MANAGING TOURISM CRISIS AND ENHANCING DESTINATION RESILIENCE IN THE EASTERN AFRICA REGION

Global Tourism Resilience and Crisis Management Centre – Eastern Africa

Kenyatta University, Kenya

Ministry of Tourism & Wildlife

Global Tourism Resilience & Crisis Management Centre (GTRCMC) Eastern Africa

KENYATTA UNIVERSITY

Agenda

1. Introductions
2. Overview GTRCMC and GTRCMC Inception
3. Integration - Government/University/Trade
4. Program Development and Funding
5. Projects, Key Accomplishments/Challenges
6. Questions
7. Close

GAP ADDRESSED by GTRCMC

- Tourism plays a key role in the development of many countries. It has created 1 in 10 jobs globally. It sustains many and contributes to 10%+ global GDP.
- It is a sensitive industry, affected easily yet responds quickly. Crisis, natural disasters, civil unrest and economic havoc continue to have significant impact on the industry, regardless of country. Any negative impact to tourism has a domino effect on industry jobs, economies and livelihoods.
- The GTRCMC is a call to action for destinations. Preparedness and crisis management skills must be developed to drive action and ensure recovery and on-going resilience.
- GTRCMC is one of the first international organizations dedicated to being part of the solution, to be a think tank and a resource centre for information, resources and support to countries from a regional perspective.

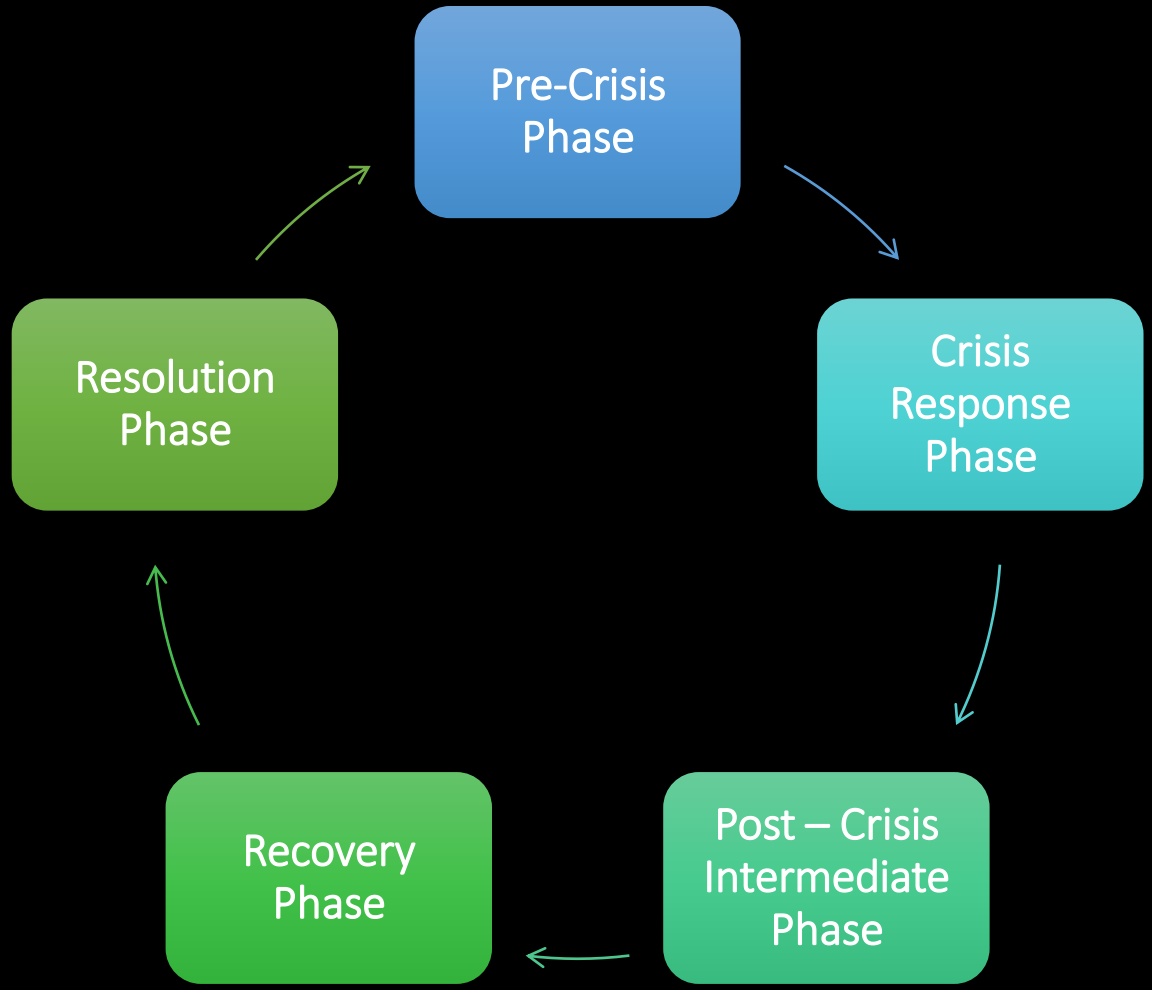
Global Tourism Resilience and Crisis Management Centre (GTRCMC)

- **Purpose:** Academic rigor applied to policy development through relevant research on DESTINATION-SPECIFIC preparedness, management and recovery.
- **Launched 2018/9** at the Montego Bay Convention Centre in Jamaica, University of the West Indies (UWI) followed by GTRCMC-EA with Kenyatta University in Nairobi, Kenya
- **Satellite centers in progress:** Nepal, South Africa, Malta, Hong Kong, Bulgaria, Oman, Japan and Costa Rica.
- **New Discussions:** Jordan, Greece, Ghana, Botswana, Spain, Portugal etc
- **Leadership:**
  - **Board of Governors' Chair -** Dr. Taleb Rifai, former UNWTO Secretary General
  - **Co- Chaired** - Hon Edmund Bartlett, Minister of Tourism for Jamaica.
  - **Regional Co-Chair** - H.E. Uhuru Kenyatta (Kenya President)
  - **Board Member** - Hon. Balala CS Tourism and Wildlife





GTRCMC Centres' Areas of Operation for Every Crisis Affecting Tourism





LAUNCH OF GTRCMC-EA

Inception and Role of GTRCMC- EA, Kenyatta University

The Centre is tasked with

Researching

Capacity building

Creating

Producing and Generating Knowledge

Toolkits, Guidelines and Policies

on tourism resilience and crisis management.

GTRCMC-EA Mission

To support the countries in Eastern Africa with destination preparedness, management and recovery from disruptions and/or crises that negatively impact tourism and threaten economies and livelihoods.

GTRCMC-EA Vision

To become a transformative Centre which seeks to safeguard and protect tourism destinations of the countries in the Eastern Africa regions as well as to ensure health, growth and sustainability of the tourism industry.

