultants International and Nippon Koei.

We owed a lot to many peoples for the accomplishment of this report. First, we would like to express our deep appreciation and sincere gratitude to all those extended their kind assistance and cooperation to the Study Team, in particular, officials concerned of Ministry of Tourism and Wildlife, the Republic of Kenya, and Kenyan Counterpart Team.

We also acknowledge the officials of your agency, the JICA Advisory Committee and the Embassy of Japan in the Republic of Kenya.

We wish the report would be able to contribute really to Kenya's peoples and socio-economic development in future.

Very truly yours,



---

Tadashi Kume  
Team Leader  
The Study Team for the Study on  
National Tourism Development  
Master Plan in the Republic of Kenya



**The Study on National Tourism Development Master Plan  
in  
the Republic of Kenya**

Study Period: March 1994 - October 1995  
Counter Agency: Ministry of Tourism and Wildlife

**ABSTRACT**

**1. Study Background and Justification**

The tourism sector has already in the past made a significant contribution to Kenya's economic development, mainly through direct and indirect job creation (8 % of total wage employment in 1993) and foreign exchange earnings (about 34 % of the national total in 1993, exceeding those of tea and coffee). Past tourism development has been constrained mainly by the over-concentration of tourists in certain tourist destinations (partly caused by Kenya's past strategy of concentrating on the mass tourism market segment) and by inadequate environmental conservation and management. It is therefore strongly required to formulate a comprehensive national tourism master plan not only for removing such constraining factors, but also to plan and guide the tourism sector's future development direction.

**2. Objectives of the Study**

The technical co-operation project "Study On The National Tourism Master Plan In The Republic Of Kenya" had two major objectives. Firstly, to formulate a comprehensive national tourism development strategy for Kenya. Secondly, to formulate detailed plans for selected priority tourism regions with the target years of 2000 and 2010, respectively.

**3. National Tourism Development Master Plan**

**3.1 Basic Concept**

The national tourism development strategy up to the year 2010 was formulated based on an in-depth analysis of the country's tourism resources and their current use, existing policies and programmes of the public and private sectors, Kenya's relative competitor position in the global and regional tourism markets and a review of the existing institutional set-up. The principal goals of the national strategy should be:

- To secure the sustainable use of tourism resources,

- To optimize the sector's contribution to the national economy and rural development, and
- To ensure the maximization of tourists' satisfaction.

Hence, the core elements of Kenya's national strategy will have to focus on:

- A better distribution of tourists,
- A better distribution of tourism benefits,
- Improvement of travel conditions, and
- Conservation of the natural and cultural heritage.

### 3.2 Planning Framework

|  | Present (1993) | 2000  | 2010  |
|--|----------------|-------|-------|
| Foreign Arrivals ('000 persons)        | 777            | 1,100 | 2,100 |
| Foreign Currency Earnings (Million K£) | 1,534          | 2,510 | 5,900 |

### 3.3 Tourism Development Strategy

In order to realise such targets, it is necessary to tackle (1) conservation of tourism resources, (2) diversification of variety of tourism products, (3) strengthening of tourism administration, and (4) development of supporting infrastructure. The Table below summarises the basic strategies from such four aspects:

|  | Strategies  |
|--|---|
| Conservation of Tourism Resources              | For the conservation of wildlife, which is important as a tourism resource, certain measures such as the Community Wildlife Programme of KWS are needed, in order to mitigate conflicts between local people and wildlife, designating NPs as environmentally important areas and implementing various other wildlife conservation programmes.  |
| Diversification of Variety of Tourism Products | At national level and in general, Kenya will have to diversify her tourism products into the following potential market segments: (1) village tourism, (2) alternative wildlife tourism, (3) private ranch tourism, (4) historic site tourism (old Swahili/Islamic towns), (5) mountain resort tourism, (6) Indian Ocean Cruise and (7) rail safaris. For the spatial development, tourism corridors should be formulated by linking the tourism clusters which consist of the existing tourism products and newly developed tourism products.  |
| Strengthening of Tourism Administration        | The study suggests needed changes and adjustments in the tourism development administration (establishment of a tourism council, closer public private sector co-ordination and co-operation, strengthening of the ministry), measures for physical development control, guidelines for tourist facilities' development and measures to promote local communities' participation in tourism (village tourism, SME promotion). In addition, areas for human resource development have been identified, the establishment of an appropriate national tourism information system has been recommended and a national marketing plan has been drawn up. |
| Development of Supporting Infrastructure       | Tourism supporting infrastructure should be provided for the new tourism cores on a high priority basis, in order to reduce the environmental impact created by the new cores and guide private investment into the cores.  |

### 3.4 Selection of Priority Tourism Regions

The development strategies of each of the tourism regions were evaluated from the following points of view for selecting the priority tourism regions: distribution of tourist destinations and diversification of tourism products, contribution to foreign exchange earnings, employment generations and contribution to local development, environmental impact as well as investment requirements. As a result of the evaluation, the central, the western and the coastal tourism regions were selected for the detailed master plans.

#### 4. Detailed Master Plans for the Priority Tourism Regions

##### 4.1 Central Tourism Regions

|  |  |
|--|--|
| Target Number of Bed Nights (2010) ('000 Bed-Nights) | 10,918 (Nairobi 8,182)   |
| Target Market  | <ul style="list-style-type: none"> <li>• General and advanced safari tourists</li> <li>• Upper market segment for private ranches</li> <li>• Tourists from new target markets (Pacific Rim, South Asia and North America)</li> <li>• Nairobi residents</li> </ul>  |
| Tourism Products                                     | <ul style="list-style-type: none"> <li>• Development of a mountain resort</li> <li>• Development and promotion of parks, reserves and private ranches in the northern part</li> <li>• Utilization of the "White Highland" image</li> <li>• Enhancement of the gateway and hub function of Nairobi</li> </ul> |
| Target Number of Accommodation (2010) (Rooms)        | 19,770 (Nairobi 13,150 rooms)  |
| Tourism Core (Tourism Promotion Zone)                | Nairobi inner city area, South Limuru, Karen town, Ngong and Ngong Hills, Central Plain, Naro Moru Town, Halfway up to Mt. Kenya.  |
| Investment Cost (Million k£)                         | 1,938.4 (Nairobi 1,370.2)  |

##### 4.2 Western Tourism Region

|  |  |
|--|--|
| Target Number of Bed Nights (2010) ('000 Bed-Nights) | 2,074  |
| Target Market  | <ul style="list-style-type: none"> <li>• General and experienced safari tourists</li> <li>• Culturally motivated tourists, who are interested in Kenya's colourful tribal cultures</li> <li>• Special interest tourists in wildlife, ornithology, entomology and anthropology</li> </ul> |
| Tourism Products                                     | <ul style="list-style-type: none"> <li>• Introduction of resort tourism</li> <li>• Promotion of alternative wildlife tourism</li> <li>• Utilization of local industry</li> <li>• Introduction of village tourism</li> </ul>  |
| Target Number of Accommodation (2010) (Rooms)        | 5,290  |
| Tourism Core (Tourism Promotion Zone)                | Mt. Elgon, Kitale, Lake Baringo  |
| Investment Cost (Million k£)                         | 701.4  |

### 4.3 Coastal Tourism Region

|  |  |
|--|--|
| Target Number of Bed Nights (2010 ('000 Bed-Nights)) | 13,322   |
| Target Market  | <ul style="list-style-type: none"> <li>• Beach resort tourists from Europe</li> <li>• Safari tourists, who would like to enjoy a leisurely stay after safari in East African countries</li> <li>• Culturally motivated tourists interested in Swahili culture and townscape</li> </ul>   |
| Tourism Products                                     | <ul style="list-style-type: none"> <li>• Enhancement of cultural attractions centered on Swahili and cultural heritage and quaint Swahili towns</li> <li>• Enhancement of gourmet attractions</li> <li>• Expansion of beach resort areas</li> <li>• Enhancement of Mombasa's gateway function</li> <li>• Adoption of ecotourism style attractions</li> </ul> |
| Target Number of Accommodation (2010) (Rooms)        | 29,700   |
| Tourism Core (Tourism Promotion Zone)                | Shimoni, Furji, Diani South, Shelly, Watamu, Watamu North, Mwanbeni North, Lamu West, Manda South, Pate West   |
| Investment Cost (Million K€)                         | 2,459.9  |

## 5. Evaluation of the Plans

### 5.1 Investment Cost Required

Total investment requirements for implementing the Master Plan at national level over the period 1996 to 2010 are estimated at 6,988.6 million K€ over the 15 years period. On the other hand, total investment requirements for implementing the Master Plans in the Priority Tourism Regions are estimated at 5,100 million K€ over the same period. This is equivalent to a share of some 73 % of national total requirements.

|                                   | (Million K€) |             |             |       |
|-----------------------------------|--------------|-------------|-------------|-------|
|                                   | 1996 - 2000  | 2001 - 2005 | 2006 - 2010 | Total |
| Whole Nation                      | 1,956        | 2,835       | 2,198       | 6,989 |
| Priority Tourism Development Area | 1,445        | 2,010       | 1,645       | 5,100 |

Some 90 % of the investment requirements for the Priority Tourism Regions will have to be carried by the private sector, mainly as investments into additional hotel accommodation facilities (some 98 %

of the private sectors total share). The balance of 10 % of the investment requirements will have to be carried by the public sector, mainly as investment into supporting infrastructure and other tourism supporting facilities.

## 5.2 Financial Evaluation

Annual investment requirements in the 5-year Action Program account only for a share of 8 % of the annual average investment related to tourism in the country's Public Investment Programme (PIP). It is possible to be taken accord implementation of the programme.

On the other hand, implementation of the Master Plan will, with a benefit cost ratio of 1.6, create strong national economic benefits in addition to the strong positive job creation and foreign exchange effects.

## 6. Conclusions and Recommendations

In conclusion, implementation of the programmes and projects in the Tourism Master Plan are strongly recommended, because of the important function of the tourism sector in the national economy and the clear and strong economic benefits, which such development would generate for the country as a whole and her local communities.

Implementation of the programmes and projects would typically have a direct positive effect on Kenya's image abroad, in particular if combined with measures to improve security (claim settlement, traffic safety, hygiene).

Kenya's hospitality towards tourists is, in general, satisfactory. However, tourism being essentially and very much so a service industry, it is necessary to pay more attention on the improvement of services towards tourists. To this end, human resource development should receive strong support.

Finally, it should be noted that achievement of tourism development goals set out in the National Tourism Master Plan depends so much on the implementation of other National Master Plans in relevant support sectors such as Water, Sewerage Roads, Power Development. It is, therefore, recommended that those Master Plans should be concurrently implemented with the National Tourism Master Plan.



## Table of Contents

|   |           |
|---|-----------|
| <b>Abstract</b> .....   | <b>i</b>  |
| <b>1. Introduction</b> .....  | <b>1</b>  |
| 1.1. Study Background and Rationale .....                                       | 1         |
| 1.2. Methodology of the Study .....   | 2         |
| 1.3. Tourism Regions and Areas .....  | 2         |
| <b>2. National Tourism Development Strategy</b> .....                           | <b>4</b>  |
| 2.1. Development Goals .....  | 4         |
| 2.2. Numerical Development Targets .....  | 5         |
| 2.3. Spatial Development Framework .....  | 9         |
| 2.4. Tourism Development Plan by Tourism Region .....                           | 11        |
| <b>3. Priority Tourism Regions for Development</b> .....                        | <b>19</b> |
| 3.1. Criteria and Selection .....   | 19        |
| 3.2. Central Tourism Region Development Plan .....                              | 19        |
| 3.3. Western Tourism Region Development Plan .....                              | 22        |
| 3.4. Coastal Tourism Region Development Plan .....                              | 24        |
| <b>4. Tourism Management and Promotion Plan</b> .....                           | <b>26</b> |
| 4.1. Tourism Development Administration .....                                   | 26        |
| 4.2. Communities Participation in Tourism .....                                 | 28        |
| 4.3. Information System Development .....                                       | 29        |
| 4.4. Marketing Plan .....   | 30        |
| 4.5. Guidelines for Physical Development Control .....                          | 32        |
| <b>5. Economic and Financial Analysis</b> .....                                 | <b>34</b> |
| 5.1. Investment Requirements .....  | 34        |
| 5.2. Investment Planning .....  | 36        |
| 5.3. Economic and Financial Analysis .....                                      | 37        |
| <b>6. Environmental Conservation and Management Plan</b> .....                  | <b>37</b> |
| 6.1. Characteristics and Problems of Kenya's Natural Environment .....          | 37        |
| 6.2. Proposed Programmes for Environmental Conservation<br>and Management ..... | 38        |
| <b>7. Five-Year Action Programme</b> .....                                      | <b>41</b> |
| 7.1. Programmes for Tourism related Policies and Administration .....           | 41        |
| 7.2. Projects for Tourism related Facility Development .....                    | 43        |
| <b>8. Conclusion and Recommendations</b> .....                                  | <b>46</b> |

This Executive Summary is compiled based on the main texts contained in Volume 1 to Volume 4. The major references for the detailed discussion in the Executive Summary are as listed below:

| Executive Summary   | Reference  |
|---|--|
| <b>1. Introduction</b><br>1.1 Study Background and Rationale<br>1.2 Methodology of the Study<br>1.3 Tourism Regions and Areas   | Vol. 1 Chapter 1<br>Vol. 1 Chapter 1, Vol. 4 Annex 1, 2, 3<br>Vol. 1 Chapter 1, Vol. 4 Annex 5   |
| <b>2. National Tourism Development Strategy</b><br>2.1 Development Goals<br>2.2 Numerical Development Targets<br>2.3 Spatial Development Framework<br>2.4 Tourism Development Plan by Tourism Region  | Vol. 1 Chapter 2, Vol. 4 Annex 4, 6<br>Vol. 1 Chapter 2, Vol. 4 Annex 6, 8<br>Vol. 1 Chapter 3<br>Vol. 1 Chapter 3, Vol. 4 Annex 5                               |
| <b>3. Priority Tourism Regions for Development</b><br>3.1 Criteria and Selection<br>3.2 Central Tourism Region Development Plan<br>3.3 Western Tourism Region Development Plan<br>3.4 Coastal Tourism Region Development Plan                         | Vol. 2 Chapter 1<br>Vol. 2 Chapter 2, Vol. 4 Annex 7<br>Vol. 2 Chapter 3, Vol. 4 Annex 7<br>Vol. 2 Chapter 4, Vol. 4 Annex 7                                     |
| <b>4. Tourism Management and Promotion Plan</b><br>4.1 Tourism Development Administration<br>4.2 Communities' Participation in Tourism<br>4.3 Information System Development<br>4.4 Marketing Plan<br>4.5 Guidelines for Physical Development Control | Vol. 1 Chapter 5, Vol. 4 Annex 4<br>Vol. 1 Chapter 5, Vol. 4 Annex 4<br>Vol. 1 Chapter 5<br>Vol. 1 Chapter 5, Vol. 4 Annex 6<br>Vol. 1 Chapter 6, Vol. 4 Annex 7 |
| <b>5. Economic and Financial Analysis</b><br>5.1 Investment Requirements<br>5.2 Investment Planning<br>5.3 Economic and Financial Analysis  | Vol. 1 Chapter 8<br>Vol. 1 Chapter 8<br>Vol. 1 Chapter 8   |
| <b>6. Environmental Conservation and Management Plan</b><br>6.1 Characteristics and Problems of Kenya's Natural Environment<br>6.2 Proposed Programmes for Environmental Conservation and Management  | Vol. 1 Chapter 10, Vol. 3<br>Vol. 1 Chapter 10, Vol. 3,<br>Vol. 2 Chapter 5  |
| <b>7. Five-Year Action Programme</b><br>7.1 Programmes for Tourism related Policies and Administration<br>7.2 Projects for Tourism related Facility Development   | Vol. 1 Chapter 9, Vol. 2 2, 3, 4 Appendices<br>Vol. 1 Chapter 9, Vol. 2 2, 3, 4 Appendices   |
| <b>8. Conclusion and Recommendations</b>  | Vol. 1 Chapter 9   |

## **1. Introduction**

### **1.1. Study Background and Rationale**

The tourism sector has made significant contributions to Kenya's national economic development already since her independence in 1963 mainly by :

- Earning foreign exchange, and
- Creating wage employment.

Kenya has followed policies for the further development of the tourism sector already since 1969. Those policies focused on increasing the number of tourist arrivals to and bed-nights in the country, with a strong bias towards the mass tourism market segment. In fact, Kenya has been quite successful with her approach. Total tourist arrivals have increased from 65,000 people in 1963 to some 777,400 in 1993. Foreign exchange earnings represented some 34% of the country's total foreign exchange earnings in 1993. The labor intensive tourism sector accounted for about 9% of national total wage employment in 1993.

