

**MOUNTAIN TOURISM AND ITS CONTRIBUTION TO DEVELOPMENT IN  
WESTERN MT. KENYA REGION: AN ASSESSMENT USING THE VALUE  
CHAIN APPROACH**

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**A thesis submitted in partial fulfillment for the degree of Masters of Arts in  
Planning**

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## Declaration

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## Dedication

To my mother Wilfridah Kotolo:

*“Mom, Faith moves mountains and you are the epitome of faith”*

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This thesis is would not have been possible without the overwhelming support from individuals and organizations that I would like to acknowledge and extend my heartfelt gratitude.

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## **Abstract**

Mountain tourism constitutes special tourism activities which rely on the unique conditions of mountain areas. These activities require tourists to travel to peripheral areas within mountain regions requiring an array of services supplied by a network of service providers. The backward and forward sectoral linkages and the resultant trickle-down effects thus makes mountain tourism a viable tool for spreading development impacts to peripheral regions.

This study sought to investigate the nature of mountain tourism in the Mt. Kenya region in Kenya, with an attempt to determine its subsequent direct and indirect contribution towards regional development through the analysis of the accommodation, food and beverage, souvenirs, travel arrangements and excursions value chains.

The study was based on the Western side of the Mt. Kenya region represented by Nyeri North, Meru and Laikipia counties. It focused on mountain tourists, employees in accommodation facilities, curio shops, local households, local tour operators, accommodation facilities management, guides and porters and key informants from the government and private sector as key players in the mountain tourism industry.

Both primary and secondary data was collected through literature review, questionnaire administration, interviews, focus group discussions and observation. Spatial data was collected using GPS. Descriptive statistics were applied in data analysis which included frequencies, percentages, cross tabulations, and averages. The data was presented through graphs, charts, tables, photographs and maps.

The study's main findings were; that mountain tourism had low linkages with other sectors in the region; minimal involvement of the local community and poor integration of mountain tourism in the region's main development agenda. Three models of spatial and non-spatial intervention were proposed, which mainly advocated for the integration of mountain tourism and agriculture; diversification of the mountain tourism product and establishment of growth centers towards enhancing linkages between the tourism industry and the region's key sectors, and promoting the local community's participation and control of the industry.

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## List of Acronyms

CETRAD	Centre for Training and Integrated Research In Arid and Semi-Arid Lands
DURP	Department of Urban and Regional Planning
FAO	Food and Agriculture organization
FTO	Foreign Tour Operators
GDP	Gross Domestic Product
ICIMOD	International Centre for Integrated Mountain Development
IMF	International Monetary Fund
KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
MDG	Millennium Development Goal
MKTCA	Mt. Kenya Tourist Circuit Association
NGO	Non-Governmental Organization
SDC	Swiss Development Corporation
T.A	Travel Agent
T.O	Tour Operator
UN	United Nations
UNCED	United Nations Conference on Environment and Economic Development
UNDESA	United Nations Department of Economic and Social Affairs
UNEP	United Nations Environmental Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNSD	United Nations Statistical Department
UNWTO	United Nations World Tourism Organization
USD	United States Dollar
VCA	Value Chain Analysis
WTTC	World Travel and Tourism Council

# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the Research Theme

In the industrial age, regional development was considered to be synonymous with industrialization whose ultimate outcome was to raise incomes and in the process give poor people access to the range of goods and services, then widespread in the developed societies. It was about getting richer and more prosperous, and prosperity was measured in dollars (Storper, 1995). The focus has however changed, to defining regional development as a process in which local governments and communities are engaged to stimulate business activity and/or employment towards creation of wealth for the benefit of the local communities (Stimson & Stough, 2008). It is no longer about amassing wealth by the few powerful individuals, but ensuring prosperity and well-being of all individuals within a particular region by providing them with the means and opportunities to emancipate themselves. This has been discussed to be through multiplier effects of a propulsive industry that has backward and forward linkages, with a potential to create trickle down effects to the entire region as defined by Hirschman (1958).

Regional development has in addition been defined by Coe,*et al.* (2004) as the complex interaction between territorialized relational networks of human activities that are articulated to lead to rapid economic growth, social change, equitable distribution of the fruits of economic development and a better physical and human environment for living. It goes beyond purely economic growth, but includes an aspect of social, cultural, physical and environmental change towards improving the overall living standards of people within certain defined regions.

Regions can be defined in three ways; (1) a-priori regions, in which boundaries have already been created and assigned names, for example a named province or district, (2) homogeneous regions defined by objective sets of internal similarities, and (3) functional regions—areas with a high degree of internal interaction, for example an area with high intra-business transactions (Smith, 1995). A region may further be viewed as extending beyond national boundaries to incorporate other nations, for example the European Union or the East African Community (Milne & Ateljevic, 2001). Of importance when defining such a region is the selection of relevant

characteristics and the specification of the degree of similarity that would cause an area to be included in the region. Mountain regions can be defined as a-priori regions, homogenous regions with unique mountain characteristics and functional regions with both internal and external interaction between different industries. Mountain regions are such unique areas that have received special planning focus, and tourism in these regions has been a propulsive industry in many countries.

Mountains have been a source of wonder and inspiration for societies and cultures since time immemorial. They cover 24% of the earth's land surface ranging over every continent and all major ecosystems. They contain a wide variety of habitats, many of which have extremely high levels of unique and rich biodiversity not forgetting unique landscapes all which represent important conservation values. They are also a source of about 80% of the global freshwater supplies and provide significant food, hydroelectricity, timber and mineral products to more than half of the world's population (UNEP, 2007). Mountain regions are also home to at least 12% of the world's human population, with about 14% living next to or very near mountain areas and dependent on their resources. These ecosystems hold important social, cultural, environmental and economic significance for the health and livelihoods of these communities; and their close relationship with the land has helped them develop unique cultural identities, knowledge and skills (ibid).

When it comes to development issues, from the given qualities and attributes, mountain regions certainly seem to be well placed. On the contrary, research has indicated that mountain regions are characterized by acute levels of poverty. Price *et al.*, (2004) gives the following facts regarding this;

- a) Mountainous/ landlocked countries are often among the poorest in the world (Nepal, Ethiopia, Bolivia);
- b) Mountain regions in developed economies like Austria and Switzerland are comparatively less affluent than lowland areas of these countries;
- c) Mountain regions in less developed countries are generally among the poorest in the particular countries e.g Uttah Pradesh in India, Yunnah Xinziang in China and Northern Pakistan.

ICIMOD (2013) points out that these poverty levels are exacerbated by climate change, environmental degradation and increasing rural-urban migration, making



traditional livelihood options increasingly unsustainable. They identified tourism as a promising adaptation strategy providing mountain communities with alternative livelihood options, building strengths in the region. This is due to its nature of being labour intensive, having relatively high multiplier effects and requiring relatively low levels of capital and land investment, thus being able to yield significant benefits in remote and rural areas where traditional livelihoods are under threat.

Mountain regions have been reported to be among the most favored tourism destinations in an increasingly urbanized world especially in industrialized countries. These areas come second only to coastal tourism and islands as popular tourism destinations taking up an estimated share of 15-20% of annual global tourism market and generating between 100-140 billion US dollars annually, employing between 25 and 47 million people. These figures do not include the sizeable amount of domestic mountain tourists and pilgrims (FAO, 2005). It is estimated that more than 50 million people visit mountains each year (Mountain Partnership, 2008). Travel to mountain regions is increasing at a rapid rate, as a growing number of tourists are attracted to the clean air, unique landscapes and wildlife, scenic beauty, culture, history and recreational opportunities the mountain destinations have to offer.

The mountain tourism product consists of a network of various facilities providing goods and services to meet the needs of the tourist (Kruk, *et.al*, 2007). These include the attractions, accommodation, food and beverage, information sources, souvenir shops, transport facilities, entertainment, among others. These services and goods are supplied by a network of stakeholders, each with a unique role to play in the tourism value chain including the government, private sector, Non-Governmental Organizations (NGOs), and the local communities. These inter-linkages exist both within and with other regions to form the mountain tourism value chain (*ibid*).

The tourism revenue received is crucial to both regional and national development. The local communities in mountain regions are an important component of the mountain tourism activity as they are the residents of the tourism destination, and they often interact directly with the tourists during their stay. They are also significant in provision of various tourism goods and services through local enterprises, giving information to the tourists, providing cultural experience, among others (Nepal

,2002). They are therefore in a position to experience both the positive and negative impacts of mountain tourism.

Countries around the world have benefitted from mountain tourism for centuries. In Switzerland, mountain regions constitute two thirds of the country's total surface area. The Swiss mountain regions generate 87% of social income for themselves; contribute 32% of Swiss electricity production and register 20 million overnight stays per year (Swiss Development Cooperation, *et al.*,2012). The Swiss citizens are also avid travellers in their own country, accounting for almost half of total overnight stays in 2009. In the Nepalese Himalayas tourism is a boom to the local economy. Lodges and restaurant owners, porters, guides and staff are overwhelmingly from local villages (Nepal, 2002). Almost 70% of mountain tourism agencies in the Mt. Everest region are owned either fully or partially by local people. During high peak season 65,000 trekkers provide seasonal jobs for more than 50,000 people in Annapurna. Ethnic groups like the Gurun have become affluent as a result of mountain tourism. Young people in the Annapurna region have also been returning back to their home villages due to these opportunities (*ibid.*).