GTRCMC-EA Satellite Centre and the Eastern Africa Region

14 Countries

Kenya, Burundi, Comoros, Democratic Republic of Congo, Djibouti, Ethiopia, Eritrea, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Tanzania and Uganda.



GTRCMC-EA Timeline

2019

AUGUST

H.E. President Uhuru Kenyatta and HE Najib Balala visit Jamaica

SEPTEMBER

Kenyatta University agree to develop Centre

VC committee establishs Centre headed by DVC Academic

Space designated for Centre

NOVEMBER 2019

Presentations Global Travel and Tourism Resilience Summit

DECEMBER 2019

Discussions and meetings H.E. Balala, CS Tourism and Wildlife, H.E. Edmund Bartlett and VC KU and other dignitaries

Appointment of Director

2021

JANUARY

Progress meeting with Board Chairperson, CS, MoTW, visited the Centre, accompanied by key stakeholders from Ministry, Tourism Industry and the University

2021

JULY

H.E. Bartlett visited Kenya with

Chief Administrative Secretary, MoTW and other key tourism stakeholders

Selected Crises Handled at EA Centre

Health related events

- Coronavirus
- Foot and Mouth Disease
- Salmonella
- Malaria
- H1N1/H5N1
- SARS
- Cholera

Environmental events

- **Geological**
  - Earthquake
  - Volcano
  - Tsunami
- **Extreme weather**
  - Flood
  - Drought
  - Hurricane
  - Wildfire

Societal /political events

- Crime
- Coups
- War
- Oil spills
- Political riots/Civil Unrest
- Terrorism
- Ecological pollution/damage

Economic events / Technological

- Financial/fiscal crisis
- Transportation accident
- Exchange rate collapses
- Cyber-Crimes



INTEGRATION GOVERNMENT, UNIVERSITY and TRADE

Government and University Integration

GTRCMC-EA in KU is the think tank on crisis management and resilience under the National Tourism Crisis Steering Committee chaired by the CS.

The support and the deep collaboration with Government and the University are critical to success.

The depth of these relationships provides a continuous feedback loop ensuring advance notice in times of crisis, synergistic activities and harmonious messaging and communications.

Government, University and Trade Integration

GTRCMC – EA BOARD OF GOVERNORS

- Cabinet Secretary, **Ministry** of Tourism and Wildlife, Kenya - Chairperson
- Vice Chancellor, Kenyatta **University** – Co-Chair
- Chief Administrative Secretary, **Ministry** of Tourism and Wildlife, Kenya
- Deputy **Vice Chancellor**, Research, Innovation and Outreach
- Principal Secretary, **Ministry of Education**
- Director, **Global Tourism Resilience and Crisis Management Centre**
- Dean **School of Environmental Studies**
- Chief Executive Officer, **Kenya Tourism Federation**
- Chief Executive Officer, **Kenya Tourism Board**
- Director, **Tourism Protection Service**
- **Academic Chairman**, Researcher, Tourism and Sustainability
- Director, Lewa **Wildlife Conservancy**
- Regional Tourism Officer, **IGAD, UNECA**

Risk specific technical agency

Knowing which part of government to engage

S/No.	Risk	Lead Agency
1	Terrorism	Ministry of Interior Ministry of Defense
2	Disease Outbreak	Ministry of Health
3	Floods	Ministry of Tourism (KTB) Kenya Tourism Federation National Disaster Management Authority
4	Droughts	Ministry of Tourism (KWS)
5	Landslide	Ministry of Interior National Disaster Management Authority
6	Marine Accident	Ministry of Interior Kenya Maritime Authority

INTEGRATION

KU BOARD MEMBERS

ADVISORY COUNCIL

STRATEGY COMMITTEE

BOARD MEMBERS

- Dean School of **Hospitality, Tourism** and **Leisure** Studies
- Dean School of **Environmental** Studies
- Dean School of **Security**, Diplomacy and Peace Studies
- Dean School of **Business**
- School of **Medicine**
- Director **Innovation**, Incubation and University Industry Linkages
- Director Global Tourism Resilience and Crisis Management Centre

ADVISORY COUNCIL

- Prof Simon Onywere – **School of Environment**, KU – Environmental Planning and Management
- Prof Noah Sitati – **World Wildlife Fund** – Biodiversity Conservation
- Prof Lee Miles – **Bournemouth University** - Disaster Management
- Prof. Jaume Guia - **University of Girona**, Spain Professor of Tourism.

