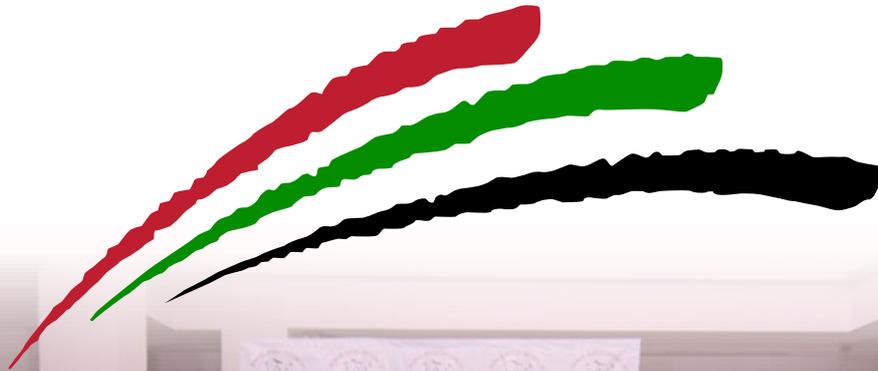




KENYA ASSOCIATION
OF WOMEN IN TOURISM

STRATEGIC PLAN 2024-2028



www.kawt.or.ke

Foreward

Tourism in Kenya, is a major component of the economy. It contributes over 10% of the GDP as well as offering employment to the citizens. The Global tourism, has been recovering from the negative effects of the Covid 19 pandemic and it is expected to fully recover by the end of 2024.

The pandemic paused the sector for 4 years during which, many institutions collapsed while others are still struggling to remain in operations.



Jane Adam

The government of Kenya has continued investing to the sector as well as putting measures that promotes the sector`s growth such as relaxing some of entry restrictions by foreigners as well as development of favorable policies to revive the sector. The conservancy of the fauna and flora, makes Kenya an attractive tourist destination a fact that has made it achieve a recovery of over 95% in 2023 which is greater than the global recovery rate of 88%. KAWT members appreciate the deliberate efforts by the Government to boost the industry through fiscal and monetary policies. I am glad to present to members of KAWT the Strategic plan **(2024-2028)** a booklet that documents “the what is to be done, when to be done and how it will be done with the aim of achieving the mission and vision of KAWT. The Key long-term goals, the strategic objectives and the strategies to achieve those objectives are redefined in this strategic plan **(2024-2028)**.

This strategic plan has been developed in tandem with the provisions of vision 2030, the Fourth Medium Term plan **(MTP IV 2024-2028)**, the Ministry of Tourism and Wildlife Strategic plan **(2021-2025)** and the constitution of Kenya 2010 alongside other legal and policy documents. Consequently, this strategy is guided by the following four broad key result areas identified during the stake holder`s engagement;

- To unite and mobilize women in the tourism and hospitality sector to take an active role in the promotion of tourism in Kenya and come up with programs that promote and enhance social harmony.
- To advocate among women the spirit of self-esteem, self-confidence, self-reliance and self-improvement to enhance women`s overall competence and development.
- To influence in the formulation of laws, regulations and policies concerning women and children thus promoting implementation of national programs for their development and overall well-being.
- To develop and grow the association through engagement in member activities that will generate income internally and sustain the association`s operations.

Finally, I take this opportunity to thank the National and the County chapter committees for their continued support, the executive committee, members and all other stake holders who participated in developing this strategy.

Yours Sincerely,

Jane Adam

Chair Person, Kenya Association Of Women In Tourism

Executive Summary

The plan is outlined in six chapters as follows;

Chapter one describes the Historical and background information of KAWT. The historical information of the Association set up, the overall development of tourism sector in Kenya, the current status as well as the achievement aided by the current strategic plan.

Chapter Two gives a clear overview of the past achievements of the Association under the previous strategy, Challenges faced during the implementation, the SWOT analysis, stake holder's analysis as well as the internal and external environmental scanning.

Chapter Three describes the focus of this strategy; it defines the vision, Mission, and the Association's Core values. This chapter also stipulates the Strategic goals, Strategic objectives and the Strategic implementation matrix.

Chapter Four outlines the institutional capacity and resource mobilization. It describes the staffing levels of KAWT which shows the governance structure, the organization structure, resource mobilization and flow of utilization. It also gives the estimates of resources required to effectively implement the strategy over the five years under consideration

Chapter Five describes the strategy implementation. In this chapter the implementation process is explained in details by breaking the process into; before implementation, during the implementation and after implementation procedures. The activities to be involving at each level of implementation to ensure that every player knows what is required at each level are stated.

Chapter Six describes the Monitoring and Evaluation Processes. This chapter stipulates the timing of monitoring and review of the strategy and the end of the strategy evaluation.

Constant monitoring and review are important during the implementation phase to ascertain whether the strategy is on the track or not while end term evaluation is important to check the level of achievements and the challenges faced during the implementation process.

