

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



**DEPARTMENT OF TRADE, INDUSTRY, MARKETING, TOURISM AND
COOPERATIVE DEVELOPMENT**

MAKUENI COUNTY TOURISM POLICY

2021

FOREWORD

Tourism has been a key sector of the economy by playing a primary role in foreign exchange income for Kenya. Additionally, the sector has great multiplier effects as its growth excites more development in other activities. The tourism industry accounts for a significant employment, and contributes approximately 9% to GDP; 18% Foreign Exchange earnings and is a major source of National Government revenue at 11%.

The policy provides for development of a legal and institutional framework for effective coordination and management of the sector, and enhancement of cross and inter-sectoral linkages in Makueni County.

Specifically, this policy seeks to re-engineer the tourism sector administration and management framework in the County. This will streamline the continued development of an economical and environmentally viable, and balanced tourism sector through understanding the internal and external needs and opportunities available in the sector.

The policy is in line with Makueni CIDP 2018-22, which espouses fundamental guiding principles that inform its implementation and actions to enhance sustainable tourism in the County.

It proposes innovative ways of making Makueni County an attractive tourist destination.

County Executive Committee Member

**TRADE, INDUSTRY, TOURISM, MARKETING AND COOPERATIVE
DEVELOPMENT**

ACKNOWLEDGEMENT

Under the fourth schedule of the constitution 2010, local tourism development is a devolved function and hence the Government of Makueni County is mandated to develop a legal framework for the development of this critical sector of the economy. It is against this backdrop that the Department of Trade, Industry, Marketing, Tourism and Cooperatives Development embarked on the development of this policy document.

Tourism Industry is one of the largest and fastest growing sectors in the global economy, generating new opportunities for countries, cities and regions, while at the same time presenting new challenges. The Makueni County Tourism Policy will serve as a blueprint for tourism development and promotion in the County and provide a framework for action by all stakeholders.

We therefore, take this opportunity to recognize the collaboration and support extended to the department of Trade, Industry, Marketing, Tourism and Cooperatives during the journey of developing this policy. Great support came from the top leadership of the County led by H.E the Governor, H.E the Deputy Governor and the entire County Executive Committee. Different units within the County Government, which include legal department, Monitoring and Evaluation Unit and the Service Delivery Unit also played a key role during drafting of this policy. We recognize and appreciate their efforts. We acknowledge and appreciate the tireless efforts by the departmental staff led by the County Executive Committee member for Trade in populating, reviewing and finalizing this policy.

Finally, we acknowledge the participation and contribution of the stakeholders in the tourism space within the County for their input during different fora.

Chief Officer
TRADE, INDUSTRY, MARKETING, TOURISM AND CO-OPERATIVE
DEVELOPMENT

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ACRONYMS AND ABBREVIATIONS

GDP	Gross Domestic Product
KATA	Kenya Association of Travel Agencies
KATO	Kenya Association of Tour Operators
KFS	Kenya Forest Services
KARLO	Kenya Agricultural and Livestock Research Organization
KWS	Kenya Wildlife Services
KTB	Kenya Tourism Board
KSLH	Kenya Safari Lodges and Hotels
PPP	Public Private Partnership
TF	Tourism Fund
TRA	Tourism Regulatory Authority
WTTC	World Travel and Tourism Council

DEFINATION OF TERMS

Tourism Package	Process of putting together the core tourist products with additional services desired by tourists
Inbound Tourism	A visit to a country by visitors who are not residents of that country
Domestic Tourism	Residents of one country travelling only within that country

CHAPTER 1: BACKGROUND

1.1 Introduction

Tourism contributes significantly to the global economy. According to the World Travel and Tourism Council(WTTC), tourism accounted for 10.3% of GDP and 8.2% of total employment in 2019. Tourism is vital for the success of many economies around the world. It boosts national revenues, creates employment and develops infrastructures of a country. Jobs created from the tourism sector, transcend to many other sectors including; agriculture, communication, health, education among others.

In Kenya, tourism remains the third largest contributor to GDP after agriculture and manufacturing. Through it, employment opportunities are created, foreign exchange earnings enhanced among other benefits. The country is known to be home to national parks and reserves, wildlife conservancies, natural attractions, a broad offering of cultural and historic attractions and over 500 km of sunny coastline.

Makueni County is endowed with many natural and cultural resources such as topographical features, forests, hills, springs, rivers and national parks which form the basis for a very lucrative tourism industry, creating employment and generating income not only in the towns which are economic centres but also in rural areas. In 1980s, Makueni County's robust wildlife was a main tourist attraction in Kenya. Due to increased human activities, the wildlife population has dwindled over the years. Nonetheless, with appropriate development and marketing, tourism may once again become a leading economic sector in the County.