STRATEGY COMMITTEE

- Consists of all Chairpersons from Thematic Areas and Administration



PROGRAM DEVELOPMENT and FUNDING

GTRCMC-EA Thematic areas



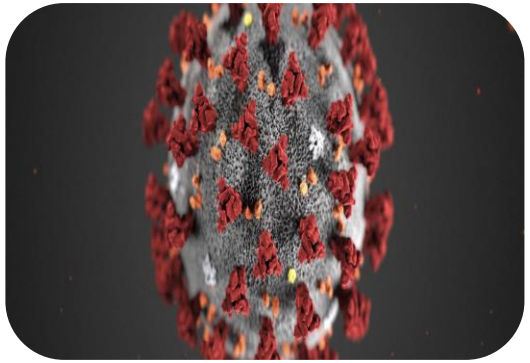
•Climatic



Security



Entrepreneurial

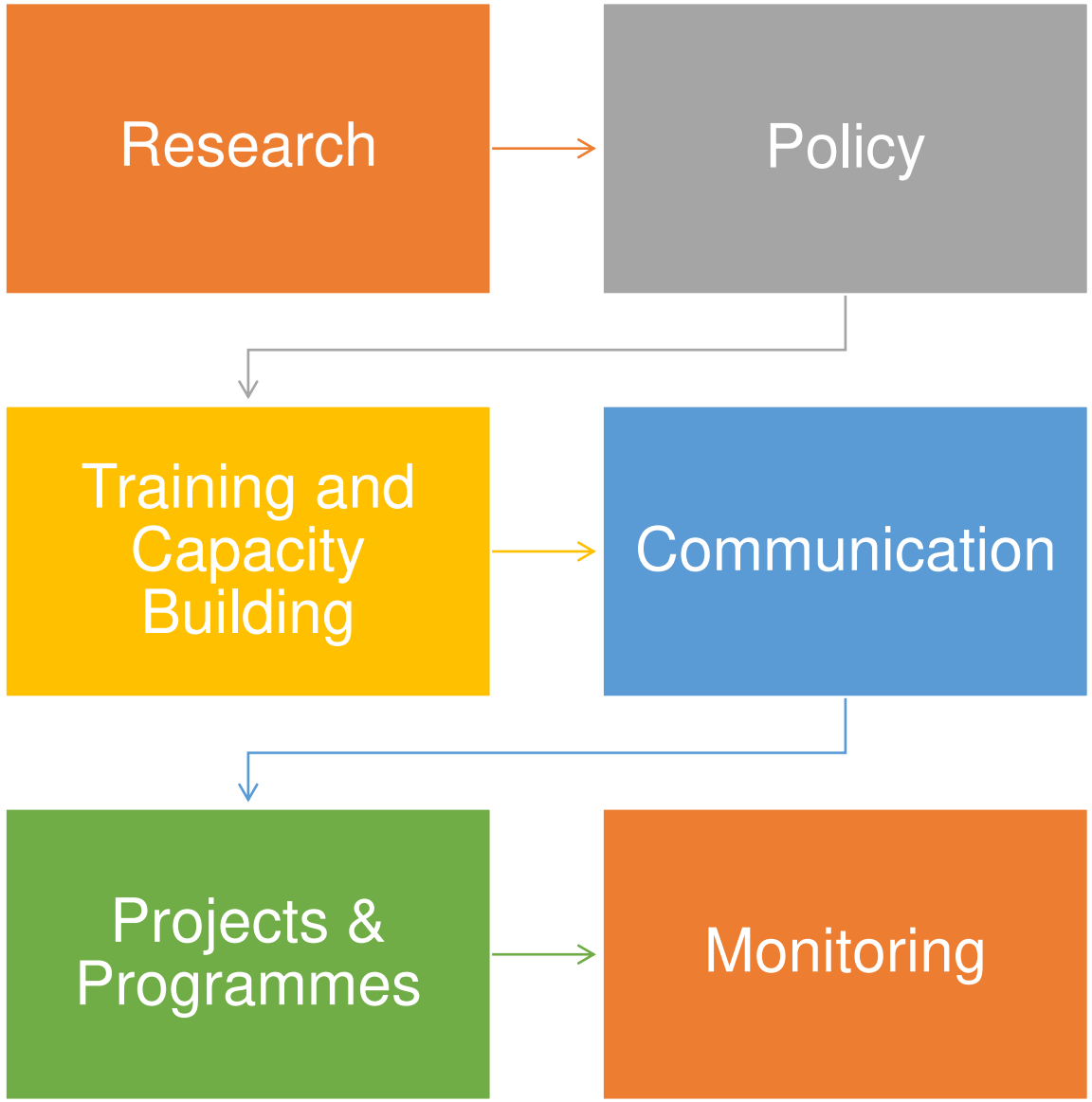


Pandemic



Economic

Program Flow



Centre Programmes and Projects

- Crisis mapping
- Baseline study on resilience
- Vulnerability Assessment of tourism sector to crisis
- Crisis management best practices
- Visitor experience surveys on Safety and Security
- Development of a Master Plan on Risks and Crisis Management
- Media training on Crisis reporting
- Awareness creation on Risks and Crisis Management
- Upscaling Tourism Competitiveness
- Tourists Mapping.

Continuous Activities

- Weekly Articles in National Mainstream Media
- Daily updates on crisis issues in National Tourism Crisis Steering Committee WhatsApp
- Daily updates on Crisis issues on the Tourism Crisis Information Hub

Center Output



KICC June 2020

Reports/Tourism and Crisis Management	Policy Papers & Briefs	Conferences, Seminars, Workshops
Social media alerts and information	Resilience toolkits	Response strategies
Policy framework	Journals	Brochures
Security Alerts & Early warnings	Mitigation Strategies	**Tourism Resilience Barometer**

Sample
GTRCMC-EA Research/Policy Output

- Impact of COVID – 19 on the Tourism Sector, Measures taken and Recovery Strategies report - MOTW
- Domestic Tourism Recovery Strategy Report - MOTW
- Product Improvement and Diversification Recovery Strategy Report - MOTW
- Digitizing Tourism in Kenya Recovery Strategy Report - MOTW
- Impact of Hotels Sector Expenditure on the Economy in Kenya - KAHC
- Tourism Product Inventory - KTB
- Travel Readiness for Kenya - KATA
- Recommendations on Expanding Domestic Tourism in Kenya - MOTW
- Countries Benchmark on handling of COVID -19 – KTF
- Impact of Hotels Sector Expenditure on the Economy in Kenya Policy brief – KAHC
- Gendered Impact of COVID-19 Policies and Directives on Women in the Hospitality, Tourism and Travel industry

FUNDING SOURCES

- Government Programs
- Development Partners – World Bank, African Development Bank, USAID,
- Educational Grants/Programs
- Private Funds
- Partnerships with National, Regional and Global Organizations: UNWTO; UNEP; UNDP; UNESCO; UNECA; United Nations Interregional Crime and Research Institute (UNICRI); United Nations Office of Counter-Terrorism (UNOCT).

FUNDING

Eg. Collaboration with Erasmus + in the EU

Available Budget EUR 24.57B For the period of 2021-2027

Purpose

- Mobility of learners and staff
- Partnerships for cooperation and exchange of practices
- Support to policy development and cooperation

Projects

- Tourism Competitiveness
- Immigration Management
- Cultural and Heritage Development

