



KENYA TOURS DRIVERS GUIDE ASSOCIATION

THE KTDGA STRATEGIC PLAN

2018 -2021

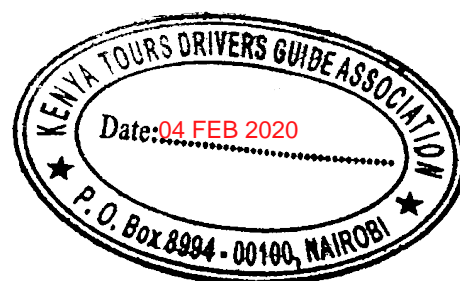


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ABBREVIATION AND ACRONYMS

1. TRA.....TOURISM REGULATORY AUTHORITY
2. NTSA.....NATIONAL TRANSPORT AND SAFETY AUTHORITY
3. NEC.....NATIONAL EXECUTIVE COMMITTEE
4. KATO.....KENYA ASSOCIATION OF TOUR OPERATORS
5. KRA.....KENYA REVENUE AUTHORITY
6. KAHK.....KENYA ASSOCIATION OF HOTEL KEEPERS AND CATERERS
7. MOECCT...MINISTRY OF EAST AFRICAN AFFAIRS, COMMERCE AND TOURISM
8. KWS.....KENYA WILDLIFE SERVICE
9. KUC.....KENYA UTALII COLLEGE
10. KAA.....KENYA AIRPORTS AUTHORITY
11. KUDHEIHA...KENYA UNION OF DOMESTIC HEALTH EDUCATION INSTITUTIONS AND HOSPITALITY WORKERS.

FORWARD – CHAIRPERSON

Kenya is counting on increased air connectivity within Africa to grow tourism numbers in 2018.

The Tourism ministry projects the sector to register a 16 per cent growth riding on the visa-on-arrival policy for Africans and the United States direct flights.

We have very positive projections for this year as we look forward to the Kenya Airways direct flights to the US that start in October and the visa-on-arrival initiative recently announced by the President to boost arrivals.

We're also excited and confident about the new cruise ship facility which started on June 2018 .

According to data released lately by the Ministry, Africa was the second largest source of tourists to Kenya in 2017 at 29 per cent behind Europe at 36 per cent. The US was third at 15 per cent.

The number of tourist arrivals from the US and United Kingdom grew by double digits boosting tourism earnings by 20 per cent amid travel warnings by the two governments against Kenya visit over the period.

As a team leader and a representative of the Tour Guides, I am well aware of the task ahead for us as tour guides to maintain the standards and have a positive impact to increase the tourist numbers in the country both international and domestic. To adhere to regulations set by the TRA on behalf of the government. This will help weed out the scrupulous Tour Guides and also aid in shaping the sector to a desired one, attracting professionals that are better remunerated, disciplined and recognized.

It is in this regard that I excitedly introduce to you this document that KTDGA intends to use, with its other policy documents that include its constitution and code of conduct, all under watch by the relevant government policies to take the Kenya Tour Guiding profession to a globally competitive level.

‘KTDGA – Furaha ya mtalii’

Mr. Nicholas W. Kiritu
Nationa Chairperson
Kenya Touser Drivers Guide Association.

ORGANISING SECRETARY MESSAGE

I am a happy man today. What KTDGA set out to do in this document moves me. This an undertaking of members. All undertake to bring back the Tourism sector to where it belongs. This is partly a dream come true.

On the onset of this journey, I want to call upon members to be focused and dedicated to the spirit of our strategy as KTDDGA which we have documented herein. Let us keep the fire of our motto “furaha ya mtalii” to be our torch in the dark. Let us endeavour work towards our commitment in this document.

A lot of challenges as Tour Guides await us but now we have a plan, a strategy to take us through. Let no member fear to engage the office for any good of our sector, the Tourism sector but more so our profession, the Tour Guiding profession.

I would not be doing justice by not to mention our stakeholders. We are well aware of the government’s efforts to assist us through its various agencies such as KWS, NTSA and TRA. We promise to work well with all and respect all regulations and policies in place. Our employers through their association – KATO and KAHG; We shall always positively assist each other through shared ideas and raising a common and organized voice for our members.

Members let’s get back to building our profession to a respected status and eventually our sector to be a revered one.

