Making Kenya's hospitality globally competitive
KENYA ASSOCIATION OF HOTEL KEEPERS

Strategic Plan
2024 - 2034

CONTENTS

ABBREVIATIONS AND ACRONYMS

AI	Artificial Intelligence
BMO	Business Membership Organization
CEO	Chief Executive Officer
COTU(K)	Central Organization of Trade Unions (Kenya)
EATP	East Africa Tourism Platform
EMCA	Environmental Management and Coordination Act
FKE	Federation of Kenya Employers
ICT	Information and Communication Technologies
KAHC	Kenya Association of Hotelkeepers & Caterers
KEPSA	Kenya Private Sector Association
KRA	Kenya Revenue Authority
KTB	Kenya Tourism Board
LREB	Lake Region Economic Bloc
TIMS	Tax Invoice Management System
VAT	Value Added Tax

ii. FOREWORD FROM THE CHAIRMAN

I am proud to present this strategic plan which mirrors our pledge to transform the Association into a high performing, and member-centric organization.

The development of this ten-year Strategic plan was all inclusive through extensive consultations with both internal and external stakeholders with the Association's Board playing a crucial role in providing guidance towards the formation of our vision "*To be the leading global hospitality Association*" delivering exceptional value to our members".

We have set ambitious goals and objectives to ensure that we remain a dependable partner for our members and stakeholders. The success of our strategic plan depends on a comprehensive approach that stresses operational efficiency, financial sustainability, and customer service.

We are also devoted to ensuring we are transparent, and that we observe the highest ethical standards. "*Our emphasis is on leveraging technology to improve our service delivery and increase our value proposition for our members.*"

As we get on this journey, we recognize that our accomplishment will be hinged on the dedication and commitment of our members, secretariat staff, and the support of our stakeholders. We are confident that our strategic plan will guide us towards achieving our objectives.

The Association is dedicated to working tirelessly towards fulfilling its mission and vision. We are enthusiastic about the prospects that lie ahead, and are confident that we will continue to be the leading hospitality Association.

Christopher Musau

Chairman, KAHC

"To be the leading global hospitality Association"

iii. PREFACE FROM THE C.E.O

"To influence and facilitate global competitiveness and viability of Kenya's hospitality industry"

I am delighted to share our strategic plan outlining our direction for the next decade. As a prominent entity within our field, we acknowledge the necessity to continuously adapt and enhance our operations to meet the changing demands of our members.

We are eager to tackle the challenges and harness the opportunities that await us, firmly dedicated to fulfilling our mission: "***To influence and facilitate global competitiveness and viability of Kenya's hospitality industry***."

The Strategic Plan details strategies and activities that will enable the Association to achieve its goals as identified through participation of all stakeholders in a process that included a review of the previous strategic plan and several national and international performance and Policy instruments that support hospitality and tourism in Kenya.

We also assessed the external landscape. Our assessment has allowed us to pinpoint essential strategic tactics that will enable us to reach our objectives and promote sustainable growth.

By prioritizing innovation, collaboration, and ongoing improvement, we aim to foster a culture of excellence that will enhance our service to members.

Our strategic plan serves as a dynamic guide that will direct our choices and actions in the upcoming years. We have established ambitious goals, and we are dedicated to achieving them through collective efforts.

Through the commitment of the secretariat staff and members in addition to support from our stakeholders, we are confident that we can achieve our goals and create a brighter future for our organization and the hospitality sector.

Mike Macharia

C.E.O, KAHC

1. Introduction

1.1 Rationale of the Strategic Plan

The Association considered it necessary to develop a strategic plan after reviewing the previous strategy.

This will enable it to prioritize efforts, effectively allocate resources, align members and staff to the organization's goals, and ensure that those goals are backed by data and sound reasoning.

This will make the Association's goals and objectives real, and employees can more readily understand the relationship between their performance, the Association's success, and compensation.

The upshot of this is that employees will become more innovative and creative, which nurtures further growth of the Association.