Many mountain regions in the world have also seen a strong rise in living standards after tourism was introduced. In the Alps, for instance, tourism development since the 18th Century has completely transformed poor alpine agricultural settlements into prosperous mountain resorts and villages. International tourism has become a pillar of national economies and one of the prime catalysts for development in many alpine countries. Austria, for example, is currently the 10<sup>th</sup> most visited country in the world and one of the 12 richest countries in terms of per capita GDP (IMF, 2009) receiving over 18 million tourists per year, both in winter and summer, contributing to at least 10% of Austria's overall GDP (Austria, 2010). In Switzerland, tourism plays a similar role (Johnson, *et.al.*, 2008). Recognizing the crucial role of tourism in the economic performance of the Alps, an Alpine Convention was signed in 1991 by most of the Alpine countries agreeing to implement tourism protocols to safeguard tourism as the basis for the standard of living and economy of the local people, while at the same time ensuring its contribution to the overall protection and sustainable development of the Alps (European Union, 2005)

Despite tourism's huge potential, ICIMOD found out that it contributed little to poverty reduction in many mountain regions (ICIMOD, 2013). This thus prompts the question of investigating the cause for this despite the high visitation numbers to these areas. The need to address mountain concerns and the potential contribution of tourism to mountain communities is being increasingly recognized. Agenda 21 of the UN Conference on Environment and Development (UNCED) stated that the fate of mountains may affect more than half of the world's population and acknowledged mountain tourism as an important component in sustainable mountain development and conservation (UNDESA, 1992).

In Kenya, tourism is the second highest foreign exchange earner contributing about 10% of the country's Gross Domestic Product and is one of the six key sectors under the economic pillar of vision 2030 which aims to transform the country into a middle income nation by the year 2030 (GOK, 2008) . The country offers a variety of tourism products ranging from wildlife, beach, cultural and historical tourism, conference tourism, and mountain tourism.

Mt. Kenya is a major destination when it comes to mountain tourism activities in Kenya. It is part of the Central Tourist Circuit including the Aberdare National Park, and the lower savannah wildlife areas in the Laikipia County and beyond. The mountain is also a water tower, a cultural heritage, has a historical significance, and a major natural resource to the local, regional and national Kenyan community. Mt. Kenya is also endowed with rich biodiversity, has unique natural characteristics, landscapes, glaciers, climate, and other geographical features that have led to it being enlisted by UNESCO as a World Heritage Site under the natural category (UNESCO, 2013). These characteristics also make the mountain a major tourist destination where both local and international tourists visit to take part in various mountain tourism activities including mountain climbing, wildlife viewing, fishing, site-seeing, hiking, canoeing, adventure tourism, among others. This is made possible through seven climbing routes onto the mountain through the protected forest reserve and national park to the peak. Major towns of Nanyuki, Narumoru, Meru, Kerugoya, Chogoria and Embu, found at the base of these climbing routes offer major tourism services to these tourists. Accommodation facilities are also found both within the National Park and scattered within the Mt. Kenya region as well.

Contrary to international statistics discussed earlier, mountain tourism does not feature prominently as Kenya's major tourism revenue earner. It rallies behind destinations offering the wildlife and beach safaris, which have attracted mass tourists and revenue compared to the mountain region. The government of Kenya has since proposed a change from the traditional wildlife and beach tourism towards alternative destinations that have had a long standing history of alternative forms of tourism, yet display meager contribution to the development of these regions (GOK, 2008) Mt. Kenya was identified as one of these regions.

### **1.1 Problem Statement**

The Kenyan government has in the past formulated policies aimed at diversifying the country's tourism product from the popular coastal and wildlife tourism to include other types of niche tourism in other regions in the country. The main reason for this was to spread tourism earnings widely throughout the country as well as enhancing linkages between tourism and other economic sectors to curb leakages and stimulate multiplier effects. Mountain tourism was one of the activities mentioned as a way of opening up high potential yet less visited areas like the Mt. Kenya region (GOK, 2006). However, there is a gap in these policies when it comes to the significance of mountain tourism to the overall development of the Mt. Kenya region, and how this can be used to enhance the living standards of the communities within the region.

The National Tourism Policy (2006) singles out the former Central Province, where Mt. Kenya is located as having potential in the development and promotion of local handicrafts like wood carving, beadwork, painting and drawing, basketry, weaving, clothing, ornaments and jewellery as means of spreading tourism benefits more widely in the local communities. The potential of mountaineering as one of the niche tourism products has also been highlighted (GOK, 2006). The policy however does not provide region-specific strategies in meeting these objectives, but rather provides broad and generalized strategies that would apply to other identified regions like Western and North- Eastern Provinces. This should have been a key area of focus, since region-development dynamics vary with different regions. The mountain tourism product displays unique characteristics that need to be studied, and development policies ought to reflect these characteristics.

Tourism in developed countries favors regional development driving forces like finance and infrastructural activities, energy supply and especially contributes to development of peripheral areas. Simultaneously, the installation of few regional tourism centers neglects other parts of the region, leading to unequal development and possible conflicts of inclusion and exclusion. This observation is quite evident in the Mt. Kenya region whereby the Western side of the mountain ( Nanyuki and Narumoru) receive more benefits from tourism in comparison to the Eastern sides of the mountain (Meru, Chogoria, Kirinyaga and Embu), in spite of the existence of the Chogoria and Meru climbing routes.

In previous studies conducted on the implications of tourism in the Mt. Kenya region, several observations have been highlighted to indicate the minimal role that tourism plays towards regional development of the region;

1. **Employment:** Tourism creates opportunities only in the lower cadre jobs for the local population which are characterized by their temporary nature and low-income. The few permanent and higher ranking positions in tourism establishments especially management level are often occupied predominantly by executives from outside the region (from Nairobi and other countries);
2. **Trickle-down effects:** That while tourists purchase small amounts of locally-grown staple foods, most of the goods are imported from Nairobi and other major towns outside the region. The only identified locally-based organizations that benefit from tourism are in the field of transportation, maintenance and construction;
3. **Inter-cultural exchange:** Tours and safaris to Mt. Kenya are organized with very minimal interaction with local population;
4. **Social development:** Social institutions (orphanages, hospitals, schools etc) are funded through revenues of the national parks, but the region lacks locally based schools focused on tourism for better qualified local personnel;
5. **Business organization:** A few large tour operators and lodges monopolize tourism in the region. (Neuburger & Steinicke, 2012)

Studies previously done on the benefits of mountain tourism towards the development of the Mt. Kenya region have concentrated on the direct benefits received, giving a somewhat narrow and vague picture on how the tourism dollar literally flows within

the region. Whereas the direct benefits of tourism can be easily observed, there are many levels of indirect benefits received by various players within the region that may not even be aware that they are linked to the tourism industry. These linkages that can be recognized through mountain tourism value chain mapping are relevant in providing a realistic image and affirming the hypothesis that even though the direct benefits may seem to be minimal, there might actually be significant indirect benefits trickling down from tourism activities in the Mt. Kenya region.

In spite of the growing importance of tourism as a key industry, little information is available on the holistic economic impacts and the pathways through which these impacts are affected in the Kenyan economy. Without information on how tourism as a complex industry is linked to the other sectors of the economy within the Mt. Kenya region, policy makers will be at a loss on how to effectively stimulate its growth, develop capacity, and enhance its positive impacts. This study therefore aims at contributing towards filling this knowledge gap by mapping the mountain tourism value chain to highlight both the direct and indirect contributions of the activity towards the region's development.

### **1.2 Purpose of the Study**

The study will assess the contribution of mountain tourism to regional development in the Mt. Kenya region through studying the mountain tourism value chain with a view of tracing the extent of backward linkages of the mountain tourism product and services. This will be achieved through establishing the key activities, attractions, and facilities linked to mountain tourism within the region, the services and goods needed, and the direct and indirect jobs created in delivering these needs. This will be crucial in identifying the key stakeholders that are involved in the mountain tourism industry in the region, the other key economic sectors that contribute to the same, and the spatial inter-linkages existing between them. The study will also look at the benefits received at each level of the supply chain and the utilization of the same.

The outcome of the study is thus expected to contribute to the knowledge of understanding of who is involved in mountain tourism, their roles, and the benefits they receive from their involvement and the subsequent contribution to regional development in the Mt. Kenya region. This will be instrumental in identifying the

scope for new recommendations for both spatial and non-spatial improvements of mountain tourism-related activities in the Mt. Kenya region.

### **1.3 Research Questions**

The study was seeking to answer the following questions:

1. What is the nature and characteristics of mountain tourism in the Mt. Kenya region?
2. What is the mountain tourism value chain existing in the Mt. Kenya region?
3. What are the direct and indirect benefits received from mountain tourism in the region?
4. What are the gaps existing in the mountain tourism value chain?
5. How can mountain tourism be improved to enhance its contribution towards sustainable regional development in the Mt. Kenya region?

### **1.4 Research Objectives**

The main focus of this study is to assess the contribution of mountain tourism to regional development in the Mt. Kenya region.

The specific research objectives to guide the research therefore will be:

1. To assess the nature and characteristics of mountain tourism in the Mt. Kenya region;
2. To map the mountain tourism value chain existing in the Mt. Kenya region;
3. To assess the direct and indirect contribution of mountain tourism to regional development in the Mt. Kenya region;
4. To identify the gaps in the mountain tourism value chain; and
5. To propose spatial and non-spatial planning interventions through which mountain tourism can be used to enhance sustainable regional development in the Mt. Kenya region.

### **1.5 Assumptions of the Study**

The study made assumptions that;

1. While tourism has been hailed as a major contributor towards development in Kenya, mountain tourism has not been recognized as a unique form of tourism capable of meeting the country's development goals;

2. Mt. Kenya region could represent a significant area from which the unique contribution of mountain tourism towards development can be appreciated.