SUMUEL KAGO
Organising Secretary
KTDGA

INTRODUCTION

The Kenya Tour Driver guides Association (KTDGA) registered under the Registrar of Societies in Kenya. KTDGA is an open association for all tour guides operating in Kenya, whether employed or practicing as freelance guides. The association seeks to empower and capacity build all tour guides to a professional status. The association was formed in 2006 and in February 2015 conducted their first ever general elections under the watch of the registrar of societies and Tourism Regulatory authority (TRA). On 29th May 2018 the election process saw a new team sworn to the office and registered as the official NEC of the Association by the registrar of societies in Kenya. The elected NEC officials are:

1. Nicholas Kiritu.....Chairperson
2. Sumuel Kago..... Secretary General
3. Yasin Abdi.....Vice Chairperson
4. Stephen Gachie Treasurer
5. Raphael Rotich.....Secretary

The new NEC has a vision to take KTDGA to the, level of International recognition in both status (membership and financial) and offer quality of service by and for the members. KTDGA membership currently (as at Dec 2018) stand at over 650 members, all actively involved in the activities of the association. The members are spread all over the country. KTDGA's operations and membership are guided by the KTDGA constitution of 2015 and the member's code of conduct. These documents outline how the association shall engage in recruiting members, how incomes of the association shall be handles and how the association members shall elect

This document presents KTDGA'S *Strategic Plan* for the three year period May 2018 to May 2020. The *Plan* is structured into four sections:

1. KTDGA's Mission, presenting KTDGA's common purpose and reason for existence.
2. Our Vision, describing what KTDGA aspires to become and achieve.
3. Our Strategic Action Plan, detailing KTDGA's priorities and objectives for the period ahead, including our plans to:
 - Develop benefits and services for our members; and
 - Achieve longer-term financial sustainability.
4. Organizational Overview, outlining KTDGA's structure and working groups, and including:
 - a. Job descriptions for the Chairman, General Secretary and other key positions.

KTDGA MISSION

As KTDGA, our mission is to represent, inform, educate, protect, and promote, all tour guides in Kenya. KTDGA achieve our mission by uniting guides into one representative body able to:

- (a) **Represent** the common voice of all guides in Kenyan at the national and international level.
- (b) **Protect** the shared interests of all guide and the image of Kenyan guides.
- (c) **Promote**
 - a. the highest degree of professionalism amongst all guides, by:
 - i. Developing and implementing a universal code of ethics and skills;
 - ii. Upgrading and promoting guide quality; and
 - iii. Combating untrained and unqualified guides.
 - b. Pride and respect amongst guides for Kenya's diverse and unique cultural, historical and natural heritage.
 - c. The guiding profession as an important and worthy profession in the tourism sector industry and as a *permanent and attractive* career for the Kenyan youth.
 - d. A sense of *fellowship and friendship* amongst guides.
- (d) **Educate tour guides** with respect to their knowledge of Kenya's history, culture and other aspects of the country provide a platform for tour guides to enhance their *leadership and guiding skills*.
- (e) **Inform**
 - a. Tourguidesby providing them with relevant information on the policies of the Government such as **vision2030** and the role of the sector in it, the Tourism Act, the NTSA act and related policy document and how all this can be of benefit to them.
 - b. The general public, tourists and other stakeholders of the *importance and value of professionally qualifies, registered and accredited tour guides* to the country.

KTDGA VISION

KTDGA envisions itself to become ***the single collective voice of all the tour guides in Kenya*** and as a result be recognized as a key player in enhancing the professionalism of the country's tourism sector.

Single Collective Voice of Guides

- a. KTDGA shall work to establish ourselves as the foremost legal body in Kenyan to represent, protect, promote, inform and educate professional guides in the country.
- b. KTDGA will be an open, transparent and inclusive association, with membership open to all reputable guides who commit to adhere to KTDGA's Code of Conduct.

Key Player in Enhancing the Professionalism of Kenya's Tourism sector

- KTDGA shall develop its capacity so that it become a key player with respect to efforts to further professionalize and enhance the quality of guides in Kenya.
- KTDGA shall work particularly closely with our members, with the objective of helping them obtain the highest level of skills and experience possible so that together they represent a resource of national importance with respect to Kenya's competitiveness as a tourist destination.