GRANTS RECEIVED BY GTRCMC - EA

University of Girona

Staff Mobility Oct 2021 (4) – 10,320 EUR

Staff Mobility Jan 2022 (4) – 10,320 EUR

Students Mobilities Sept 2021 (4) – 13,480 EUR

Students Mobilities Sept 2022 (4) – 13,480 EUR

47,600 EUR

University of Piraeus

Staff Mobility June 2021 (4) – 5,820 EUR

Staff Mobility Nov 2021 (4) – 5,820 EUR

Students Mobilities Sept 2021 (4) – 13,480 EUR

25,120 EUR

University of West Attica

Staff Mobility Nov 2021 (2) – 3,880 EUR

Students Mobilities Sept 2021 (2) – 6,740 EUR

10,620 EUR

University of Panteion

Staff Mobility Nov 2021 (1) – 1,940 EUR

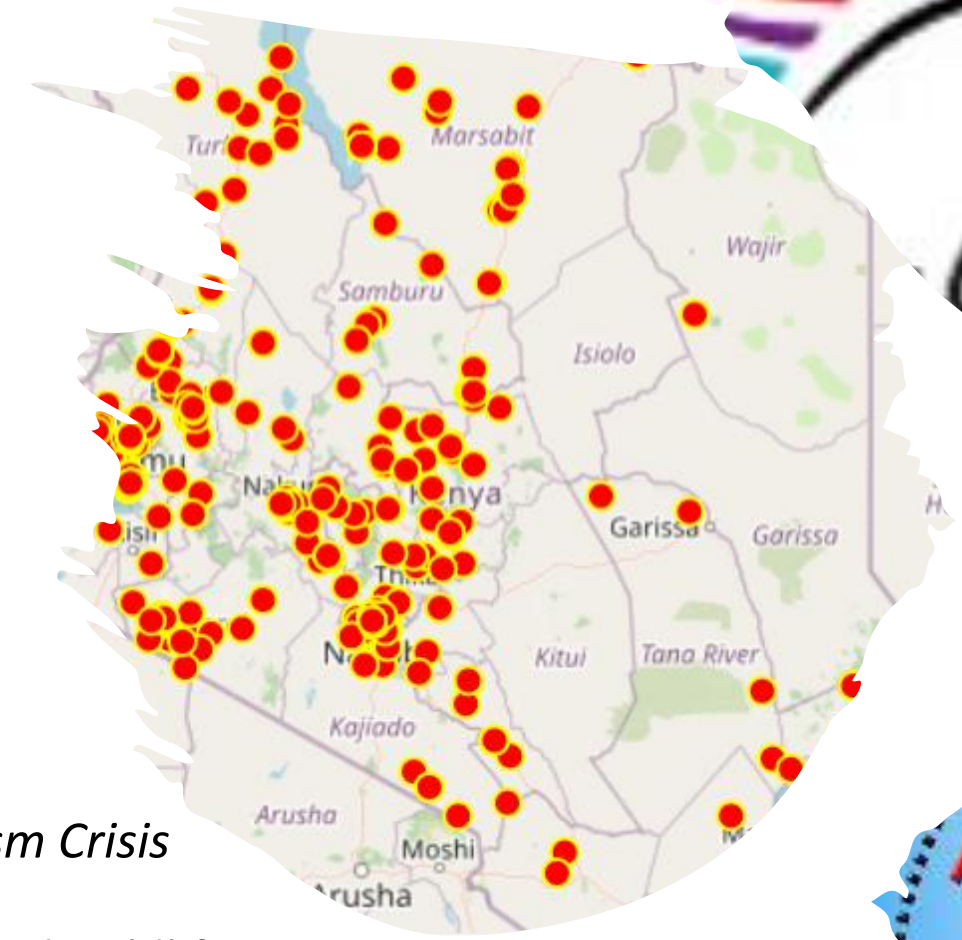
Students Mobilities Sept 2021 (1) – 3,370 EUR **5,310 EUR**

GRAND Total: 88,650 EUR



PROJECTS, KEY ACCOMPLISHMENTS/ CHALLENGES

Kenyan Tourism Product Inventory



- *Project by the National Tourism Crisis Steering Committee*

under the Ministry of Tourism and Wildlife Kenya



East Africa Tourism Symposium

- Cultural and Heritage knowledge **capturing, interpretation, packaging and sharing** for tourism in the East Africa region
- Workshop on **28th and 29th July 2021**
- Countrywide project to capture, interpret, package and share culture.



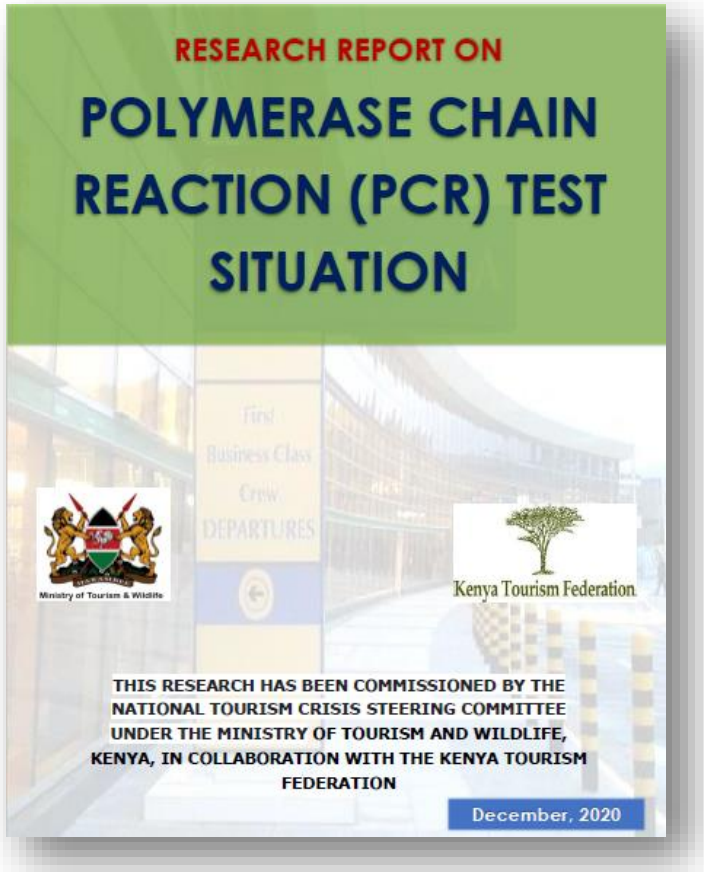
Ministry of Tourism & Wildlife

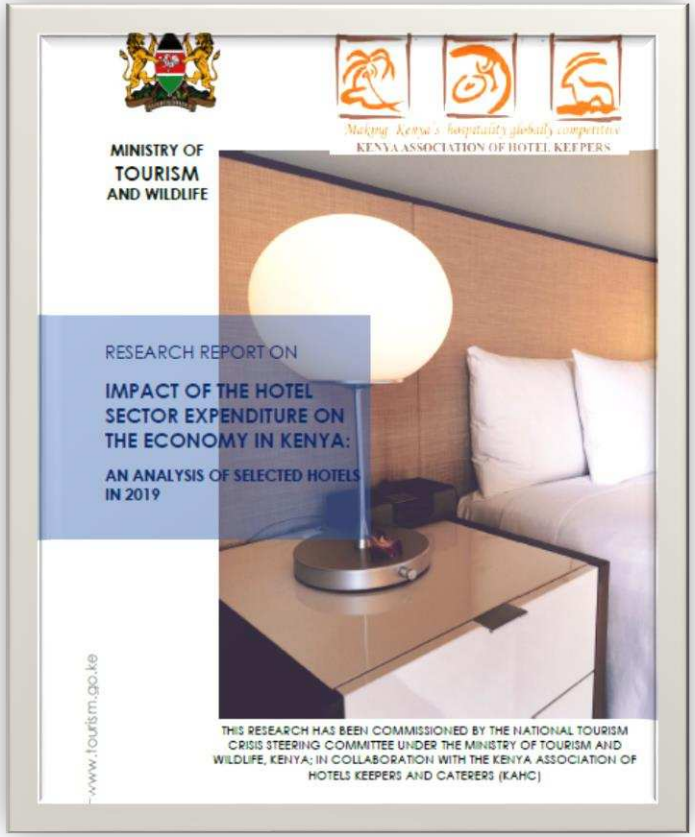
Global Tourism Resilience & Crisis Management Centre (GTRCMC) Eastern Africa

Churchill

Private Sector Partnerships

Research, capacity building, communication and private sector projects across Eastern Africa







Placement International

East Africa office Re-Establishment

- Acute shortage of labour in the US and EU
- Target - over 500 workers and students
- Advanced knowledge, skills and competencies
- Other collaborators: HRS, Trans USA, Loud Internship and Cultural Vistas.

