

## An Amalgamated Theoretical Framework for Tourism Policy and Planning: A Kenyan Perspective

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### Abstract

Overall, the goal of tourism policy, planning, and development is to promote the growth of the tourism industry while ensuring that it is sustainable, inclusive, and responsible. The industry faces significant challenges, including infrastructure gaps, limited capacity for tourism management, and a lack of investment in the sector. In addition, there are also concerns around the environmental and social impacts of tourism, such as the overuse of natural resources, and the displacement of local communities. Effective tourism policy, planning, and development can provide economic benefits, create jobs, and preserve cultural and natural resources, while also contributing to the social and environmental well-being of the communities involved. The status of tourism management in Kenya is characterized by both opportunities and challenges, and there is ongoing work to support the growth and sustainability of the industry. In response to these challenges, the government of Kenya has been working to promote and support the development of the tourism sector through various policies and initiatives. This paper sought to conceptualize the process of tourism policy, planning and development mechanisms and initiatives, informed by models anchored on the Tourism Pyramid and building blocks for sustainable tourism Models intertwined to the collaboration theory, in relation to the Sustainable Tourism Development (STD) Model which emphasizes on the importance of balancing economic, social, and environmental considerations in tourism planning and development. The goal is to create a sustainable tourism industry that provides benefits to local communities and protects natural and cultural resources. Resource-Based View (RBV) of Tourism model informs tourism planning and development by emphasizing the importance of leveraging a destination's unique resources to attract visitors and promote economic growth. Destination Marketing and Management (DMM) Model is used to inform tourism planning and development decisions and to ensure that a destination is effectively marketed and managed to achieve its goals. The main propose is to determine an integrated model (system) that can be embedded the development, monitoring and evaluation of a National Tourism Strategy, which aims to promote sustainable tourism development and ensure that the benefits of tourism are shared by all stakeholders. Tourism policy, planning, and development play a crucial role in supporting the growth and sustainability of the tourism industry in Kenya, and the government of Kenya is committed to ensuring that these efforts are aligned with the goals of sustainable development. Thus, this paper is projected to inform the processes of policy making, planning, development, practice and add value to the knowledge body tourism management. Additionally, it is anticipated to improve the regulatory environment for the tourism sector in general. Further studies can be done on the regulatory environment for the tourism sector, in relation to: Policies on simplifying the visa application process regionally and providing tax incentives for tourism businesses in general; Examine the role of tourism policy and planning in promoting sustainable and inclusive economic growth in tourism destinations; Community involvement in tourism policy and planning.

**Keywords:** Tourism Management; Tourism Policy; Tourism Planning; Sustainable; Development; Strategy; and System

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## Introduction

Tourism is one of the largest and fastest growing industries in the world, and its impact on the economy, environment, and society is significant. As a result, effective tourism policy, planning, and development systems are critical to ensure the growth and sustainability of the industry. Limited capacity for tourism development pose to be a challenge due to lack the capacity for effective tourism policy and planning, including a shortage of skilled professionals, a lack of financial resources, and limited experience in the development and management of tourism. This statement highlights a common challenge faced by the tourism industry: the disconnect between academic research and industry practice. Despite efforts to address various challenges, there is limited implementation of innovative solutions and a lack of understanding among decision makers about how to address these challenges effectively. This gap in knowledge transfer has resulted in decision makers missing out on the benefits of academic research, leading to a wider gap between research and practical application. (Buhalis, 2022).

On the one hand, Kenya has a rich and diverse tourism offering, with its abundant wildlife, stunning beaches, unique cultural heritage attracting millions of visitors each year but on the other with minimal returns on invested resources. Tourism management in Kenya is undergoing significant changes and challenges. Needless to say, the tourism sector is a significant contributor to the country's economy and is seen as an important growth engine for Kenya. However, the industry also faces significant challenges, including infrastructure gaps, limited capacity for tourism management, and a lack of investment in the sector (KNBS,2020). In addition, there are also concerns around the environmental and social impacts of tourism, such as the overuse of natural resources, and the displacement of local communities. In response to these challenges, the government of Kenya has been working to promote and support the development of the tourism sector through various policies and initiatives (MoT, 2017). This includes the development of a National Tourism Strategy, which aims to promote sustainable tourism development and ensure that the benefits of tourism are shared by all stakeholders.

Additionally, the government is also working to improve the regulatory environment for the tourism sector, such as simplifying the visa application process and providing tax incentives for tourism businesses (MoT&W, 2017). Overall, the status of tourism management in Kenya is characterized by both opportunities and challenges, and there is ongoing work to support the growth and sustainability of the industry. Anchored on various models and theories, with the basis of the Kenyan tourism sector this paper sought to conceptualize and determine a tourism policy, planning and development system, which is anticipated to improve the regulatory environment for the tourism sector in general.