However, in spite of those past achievements, old and new constraints impeding on the further development of the tourism sector remain to be addressed and removed. Key issues in this context are :

- The over-concentration of tourists in certain tourist destinations (partly caused by the past strategy of concentrating on the mass tourism market segment), and
- Inadequate environmental conservation and management.

The present comprehensive National Tourism Master Plan pursues therefore the following three objectives :

- Formulation of a long-term national tourism development strategy with the target year 2010
- Formulation of the National Tourism Development Master Plan, and
- Formulation of tourism development plans for tourism development priority zones.

## **1.2. Methodology of the Study**

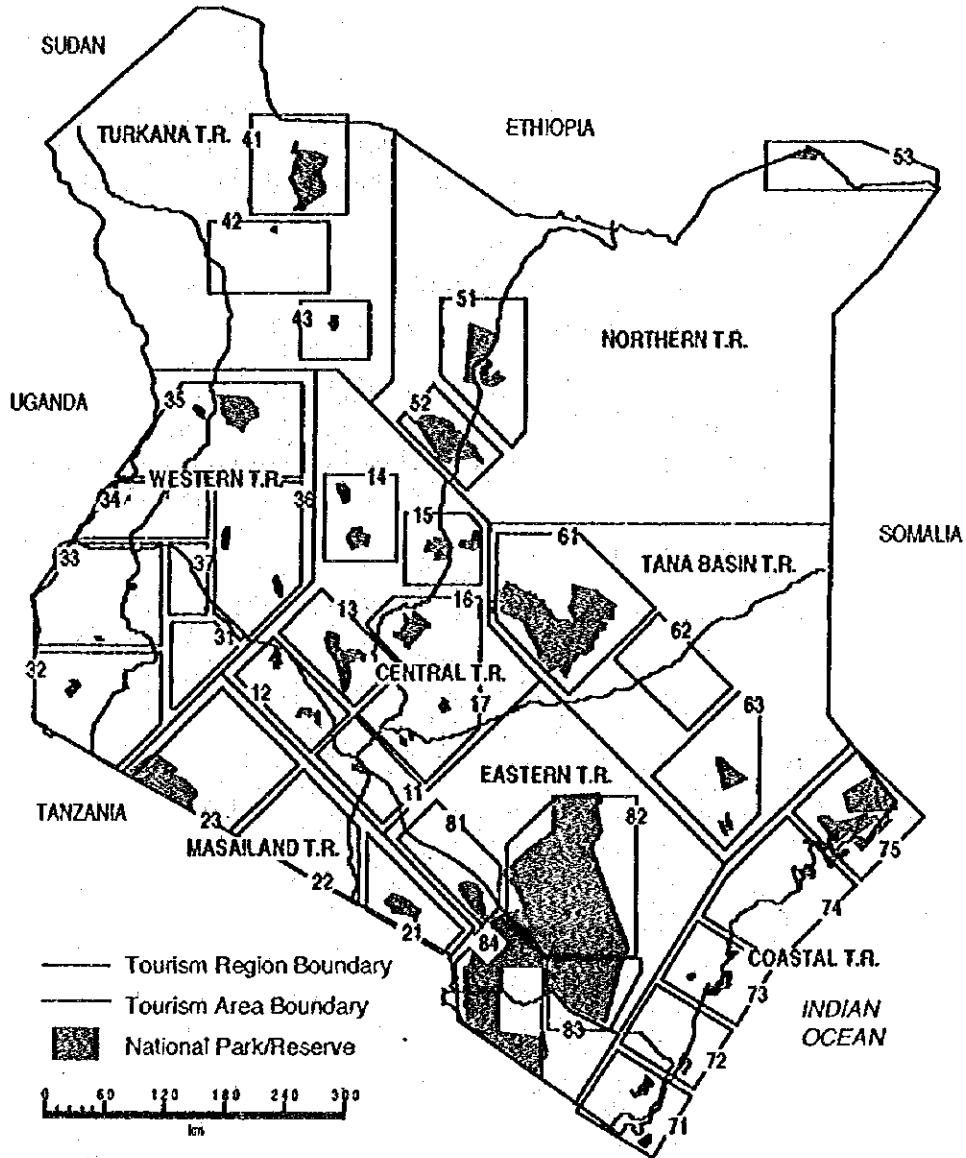
In order to formulate the above plans, the study team collected and analyzed comprehensive data, held in-depth discussions with related organizations, prepared a comprehensive appraisal of the present situation and undertook the following primary surveys:

- A Market Survey (interview survey in European source countries)
- An Airport Survey (questionnaire survey at Nairobi and Mombasa international airports with a sample size of 5,000)
- A Tourism Facility Survey (field survey with interviews at 200 hotels and lodges in Kenya)
- A Water Quality Survey (analysis of the existing water quality in major rivers, lakes and water supply sources)
- A Competitor Destination Survey (field survey in Tanzania and Uganda with a view to analyze their tourism products and resources).

## **1.3. Tourism Regions and Areas**

Kenya's major tourism resources are her flora and fauna (mainly wildlife), her beaches at the Indian Ocean, National and Marine Parks, National and Marine Reserves and Sanctuaries and historical sites. Based on an analysis of regional tourism characteristics, Kenya's tourism potential is described in terms of eight principal tourism regions and about 35 tourism areas as shown in Figure 1.

**Figure 1 Tourism Regions and Areas**



Source: JICA Study Team

Among the tourism regions about 120 tourism destinations are presently identified as major tourism destinations and spots. There are about 84 National Parks and Reserves comprising a total area of some 45,100 sq.km, equivalent to 7.7% of Kenya's total land area.

## 2. National Tourism Development Strategy

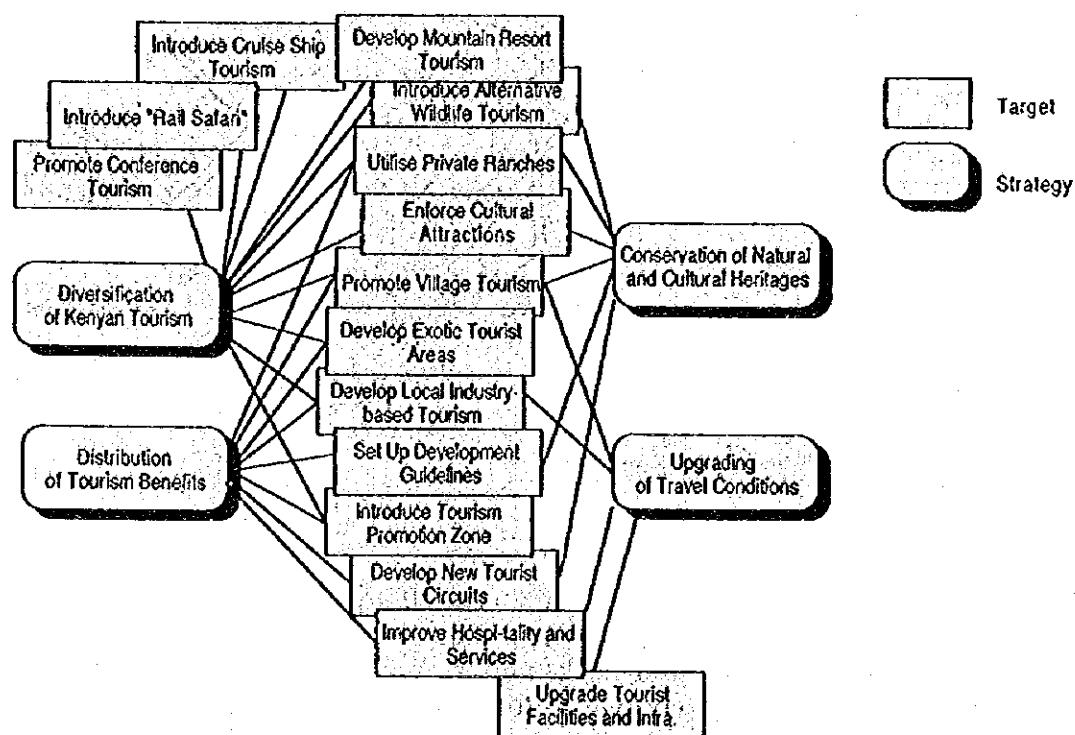
### 2.1. Development Goals

Based on an in-depth analysis of the constraints to and potentials for further tourism development in Kenya the following three development goals at national level have been defined :

- Sustainable use of tourism resources
- Contribution to the national economy and rural development, and
- Maximisation of tourist satisfaction.

The overall development strategies are formulated based on Kenya's positioning in the market, an appropriate direction for Kenya's future tourism development and the above mentioned overall goals. Taking into account these parameter, 4 strategies and 15 targets are defined as illustrated in Figure 2.

Figure 2 Links between the Strategy and the Targets



Source: JICA Study Team

## 2.2. Numerical Development Targets

In a further step, operative qualitative development targets have been translated into numerical development targets for the following key parameter:

- Target number of foreign tourist arrivals
- Target number of bed-nights, and
- Target foreign exchange earnings to be generated by the tourism sector.

As the economic framework for the Study, GDP and Foreign Exchange Earnings are estimated as shown in Table 1.

**Table 1 Economic Framework In Kenya**

| Year                                 | Unit: million KE |         |         |          |
|--------------------------------------|------------------|---------|---------|----------|
|                                      | 1993             | 2000    | 2005    | 2010     |
| Total GDP                            | 4,337.6          | 6,202.2 | 8,252.9 | 10,766.2 |
| Service Sector GDP                   | 1,652.5          | 2,494.8 | 3,479.2 | 4,739.8  |
| Share to GDP (%)                     | 38.1%            | 40.2%   | 42.1%   | 44.0%    |
| Foreign Exchange Earnings by Tourism | 271              | 443     | 714     | 1,040    |

Source: Sessional Paper on Recovery and Sustainable Development, Ministry of Planning and National Development, and JICA Study Team.

The target number of foreign tourist arrivals were estimated for two cases using two different, but somewhat complementary sets of assumptions. The target number of international tourist arrivals were set between the two cases, which are summarised in Table 2.

**Table 2 Target Number of International Tourist Arrivals**

| Year                     | Unit: '000 tourists |         |         |         |
|--------------------------|---------------------|---------|---------|---------|
|                          | 1993                | 2000    | 2005    | 2010    |
| Case 1                   | 777.4               | 1,035.9 | 1,321.5 | 1,646.7 |
| Case 2                   | 777.4               | 1,267.3 | 1,791.7 | 2,341.5 |
| Target (planning figure) | 777.4               | 1,100.0 | 1,600.0 | 2,100.0 |

Source: JICA Study Team

The target number of international tourist arrivals by originating regions are summarised in Table 3. Target shares in total visitor arrivals and length of stay (days) by originating region were employed to set the target. Taking into account the different development stages of regional markets, it was assumed that the share of Europe will decrease, while that of the rest of the world, especially Asia, will increase.

**Table 3 Target Numbers of International Tourists by Source Market**

Unit: '000 tourists

|           | The year 1993** |          | The year 2000 |          | The year 2005 |          | The year 2010 |          |
|-----------|-----------------|----------|---------------|----------|---------------|----------|---------------|----------|
|           | No.             | G. Rate* | No.           | G. Rate* | No.           | G. Rate* | No.           | G. Rate* |
| Europe    | 433             | 4.6%     | 594           | 6.6%     | 816           | 4.3%     | 1,008         | 5.1%     |
| (share-%) | 55.8%           |          | 54.0%         |          | 51.0%         |          | 48.0%         |          |
| America   | 66              | 6.0%     | 99            | 9.2%     | 154           | 6.5%     | 210           | 7.0%     |
| (share-%) | 8.5%            |          | 9.0%          |          | 9.6%          |          | 10.0%         |          |
| Africa    | 219             | 5.1%     | 310           | 8.3%     | 461           | 5.7%     | 609           | 6.2%     |
| (share-%) | 28.1%           |          | 28.2%         |          | 28.8%         |          | 29.0%         |          |
| Asia      | 45              | 7.8%     | 77            | 12.6%    | 140           | 10.6%    | 231           | 10.0%    |
| (share-%) | 5.8%            |          | 7.0%          |          | 8.7%          |          | 11.0%         |          |
| Oceanic   | 14              | 5.4%     | 20            | 8.1%     | 30            | 6.9%     | 42            | 6.6%     |
| (share-%) | 1.8%            |          | 1.9%          |          | 1.9%          |          | 2.0%          |          |
| Total     | 777.4           | 5.1%     | 1,100.0       | 7.8%     | 1,600.0       | 5.6%     | 2,100.0       | 6.0%     |
| (share-%) | 100.0%          |          | 100.0%        |          | 100.0%        |          | 100.0%        |          |

Note: \* - G. Rate indicates annualised growth rates, \*\* - Acquired from "Statistical Abstract"  
Source: JICA Study Team

An estimate on hotel bed-nights to be generated by domestic tourists was also undertaken. It was assumed that the number of domestic tourist bed-nights will grow at the same rate as GDP. The target number of bed-nights to be generated by domestic tourists are summarised in Table 4.

**Table 4 Target Number of Bed-Nights (Domestic)**

Unit: '000 tourists

|                              | 1993 | 2000  | 2005  | 2010  |
|------------------------------|------|-------|-------|-------|
| Target Bed-nights (Domestic) | 895  | 1,328 | 1,845 | 2,612 |

Source: JICA Study Team

The target international tourist distribution over tourism region as defined in this Master Plan was set based on the results of the airport survey conducted by the study team. These targets are summarised in Table 5.



**Table 5 Estimated Tourist Bed-Nights by Tourism Region**

|               | The year 1993 |             | The year 2000 |             | The year 2005 |             | The year 2010 |             |
|---------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
|               | Number        | Growth      | Number        | Growth      | Number        | Growth      | Number        | (2010/1993) |
| Nairobi       | 3,186         | 5.2%        | 4,552         | 7.6%        | 6,550         | 4.5%        | 8,182         | 2.57        |
| (share)       | 29.2%         |             | 29.3%         |             | 29.6%         |             | 26.7%         | (times)     |
| Central       | 600           | 8.2%        | 1,044         | 12.1%       | 1,849         | 8.1%        | 2,736         | 4.56        |
| (share)       | 5.5%          |             | 6.7%          |             | 8.1%          |             | 8.9%          | (times)     |
| Masailand     | 580           | 4.2%        | 775           | 7.9%        | 1,134         | 5.6%        | 1,490         | 2.57        |
| (share)       | 5.3%          |             | 5.0%          |             | 5.0%          |             | 4.9%          | (times)     |
| Western       | 461           | 7.5%        | 766           | 12.4%       | 1,372         | 8.6%        | 2,074         | 4.50        |
| (share)       | 4.2%          |             | 4.9%          |             | 6.0%          |             | 6.8%          | (times)     |
| Turkana       | 76            | 6.0%        | 114           | 25.7%       | 357           | 16.2%       | 757           | 10.01       |
| (share)       | 0.7%          |             | 0.7%          |             | 1.6%          |             | 2.5%          | (times)     |
| Northern      | 38            | 3.2%        | 47            | 5.9%        | 63            | 20.9%       | 163           | 4.28        |
| (share)       | 0.3%          |             | 0.3%          |             | 0.3%          |             | 0.5%          | (times)     |
| Tana Basin    | 18            | 5.5%        | 27            | 62.7%       | 307           | 12.1%       | 544           | 29.43       |
| (share)       | 0.2%          |             | 0.2%          |             | 1.3%          |             | 1.8%          | (times)     |
| Coastal       | 5,654         | 4.4%        | 7,650         | 6.1%        | 10,286        | 5.3%        | 13,322        | 2.36        |
| (share)       | 51.6%         |             | 49.3%         |             | 44.9%         |             | 43.5%         | (times)     |
| Eastern       | 310           | 8.5%        | 550           | 11.9%       | 966           | 7.4%        | 1,381         | 4.45        |
| (share)       | 2.8%          |             | 3.5%          |             | 4.2%          |             | 4.5%          | (times)     |
| <b>Totals</b> | <b>10,923</b> | <b>5.2%</b> | <b>15,524</b> | <b>8.1%</b> | <b>22,884</b> | <b>6.0%</b> | <b>30,647</b> | <b>2.81</b> |
| (share)       | 100.0%        |             | 100.0%        |             | 100.0%        |             | 100.0%        | (times)     |

Source: JICA Study Team

The accommodation requirements in each tourism region and area by types of accommodation have been estimated based on the tourist bed-night distribution plan. The resulting accommodation distribution plan up to the year 2010 is summarised in Table 6.

