Global Tourism Resilience and Crisis Management Centre – Eastern Africa, KU – Medium Term Plans – 2020- 2025

Website: http://www.ku.ac.ke/gtrcmc/

Box 1.1: Medium Term Plans – 2020 - 2025

S/No.	Activity	Timeline
Objective 1: Research and Development		
1.	**COVID 19 and Tourism Research**	
a)	Impact of COVID – 19 on the Tourism Sector, Measures taken and Recovery Strategies report - MOTW	Completed June 2020
b)	Domestic Tourism Recovery Strategy Report - MOTW	Completed June 2020
c)	Product Improvement and Diversification Recovery Strategy Report - MOTW	Completed June 2020
d)	Digitizing Tourism in Kenya Recovery Strategy Report - MOTW	Completed June 2020
e)	COVID-19 Recovery Strategies	Completed June 2020
f)	Impact of Hotels Sector Expenditure on the Economy in Kenya - KAHC	Completed August 2020
g)	Tourism Products and Experiences Inventory - KTB	December 2021
h)	Travel Readiness for Kenya - KATA	Completed December 2020
i)	Recommendations on Expanding Domestic Tourism in Kenya - MOTW	March 2021
j)	Countries Benchmark on handling of COVID -19 - KTF	December 2020
k)	Impact of COVID – 19 on the Tourism Sector, Measures taken and Recovery Strategies in Eastern Africa	Proposal complete
2.	Listing of all crises in Tourism in Kenya	June 2021
3.	Recognise potential threats and identify threats most likely to occur	November 2021
4.	Record of COVID -19 crisis impact and response	November 2021
5.	Market research to understand reaction to crises of different markets and segments	April 2022
6.	Climate Change and Tourism Study (ongoing)	July 2022
7.	Crisis Mapping (ongoing)	June 2022
8.	Impact of the Crisis (economic, Visitors' perceptions and job losses)	June 2022
9.	Financial risk analysis	June 2022
10.	Baseline study on resilience	June 2022
11.	Vulnerability Assessment of tourism sector to crises	June 2022
12.	COVID – 19 Crisis management best practices	June 2022

13.	Packaging products for domestic, regional and international source markets	June 2022
14.	Visitor experience surveys on Safety and Security	June 2022
15.	Tour Operators Economic Worth - KATO	June 2022
16.	Upscaling Tourism Competitiveness in Kenya	December 2022
17.	Tourism Trends Post Covid-19 - KTB	November 2022
18.	Creation of a Brand Index Tracker - KTB	November 2022
19.	Kenya/Tanzania business relations – KATA/ EATGDA/ High Commission of Tanzania	November 2022
20.	Evaluation of Potential Single Points of Failure (SPOF) in Crisis management approaches in Eastern Africa	March 2022
21.	Benchmark study on how others have handled past crises	March 2022
22.	Tourism Resilience and Crisis Institutional, Regulative and Legislative framework review	November 2022
23.	Tourism Branding Management pre-2022 elections	August 2022
24.	Gendered Impact of COVID-19 Policies and Directives on Women in the Hospitality, Tourism and Travel industry	2020 - 2025
25.	Review of emerging trends, markets and new trade links for example markets less susceptible to political unrest, disease outbreaks and other crises	Continuous
26.	Develop Proposals on Tourism Resilience and Crisis Management	November 2021
27.	Maintain intelligence on tourist whereabouts, foreign consulates, trade associations	Continuous
28.	Recommend on introduction of new products to link with market trends	Continuous
29.	Upscaling of major research to six countries of East Africa	2023
30.	Upscaling of major research to fourteen countries of Eastern Africa	2024
Objective 2: Policy Formulation and Advocacy for Tourism Resilience		
	Policy briefs on COVID – 19 and Tourism	
1.	Impact of COVID – 19 on the Tourism Sector, Measures taken and Recovery Strategies Policy Brief - MOTW	Completed June 2020
2.	Domestic Tourism Recovery Strategy Policy Brief - MOTW	Completed June 2020
3.	Product Improvement and Diversification Recovery Strategy Policy Brief - MOTW	Completed June 2020
4.	Digitizing Tourism in Kenya Recovery Strategy Policy Brief - MOTW	Completed June 2020
5.	Impact of Hotels Sector Expenditure on the Economy in Kenya Policy brief – KAHC	April 2021
6.	Creation of relevant policy briefs on tourism resilience and crisis management in Eastern Africa	Continuous
7.	Climate Change Policy	December 2022