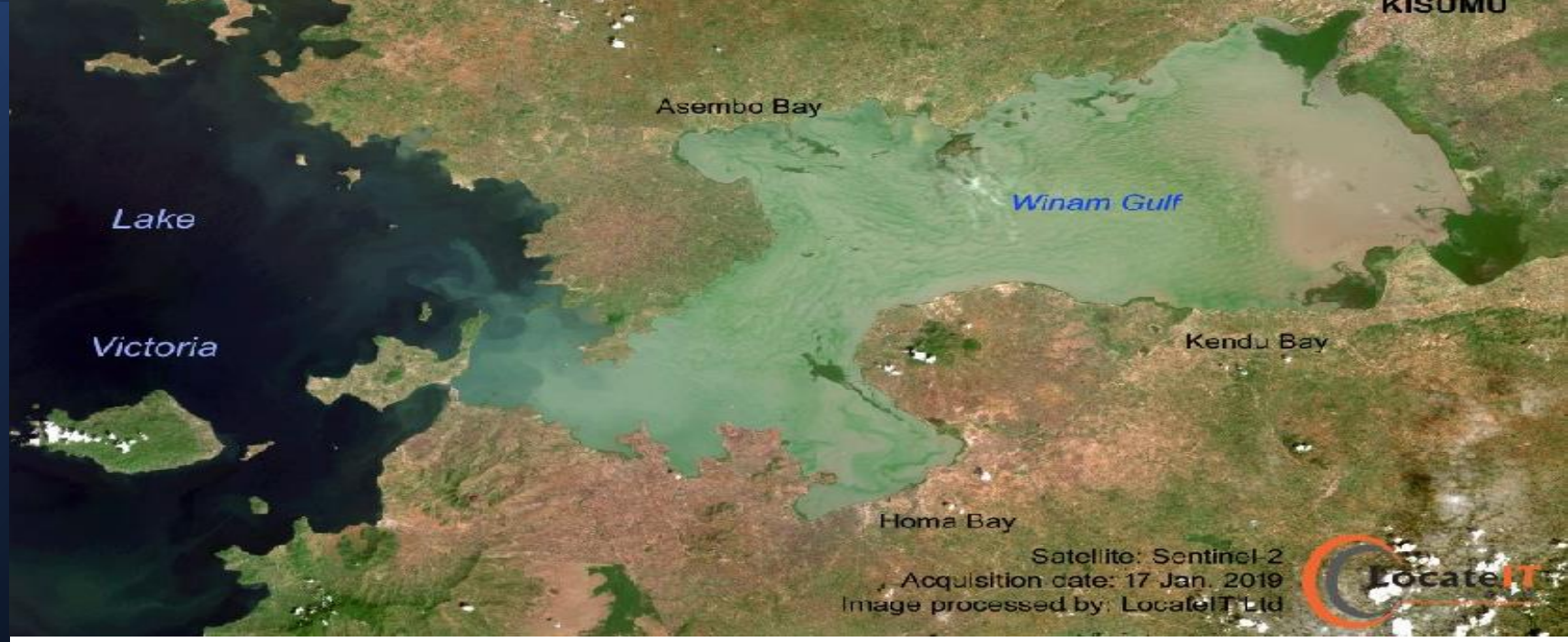
Creation of a Tourism Information System

- Inventory of Tourism Products – KTB
- Repository
- Blockchain, QR Codes, internet of things, Big Data and AI
- Easy data collection, analytics, research, prediction and planning
- Searching and Booking Properties
- Inter-linkage of tourism with other key sectors
- Replicate model in the other 14 countries in Eastern Africa



ENVIRONMENTAL

Application of GIS and SENTINEL in Tourism and Wildlife Management



Sustainable planning, management and marketing.

- Landscape tourism planning
- Accessibility
- Threats and potential hazards.

IGAD

esri Eastern Africa

Climate Prediction and Applications Centre

Creation of the UNWTO International Network of Sustainable Tourism Observatories

UNWTO
World Tourism Organization

INSTO
World Tourism Organization
International Network
of Sustainable Tourism
Observatories



Capacity Building





Collaboration with Media





Some Capacity Building Initiatives

- Application of GIS in Tourism Workshop
- IFITT workshop – Capacity Building Workshop on ***Building a Resilient Destination through ICTs post-COVID***
- Media Engagement Workshop
- A Workshop on Report Writing Skills
- Scanning the Horizon: Brainstorming Session
- Training of Journalists on Reporting Scientific Research
- Training on the creation of Tourism Crisis Information Hub
- Second East Africa Tourism Symposium: 'Addressing New Challenges by Embracing New Opportunities'
- Culture-Heritage-Tourism Nexus Workshop
- Heritage and Cultural Tourism Diversification - Kenya

Sample Ongoing Projects and Programmes

Plans and procedures being developed

- Risk and Crisis Strategy
- Crisis Management Tree
- Emergency Management Plan and Procedure
- Crisis Communications Plan
- Security Plan and Procedure
- Crisis Management Plan
- Resilience Toolkits

- Link with the Tourism Crisis Operations Centre
- Training Modules on Tourism Resilience
- Tourism Products Inventory Report
- Culture-Heritage-Tourism Nexus Workshop
- Heritage and Cultural Tourism Diversification – Kenya Report

Evaluation of Progress





Kindly review the ongoing digitization output on:
https://explore-kenya-kuniversity.hub.arcgis.com/

Working closely with Zamani project to create 3D and Panorama tours
https://www.zamaniproject.org

Challenges

- **Funding** – Requires heavy investment. Challenges include identifying sources; application; some areas are difficult to fund eg political / economic resilience
- **Scope** and very high demand for output
- Partner Countries **engagement**