The members will be able to understand their association in terms of the anticipated deliverables and also play their supportive role effectively.

1.2 Methodology of developing the Strategic Plan

The Association decided to develop its strategic plan using a very inclusive and engaging process. A small technical committee was formed to spearhead the process and a consultant was hired to assist. Views were sought from members, the Board, stakeholders, partners and staff to ensure that their input became part of the strategic plan to ensure it was comprehensive, for meaningful buy-in and effective implementation.

The draft strategic plan was shared with the staff for internal review, it was validated by the Board, adopted by the AGM and published, launched and disseminated for implementation.

Board members retreat to review the KAHC Strategic Plan

The Secretariat held a retreat to formulate the KAHC Strategic Plan

2. Organizational Analysis

2.1 Introduction

An organizational analysis is the process of appraising the growth, personnel, operations, and work environment of the Association. Undertaking an organizational analysis is beneficial, as it enables management to identify areas of success, challenges and weaknesses and thereby find approaches for capitalizing on the successes and minimizing and/or eliminating the weak links.

Important aspects of organizational analysis include the assessment of external elements that can influence the performance of the Association. An organizational analysis also includes strategically evaluating an organization's potential and resource base.

Internal weaknesses and strengths, together with external threats and opportunities, determine the success of an entity. For this reason, SWOT and PESTEL analysis are important parts of organizational analysis which are to be used by the Association to assess its performance and establish goals or objectives.

2.2. Performance Review

In undertaking an organizational analysis, it was important for the Association to look at its achievements, challenges and lessons learned in this process. This would enable it to address the future with knowledge and experiences that work.

2.3 Achievements

The Covid-19 hospitality protocols that enabled the industry to be re-opened after the shutdown.	Continuous engagement with the national and county governments on pending bills owed to hotels to boost the cashflows.
Playing an instrumental role to bring quarantine business to hotels during the shutdown following the pandemic.	Lobbying for increase of marketing expenditure for recovery in key traditional source markets, and exploration of new ones. Support to KTB in their destination marketing and strategy endeavors.
Support to the industry by way of working capital financing, reducing the income tax rates and Central Bank base lending rate during the Covid period.	Maintaining industrial harmony by engaging the government and unions on the humane handling of staff matters during the Covid period.
Successful lobbying for removal of service charge from the ambit of VAT.	Working with KRA on implementation timelines for the Tax Invoice Management System (TIMS).
Development of various standards regarding the hospitality sector.	The revision of the copyright licensing regime to make the licensing more affordable for hotels.
Lobbying for the resumption and increasing frequency of flights in the country and specifically direct flights into Mombasa.	Continuous knowledge sharing and dissemination through annual symposium, Human Resource Conference and Finance Conference.
Expansion of Diani and Malindi Airports to ensure safe landing of large commercial flights.	The first tourism association to have successfully hosted an annual symposium for the last 20 years.
Championing of regional integration for adoption of the East African Visa, now accepted in Kenya, Uganda and Rwanda.	Significant contribution to the environmental regulations through the EMCA and Beach Management.
A dedicated and loyal membership to the Association owing to the benefits they derive.	Participated in the process of review of the new classification criteria for hotels in the EAC.

2.4 Challenges

Limited Financial base: Over reliance on Subscriptions	Limited membership base
Limited data on the industry to facilitate effective lobbying	Lack of effective regional representation
Emerging antagonistic regional Associations	Limited number of employees
Limited participation by members in Association activities	Outdated/fatigued Brand
Inadequate office equipment in the secretariat	Lack of cutting-edge communication
Limited participation from owners	Declining compliance and membership renewals
Changing membership expectation	
Struggling to attract younger membership	

2.5 Lessons Learned

Social media presence and the need to have updated social pages	The need to have an up-to-date data base
The role of research and data in lobbying	Leveraging on partnership and collaboration with other bodies/agencies with a wide network and financial base e.g. KEPSA, FKE, EATP.
The importance of building good relations with our social partners in order to maintain harmonious industrial relations	Ensuring proper representation in tourism and related agencies.
Importance of diversifying revenue streams	The need to enhance KAHC visibility through regional presence, participation in events and exhibitions.
The need to have a vibrant member services division that oversees service tailor-made service offering to members.	The need for continuous lobbying for recognition as the national private sector membership body.
The need to build capacity to enforce and revise the code of ethics.	The need to collaborate and build capacity with regional hospitality associations.