## 2. Literature Review

Tourism policy, planning, and development are interrelated elements that are essential to the growth and sustainability of the tourism industry. Tourism policy refers to the set of rules, regulations, and guidelines established by a government or other relevant authority that governs the development and management of the tourism sector (Denman, 2006; Chao-zhi and Xiao-tao, 2017). It outlines the goals, objectives, and priorities for the sector, as well as the responsibilities of different stakeholders, such as the government, private sector, and local communities. Tourism planning involves the development of strategies, plans, and programs to achieve the goals and objectives outlined in the tourism policy (Getz, 1987) cited in Pearce (1989). Whilst tourism development refers to the implementation of programs and initiatives aimed at growing and sustaining the tourism industry. This includes the construction of tourism facilities, the development of tourism products and experiences, and the promotion of the destination to attract tourists.

Similarly, tourism policy, planning, and development are critical components in the growth and sustainability of the tourism industry in Kenya. The government of Kenya has recognized the potential of the tourism sector as a significant contributor to the country's economy, and as a result, has been working to promote and support its development through various policies, plans, and initiatives (Kihima, 2015).It includes identifying tourism resources and potential destinations, developing tourism infrastructure, and promoting investment in the sector. The tourism policy in Kenya is designed to provide a framework for the development and management of the tourism sector, with a focus on promoting sustainable tourism practices and ensuring that the benefits of tourism are shared by all stakeholders, including local communities, the private sector, and the government. On the other hand, tourism planning in Kenya involves the development of plans and strategies to guide the growth and development of the tourism sector in line with the Kenyan tourism policy (KIPPRA, 2020). This may include identifying potential tourism destinations, developing tourism infrastructure, and promoting investment in the sector. Moreso, tourism development in Kenya is supported through a range of initiatives, including the construction of tourism facilities, the development of tourism products, and the promotion of the country as a tourism destination. The government of Kenya is also working to improve the regulatory environment for the tourism sector, such as simplifying the visa application process and providing tax incentives for tourism businesses (KNBS, 2020).

In general, tourism policy, planning, and development play a crucial role in supporting the growth and sustainability of the tourism industry in Kenya, and the government is committed to ensuring that these efforts are aligned with the goals of sustainable development.

The tourism sector is a major economic driver in Kenya, contributing 8.8-10% to the country's Gross Domestic Product (GDP), worth USD 7.9 billion in 2018, USD 8.5 billion in 2019, dropping to USD 4 billion in 2020 and expected to rise to USD 5 billion in 2021 (KIPPRA, 2020). On average, the sector has grown at a rate of 10.86% over the years - far exceeding the average global growth of 3.9% and the Sub-Saharan Africa average of 3.3%. International tourists spent approximately Kes 157 billion in 2018, making up 15% of total exports and the biggest markets were from USA, UK, India, China and Germany (11%, 9%, 6%, 4% & 4%, respectively). Moreover, it is estimated that 1.6 million Kenyans are employed within this sector - making up approximately 9% of total employment according to the Tourism Ministry's Strategic Plan for 2018-2022. The industry involves five key stakeholders: Government; tourists; tourist service providers; development agencies; and host communities - however, local communities have often been excluded from policy formation despite their vital role as resource providers for the industry. Additionally, a large portion of total earnings leaves Kenya's economy due to importation of goods consumed by tourists; foreign salaries; profit extraction by foreign businesses; franchise fees paid by Kenyan companies; and balance of payments for loan repayments abroad (KNBS, 2020). From a policy point perspective, tourism is approached with six aspects in mind: goal orientation (establishing its role in achieving national/community goals); integrative (incorporating policy into mainstream land use and infrastructure); market driven planning (for competitive business success); resource driven (maximizing inherent strengths while preserving experiences offered); consultative (gaging population attitude/needs); systematic (drawing on primary/secondary research & other experiences).

## 2.1 Theoretical Framework

As Gunn (1988) argued that ongoing tourism planning must be incorporated with all other plans for social and economic development and envisioned an interactive system. He noted that "no company or government agency can likely manage on its own" (Gunn, 1988). Similarly, Inskeep (1991) identifies the need for an efficient organizational structure for tourism management and integrated planning. Despite this, reaching coordination between the public and private sector, as well as among different private companies, is complex and requires new approaches to bring together the different components of the tourism industry. Tourism policy, planning, and development models and theories are frameworks used to guide and inform decision making in the tourism sector.

Some of the most commonly used models and theories include Tourism Area Life Cycle (TALC) Model (Butler, 1980): This model outlines the stages of development that a tourism destination goes through, from the emergence of tourism activity to maturity and eventual decline. Destination Life Cycle Model (modified from Butler, 1980): This model suggests that destinations go through various stages of development, from inception to decline, and that different management strategies are required at each stage. Resource-Based View (Penrose, 2009) of Tourism Development: This model emphasizes the importance of tourism resources, such as natural and cultural attractions, in shaping the development of the tourism sector. Sustainable Tourism Development Model (Robert Allen, 1980): This paradigm stresses the importance of balancing economic, social, and environmental considerations in the development of the tourism sector. Tourism Satellite Account (TSA) Model: TSA-RMF (2008). The tourism Satellite Account – Recommended Methodological Framework provides a systematic way to measure the economic impact of tourism and to track the growth and performance of the sector over time. Tourism Impact Assessment (TIA) (Canteiro, Córdova-Tapia, Brazeiro, 2018): This tool is used to evaluate the potential impacts of tourism on various aspects of a destination, including the economy, environment, and social and cultural dimensions. These and other models and theories can help tourism policymakers, planners, and developers to better understand the complexities of the tourism sector and to make informed decisions that support sustainable and responsible tourism growth.