KTDGA STRATEGIC ACTION PLAN

NO	STRATEGIC AIM	OBJECTIVES AND ACTIONS	TIMELINE FOR ACTION
1	REPRESENT	Represent the common voice of all guides in Kenya at the national and international level through:	
		1. Establishment of a Secretariat Office that shall be fully operational. <ol style="list-style-type: none"> The Secretariat will make its services available to address issues of concern to its members and the guiding profession more generally. The Secretariat shall represent the guides at national and international levels by engaging with external stakeholders as appropriate and effectively putting forward the collective problems and issues faced by guides. 	By August 31st 2018
		2. Raising awareness of the existence of the Kenya Tour Driver Guides Association <ol style="list-style-type: none"> Contact all active guides in Kenya, and inform them of the process of becoming a member of the Association. Publish a notice in the newspapers. 	Continuous, Targeting at least 1000 members by the end of 31st December 2018.
		3. Updating of a web site for the Association www.ktdga.com <ol style="list-style-type: none"> The web site shall contain information so that KTDGA's members know what is happening in the Association and in the tourism sector in general. The web site will contain a profile of all member guides. 	By 31st September, 2018

2	Protect	Protect the shared interests of all guides through:	
		4. Identifying issues of mutual concern to guides which include but are not limited to:	
		<ul style="list-style-type: none"> a. Try to assure employment to licensed guides by checking the operation of unlicensed guides in Touristic sector. b. Provide services (such as training) which enable the up grading of the guides, working in collaboration with TRA, KWS, KUC and any other relevant stakeholder as appropriate. c. Work to ensure guides are treated professionally, and are comfortable while disbursing their services. d. Try to develop a standardized system and uniformity of rules and regulations so that the guides will not face problems while executing their services. This will be done in close collaboration with TRA, KWS, NTSA, KATO and any other relevant stakeholders. (Badges, Uniform,) e. Resolve issues of mutual concern by working with appropriate governmental, public and private tourism related organizations such as NTSA , TRA, KWS, KAA, KUDHEIHA and KATO 	
		5. Work to standardize the minimum professional charges for all guides in consultation with members, TRA, KWS, KATO, NTSA and any other stakeholders as appropriate with respect to qualification of guide.	
		Protect the image of Kenyan guides through:	
		6. Identify issues and factors that are affecting the	

		image of guides and the guiding profession in the following ways:	
		<ul style="list-style-type: none"> a. The Secretariat shall receive all complaints and feedback relating to guides from tour operators and other stakeholders, and endeavor to resolve..... such issues mutually where possible. b. The reputation of the guides should be maintained by promoting and enhancing their guiding skills and knowledge through repeated training and refresher courses. 	
3	PROMOTE	<i>Promote the highest degrees of professionalism amongst all guides through:</i>	
		7. Develop and promote adherence to a universal code of ethics and skills through:	
		<ul style="list-style-type: none"> a. Draw-up a standard Code of Conduct for the guides. b. Circulate the Code of Conduct to all the member guides (e.g. during general meetings) and make all guides aware of the importance of strictly following the Code of Conduct c. Make full compliance with the Code of Conduct a mandatory requirement of being a member of KTDGA; cancel the membership of guides who are found to have seriously breached the Code of Conduct. 	
		8. Upgrade and promote guide quality	
		<ul style="list-style-type: none"> a. Conduct regular training, seminars and refresher courses. b. Regularly update the guides' profiles on our website (www.ktdga.com). This shall be the most important part of our website. We will ensure that guides' profiles are strictly based on authentic feedback and firm evidence that credentials and qualifications claimed are genuine. 	
		9. Combat untrained and unqualified guides	

		<ul style="list-style-type: none"> a. Establish a strong self-monitoring and supervision team to monitor and supervise guides, working in coordination with TRA and KWS and report instances of untrained and unqualified guides to TRA for appropriate action. b. Maintain a list of all the trained and licensed guides in the country. c. Ensure that tour operators are not using unlicensed and untrained guides. This will be done in collaboration with KATO and TRA. 	
		<i>Promote pride and respect amongst guides for Kenyan's unique cultural, historical and natural heritage</i>	
		10. Making the guiding body aware of the importance of our age old cultures and traditions	
		<ul style="list-style-type: none"> a. Making all guides aware that our rich culture and traditions are one of the main tourism 'products'. b. Encouraging guides to have a sense of preservation and respect for our culture and tradition. 	
		<i>Promote the guiding profession as an important and worthy profession in the tourism industry and as a permanent and attractive career for the Kenyan youth.</i>	
		11. Raise the profile of guides as the 'face' of Kenyan in the tourism industry; highlight the importance of guides in ensuring Kenyan remains a high-end tourism destination	
		12. Work to ensure that only serious, interested people, seek to join the guiding profession.	
		13. Facilitate a sound and comfortable working environment for guides.	
		<i>Promote a sense of fellowship and friendship amongst guides.</i>	
		14. Organize networking and get-togethers amongst guides to exchange experiences	