2.6 Environmental Analysis

2.6.1 SWOT Analysis

The SWOT analysis framework was used to evaluate the Association's competitive position and thereby assisted in developing the strategic plan. It is an acronym for Strengths, Weaknesses, Opportunities, and Threats, and it assesses internal and external factors, as well as current and future potential.

Strengths

- Clearly defined service offering to members
- High level of physical investments in the industry
- Representation in key government and non-governmental agencies
- Good relations with the national and county governments
- Highly experienced, knowledgeable and intellectual staff
- High staff retention and dedication
- Committed membership
- Own office premises—head office
- Good Board composition
- Cohesive Board
- Effective advocacy and lobbying
- Good business environment
- Training opportunities to industry players

- Reputable local and international brands
- Solid relationship with social partners i.e. trade unions and employers' organizations
- Effective labour dispute resolution mechanism
- Timely information exchange
- Strong technical committees
- Voice of the hospitality industry
- Determination of union demarcation issue
- Successful negotiation of CBAs and maintenance of industrial harmony
- Successful membership events including the annual symposium
- One stop shop on industry matters
- Quick decision making
- Positioning industrial relations and technology
- Secretariat presence in Nairobi and Mombasa

Weaknesses

- Lack of implementation of code of ethics and strict adherence to the constitution
- Limited finances for various programs
- Low commitment from a section of the membership
- Association membership is low
- Over reliance on subscriptions as source of income
- Outdated brand

- Lack of consistent empirical data to guide some policy decisions
- Ineffective use of information
- Low membership subscription rates and compliance by membership
- Lean secretariat which hampers member service delivery
- Low member engagement at the regional level

Opportunities

- Leadership in determination of wages
- Recruit and increase membership
- Deepening partnerships with academia and research institutions
- Use of ICT, AI, social media
- Infrastructure development
- Succession planning
- Supplier networks i.e. harness supplier network
- Partnerships with the set regional blocks

Threats

- Low enforcement of regulations on tourism facilities
- Other emerging associations
- Negative travel advisories
- Absence of affordable development financing for the industry
- Low membership
- Lack of compliance with KAHC code of ethics
- Overreliance on subscriptions as the only revenue stream
- Declining economy
- Unpredictable policy and regulatory environment
- Changing ownership and management by the investors

2.6.2 PESTEL Analysis

The PESTEL framework analysis was used as a strategic tool to assist in assessing and analysing the macroenvironmental factors that can impact the Association's operations and decision-making. It is a comprehensive framework that examines six key areas namely Political, Economic, Social, Technological, Environmental, and Legal. This information assists in strategic decision-making.

Political

• Election cycle violence and fears	• Geopolitics
• County Governments mandates	• Travel Advisories
• Politically-motivated appointments to key representation roles.	• Political instability in some regions

Environmental

• Climate Change	• Deforestation
• Extreme weather patterns	• Pollution
• Human wildlife conflict	• Multiplicity of conflicting environmental regulations

Social

• Insecurity linked to cost of living	• Cultural differences
• Negative ethnicity	• Demographics - Youthful bulge of industry leaders non-committal to the Association
• High population growth	• Corruption
• Disease outbreaks/pandemics	

Technological

• Vibrant social media	• Data Security / Cyber security
• High speed of innovation	• Automation
• Online Platform economy / meeting platforms	• Ease of accessing internet

Economic

• High inflation	• High cost of power and constant outages
• Global recession	• High compliance costs
• Cost of doing business	• Foreign exchange fluctuations
• Corruption	• Limited funding to the industry

Legal

• Multiplicity of taxes	• Land issues and conflict
• Unpredictable government policies	• Multiplicity and conflicting licensing for the industry to implement

3. Strategic Direction

3.1 Introduction

Strategic direction was helpful in uniting the Association's strategies and providing for greater stability in the future. The Association identified its objectives, how they will be accomplished, what resources will be required, and created a general scheme of how the organization must work. Strategic direction is an approach to planning that includes setting and synching short-term, medium-term and long-term goals.