### **1.6 Justification and Significance of the Study**

The concept of regional development is crucial now more than ever especially with the devolved government that has seen the establishment of the new county system of administration in Kenya. There is need to understand a particular region's key resources and how they can be utilized sufficiently to reap maximum benefits for regional growth and development, linking it to the region's unique development challenges and goals. Lack of undertaking a comprehensive investigation of the role that mountain tourism plays in regional development will lead to under-utilization of the region's resource potential, which will consequently lead to less development.

Tourism has been noted as Kenya's second highest foreign exchange earner offering a wide array of tourism products ranging from beach, wildlife, adventure, cultural, conference, mountain, among others. The Mt. Kenya region was noted in the National Tourism Policy (2006) as an area of focus in line with the policy's agenda for developing alternative forms of tourism and ensuring balanced tourism development in the country. Mountain tourism is therefore a key niche tourism product that needs to be studied in order to provide the relevant data to inform the process of implementation of related development policies.

The importance of empirical data has been noted as a very significant element when it comes to regional planning and development, as planning without data would be planning blindly. The National Tourism policy of 2006 noted this deficiency by stating that Kenya's tourism industry has deficiencies in the existing tourism information system and the country's inability to quickly but accurately evaluate the immediate impact of tourism. The policy notes that both qualitative and quantitative research is needed to answer key questions about the impact of tourism in Kenya towards the creation of Tourist Satellite Account (TSAs) that will enable proper and effective planning for tourism regions. The strategies highlighted in the policy especially when it comes to mountain tourism will benefit greatly from an analysis of the mountain tourism value chain existing in the Mt. Kenya region as a way of measuring the contribution that this form of tourism is making to regional development.



This study is therefore significant as it investigates how mountain tourism has been factored in regional development in Mt. Kenya region. It is also appropriate in contributing towards regional planning policy that is considerable of region-specific challenges and solutions.

### **1.6.1 Justification for Choice of Mt. Kenya Region**

Mt. Kenya is the highest mountain in Kenya and also the second highest mountain in Africa after Mt. Kilimanjaro, standing at a height of 5,199m above sea level. The mountain is also richly endowed in both biodiversity and beautiful landscape. Its key attractions, coupled with the fact that it is a snow-capped mountain located on the equator have made it a major tourist attraction to both local and international tourists visiting the country, and the main mountain tourism destination in the country. The mountain assets provide unique attractions that pull tourists to engage in various activities like mountain climbing, wildlife viewing, site seeing, nature walks, golfing, among others. The mountain is also linked to other tourism attractions in the neighboring regions forming the Central tourist circuit.

The tourism industry in the region has existed way before the gazettelement of the Mt. Kenya National Park in 1945. There are various tourism facilities, infrastructures and enterprises to serve the tourist needs located within the main towns of Nanyuki, Meru, Embu, Kerugoya, Narumoru and Chogoria as well as within the Mt. Kenya National Park and Forest reserve. These towns are also main suppliers of the tourism services and goods towards meeting the needs of mountain tourists. The local community population is also involved in the provision of these services through porters, guides and cooks, employment in the tourism industry, supply of goods to tourism facilities, among other activities.

Mt. Kenya has local, regional, national and international significance when it comes to development issues. It is one of the major water towers in the country being the source of many rivers which supply the local and national population, some which flow all the way to the Indian Ocean. The mountain is also a symbol of identity for the country as well as the local Mt. Kenya communities and has a rich historical significance. It has also been internationally recognized as a UNESCO biosphere reserve in 1978 and a World Heritage Site in 1997 by UNESCO.

The Mt. Kenya region is one of the most populous regions in Kenya with a population of 3,094,125 according to the 2009 census. These people rely heavily on the mountain resources for their survival and pose a great threat to the ecosystem. Cases of encroachment, water disputes, poaching, logging, forest fire among other are just a few of the consequences. There is dire need for sustainable economic activities within the region to ensure that the economic needs of the people are met with due consideration for environmental well-being and social empowerment. ICIMOD (2013) identified tourism as a promising adaptation strategy providing mountain communities with alternative livelihood options since these regions are known to have major development challenges exacerbated by climate change, environment degradation and increasing rural-urban migration, all which are experienced in the Mt. Kenya region, making traditional livelihood options in agriculture unsustainable. Mt. Kenya therefore presents a fitting area that will enable the study to meet the identified objectives.

## **1.7 Scope of the Study**

### ***1.7.1 Spatial scope***

The focus of this study was the Mt. Kenya region which in a general view is expansive and can be administratively defined to include all counties whose outer boundaries touch on Mt. Kenya. These counties include Nyeri County (3,337.1 km<sup>2</sup>), Kirinyaga County (1,437 km<sup>2</sup>), Embu County (2,818 km<sup>2</sup>), Meru South and Meru North Counties (both 6,936.2 km<sup>2</sup>). However, for purposes of this study, the study area was delimited according to a variety of criteria that would ensure that the findings of the study was reflective of the situation in the entire Mt. Kenya region.

The study area was selected due to the heterogeneity of the mountain tourism elements it represents, and the intra and inter-regional linkages it displays. Narumoru and Nanyuki towns were selected as key urban areas supplying the main mountain tourism goods and services in the Mt. Kenya region. The towns are the base towns for the most preferred climbing routes to Mt. Kenya (Sirimon and Narumoru routes). They also provide the main accommodation facilities and tourism services utilized by mountain tourists. The study area also included the Chaka area where different forms of mountain tourism activities aside from mountain climbing are experienced.

The study area is also connected to the Nairobi-Isiolo highway, which is preferred by tourists en route to Samburu National Reserve and other tourism attractions within Laikipia county like Lewa conservancy, Ol Pajeta conservancy, among others.

The study area also included the rural areas where some of the tourism infrastructure is located, and residents interact with the tourism industry either directly or indirectly. This aimed at providing a holistic view of the mountain tourism value chain that will be a representation of the entire Mt. Kenya region.

### ***1.7.2 Theoretical scope***

The research was pegged upon main regional development planning theories that seek to explain the concept of regions, regional development dynamics, the spread of development through of particular industries and the necessary intervention measures needed to cope with regional development setbacks. The regional development theory adapted for this study was the growth pole theory developed by Perroux with contributions from Boudeville and Hirshmann. The theory was discussed focusing on the multiplier effect (through the direct and indirect contributions) as a means of spreading development brought about by tourism activities as a ‘propulsive’ industry.

This study therefore focused on Mt. Kenya as a node for regional development in the region. Mountain tourism was viewed as a ‘propulsive industry’ with intra and inter-regional linkages through which multiplier effects of tourism activities spreads development across the region. The study explored the possibilities of tourism development growth centres within the region to facilitate the working of the trickle-down effects of mountain tourism in the area.

The study looked at three levels of analysis corresponding with the mountain tourism value chain; the main mountain tourism facilities (accommodation facilities, the Mt. Kenya National Park and curio shops); the direct service providers (employees, porters, guides and cooks, tour operators) and the indirect service providers (households level). The relationship between these groups and the subsequent benefits received from mountain tourism was assessed towards ascertaining the trickle down effects of tourism in the Mt. Kenya region.

## 1.8 Definition of Key Terms and Variables

**Development:** Simon (1990) defines development as a multi-faceted process whereby the quality of life and “personality” of individuals and groups improves. This embraces the social, cultural, economic and political facets, qualitative as well as quantitative variables, and is often difficult to measure empirically. It cannot be equated by purely economic development.

**Regional development** is the complex interaction between territorialized relational networks of human activities that are articulated to lead to rapid economic growth, social change, equitable distribution of the fruits of economic development and a better physical and human environment for living (Coe,*et al.*, 2004).

**Sustainable mountain tourism development:** Development which meets the needs of the present tourist and host regions while protecting and enhancing the opportunity of the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity and life support systems (Kruk, , 2009).

**Mountain Region:** Sub-national division of a space delimited in terms of the physical criteria of areas whose boundaries are within a mountain and its immediate surroundings. It has homogenous social, physical, economic characteristics containing functional inter-linkages between various economic sectors towards the development of the defined area (Godde , 1998).

**Tourism:** ‘the activities of people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes not related to an activity remunerated from the place visited’ (World Bank, 2010)

**Tourist:** A person travelling to and staying in a place outside his or her usual abode for more than twenty four hours, but not more than one consecutive year for leisure, business or other purpose, not being a work-related activity remunerated from within

the place visited (Godde , 1998). In this study, a mountain tourist will be an international or domestic visitor (including residents), who has travelled to the Mt. Kenya region for the purposes of taking part in mountain tourism activities available in the Mt. Kenya region.

**Tourist Product:** A good or service which contributes to the total visitor experience in a tourism destination area. This may include attractions, accommodation facilities, entertainment facilities, travel infrastructure, tourism information, etc (Rajashekariah & Chandan, 2013).

**Mountain tourism:** Mountain tourism is not a specific type of tourism, it refers to any type of tourism activity taking place in mountain areas in a sustainable way, and includes all tourism activities for which mountains manifest a comparative advantage, such as trekking, mountaineering, white water rafting, cultural tourism, and pilgrimage tourism (Kruk *et al*, 2007).

**Tour Operator** is an individual or organization who acts as the mediator between the consumers and the suppliers of the tourism product. A tour operator's main functions are primarily to reduce information and transaction costs to the consumer and to reduce promotional costs to the supplier. Its ability to make a huge volume of bookings of hotel rooms leaves little space for hotel operators to dictate the price, and as such it profits from the huge number of customers involved in its business transaction. Nonetheless, the huge number results in a lower price gained from the customers (Rajashekariah & Chandan, 2013).

**Tourism Infrastructure:** The facilities that support mountain tourism activities in the Mt. Kenya region like hotels, roads, airports, telecommunication among others (Godde , 1998).

**Host Community** is the people who live at a tourism destination and interact either directly or indirectly with tourists visiting the area (Godde , 1998). In this study, the residents of the Mt. Kenya region constitute the mountain tourism host community.