The purpose of this article is to explore the aforementioned models and theories related to collaboration and how they are applicable to tourism planning on the national level. This collaborative approach can be used for regional and community levels too. It has been suggested that practice theories provide an alternative to the traditional economic and psychology-based methods of policy design. Arrangements in practice, like in tourism, are very complex. Theories help analyze and contextualize these complexities, allowing for better policymaking. Change agents such as policy makers can intervene to modify policies (Shove et al., 2012). The Tourism Pyramid illustrates fundamental layers of tourism management and marketing (Figure 1). Strategies for smart sustainable societies must be adopted for all stakeholders.

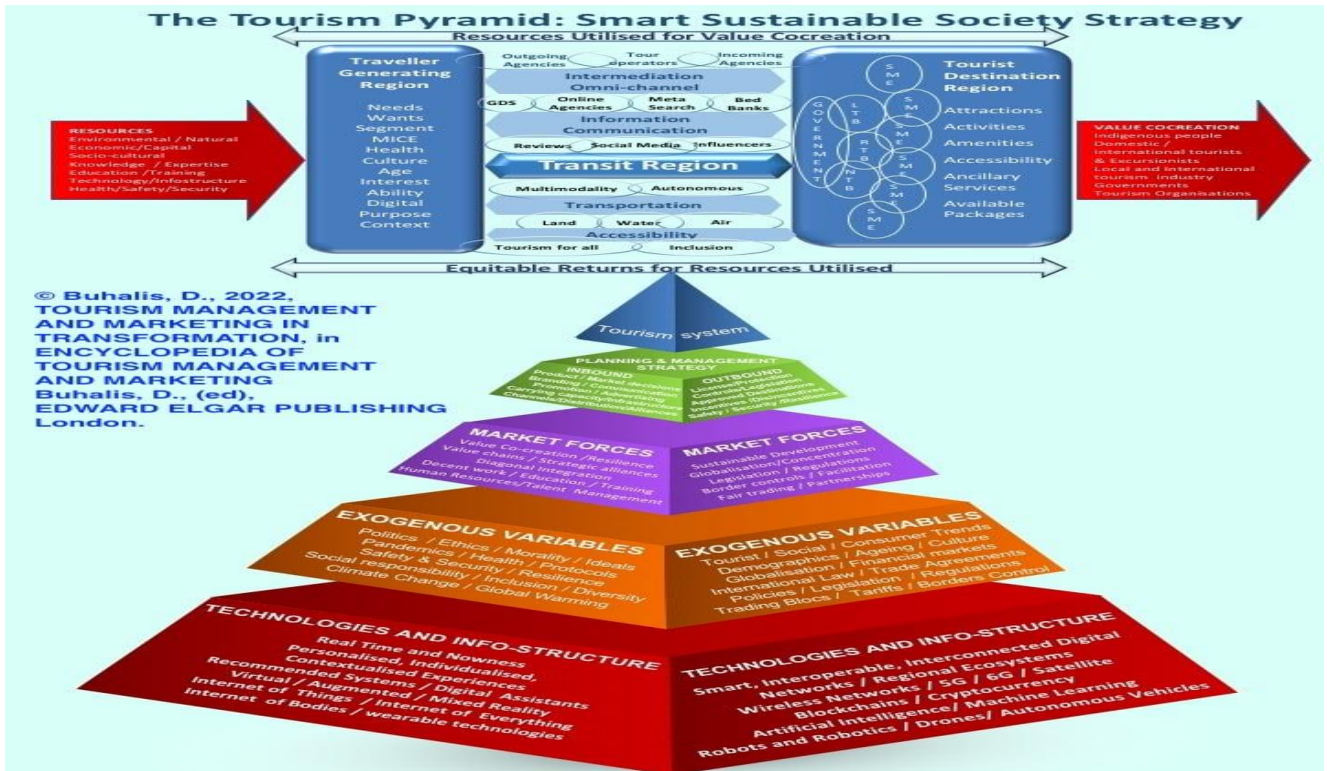


Figure 1: The Tourism Pyramid (Buhalis, 2022)

However, there is a lack of understanding in the tourism industry when it comes to applying knowledge found in research, leading to a widening gap between theory and practice (Baggio, 2020; Novelli, 2016). Young (1973) cited in Buhalis, (2022) warned that any planning must consider the national, regional and local contexts while limiting development where necessary - unrestrained growth can lead to conflicts which hurt competitiveness (Milano, Novelli, Cheer, 2019; Buhalis, 1999; Boes, Buhalis, Inversini, 2016). It is essential then that mutually beneficial partnerships are formed between industry members so as to provide specialized products without draining resources (Mihalic, 2021), working with key principles of sustainability outlined in Figure 2 by Manning (2017).