It refers to the foundational ideas or actions that will allow for greater consistency in strategy over time, ultimately helping the Association achieve its vision and fulfill the goals of its organizational strategy.

3.2 Vision

To be the leading global hospitality Association.

3.3 Mission

To influence and facilitate global competitiveness and viability of Kenya's hospitality industry.

3.4 Core Values

- **Integrity:** The behavior, conduct, and reputation of the industry players should be exemplary and beyond reproach in the service of the industry.

- **Transparency:** Free and open exchange of information will be practiced and encouraged to build confidence and trust with and among stakeholders.

- F**ull disclosure:** in all organizational non-confidential activities and functions.

- **Compassion:** This will reflect sensitivity in what happens around in verbal and nonverbal actions, and be evident in working to resolve problems and uncomfortable situations.

- **Commitment:** KAHC will promote a results oriented commitment for its leadership and membership in working towards realizing common goals under this plan.

- **Non-discrimination:** All forms of discrimination will not be allowed in KAHC's activities, its relationship with membership and other dealings with stakeholders. Discrimination based on gender, race, religion, tribe or sex or other ground only increases anxiety, fear, pessimism and exclusivity. Discrimination hinders innovation and growth and will not be entertained.

These core values will be exercised and guided by honesty, passion, tolerance and patriotism.

3.5 Strategic Objectives

3.5.1 To facilitate the development and sustenance of global standards for Kenya's hospitality industry.

3.5.2 To create and strengthen liaisons and strategic partnerships.

3.5.3 To commission and disseminate relevant research for use by members and stakeholders.

3.5.4 To create and promote stable and harmonious industrial relations.

3.5.5 To strengthen institutional capacity of the Secretariat for improved service delivery.

3.5.6 To attain financial sustainability for the development of the Association.

3.6 Strategic Objectives and Strategies

3.6.1 To facilitate the development and sustenance of global standards for Kenya's hospitality industry.

- To represent the interests of members in various local and international standards bodies and agencies.

- To enforce compliance of members to the KAHC code of ethics and standards.

- To coordinate and support training and capacity building for members.

- To represent members interests in the National Classification process.

3.6.2 To create and strengthen liaisons and strategic partnerships.

- To proactively engage with strategic partners to lobby and advocate for collective interests of members.

- To enhance the profile of the association and promote member businesses

- To promote understanding and harmony among member establishments

3.6.3 To commission and disseminate relevant research for use by members and stakeholders

- To commission, and disseminate relevant research in collaboration with relevant agencies and partners

3.6.4 To create and promote stable and harmonious industrial relations

- To represent members in the collective bargaining process and promote its implementation.
- To work towards conflict management through effective dispute resolution mechanisms.

3.6.5 To strengthen institutional capacity of the Secretariat for improved service delivery

- To promote employee efficiency and productivity.

3.6.6 To attain financial sustainability for the development of the Association.

- To pursue sustainable alternative revenue streams for sustainability of the association.

The strategic objectives, strategies, activities, indicators and outcomes are set out in Appendix 1.

4. Management Structure and Governance

4.1   Introduction

The key goal of management is to create an environment that lets employees work efficiently and productively. The management structure describes how the Association organizes its management hierarchy representing the different layers of management and employees.

It lays out how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows among the different levels of management.

Each layer of management must have the capacity to undertake its given role.

4.2   Structure and Functions

4.2.1 Membership

KAHC is a business membership organization which must add value to their members' businesses if it is to remain relevant and viable.