**Tourism destination:** A geographical location with tourism attractions e.g beaches, mountains, parks, among others (Godde , 1998). In this study, the Mt. Kenya Mt. Kenya region including the National park and reserve, the urban and rural areas linked to the tourism activity is the tourism destination.

**Mountain Specificities:** Important conditions characterizing mountain areas which for operational purposes, separate mountain habitats from other areas (Jodha, 1989)

**Multiplier effect:** fundamental mechanisms of local and regional development and occur when one type of economic activity affects another (Domansk & Gwosdz, 2010). In this study, it involves the effect that the mountain tourism has on other economic activities within the study area.

**Direct effect:** This is the result of total spending by residents, non-residents and the government of the Mt. Kenya region for mountain tourism services directly linked to tourists for example, transportation from hotels, food and beverage, tips, wages and salaries among others (WTTC, 2013).

**Indirect effect:** entails the jobs supported by “collective” spending by the government, residents and investors that helps the mountain tourism activities, but impacts the community at large indirectly. For example roads leading to tourism areas, security in tourism spots, sanitation services, power supply to tourism facilities. Indirect effects will also entail direct purchases of goods and services by sectors dealing directly with tourists within the region, for example, purchase of fruits and vegetables by accommodation facilities within the region (WTTC, 2013).

**Induced effects:** entails the measure of jobs supported by the spending of those who are directly and indirectly employed by the mountain tourism industry (WTTC, 2013).

**Tourism Value chain:** value chain covers all elements of providing goods and services to tourists, from supply of inputs to final consumption of goods and services, and includes analysis of the support institutions and governance issues within which these stakeholders operate (Ashley & Mitchell, 2009).

## **1.9 Organization of the Report**

**Chapter one** provided an insight into the background of the study, bringing into focus the research problem. The purpose of the study, research questions, research objectives, hypotheses, assumptions, justification, scope of the study and definition of key terms have been given.

**Chapter two** will provide a detailed discussion on key variables in the study from the relevant literature. The concept of regions and regional development; the concept of mountain tourism; components of mountain tourism product; stakeholders involved in mountain tourism product development; the mountain tourism value chain; direct and indirect benefits of mountain tourism; relevant case studies; and the policy framework. The chapter concludes with the synthesis of the key concepts summarized in a theoretical and conceptual framework.

**Chapter three** will provide a detail of the research methodology to be used in conducting the research including the study area, research design, research population, sample size, data collection methods and data analysis.

**Chapter four** will provide a discussion on the background to the study area. The physiographic, drainage, population, tourism resources, activities, as well as the existing situation when it comes to mountain tourism will be discussed.

**Chapter five** will provide a detailed analysis of the research findings through a presentation of charts, maps and tables as an interpretation of the data from the field survey.

**Chapter six** will discuss the emerging issues in the context of the conceptual framework, their cause and effect, the planning and policy implications and recommendations towards improved mountain tourism-based regional development in the Mt. Kenya region.

**Chapter seven** will provide a summary and conclusion of the main issues from all the sections the whole thesis and areas for further research will be recommended.

The **Reference** and **bibliography** will detail all the material referred to in the report. An appendix of the research tools will be attached along with additional relevant material from the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The introductory chapter identified mountain tourism as a key contributor towards development within mountain regions. The chapter further identified general and specific questions to guide the study. This chapter will therefore look at the literature review in relation to; a) The nature and characteristics of mountain tourism b) Tourist destination host community c) The concept of a region and regional development; d) Mountain tourism and regional development; e) The mountain tourism value chain f) Spatial and non-spatial planning interventions that can be used to increase mountain tourism's contribution towards regional development as reflected by best practices from several case studies g) Policy review and h) Theoretical framework . This will form the basis for development of a conceptual framework which the study will use to explain the relationship between the key variables in the study.

#### **2.1 The Nature of Mountain Tourism**

This section will discuss the aspects that constitute mountain tourism as a unique form of tourism.

##### ***2.1.1 Defining mountain tourism***

Tourism is an activity that has been present since time immemorial, and has been best defined by World Bank (2010) as 'the activities of people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes not related to an activity remunerated from the place visited'. Tourism hence involves the movement of people for various reasons to engage in certain activities outside their usual environments. There are various types of tourism defined by the activities the tourists are planning to engage in, and they include among others wildlife, beach, religious, conference, research, cruise, among others. Mountain tourism is therefore a type of tourism with unique attractions, activities, infrastructure and equipment, requiring special services as well.

Sirse *et. al.* (2005) define a tourist destination as a 'spatial zone in which there is a certain concentration of the tourist resources and capacities, which is accessible by means of transportation and which can be toured using the local transport network and which is recognizable in the eyes of a tourist as having a certain image.' Development



of tourism is aimed at concentration of larger tourist destinations with common recognizable image, common marketing, and joint technical solutions like reservation system.

Mountains come second only to coastal and islands as popular tourist destinations generating 15-20% of annual global tourism or 70-90 billion USD per year (UNEP, 2007). These statistics place Mt. Kenya as having a potential to be among the top foreign exchange earning activities in Kenya, and yet the current situation is quite the opposite, with mountain tourism contributing minimally compared to other tourism activities like wildlife safaris, beach tourism, among others.

Mountain tourism is therefore not a specific type of tourism, it refers to any type of tourism activity taking place in mountain areas in a sustainable way, and includes all tourism activities for which mountains manifest a comparative advantage, such as trekking, mountaineering, white water rafting, cultural tourism, and pilgrimage tourism (Kruk, *et.al.*, 2007). By virtue of the fact that tourism activities are taking place within a mountain region, one can be said to be engaging in 'mountain tourism'.

Godde (1998) further expounds that mountain tourism depends on and is influenced by a number of special features related to high altitude and relative isolation. This is due to the special mountain characteristics that enable tourists to have a different kind of experience. Mountain tourism is comprised of mass tourism to popular sites, the ski industry, adventure tourism (trekking, climbing, rafting), cultural tourism, ecotourism, and pilgrimage.

The elements that attract people to mountains are clean air, diverse landscapes, rich biodiversity and unique cultures which are all under threat due to poor management and non-sustainable tourism UNEP (2007). Travel to mountain areas which already attracts up to 20% of global tourism is increasing rapidly as a growing number of tourists are attracted to the mountain attractions. This growth provides important benefits to local communities and national economies. Mt. Kenya has unique features relating to its physiographic features, vegetation, climate, biodiversity, and the culture of the resident communities, connectivity, among other aspects that could explain its attracting various tourists both locally and internationally.

Common mountain tourism activities as noted by UNEP (2007) include;(1) Nature walks (2) Land-based adventure activities like cycling, mountain biking, quad biking, horseback riding, canyoneering, rock-climbing, ice-climbing, hang-gliding and caving (3) Fresh-water based recreational activities including river tours, canoeing, sailing, wind-surfing, kite-surfing, kayaking, rafting and fresh water fishing and (4) Snow-dependent recreational activities including cross-country, downhill glacier skiing, snow scootering and tobogganing.

Ecotourism is another concept of mountain tourism. Nepal (2002) defines eco-tourism as involving travelling to relatively undisturbed and uncontaminated natural areas with the specific objective of studying, admiring and enjoying scenery with its flora and fauna as well as existing cultural manifestations found in these areas.

Mountain tourism can therefore be taken to include various forms of activities that take place within a mountain area, which varies with different destinations. The study will therefore aim to investigate the various forms mountain tourism taking place specifically in the Mt. Kenya region. This will be significant to understand how these activities are contributing towards the region's development, as well as the non-existing activities that have the potential to bring about even more regional development once they have been introduced.

### ***2.1.2 The mountain tourist motivations***

The reasons for selecting a particular destination may be varied and complex (Godde, *et al.*, 2000). Whether a tourist's motivations are secular or religious, mountains are a significant destination. (Price, 2002) notes that old forms of mountain tourism like pilgrimage still exist and have major influences on regional economies, giving an example of Hardwar- Rishikesh region in Himalayas which receives 9.3 million pilgrims per year.

Price (2002) continues to note that other reasons for choice of mountain tourism destinations include scenery, diverse culture, test of physical endurance, escape from everyday pressures of life and visit to sacred places for inspiration.

In further elaboration of motivations for engaging in mountain tourism, Odell and Lama (1998) note that guest motivations may not always match those of the host communities. Tourist interests tend to be short-term centering on ideas of receiving

the most service and best experience within a given timeframe and given price. In contrast, hosts often hope that the efforts they put into developing a tourism enterprise will have a long term payback, which depends in part upon the sustained prevalence of a sustained environment, a reasonable level of economic gain and sustained level of host community well-being. They continue to note that tourists' interests rarely meet the demands of long-term viability.

Comparing the main reasons why tourists select Mt. Kenya and not other destinations, with the Mt. Kenya local community's interests in mountain tourism, as well as their expectations may reveal a gap in the discordance of these two that may be a hindrance to receiving maximum benefits from tourism in the region.

### ***2.1.3 Mountain tourism package***

Mountain tours may be self-guided or led by tour guides. It may last hours, days or weeks and can involve a range of land, snow or fresh-water based activities. Temporary forms of accommodation such as tents or vehicles (camping) may be utilized. Equipment and provisions needed vary depending on duration of the walk, weather conditions, predictability of the weather, environmental conditions, among others. Availability of facilities such as toilets, food, water and shelter along the route also provide the much needed services during the various mountain-related activities (UNEP, 2007). These are the elements that constitute the mountain tourism package.