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		<ul style="list-style-type: none"> a. Introduce an online discussion forum to exchange experiences and knowledge. b. Set up an 'internet café' and space for group discussion for guides at the Secretariat office. c. Organize cleaning campaigns and other activities to socialize. 	
4	Educate	<i>Educate guides with respect to their knowledge of Kenya's history, culture and other aspects of the country</i>	
		15. Follow the KTDGA code of conduct and the TRA, NTSA and KWS regulations.	
		16. Conduct workshops, lectures and time-to-time refresher courses for Kenya's history, culture and other aspects of Kenyan knowledge	
		17. Establish an information center at the Secretariat's office	
		<i>Educate guides to enhance their leadership and guiding skills</i>	
		18. Conduct training and refresher courses on leadership and guiding skills	
		19. Conduct field trips, e.g. to botanical gardens and other related centers, to enhance guide knowledge	
		20. Provide specialized training to guides (e.g. birding, botany, cycling, rafting, etc.), in collaboration with TRA, KUC and KWS as necessary.	
5	INFORM	<i>Inform guides by providing them with relevant information on the policies of the Government, tourism industry, and any other matters of interest which may be of benefit to them</i>	
		21. Establish an information center in the Secretariat office	
		<ul style="list-style-type: none"> a. The unit will be responsible to inform all the guides on the policies and any matters of interest at national and international level. b. The information center will be open to guides who wish to come in and get information. 	
		<i>Inform the general public, tourists and other stakeholders of the importance and value of professionally accredited tour guides to the country</i>	
		22. KTDGA will from time-to-time inform and publicize	

		to relevant stakeholders the importance of guides in the tourism industry	
		23. Conduct seminars and workshops to educate the guides	
		24. Procure materials for self-improvement on tour guiding and make these available for guides to read and enrich (e.g. accessible at the information center)	
6	BUILD KTDGA'S STRENGTH AND SUSTAINABILITY	<i>Develop KTDGA'S capacity so that it becomes a key player with respect to efforts to further professionalize and enhance the quality of guides in Kenyan</i>	
		25. Ensure KTDGA'S longer-term financial sustainability and independence by diversifying its funding sources	
		26. Develop high-quality membership services	
		27. Strive to continuously enhance the skills and capacity of KTDGA'S Secretariat staff and Executive Members (cap executive to 250k)	

MEMBERSHIP BENEFITS AND SERVICES

Becoming a member of KTDGA is an investment in the future of Kenya's tourism industry. In addition to representing the enjoying the benefit of having a collective voice of all guides in Kenya, KTDGA members will be entitled to receive additional benefits and services. The listing below gives some of the benefits and services to its members that KTDGA hopes to develop over the period of this *Strategic Plan*.

Membership Benefits and Services.

1. Entitlement to participate in all KTDGA activities
2. Automatic invitation to KTDGA'S *Annual General Meeting*, and any other KTDGA organized meetings or conventions
3. Right to vote at the *Annual General Meeting*, and other important meetings
4. Access to a representative body able to raise concerns at the national and international levels
5. Preferential access to all KTDGA facilitates or organized training courses, workshops and lectures (e.g. early notification and discounted prices)

6. Promotion and marketing of members as per their classification and specialization (e.g. to tour operators and tour companies, or via KTDGA'S web site).
7. Members can avail information from the Association on anything related to their profession
8. Members can put forward any genuine and appropriate concerns or problems to the Association for resolution
9. Access to KTDGA'S online discussion forum for tourist guides and industry partners to discuss online
10. Access to KTDGA'S national network of guides and other tourism related contacts
11. And more...

FINANCIAL SUSTAINABILITY

1. Core Sources of Funding

KTDGA will strive to sustain itself financially through the following means, in addition to any others that are deemed appropriate:

- a. Membership fees;
- b. Lawful donations and contributions from government agencies, associate organisations and institutions;
- c. Lawful fundraising activities;
- d. Commission resulting from guides and properties hired through KTDGA;
- e. Web hosting charges; and
- f. Training fees.