It must of necessity expand its membership to all types of hospitality facilities including casinos, clubs, non-star rated hotels (budget hotels) and catering firms.

All the properties in a chain of hotels should be individual members of the Association or a modality be developed that will cover this category of membership.

Including suppliers into its membership should be considered in line with the Articles of Association. This will not only expand the membership base but also increase its income.

It will also ascertain that there is a large and representative membership which stands at the helm of the Association in the industry.

4.2.2 Board of Directors

The Board governs the affairs of the Association, sets basic policy, and appoints its officers and senior managers in line with the resolutions of the membership in AGM.

The Articles of Association provide for the composition of the Board but there is need to examine ways and means of ensuring that the Board is effective and efficient.

4.2.3 Secretariat

There must be deliberate initiatives undertaken to motivate, incentivize and equip the secretariat to ensure that they provide the high quality of services required of the Association.

To achieve this, it is proposed that there must be:

- A job evaluation exercise undertaken for the staff to ensure that all jobs are well graded and appropriately remunerated; and
- Provision of relevant training and adequate working tools.

The reach of the Secretariat could also be greatly improved by having membership/liaison/regional officers in the regions with high membership.

4.2.4 Standing Committees

Committees are critical work points and there must be clear and precise terms of reference developed for the four committees provided for in the Associations' Articles of Association namely Legal Committee; Finance and Audit Committee; HR Committee; and Marketing Committee.

Consideration should also be given as to whether there is need to establish other committees to cover other areas of the Association's work.

The Association's Organization Chart is set out in **Appendix 2**.

5. Implementation and Co-ordination

5.1　Introduction

The Association's success will to a large extent depend on its ability to ensure that it implements its strategic plan by executing all processes efficiently, effectively, and consistently.

Strategy implementation which is the process of turning plans into action to reach the identified goals and objectives cannot be left to chance but must be planned for.

Any well formulated business strategy must, of necessity, be suitably executed.

5.2　Implementation

5.2.1 Action Plan: The Association shall follow a detailed Action Plan which comprises the strategic objectives, strategies, activities, expected outcomes, and key performance indicators.

The Action Plan is captured as Implementation Matrix under Appendix I.

5.2.1 Annual Work Plan and Budget: Every financial year, the Association shall extract annual activities and targets from the Action Plan.

This will inform the preparation of the Annual Work Plan and Budget, for implementation at the beginning of the following financial year.

6. Monitoring, Evaluation and Reporting Plan

6.1　Introduction

The strategic results that the Association seeks to achieve are articulated in this ten-year Strategic Plan and will be broken down into annual work plans and appropriate budgets allocated.

6.2　Monitoring Methodology

The Association will use a result-based monitoring system, a systematic process of continually collecting and analyzing information to measure and track the performance and results of set plans and programs at given intervals.

6.3　Evaluation Framework

The Strategic Plan implementation will be evaluated in two distinct but interconnected stages as outlined below:

6.3.1　Mid-Term Evaluation

The Mid-Term Review of the Strategic Plan will be a detailed assessment of implementation progress and outcome focusing on all components of the Strategic Plan.

The Mid-Term Review should clearly demonstrate the extent to which the objectives of the Plan have been implemented and the outcome realized.

Through the Mid-Term Review, the Board shall be informed of any external or internal material changes in the operating strategic plan environment, and if there is need to maintain the status quo, introduce new objectives and strategies, in the strategic plan or abandon certain strategies and activities all-together.

The Mid-Term Review shall be undertaken after five years of its implementation.

6.3.2　End-Term Evaluation

The End-Term Evaluation will be conducted at the end of the Strategic Plan period. This will be a detailed assessment of the level of implementation of the Strategic Plan and performance outcomes against the expectation or targets.

The End-Term Review Report shall provide integral input into development of the subsequent Strategic Plan.

It will clearly detail the performance against targets, key milestones achieved, gap analysis, challenges, emerging issues, lessons learnt and recommendations.