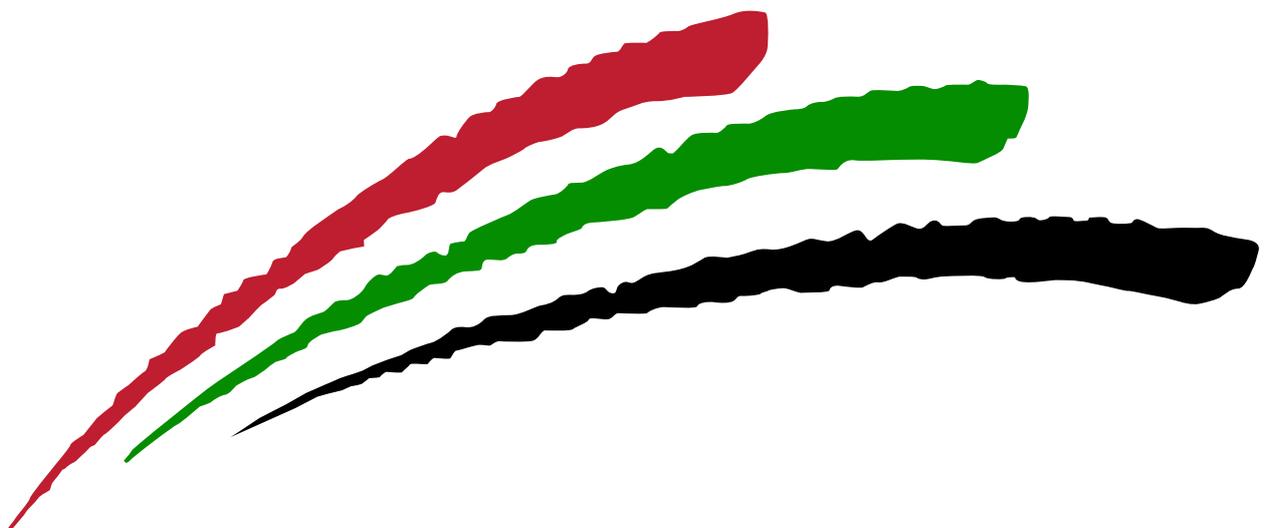


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Acronyms

AGM	Annual General Meeting
CS	Community Social Investment
KAWT	Kenya Association of Women in Tourism
KEPSA	Kenya Private Sector Authority
KICC	Kenyatta International Conference Centre
KUC	Kenya Utalii College
KTB	Kenya Tourism Board
KTF	Kenya Tourism Fund
KWS	Kenya Wildlife Service
MICE	Meetings, Incentives, Conferences & Events
PESTEL	Political, Environmental, Social, Technology, Economic and legal factors
SRC	Salaries and Remuneration Commission
SOB	Strategic Objective
SWOT	Strength, Weaknesses, Opportunities, Threats
TRA	Tourism regulatory Authority

Chapter One:

Historical And Background Information

1.1. Background

The Kenya Association of Women in Tourism (KAWT) is a not-for-profit association, whose primary mandate is to provide a platform for women's empowerment through engagement, employment and participation in the tourism industry.

The 2nd strategic plan for the KAWT ran from 2019-2023. Operations of KAWT are guided by 4 Pillars as shown below

- Building and growing the Association
- Policy Advocacy, Inclusion and Participation
- Resource and Financial Sustainability
- Strategic Partnerships.

These pillars were summarized after identification of the following objectives

- To unite and mobilize women in the tourism and hospitality sector to take an active role in the promotion of tourism in Kenya and come up with programs that promote and enhance social harmony.
- To advocate among women the spirit of self-esteem, self-confidence, self-reliance and self-improvement to enhance women's overall competence and development.
- To influence in the formulation of laws, regulations and policies concerning women and children thus promoting implementation of national programs for their development and overall well-being.



1.2 Development of the Tourism in Kenya

Tourism in Kenya dates back to pre-independence days and as recorded in history as early as the 1930's (Tourism in Kenya). In the early days tourists visited Kenya to take part in activities such as hunting, Sun, sea and sand were also products offered on Kenya's Tourism offerings then.

First world rulers e.g. The Queen of England, Queen Elizabeth II and the President of the United States of America Theodore Roosevelt were the key dignitaries who are recorded as tourists to Kenya. The tourism industry has evolved with the emergence of the new tourist, which brought along new forms of tourism for the country; it includes Domestic Tourism, Community and Eco Tourism, Cultural Tourism, Business Tourism and Sport Tourism. Economically, Kenya enjoys a Multiplier effect where the tourism industry is heavily dependent on other industries in Kenya to be a successful industry that caters to its tourist.

Vision 2030 identifies tourism as one of the key pillars of the economy that will drive the economy towards the vision 2030 target. Although the tourism industry world over was hit hard by the covid 19 pandemic, the exponential growth in numbers during the recovery period is a sure bet that the sector will meet the 2030 target.

The sector made tremendous strides during the First, Second and Third MTPs through implementation of key programs and flagship projects which ensured that key indicators of the sector performance remained on the upward trend. To sustain the achievements in the Fourth MTP, the Government has continued to provide an enabling environment for continued flow of resources for investments into the sector that has helped to improve on tourism infrastructure and to raise the quality of hospitality services in the country.

With the ultimate goal of putting Kenya among the top ten long-haul tourist destinations in the world offering high-end, diverse and distinctive visitor experience, the sector will continue with destination marketing among both the traditional and emerging source markets. Regional and domestic markets will be given the much-needed attention. Despite all the above achievements, the sector has faced a certain number of challenges such as;

- Lacks of inclusion and meaningful participation of the people in policy making and product development. As a result, the nationals act negatively towards certain tourism activities and deface or destroy the infrastructure in their counties intended to facilitate tourism growth and development.

- Negative impact on our culture –the influx of foreign tourist and socialization with the locals has led to erosion of some of our cultural moral values leading to increase in sex and child prostitution among other vices

- Terrorism Threats caused by the constant threats and the insurgence of the Al-Shabaab militants. This has prompted countries to issue negative travel advisories to Kenya negatively affecting the tourist arrivals from our traditional source markets.



1.3 Rationale for the review of the existing strategic Plan

1.3.1 Achievement vs. Targets

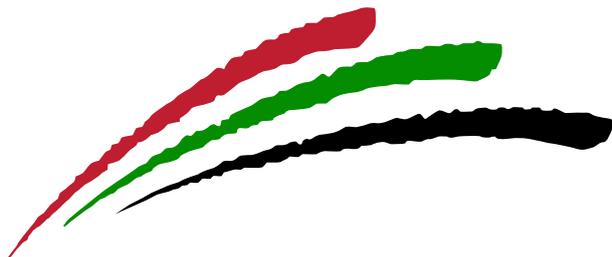
KAWT has been operating under strategic plan that was implemented 2019 to 2023. An evaluation of the strategy reviewed that most of the strategic objectives have been achieved successfully. By comparing the achievements vs. the targets, we note that the strategy implementation was a success albeit the challenges highlighted in chapter two of this strategic plan. It was considered necessary to review the earlier strategy to identify the gaps that would guide in formulating strategic goals and objectives for this strategy. In doing so, new strategies with prioritized objectives have been adopted to enable successful implementation which will lead to realization of the association's vision.