Projected foreign exchange earnings are summarised in Table 7. Under the given set of assumptions, foreign exchange earned by tourism would increase by factor 3.8, that is from 1,534 million Kenya Pounds (hereinafter referred to as "KE") to 5,900 million KE in the year 2010 at constant 1994 prices respectively. This reflects an annual average growth rate of 8.2% over the period 1993 to 2010.

**Table 6 Accommodation Distribution Plan up-to 2010**

| Tourism Region (Total) | Unit Number of Rooms       |               |               |               |                                |              |              |              |               |               |               |               |
|------------------------|----------------------------|---------------|---------------|---------------|--------------------------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|
|                        | Hotel/Lodge/Permanent Camp |               |               |               | Homestay/Villa/Appartment/Tent |              |              |              | Total         |               |               |               |
|                        | Existing                   | 2000          | 2005          | 2010          | Existing                       | 2000         | 2005         | 2010         | Existing      | 2000          | 2005          | 2010          |
| Nairobi                | 4,000                      | 6,700         | 9,700         | 11,400        | 600                            | 600          | 800          | 1,750        | 4,600         | 7,300         | 10,500        | 13,150        |
| Central                | 1,901                      | 2,370         | 3,750         | 5,400         | 370                            | 720          | 1,140        | 1,220        | 2,271         | 3,090         | 4,890         | 6,620         |
| Masailand              | 1,737                      | 2,120         | 3,000         | 3,800         | 3                              | 375          | 350          | 200          | 1,740         | 2,495         | 3,350         | 4,000         |
| Western                | 764                        | 1,950         | 3,400         | 5,010         | 5                              | 240          | 200          | 280          | 769           | 2,190         | 3,600         | 5,290         |
| Tourkana               | 48                         | 320           | 800           | 1,550         | 0                              | 135          | 345          | 660          | 48            | 455           | 1,145         | 2,210         |
| Northern               | 24                         | 90            | 120           | 310           | 0                              | 50           | 80           | 165          | 24            | 140           | 200           | 475           |
| Tana Basin             | 71                         | 81            | 700           | 1,200         | 0                              | 40           | 300          | 400          | 71            | 121           | 1,000         | 1,600         |
| Coastal                | 9,820                      | 13,280        | 19,120        | 24,750        | 4,000                          | 3,800        | 3,800        | 4,950        | 13,820        | 17,080        | 22,920        | 29,700        |
| Eastern                | 584                        | 1,260         | 2,600         | 3,080         | 0                              | 220          | 390          | 340          | 584           | 1,480         | 2,990         | 3,420         |
| <b>G. Total</b>        | <b>18,948</b>              | <b>28,171</b> | <b>43,190</b> | <b>56,500</b> | <b>4,978</b>                   | <b>6,180</b> | <b>7,405</b> | <b>9,965</b> | <b>23,926</b> | <b>34,351</b> | <b>50,595</b> | <b>66,465</b> |

Source: JICA Study Team

**Table 7 Projection of Foreign Exchange Earnings from International Tourists**

| Items   | 1993    | Projection |         |         | Growth<br>33-2010<br>(% p.a.) |
|---|---------|------------|---------|---------|-------------------------------|
|   |         | 2000       | 2005    | 2010    |                               |
| 1) Foreign Tourist Arrival (million)              | 0.777   | 1.100      | 1.600   | 2.100   | 6.0                           |
| 2) Forex Expend per Tourist ('82 K£)              | 348.0   | 402.4      | 446.5   | 495.4   | 2.1                           |
| 3) Forex Earnings from Tourists ('94 K£)          | 1820.0  | 2104.6     | 2335.2  | 2590.9  | 2.1                           |
| (82K£mil.)  | 270.5   | 442.6      | 714.4   | 1040.3  |                               |
| (94K£mil.)  | 1414.9  | 2315.0     | 3736.3  | 5441.0  | 8.1                           |
| 4) Ditto (gross) ('94K£mil.)                      | 1534.3  | 2510.3     | 4051.5  | 5900.0  | 8.1                           |
| 5) Current Account (B/P gross) ('94K£mil.)        | 10696.1 | 12504.7    | 16639.2 | 21706.4 | 4.3                           |
| (% to GDP)  | 47.2    | 38.6       | 38.6    | 38.6    |                               |
| 6) Ratio of Forex Earnings to Current Account (%) | 14.3    | 20.1       | 24.3    | 27.2    |                               |
| 7) Projected GDP (1982 price) (K£mil.)            | 4337.6  | 6202.2     | 8252.9  | 10766.2 | 5.5                           |
| Projected GDP (1994 price) (K£mil.)               | 22685.6 | 32437.5    | 43162.7 | 56307.2 | 5.5                           |

Note: 1) Projections in the table were conducted by JICA Study Team.

2) "gross" refers to the value of forex receipt from abroad discriminated from forex payment to abroad.

3) "B/P" refers to balance of payment.

Source: JICA Study Team

Employment generation by the tourism sector has been estimated for both, direct and indirect employment. It is anticipated that tourism development will increase to some 431,000 jobs between 1993 to 2010. The estimates are summarised in Table 8.

**Table 8 Employment Generated by Tourism Sector Development**

|                     | Unit: 000' persons |            |            |            |
|---------------------|--------------------|------------|------------|------------|
|                     | 1993               | 2000       | 2005       | 2010       |
| Direct Employment   | 88                 | 127        | 187        | 246        |
| Indirect Employment | 67                 | 96         | 141        | 185        |
| <b>TOTAL</b>        | <b>155</b>         | <b>223</b> | <b>328</b> | <b>431</b> |

Note : Tents are considered equivalent to hotels.

Source : JICA Study Team

### 2.3. Spatial Development Framework

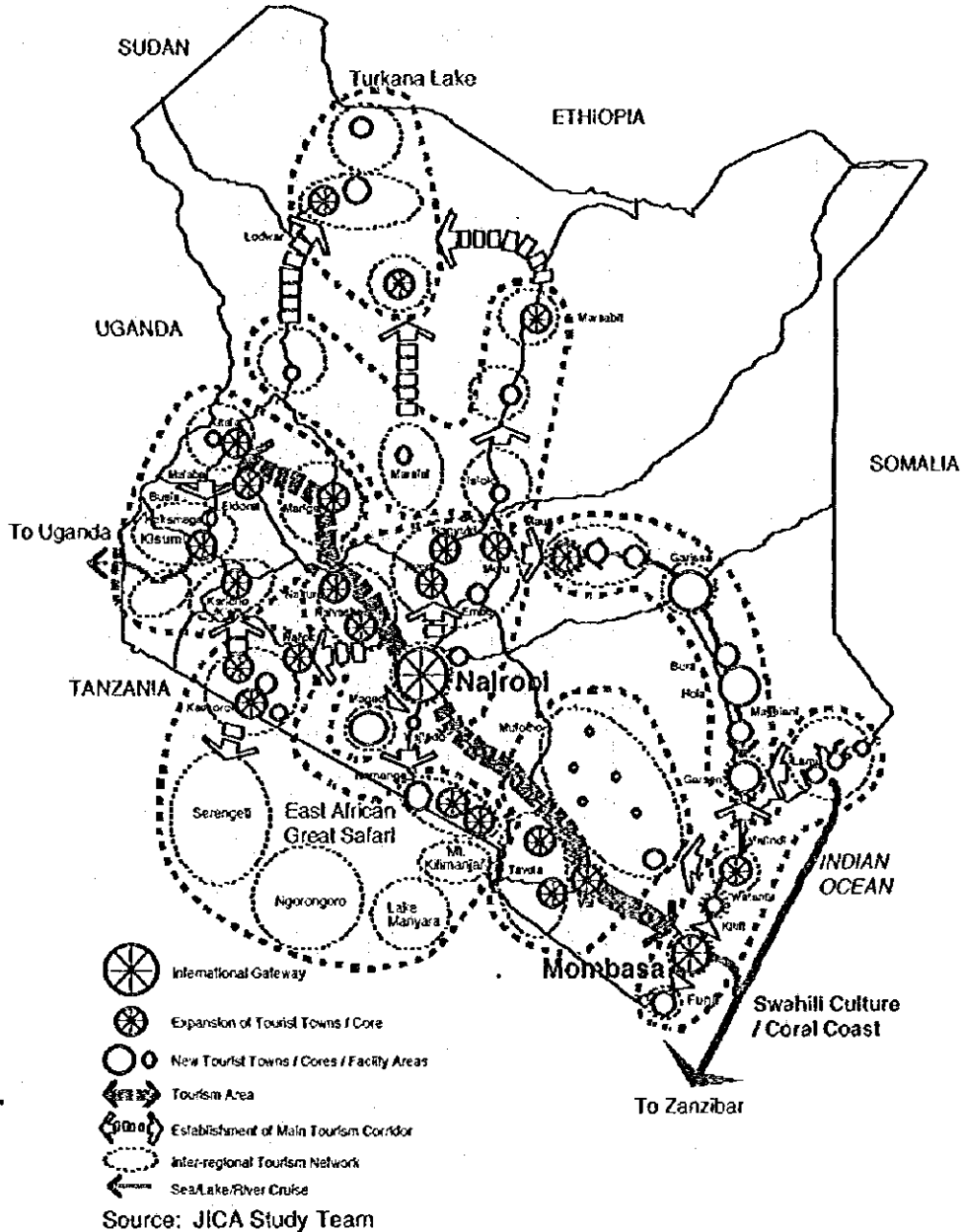
A spatial development framework at national level has been defined based, among other things, on a "life-cycle" approach. Kenya is considered to have entered already the growing stage. The formation of tourism corridors based on the cluster type of development by aerial or regional integration is proposed to meet the growing tourist demand. The typical development scenario and pattern are identified in Figure 3, the spatial development concept is depicted in Figure 4.

**Figure 3 Development Scenario and Development Pattern**

| Development Stage   | Pioneer Stage  | Growing Stage   | Matured Stage  |
|---|--|---|--|
| Tourists Demand (Number of Tourists Arrivals/ Generation) | <p>Tourism in KENYA at Present</p> <p>Past Performance</p> <p>Next decade</p> <p>Established Tourism Destination</p>                                 |   |  |
| Development Pattern                                       | <p>Legend:</p> <ul style="list-style-type: none"> <li>● Gateway</li> <li>○ Tourism Spot</li> <li>▬ Dev. Corridor</li> <li>⊞ Tourists Base</li> </ul> |   |  |
| Description   | <ul style="list-style-type: none"> <li>- Spots or Small Area Development</li> <li>- Enclaves of Tourism Development</li> </ul>                       | <ul style="list-style-type: none"> <li>- Cluster Development</li> <li>- Corridor Formation</li> </ul>   | <ul style="list-style-type: none"> <li>- Network Formation</li> <li>- Specialization of Tourism Products</li> <li>- Tourist Base &amp; Tour Route Establishment</li> <li>- Variety of Attractions</li> </ul> |
| Market  | <p>Traditional Market</p> <ul style="list-style-type: none"> <li>- Europe</li> <li>- America</li> <li>- South Asia</li> <li>- Africa</li> </ul>      | <ul style="list-style-type: none"> <li>- Traditional Market Expansion</li> <li>- New Market Exploitation</li> </ul>   | <ul style="list-style-type: none"> <li>- Established Traditional Market</li> <li>- New Market Expansion</li> </ul>   |
| Response  | <ul style="list-style-type: none"> <li>- Wildness of The Nature</li> <li>- Adventure Type Tour</li> <li>- Conference and Incentive Travel</li> </ul> | <ul style="list-style-type: none"> <li>- Wildness of Nature</li> <li>- Eco-tourism</li> <li>- Conservation of Natural Tourism Resources</li> <li>- Cultural Resource Utilisation &amp; Development</li> </ul> | <ul style="list-style-type: none"> <li>- Conservation &amp; Management of Natural &amp; Cultural Resource</li> </ul>   |

Source: JICA Study Team

Figure 4 Spatial Development Concept



## 2.4. Tourism Development Plans by Tourism Region

The tourism development plans for the eight tourism regions are elaborated on hereunder.

### 2.4.1. Central Tourism Region

#### (1) Present Situation

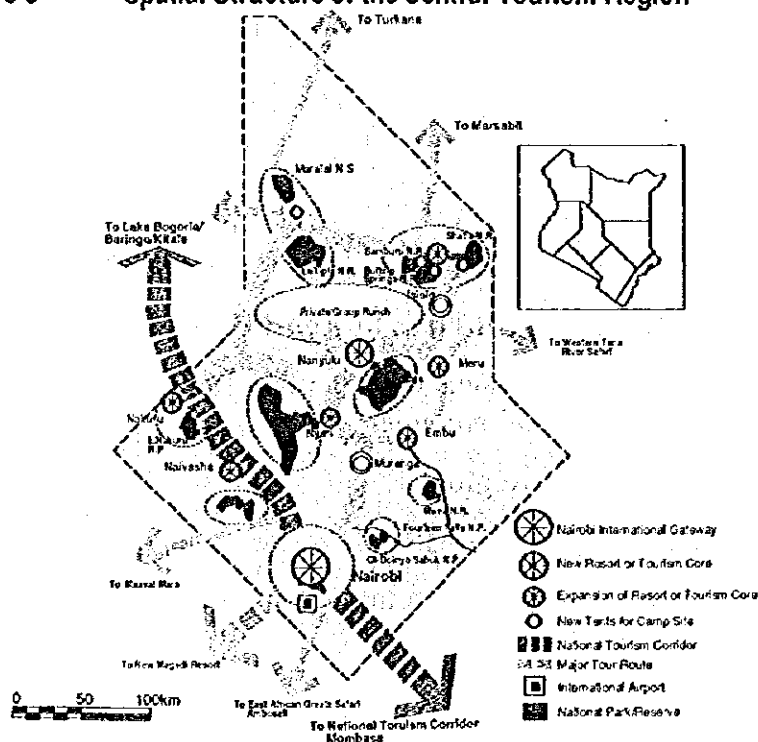
This tourism region comprises mountainous and highland areas, and it is located in Nairobi, the Central and Rift Valley Provinces. This

region is identified as a gateway of Kenya and East Africa. This region has the highest variety of tourism resources, especially natural landscape, and variety of sports and recreation facilities. Accordingly, this region has a large potential to be developed as the gateway of East Africa.

## (2) Basic Strategies

|                      | Basic Strategies   |
|----------------------|--|
| Development Concept  | <ul style="list-style-type: none"> <li>- Less congested and more exclusive wildlife tourism</li> <li>- Remains of "wildlife highland"</li> <li>- Private ranches</li> <li>- Mountain and forest resort</li> <li>- The hub for East Africa Safaris (for Nairobi)</li> </ul>   |
| Target Market        | <ul style="list-style-type: none"> <li>- General and advanced safari tourists</li> <li>- Up-market general interest tourist (for private ranches)</li> <li>- Tourists from new markets (South Asia, America and Pacific)</li> <li>- Weekend trips from Nairobi</li> </ul>  |
| Development Scenario | <ul style="list-style-type: none"> <li>- Establishment of Nairobi as the East Africa gateway</li> <li>- Establishment of the Mt. Kenya resort</li> <li>- Promotion of an substitute destination for Masai Mara (Samburu and Likipia)</li> <li>- Utilization of private ranches</li> <li>- Enhancement of Rift Valley Lakes resorts by promoting spa utilization for tourism</li> </ul> |

Figure 5 Spatial Structure of the Central Tourism Region



## 2.4.2. Masailand Tourism Region

### (1) Present Situation

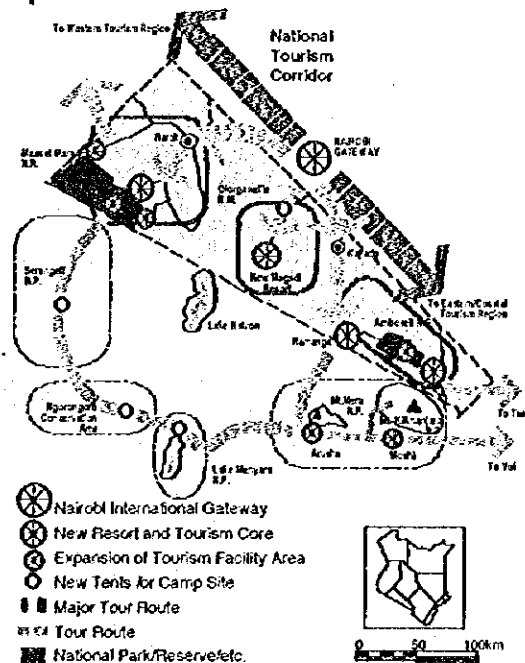
This region is semi-arid land and it is located in the Rift Valley Province. This region has national parks and reserves, which are world-wide famous destinations for Safari with a number and variety of wildlife.