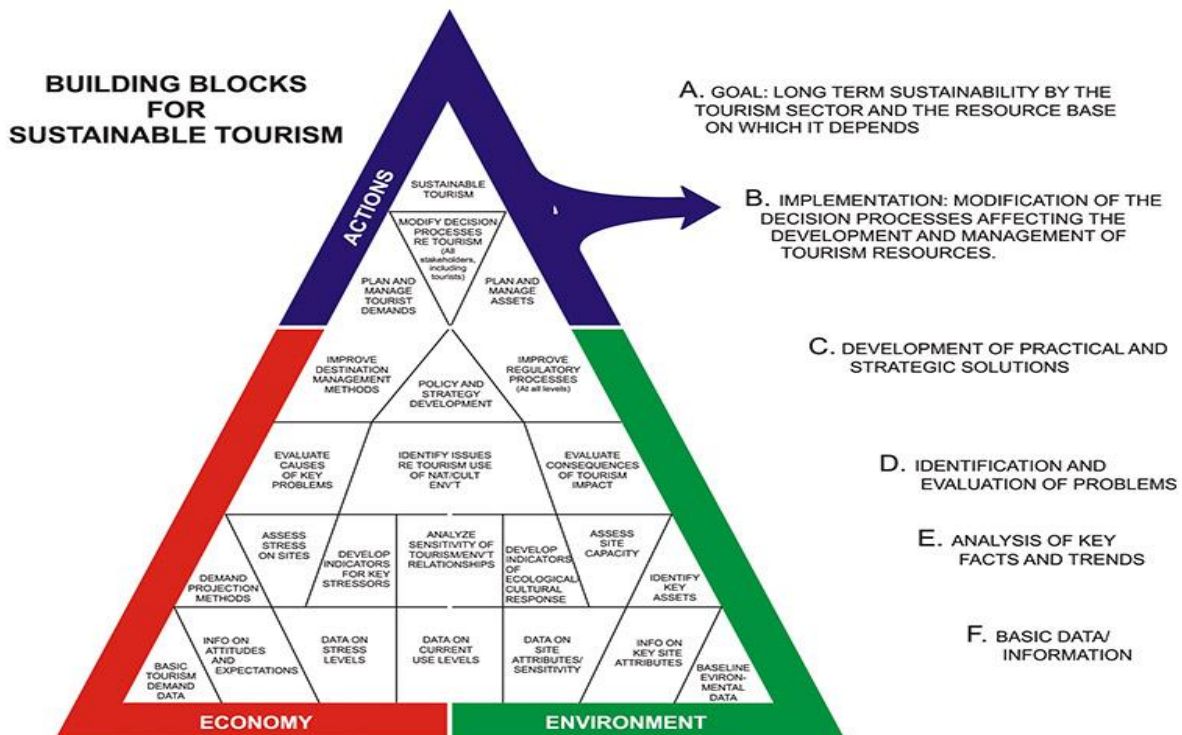


Figure 2: Building Blocks of Sustainability, Manning (2017)

## **2.2 Tourism Policy and Planning System**

Tourism policy, planning, and development are interrelated systems that are used to guide the growth and management of the tourism industry. The system should also be adaptable and flexible, taking into account the changes in tourism trends, technologies and the global environment. Regular monitoring and evaluation of the policies, plans and development projects is also important to make adjustments and improvements. Overall, the tourism policy, planning, and development system plays a crucial role in guiding the sustainable growth and management of the tourism industry. It helps to balance the economic benefits of tourism with the need to protect natural and cultural resources and ensure that the benefits of tourism are shared equitably among all stakeholders. A successful tourism policy, planning and development system requires effective coordination between all of these stakeholders to ensure the sustainable growth of the tourism industry. It must take into account the needs and expectations of tourists, local communities, and the environment, and must be responsive to changes in the industry and the wider global context. The following sections will describe the components of the tourism policy and planning system, subsequently present a conceptual model as proposed.

### **2.2.1 Legislation (Acts, Regulations, Norms, Decisions)**

Tourism policy-planning legislation is paramount in planning and managing the tourism sector in any nation. The Ministry of Tourism and Wildlife in Kenya (MoT&W) is responsible for the management of tourism and wildlife and is overseen by a Cabinet Secretary. Consisting of acts, regulations, norms, and decisions, the Ministry has been successful in creating a sound and secure policy framework to sustain the country's tourism sector since independence. This includes the Kenya Tourism Development Corporation Act of 1965, the Tourism Bill of 2007 and 2010, the Tourism Act of 2011, the Hotels and Restaurants Act of 1972, 1986 and 2009, and the Wildlife Act of 2016. In addition to the legislation, the Ministry has created a Tourism Tribunal to facilitate the enforcement of the law and ensure all stakeholders are following the proper protocol. This Tribunal also serves to ensure that tourism, hotel and restaurant licensing and tax provisions are followed properly by both the public and private sector. These legal provisions were created to ensure that tourism is a sustainable industry and act as a catalyst in the economy and social development of the country. The Ministry has also been instrumental in creating innovative programs to leverage the tourism industry. These programs target tourists, tour operators, hospitality workers, and conservation initiatives, allowing Kenya to capitalize on the potential of the tourism sector. The Ministry has also taken measures to ensure that the industry is sustainable, protecting the wildlife and wildlife habitats from the impact of tourism, while also providing information and training for hospitality workers. Through the Ministry of Tourism and Wildlife, Kenya has implemented an effective set of policy-planning legislation, which has allowed for a sustainable, prosperous tourism sector. This legislation has provided the tools necessary to protect the wildlife and wildlife habitats, while also providing necessary training and resources for the public and private sectors. With this framework in place, Kenya is well positioned to maximize the potential of its tourism industry to provide lasting economic and social development.