1.3.2 Women Empowerment

The associations main priority is empowering women and developing a strategic plan is essential to solidify a roadmap for achieving this goal. The plan will primarily focus on empowering women while also implementing other support mechanisms to facilitate the achievement of this objective.

1.4 Review Methodology of the existing Strategic Plan

This strategic plan was reviewed by a consultant hired by the association. Through deliberations with the Executive committee mandated by members to steer the planning process. Strategic goals, strategic objectives, the strategies and activities which formed the basis for developing this strategic plan were identified by the team.



Chapter Two:

Situational Analysis

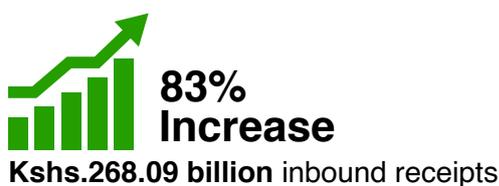
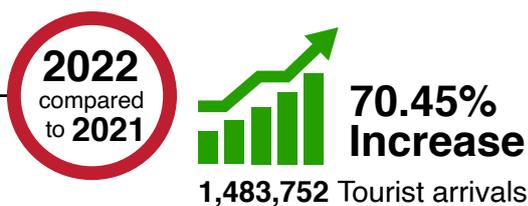
The tourism industry in Kenya remains vital for the continued growth of its economy. Before the covid 19 pandemic, the sector continued to account for about 10 per cent of the country’s national wealth. The industry is mainly an export-oriented sector, and offers the Kenyan economy an opportunity for a diversified export base. The sector was hit hard by the covid 19 pandemic which made the sector report the worst returns ever. Though the country has put measures to recover from the pandemic, the sector is yet to get back to where it was in 2019.

Improvements have been noted every year since 2021 and it’s expected to normalize by the end of 2024. The tourism annual report 2022 highlighted growth in the total number of visitors who arrived from different source markets. International tourist arrivals were 1,483,752 which represents 70.45% increase as compared to 2021 arrivals of 870,465. Inbound receipts in the year grew up to Kshs.268.09 billion compared to Kshs.146.51 billion in 2021 which is a growth of 83%. Jomo Kenyatta airport recorded growth in passengers with a 44% growth as compared to 2021.

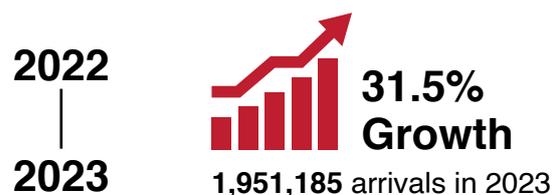
This growth was also recorded in domestic airports such as Kisumu, Malindi, and Ukunda indicating a recovery in the aviation sector in both international and domestic travel. The same growth was recorded for domestic travellers to the coast and other tourist regions in the country. The country recorded an increase in flight landings in all airports for both international and domestic visitors. An increase in charter flights was also noted in Mombasa where some new charter flights from Europe were reported. The increase in charter flights contributed to the growth of leisure travel in most regions of the country.

The number of visitors to Kenya was higher than in 2021 but still lower than those in the year 2019. The recovery rate at 72.4% against 2019 arrivals was higher than the global average of 63% recovery. According to the annual tourism performance report by Tourism research Institute, in 2023, Globally international tourists’ arrivals grew by 34% as compared to 2022. This represents an 88% recovery rate of pre-pandemic numbers. Africa recovered 96% to pre-covid levels with Kenya witnessing a notable surge from 1,483,752 in 2022 to 1,951,185 in 2023, representing an impressive growth of 31.5%. The extent of recovery in 2023 was at 95.24% from the 2019 international arrival levels, this is above the pre-pandemic global recovery levels of 88%.

The arrivals generated tourist inbound earnings of KSh.352,544,008,170 representing a growth of 31.5%.



44% Growth
in passengers at Jomo Kenyatta airport



inbound earnings of
KSh.352,544,008,170

The institute has projected that in 2024, the destination will receive 2,381,371 tourists hence exceed pre-COVID levels. This is a positive sign for the overall health and resilience of Kenya's tourism industry.

The improvement in Kenya's air passenger arrivals was also higher than the global average. This may be attributed to relaxed travel restrictions that allowed leisure and business travel. The United States of America remained Kenya's biggest source market followed by Uganda and Tanzania. From Europe, visitors from the United Kingdom were leading while in the Middle East, Israel was the leading. For the Asian market, India was leading. All these markets had substantial recovery in the year 2023 although the numbers were still lower than the figures recorded in 2019. Australia, Italy, United Kingdom, and Denmark were the countries registering the highest growth rate between 2021 and 2023.

From all source markets, the main reasons visitors gave for visiting Kenya were holiday, visiting friends and relatives as well as business.

The recovery and performance in the sectors may be attributed to visitors' change in travel behaviour and perceived risks associated with travel, relaxation of travel restrictions, and vaccination against Covid-19. There were also extensive marketing campaigns, social media and other digital marketing, road shows, and other forms of promotion. In summary, despite the destination not attaining the performance before the Covid - 19, there has been improved performance in 2021, 2022 and 2023. If the growth is sustained, the 2024 performance will surpass the pre-covid indicating over 100% recovery.