7. Recommendations and Conclusions

7.1 Recommendations

i)   There is a need to rebrand the KAHC which is seen as elitist and position it as the voice of the entire hospitality industry. This will include renaming the Association to for example Hospitality Association of Kenya, HAK, having a new logo and define the colour scheme so that it is representative of the role of the Association.

ii) Funding for the Association is a major challenge and there is need to increase subscriptions by 100% over the lifetime of this Strategic Plan with a 20% increase every year from 2025. Suggestions have been made of exploring alternative sources of funding such as grants, events, sponsorship, advertisement, among others, to overcome the weakness of overreliance on subscriptions but this might prove counterproductive if pursuing it will take away staff time from serving members. A balance must be struck in this.

iii) There must be constant consultations with members to ensure that the Secretariat fully understands what members expectations are and thereby add value to their members' businesses.

Systematic feedback mechanisms to support better communication and service delivery should be put in place including meetings, visits and online communication and display.

iv) The Association must leverage on technology to amplify and publicize all its activities. It should also take advantage of the social media platform and mainstream media and ensure that all social media pages, including the website, are regularly reviewed and updated.

Appendices

Appendix 1. Implementation Matrix

OBJECTIVES	STRATEGIES	SPECIFIC ACTIVITIES	MEASURABLE INDICATORS	EXPECTED OUTCOMES
3.6.1 **To facilitate the development and sustenance of global standards for Kenya's hospitality industry.**	1) To represent the interests of members in various local and international standards bodies and agencies	• Membership/ nomination to local, regional and international bodies. • Benchmarking visits to member facilities and countries • Participation in the formulation of standards and legislations both locally and internationally	• Number of identified bodies, local, regional and International that the Association should participate in. • Number of local, regional and international bodies with KAHC representation. • Number of benchmarking visits made to member facilities and countries • Number of legislation and standards that have had KAHC inputs and participation • Number of Standards bodies reports prepared with KAHC involvement • Standards awards won by members	• Best practices developed and upheld
	2) To promote compliance by	• Hold sensitization	• Number of sensitization	• Enforcement of KAHC code of