### **2.2.2 Financial Tools (International and National)**

Tourism policy-planning is essential to ensure a healthy and long-term tourism industry that provides meaningful economic benefits to a region and its citizens. A range of financial tools are available to governments and policymakers to promote growth and investment in the tourism sector. At an international level, the World Tourism Organization (UNWTO) has long established programs such as the Global Partnership for Sustainable Tourism Development, to ensure destination sustainability and create globally sourced financial tools for the tourism industry. These initiatives offer a wide range of technical assistance, regional funds, and innovative financing tools such as risk-sharing and concessional loan funds which help countries access new and improved sources of financing. At a national level, governments can create direct foreign investments (DFI) which can produce direct investment from foreign sources, allowing the country to take advantage of the latest, most advanced technology and industry practices (KNBS, 2020). Additionally, tourism funds can be used to catalyze and leverage public and private sector financing for investment in tourism related infrastructure, services, and research. Finally, governments can use training levy funds, which are funds derived from a small percentage (0.02% or less) of total cost of production or service (KIPPRA, 2020). These levies are charged on hotels, airlines, and tour operators and are dedicated to the region's training efforts which benefit tourism businesses, workers, and the overall industry. To ensure sustainable growth, governments must take into account the long-term research informed implications of policy and investment decisions in the tourism sector (TRI, 2020). By understanding the range of financial tools available, governments can strategically access and develop appropriate financial instruments and funds. Thus, with the right financial instruments in place, governments can promote tourism policies which create positive, long-term impacts for the industry, and for the citizens in the region.

### 2.2.3 Institutional System

The Tourism Policy-Planning Institutional System in Kenya is centered on decentralized devolution anchored on the current The Constitution of Kenya, (2010), which entails the transfer of power and decision-making to authorities and parastatals (quasi-autonomous). The Tourism Regulatory Authority (TRA) is the corporate body mandated to regulate the tourism sector in Kenya and to develop regulations, standards, and guidelines for quality service delivery in the industry (Tourism Act, 2011). To ensure customer satisfaction and the competitiveness of the country as a tourist destination, the TRA is responsible for implementing a tourism licensing system. Simultaneously, the East African Community Classification System is applicable for classifying and grading of tourism accommodation and catering establishments. One method of quality assurance is TRA's formulation of guidelines and prescription of measures for sustainable tourism through the country (Tourism Act, 2011). Generally, the decentralized devolution of authority within the policy-planning institutional system facilitates the making of decisions that are made at the regional and local levels. This model of devolving authority speaks to the importance of including stakeholders at both the regional and local level in the policy-making process, allowing for improved decision-making, enhanced transparency, and increased efficiency of resource utilization. Additionally, it enables policymakers to implement interventions that reflect the needs, goals, and interests of the local stakeholders. In particular, Kenya's decentralized devolution policy-planning institutional system provides a robust framework for the regulation, monitoring, and evaluation of tourism in the country. By imposing standards, regulating licensing and classification, and setting up quality assurance initiatives, the TRA is ensuring a high level of standards in the tourism industry, creating better opportunities for both local and international tourists.

When it comes to planning for tourism, institutional systems play an important role in ensuring the success of the sector. Institutional systems refer to the established legal, regulatory and policy frameworks which shape the operations of the tourism sector. This includes the Tourism Act (2011) which outlines the mandate of the Tourism Regulatory Authority (TRA) to create sustainable tourism guidelines, as well as incentives like customs duty/Value Added Tax (VAT) exemptions given to investors in the sector to upgrade services and facilities. In terms of workforce matters relating to tourism and hospitality, there are established training institutions as well as universities which are certified to offer qualifications ranging from certificates to doctorates. For research, the Tourism Research Institute (TRI) is responsible for conducting studies related to the sector, while the Kenya Tourism Board (KTB) is responsible for marketing and information dissemination. The Kenya International Convention Center (KICC) is also tasked with hosting events related to the Meetings, Incentives, Conventions and Exhibitions (MICE) sector (Tourism Act, 2011).

At the county and regional level, there are 47 offices which are responsible for administering and providing support to the sector. These offices coordinate with the various stakeholders and ensure that the operations remain within the safety of the prescribed guidelines. As well as Kenya Tourism Federation: One umbrella body uniting the eight active private sector bodies representing the associations of Tour Operators, Hotelkeepers and Caterers, Travel Agents, Air Operators, Mombasa & Coast Tourism, The Pubs Entertainment and Restaurants Association of Kenya, Ecotourism Kenya and Kenya Professional Safari Guides Association. Additionally, these offices also provide support to tourism protection services such as the tourist police. In conclusion, planning for tourism requires many institutional systems to be in place. These systems provide oversight and ensure that the quality of services and facilities remain at the highest level. They also ensure that the sector has the necessary support and protection so that it can reap the many benefits it has to offer.