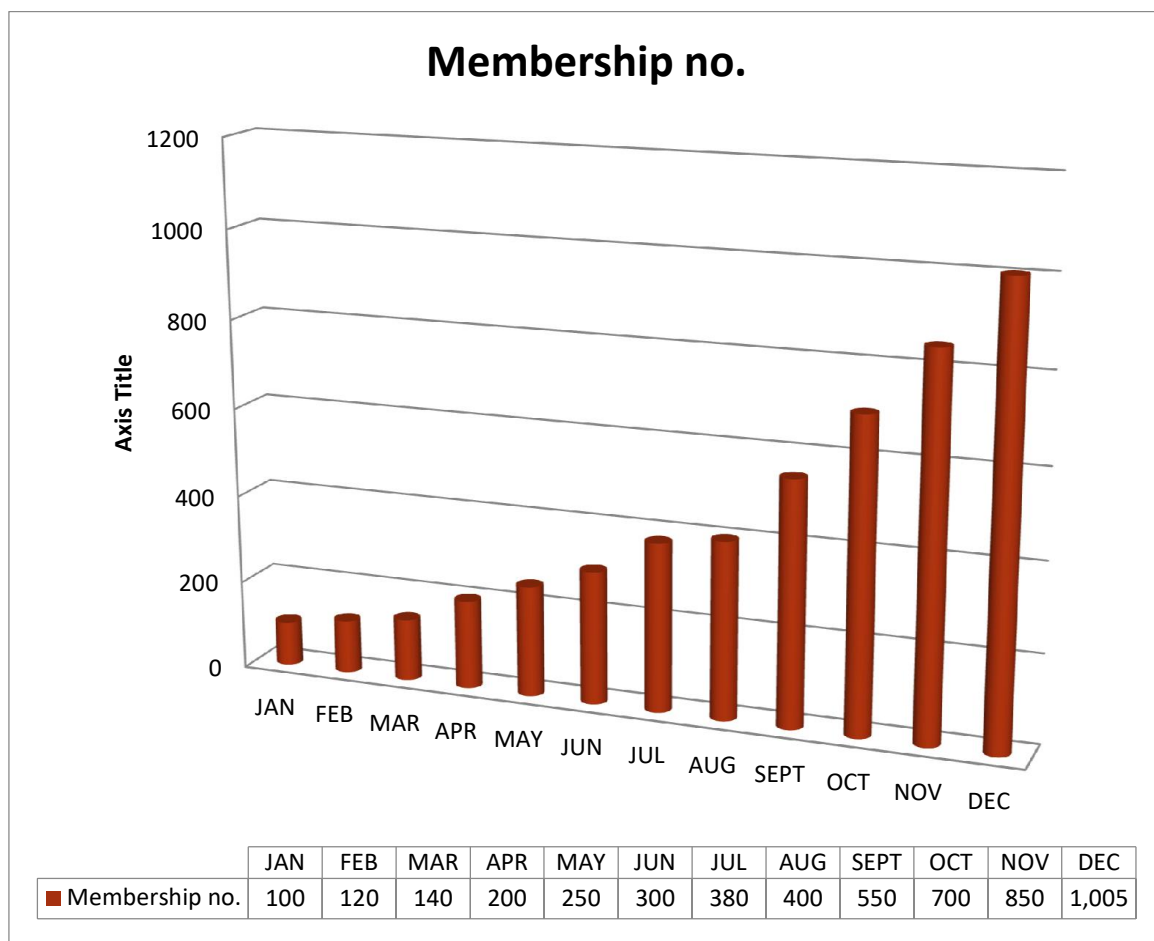
The membership projection is hereby illustrated below both in tabulation and graph:

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ILLIUSTRATION 1: TABLE ILLUSTRATING THE MEMBERSHIP GROWTH PROJCTED TILL DEC 2018