This region is a most important tourism destination with wildlife. However, the balance between tourism and nature and conflicts between wildlife and local residents are presently severe problems.

### (2) Basic Strategies

|                      | Basic Strategies   |
|----------------------|--|
| Development Concept  | The wildlife and eco-tourism destination in Kenya  |
| Target Market        | <ul style="list-style-type: none"> <li>- Up-market general interest tourists</li> <li>- Tourists who seek for wildlife and eco-tourism</li> <li>- Weekend trips from Nairobi</li> </ul>  |
| Development Scenario | <ul style="list-style-type: none"> <li>- As for Masai Mara, shift target market towards the low-volume high-income direction</li> <li>- Control of utilization of wildlife resources for Safari and introduce alternative wildlife tourism</li> <li>- Utilization of wildlife resources outside of Masai Mara</li> <li>- Establishment of East Africa Great Safari Circuit</li> <li>- Creating a new resort area at Lake Magadi</li> </ul> |

Figure 6 Spatial Structure of the Masailand Tourism Region



### 2.4.3. Western Tourism Region

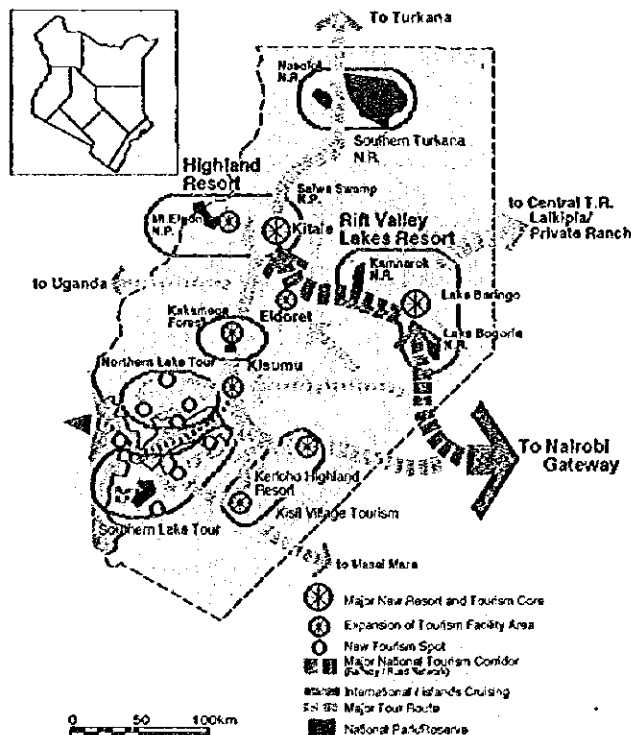
#### (1) Present Situation

This region is a mountainous and highland area, which is located in the Nyanza, Western and Rift Valley Provinces. This region has a tourism potential based on the nature of the highland and rich traditional culture.

#### (2) Basic Strategies

|                      | Basic Strategies   |
|----------------------|--|
| Development Concept  | <ul style="list-style-type: none"> <li>- Mountain resort</li> <li>- An advanced Safari destination</li> <li>- African village life</li> </ul>  |
| Target Market        | <ul style="list-style-type: none"> <li>- Tourists, who have experienced a Safari in Kenya</li> <li>- Tourists, who are interested in local cultures in Kenya</li> <li>- Special interest tourists for ornithology, entomology and ecology</li> </ul>   |
| Development Scenario | <ul style="list-style-type: none"> <li>- Establishment of Baringo Lake resort</li> <li>- Establishment of Kericho highland resort</li> <li>- Improvement of urban amenities in Kisumu</li> <li>- Promotion of "forest walk" in Kakamega National Park</li> <li>- Establishment of the Kitale - Mt. Elgon highland resort</li> <li>- Promotion of Mt. Elgon Safari</li> </ul> |

Figure 7 Spatial Structure of the Western Tourism Region





## 2.4.4. Turkana and Northern Tourism Regions

### (1) Present Situation

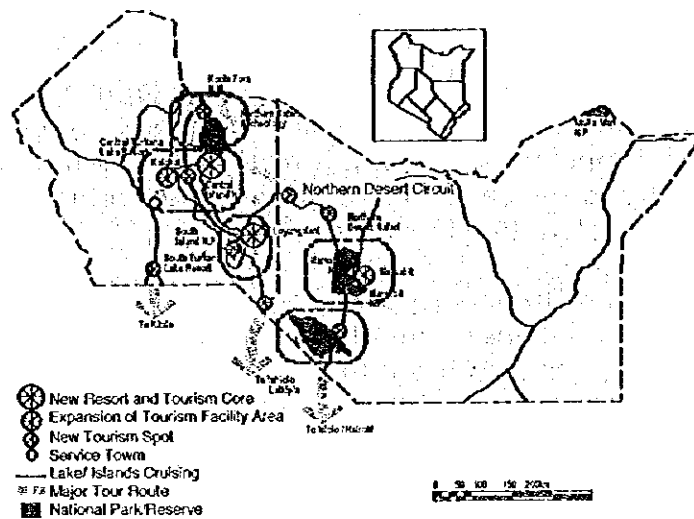
The Turkana Tourism Region is arid and semi-arid land, which is located in the Rift Valley Province. Tented Safari is presently a popular tourism in this region. The Northern Tourism Region is arid and semi-arid land located in the Northern part of the Northern and Eastern Provinces.

The Turkana Tourism Region has a tourism potential for tourists, who are interested in lakes and inland nature. The Northern Tourism Region also has a tourism potential for special interest tourists. To utilize these regions, it is necessary to improve accessibility and ensure security.

### (2) Basic Strategies

|                      | Basic Strategies   |
|----------------------|--|
| Development Concept  | Lake resort and desert safaris   |
| Target Market        | <ul style="list-style-type: none"> <li>- Advanced safari tourists and "Soft" adventurers</li> <li>- Camping safari lovers</li> <li>- Up-market arid safari tourists</li> <li>- Tourists, who prefer less congested places for safari</li> <li>- Special interest tourists for archaeology, ethnography and wild life</li> </ul>  |
| Development Scenario | <ul style="list-style-type: none"> <li>- Shift target market from real adventures to soft adventurers</li> <li>- Application of the low-volume high-income strategy</li> <li>- Establishment of a Turkana Lake resort</li> <li>- Initiation of Northern Turkana Safari and archaeological tourism</li> <li>- Establishment of Southern Turkana Lake resort</li> <li>- Improvement of and up-grade Marsabit Safari</li> <li>- Utilization of Losai National Park</li> <li>- Formulation of the Northern Desert Circuit</li> <li>- Appeal the difference of wildlife compared to major parks in the South</li> </ul> |

**Figure 8 Spatial Structure of the Turkana and Northern Tourism Regions**



**2.4.5. Tana Basic Tourism Region**

**(1) Present Situation**

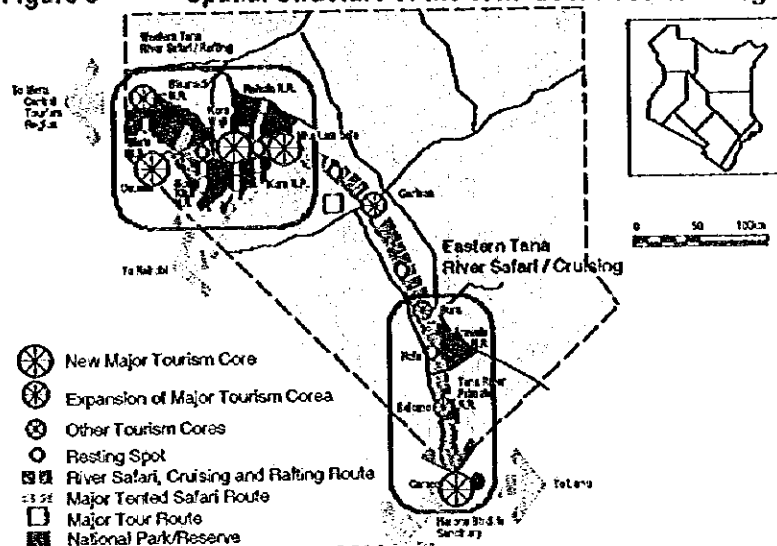
This region is arid and semi-arid land along the Tana River, and it is located in the Northern part of the Coastal Province and the Southern part of the North Eastern Province.

The nature along Tana River is the largest tourism resource, and there is tourism potential for special tourists for river sports and vegetation and wildlife. To utilize the region, it is necessary to improve accessibility and ensure security.

**(2) Basic Strategies**

|                      | Basic Strategies  |
|----------------------|---|
| Development Concept  | Adventure river Safari and rafting  |
| Target Market        | - Adventurous tourists<br>- Tourists with interest in rafting<br>- Arid Safaris<br>- Special interest tourists for wildlife and ornithology   |
| Development Scenario | - Initiation and establishment of Western Tana Basin Safari<br>- Establishment of new tourism cores and resting spots along Tana River<br>- Establishment of river rafting and cruising Safari<br>- Enhancement of a link with the coast (Malindi and Lamu) |

**Figure 9 Spatial Structure of the Tana Basin Tourism Region**



**2.4.6. Coastal Tourism Region**

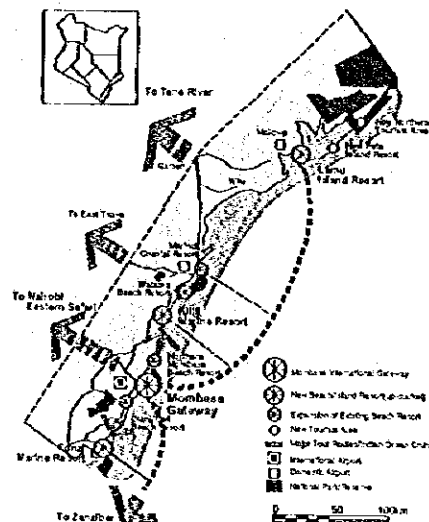
**(1) Present Situation**

This region has a large tourism potential for marine sports and recreation with a rich natural landscape, and many Swahili ruins. The region can diversify her variety of tourism products with wildlife in the Eastern Tourism Region, such as national parks.

**(2) Basic Strategies**

|                      | Basic Strategies  |
|----------------------|---|
| Development Concept  | Coral coast and Swahili culture   |
| Target Market        | <ul style="list-style-type: none"> <li>- Beach resort tourists from Europe</li> <li>- "After-Safari" tourists from inland East Africa</li> <li>- Culturally motivated tourists interested in Swahili culture and townscape</li> </ul>   |
| Development Scenario | <ul style="list-style-type: none"> <li>- Enhancement of cultural attractions catered in Swahili culture heritage and quaint Swahili towns</li> <li>- Enhancement of gourmet attractions</li> <li>- Expansion of beach resort areas</li> <li>- Enhancement of Mombasa's gateway function for Cruise, Rail Safari and after Safari tourists from East Africa countries</li> <li>- Adoption of ecotourism style attractions</li> </ul> |

**Figure 10 Spatial Structure of the Coastal Tourism Region**



**2.4.7. Eastern Tourism Region**

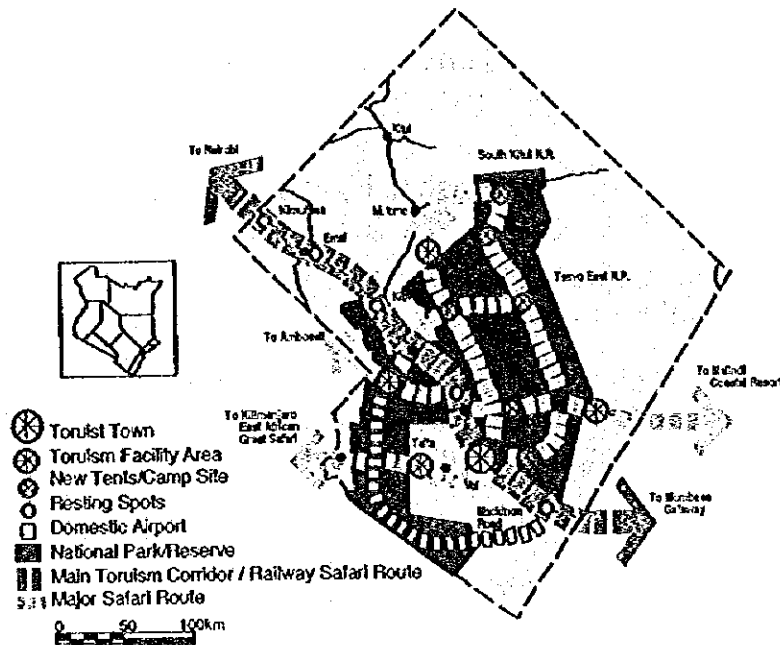
**(1) Present Situation**

This region is arid and semi-arid land, which is located in the Southern part of the Eastern Province and the Western part of the Coastal Province. This region has the largest national park (West and East Tsavo N.Ps) in Kenya.

**(2) Basic Strategies**

|                      | Basic Strategies   |
|----------------------|--|
| Development Concept  | Safari destination within easy reach from the beaches  |
| Target Market        | <ul style="list-style-type: none"> <li>- Beach resort tourists from the coast</li> <li>- Rail Safari tourists</li> <li>- Transit tourists from Nairobi to the coast</li> </ul>   |
| Development Scenario | <ul style="list-style-type: none"> <li>- Substitution of Masai Mara to relieve its congestion</li> <li>- Promotion of utilization of East Tsavo NP</li> <li>- Establishment of transportation links with Northern Tanzania</li> <li>- Improvement of urban amenity in Voi</li> <li>- Introduction of KWS Ranger Training Courses in Voi</li> <li>- Introduction of tourist facility areas in and outside of West Tsavo NP</li> <li>- Improvement and up-grading of resting spots along the Mombasa-Nairobi corridor</li> </ul> |

Figure 11 Spatial Structure of the Eastern Tourism Region



### 3. Priority Tourism Regions for Development

#### 3.1. Criteria and Selection

The development strategy and sectoral development plans have been formulated for all of Kenya's tourism regions. However, due to limited public funds and the different stages of maturity of the regions, the strategy and plans should be implemented first in priority tourism regions. The following set of criteria was employed in order to identify, which tourism regions should be given priority status for development :

- Potential for market expansion and diversification
- Contribution to foreign exchange earnings
- Contribution to employment and regional development
- Ability for environmental control, and
- Minimal public investment requirements.

The Central, Coastal and Western Tourism Regions have been selected as priority regions for formulating more detailed Master Plans.

#### 3.2. Central Tourism Region Development Plan

The general tourism product development strategy for the region should be :

- Development of a mountain resort as a new attraction for general interest tourists
- Development and promotion of parks, reserves and private ranches in the Northern part as a substitute safari destination for Masai Mara
- Utilization of the "white highland" image for creating a favorable tourism image, and
- Enhancement of the gateway and hub function of Nairobi for wildlife safari tours and new inland resorts.

The marketing strategy for the region should be two-pronged as both, domestic and international tourists would visit the region. The cool climate in the mountain area would attract tourists from South Asia and South East Asia in a long-term perspective. The target markets for the region are :

- General and advanced safari tourists
- Upper market segment for private ranches
- Tourists from new target markets (Pacific Rim, South Asia and North America), and
- Nairobi residents.

Being a good substitution for Masai Mara with better amenity and exclusiveness is the most important point of appeal. Colonial architecture that remains in the region could be useful to direct the image of exclusiveness. The regional development concept emphasises the following points :

- Less congested and more exclusive wildlife tourism
- Remains of "white highland"
- Private ranches
- Mountain and forests resort, and
- The hub for East African safaris (for Nairobi).

The proposed spatial structure for the Central Tourism Region is shown in the previous Figure 5.

In this tourism region Nairobi and Mt. Kenya have therefore been selected as priority development tourism areas.

Some 47 individual programmes and projects of tourism product development have been identified for implementation in the Central Tourism Region.

The targeted number of bed-nights in the region by the year 2010 is some 10,918 thousand bed-nights. About 19,770 additional rooms of high, medium and low class will have to be added to the present stock in accommodation rooms in the Central Tourism Region, in order to cater for the needs of the increasing number of tourists to the region.

The following tourist service facilities, for which a detailed development concept is outlined in the main report, are proposed :

- Visitor Facilities Development Programme (8 projects)
- Visitor Amenity Facilities Programme (13 projects)
- Tourist Centre Programme (2 projects)
- Tourist Wayside Facility Area Development Programme (4 projects), and
- City Beautification Programme (3 projects).