### 2.2.4 The Tourism Planning Component

Tourism planning encompasses a broad range of concepts, strategies, plans, and projects designed to foster the growth of the tourism industry. Its primary objective is to ensure that the tourism industry develops in a sustainable and responsible way, by protecting the environment, building capacity and creating employment. At the conceptual level, Kenya has developed comprehensive tourism policies, such as the Domestic Tourism Policy (1984), which encourages local residents to travel in the low season to ensure employment security. This was followed by the Vision and Long-term Development Strategy of the Kenya Tourism Industry (2001), which established the parameters for a coordinated and integrated tourism strategy. The National Tourism Policy (2006) and the Kenya Vision 2030 (2008) are long-term government strategies to spur sustainable tourism development.

At the strategic level, Kenya has created sector-specific plans to guide its tourism development, such as the Sector Plan for Tourism 2013-2017, the National Tourism Policy (2016) and the Domestic Tourism Policy Brief (2020). These documents outline specific strategies to promote tourism, including initiatives to enhance sustainable tourism, build resilience and promote tourism in the face of the COVID-19 pandemic.



Additionally, Kenya has forged partnerships with the United Nations Environment Program (UNEP), the World Wildlife Fund (WWF), and the African Wildlife Foundation (AWF) to support the implementation of various projects. The National Tourism Blueprint 2030 (MoT, 2017) is a comprehensive guide for the development and growth of the tourism industry in a particular country. It outlines the key drivers and enablers of tourism growth, including product strategy, infrastructure, investment promotion, marketing, human resource strategy, research and knowledge management, and institutional structure.

The Product Strategy focuses on identifying and developing unique and attractive tourist destinations and experiences that can differentiate the country from its competitors. This includes highlighting the country's natural resources, cultural heritage, and local traditions, as well as promoting sustainable tourism practices. Infrastructure is critical to the growth of the tourism industry and the National Tourism Blueprint 2030 (MoT, 2017) recognizes the importance of investing in transport, accommodation, and other essential services. The blueprint provides a roadmap for the development of modern and efficient infrastructure, including roads, airports, and telecommunications networks, to enhance the visitor experience and make it easier for tourists to travel to and within the country. Investment Promotion focuses on attracting investment into the tourism sector, both from local and foreign investors. The blueprint provides guidelines for creating a favorable investment environment, promoting investment opportunities, and facilitating the development of public-private partnerships.

The Marketing Strategic Direction outlines the country's marketing and branding strategy, which includes identifying target markets, promoting the country's tourism product, and using innovative marketing techniques to reach new audiences. The Kenya National Tourism Blueprint 2030 (MoT, 2017) also recognizes the importance of digital marketing, social media, and other online channels in promoting the country's tourism offerings. As well as the Human Resource Strategy which focuses on developing a skilled and well-trained workforce to meet the demands of the growing tourism industry: This includes providing training and education opportunities, as well as improving working conditions and wages to attract and retain workers. Research and Knowledge Management is critical to understanding the needs and behaviors of tourists, as well as the impact of tourism on the local economy and environment (Ogutu et al., 2023). The blueprint recognizes the importance of conducting research, collecting and analyzing data, and sharing knowledge to inform decision-making and guide the growth of the tourism industry Kenya National Tourism Blueprint 2030 (MoT, 2017).

Finally, the Institutional Structure provides a framework for the effective coordination and collaboration of all stakeholders involved in the tourism industry. This includes government agencies, industry associations, private sector companies, and other stakeholders who play a role in the development and growth of tourism. The blueprint provides guidelines for the establishment of a robust institutional structure that can effectively manage the tourism sector and support its growth (MoT, 2017). Ultimately, tourism planning is an essential component of Kenya's long-term development strategy. By focusing on sustainable development principles, appropriate policies, plans and projects, Kenya can ensure the long-term sustainable health of its tourism industry and the wellbeing of its people (Ogutu et al., 2023).

### **2.2.5 Territorial Statistical System (Tourism Data Collection & Analysis)**

The role of the Tourism Research Institute (TRI), as set out in the Tourism Act No. 28 of 2011, is to undertake and coordinate tourism research and analysis. To achieve this, TRI is responsible for developing and maintaining a territorial statistical system for tourism (TRI, 2021). This system will be responsible for the collection, compilation, and analysis of tourism data to provide decision-makers with the information they need to make informed decisions. The Territorial Statistical System for Tourism requires a range of data sets to be collected and analyzed, including information on tourism arrivals, and spending patterns. This data should be collected from a variety of sources and must include both international and domestic sources to ensure an accurate and comprehensive representation of the sector (TRI, 2020). In order to ensure the quality of the data collected and analyzed, the Territorial Statistical System must follow a rigorous quality inspection procedure. This includes a series of checks to ensure accuracy, completeness, and timeliness of the data collected. In addition, the system must provide detailed information and analysis as to how the data are collected and how they are interpreted (Tourism Act, 2011).

These are the core functions of a research institute that focuses on the study and analysis of the tourism industry. Collecting and analyzing information: The institute's primary function is to collect and analyze data on tourism products and services, trends, and processes that could impact sustainable tourism. It also focuses on gathering and analyzing tourism statistics to better understand the industry. Research: The institute conducts research on sustainable tourism and other emerging areas to gain a deeper understanding of the challenges and opportunities facing the tourism industry (Tourism Act, 2011).