The government recognizes the ability of the industry in employment generation in diverse areas of the economy ranging from semi-skilled jobs to highly skilled jobs.

By its very structure comprising a mixture of small and large enterprise, the sector plays an equally critical role of fostering entrepreneurship development while at the same time catalyzing investments across other sectors of the economy.

The 4th Medium Term plan (MTP IV) has developed Diversification of tourism products and experiences; Tourism marketing and promotion; and Wildlife conservation and management. This is a commitment to ensure full recovery of the economy has been realized and tourism as an economic pillar in Vision 2030 will reinforce the association's goals. MTP IV further realigns the tourism sector to the bottom-up economic model, a milestone that assures proper coordination and planning of the sectoral objectives.

The unique mission and vision of KAWT makes her enjoy a competitive edge in the sector and her voice cannot be ignored by both the sector operators and the regulators. The growing number of skilled and credible pool of women professionals in the tourism industry provides an opportunity for KAWT to recruit them and continue growing the networks and expand room for knowledge sharing. KAWT aims at increasing its members visibility through participation in policies formulation and inclusion by the government in matters of national interest.

The association highlights and mitigates risks that the sector poses to women's economic, political and social wellbeing and provide a network and best practices sharing platform for development of our country's economic engine through participation of women in tourism. In reviewing the strategic plan **2019-2023**, an in-depth situational analysis of the association was carried out to examine the achievements, the challenges and lessons learnt. Stakeholders' analyses as well as SWOT and PESTEL models were adopted for assessment.



2.2 Achievements

KAWT has achieved the following;

- i. Increase in Membership
- ii. Women have been empowered
- iii. Good leadership
- iv. Efficient management of the resources
- v. Teamwork exhibited by all players

2.3 Challenges faced by KAWT

- i. Inadequate funding
- ii. 2019 pandemic
- iii. Inadequate staffing
- iv. Competition from emerging associations
- v. Political pressures
- vi. Community and prioritization of goals

2.4 SWOT Analysis

Strengths and Weaknesses are internal factors that affect the operations of the association while Opportunities and Threats are external factors that affect the Association's well-being. Whereas internal forces can be eliminated and controlled, external factors cannot be eliminated by management but programs can be adjusted in tandem with them. An analysis of SWOT (Strengths, Weakness, Opportunities Threats) and PESTEL (Political, Economic, Social-cultural, Technological, Environment and Governmental/legal) was carried out and the following was noted;

2.4.1 Strengths

The strengths of the association are the following;

- i. Team work from all stake holders
- ii. Passion for work
- iii. Good governance
- iv. Control systems. E.g. Setting performance targets and evaluating results to ensure all deviations are addressed.
- v. Peaceful working environment
- vi. Political good will; support from the County and National government
- vii. Uniqueness in her mandate to empower women.
- viii. Committed and supportive membership
- ix. Setting of SMART goals
- x. Extensive partnerships and networks

2.4.2 Weaknesses

- i. Limited source of income streams
- ii. Inadequate staffing
- iii. Inadequate facilities e.g. the office space
- iv. Over reliance in one source of income

2.4.3 Opportunities

- i. Good reputation of Association
- ii. Political good will
- iii. Societal values e.g. Investment in CSR Programs
- iv. Networking and linkages
- v. Uniqueness
- vi. Support from the government
- vii. Committed and participatory membership

2.4.4 Threats

KAWT identified the following threats that should be eliminated in order to implement the strategy effectively

- i. Competition from other associations
- ii. Inadequate external support
- iii. Non payments of membership
- iv. subscriptions
- v. Limited enforcement measures for members compliance

2.5 External Environment

KAWT has no control of the external environment. In order to operate smoothly the association must understand the environment and fit in. This analysis adopted the use of PESTEL (Political, Economic, Social-Cultural, Technological, Environment and Legal) to summarize the external environment

2.5.1 Political Environment

The operations of KAWT are affected by the political performance since they affect tourism. Political goodwill continues to play a significant role in the development and wellbeing of the Association. Any change in the status quo will affect the Association either positively or negatively depending on the incumbent. This strategy assumed that status quo will prevail regardless of the change in the political arena and the association, being politically neutral, would continue to benefit.

2.5.2 Economic Environment

The association is greatly impacted by the prevailing economic conditions. Economic factors such as GDP, exchange rates, taxation, interest rates, fiscal policy, monetary policy and inflation. Any change in the status quo of these factors affects the decision made by the Association. KAWT must focus on prioritizing its activities, even if some are unable to be fully realized. This approach recognizes economic environment as a significant external factor that must be taken into account as it greatly influences the performance of the members' businesses. The better the performance the members' business is the more the support of KAWT activities and the vice versa is true.

2.5.3 Social Cultural Environment

The Association has embraced the Social Cultural environment by contributing to a more enriching and sustainable tourism experience while fostering greater appreciation and respect for Kenya's diverse cultures. The association has achieved this by: -

1. Promoting Cultural Experiences
2. Supporting Community-Based Tourism
3. Cultural Sensitivity training
4. Celebrating Cultural Festivals and Events
5. Partnering with Cultural Organizations
6. Incorporating Local Cuisine
7. Environmental Conservancy

2.5.4 Technological Environment

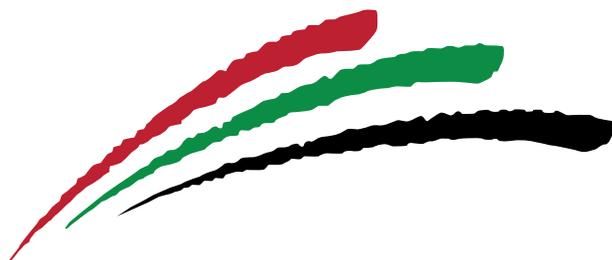
The rapid pace of technological advancements has significantly impacted the tourism industry, with digital platforms now playing a crucial role in all aspects of the sector. To keep up with these changes, the association has been proactive in educating its members on the latest developments. By consistently updating and improving its website, KAWT has been able to increase its visibility and outreach to a broader international audience.