In a further step of assessment, tourism zones, tourism promotion zones, tourism development control zones and local reserve zones have been identified.

Within the Nairobi Tourism Area, the following zones are proposed to be designated as the tourism promotion zones :

- Nairobi inner City area
- South Limuru area
- Karen town area
- Ngong area, and
- Ngong Hills.

It is not necessary to designate a tourism development control zone in the Nairobi Tourism Area. The Southern area from the Nairobi National Park is designated as the local reserve zone, in order to maintain wildlife migration routes.

The following tourism promotion zones are designated in the Mt. Kenya Tourism Area :

- The Central Plain area
- Naro Moru town, and
- Half way up to Mt. Kenya National Park, around the park gate.

The surrounding areas of Aberdare National Park are proposed as the tourism development control zone. The Central Plain area is proposed to be designated as the local reserve area, in order to utilise wildlife and maintain wildlife migration routes.

In order to support the envisaged tourism development in the Central Tourism Region, various projects and programmes are proposed in the main report for infrastructure development (transport, water supply, waste disposal and power supply and communications).

The Central Tourism Region, in which the agricultural potential is relatively high, faces general environmental problems mainly due to human activities, such as agriculture and pastoralism and conflicts with wild animals.

The following main measures are proposed, in order to pursue comprehensive environmental conservation and management :

- Forest conservation in the mountain/highland forests, especially on Mt. Kenya and in the Aberdare Mountains
- Prevention of soil erosion in the highland around Mt. Kenya and the Aberdare Mountains
- Wetland conservation around the Rift Valley lakes, and
- Mitigation of human-wildlife conflicts.

### **3.3. Western Tourism Region Development Plan**

Mt. Elgon and the Rift Valley Lakes are proposed as the primary tourism development areas in this region. The general tourism product development strategy for the region should be :

- Introduction of resort tourism
- Promotion of alternative wildlife tourism
- Utilisation of local industry, and
- Introduction of village tourism.

Target markets in the short-term will be special interest tourists in ornithology, entomology (or more specifically butterflies), anthropology and various wildlife. The region should, however, strive to open its markets to a wider range of people. The target markets for the region are :

- General and experienced safari tourists
- Culturally motivated tourists, who are interested in Kenya's colorful tribal cultures, and
- Special interest tourists in wildlife, ornithology, entomology and anthropology.

The regional development concept emphasises the following points :

- Mountain resort



- Advanced safari destination, and
- African village life.

The proposed spatial development structure for the Western Tourism Region is shown in the previous Figure 7.

The results of the evaluation indicate that Mt. Elgon and the Rift Valley Lakes have high development potentials. In this region Mt. Elgon and the Rift Valley Lakes are therefore selected as priority development tourism areas.

Some 39 individual programmes and projects of tourism product development have been identified for implementation in the Western Tourism Region.

The future targeted number of bed-nights in this tourism region is some 2,074 thousand bed-nights by the year 2010. About 5,290 additional rooms of all three classes will have to be added to the present stock up to the year 2010, in order to cater for the needs of the increasing number of tourists.

The following tourist service facilities are proposed :

- Visitor Facilities Development Programme (10 projects)
- Visitor Amenity Facilities Programme (11 projects)
- Tourist Wayside Facility Area Development Programme (3 projects), and
- Town Beautification Programme (3 projects).

The following tourism promotion zones are proposed :

- Mt. Elgon tourism promotion zones, and
- Lake Baringo tourism promotion zone.

The agricultural potential in the Western Tourism Region is rather high and general environmental problems result mainly from human activities, such as agriculture and pastoralism. There are, however, presently few serious environmental problems caused by tourism, since most of the National Parks and Reserves are little used by or closed to tourism. Notwithstanding the above, if the region becomes popular as a tourism destination in the near future the same problems as those mentioned for the Central Tourism Region may occur. The following main measures are therefore proposed for comprehensive environmental conservation and management :

- Forest conservation : mountain/highland/tropical rain forest, especially at Mt. Elgon, Cherangani Hills and Kakamega
- Prevention of soil erosion, especially in the Baringo District
- Wetland conservation, especially at Lake Victoria, the Rift Valley Lakes and Saiwa Swamp, and
- Mitigation of wildlife conflict.

### **3.4. Coastal Tourism Region Development Plan**

Lamu, Malindi, Kilifi, Mombasa and Funzi are proposed as the primary cores of tourism development in this region. The general tourism product development strategy for this region should be :

- Enhancement of cultural attractions centered on Swahili cultural heritage and quaint Swahili towns
- Enhancement of gourmet attractions
- Expansion of beach resort areas based on the tourism promotion zone system
- Enhancement of Mombasa's gateway function for Cruise, Rail Safari and after safari tourists from East African countries, and
- Adoption of ecotourism style attractions.

Beach resort tourism will continue to constitute a predominant tourism demand to the Coastal Tourism Region. However, development of tourism objectives based on Swahili cultural heritage would attract cultural tourists to the region and diversify tourists' origin countries. The target markets for the region are :

- Beach resort tourism from Europe
- Safari tourists, who would like to enjoy a leisurely stay after safari in East African countries, and
- Culturally motivated tourists interested in Swahili culture and townscape.

The regional development concept emphasises the following images :

- Sun, sea and sand
- Swahili cultural heritage and exotic stone towns, and
- Seafood.

The proposed spatial development structure for the Coastal Tourism Region is shown in the previous Figure 10.

Five tourism areas are designated in the Coastal Tourism Region.

In line with the results of the evaluation, the South Mombasa Coast, the Malindi Coast and the Lamu Coast are selected as priority development tourism areas. Tourism core development at the Malindi coast will be resort development to expand accommodation capacity with the integration of cultural attractions. The South Mombasa coast and Lamu coast will be developed as beach resorts attached with eco-tourism style attractions.

About 55 individual programmes and projects of tourism product development have been identified for implementation in the Coastal Tourism region.

The targeted number of bed-nights in the region is some 13,322 thousand bed-nights by the year 2010. It is estimated that some 29,700 additional rooms of all classes will be needed up to the year 2010 to cater for the needs of the increasing number of tourists.

The following number of tourist facilities' projects are proposed :

- Visitors Facilities Development Programme (8 projects)
- Visitor Amenity Facilities Programme (5 projects)
- Tourist Center Programme (2 projects)
- Tourist Wayside Facility Area Development Programme (2 projects), and
- Town Beautification Programme (3 projects).

Several tourism promotion zones are proposed in the South Mombasa coast, Malindi and Lamu coasts, which should serve as a tourist base.

The region is a main destination in Kenya as a beach resort for mass-tourism and it receives the largest number of visitors among all the tourism regions. The tourism impact on the coastal marine ecosystem is therefore substantial.

The following main measures for comprehensive environmental conservation and management are proposed :

- Prevention of soil erosion on the upper land and siltation
- Pollution control by effluent treatment, restriction, reduction and monitoring
- Controlled fish farming accompanied by destruction of mangrove forest
- Development of sustainable fisheries' management and reinforcement of fishing regulations

- Introduction of new fishing methods, which are harmless for marine mammals and sea turtles, and
- Reinforcement of MNP/MNR/FR (mangrove forest) management by field patrol.

#### **4. Tourism Management and Promotion Plan**

##### **4.1. Tourism Development Administration**

The public sector should, in principle, formulate policy and maintain and improve the business environment, in order to facilitate business activities by the private sector and maximise its performance under the principles of a market economy by means of :

- Formulating appropriate policies
- Formulation and implementation of development plans and projects
- Providing tourism related infrastructure and improving tourism resources
- Undertaking tourism marketing and promotion of the country, and
- Supporting human resource development for the sector.

There are about 19 major tourism related functions (ranging from policy formulation to disposal of garbage and sewerage) involving presently 12 line ministries, the Office of the President and Local Government.

The Ministry of Wildlife and Tourism (MOTW), which plays a leading role in the overall administration of tourism development, should be strengthened in its functions in the fields of (1) planning & co-ordination, (2) marketing and promotion, (3) implementation, (4) provision of protection and supporting role for tourists and, (5) conservation of tourism resources and development of tourism products.

The Master Plan proposes a wide range of individual measures to remove the above mentioned constraints in both, the administrative and institutional set-up and in the overall regulatory environment. Overall policy recommendations refer to :

- A closer tie-up between the public and private sectors
- Better co-ordination between tourism development and tourism marketing

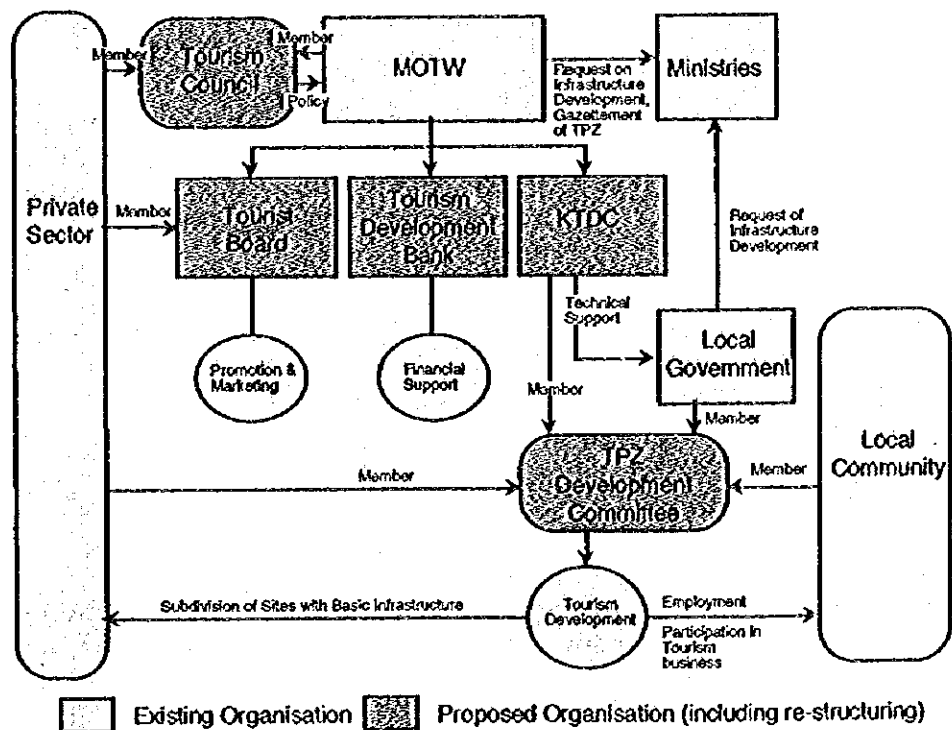
- The strengthening of the implementation function and area development, and
- Local Community's participation.

The proposed concept for the mega structure of the tourism development administration, which takes Kenya's peculiarities into account, is depicted in Figure 12.

The Master Plan elaborates in detail on the basic functions, management, membership and financing of the organisations and entities identified in the proposed structure. A key features in this context, however, is the co-operation and partnership between the public and private sectors.

Kenya has several acts and regulations on tourism business, the conservation of wildlife and tourism related matters. However, tourism policies and planning have hardly any legislative background. It is therefore suggested to pass a tourism law, which would provide the basic regulatory framework and general incentive frameworks.

Figure 12 Proposed Structure of Tourism Development Administration



Source: JICA Study Team

## 4.2. Communities Participation in Tourism

Community participation in tourism is most significant for the diversification of the tourism sector. Activated small and medium scale enterprises (SME) in conjunction with human resource development are key issues. Promotion of village tourism is recommended in this Master Plan.

### (1) SME Promotion

Supporting measures are recommended. They are financial support by KTDC, establishment of a training system and information services.

As for the development of local specialities, ice supply terminal (IST) projects are recommended.

### (2) Human Resources Development

The tourism sector is very much so a "service sector" and human resource development is a crucial issue for the sectors' future successful development.

Kenya's existing training capacity is in no position to meet the training needs, neither in quantitative, nor in qualitative terms (scope of training).

Taking into account that not everybody who needs training can be trained the annual training demand (intake) on a full time basis would still be in the order of magnitude of some 2,680 people as illustrated in Table 9.

**Table 9 Training Demand on a Full Time Basis**

| Expected Responsibility Level | Accommodation | Others       | Unit: persons |
|-------------------------------|---------------|--------------|---------------|
|                               |               |              | Total         |
| Management & Administration   | 220           | 760          | 980           |
| Middle management             | 310           | 660          | 970           |
| Regular Staff                 | 450           | 280          | 730           |
| <b>Total</b>                  | <b>980</b>    | <b>1,700</b> | <b>2,680</b>  |

Note: The above figures indicate numbers of students

Source: Estimated by JICA Study Team

It is therefore imperative that, in addition to expanding the capacity of KUC, tourism related courses are introduced in other training institutions, such as vocational schools and training institutions falling under the responsibility of the Ministry of Research, Technical Training and Technology.

Furthermore, it is important that the scope of training offered be widened and intensified and that proper standards, skill testing and certification be introduced.

### **(3) Village Tourism**

The village tourism is a type of tourism, in which tourists enjoy a stay in a rural community with a local and intimate atmosphere with cultural and natural experiences. It aims at using the locality of an area, such as local products, landscape, and traditional culture for tourism, with proper arrangement to conserve and promote the uniqueness. Some could regard village tourism as a sub-category of ecotourism that stresses the low-impact on, closer contact with, and financial contribution to conserve nature and indigenous cultures.

The study team chose Kisii for the village tourism project site as it has soapstone industry as a catalyst for tourism development. The project, however, is a pilot project to introduce the village tourism know-how to Kenya and the methodology used for the project could apply to many local communities in Kenya.

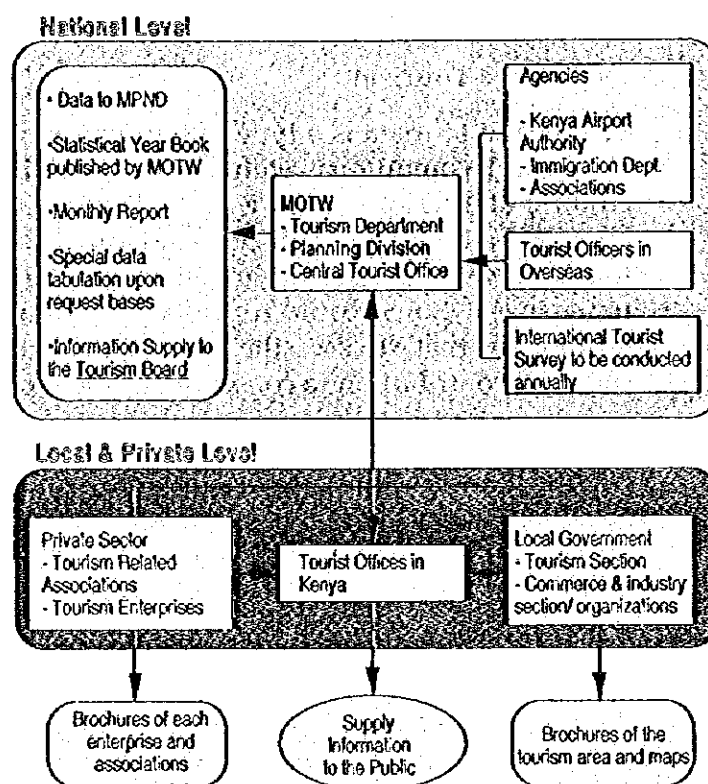
The identification of tourism resources to be used, direction and considerations for development and procedure for implementation of the projects are indicated. As for implementation, the following are key elements:

- Establishment of a tourism organisation. The local government should take the initiative of the organisation at the initial stage
- Preparation of tourism menus. These should be prepared by the organisation, and
- Sales promotion.

### **4.3. Information System Development**

A tourist information system should be established, which provides the necessary information to tourists, the travel trade and the government. Tourist information and data management systems should be provided at national and local government levels and within the private sector. Figure 13 shows the proposed information system.

Figure 13 Information System



Source: JICA Study Team

Tourist guide signs, information boards and information centres should be provided for improvement of travel conditions for the traveller in Kenya. It must be provided in accordance with the tourists movement and their needs.

#### 4.4. Marketing Plan

Kenya's appeal to the market is conceptualised as "the Gateway to African experiences". This concept stresses the importance of general tourists rather than adventurous or special interest tourists. The following strengths of Kenyan tourism should be promoted through marketing activities.