Symposia, conferences, and workshops: The institute organizes various events to promote the exchange of ideas and knowledge on tourism research and analysis. Publish research findings: The institute is responsible for publishing its research findings and communicating its recommendations to relevant lead agencies, institutions, and stakeholders in the tourism sector.

Ancillary functions: The institute may also perform any other functions that are ancillary to its primary objectives, such as providing consulting services, offering training programs, and conducting market research. Overall, the core functions of the institute are focused on providing comprehensive information, research, and analysis to support the growth and development of the tourism industry in a sustainable and responsible manner. Consequently, the Territorial Statistical System must be regularly updated and revised to ensure that it is up to date with current trends and developments in the tourism sector. This involves continuous analysis and assessment of the available data in order to ensure that decision-makers have access to the most accurate and relevant data at any given time.

In conclusion, the Territorial Statistical System for Tourism is an important tool for the effective collection, compilation, and analysis of tourism data. It requires a rigorous quality inspection procedure to ensure the accuracy and timeliness of the data collected and must also be regularly updated and revised in order to keep up with current trends and developments in the sector. With the effective implementation of this system, the Tourism Research Institute will be able to provide up-to-date and accurate information to decision-makers, to enable them to make informed decisions on tourism matters.

### **2.2.6 Tourism Policy and Planning Information System (Availability of Tourism Data)**

Tourism policy and planning is a crucial factor in ensuring that the industry runs optimally and effectively. In order to do this, a comprehensive information system must be in place that makes use of the wealth of data available from various national and international tourism bodies. This data can be used to glean insights on tourist arrivals, expenditure, receipts, accommodation occupancy rates and other related metrics. The UNWTO-TSA, the Kenya National Bureau of Statistics, the Central Bank of Kenya, the World Bank, the World Economic Forum, the OECD, TRI-TSA Kenya and the Kenya Tourism Board are all organizations that can provide valuable insights into the tourism landscape. This data can be used to assess strategies and techniques for product development and marketing, acquire market intelligence, determine carrying capacities of tourism destinations and conservation needs and priorities, ensure information is the basis of integrated tourism development area plans, and provide data on early warning, disaster management, impacts and mitigation and adaptive strategies. It is imperative that these organizations are collaboratively used to ensure comprehensive and up-to-date information on tourism activities is available. This information must also be continually updated to capture the dynamism of the industry and to ensure that it is as relevant as possible. This data is invaluable in assessing and improving the overall condition of the industry, as it allows for the assessment of strategies and trends and provides a holistic view on the state of the tourism industry. As a final point, the availability of tourism data from the many national and international organizations involved in the tourism industry is an important resource that can be used to inform policy and planning. This data must be gathered and analyzed collaboratively to ensure it reflects the current conditions of the industry and is used to inform policy and planning as well as assess strategies. The insights available from this data can help ensure tourism activities are optimized for the benefit of all parties.

In a nutshell, the tourism policy, planning, and development system is a critical component of the tourism industry and plays a key role in ensuring its growth and sustainability. Effective systems should be based on sound policy, informed by relevant models and theories, and should involve all relevant stakeholders in the decision-making process. They should also be regularly monitored and evaluated to ensure their effectiveness, and to make changes as necessary to ensure the continued growth and sustainability of the industry. In order to ensure the effectiveness of the tourism policy, planning, and development system, it is important to involve all relevant stakeholders in the decision-making process. This includes government agencies, private sector organizations, local communities, and other relevant organizations. It is also important to monitor and evaluate the effectiveness of the system on a regular basis and make changes as necessary to ensure that the system remains effective and relevant.

### **SUMMARY**

With a tourism policy and planning framework in place, a nation is well positioned to maximize the potential of its tourism industry to provide lasting economic and social development. Thus, with the right financial instruments in place, governments can promote tourism policies which create positive, long-term impacts for the industry, and for the citizens in the region. Moreover, planning for tourism requires many institutional systems to be in place. These systems provide oversight and ensure that the quality of services and facilities remain at the highest level.



They also ensure that the sector has the necessary support and protection so that it can reap the many benefits it has to offer. Similarly, a Territorial Statistical System for Tourism is an important tool for the effective collection, compilation, and analysis of tourism data. It requires a rigorous quality inspection procedure to ensure the accuracy and timeliness of the data collected and must also be regularly updated and revised in order to keep up with current trends and developments in the sector.

Likewise, data must be gathered and analyzed collaboratively to ensure it reflects the current conditions of the industry and is used to inform policy and planning as well as assess strategies. The insights available from this data can help ensure tourism activities are optimized for the benefit of all parties. The implementation of a tourism policy and plan is crucial in standardizing processes and practices within the tourism industry and promoting sustainability and responsibility. The development system focuses on improving the infrastructure, marketing strategies, human resource, and research and knowledge management to support the growth of the tourism industry. Consequently, the paper proposes an amalgamate tourism policy and planning system framework illustrated in figure 3.