2.5.5 Physical Environment

The Association enjoys a favorable environment for offices built on permanent structures which are easily accessible 24/7, secure and are resilient to various environmental factors like floods, and other potential disruptions. Friendly and supportive members have hosted the association's staff in their office with proper security in the surroundings. Supports of the association's activities have been a collective responsibility of all members and this goes hand with the achievement of the association's vision and Mission. Its however noted that due to the limited resources it has not been possible to acquire its own office space.

2.5.6 Legal Environment

Lack of specific laws on tourism operators has left members to join and exit the association without any recourse. This affects the operations of KAWT negatively since there is no law that compels the tourism industry operators to belong to the association.



2.6 Stake Holders Analysis

The Association has both internal and external stakeholders who have interest in the Association. The following table shows the summary of the stake holder's analysis

Stake holder	Stakeholder expectations
Members	<ul style="list-style-type: none"> • Quality service, member driven activities and Value addition • Relevant programs
Staff	<ul style="list-style-type: none"> • Motivation and good staff welfare • Adequate compensation • Good working environment
Board	<ul style="list-style-type: none"> • Adequate support • Recognition
Government	<ul style="list-style-type: none"> • Alignment with the policy and regulations
The community	<ul style="list-style-type: none"> • Good relations • Community social responsibility • Good care of the environment
The community	<ul style="list-style-type: none"> • Prompt and timely payments • Fair consideration in their tendering • Good working relations



Chapter Three:

Strategic Focus

3.1 Introduction

This strategic plan has been developed guided by KAWT's Motto, Core values, Vision and Mission statements. Motto is word expressing the spirit or purpose of an organization. Vision defines the future whereas the mission is a statement of a purpose which gives the reason for existence. The core values are those values held which form the foundation on which we perform work and conduct ourselves.



3.2.2 Vision:

To be the preferred credible voice and choice for women in the tourism and hospitality industry



3.2.3 Mission:

We are the professional platform for Women's Empowerment through Building and growing the Association, Policy advocacy, inclusion and participation, capacity building and Strategic partnerships.



3.2.4 Institutional Core Values

1. Integrity and openness
2. Service quality excellence and commitment
3. Social and environmental responsibility
4. Innovation
5. Partnerships

3.3 Key Strategic Goals

The following Five critical and priority areas have been identified after the comprehensive situational analysis and the stakeholder's workshop.

The key Strategic Goals:

Build and grow the Association

- Policy advocacy, inclusion and participation
- Capacity building
- Strategic partnerships
- Resource and sustainability

3.4 Key Strategic Objectives (SOB)

SOB1. Attain the membership of 300 members by the end of five

SOB2. Develop and maintain credible database of women in tourism

SOB3. Get representation in at least 25 counties by 2028

SOB4. Get representation and participation of at least one member in these boards; TRA, SRC, KICC, KUC, KTB, KWS, KEPSA, KTF.

SOB5. Participate in policy formulation and amendment/reviews

SOB6. Achieve self-sustainability

SOB7. Harness partnerships for maximum impact in all the focal areas

SOB8. Implement Corporate social investment policy

SOB9. To build the capacity for potential members and students joining the tourism and hospitality industry

3.5 Aligning Strategic Objectives to the Strategic Goals

Strategic Goals	Strategic Objectives (So)	Strategies
Building and growing the Association	SOB1. Attain the membership of 300 members by the end of five years.	<ul style="list-style-type: none"> • Intensify membership drive • Recruit from the training institutions • Recruit from professional bodies • Source from other associations • Recruit 25 members every year
	SOB2. Develop and maintain credible database of women in tourism.	<ul style="list-style-type: none"> • Develop a template • Maintain and update the website regularly
	SOB3. Get representation in at least 25 counties by 2028.	<ul style="list-style-type: none"> • Recruit in at least 5 counties per year
Policy advocacy, inclusion and participation	SOB4. Get representation and participation of at least one member in these boards; TRA, SRC, KICC, KUC, KTB, KWS, KEPSA, KTF.	<ul style="list-style-type: none"> • Identify the ass. Internal capability
	SOB5. Participate in policy formulation and amendment/ reviews.	<ul style="list-style-type: none"> • Lobbying with high level network
Strategic Partnerships	SOB6. Harness partnerships for maximum impact in all the focal areas.	<ul style="list-style-type: none"> • Recruit and sustain at least 5 partners
	SOB7. Implement Corporate social responsibility policy.	<ul style="list-style-type: none"> • Develop corporate social responsibility policy
Capacity Building	SOB8. To build the capacity for potential members and students joining the tourism and hospitality industry.	<ul style="list-style-type: none"> • Roll out training curriculum following the needs analysis • Expand the curriculum to at least five counties a year
Resource and Financial sustainability	SOB9. Achieve financial and operational self-sustainability.	<ul style="list-style-type: none"> • Review annual subscription fees • Trainings- students, institutions, professional • Conferences • Fundraising through; partners, cocktails, talks, auctions, annual dinner ball



Chapter Four:

Institutional Capacity And Resource Mobilization

4.1 Staffing Levels

Human resource is very important to any organization. The levels of achievement and success entirely depend on the quality of the staff the organization has. The following table summarizes the human resource structure of KAWT.