Objective 3: Communication and dissemination of Information		
1.	Website development and updates	October 2020
2.	Social Media development and Management	October 2020
3.	Weekly engagement of the mainstream media	July 2022
4.	Coverage of domestic Tourism on Mainstream media	December 2022
5.	Creation and Management of a Tourism Resilience and Crisis Information Hub (Consolidation of hard and soft copy information)	July 2022
6.	Creation of a Documentary about the GTRCMC-EA	December 2022
7.	Sustainable Tourism in Kenya communication	February 2022
8.	Preparation of draft messages to issue in the event of crises, using the templates provided by the UNWTO's 'Toolbox for Crisis Communications in Tourism' (2011) for sharing with respective Ministries of tourism in Eastern Africa	Continuous
9.	Creation of a network of relevant stakeholder as an emotional and social capital that will help create a supportive reaction to a crisis	Continuous
10.	Circulation of the countries' information on crisis and recovery to complement information being disseminated by the Ministries of Tourism in Eastern Africa and to counter the spread of "fake news" on social media	Continuous
11.	Address market perceptions to rebuild destination image through regular updates on websites and social media pages about recovery, news of activities or festivals, familiarisation trips for journalists and bloggers, or webcams in key locations showing that the area is safe. Portray an active, cohesive and attractive destination worth visiting.	Continuous
12.	Activate crisis communications channels (website, Facebook)	Continuous
13.	Create and activate hotline for enquiries by media, trade and public	February 2022
14.	Upscaling of major communication networks to six countries of East Africa	2023
15.	Upscaling of major communication networks to fourteen countries of Eastern Africa	2024
Objective 4: Resilience and Crisis Project Design and Management		
1.	Identification of the BOG & KU Board	November 2020
2.	Identification of the GTRCMC – EA Advisory Council	November 2020
3.	Secondment and Recruitment of Staff & Research Team	April 2022
4.	Set up an institutional framework to be activated in times of crisis	April 2022
5.	Tourism Products and Experiences Mapping - Phase 1 complete	Phase 1 completed in March 2021
6.	Development of Web Maps	May 2022
7.	Culture, Heritage and Tourism Products and Experiences Inventory in Kenya: Culture-Heritage-Tourism Nexus Project	August to December 2022
8.	Resilient and Sustainable Communities Project	December 2022

9.	Paid Internships Abroad Programme Opportunities for Kenya Hotel Workers	
10.	Visitor Economy in Conflict areas Project	December 2023
11.	Development of the Centre Strategic Plan	March 2021
12.	Development of the Centre Master Plan	June 2022
13.	Work with organized groups to promote domestic tourism	November 2022
14.	Product diversification, integrated with market diversification to reduce reliance on a narrow range of products and services	Continuous
15.	Set up Early Warning Systems	December 2022
16.	Establish and activate the UNWTO International Network of Sustainable Tourism Observatories (INSTO), a network of tourism observatories monitoring the economic, environmental and social impact of tourism at the destination level	December 2022
17.	Upscaling of major projects and programmes to six countries of East Africa	2023
18.	Upscaling of major projects and programmes to fourteen countries of Eastern Africa	2024
	Plans and procedures to prepare	
19.	Risk and Crisis Strategy	August 2022
20.	Crisis Management Tree	August 2022
21.	Emergency Management Plan and Procedure	August 2022
22.	Put in place emergency evacuation procedures	August 2022
23.	Crisis Communications Plan	August 2022
24.	Security Plan and Procedure	August 2022
25.	Crisis Management Plan	August 2022
26.	Resilience Toolkits	August 2022
27.	Training Modules on Tourism Resilience	August 2022
28.	Link with the Tourism Crisis Operations Centre	August 2022
	Formation of teams	
29.	Emergency Response Teams	August 2022
30.	Crisis recovery task force	August 2022
	Fundraising	
31.	**International Policy and Practice benchmarking with Erasmus+ (EU)** Workshops in Greece: 8th to 15th June 2021 – 5 staff Workshops in Spain: 18th to 28th October 2021 – 4 Staff **Students** Research on Tourism Crisis Management – 4 Students to Spain 19th September to 18th December 2021 and 4 students to Spain September 2022 4 students to Greece – 2022 Mobility exchange, research, joint consortia, Summer Schools, Capacity building initiatives, Exchange of innovations and technology, Policy and practice engagement	2021 to 2022 Continuous