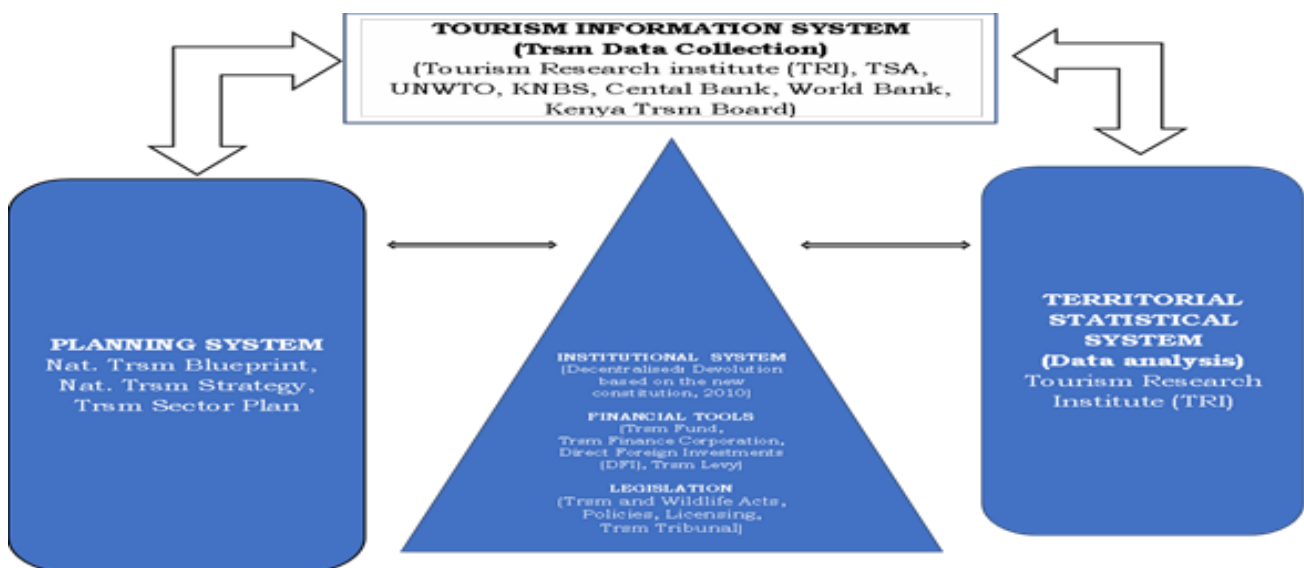


Figure 3: An Amalgamated Tourism Policy and Planning Framework. Source: Own.

A well-designed tourism policy, planning, and development system is essential for ensuring the success and sustainability of the tourism industry.

## Conclusion

Tourism policymaking is an important process that involves setting the direction and goals for the tourism industry and determining the best ways to achieve those goals. The policy is based on a comprehensive understanding of the current and future circumstances and trends in the tourism industry, as well as the needs and expectations of tourists. Tourism planning is an essential component of policymaking as it provides a framework for the implementation of the policy. It is important that the tourism plan is imperative; meaning it must be focused on meeting the objectives of the policy, strategic; meaning it must align with the long-term vision and goals of the policy, innovative; meaning it must incorporate new ideas and approaches, and flexible; meaning it must be adaptable to changing circumstances. The implementation of a tourism policy and plan is crucial in standardizing processes and practices within the tourism industry. This standardization helps to promote uniformity and consensus, which can lead to increased sustainability and an overall improvement in the quality of the tourism product. Furthermore, a well-designed tourism policy and plan should ensure the appropriate use of social, environmental, and human resources, promoting sustainable and responsible tourism practices. Consequently, tourism policymaking and planning play a critical role in shaping the future of the tourism industry and promoting sustainable and responsible tourism practices. It is essential that tourism policies and plans are developed and implemented in a comprehensive, strategic, and flexible manner to ensure their effectiveness in achieving the desired outcomes.

By and large, these are some of the areas that offer potential for further research on tourism policy, planning, and development system to better understand the challenges and opportunities facing the tourism industry and to promote sustainable and responsible tourism practices: As the world is faced an unprecedented

situation with the COVID-19 pandemic among others, research is needed to understand the impact on the tourism industry and to develop strategies for recovery and resilience (MoT&W, 2022). Sustainability in tourism policy and planning: With growing concerns about the impact of tourism on the environment and local communities, research is needed to explore how sustainability can be integrated into tourism policy and planning to promote responsible and sustainable tourism practices. The role of technology in tourism policy and planning: With the rapid advancements in technology, research is needed to understand the impact on tourism and to identify the opportunities and challenges presented by technology in tourism policy and planning. The role of community engagement in tourism policy and planning: Research is needed to understand the importance of community engagement in tourism policy and planning and to identify best practices for ensuring that the needs and perspectives of local communities are considered in tourism planning and decision-making. Tourism and economic development: Research is needed to explore the relationship between tourism and economic development and to understand the impact of tourism on local economies, including the creation of jobs and income generation. The impact of tourism on local cultures and heritage: With increasing concerns about the impact of tourism on local cultures and heritage, research is needed to understand the ways in which tourism policy and planning can promote the preservation of local cultures and heritage. International tourism policies and planning: Research is needed to explore the differences in tourism policies and planning practices between countries and to identify best practices for cross-border cooperation in tourism policy and planning.

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