a. Secretariat

Title	Projected Year 2024	Projected Year 2025	Projected Year 2025	Projected Year 2027	Projected Year 2028
CEO	1	1	1	1	1
Membership officer	1	1	1	1	1
Secretariat Admin and Accounts	1	1	1	1	1
Total	3	3	3	3	3

b. Board members

Title	Projected Year 2024	Projected Year 2025	Projected Year 2026	Projected Year 2027	Projected Year 2028
Members	9	9	9	9	9
Total	9	9	9	9	9

c. Trustess

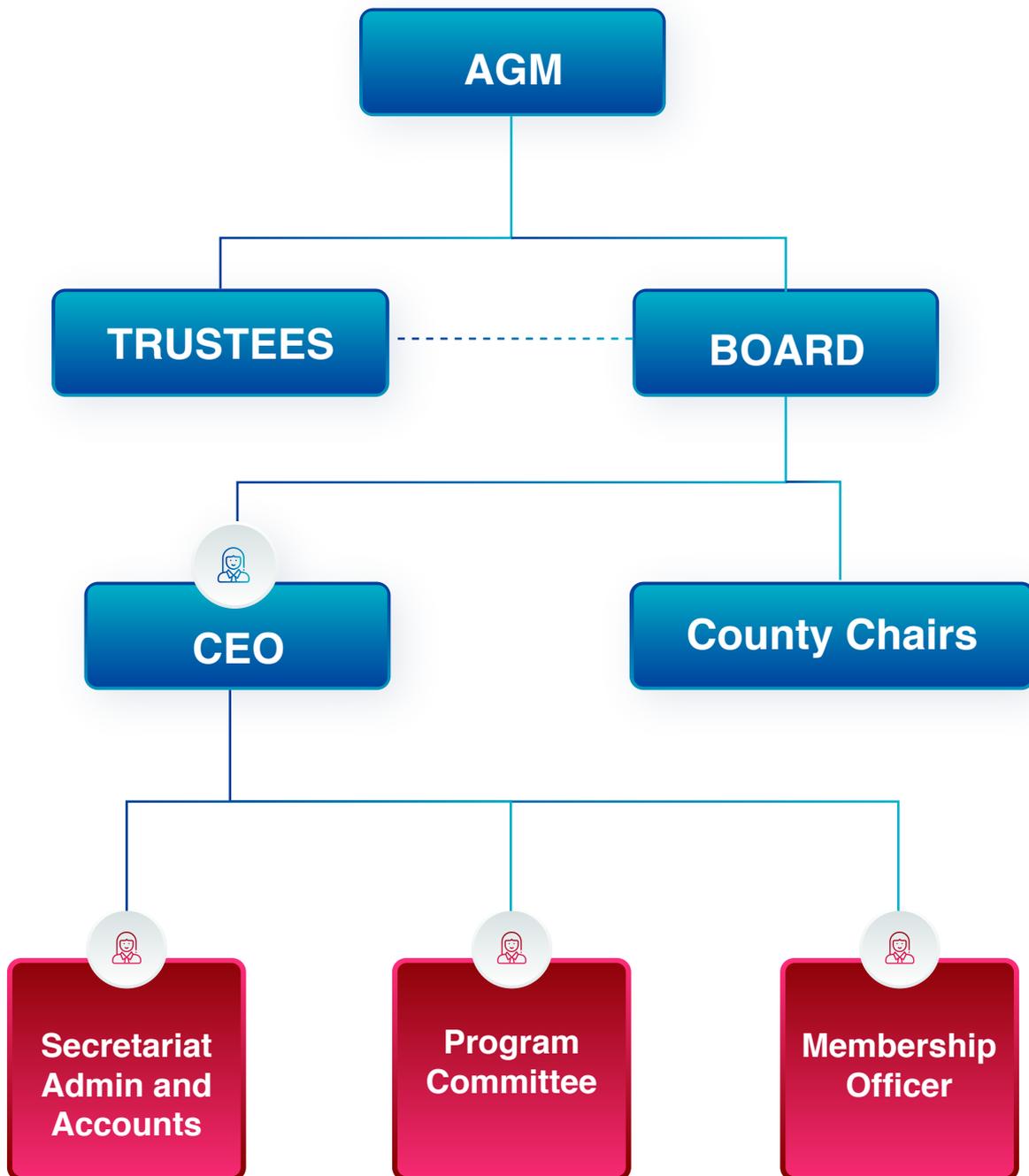
Title	Projected Year 2024	Projected Year 2025	Projected Year 2026	Projected Year 2027	Projected Year 2028
Members	5	5	5	5	5
Total	5	5	5	5	5

d. Members

Title	Projected Year 2024	Projected Year 2025	Projected Year 2026	Projected Year 2027	Projected Year 2028
Members	200	225	250	275	300
Total	200	225	250	275	300

Note: Year 2024-2028 Show the projections

4.2 Organization structure: KAWT Organization Structure



4.3 Resource Flow and Utilization

Resource flow and utilization is very important in the implementation of any strategy. The strategy requires funding, human resource and time. The success of the strategy depends on the efficiency in allocation and usage of these resources. Estimates/ projections have been provided for the implementation of this plan after costing of each activity. The strategic plan will be funded by member activities, the Association income generating activities and fundraising through stakeholders

Period	Year 2024	Year 2025	Year 2026	Year 2027	Year 2028
Incomes					
Member Subscription	1,500,000	2,000,000	2,500,000	3,000,000	3,500,000
Member reg. fees	150,000	150,000	150,000	150,000	150,000
Trainings	4,000,000	4,800,000	5,600,000	6,400,000	7,200,000
Workshops	500,000	500,000	500,000	500,000	500,000
Total Income	6,150,000	7,450,000	8,750,000	10,050,000	11,350,000
Expenditure					
Salaries and wages	1,560,000	1,560,000	1,560,000	1,560,000	1,560,000
Rent and rates	600,000	600,000	600,000	600,000	600,000
Electricity and water	96,000	96,000	96,000	96,000	96,000
Printing and stationery	34,100	34,100	34,100	34,100	34,100
Travelling	300,000	400,000	450,000	500,000	550,000
Miscellaneous	200,000	200,000	200,000	200,000	200,000
Total Expenses	2,994,100	3,094,100	3,144,100	3,194,100	3,244,100
Surplus	3,155,900	4,355,900	5,605,900	6,855,900	8,105,900
Grow the association	5,010,000	3,600,000	3,600,000	3,600,000	3,600,000
Policy advocacy	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Strategic partnership	1,750,000	3,000,000	3,000,000	3,000,000	3,000,000
Capacity Building	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Financial Sustainability	18,200,000	18,200,000	18,200,000	18,200,000	18,200,000
Totals	30,300,000	30,300,000	30,300,000	30,300,000	30,300,000
Net Deficit	(27,304,100)	(25,944,100)	(24,694,100)	(23,444,100)	(22,194,100)