Mt. Kenya as a destination has several tourism packages aimed at catering to the various tastes and preferences of the different types of tourists. These packages each have different impacts on the region's economy, as sometimes the tourist will bring everything with them from their home countries while others may expect tour operators to supply equipment, clothes, transport and/ or lessons (UNEP, 2007). It will therefore be necessary to assess the effect of the different packages on offer for mountain tourists visiting the mountain region. This will also bring to light the kind of packages that can be encouraged, and those that are less beneficial towards a wider community benefit, which ought to be discouraged.

## **2.2 Mountain Tourism Host Community**

A host community can be defined as the people who live at a tourism destination and interact either directly or indirectly with tourists visiting the area Godde (1998).

Understanding tourism entails looking at it as a massive and complex interaction of people who demand a wide range of services, facilities and inputs (Godde, *et al.*, 2000). Tourism comprises of social networks with the purpose of achieving a number of goals including individual, social, cultural, political and economic aspirations. With the range of groups of people involved, those of host community and tourists are important for tourism as a whole hinges on the mutual benefits created and exchanged between these groups (Price, *et al.*, 1997).

A significant attraction for tourists in mountain regions is the diversity of culture. At the same time, however, tourism often threatens cultural identity and social stability, through such impacts as the commoditization of mountain cultures, inflation, and reallocation of resources. The money brought into a community via tourism can provide many benefits, but it can also cause significant disharmony and conflict within community life (Godde , 1998). The measure of the impact of tourism on the host community's culture in comparison to the element of 'culture' in the mountain tourism product as supplied by the local community will bring to light the imbalances existing between these two that would hinder the spread to tourism benefits throughout the region since culture is a sensitive aspect when it comes to interactions between tourists and host communities.

Livelihood opportunities for people in mountain areas are generally limited. Even when a country finds the opportunity to develop, such challenges may increase the development gap between mountainous and other communities. In many cases, the absence of sustained income for the mountainous communities may lead them to exploit local resources beyond the limits of natural regeneration. As a result, tourism is increasingly being regarded as one of the few alternative options that can create new jobs and reduce poverty for communities in remote, resource-scarce regions (Kruk, 2010). This aspect will be investigated in view of how mountain tourism features as a livelihood option for the Mt. Kenya community. What preference does the community give tourism in relation to other economic options available to them, and what is the effect of such preferences in the role played by tourism towards development of the region?

The participation of local stakeholders is a key factor in making sustainable tourism development programmes a success. The reason for this is simple: if local people are

not involved in tourism development strategies, they can obstruct the development process due to the lack of benefits they will accrue. Without local participation, tourism will fail to realize its full potential as a catalyst for the development of local communities and environments (Kruk, *et.al.*, 2007).

Local participation is not a one-time activity or event to ensure a project's success that can be checked off before a tourism development project starts. Ideally, it should be a process in which all beneficiaries have an active role in the identification and formulation of problems and opportunities, in the design and implementation of strategies, and in the monitoring and evaluation of results. Participation is intrinsically linked to the project cycle as it incorporates reflection and action and follows all the stages of the cycle from analysis, planning, and implementation to monitoring, based on which plans can be adapted (Kruk, *et.al.*, 2007). The aspect of local community participation in the planning and development of the mountain tourism product in the Mt. Kenya region will therefore be focused on the study to understand the extent of involvement in the planning process, and the effects of the same of the current situation in the area.

As a tool that brings empowerment to a community and sets a basis for sustainable development, community-based mountain tourism, then, suggests a highly responsible form of tourism through which the tourist experience, environment and community are all mutually benefited. Local communities thus take a leadership role in the planning, decision making, management and ownership of these mountain tourism projects. Policy makers have effectively assisted mountain communities by supporting local ownership and strengthening traditional stewardship roles toward mountain resources. Facilitating organizations, especially NGOs, have provided critical linkages to capacity building, marketing, planning and assessment resources. (Godde , 1998)

The final question relates to balancing community control with external forces (Godde, 1998). Most mountain communities rely to some degree on the financial, technical or managerial help of outside organizations. On one hand, highly influential outside forces, such as travel agencies and airlines, may not be concerned with conservation. Local communities with an interest in conservation may have little influence over destructive activities. On the other hand, when local interests are against conservation, outside interventions can be very helpful. How much and what kind of external assistance remains a question, especially when local communities see

such assistance as intrusive. The study will therefore place emphasis on the level of local community control over tourism issues in comparison with control by groups from outside the region.

### **2.3 The Concept of a Region and Regional Development**

This section will define the concept of ‘a region’, and how a region can be defined. This will lead to unraveling the concept of regional development. Further discussion on ‘tourism regions’ and how tourism contributes to regional development will provide a framework within which mountain tourism operates.

#### ***2.3.1 The concept of a region***

Various theorists have brought into focus the various criteria that can be used to define ‘a region’, which in most cases is viewed as an abstract location. McCall (2012) recognized that a region can be defined using a wide range of criteria, but common criteria includes spatial or geographical variables. Common too are social or cultural elements, the latter points raise questions of identity and attachment to place i.e regions can be defined by cultural factors. Identity is a powerful force in development of notions of regions.

According to Smith (1995), regions can be categorized into three: (1) a-priori regions, in which boundaries have already been created and assigned names, for example a named province or district within the Mt. Kenya area; (2) homogeneous regions defined by objective sets of internal similarities, for instance a “mountain region” and (3) functional regions—areas with a high degree of internal interaction, for example an area with high intra-business transactions. Linkages between the various tourism businesses within the Mt. Kenya area could therefore form a functional region.

Glasson (1978) in defining the concept of a region noted that as a method of classification, it has evolved through two distinct phases. The first phase, he stated is the ‘formal region’; a geographical area which is uniform or homogenous in terms of selected criteria. The earlier criteria used was predominantly physical (such as topography, climate or vegetation). Later, there was a shift to the use of economic criteria (such as industrial or agricultural types); social and political criteria (such as political party allegiance). More recently, he states, economic formal regions have been delimited on criteria such as income level, rate of unemployment and rate of economic growth.

The second distinct phase is the 'functional region' which he described as a geographical area which displays a certain functional coherence, an interdependence of parts, when defined on the basis of certain criteria (ibid). It is sometimes referred to as a nodal or polarized region and is composed of heterogeneous units, such as cities, towns and villages, which are functionally interrelated. The functional relationships, he continues to add, are usually revealed in the form of flows, using the socio-economic criteria such as journey-to-work trips or shopping trips linking employment or shopping centre with subsidiary centres.

Formal or functional regions, or a combination of both, may provide a useful framework for a third type of regional classification into 'planning regions'. Boudeville (1966) defines planning regions as areas displaying some coherence or unity of economic decisions. Keeble (1969) sees a planning region as an area which is large enough to enable substantial changes in distribution of population and employment to take place within its boundaries, yet small enough for its planning problems to be seen as a whole. Klaasen (1965) believes that amongst other things, a planning region must be large enough to take investment decisions of an economic size, must be able to supply its own industry with the necessary labour, should have a homogeneous economic structure, contain at least one growth point and have a common approach to an awareness of its problems.

Glasson (1978) concludes thus that planning regions are geographical regions suitable for the designing and implementing of development plans for dealing with regional problems.

A region may further be viewed as extending beyond national boundaries to incorporate other nations (Milne & Ateljevic, 2001), for example the European Union or the East African Community. Of importance when defining such a region is the selection of relevant characteristics and the specification of the degree of similarity that would cause an area to be included in the region.

Mountain regions can therefore be classified, not only as 'formal regions' as per their geographical characteristics, but also as 'functional regions' since they display a certain functional coherence and interdependence of parts consisting of heterogeneous units which are functionally interrelated. With this combination, mountain regions are also 'planning regions' whose problems can be seen as a whole.

The Mt. Kenya region can therefore be viewed as a 'formal region' according to its unique mountain characteristics based on its physical features, climatic conditions, terrain, vegetation and administrative boundaries of the five counties whose boundaries have a portion of the mountain. It can also be viewed as a 'functional region' where by the various systems existing in the form of economic activities like agriculture, tourism, commerce, trade, among others are interdependent and functionally related. In this view, it can be taken as a 'planning region' whose challenges can be seen as unique, warranting special planning focus, especially when it comes to mountain tourism as a unique economic activity in the area.

### ***2.3.2 The concept of a tourism region***

A tourism region is a special area which can be defined by the presence of tourism as one of the main activities present. While the practice has always been that countries, states, provinces, and other administrative regions are often carved up into tourism regions, not all locations can become tourist destinations. As David and Tozser (2009) note, there are basic criteria that have to be met for a region to become a tourist destination. According to Buhalis (2000) to qualify as a tourist destination, a region should possess the following qualities: (1) tourist attractions, e.g. natural and man-made features, heritage, and special events, (2) easy access, (3) tourist services, e.g. accommodation and host services, (4) product packages, (5) activities that can be experienced by the tourists during their stay, (6) public utility services, e.g. banks, telecommunications, hospitals.

Smith (1995) identifies a tourism region as a contiguous area that has been explicitly delineated as having relevance for some aspect of tourism planning, development or analysis. Most such tourism regions belong to a larger economic and administrative unit whose role is that of developing the region into a marketable tourism product (Saarinen, 1998). Such regions take the form of a-priori regions, often named after historical or current administrative and geographical regions, or just bearing names created specifically for tourism purposes. Such names are aimed at evoking certain positive qualities of the area and suggest a coherent tourism experience to visitors. In addition to drawing the attention of potential tourists, these tourism regions often provide tourists who are otherwise unfamiliar with an area with a manageable number of attractive options (Saarinen, 1998).



According to Saarinen (1998), once the discourse of a tourism region has been established, the parent region helps shape further development of the area. Eventually, if the region becomes successful as a tourism region, a mature stage in the development is reached where the “meaning and history of the destination are continually produced anew” in cycles of decline, reinvention, growth and stability.