1.2 Rationale for the Policy

Makueni County boasts of the great potential borne by its tourism sector, which makes it necessary to identify ways of nurturing this latent wealth and channelling the benefits derived therefrom for economic development. However, several problems have drastically inhibited tourism development including limited access to tourism sites, unexploited potential tourism attractions and limited diversification of tourism products. The need for this policy is to optimize tourism development in the County.

This policy, therefore, seeks to address gaps in the legal and regulatory environment as well as to develop and streamline a sustainable tourism industry for the Makueni people. The policy will provide direction for tourism development throughout the County by creating a framework for stakeholder incorporation and public-private partnership with a view of attracting investments in existing tourism facilities as well as in establishing new ones. It will also protect the interests of the local communities, persons trading in tourism products and incorporate them in the tourism development strategies in the County.

It is intended to serve as a guiding document and provide a framework for action by all stakeholders. This policy keeps in mind diversity of the County and the input of the local communities in tourism development that may not be reflected in existing regulatory frameworks.

1.3 Guiding Principles

The following principles will underpin this policy:

- a) Public participation.
- b) Good governance.
- c) Continuous improvement.
- d) Diversification.
- e) Sustainable development.
- f) Community led tourism development.
- g) Equality, equity and fair compensation.

1.4 Policy Statement

This policy endeavours to provide the governance framework for tourism development, leading to an increase in tourist levels in Makueni County and associated economic benefits. This is with a view of tackling the identified challenges and fostering good relations with relevant institutions and stakeholders to effectively achieve the set out objectives.

1.5 Scope of the Policy

The policy seeks to develop the Makueni County tourism sector with a view to ensuring its sustainability with the eventual gain of fostering social and economic development of the County as provided in the Fourth Schedule of the Constitution of Kenya, 2010.

1.6 Policy Development Process

This policy was developed through a consultative process involving various departments of the Government of Makueni County, investors in the hospitality sector, handcraft cooperative societies, Kenya Wildlife Service (KWS), Kenya Tourism Board (KTB), Tourism Regulatory Authority (TRA), Kenya Tourism Fund and the public.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Situational Analysis

Makueni County is committed to the development and promotion of local tourism and endeavours to expand the tourism sector to become one of the key economic pillars of the county. Tourism development is a shared function between the National and County Government as outlined in the Fourth Schedule of the Constitution of Kenya. In this regard, the County is constitutionally obligated to establish appropriate measures for the development and regulation of tourism in the County. There is need to establish a legal regulatory framework which will enable initiation of various programmes aimed at mining the revenue potential of this sector and improving the livelihoods of the residents.

Makueni County is strategically positioned within the southern *tourist* circuit in the country, with a rich diversity of tourism destinations including forests, spectacular natural beauty from the misty hills (Mbooni, Kilungu, Nzau and Mbui-nzau), PCEA church in Kibwezi, Chyulu Hills National park which hosts one of the longest volcanic caves in the world (Kisula caves – 11.15 km), Tsavo National Parks, natural springs and the picturesque road from Wote to Machakos. It also has a rich history on religion as the first Africa Inland Mission (AIM) station was founded at Nzau in Kalamba. Additionally, PCEA church in Kibwezi holds a rich Christianity history and the largest Sikh Temple in East and Central Africa is situated in Makindu town. There is potential for agritourism within the KALRO and DWA Sisal plantation is well-established farms within the county. However, the national government thus underexploited and inadequately utilized to realize optimum benefit for tourism growth by the county manages most of the natural attraction sites.

The Department responsible for tourism development has invested in infrastructural development since inception of devolution such as cultural centres, recreational sites, historical centres and handicraft facilities among others. To enable optimal utilization of these facilities, there is need for extensive sensitization to the community and stakeholders.

Despite investment in tourism infrastructure, the promotion of tourism and development of attractions which grow emotional attachments for tourists has been neglected. To address this, the

county intends to gradually shift focus to investing in soft elements which promote experiential tourism.

To enhance resource mobilization in the tourism sector, the County Government collaborates with different institutions including National Government agencies such as KTB, TRA, KWS and Kenya Tourism Fund. However, the collaborations between these institutions and the County Government need to be strengthened to realize optimal tourism potential.

The County hosts the Konza Techno city that has great potential to enhance tourism through development of hotels, restaurants and recreational facilities. There is need for collaboration and creating linkages with the Technopolis to create tourism opportunities. Other envisioned tourism attractions include the Thwake Mega Dam which upon completion will be potential for water related activities such as boat riding.

2.2 Challenges

- 1) Inadequate legal and regulatory framework
- 2) Low utilization and under exploitation of tourism products
- 3) Weak stakeholder collaboration
- 4) Inadequate promotion of tourism products
- 5) Inadequate resource allocation to tourism development
- 6) Inadequate capacity and skills in tourism service provision

CHAPTER 3: POLICY OBJECTIVES AND STRATEGIES

3.1 Introduction

Effective realisation of the Tourism Policy hinges on the establishment of appropriate mechanisms for tackling challenges facing the tourism sector and realising the identified objectives. As such, the need for this policy arises from the County's commitment to streamline and develop a sustainable industry to increase earnings from the tourism sector.