Chapter Five:

Strategy Implementation

5.0 Introduction

The implementation of the strategic plan will be guided by the strategic goals, strategic objectives and the strategies identified in chapter two. Proper mobilization of the association's resources coupled with integrity, accountability, responsibility and effective monitoring and evaluation must prevail in order to achieve the goals.

5.1 Before Implementation

The responsible personnel per every strategic objective will

- i. Communicate the plan to all the implementers
- ii. Assign and communicate roles to all stakeholders
- iii. Mobilize resources and allocate them on timely basis
- iv. Communicate the annual work plans annexed to this document to ensure the targets are known
- v. Build up the capacity to implement the strategy
- vi. Develop the monitoring and evaluation tool

5.2 During Implementation

- i. Hold regular meetings to review the progress of the implementation
The team leaders will: -
- ii. Review the strategy implementation annually and revise the strategies for the following year
- iii. Review and adjust action/work plans every end of year to avoid duplication or repetition of already achieved strategy
- iv. Communicate the findings of the monitoring and evaluation to all stakeholders

5.3 After implementation

The team leaders will conduct an in-depth review of the strategies and their implementation process and objectively identify the lessons learnt to form the basis for the next planning. The review will then be shared with all stakeholders.

Continuous review of the strategy will be done by all the team leaders while the final post implementation team evaluation will be done by an independent person not part of the implementation.





Chapter Six:

Monitoring and Evaluation

6.1 Introduction

A strategy cannot be complete without monitoring and then evaluation. Regular monitoring and evaluation are important to ensure that the planned goals are achieved. Monitoring will be done in every stage of implementation and the evaluation exercise will commence at the end of the strategy to examine whether all the goals were realized as planned.

6.2 Yearly Review

This strategy will be reviewed every end of two years to ensure that any deviation is corrected immediately it is detected. The actual will be compared with the work plan

6.3 End Term Review

This will involve an independent reviewer who will evaluate every strategic objective against the achieved goals and report to the management. This is very important because an independent reviewer

reduces biasness and gives an objective report. This also forms the basis for revision of the next strategic plan period.

6.4 Monitoring and Evaluation Methodologies

- i. Use of reports from heads of departments
- ii. Observation method
- iii. Interviewing staff
- iv. Periodic checks
- v. Benchmarking methodology
- vi. Variance analysis
- vii. Compare the targets with achievements on yearly basis.

6.5 Budget Monitoring

Monitoring budget is very important in strategy implementation. This informs the implementers whether funding is adequate or inadequate to complete the process. It should be done every December to ensure that there is no misuse or time laps due to lack of funds.



APPENDICES

Appendix 1 Strategic Team

1a: The Strategic Planning Team

SERIAL NO.	NAME	DESIGNATION
1	Jane Adam	Chair Person
2	Nyandia Nyamu	C.E. O
3	Faith Wathome	Chair Devolution committee
4	Jacqueline Kali	National Vice Secretary
5	Lucy Macridis	Chair Mentorship Committee
6	Janet Chamia	Mombasa County Chair
7	Eucharika Kenya	Member
8	Joanne Ndirangu	Executive member
9	Gladys Sitati	Member
10	Natalie Nesbitt	Chair Youth Committee
11	Joyce Kienji	Chair Finance Committee
12	Rose Mungai	Lawyer/member
13	Liz Ayany	Chair CSR committee
14	Sallie Khavere	Chair Membership committee
15	Mary Wanginda	Executive member
16	Maimuna Mohamed	Chair MICE committee
17	Arjaa Shah	Executive member Vice Finance committee

1b: THE STRATEGIC MONITORING AND EVALUATION TEAM

The monitoring and evaluation team will be composed of the executive committee

Appendix 2: Strategic Plan Implementation Matrix

Strategic Goal 1: Building and Growing The Association

SOB1. Attain the membership of 300 members by the end of five years.

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. Intensify membership drive	Awareness campaign, Launch county chapters, Online and media platform, Establish a secretariat office	Membership recruitment committee, CEO, National executive council	By 2028	Fund, human capital,	Internally generated	Members will subscribe and support the activities	Increased numbers of members	2,500,000
2. Recruit members from the training institutions	Mentorship and talks	All members and mentorship committee	Ongoing and continuous	Human Capital and fund	Internally generated	All members will support, and institutions will pay	Increased membership	300,000
3. Recruit members from professional bodies	Word of mouth, media platforms cocktails	All members	Ongoing and Continuous	Human Capital and Funds	Internally Generated funds	Members will support	Increased membership	200,000
4. Source from other associations	Word of mouth Cocktails, talks	membership committee	Continuous	Human capital and funds	Internally	That they will find greater benefits	Increased membership	200,000

Strategic Goal 1: Building and Growing The Association

SOB2. Develop and maintain credible database of women in tourism

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. develop a template	Create the template	CEO	End of 2nd quarter 2024	Human capital, funds	Internally generated	Membership support	Template available	10,000
2. maintain and update the website regularly	outsource	CEO and PR and marketing committee	Continuous	Human capital	internal	Website in place and availability of funds	database	100,000

Strategic Goal 1: Building and Growing The Association

SOB3. Get representation in at least 25 counties by 2028

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. Recruit in at least 5 counties per year	Recruitment drive	National executive council and the CEO	Continuous	Human capital and funds	Internal	Active county chairperson	Increase in county presence	2,500,000