The Mt. Kenya region can therefore be termed as a ‘tourism region’ owing to the presence of mountain tourism attractions and activities, access to the region and the attractions, availability of tourism facilities and services to meet the needs of the tourists, public utilities like hospitals, banks, information offices, among others, and tourism infrastructure. However, it can be noted that in spite of these qualities, the region has not been given special focus as a ‘tourism region’ in the country’s regional development policies. It has been seen as a ‘water tower’, ‘biosphere reserve’, a ‘world-heritage site’ but never as a ‘tourism region’ and more specifically, a ‘mountain-tourism region’. The study will therefore investigate the implications of this observation.

### ***2.3.3 The concept of regional development***

When the discipline of regional development emerged in the 1950s it had a strong economics basis and a focus on what firms did in regions and how their performance influenced a range of economic indicators: employment, profit, GDP and growth (McCall, 2012).

Towards the end of the 20th century, regional development became far more multi-disciplinary in its approach. Political science, public policy and sociology became critical disciplines alongside economics focusing more on the notion of what a region might be and how a range of factors – not just economic – shaped the idea of a region (McCall, 2012).

In the 21st century economic geography has joined the disciplines and the focus of regional development is more on the spatial dynamics of regions – as places to live, work and invest. The focus for the discipline is just as much on people as drivers of regional development as smoke stack industries, regional development agencies and firms. People with their knowledge and where and how they use that knowledge is a key focus for research in regional development.

Regional development has been discussed to be as a means to solve problems of particular regions, towards achieving rapid national development accompanied by social justice and environmental quality. The foundations of regional development have been hypothesized to lie in the spatial organization of human activities. Underlying these theories is the notion that the spatial organization of human activities can be so articulated as to lead to rapid economic growth, and social change, more equitable distribution of the fruits of economic development and a better physical and human environment for living (Misra, *et al.*, 1974). It has also been put forward that developmental processes are marked by two concomitant but opposite spatial tendencies, i.e concentration and dispersion. The centripetal and centrifugal forces lead to clustering and spread of human activities that constitutes the growth and development of that particular region (*ibid*).

Globalization has propelled new thinking in relation to regional development. Paradoxically, it has re-focused our attention on ‘the local’ in a global knowledge economy. This new context is represented by a re-shaping of our definition of regional development: “... a dynamic outcome of the complex interaction between territorialized relational networks and global production units within the context of changing regional governance structures” (Coe *et al.* 2004: 469). In summary, this emphasizes focus on dynamic; complex interaction; territorialized relational networks and; regional governance structures.

In this study, we therefore aim to look at how tourism is being used as a means to solve the problems of the Mt. Kenya region towards meeting the regional and national development goals. Through planning, mountain tourism activities can be spatially clustered or spread of territorialized relational tourism networks in a way that enhances regional development manifested through;

- Equitable distribution of the fruits of mountain tourism;
- Social change; and
- Rapid economic development as a whole.

#### **2.4 Mountain Tourism and Regional Development**

This section will discuss how mountain tourism contributes towards regional development of mountain areas.

#### ***2.4.1 Tourism and regional development***

The substantial growth of tourism activities worldwide clearly makes tourism one of the most remarkable economic and social phenomena of the past century. Since the 1980s, tourism in general has been one of the leading growth sectors in the global economy. It has been estimated that tourism now contributes 30% to world exports of services, 6% to all exports and 5% to world GDP (UNWTO 2010). The number of international arrivals shows a breathtaking evolution from a mere 25 million in 1950 to 880 million in 2009 (International tourism receipts grew to USD 944 billion in 2008, making tourism one of the largest categories of international trade worldwide (ibid). Tourism is one of the world's largest industries, employing approximately 235 million people globally and generating over 9.2% of world's gross domestic product (GDP) (WTTC, 2010).

Local or regional tourism destinations have been identified as the most important destination type on which to focus developmental initiatives including planning and marketing (Jang and Cai, 2002). The basis of such a regional tourism development strategy is the realization that each region has its own strengths and weaknesses in terms of its position in the minds of travellers. The strategy recognizes the varied needs, level of maturity and vision of each region and need for support within the context of the existing regional administrative units, as is the practice in successful destinations. This is significant as such units already have established structures that would be necessary for the success of tourism development initiatives. However, as Jang and Cai (2002) note, there is need for synergistic partnership between the central government and regional (county) governments in pursuit of sustainable tourism.

Tourism has been used as a strategy to promote regional development in both urban and rural areas (Oppermann,1992; Sharpley and Sharpley, 1997). For instance, William and Shaw (1991) illustrated the potential for tourism to bring development to economically neglected regions of European countries. The authors later noted that the suitability of tourism to play this role stems from its core aspects that (1) tourism is a product which must be consumed at the production point; (2) most forms of tourism are highly temporal; and (3) tourism is an industry subject to restructuring (Williams and Shaw, 1995).

Milne and Ateljevic (2001) contend that tourism developments have been constructed to act as growth poles to help stimulate regional development. In the context of core–periphery, tourism can be a means of obtaining economic development in peripheral regions with rich tourists travelling from the metropolitan centre to the periphery, bringing foreign exchange and creating jobs; thus tourism can act to redistribute wealth from the richer metropolitan areas to the poorer peripheral regions (Pearce, 1989). Porter (1998) suggests that the building of a tourism cluster in developing economies can be a positive force in improving outlying infrastructure and dispersing economic activity.

Further, tourism through its multiplier effect has demonstrated the capacity to promote regional development, create new commercial and industrial enterprises, stimulate demand for locally produced goods and services and provide a market for agricultural products (Kareithi, 2003). More so, the development of the sector leads to the provision of infrastructure which is necessary for the economic development of an area and can give it a distinctive image and identity that will benefit all its economic activities (ibid).

The National Tourism Strategy (2013-2018) identifies eight roles of tourism in Kenyan development. Firstly, through forward and backward linkages as tourism has an extensive multiplier effect. These linkages exist between key tourism sectors namely restaurant and accommodation services, while others include amusement parks, resorts, programme services, festivals and other cultural services, and camping sites; as well as the lines of business directly connected to tourism which include transport services (for goods and services), property and equipment maintenance, security, grocery trade, specialty trade, construction and building development services, production of food stuffs, food processing and waste management (GOK, 2013);

Secondly, the employment effect as tourism is labour intensive, with low barriers to entry and dominated by SMEs. Furthermore, the tourism sector employs a high number of women and young people than other industries (GOK, 2013) ;

Thirdly, tourism brings prosperity and well-being to regions as tourism is a regionally significant source of livelihood in Kenya. In absolute terms, the income and

employment impacts as well as the facilities of tourism are centered in the same regions as population and production thus benefiting local communities (GOK, 2013);

Fourthly, tourism boosts regions' growth potential as it is the only export business in which consumption takes place in the home country while being subject to domestic value added tax (GOK, 2013) ;

Fifth, tourism is a source of revenue for regions as tourism taxes can provide significant government revenues. E.g landing fees; departure taxes, park entry fees and use of public utilities (GOK, 2013);

Sixth, tourism contributes to image building of a destination when foreign travelers come to Kenya, interact with Kenyans and gain an understanding of what makes Kenya great they share these positive experiences with members of their own society, helping to improve Kenya's image abroad (GOK, 2013);

Seventh, tourism based facilities and the infrastructure required by tourism can also benefit resident communities as well as local development. Improving roads, water supply, electricity and communications can make a major difference to the lives of the local communities (GOK, 2013) ;

Finally, tourism can lead to sustainable development when carefully managed, as it is non-extractive and can support conservation measures, raise incomes and provide employment without denuding the country of its resource base (GOK, 2013).

The essence of regional tourism development has been recognized in line with the need to achieve sustainable tourism. According to the United Nations Commission on Sustainable Development (UNCSD), sustainable tourism can be a vehicle to empower local communities through the development of new employment opportunities, the enhancement of local economies, preservation of indigenous knowledge and practices, public awareness and education (UNCSD, 1999). While national governments should take a leading role in establishing tourism policy that reflects the overall development goal of the country, including coordinating the tourism marketing campaigns and broad-based product development that play such an important role in shaping tourism demand and behaviour (WTO,1994; Milne and Ateljevic, 2001), local or regional authorities still have a role to play in developing tourism in their respective areas.

As noted by Tosun and Jenkins (1996), unless there is a mechanism to manage and control tourism development at sub-national level, tourism growth may not be sustainable enough to contribute to national development, although it may continue to contribute to the balance of payments. However, in many countries, local regions through their local authorities have not been closely involved in tourism and have little experience of its planning, development and management (UNEP, 2003). This concern formed the basis for Local Agenda 21 adopted by the 1992 Rio Earth Summit that sought to provide a way for municipalities to ensure that businesses, including tourism, address their constituents' needs and operate in ways that enhance sustainable development.

#### ***2.4.2 Mountain tourism's contribution to regional development***

Mountains make up nearly a quarter of all land areas (24%) on earth and are home to at least 12% of the world's human population. They contain a variety of habitats, many of which have extremely high levels of unique biodiversity. The biodiversity of mountain ecosystems and uniqueness of many of their landscapes, animal and plant diversity represent important conservation value. Mountains also supply about 80% of global fresh water supplies and provide significant food, hydro-electricity, timber and mineral products to more than half of the world's population (ICIMOD, 2013). About 12% of the world's human population lives in the mountains, with 14% living next to or very near mountain areas and are dependent on their resources. Most of mountain communities are rural and most live in poverty. Mountain ecosystems hold important social, cultural, environmental and economic significance for the health of these communities and their close relationship with the land has helped them develop unique cultural identities, knowledge and skills. (UNEP, 2007)

In recent decades tourism has rapidly developed in mountain regions throughout the world, which has led to substantial economic, social and environmental changes (Price, 1992). The market for mountain tourism is nowhere near saturation point. The demand for trekking, hiking, camping, mountaineering, rock climbing, mountain biking, wildlife viewing, and other forms of non-consumptive mountain tourism activities is ever increasing leading to the rapid expansion of the mountain tourism adventure and recreation market (Kruk and Banskota, 2007; Nepal, 2003).