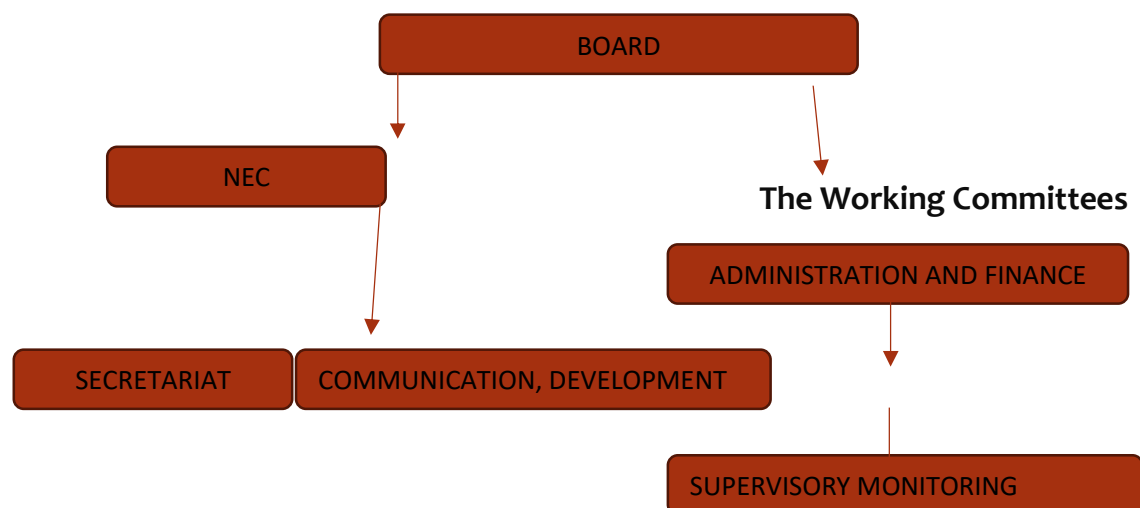
Month (2018/19)	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN
Membership no.	500	510	530	545	600	607	622	670	685

ILLIUSTRATION 2: GRAPH ILLUSTRATING THE MEMBERSHIP GROWTH PROJCTED TILL DEC 2018



ORGANISATION OVERVIEW OF KTDGA

1. STRUCTURE



2. NEC AND THE BOARD

The National Executive Council (NEC) and the Board on this structure refers to the NEC and the Board that have been defined in part (9) of the KTDGA constitution.

3. WORKING COMMITTEES

KTDGA shall have the following NEC member chaired working committees, which are intended to facilitate the smooth functioning of the Association and the achievement of its mission:

a. Administration and Finance

Looks into procedures related to the good administration and management of the Association, and assists in maintaining the financial affairs of the Association and to suggest good financial policy.

Seek ways to raise funds for the Association. The committee will help KTDGA to organize lawful fundraising activities.

b. Communication, Developing and Training

Create programs to improve and enhance the quality of guiding services by conducting refresher courses, trainings and organizing workshops and seminars.

Develop effective information and enquiry systems for member guides. The guides and all other associate agents will be able enquire and get any information related to their profession.

c. Monitoring and Supervision

Seek ways to monitor and report on the *Code of Conduct* of the guides, and to ensure that all the guides have a proper and valid license from TCB.

The committee has already identified proper methods to combat issues which negatively impact the image of guides and their profession.

4. THE SECRETARIAT

The Secretariat will be accountable to the NEC. It will be headed by the administrator whose title shall be decided by the NEC.

The administrator shall have the following responsibilities:

1. Overall technical and administrative work of the Association's office
 - Taking necessary actions to implement the decisions of the General Meetings and the Executive Member meetings.
 - Managing and running the day-to-day functions of the Association.
2. Overall in-charge of the meetings of the Association
 - Organize the General Meetings and Executive Member meetings.
 - Prepare the minutes and arrange for the publication, distribution and preservation of the reports and proceedings of all meetings of the Association.
 - Organize conferences, workshops, training programs and any other meetings upon the request of the Executive Committee.
3. Oversee all Association programs
 - Prepare the Association's programs and budget.
 - Propose joint programs with other associate organizations and ensure coordination of all activities among the members of the Association.
4. Manage the financial affairs of the Association

- Collect annual subscriptions and receive any financial contributions to the Association.
 - Account for all financial transactions.
 - Receive and make payments in accordance with the policies established by the General Meetings and the Executive Members and submit audited accounts to the biennial annual General Meeting.
5. Look after the information system of the Association
- Organize the Association's information system, and provide documentation services to facilitate easy access to necessary information on the Association's activities.
 -
6. Undertake any other duties entrusted to him/her by NEC.