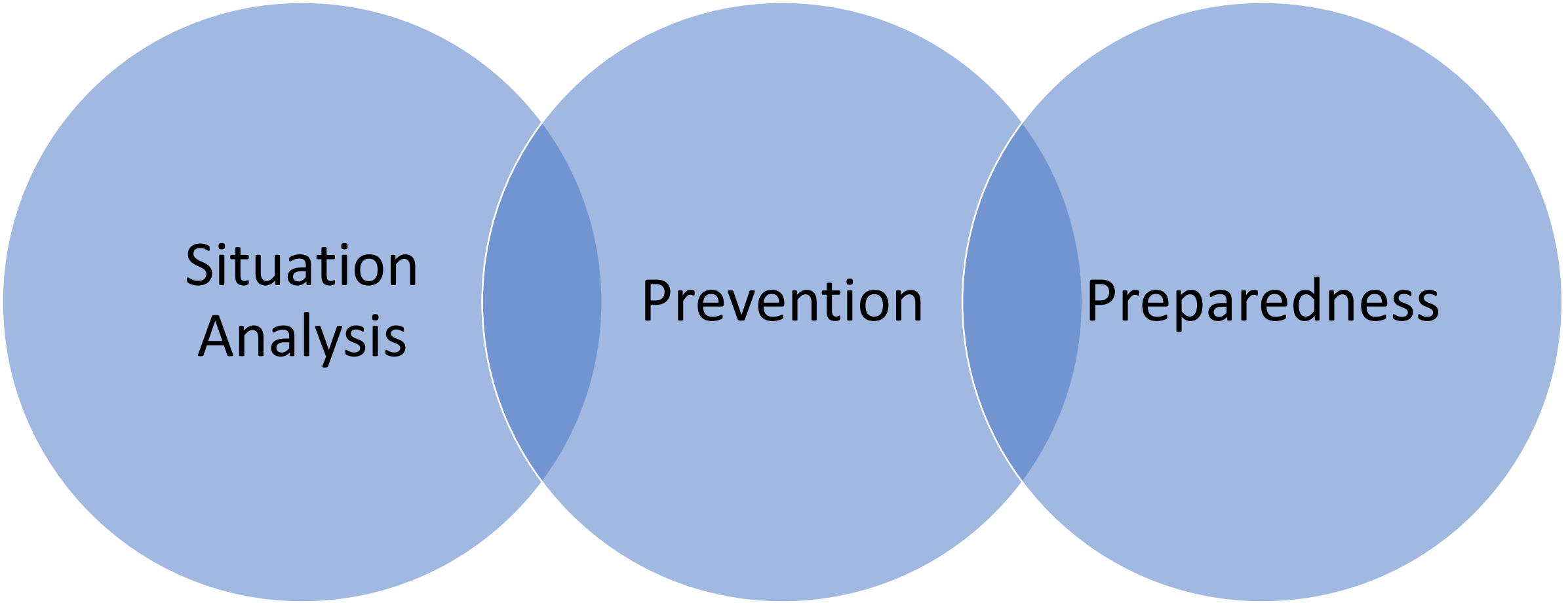


QUESTIONS/DISCUSSION



APPENDIX

Step 1: Pre-Crisis Management



Step 1: Pre-Crisis Management

Part 1 – Situation Analysis

- Consolidate the relevant stakeholders
- Consolidate legislation, policies, plans or management arrangements
- Identify the sources of risk (hazards) and update daily news database
- Secure stakeholders involvement and commitment

Part 2 – Prevention/Mitigation

SWOT Analysis for each crisis

Strengths	destination assets that propel and support the destinations resilience.
Weaknesses	factors which will affect the industry's ability to cope
Opportunities	external factors that could give the destination a competitive advantage
Threats	risks that would hurt the destination

Part 3 – Preparedness

Plans, Policies, Procedures and Strategies	• Analysis of potential risks • Emergency services and procedures • Develop crisis handling procedures • Scenario planning and Benchmarking
Stakeholders Networks	• Create awareness among stakeholder • Train staff e.g. media • Establish networks with stakeholder e.g. tourists, communities, media etc
Crisis Management Plan	•Establish crisis management plan and team •Develop the Crisis Communication Plan •Maintain up to date knowledge and Benchmark
Early Warning Systems	•Preparedness and Simulation exercises

Part 3 – Preparedness

Risk Profiles and Hotspots

Risk	Hotspots	Likely impact	Probable months	Responsible
Terrorism	• Airports • Hotels • Shopping Malls • Institutions	• Death • Injuries • Image • Damage	Anytime	• Ministry of Interior • Ministry of Defense

Step 2: Crisis Response Phase

Role of GTRCMC

Provide information to guide communications from the affected area



- Develop an Emergency Management Plan
- •Identify potentially relevant stakeholders and methods of communication
- •Highlight potential impacts of the crisis or incident on local and national tourism
- •Activate a pre-planned media information and internet-based sites, especially the GTRCMC web-page and/or social media site; both must be frequently updated
- Monitor and report improvements to safety and security
- Monitor satisfaction levels amongst existing and new visitors
- Monitor and influence media reports - Challenge untrue statements and highlight positive aspects

Part 3 – Preparedness

Risk Register

			Potential Consequences				
			L6	L5	L4	L3	L2
			Minor injuries or discomfort. No medical treatment or measureable physical effects.	Injuries or illness requiring medical treatment. Temporary impairment.	Injuries or illness requiring hospital admission.	Injury or illness resulting in permanent impairment.	Fatality
			Not Significant	Minor	Moderate	Major	Severe
Likelihood	Expected to occur regularly under normal circumstances	Almost Certain	Medium	High	Very High	Very High	Very High
	Expected to occur at some time	Likely	Medium	High	High	Very High	Very High
	May occur at some time	Possible	Low	Medium	High	High	Very High
	Not likely to occur in normal circumstances	Unlikely	Low	Low	Medium	Medium	High
	Could happen, but probably never will	Rare	Low	Low	Low	Low	Medium