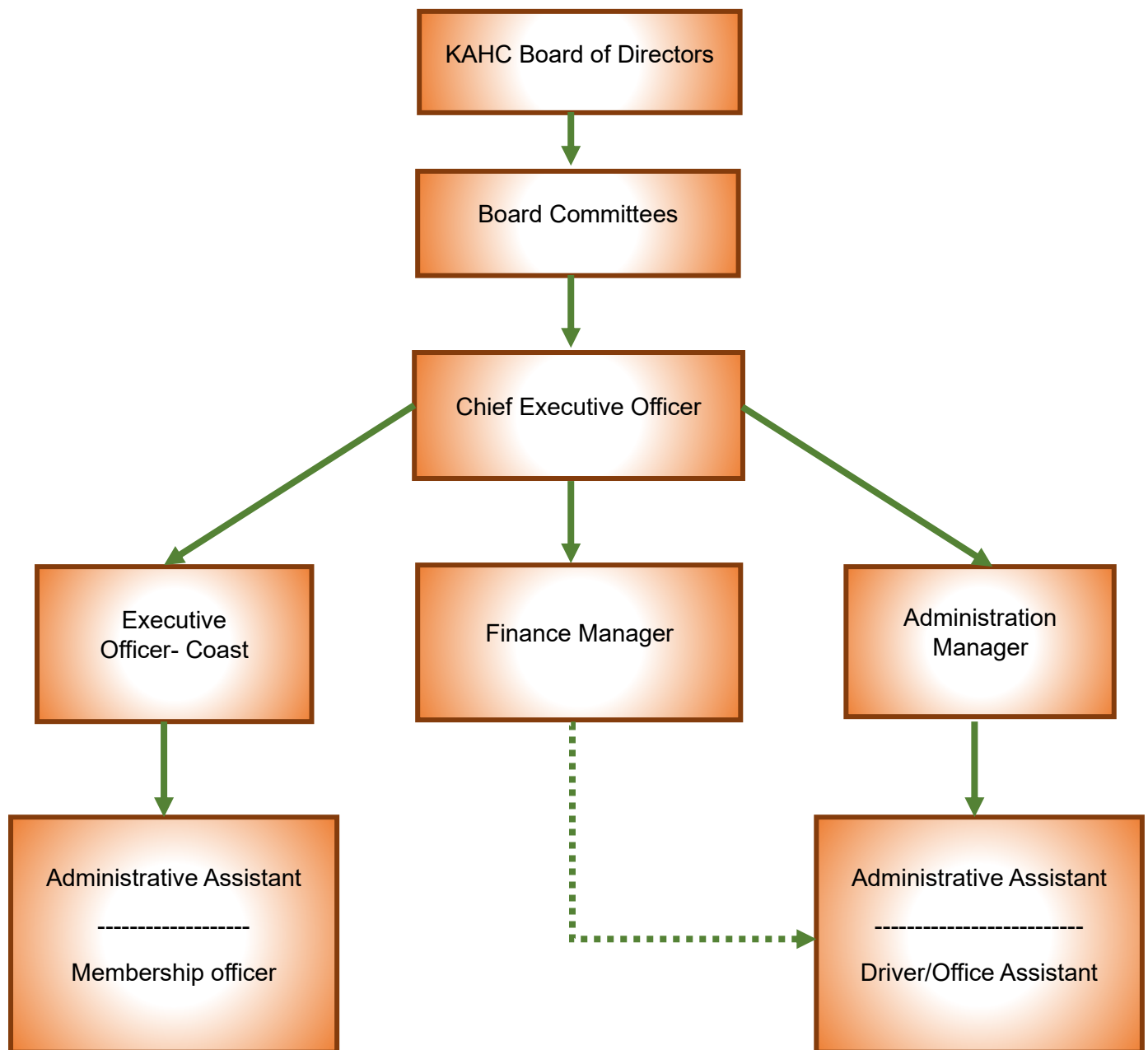|				
	members of the KAHC code of ethics and standards	workshops on the code of ethics • Reward compliant members • Give a report on ethical standards in the industry • Form an Ethics Committee	forums held on the code of conduct • Number of members sensitized on the code of ethics • Number of members rewarded for being compliant • Reports prepared on compliance • Report on the ethical standards in the industry • Number of cases before/settled by the Ethics Committee	ethics and standards
	3) To coordinate and support training and capacity building for members	• Identify training institutions to partner with • Develop training tools and/or materials • Conduct a training needs assessment • Have a data base for those trained and skills obtained	• Number of identified training institutions partnered with • Number of training tools and/or materials developed • List of training needs identified • Completed Data base of members who have benefited • Number of Certifications obtained (attendance, examination and certificates)	• Enhanced leadership and business capacity among the members

			• Categories of skills obtained by the membership	
	4) To represent members interests in the National Classification process	• Lobby for KAHC to be represented in the classification committee • Participation of KAHC in classification criteria sensitization forums for the Industry • KAHC involved in the training of the Assessors • KAHC involved in the review of the classification criteria • KAHC nominated in the pool of Hotel Assessors	• Appointment letter to the classification committee • Database of KAHC members facilities assessed • Number of KAHC members trained on the classification exercise • Number of Certified Assessors trained	• Customer satisfaction • Improved service provision • Forge common understanding of the classification process among the stakeholders.
3.6.2 **To create and strengthen liaisons and strategic partnerships.**	1) To pro-actively engage with strategic partners to lobby and advocate for collective interests of members	• Hold meetings and forums with strategic partners • Sign MOUs or agreements with strategic partners • Lobby to be members of relevant strategic boards or committees • Participate in the formulation and implementation	• Number of Identified partners • Number of meetings and forums • Number of MOUs or agreements signed • Number of memberships to relevant strategic boards or committees	• Industry friendly policies and legislations passed.