32.	**Digitization projects for the tourism industry** Digitize tourism experiences across the Eastern Africa Region Avail the database for searching and booking products and experiences Create Apps to enable access to information Use Blockchain, internet of Things and Artificial Intelligence to process data and information eg create QR codes for each product Create microservices and link tourism industry with other services eg banking, agriculture etc Through eg alogarithms, tourists behavior and preferences to be captured for better service delivery The Big Data generated to help create more advanced machine learning alogarithms specific to the destination. This will create concrete, up-to-date and reliable analysis and facts about the destination Create a competitive destination by adjusting service delivery digitally, depending on individual visitor preferences and trends	2020 to 2025
33.	Creation of an Interactive Integrated Information System	Dec 2022
34.	Contact UNECA, UNEP, UNDP, AU, EAC etc	August 2021
35.	Provision of Incentive travel for Frontline Workers	July 2024
36.	Heros Gift for biggest international source markets	July 2024
Objective 5: Training and Capacity Building on Risk and Crisis Management		
1.	A workshop on Designing Appealing reports held on 10th Nov 2020 at Kenyatta University	Completed November 2020
2.	Application of GIS in Tourism Workshop held on 17th Nov 2020 at Kenyatta	Completed November 2020
3.	Kenyatta University GIS Day held on 18th Nov 2020 at Kenyatta University	Completed November 2020
4.	IFITT workshop – Capacity Building Workshop on ***Building a Resilient Destination through ICTs post-COVID*** - 27th November 2020 – USIU – Africa	Completed November 2020
5.	Media Engagement Workshop on 1st Dec 2020 at Kenyatta University	Completed December 2020
6.	A Workshop on Report writing Skills scheduled on 8th Dec 2020 at Kenyatta University	Completed December 2020
7.	Scanning the Horizon: Brainstorming session on 15th Dec 2020 at Kenyatta University	Completed December 2020

8.	Training of Journalists on Reporting Scientific Research on 16-18 December 2020	Completed December 2020
9.	Training on the creation of the Tourism Crisis Information Hub Thursday 25th February 2021	Completed February 2021
10.	Summer Course on Sustainable Tourism Kansai Gandai University Japan – 13th August 2021	August 2021
11.	**Symposium** Second East Africa Tourism Symposium: 'Addressing New Challenges by Embracing New Opportunities'. *Blended event at Kenyatta University.* Tourism and Culture Symposium with Churchill Institution, Uganda	23rd and 24th July 2021 – KU
12.	**CULTURE-HERITAGE-TOURISM NEXUS WORKSHOP** Heritage and Cultural Tourism Diversification - Kenya Virtual event hosted by GTRCMC-EA	11th and 12th November 2021
13.	Leveraging on International Expertise	January to July 2022
14.	**Breakfast Meeting** Role of COVID-19 Vaccines in Encouraging Travel with KATA. *Hybrid event, based at Serena Hotel.*	August 2022
15.	**Virtual Meeting** Destination Realities during COVID-19 Vaccines Era with GTRCMC-Jamaica. *Virtual Event.*	November 2022
16.	Creation of Awareness about the Centre to potential partners eg: a) Higher Education Institutions offering relevant training b) Private Sector Associations c) Public Sector d) Counties e) NGO and other interested parties f) Eastern Africa Organizations and Institutions g) International Organizations	August 2022
17.	Workshop with Institution of Higher Learning to agree on their Engagement Level	May 2022
18.	E-Workshop with Eastern Africa Centre Representative Universities	July 2022
19.	E-Workshop with Eastern Africa Stakeholders and Financial Partners	November 2022
20.	Workshop on the Journalist Training on '***Responsible Reporting in Protection of Tourism Image***'	May 2022
21.	Training of KWS Park Team on Branding of individual tourism products and communicating the Brand	November 2022
22.	Capacity Building programmes for County Government on matters tourism (Governors, CECs, Directors, Committees etc)	January to July 2023

23.	Training of Ambassadors on Kenya Tourism	May 2023
24.	Induction of new Ambassadors	Continuous
25.	Training of CECs and Directors of Tourism on Tourism Competency	June 2023
26.	**Conference** Tours/Safari Guiding in East Africa Community in the 21st Century with East Africa Tour Guides and Drivers Association. *Face-to-face event at Oltukai Lodge, Amboseli National Park.*	May 2023
27.	Training of Tourism Attaches on Tourism in Kenya	April 2023
28.	Roll out of the 6-month Leadership training Course for Tourism	May 2023
29.	Train personnel in safety and security issues to enhance awareness amongst employees, and to minimise risks to tourists and employees, as well as property damage.	November 2022
30.	Upscaling of major training and capacity building programmes to six countries of East Africa	August 2023
31.	Upscaling of major training and capacity building programmes to fourteen countries of Eastern Africa	August 2024
Objective 6: Monitoring and evaluation of risk and crisis management programmes		
1.	**Monitoring and Evaluation Framework** a) Theory of Change b) Logical Framework (Log-frame) c) Monitoring and Evaluation Plan d) Statistics – Open Datasets e) System Data f) Surveys g) Interviews and Focus Groups h) Sample Size	Continuous
2.	Reviewing security systems	Continuous
3.	Monitor the success of measures short and medium-term measures (e.g. by research into visitor profiles and satisfaction)	Quarterly
4.	Evaluate longer-term measures necessary to rebuild the industry.	Annually
5.	Feed the evaluation back into improved planning, practices and procedures.	Annually
6.	Modify future contingency plans based on lessons learned from the crisis (feedback loop)	Annually