Step 3: Post Crisis Intermediate Phase

Role of GTRCMC



Guide on

Increased marketing



Advise on Clear improvements to security/related areas of concern



Advise on ways to Strengthen public/private partnerships



Advise on the Combination of fiscal and monetary measures

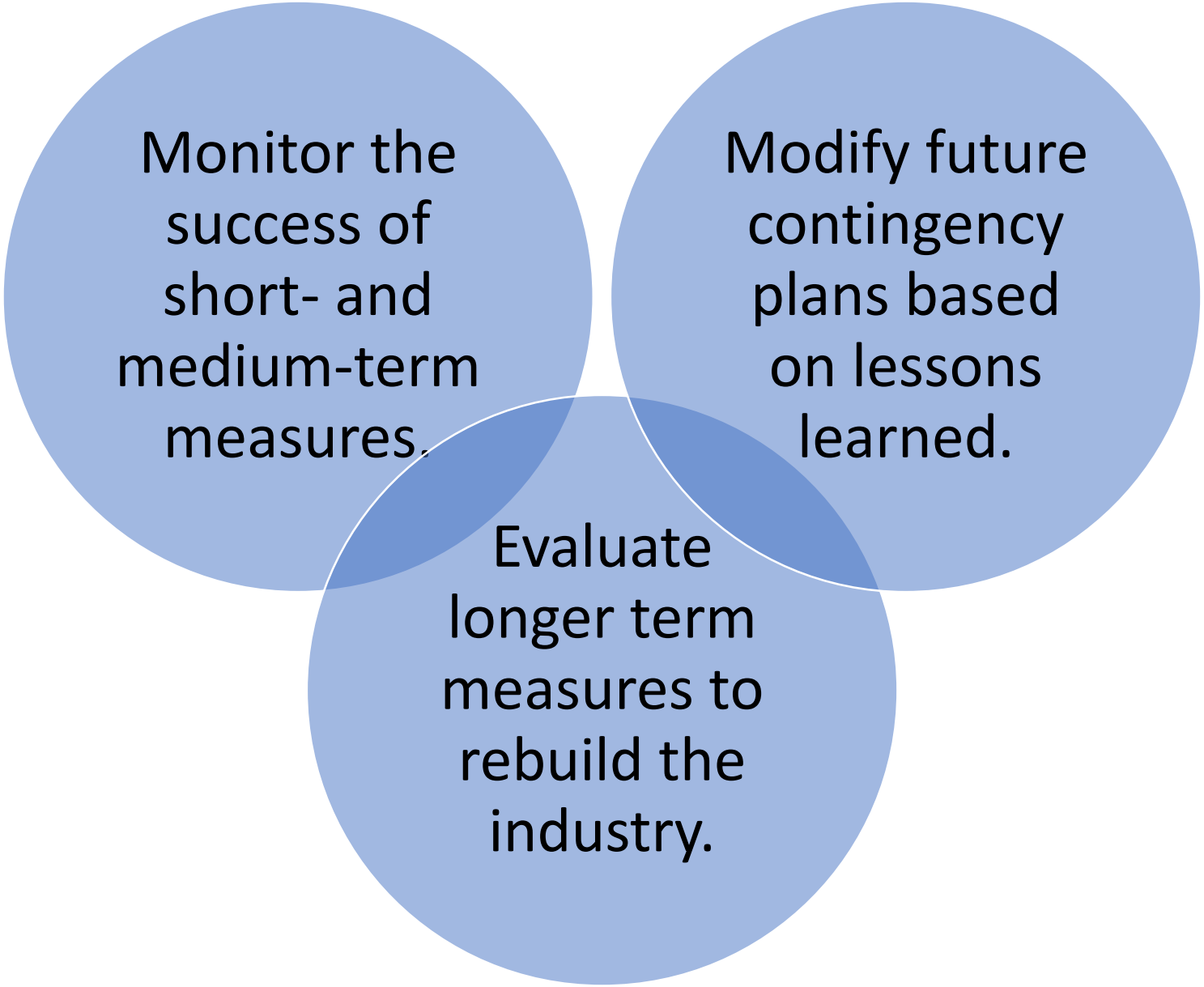
Step 4: Post Crisis Recovery Phase (Mid/Long Term)

Role of GTRCMC

- Assess measures taken to rebuild tourism
- Monitoring and evaluation of all the processes
- Modify future contingency plans.

- Infrastructural development
- Investment in Human Resource Development
- Image rebuilding and repositioning
- Market and product diversification and repositioning.

Step 5: Resolution Phase

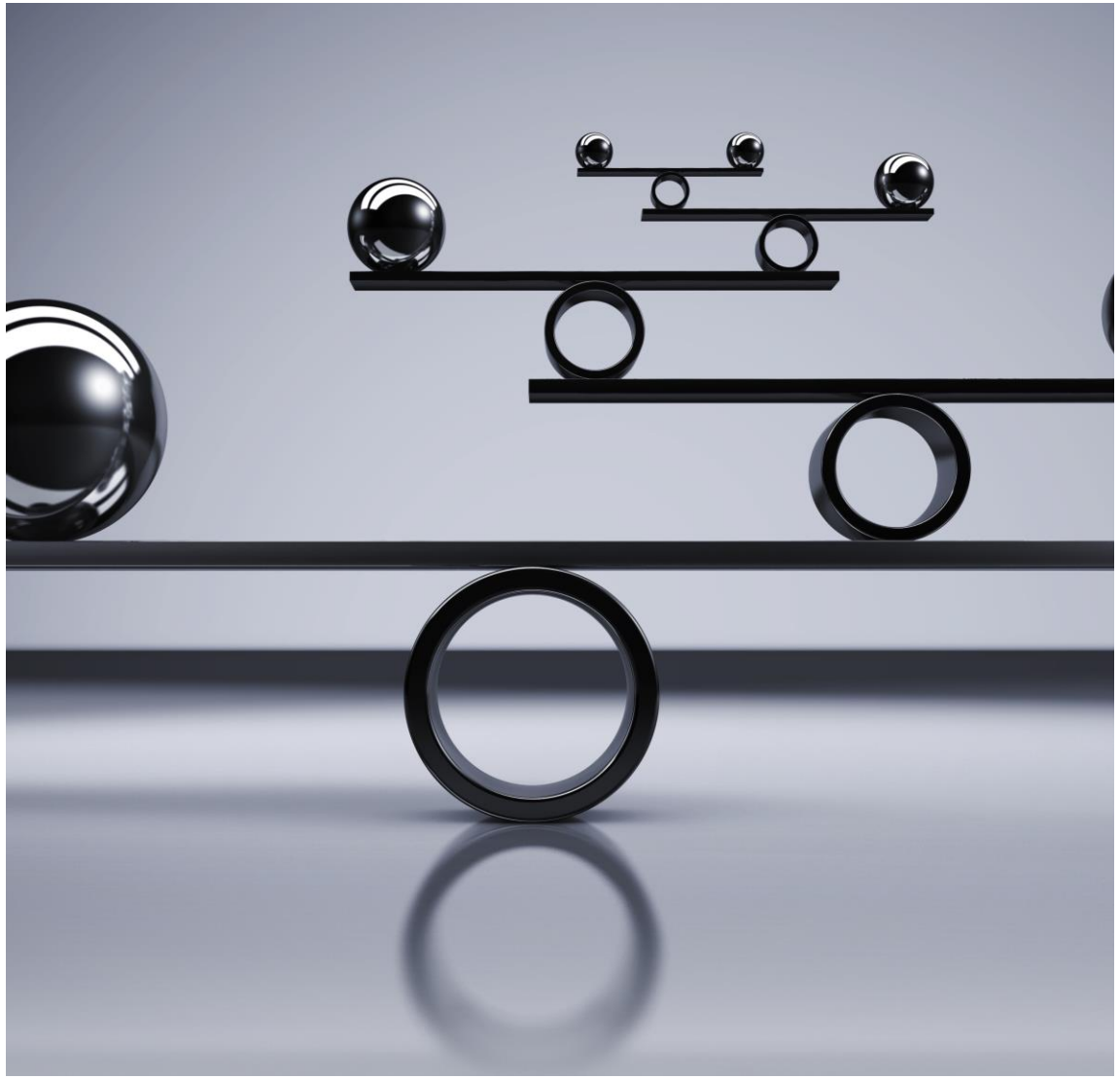


Format of Crisis Report

Name of the Crisis	Remarks
Place and Time of Crisis	
Agency Responsible	
Brief on the Crisis - Situation at the disaster/accident site - Estimated loss of lives - Injuries - Infrastructure damage - Additional information, if any	
Action taken - Search & rescue operations - Persons/agencies undertaking managing the crisis - Shifting of injured or casualties - Medical assistance - Additional information, if any	
Assistance required from the higher authorities	
Name, designation & contact details of the person responsible	

Selected Communication Output

- Website development and updates
- Daily Social Media development and Management
- Engagement of the mainstream media
- Creation and Management of a Tourism Resilience and Crisis Information Hub



Examples of output

Hotel Impact

Travelers Readiness

Tourism Product Inventory



Global Tourism Resilience & Crisis Management Centre (GTRCMC) Eastern Africa

Home | G.T.R.C.M.C | Ministry of Tourism and Wildlife | Kenyatta University | Kenya Tourism Board | GTRCMC-Eastern Africa

Tourism Crisis Management Information Hub

The Tourism Crisis Management Information Hub is a portal that collects, preserves, and distributes digital materials in form of policy briefs, research papers, technical reports, conference /workshop / seminar papers, book, book chapters and news items.