The advantages of mountain tourism on development have been discussed by Godde, *et al.* (2000), as being; (1) Sale of locally produced vegetables of crafts which provide income (2) Sale of crafts can increase pride in groups' heritage and increase opportunities for self-determination (3) Such income can provide supplementary income necessary for development of local infrastructure like education, communication, healthcare, among others (4) It can deter other more damaging form of development that strip mountains of their resources (5) Mountain tourism can be changed from cause of environmental degradation to a form of environmental restoration. In brief, mountain tourism contributes more than just economically to regional development. It also provides benefits related to the social, cultural, physical and ecological aspects which have been discussed by Todaro and Smith (2012) as significant elements of development as they contribute to the wholesome well-being of the community, and hence regional development.

It is also important to stress here that tourism development at the regional level must be viewed as a transaction process, incorporating both exogenous forces and the endogenous powers of local residents and entrepreneurs (Chang, *et al.*1996).In addition, for the development of competitive tourist products, destination communities and regions should also rely on networks and alliances between businesses and between the private and public sectors (Milne and Ateljevic, 2001). In this light therefore, the future competitiveness of regional destinations, and the development performance of tourism, will not simply depend on a destination's natural and cultural resource base, its ability to harness new technologies, or its depth of human capital (Fukuyama, 1995).

#### ***2.4.2.1 Economic contribution***

It is estimated that more than 50 million people visit mountains each year (Mountain Partnership 2008). The Food and Agriculture Organization estimates that mountains attract roughly 15 to 20% of the global tourism market (FAO, 2005). Relating this to the statistics of the United Nations World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC), this suggests that the overall value of the international mountain tourism market is between USD 140 and 188 billion per year and employs between 25 and 47 million people. These figures do not include the sizeable amount of domestic mountain tourists and pilgrims.

Tourism has a multiplier effect on overall economy as Sirse, *et al.*, (2005) quote it connects many economic sectors on a national and regional economy. The multiplier effect of tourist consumption is significant from the aspect of development of individual sectors that have to cooperate in creation of the tourism offer.

They quote WTO as specifying the following key areas in which tourism acts have multiplier effects; (1) Revenues from exports (2) Employment (3) Possibilities for development of rural areas (regions) through creation of businesses and the development of economic activities even in the least developed regions (4) Investments into infrastructure (5) Increase in tax revenues and decrease in government budget deficits (6) Increase in Gross Domestic Product (Sirse, *et al.*, 2005).

Tourism is an important economic activity in most countries around the world. As well as its direct economic impact, the industry has significant indirect and induced impacts. The World Travel and Tourism Council (WTTC) mention these economic benefits as highlighted in figure 2.1. The direct economic contribution of mountain tourism to regional development reflects the;

- a) ***'Internal' spending on mountain tourism*** - total spending within a particular region on mountain tourism by residents and non-residents for mountain tourism purposes.
- b) ***Government 'individual' spending*** - spending by government on mountain tourism services directly linked to visitors, such as cultural (e.g. museums) or recreational visitors (e.g. national parks) (WTTC, 2013).

The indirect and induced contributions constitute the total tourism contribution. The total contribution of mountain tourism includes its wider impacts on the economy (i.e. the indirect and induced impacts), in addition to direct impacts. The indirect contribution includes the GDP and jobs supported by:

- a) ***Mountain tourism investment spending*** – an important aspect of both current and future activity that includes investment activity such as the purchase of new aircraft and construction of new hotels;
- b) ***Government 'collective' spending***- which helps mountain tourism activity in many different ways as it is made on behalf of the 'community at large' – e.g.



tourism marketing and promotion, aviation, administration, security services, resort area security services, resort area sanitation services etc;

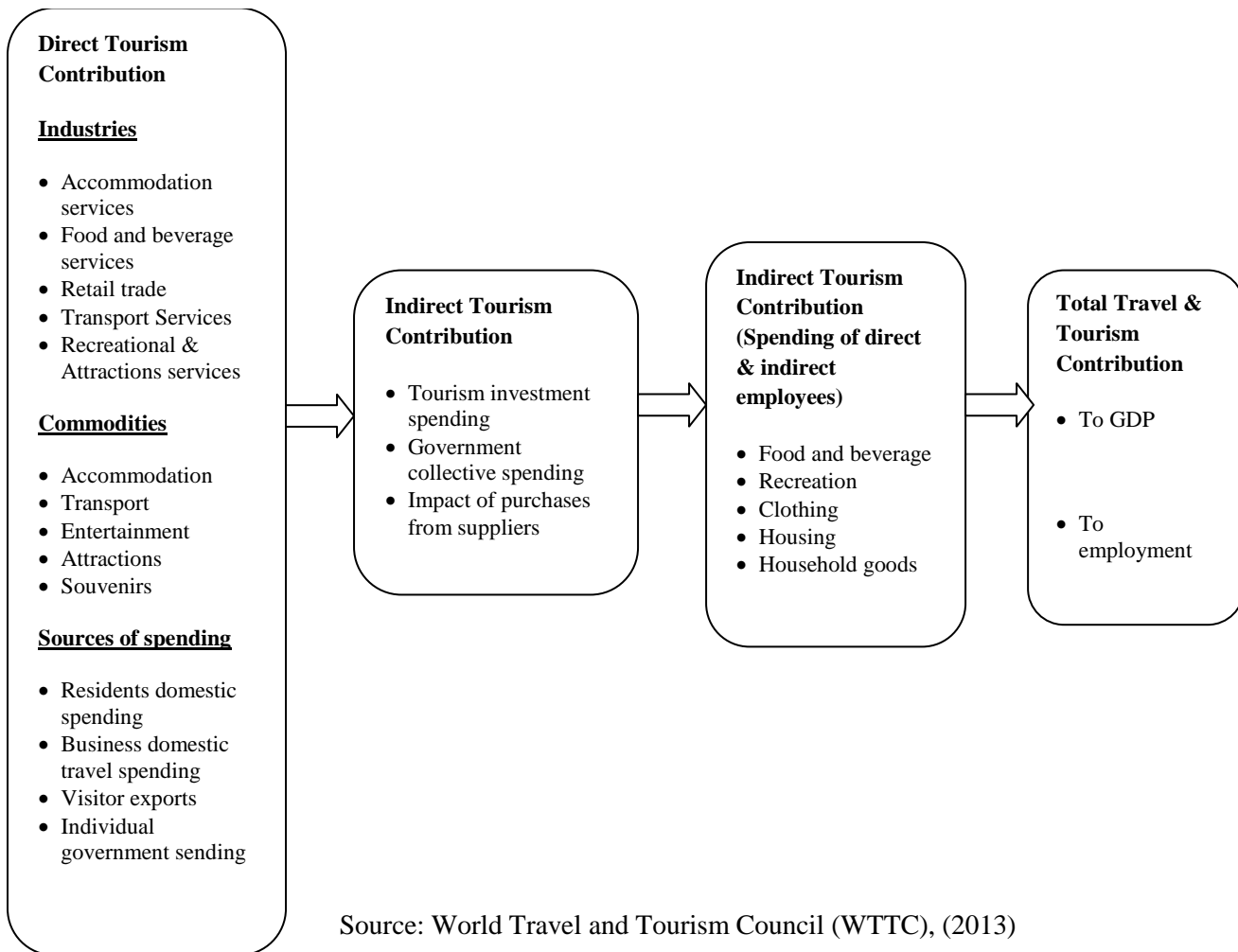
- c) ***Domestic purchases of goods and services by the sectors dealing directly with tourists*** - including, for example, purchases of food and cleaning services by hotels, of fuel and catering services by airlines, and IT services by travel agents. Imported purchases are not included as part of the indirect contribution as these represent leakages.

The induced contribution measures the GDP and jobs supported by the spending of those who are directly and indirectly employed by the mountain tourism industry.

Tourism employment figures in mountain areas may be assumed to be even higher than other forms of tourism as mountain tourism is generally more labour intensive than tourism in the plains, necessitating a greater number of support staff (porters, mountain guides, mule owners) to accompany trekking groups or mountaineering expeditions, and to carry supplies up to remote mountain tourism destinations not connected by road or air. Although these figures are merely guestimates, they suggest a great potential for mountain economies, many of which are relatively weak and unstructured and face disadvantages compared to the plain (Kruk, 2009).

Tourism generates jobs in business supplying goods and services to the industry for instance custom inspectors, servicing tourism and government services. It is directly and indirectly related with most of the world's industries including transportation, health care, food industry, goods and services, sports, advertising, adventures etc (McIntosh, *et al.*, 1995). This study will therefore look at how tourism generates employment in the Mt. Kenya region and the direct and indirect linkages with other industries as well.

**Figure 0:1: Economic Contribution of Mountain Tourism to Regional Development**



#### **2.4.2.1.1 The tourism revenue leakage**

Revenue leakage in tourism results when revenues obtained from tourism economic activities in host countries are not available for circulation or consumption of goods and services in the same country or region (Chirenje *et al.* 2013). This is the revenue that could have otherwise been retained in a region to advance its development goals, but instead trickles to other areas in the country and even beyond.

Higher rates of leakages ranging between 40-50% occur in most developing countries while lower rates of between 10-20% occur in most advanced and diversified countries. Tourism leakages tend to be high when the economy is weak and fails to produce the quantity and quality of services demanded by the tourism industry (Meyer, 2007).