This chapter outlines the policy objectives, directions and strategies necessary to address issues identified to enhance tourism sector in the County as well as provide more specific guidance on how the overall goal will be attained.

Policy Objectives and Strategies

3.1.1 Policy Objective 1

To strengthen the legal and regulatory framework on tourism development

This policy recognises that the establishment of a legal and regulatory framework to guide the tourism sector is a key precondition for its successful growth. The framework will address issues such as the development, management and marketing of this critical industry.

Policy Direction

The County Government of Makueni will put in place the necessary legislative and regulatory framework to create a facilitative environment for the development of the local tourism sector.

Strategies

To implement this policy, the County Government of Makueni will:

- a. Develop regulations and guidelines on tourism development.

3.1.2 Policy Objective 2

To promote utilization and exploitation of tourism products

The tourism sector cannot exist without tourist attraction sites. It is therefore vital for County Government of Makueni to explore ways of conserving, protecting, improving and ensuring proper management of such places. Further, it will enhance collaboration with communities to protect the natural resource base.

Policy Direction

The County Government will continue to make a concerted effort to increase access and utilization of tourism products through consistent collaborations.

Strategies

- a. To map out tourism attraction sites;
- b. To enhance and maintain tourism infrastructure;
- c. To promote diversification of tourism products;
- d. Establish and operationalize a tourism information centre; and
- e. Encourage establishment of community tourism driven enterprises.

3.1.3 Policy Objective 3

To strengthen stakeholder engagement and collaboration

The development of tourism sector in Makueni County cannot be possible without adequate engagement with all the key stakeholders ranging from the residents to investors to the national government agencies and development partners, among others.

Policy Direction

The County Government of Makueni will ensure effective participation of all relevant stakeholders in identification of opportunities for engagement in the industry as well as establish the necessary strategies for achieving this important goal.

Strategies

- a. Map out tourism development stakeholders and partners; and
- b. Establishment of collaborations with the stakeholders and partners in tourism development.

3.1.4 Policy Objective 4

To enhance promotion of tourism products.

Makueni County is unique and has a lot to offer to tourists. Hence, for its potential to be known to the world, it is important to come up with ways to aggressively market the County as a tourist destination.

Policy Direction

The County Government will market the tourism sector to attract tourists; both domestic and inbound.

Strategies

- a. Review and update the Makueni County tourism guide book;
- b. Develop authentic innovative tourism product packages;
- c. Establish tourism marketing platforms;
- d. Establish market linkages for tourism practitioners;
- e. Create awareness among communities on protection of natural resource base for tourism development; and
- f. Develop a County Tourism brand.

3.1.5 Policy Objective 5

To enhance resource mobilization

The tourism sector has continuously suffered from inadequate tourism funding, that has led to underdevelopment of its infrastructure. This sector therefore requires sufficient and sustainable funding to achieve its desired goal.

Policy Direction

The County Government of Makueni will put in place appropriate infrastructure to facilitate mobility of tourists within the County and develop the sector.

Strategies

- a. Ensure adequate budget allocation for tourism development; and
- b. Strengthen partnerships with tourism development actors in resource mobilization.

3.1.6 Policy Objective 6

To develop capacity and skills in the tourism sector

The success of the industry highly depends on the quality of human capital. The main human resource challenge is inadequate relevant skills, knowledge and attitude for the tourism service providers.

Policy Direction

The County Government will collaborate with the relevant stakeholders to promote development of capacity and skills for the tourism service sector.

Strategies

- a. Map out and create partnerships with the tourism and hospitality training institutions;
- b. Encourage and support capacity building for tourism enterprises; and
- c. Encourage research and development in tourism.

CHAPTER FOUR: IMPLEMENTATION FRAMEWORK

This chapter outlines the framework for actualising the policy objectives identified herein.

4.1 Monitoring and Evaluation

The monitoring and evaluation framework is intended to measure the progress in the implementation of this Policy. The framework reflects the Policy's overarching objectives as well as objectively verifiable indicators, actors and timelines within which each strategy is to be achieved.

4.2 Progress Reports

The department in charge of tourism development will prepare and disseminate monitoring and evaluation (M&E) reports on implementation of the Policy.

M&E activities are to be undertaken jointly with relevant stakeholders.

4.3 Feedback Mechanisms and Stakeholder Consultation

The department in charge of tourism development will continually engage stakeholders to obtain feedback to promote continuous improvement in the industry.