- Easiness of travel
- Suitability for beginner tourists to Africa
- Transportation hub to any part of Africa
- Destination for rest and relax after safaris in Africa



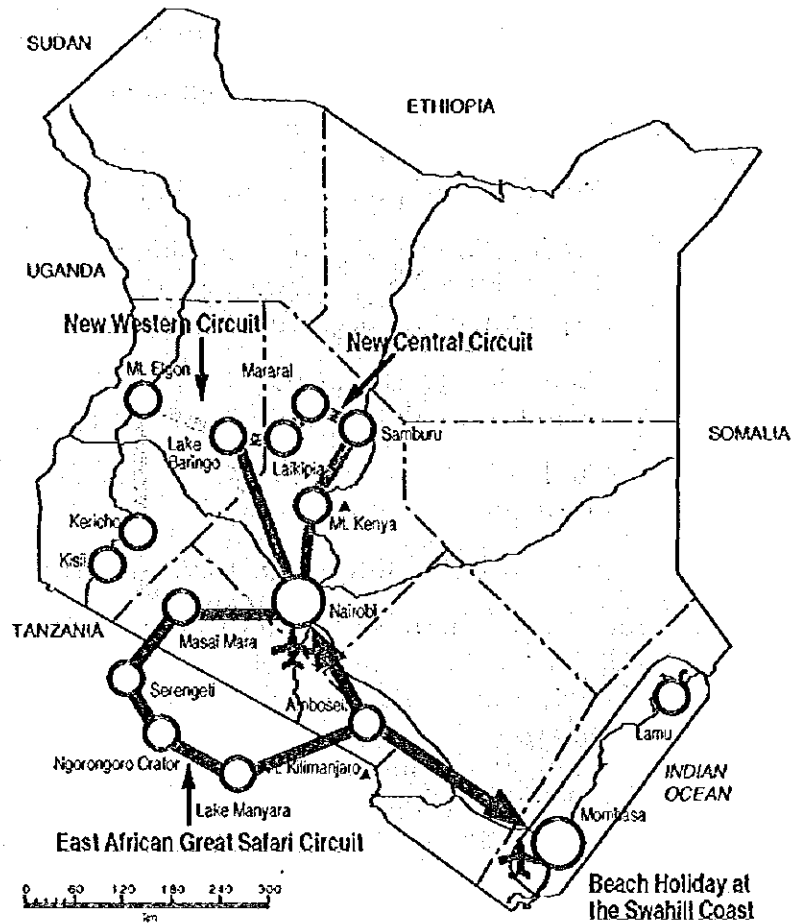
- Availability of diversified tourist attractions, and
- Chance to enjoy African countryside and villages.

The study team proposes appropriate marketing techniques for Kenya in the following fields :

- Production of promotion materials
- Trade stimulation, such as familiarisation visit, participation in travel trade shows, workshops for the travel trade and approaches to potential tour organisers
- Free-ride advertisement, such as journalist familiarisation visit, co-operation in film shooting and exhibitions and tourists events
- Public relations including crisis management against a negative press, and
- Advertisement toward the travel trade as well as general public.

The greater number of tourists to Kenya, whether package or independent, combine an itinerary of safari in the inland with a leisurely stay at the coast, although the proportion of the two parts differs considerably by tourist's interests. Figure 14 shows the locations of proposed tour programmes. The combination of three inland area tour programmes with the coast will form various kind of tour packages, which will meet the various type of tourist's interests.

Figure 14 Location of Tour Programmes



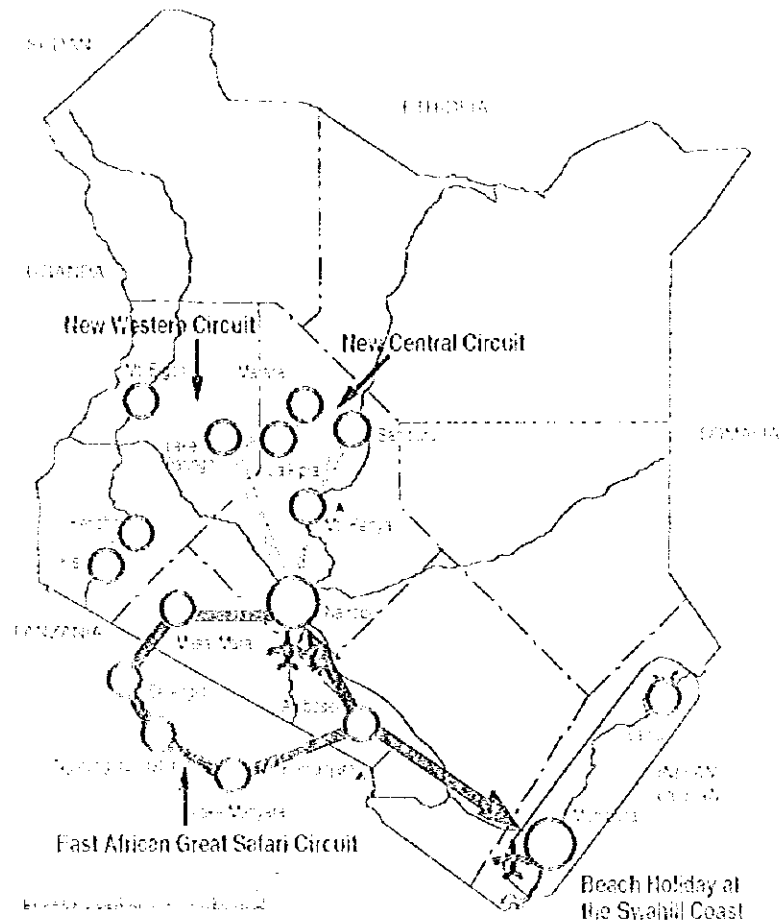
Source: JICA Study Team

- The New Central Circuit: This itinerary covers major tourism products in the Central Tourism Region and introduces new tourism products of trekking in Mt. Kenya and private ranch tourism in Likipia.
- The New Western Circuit: Participants in this programme enjoy a wide variety of tourism products ranging from game viewing in Masai Mara to village tourism, local industry based tourism of soapstone carving and tea production, ecotourism, caving and mountain resort.
- The East African Great Safari Programme: This is multi-country circuit with special emphasis on wildlife tourism.

#### 4.5. Guidelines for Physical Development Control

Designation of tourism promotion zones and provision of facilities development guidelines are proposed in the Master Plan.

Figure 14 Location of Tour Programmes



Source: JICA Study Team

- The New Central Circuit: This itinerary covers major tourism products in the Central Tourism Region and introduces new tourism products of trekking in Mt. Kenya and private ranch tourism in Laikipia.
- The New Western Circuit: Participants in this programme enjoy a wide variety of tourism products ranging from game viewing in Masai Mara to village tourism, local industry based tourism of soapstone carving and tea production, ecotourism, caving and mountain resort.
- The East African Great Safari Programme: This is multi-country circuit with special emphasis on wildlife tourism.

### 1.5. Guidelines for Physical Development Control

Designation of tourism promotion zones and provision of facilities development guidelines are proposed in the Master Plan.

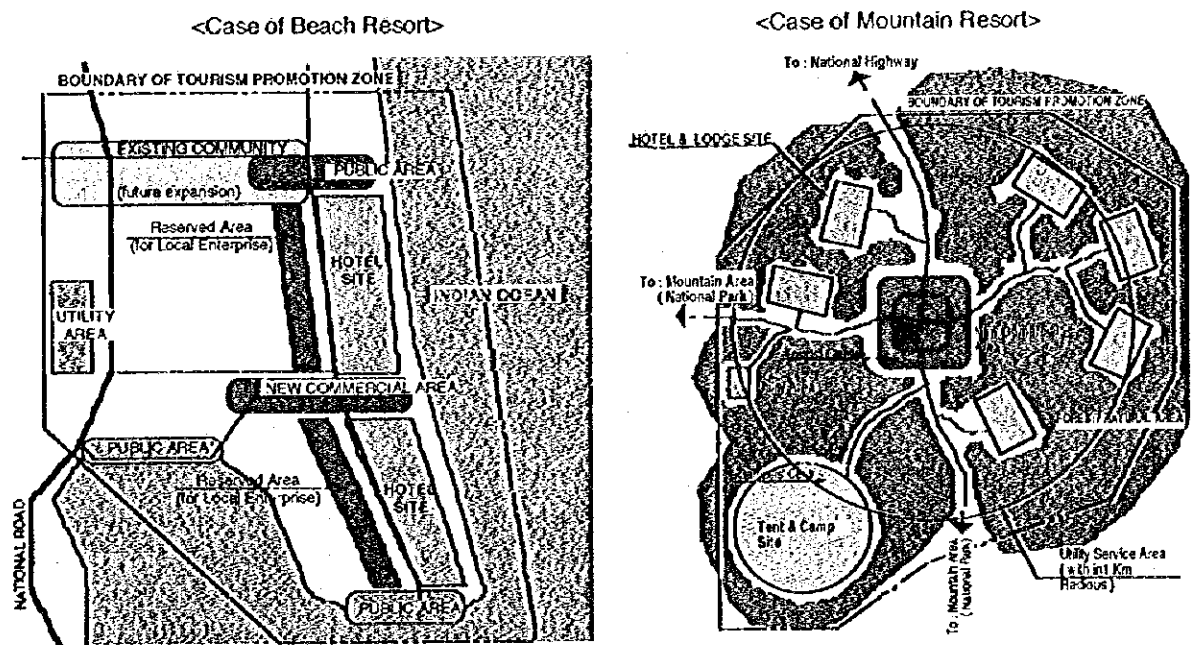
### (1) Tourism Promotion Zone (TPZ)

The functions of TPZ are:

- Accumulating tourism facilities
- Controlling environmentally negative impacts by providing public infrastructure
- Providing necessary public services effectively
- Effectively providing infrastructure, and
- Restraining land speculation.

MOTW is responsible for planning. KTDC is responsible for implementation and forming of a TPZ development committee. The committee must include the local government, residents and investors. The conceptual diagramme of the TPZ is shown below.

Figure 15 Conceptual Layout of TPZ



Source: JICA Study Team

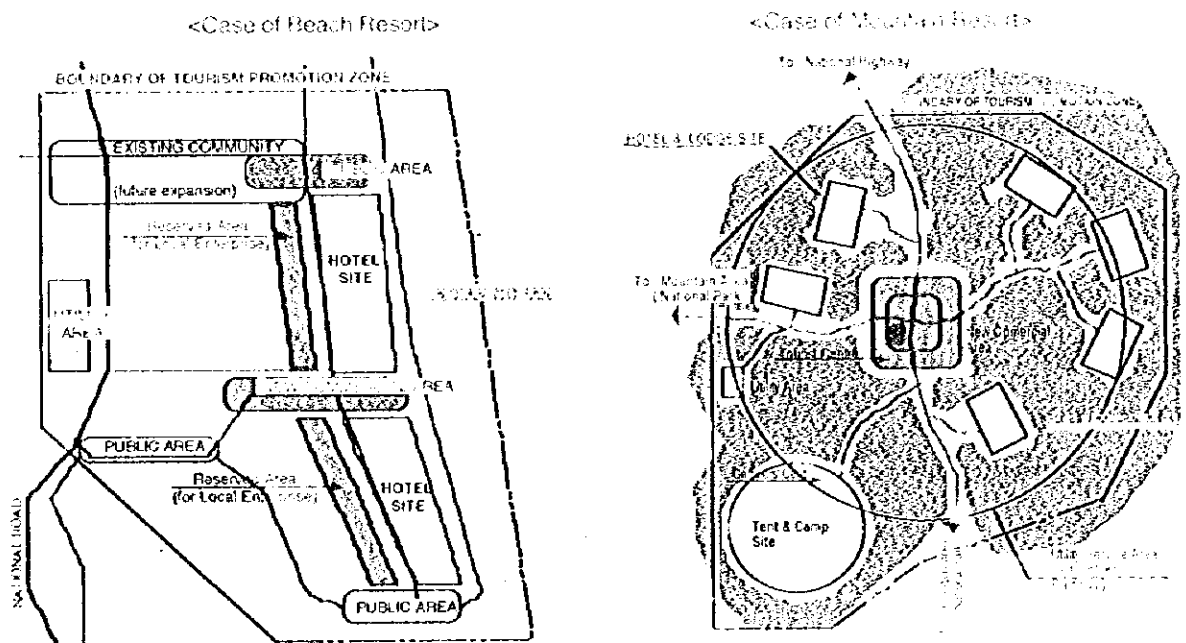
#### (D) Tourism Promotion Zone (TPZ)

The functions of TPZ are:

- Accumulating tourism facilities
- Controlling environmentally negative impacts by providing public infrastructure
- Providing necessary public services effectively
- Effectively providing infrastructure, and
- Restraining land speculation.

MOTW is responsible for planning. KIDC is responsible for implementation and forming of a TPZ development committee. The committee must include the local government, residents and investors. The conceptual diagramme of the TPZ is shown below.

Figure 15 Conceptual Layout of TPZ



Source: JICA Study Team

## (2) Facilities Development Guidelines

Facility development guidelines are to be prepared by categories, which are set by a matrix of location characteristics and building types. Building types are classified by their height, that is low rise or less than 2 stories, medium rise or 3 to 6 stories and high rise, that is more than 7 stories. These categories and their suitability for locations can be evaluated and summarised as shown in the following table.

**Table 10 Location and Building Types**

| Location             | High | Med. | Low | Note  |
|----------------------|------|------|-----|---|
| City                 |      |      |     | All the buildings are regulated by the local building code in any form  |
| Coast                |      |      |     | Medium and low rise buildings are appropriate in the tourism development areas within 1 km from the shoreline |
| Savanna/<br>Highland |      |      |     | Low rise buildings are appropriate not to disturb natural environment   |
| N.P & N.R.           |      |      |     | Same as for above, following KWS's building regulations   |

Source: JICA Study Team

Development guidelines are to be prepared for each type, which is evaluated and marked dark shaded in the table. The following are indicators to be used for the guidelines :

- Building setback
- Building coverage ratio
- Floor area ratio
- Building height, and
- Landscape consideration in national parks and reserves.

## 5. Economic and Financial Analysis

### 5.1. Investment Requirements

The Master Plan estimates the investment requirements needed for implementing the proposed development in the seven priority tourism development areas (PTDA), as summarised in Table 11. The investment requirements indicate the total investment up to 2010. The investment requirements during 1996 to 2000 are compiled in the 5 Year Action Programme in Chapter 7. The investment requirements indicated in the table cover only the projects which are proposed in the Master Plan. Accordingly, it excludes the investment for implementing the projects/programmes related to the tourism development which are included in the various infrastructure development master plans such as water road supply, sewerage, and power supply. Therefore, it is strongly necessary to concurrently implement these master plans with this Tourism Master Plan.

**Table 11 Investment Requirement of Priority Tourism Development Areas for 1996-2010 (K£ million)**

| Items                                | Unit: K£ million |          |                  |                      |                  |         |       |        |
|--------------------------------------|------------------|----------|------------------|----------------------|------------------|---------|-------|--------|
|                                      | Nairobi          | Mt Kenya | Elgon/<br>Kitale | Rift Valley<br>Lakes | South<br>Mombasa | Malindi | Lamu  | Total  |
| 1 Tourism Product related Facilities | 148.8            | 5.3      | 8.8              | 0.3                  | 1.5              | 8.5     | 4.3   | 177.3  |
| 2 Hotel Accommodation                | 1211.0           | 133.3    | 233.8            | 116.0                | 617.3            | 843.3   | 327.5 | 3482.0 |
| 3 Tourist Service Facilities         | 1.8              | 0.2      | 0.5              | 0.8                  | 0.2              | 1.9     | 0.1   | 5.4    |
| 4 Road                               | 0.0              | 35.3     | 2.0              | 12.5                 | 3.2              | 1.5     | 0.0   | 54.4   |
| 5 Airport                            | 0.0              | 0.0      | 0.0              | 0.0                  | 0.0              | 0.0     | 2.5   | 2.5    |
| 6 Marina                             | 0.0              | 0.0      | 0.0              | 0.0                  | 22.5             | 7.5     | 7.5   | 37.5   |
| 7 Water Supply                       | 5.2              | 0.0      | 1.6              | 2.9                  | 21.1             | 11.9    | 14.7  | 57.4   |
| 8 Sewerage & Waste Disposal          | 3.5              | 0.0      | 0.6              | 1.9                  | 13.3             | 7.3     | 2.7   | 29.3   |
| 9 Power & Telecommunication          | 0.0              | 0.4      | 2.7              | 1.8                  | 14.2             | 3.0     | 33.8  | 55.8   |
| 10 Total Investment Requirement      | 1370.2           | 174.3    | 249.9            | 136.1                | 693.2            | 884.7   | 393.1 | 3901.5 |
| 11 Private Sector Investment         | 1211.0           | 133.3    | 233.8            | 116.0                | 639.8            | 850.8   | 335.0 | 3519.5 |
| 12 Public Sector Investment          | 159.2            | 41.0     | 16.1             | 20.1                 | 53.5             | 34.0    | 58.1  | 382.0  |

Source: JICA Study Team.