			of friendly laws and policies	• Number of industry friendly laws enacted and policies passed	
	2)	To enhance the profile of the association and promote members' businesses	• Attend trade shows, meetings, forums, exhibitions locally, regionally and internationally. • Create promotional materials for marketing and enhance online presence • Formulate a media and communication plan • Undertake marketing initiatives in partnership with KTB • Identify, participate and support CSR activities	• Number of trade shows, meetings, forums, exhibitions locally, regionally and internationally participated in • Number of Promotional materials created • Number of CSR events identified, supported and participated in • A Completed Media and communication plan • Number of joint marketing initiatives undertaken in partnership with KTB	• Increased brand awareness and visibility
	3)	To promote understanding and harmony among member establishments	• Have a member feedback mechanism in place • Hold meeting/forums and events for the members	• Number of member forums/meetings/ events held • Member feedback mechanism in place	• Create a common bond among the members

			Visit member facilities	Number of visits to member facilities	
3.6.3 To commission and disseminate relevant research for use by members and stakeholders	1) To commission, and disseminate relevant research in collaboration with relevant agencies and partners		• Identify research institutions and bodies to collaborate with • Commission relevant researches • Disseminate reports and findings • Release publications	• Number of Research institutions and bodies identified for collaboration • Number of topics identified for research • Number of researches commissioned • Research findings/reports disseminated • Number of publications released	• Advancement of knowledge and understanding • Inform decision making
3.6.4 To create and promote stable and harmonious industrial relations	1) To represent members in the collective bargaining process and promote its implementation		• Formulate, coordinate and participate in the Joint Negotiation Committee • CBA and supplementary negotiated • Register and publish the CBA • Sensitize the industry on the CBA and best practice in Human Resource Management • Lobby for participation in the industry wage council	• Participation in the Joint Negotiation Committee • CBA and supplementary negotiated • CBA registered and published • KAHC Participation in the Industry Wages Council • Number of trainings on the CBA and Human Resource practice • Participation in the Service	• Deepened understanding of labour issues • Improved social dialogue • Enhanced compliance to the CBA and Human Resource Management best practice

		Coordinate service charge committee meetings	Charge Committee	
	2) To work towards conflict management through effective dispute resolution mechanisms	• Coordinate JIC and CDC meetings • Attend JIC and CDC meetings	• Number of cases resolved • Participation in the JIC and CDC • Reduction in the number of labor standards abuse cases in the industry	• Industrial harmony
3.6.5 To strengthen institutional capacity of the Secretariat for improved service delivery	1) To promote employee efficiency and productivity.	• Conduct a skills gap test • Conduct a training needs assessment • Staff capacity building	• A skills gap report • Training needs assessment report • Number of employees trained	• Strengthened human resource capabilities
3.6.6 To attain financial sustainability for the development of the Association.	1) To pursue alternative revenue streams for sustainability of the association	• Benchmark with similar organizations • Identify viable funding alternatives	• Benchmarking report • The alternatives identified and their net return.	• Financial sustainability

Appendix 2. Organization Chart

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                    │  KAHC Board of Directors │
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                    ┌─────────────────────────┐
                    │    Board Committees      │
                    └─────────────────────────┘
                                 │
                                 ▼
                    ┌─────────────────────────┐
                    │ Chief Executive Officer  │
                    └─────────────────────────┘
              ┌──────────────────┼──────────────────┐
              ▼                  ▼                  ▼
     ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
     │  Executive   │   │   Finance    │   │Administration│
     │Officer- Coast│   │   Manager    │   │   Manager    │
     └──────────────┘   └──────────────┘   └──────────────┘
              │                 ┊                  │
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  ┌────────────────────────┐   ┊      ┌────────────────────────┐
  │Administrative Assistant │   ┊      │Administrative Assistant │
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  │   Membership officer    │          │  Driver/Office Assistant│
  └────────────────────────┘          └────────────────────────┘
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