4.4 Policy Review

The Government will review this policy after every 3 years and this shall be done in collaboration with all relevant stakeholders to ensure it remains relevant.

4.5 Implementation Matrix

Table 1: Policy Implementation Framework

Objectives	Strategies	Indicators	Actors	Timeline
Objective 1: To strengthen the legal and regulatory framework on tourism development	a. Develop regulations on tourism development.	<ul style="list-style-type: none"> Developed and approved tourism development regulations. 	<p>County Executive Committee</p> <p>County Assembly</p>	To be implemented within 2 years after adoption of the policy
Objective 2: To promote utilization and exploitation of tourism products	<p>a. To map out the tourism attraction sites.</p> <p>b. To enhance and maintain tourism infrastructure.</p> <p>c. To promote diversification of tourism products</p> <p>d. Establish and operationalize a tourism information centre.</p> <p>e. Encourage establishment of community tourism driven enterprises.</p>	<ul style="list-style-type: none"> A tourism attraction sites database. No. of facilities enhanced and maintained. Types of diversified products. An operational tourism information centre 	<p>County Executive Committee</p> <p>County Assembly</p> <p>KFS</p> <p>KTB</p> <p>KSLH</p> <p>KATA</p> <p>KATO</p> <p>KWS</p> <p>Local tourism practitioners</p> <p>Community</p>	To be implemented within 3 years after adoption of the policy

Objectives	Strategies	Indicators	Actors	Timeline
		<ul style="list-style-type: none"> No. of functional community tourism driven enterprises. 		
<p>Objective 3: To strengthen stakeholder engagement and collaboration</p>	<p>a. Map out the tourism development stakeholders and partners</p> <p>b. Establishment of collaborations with the stakeholders and partners in tourism development</p>	<ul style="list-style-type: none"> Established tourism development stakeholders and partners database No. and reports on collaborative engagements with partners. No. of executed agreements 	<p>County Executive Committee</p> <p>County Assembly</p> <p>KFS</p> <p>KTB</p> <p>KSLH</p> <p>-Tourism Fund</p> <p>-Utalii college</p> <p>KATA</p> <p>KATO</p> <p>KWS</p> <p>Local tourism practitioners</p> <p>Community</p>	<p>To be implemented within 3 years after adoption of the policy</p>

Objectives	Strategies	Indicators	Actors	Timeline
<p>Objective 4: To enhance promotion of tourism products.</p>	<p>a. Review and update the Makueni County tourism guide book.</p> <p>b. Develop authentic innovative tourism product packages.</p> <p>c. Establish tourism marketing platforms.</p> <p>d. Establish market linkages for tourism practitioners</p> <p>e. Create awareness among communities on protection of the natural resource base for tourism development.</p> <p>f. Develop a County Tourism brand</p>	<ul style="list-style-type: none"> • Updated and adopted Makueni County tourism guide book • No. and types of tourism product packages developed. • No. and types of marketing platforms established and utilized. • No. of exhibition forums undertaken. • No. and reports on community sensitization forums • A county tourism brand developed and adopted 	<p>County Executive Committee</p> <p>County Assembly</p> <p>KFS</p> <p>KTB</p> <p>-Tourism Fund</p> <p>KATA</p> <p>KATO</p> <p>KWS</p> <p>Local tourism practitioners</p> <p>Community Co-operative societies</p>	<p>To be implemented within 3 years after adoption of the policy</p>

Objectives	Strategies	Indicators	Actors	Timeline
<p>Objective 5: To enhance resource mobilization</p>	<p>a. Ensure adequate budget allocation for tourism development</p> <p>b. Strengthen partnerships with tourism development actors in resource mobilization.</p>	<ul style="list-style-type: none"> • Budget allocated annually (Kshs.) • No. of executed agreements and reports 	<p>County Executive Committee</p> <p>County Assembly</p> <p>KFS</p> <p>KTB</p> <p>Tourism Fund</p> <p>KATA</p> <p>KATO</p> <p>KWS</p> <p>Local tourism practitioners</p> <p>Community</p> <p>Co-operative societies</p>	<p>To be implemented within 3 years after adoption of the policy</p>
<p>Objective 6: To develop capacity and skills in the tourism sector</p>	<p>a. Map out and create partnerships with the tourism and hospitality training institutions</p> <p>b. Encourage and support capacity building for tourism enterprises</p>	<ul style="list-style-type: none"> • Developed database and established partnerships • No. of trainings undertaken. 	<p>County Executive Committee</p> <p>County Assembly</p> <p>KTB</p>	<p>To be implemented within 3 years after adoption of the policy</p>

Objectives	Strategies	Indicators	Actors	Timeline
	<p>c. Encourage research and development in tourism</p>	<ul style="list-style-type: none"> • No. of researches undertaken 	<p>TRA KWS Local tourism practitioners Community Co-operative societies</p>	