Search Repository

Go

Browse

All of DSpace

Communities & Collections

Communities in Repository

Select a community to browse its collections.

- Books, Book Reviews and Book Chapters (BC) [1]
- Conference /Workshop / Seminar Papers-(CW) [1]
- Multimedia Resources [0]
- News Items [2]
- Policies and Reports (PR) [75]
- Research Papers (RP) [21]

Collections in this community

- PR-Economic Disruptions [12]
- PR-Tourism Climatic and Seismic Resilience [17]
- PR-Tourism Entrepreneurial Resilience [9]
- PR-Tourism Pandemic /Epidemic Resilience [31]
- PR-Tourism Security /Cyber Security Resilience [6]

Login
Register

Daily updates of news and research on the repository

https://tcmih.ku.ac.ke/

Methodology

The study collected data from:

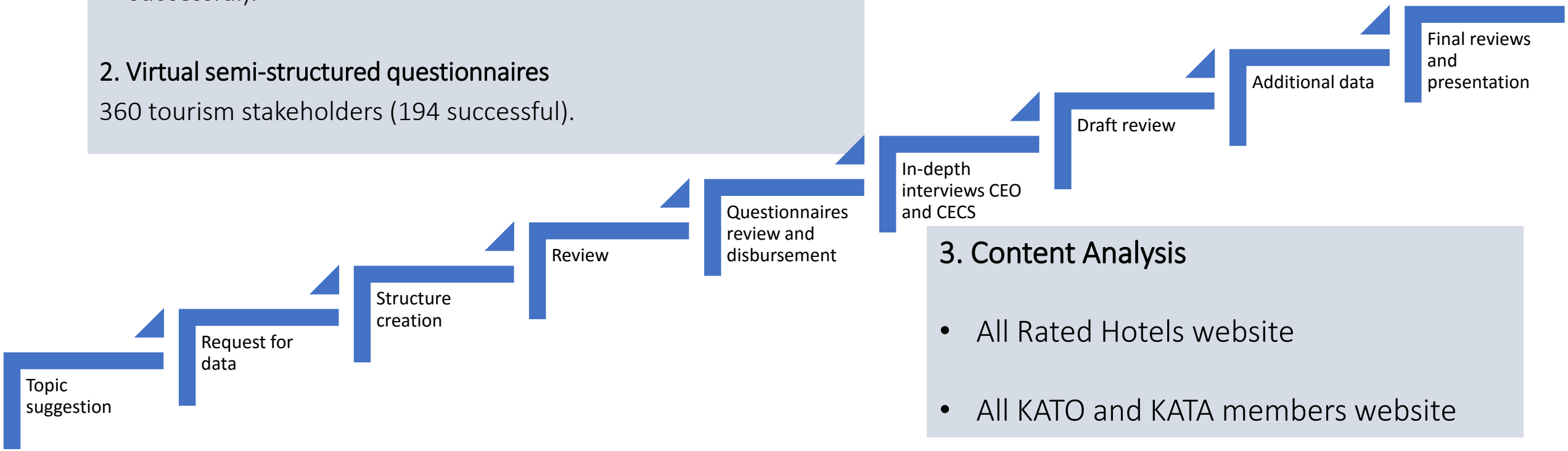
1. In-depth interviews

- 9 CEOs of Tourism State Corporations,
- 11 CEOs' of Tourism Associations,
- 47 officers of County Executive Committees (CECs) (19 successful).

2. Virtual semi-structured questionnaires

360 tourism stakeholders (194 successful).

Chairman, CAS, commissioned the research in March 2020.



3. Content Analysis

- All Rated Hotels website
- All KATO and KATA members website

Climate Change and Disaster Management

- Climate information and adaptation assessments
- Disaster Communication Management
- Resilience Policy Design and Management
- Policy Evaluation
- Disaster Risk Management
- Climate Change & Carbon Management
- Disaster Preparedness training

- Carbon Asset Risk Assessment
- Sustainable City Management
- Climate Central surveys
- Scientific research on climate change
- Climate Change and Sustainability Services
- Training and Capacity Building in Sustainable Management
- Big Data Analytics

Entrepreneurial Management

- Big Data Analytics
- Incubator Management
- Microfinancing
- Leadership Development
- Doing Tourism Business
- Legal and Regulatory Management
- Digital Transformation
- Marketing Strategic Framework
- Research and Development
- Product Differentiation
- Market Analysis

- Entrepreneurial Scaling
- Information Management and Business Intelligence
- Human Capital Development
- Risk Management
- Digital Marketing
- Artificial Intelligence
- Augmented and Virtual Reality
- Operational Guidance
- Project Management

Security and Cyber-Security Management

- General Data Protection Regulation (GDPR)
- Capacity Building Training
- Crisis Management Training
- Infrastructure and endpoint security
- Security testing

- Identity and access management
- Data and application security
- Security intelligence and optimization
- Security strategy, risk and compliance
- Big Data Analytics

Pandemic and Epidemic Management

- Pandemic/Epidemic Threat Risk Detection Assessment
- Crisis Management Training
- Pandemic Disaster Recovery and Management
- Pandemic Preparedness Training
- Pandemic Communication Management

- Field epidemiology training
- Public health informatics
- Tourism workforce development
- Big Data Analytics
- Information on management preparedness for pandemic

Tourism Resilience Barometer

- Though the framework and index, stakeholders will be able to determine through a composite score and ranking, **how well a country is doing as it relates to tourism resilience**.

- This Framework will assist policymakers, destination operators, public/private companies, educational institutions, governments, non-governmental organizations or other stakeholders to determine the level of **tourism resilience readiness across countries.**

GTRCMC Academic Chair

- The Chair will **lead the academic component** of the GTRCMC.

- More specifically, the Academic Chair will **undertake global research** on tourism resilience and crisis management, **facilitate public-private partnerships** between and among governments, the academic community, civil society, the private sector, and international organizations and **undertake grant writing** for the purpose of funding research projects to be undertaken by the center.

GTRCMC Online Academic Journal

The objective of the project is to develop and maintain an online Academic Journal on Tourism crisis and resilience.



~~Thank you~~

Esther Munyiri
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