Note: in 1994 constant prices.

The above shown investment requirements of seven PTDA's cover the period up to the year 2010, out of which those for the period of 1996-2000 constitute the investment requirements of the Five-year Action Programme to be mentioned in the following Chapter 7.

Investment costs per hotel room were estimated on the basis of the above estimate. The overall investment requirements of the whole Master Plan have been identified as the product of the said investment cost per hotel room multiplied by the projected number of hotel rooms in each Tourism Region as shown in Table 12.

**Table 12 Total Investment Requirement of the Master Plan by Tourism Region**

| Region          | Unit: K£ million |         |         |         |         |         |         |        |         |        |      |  |       |
|-----------------|------------------|---------|---------|---------|---------|---------|---------|--------|---------|--------|------|--|-------|
|                 | 1996             |         | 2000    |         | 2001    |         | 2005    |        | 2006    |        | 2010 |  | Total |
|                 | Private          | Public  | Private | Public  | Private | Public  | Private | Public | Private | Public |      |  |       |
| 1. Nairobi      | 446.8            | 86.6    | 489.3   | 65.2    | 275.0   | 7.3     | 1211.0  | 159.2  |         |        |      |  |       |
| 2. Central      | 71.9             | 11.7    | 209.1   | 22.5    | 238.5   | 14.5    | 519.5   | 48.7   |         |        |      |  |       |
| 3. Masailand    | 58.7             | 9.5     | 133.4   | 14.4    | 115.6   | 7.0     | 307.7   | 30.9   |         |        |      |  |       |
| 4. Western      | 181.7            | 29.5    | 219.7   | 23.7    | 232.7   | 14.1    | 634.1   | 67.3   |         |        |      |  |       |
| 5. Turkana      | 41.7             | 6.8     | 72.7    | 7.8     | 108.4   | 6.6     | 222.8   | 21.2   |         |        |      |  |       |
| 6. Northern     | 10.1             | 1.6     | 4.5     | 0.5     | 27.5    | 1.7     | 42.1    | 3.8    |         |        |      |  |       |
| 7. Tana Basin   | 1.5              | 0.2     | 93.8    | 10.1    | 72.3    | 4.4     | 167.6   | 14.7   |         |        |      |  |       |
| 8. Coastal      | 530.1            | 86.2    | 885.0   | 95.4    | 813.8   | 49.4    | 2228.9  | 231.0  |         |        |      |  |       |
| 9. Eastern      | 103.6            | 16.8    | 203.1   | 21.9    | 69.4    | 4.2     | 376.1   | 42.9   |         |        |      |  |       |
| 10. Nationwide  | 30.0             | 230.8   | 15.0    | 247.5   | 30.0    | 105.8   | 75.0    | 584.1  |         |        |      |  |       |
| Total           | 1476.1           | 479.7   | 2325.6  | 509.0   | 1983.2  | 215.0   | 5784.9  | 1203.7 |         |        |      |  |       |
| (Prvt. + publ.) |                  | 1955.8  |         | 2834.6  |         | 2198.2  |         | 6988.6 |         |        |      |  |       |
|                 |                  | (28.0%) |         | (40.6%) |         | (31.4%) |         | (100%) |         |        |      |  |       |

Note: in 1994 constant prices.

Source: JICA Study Team

The total investment requirements of the Master Plan are estimated at 6,989 million Kenya Pounds (in 1994 constant prices), out of which some 5,785 million Kenya Pounds, equivalent to about 83% of the total, will have to originate from the private sector. The balance of 1,204 million Kenya Pounds ( equivalent to 17% of the total ) are public sector investments.

## 5.2. Investment Planning

The investment requirements for the Master Plan shown above are compared with the projected gross fixed capital formation ( GFCF ) and capital expenditure of the government budget as shown in Table 13.

**Table 13 Availability of Investment Funds for the Tourism Master Plan**

| Items                                  | Aver.<br>89-93 | Unit : KC million |         |         |         |         | Total<br>96-2010 | Growth<br>93-2010<br>(% p.a.) |
|--|----------------|-------------------|---------|---------|---------|---------|------------------|-------------------------------|
|  |                | 1993              | 96-2000 | 2001-05 | 2005-10 | 96-2010 |                  |                               |
| 1) GDP                                 | 22243          | 22686             | 146818  | 193139  | 253851  | 593808  | 5.49             |                               |
| 2) GFCF                                | 3793           | 3140              | 25034   | 32933   | 43285   | 101252  | 6.79             |                               |
| (% share in GDP)                       | 17.05          | 13.84             | 17.05   | 17.05   | 17.05   |         |                  |                               |
| 3) 4-Sector Investm't in GFCF          | 1399           | 1309              | 9235    | 12149   | 15968   | 37352   | 6.02             |                               |
| (% share in GFCF)                      | 36.89          | 41.68             | 36.89   | 36.89   | 36.89   |         |                  |                               |
| 4) Capital Expenditure in G.B.         | 1198           | 1162              | 7913    | 10410   | 13663   | 32006   | 5.49             |                               |
| (% share in GDP)                       | 5.39           | 5.12              | 5.39    | 5.39    | 5.39    | 5.39    |                  |                               |
| <b>Tourism Development Master Plan</b> |                |                   |         |         |         |         |                  |                               |
| 5) Total Investm't Requirem't          |                |                   | 1956    | 2835    | 2198    | 6989    | -                |                               |
| (% share in (2) above)                 |                |                   | 7.8     | 8.6     | 5.1     | 6.9     |                  |                               |
| (% share in (3) above)                 |                |                   | 21.2    | 23.3    | 13.8    | 18.7    |                  |                               |
| 6) Public Investm't Requirem't         |                |                   | 480     | 509     | 215     | 1204    | -                |                               |
| (% share in (4) above)                 |                |                   | 6.1     | 4.9     | 1.6     | 3.8     |                  |                               |

Note: -At 1994 constant prices.

- "4-Sector" refers to "Trade, Restaurant and Hotels", "Electricity & Water",

"Transport, Storage & Communication" and "Building & Construction".

- "G.B." refers to Government Budget.

Source - Projection in the table was carried out by JICA Study Team.

As shown in the table, the share of the total investment requirement of the Master Plan in the GFCF is estimated at about 7.8% in the short term and 5.1% in the long term with an average of 6.9% through the period up to 2010. The shares of public sector investments in the capital expenditure in the government budget is estimated at 6.1% in the short term and 1.6% in the long term, with an average of 3.8% through the period up to 2010.

The above shares of the investment requirements of the Master Plan in GFCF and the capital expenditure of the government budget indicate that the scale of the investment of the Master Plan is moderate compared with the previous tourism related public investment.



### **5.3. Economic and Financial Analysis**

In line with the targeted tourist arrivals, foreign exchange earnings generated by the tourism sector are projected to rise to 2,510 million Kenya Pounds in the year 2000 (1994 constant price base and equivalent to about US\$ 1,004 million ) and subsequently to 5,900 million Kenya Pounds by the year 2010 ( equivalent to some US\$ 2,360 million).

Employment in the tourism sector has been projected to increase to 223,000 in the year 2000 and 431,000 in the year 2010. The share of tourism sector employment in total wage employment, which was some 9% in 1993, is projected to rise to some 10% in 2000 and 12% in 2010.

An evaluation of the whole Master Plan was carried out by comparing the total investment costs against the incremental tourists expenditures to be realized by implementing the Master Plan. The cost and benefit streams are discounted to obtain the present values assuming a discount rate of 10%, which is considered as the opportunity cost of capital in Kenya. As a result, the benefit cost ratio of 1.6 was obtained. Hence, total investment cost are justified from a national benefit point of view.

## **6. Environmental Conservation and Management Plan**

Kenya's natural environment is important as a basic factor of human welfare/livelihood and a most valuable tourism resource as well as a precious world heritage. Therefore, from the viewpoint of not only simply conserving nature but also promoting tourism development, which will contribute to sustainable development of the country, it is indispensable to consider environmental conservation and to make an effective management plan at national level.

### **6.1. Characteristics and Problems of Kenya's Natural Environment**

#### **6.1.1. Characteristics of Natural Ecosystem**

The characteristics of Kenya's natural ecosystem are summarised as follows:

- A variety of eco-zones, ranging from Afro-alpine to coastal ocean and a vast area of arid/semi-arid land
- A high level of biodiversity of flora and fauna, especially in forest and wetland, and
- Abundance in population of large ungulates/carnivores and their migration in arid/semi-arid land.

### **6.1.2. Environmental Problems**

Rapid population growth and increasing human activities with an insufficient environmental conservation effort has failed in balancing the ecosystem. Main environmental problems are identified as follows:

- Decrease of wildlife population and biodiversity in flora and fauna
- Land deterioration causing decreasing land productivity
- Water exhaustion, particularly in arid/semi-arid land and the coastal area
- Environmental pollution (air, water and soil), particularly in urban areas, and
- Increase of wildlife conflicts with local people.

### **6.2. Proposed Programmes for Environmental Conservation and Management**

The basic direction for environmental conservation and management is sustainable use of the natural environment without creating damage to the main characteristics of Kenya's natural ecosystem.

#### **6.2.1. Conservation of Natural Environment (Non-organic Environment)**

The conservation and management of the non-organic environment (air, water and soil) must be considered as a set of issues, since these elements are closely interrelated to each other. There are four main programmes proposed as follows:

- Suitable land use (protection from desertification)
- Forest conservation and management
- Water resource management (wetland conservation), and
- Pollution control with EIA system.

#### **6.2.2. Wildlife Conservation and Management**

There are two major directions as for the wildlife conservation and management. One is concentration of all the efforts into the protected areas, and the other is expansion of the efforts into other wildlife areas. It is needed to comprehend these two directions, but the first direction should be given high priority for implementation, because of its urgent needs and fund constraints. There are seven main programmes proposed as follows:

- National network of wildlife areas, including management of protected areas, wildlife management outside protected areas and conservation of biodiversity
- Wildlife-based tourism (eco-tourism)
- Local people and wildlife coexistence by the Community Wildlife Programme (KWS)
- Environmental education to youth, communities and visitors
- Scientific services
- Legislation and international conventions, and
- Management capability and finance (KWS).

### **6.2.3. Mitigation of Tourism Impacts on Natural Environment**

Compared to natural disasters and other human activities (agriculture, pastoralism, industrialisation and so on), tourism development generally has a smaller impact on the natural environment. However, being carried out without proper management and regulations, tourism development also can easily have influence on the ecosystem at local or regional levels.

Tourism-related problems are conspicuous in popular NP/NRs and parts of the coastal area. The tourism problems can be categorised into two groups, that is common and specific problems. The common problems are: more visitors than carrying capacity and lack of discipline among tourists/tour personnel, which cause a problem of over-use by tourism. The specific problems are: facility/road construction, litter/sewage/waste disposal, off-road/over-speed driving, balloon safari, disturbance of wild animals and destruction of coral reefs. The following countermeasures for each problem category are proposed.

#### **(1) Counter-measures for Common Problems**

- Control of the number of beds for tourist accommodation within/adjacent to NP/NRs and the number and size of vehicles entering NP/NRs
- Redistribute tourism destinations from major to minor NP/NRs with introduction of a differential pricing system for the entry fees of NP/NRs

- Monitor visitor numbers and tourism impacts on the natural environment
- Develop visitor services, such as education, information and interpretation services
- Train and instruct tour personnel with introduction of a license system for certain tourism activities
- Improve and establish facilities concerning education and training, such as Information Centres and Environmental Education Centres and
- Reinforce field patrol and NP/NR regulations on tourist's and tour personnel's activities.

## **(2) Countermeasures for Specific Problems**

- Implement the EIA before any construction works of tourism facilities/roads
- Avoid to change the natural landscape and to construct buildings on atural landscape and to construct buildings on slopes and near water resources
- Install, maintain and monitor sewerage/waste disposal systems at hotels/lodges/camping sites
- Reinforce prevention of off-road/over-speed driving by new road designs and construction method of off-road/over-speed driving by new road designs and construction methods
- Diversify tourism products and develop alternative environmentally sound attractions for driving safari, balloon safari and marine sports
- Establish and enforce stricter guidelines for the operation of balloon safari and game viewing of attractive animals with introduction of a license system, and
- Prohibit and differentiate some tourism activities depending on tourist's experiences in marine sports and zoning to be adapted in each MNP/MNR.

## **7. Five-Year Action Programme**

The 5-year action programme is formulated for the designated priority tourism development zones. Actions to be taken at national level are also included, not only for the priority tourism development areas, but also for the tourism development of the country as a whole.

### **7.1. Programmes for Tourism related Policies and Administration**

#### **7.1.1. Improvement of Tourism Administration of MOTW**

- Upgrade the Planning Unit to Research and Planning Department.
- Establish a Research and Statistics Section in the Research and Planning Department.
- Transfer the tourist offices abroad to the newly established Tourist Board.
- Establish regional tourist offices of MOTW.

#### **7.1.2. Environmental Conservation**

- Establish a Land Use Act in order to identify the development area and conservation area covering the whole nation. Four land use categories are proposed. They are Conservation area, Pastoral area, Agricultural area and Urban area. (Office of The President, and all relevant Ministries concerned with natural resource use sectors.)
- Gazette the Tourism Promotion Zones (TPZ) and Buffer zones. TPZs are designated for conservation by landuse monitoring (Office of The President, MOTW, Ministry of Agriculture, Livestock Development Marketing, Ministry of Local Government, Ministry of Lands and Settlement).
- Promote to implement the "Protected Areas and Wildlife Service Project (PAWS)" by KWS in cooperation with IDA and foreign aid agencies.
- Implement community wildlife programmes by KWS in cooperation with the local government and local community.
- Establish EIA system and pollution control programme (Ministry of Environment and Natural Resources).

#### **7.1.3. Improvement of Travel Conditions**

- Implement the development of new tourism products. They are introduction of new mountain resort, utilisation of historical and cultural resources, development of alternative wildlife viewing destinations (MOTW, MOCSS, MOPW, MOHANH, private sector).

- Expand and improve existing tourist's base (Coast, Nairobi, Rift Valley lakes).
- Develop new tourism bases (TPZ).
- Improve national road and access roads for traffic safety. Enforcement of traffic control is also needed ( MOPWH, Office of The President).
- Provide guide signs, information boards and tourism information centres at tourist areas.
- Improve infrastructure related to the tourism sector ( see next section).

#### **7.1.4. Marketing Function**

- Establish Tourists Board as a joint organisation of MOTW and the private sector.
- Manage overseas' tourists offices by Tourit Board.
- Establish tourism information system and provide appropriate tourist information to travellers and the travel trade (MOTW, Local Governments, Travel Trade).

#### **7.1.5. Capacity Expansion of Human Resources Development**

- Introduce apprentice system and part time courses for personnel training and establish certification and licensing system for personnel skill development for all levels (MOTW, MORTTT, MOE, Travel Trade, and Private Institutes).
- Expand training capacity of Kenya Utali College.
- Establish new food production and service course at Technical Training Institute.

#### **7.1.6. Local Government Participation**

- Establishment of tourism section or unit in Local Government.
- Promote the establishment of local tourism organisations attached to the local government or as private-public sector co-operations.
- Form "Tourism Promotion Zone Development Committee" in designated TPZs.

#### **7.1.7. Public and Private Co-ordination**

- Form Tourism Council to advise on tourism policy for tourism development to the decision making level.

- Establish Tourist Board responsible for the marketing of Kenyan tourism (MOTW and Travel Trade).
- Establish Tourist Information Centres at the gateway and centres of tourist's base, under regional office of MOTW (MOTW and Travel Trade).
- Set standard and programme for personnel training in the private sector in conjunction with certification and licensing system. Apprentice system should be introduced at all levels of training (MOTW, MORTTT, MOE, Travel Trade, and Private Institutes).

## **7.2. Projects for Tourism related Facility Development**

### **7.2.1. Selection Criteria**

- Public Sector Projects
- Priority Tourism Development Areas
- Public Participation
- Urgency
- Implementable Projects.

### **7.2.2. List of Project**

According to the above criteria, the facility projects shown in Table 14 are selected for the 5-Year Action Programme.

All the facility projects indicated in the 5-Year Action Programme are considered, based on the implementation of the master plans for infrastructure development such as road network, water, electricity and urban sewerage. Therefore, the projects here are limited on those, which are directly related to tourism development.