Strategic Goal 2: Policy Advocacy, Inclusion and Participation

SOB4. Get representation and participation of at least 1 member in these boards (TRA, SRC, KICC, KUC, KTB, KWS, KEPSA, KTF)

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. Lobbying with high level network	Identify network cycles, Establish a relationship network, Identify and appoint high level patron	Executive committee	May 2024, Continuous	Funds, human capital	Internally	Membership support	Inclusion and participation	5,000,000
2. Identify the association. Internal capability	Update and analyze members database, Advertise opportunities as they arise	Executive committee, CEO	Continuous					

Strategic Goal 2: Policy Advocacy, Inclusion and Participation

SOB5: Participate in policy formulation and amendment/reviews

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
Lobbying with policy makers	Identify network cycles, Establish a relationship network, Identify and appoint high level patron	Executive committee	May 2024, Continuous	Funds, human capital	Internally	Membership support	Inclusion and participation	10,000,000

Strategic Goal 3: Strategic Partnerships

SOB6. Harness partnerships for maximum impact in all the focal areas

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
Recruit and sustain at least 5 partners	Identify target partners, Develop an information package and Sign an M.O. U	Executive committee	Continuous	Human resource and funds	Internally	Stakeholder support and goodwill	Numbers	150,000

Strategic Goal 3: Strategic Partnerships

SOB7. Implement corporate social responsibility policy

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. Develop a corporate Social and environmental investment policy	Identify assess and prioritize the actual activities	CSR Committee	Continuous	Human capital and funds	Internal and sponsorship	Members and industry support	Number of activities	400,000



Strategic Goal 4. Capacity Building

SOB8. To build the capacity for potential members and students joining the tourism and hospitality industry

STRATEGY IMPLEMENTATION MATRIX

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. Roll out training curriculum following the needs analysis	Conduct a training needs analysis, Review the curriculum to suit current industry needs, Accreditation and certification for trainers	Mentorship committee	Continuous	Human capital and funds	Internal	Membership support	numbers	500,000
2. Expand the curriculum to at least 5 counties a year	Roll out the national curriculum to the counties	Mentorship committee	Continuous	Human Capital and funds	Internal	Membership support	numbers	
3. Partnership with trainers and training institutions	Identify the trainers and the training institutions and Signing of M.O. U	Mentorship/Executive committees	Continuous	Human capital and funds	Internal	Membership and industry support	Number of contracts signed	

Strategic Goal 5. Resource and Financial Sustainability

SOB9 Achieve Financial Self-Sustainability

STRATEGY IMPLEMENTATION

Strategies	Activities	By Who	Time frame	Resources	Funding	Critical assumptions	Output indicator	Budget
1. Review annual subscription fees	Inform members on the new rates	AGM	June 2024	Funds	Internally generated income, sponsored	Members support	Increased resources	2,000,000
2. Training-students, institutions, professional	Mentorship and motivational talks, trainings,	Mentorship committee and members	Ongoing and continuous	Human capital and funds	As above	Members and industry support	Numbers done	1,500,000
3. Conferences	Bid and host	MICE Committee	2025 and continuous	Human and funds	Internally and sponsorship	Member, industry and govt support	Numbers	15,000,000
4. fundraising through; - partners, cocktails, talks, auctions, annual dinner ball	Identifying and reaching out to partners, ask for referrals	MICE and Executive committee	Continuous	Human capital and funds	Internally generated	Industry and members support	Increased Resources and partnerships	800,000

Appendix 3: Workplan/action Plan

JAN – DECEMBER 2024

IMPLEMENTATION MATRIX

Strategic Goal	Strategic Objective	Target	Actors	Performance Indicators	Time Frame	Start Time	Ending Time
1. Building and Growing the Association	SOB1. Attain the membership of 200 members by the end of Year 2024						
	SOB2. Develop and maintain credible database of women in tourism						
	SOB3. Get representation in at least 1 more counties by end of 2024						
2. Policy Advocacy, Participation and Inclusion	SOB4. Get representation and participation of at least one member in these boards; TRA, SRC, KICC, KUC, KTB, KWS, KEPASA, KTF, by Dec 2024						
	SOB5. Participate in policy formulation and amendment/reviews						
3. Partnerships	SOB6. Harness partnerships and collaborations for maximum impact in all the focal areas.						
	SOB7. Implement Corporate social investment policy						
4. Capacity Building	SOB8. To build the capacity for potential members and students joining the tourism and hospitality industry						

ANNEX 4: MONITORING AND EVALUATION

DESIGNATION: TEAM LEADER

REPORTING TO: CHAIRPERSON

NUMBER OF TEAM MEMBERS: 14

SCOPE OF THE JOB: overall Achievement of the work-plan

OVERALL, PURPOSE OF THE JOB: As per the strategic goals listed

Strategic Goal	Strategic objective	Target	Reporting period	Actual achievement	Variance	Responsible person	Comments
1. Build and Grow the Association	SOB1. Attain the membership of 300 members by the end of five years						
	SOB2. Develop and maintain credible database of women in tourism						
	SOB3. Get representation in at least 25 counties by 2024						
2. Policy advocacy participation and inclusion	SOB4. Get representation and participation of at least one member in these boards; TRA, SRC, KICC, KUC, KTB, KWS, KEPSC, KTF,						
	SOB5. Influence in policy formulation and amendment/reviews						

3. Partnerships	SOB6. Harness partnerships and collaborations for maximum impact in all the focal areas.						
	SOB7. Implement Corporate social investment policy						
4. Capacity Building	SOB8. To build the capacity for potential members and students joining the tourism and hospitality industry						
5. Financial sustainability and Resource mobilization	SOB9. Achieve financial and operational self-sustainability						



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