**Table 14 Projects for Five-Year Action Programme 1996-2000**

| No.                                       | Project Name                            | Description  | Complete before 2000 | Complete after 2001 | Cost (million KE) |
|---|---|--|----------------------|---------------------|-------------------|
| <b>1 Central Tourism Region</b>           |   |  |                      |                     |                   |
| <b>Tourism Product Related Facilities</b> |   |  |                      |                     |                   |
| 1   | Improvement of National Museum          | Expansion of Exhibition Hall   | X                    |                     | 77.8              |
| 2   | Devt. of Nyeri District Museum          | New Construction   | X                    |                     | 3.8               |
| <b>Tourist Service Facilities</b>         |   |  |                      |                     |                   |
| 1   | Tourist Service Facilities              | Information Centres, Wayside facilities, Tourists service facilities |                      | X                   | 2.3               |
| <b>Human Resource Development</b>         |   |  |                      |                     |                   |
| 1   | KUC Expansion                           | Expansion of Facilities (Nairobi)                                    | X                    |                     | 35.8              |
| 2   | Improvement of Catering Training Course | Improvement of Nairobi and Nkabune Technical Training Institute      | X                    |                     | 5                 |
| 3   | Expansion of KWS Training Programme     | New Course in Naivasha or Voi  | X                    |                     | 16.3              |
| <b>Transport</b>                          |   |  |                      |                     |                   |
| 1   | Access Road to Mt. Kenya TPZ            | 15 km  | X                    |                     | 1.3               |
| <b>Water Supply</b>                       |   |  |                      |                     |                   |
| 1   | Karen Town Community                    | Incremental Capacity : 1,052 m3/d                                    | X                    |                     | 2.5               |
| 2   | South Limuru Community                  | Incremental Capacity : 722 m3/d                                      | X                    |                     | 2.5               |
| <b>Sewerage</b>                           |   |  |                      |                     |                   |
| 1   | Karen Town Community                    | Sewered Area : 35 ha   |                      | X                   | 1.6               |
| 2   | South Limuru Community                  | Sewered Area : 60 ha   |                      | X                   | 1.6               |
| <b>Waste Disposal</b>                     |   |  |                      |                     |                   |
| 1   | South Limuru Community                  | Incremental Capacity : 3.6 m3/d                                      |                      | X                   | 0.8               |
| <b>Power Supply</b>                       |   |  |                      |                     |                   |
| 1   | 11 kV D/L (Naro Moro)                   | 13 km Distribution Line  | X                    |                     | 0.4               |
| <b>2 Western Tourism Region</b>           |   |  |                      |                     |                   |
| <b>Tourism Product Related Facilities</b> |   |  |                      |                     |                   |
| 1   | Devt. of Baringo District Museum        | New Construction   | X                    |                     | 3.8               |
| <b>Tourist Service Facilities</b>         |   |  |                      |                     |                   |
| 1   | Tourist Service Facilities              | Information Centers, Wayside facilities, Tourists service facilities |                      | X                   | 1.5               |
| <b>Human Resource Development</b>         |   |  |                      |                     |                   |
| 2   | Improvement of Catering Training Course | Improvement of Kitale Technical Training Institute                   | X                    |                     | 2.5               |
| <b>Transport</b>                          |   |  |                      |                     |                   |
|   | Access Improvement to Mt. Elgon TPZ     | 15 km  | X                    |                     | 2.0               |
| <b>Water Supply</b>                       |   |  |                      |                     |                   |
| 1   | Mt. Elgon Community                     | Incremental Capacity : 388 m3/d                                      | X                    |                     | 1.6               |
| 2   | Lake Baringo Community                  | Incremental Capacity : 980 m3/d                                      |                      | X                   | 2.9               |
| <b>Sewerage</b>                           |   |  |                      |                     |                   |
| 1   | Mt. Elgon Community                     | Sewered Area : 9 ha  |                      | X                   | 0.6               |
| 2   | Lake Baringo Community                  | Sewered Area : 33 ha   |                      | X                   | 1.5               |

Source: JICA Study Team



| No.  | Project Name                            | Description  | Complete before 2000 | Complete after 2001 | Cost (million K£) |
|--|---|--|----------------------|---------------------|-------------------|
| <b>2 Western Tourism Region (contin'd)</b> |   |  |                      |                     |                   |
| <b>Waste Disposal</b>                      |   |  |                      |                     |                   |
| 1  | Lake Baringo Community                  | Incremental Capacity : 5.5 m3/d                                      | X                    |                     | 0.4               |
| <b>Power Supply</b>                        |   |  |                      |                     |                   |
| 1  | 33 kV D/L(Kitale/Mt.Elgon)              | 90 km Distribution Line  | X                    |                     | 2.7               |
| 2  | 33 kV D/L(Lake Baringo)                 | 60 km Distribution Line  | X                    |                     | 1.8               |
| <b>3 Coastal Tourism Region</b>            |   |  |                      |                     |                   |
| <b>Tourism Product Related Facilities</b>  |   |  |                      |                     |                   |
| 1  | Devt. of Mombasa Aquarium               | Aquarium with Study Institute  | X                    |                     | 36.3              |
| 2  | Swahili Seafood Distribution            | Ice Supply Terminals and Market Information Centre                   | X                    |                     | 4.4               |
| <b>Tourist Service Facilities</b>          |   |  |                      |                     |                   |
| 1  | Tourist Service Facilities              | Information Centres, Wayside facilities, Tourists service facilities |                      | X                   | 1.3               |
| <b>Human Resource Development</b>          |   |  |                      |                     |                   |
| 1  | Improvement of Catering Training Course | Improvement of Mombasa Technical Training Institute                  | X                    |                     | 2.5               |
| <b>Transport</b>                           |   |  |                      |                     |                   |
| 1  | Lamu A/S Pavement Rehabil.              | 1.6 ha   | X                    |                     | 2.5               |
| 2  | Moi Int'l A/P Access Improvement        | 5 km   | X                    |                     | 1.8               |
| 3  | Access to South Diani TPZ               | 10 km  | X                    |                     | 0.5               |
| 4  | Access to Watamu TPZ                    | 12 km  | X                    |                     | 0.5               |
| <b>Water Supply</b>                        |   |  |                      |                     |                   |
| 1  | Shimoni Community                       | Incremental Capacity : 1,158 m3/d                                    |                      | X                   | 4.0               |
| 2  | Funzi Bay Community                     | Incremental Capacity : 273 m3/d                                      |                      | X                   | 0.6               |
| 3  | South Diani Community                   | Incremental Capacity : 3,800 m3/d                                    | X                    |                     | 12.0              |
| 4  | Gazi Bay Community                      | Incremental Capacity : 525 m3/d                                      | X                    |                     | 2                 |
| 5  | North Mambui Community                  | Incremental Capacity : 614 m3/d                                      |                      | X                   | 2.2               |
| 6  | Watamu Enlargement                      | Incremental Capacity : 700 m3/d                                      | X                    |                     | 4.8               |
| 7  | North Watamu Enlargement                | Incremental Capacity : 700 m3/d                                      |                      | X                   | 3.1               |
| 8  | West Lamu Community                     | Incremental Capacity : 301 m3/d                                      | X                    |                     | 1.0               |
| <b>Sewerage</b>                            |   |  |                      |                     |                   |
| 1  | Shimoni Community                       | Sewered Area : 43 ha   |                      | X                   | 1.8               |
| 2  | South Diani Community                   | Sewered Area : 160 ha  | X                    |                     | 7.3               |
| 3  | Gazi Bay Community                      | Sewered Area : 18 ha   | X                    |                     | 0.8               |
| 4  | North Mambui Community                  | Sewered Area : 25 ha   |                      | X                   | 1.0               |
| 5  | Watamu Enlargement                      | Treatment Plant with Capacity of 800 m3/d                            | X                    |                     | 1.1               |
| 6  | West Lamu Community                     | Sewered Area : 10 ha   |                      | X                   | 0.5               |
| <b>Waste Disposal</b>                      |   |  |                      |                     |                   |
| 1  | Shimoni Community                       | Incremental Capacity : 6.4 m3/d                                      | X                    |                     | 0.5               |
| 2  | South Diani Community                   | Incremental Capacity : 11.8 m3/d                                     | X                    |                     | 0.8               |
| 3  | North Mambui Community                  | Incremental Capacity : 3.4 m3/d                                      | X                    |                     | 0.2               |
| 4  | Watamu Enlargement                      | Incremental Capacity : 4.8 m3/d                                      | X                    |                     | 3.5               |
| 5  | North Watamu Enlargement                | Incremental Capacity : 3.4 m3/d                                      | X                    |                     | 0.3               |
| <b>Power Supply</b>                        |   |  |                      |                     |                   |
| 1  | 132 kV TL(Kilifi/Malindi)               | 50 km Transmission Line and 1 New Substation                         | X                    |                     | 2.9               |
| <b>0 National</b>                          |   |  |                      |                     |                   |
| <b>Transport</b>                           |   |  |                      |                     |                   |
| 1  | Railway Track Improvement               | 1,195 km   |                      | X                   | 317.0             |
| 2  | Car Renovation                          | 18 cars  | X                    |                     | 1.0               |

Source: JICA Study Team

### 7.2.3. Investment Schedule

The investment schedule of the 5-Year Action Programme is as shown in Table 15.

**Table 15 Investment Schedule 1996-2000**

|                                       |                       | Unit: K£ million |               |               |               |               |                |
|---------------------------------------|-----------------------|------------------|---------------|---------------|---------------|---------------|----------------|
| Sector                                | Agency in charge      | 1996             | 1997          | 1998          | 1999          | 2000          | Total          |
| 1. Tourism Product related Facilities | MOTW,<br>MOCSS        | 17.7             | 17.7          | 17.7          | 17.7          | 17.7          | 88.3           |
| 2. Tourist Service Facilities         | MOTW                  | 1.1              | 1.1           | 1.1           | 1.1           | 1.1           | 5.4            |
| 3. Human Resources Development        | MOTW,<br>MORTTT       | 4.1              | 12.2          | 18.1          | 9.0           | 7.5           | 49.0           |
| 4. Road                               | MOPWH                 | 0.3              | 0.6           | 1.5           | 1.8           | 1.8           | 6.0            |
| 5. Railway                            | MOTC,<br>KR           | (5.3)            | (10.6)        | (26.6)        | (31.9)        | (31.9)        | (106.3)        |
| 6. Airport                            | MOTC,<br>KAA          | 0.1              | 0.3           | 0.6           | 0.8           | 0.8           | 2.5            |
| 7. Water Supply                       | MOLRRWD,<br>NWPCP     | 1.4              | 5.1           | 9.5           | 7.7           | 7.3           | 30.9           |
| 8. Sewerage & Waste Disposal          | MOPWH,<br>Local Gov't | 0.5              | 0.9           | 3.1           | 4.5           | 4.7           | 13.6           |
| 9. Power & Telecommunication          | MOE, KLPC,<br>KPTC    | 0.8              | 0.8           | 2.3           | 2.3           | 1.6           | 7.8            |
| <b>Total</b>                          |                       | <b>25.9</b>      | <b>38.6</b>   | <b>51.9</b>   | <b>44.8</b>   | <b>42.3</b>   | <b>203.5</b>   |
|                                       |                       | <b>(31.3)</b>    | <b>(49.2)</b> | <b>(78.4)</b> | <b>(76.7)</b> | <b>(74.2)</b> | <b>(309.8)</b> |

Note: -At 1994 constant prices.

-Composed of public investment of 7 PTDA's and human resources development sector.

When this investment requirement is compared with the Public Investment Programme 1994-1996, the average annual investment of five tourism related sectors, such as tourism and wildlife, transport and communication, public works and housing, energy and research and training in the PIP amount to K£ 520 million, while that of the Action Programme is computed at K£ 41 million. This corresponds to 8% of the average annual investment of the said five sectors in the PIP. This low percentage indicates that the investment schedule of the 5-year Action Programme is reasonable and may therefore be implementable.

### 8. Conclusion and Recommendations

Kenya's tourism sector is expected to perform as the leading economic sector in future and it has enough tourism potentials to play such a role. This Master Plan has been formulated with a view to realize sustainable tourism development and a better distribution of the tourism destinations while utilizing all tourism potentials.

In conclusion, the following is recommended:

- Tourism investment has a higher efficiency than investments into other sectors in Kenya. Since there are few economic sectors, which could play the role of leading economic sector instead of the tourism sector in the short term, the tourism investment planned in the Master Plan should be implemented as scheduled.
- It is also necessary to take certain measures on security, traffic and health, which damage the image of Kenya's tourism through ill reputation perceived by tourists.
- "Hospitality" is the most important factor to get a good impression in Kenya. Tourism being essentially and very much so a service industry, human resource development should receive strong support.
- It should be noted that achievement of tourism development goals set out in the National Tourism Master Plan depends so much on the implementation of other National Tourism Master Plans in relevant support sectors such as water, sewerage roads, power development. It is, therefore, recommended that those Master Plans should be concurrently implemented with the National Tourism Master Plan.

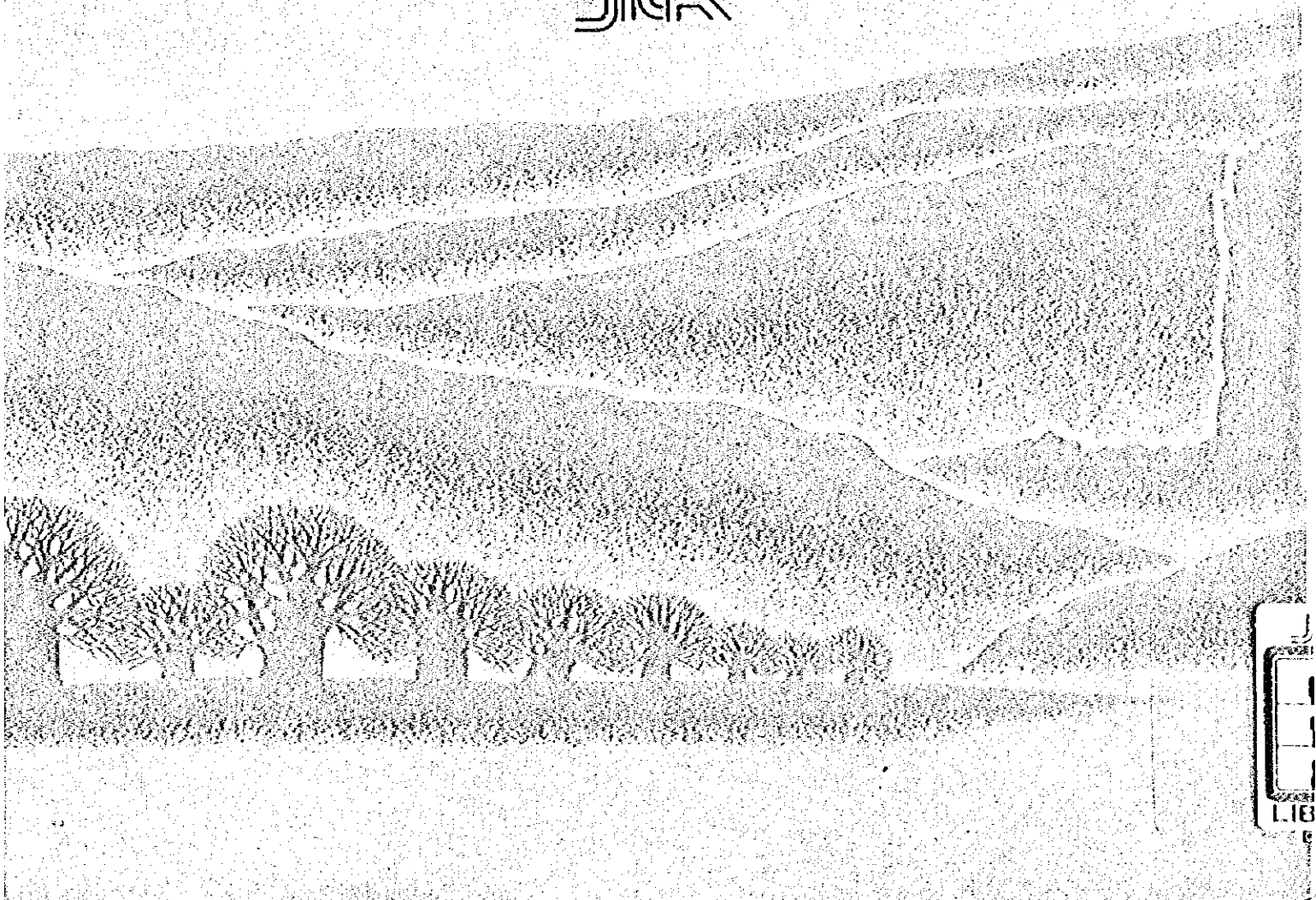








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