Most developing countries have no data available on leakages in the tourism industry. Most leakage studies to date have focussed on the national scale, but it does not show

the recent trend in development to focus on poverty alleviation at the local level. Lack of empirical data to back up claims on the usefulness of tourism as a tool for economic development is a major setback (Chirenje *et al.* 2013).

In the study at Nyanga district in Zimbabwe, Chirenje, *et al.*(2013) identified the following as nodes of leakages in the tourism value chain;

1. ***Ownership of the hospitality sector***

This is through foreign ownership which reduces the capacity of tourism revenue from being retained in the local economy. Local people do not own shares in the hospitality service providers and as such had benefits limited to employment and selling products to producers and tourists at local markets. In the case of Nyanga, Ownership at the national level exacerbated intra-national inequalities which lead to creation of local elites who were as much exploitative as multinationals.

2. ***Bookings and purchases***

Bookings done through travel agencies and tour operators create major leakages. In the case study of Nyanga, Zimbabwe, major purchases for operations of hospitality providers was food and beverages (70%), Salaries (21%), maintenance equipment, cleaning chemicals (4%), serviettes, replacing broken cups, building materials (3%). The study indicated that 80% of goods and services purchases were Zimbabwean products. Hoteliers and other service providers got most of their food supplies from big cities instead of local markets due to quality, quantity and consistency.

3. ***Tourist spending traits***

The study indicate that when it came to purchasing souvenirs, tourists spent 40% of allocated amount on purchasing souvenirs sold within shops at hotels and not local markets.

4. ***Tourism employment patterns***

The study found out that majority of managers, supervisors, accountants, chefs and other senior employees were not from the local community but from the capital city-Harare.

5. ***Employee spending***

Majority of lower level employees spent income on food and other basic Household expenses purchased locally. Managers and other higher cadre employees purchased from local shops and larger shops outside the region.

6. ***Training*** was also a major cause of leakage, as the companies had to outsource due to lack of qualified local personnel. The local shops were also not able to provide necessary items to sell to customers.

Leakage levels according to Supradist (2004), can be classified as;

- ***International/ Import leakage:*** from purchases of wines, computers, cutlery, servicing machines, etc from outside the region;
- ***External Leakage:*** When hotels, guest houses and other tourism establishments have foreign ownership; and
- ***Pre-leakage:*** When bookings are done by Foreign Tour Operators (FTOs) prior to the trip.

Recommendation on managing and reducing leakages as proposed by Chirenje, *et al.*(2013) can be;

- Creation of strong and sustainable linkages by creating opportunities for locals to offer their products and services to tourism industry using skills and systems that are already established;
- Training and capacity building by the government; encouraging skills training in technology so that the country or region can have its own experts to service machines and encourage locals to try local dishes; and
- Local community participation through guiding and supply of goods and services. This would lead to strong individual and shared asset base for the local communities as well as improving share of profits.

The element of tourism revenue leakages is relevant to the study as it has been highlighted in several reports as being one of the major problems facing the Mt. Kenya region through reports by Neuburger and Steinicke (2012) and Degenhart *et al.* (2011), the study will therefore focus on highlighting the key revenue leakages as a setback towards mountain tourism's contribution to regional development. This will be crucial towards forming planning recommendations on how these can be minimized or eliminated to ensure maximum benefits remain within the region.

Agriculture has been identified as the mainstay of the Mt. Kenya region. However, inasmuch as mountain tourism needs to be promoted as an alternative source of livelihood in the region, Price (1992) noted that tourism activities can potentially reduce the amount of work done by men in agriculture for community benefits.

Mountain tourism may also lead to increases in land prices in land best for agriculture is often most desirable for developing new facilities for tourism. This is an observation that has been noted in Switzerland where the country loses more than ten farms weekly to tourism. Eventually, the agricultural industry, which is very significant to Kenya's economy, may be adversely affected. This is significant in the study, as the need to ensure that mountain tourism is integrated in the existing economic structure of the region, and not merely being promoted to replace the other better established activities like agriculture.

#### ***2.4.2.2 Social contribution***

The UNWTO identified seven mechanisms through which tourism can be used to alleviate poverty in an area;

1. **Employment** of the poor in tourism enterprises
2. **Supply of goods and services** to tourism enterprises by the poor or by enterprises employing the poor
3. **Direct sales of goods and services** to visitors by the poor (informal economy)
4. **Establishment and running of tourism enterprises** by the poor – e.g. micro, small and medium sized enterprises (MSMEs) or community based enterprises
5. **Tax or levy** on tourism income or profits with proceeds benefiting the poor
6. **Voluntary giving/support** by tourism enterprises and tourists
7. **Investment in infrastructure** stimulated by tourism also benefiting the poor in the locality, directly or through support to other sector.

The accommodation sector requires considerable numbers of staff, and so has the potential to provide employment for nearby communities. However, many jobs in the accommodation sector are low paid and involve long hours and difficult shift patterns. Because of the restricted length of the tourism season in some destinations, many jobs are temporary and insecure. There is also a tendency to employ non-local labour, especially in large hotels.

Improving working conditions and pay and encouraging greater employment of local labour, are all part of improving sustainability performance, and hotels and tour operators are starting to address some of these issues. There are examples of good practice on training and employing local people in hotels (such as Serena Hotels), or providing education for staff families (eg. Tongabezi Lodge in Zambia), and a range of smaller tour operators prefer to use locally-owned hotels with good standards rather than international foreign-owned hotel chains. These are significant observations that can be observed in the study area.

The mountain tourism industry can lead to the introduction of social classes. Interactions with external economies and institutions may lead to tourism not benefiting local people, much of the money spent by tourists benefit instead those who arrange travel and have access to capital needed to invest in land or tourism facilities (Price, 1992). If not well regulated, mountain tourism can lead to only a small cluster of people within the region receiving benefits, while the majorities are left out, creating an imbalance in development. This will form part of the main highlights of the study, as the recommendations would endeavor to ensure that the stakeholders in the mountain tourism industry in the Mt. Kenya region each gets a share of the pie.

#### ***2.4.2.3 Environmental contribution***

When it comes to the environmental integrity of a mountain area, the price of mountain tourism can be high, as it is one of the least regulated forms of tourism (FAO, 2005). Tourism development can cause visual damage to the landscape and can disrupt local cultures and traditional ways of life.

It can also upset mountain ecosystems which are the world's richest source of biodiversity and are the most fragile. Developing tourism infrastructure often involves destroying swathes of forests, planting electricity pylons and building roads and tunnels as well. In addition, proliferation of litter left by tourists scar the land and pollutes rivers. Such environmental degradation affects those whose livelihoods depend most on these natural resources-the mountain people.

Mountain tourism takes place in areas which are rich in natural assets, Mt. Kenya being well endowed. The study will therefore investigate how environmental integrity

is ensured towards the pursuit of improving the industry's contribution towards the region's development.

## **2.5 The Mountain Tourism Value-chain**

The mountain tourism value chain analysis was identified as a suitable tool to measure the effect of tourism on the development of the Mt. Kenya region. According to Kaplinsky (2001) and Wood (2001), Value Chain Analysis (VCA) describes the full range of activities which are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final consumers, including all process that added value to the productive process.

From an analytical point of view, the value chain analysis perspective is useful because of its ability to identify the activities providing higher value and how economic revenues flow within the productive chain. Value chain analysis focuses on the nature of the relationships among the various actors involved in the chain, and on their implications for development such as sustainability and competitiveness. (Humphrey & Schmitz, 2002 and Giuliani, *et al.*, 2005). The Mt. Kenya region has various players who have been identified in the study, who are involved at different levels in the delivery of the tourism product. It will therefore be significant to investigate the nature of these relationships and how they influence the relevance of the industry in the Mt. Kenya region.

Value Chain Analysis (VCA) can be perceived as an analytical tool that can be used to understand economic trends within a specific productive chain, recognizing value added at different stages of the delivery process (Giuliani, *et al.*, 2005). For tourism destination development, the typical value chain is the combination of services that contribute to the delivery of the tourism product/ experience (tour organization, accommodation, catering, entertainment, transport), in which local organizations (formal and informal) are involved (*ibid*).

Value Chain Analysis is a tool that permits a deeper look into economic flows and distribution within the tourism destination. Through this understanding, interventions for the mountain tourism industry in the Mt. Kenya region can be planned in order to improve local benefits and sustainable development through the strength of

destination governance and the implementation of economic mechanisms (Giuliani, *et al.*, 2005).

Types of value chain interventions at the Mt. Kenya destination level that can enhance benefits for sustainable and local tourism development may include (Adapted from, Giuliani, *et al.*, 2005):

- **Volume Increase:** More demand, more sales of tourism packages, food and beverages, crafts, etc.
- **Upgrade processes:** Better coordination and communication within, and between stakeholders (e.g. artisans, farmers)
- **Upgrade products:** Providing better quality service, products related to market demand
- **Add value:** through the diversification of product and service offers, sustainable development, reduction of transaction costs through technology and clusters development.
- **Reduce barriers to entry:** Through micro-credit, entrepreneurship development and facilitating access to technology.
- **Strength Innovation:** Through public-private partnerships, private cooperation and investments in research.
- **Increase Local Linkages:** By fiscal stimulus packages to enhance private sector buy from local suppliers and invest in local work force.

Value chain analysis aims to provide an understanding of how the tourism economic flows operate, what share of tourism expenditure reaches different groups of people in the destination, and to segment through the analysis, poor people, young people or/and women for example. Through this segmentation it is possible to identify short, medium and long term potential interventions that could increase the economic benefits of any or all of these target groups, or even contribute to the general competitive development of the Mt. Kenya tourism destination itself (Vignati & Laumans, 2009).

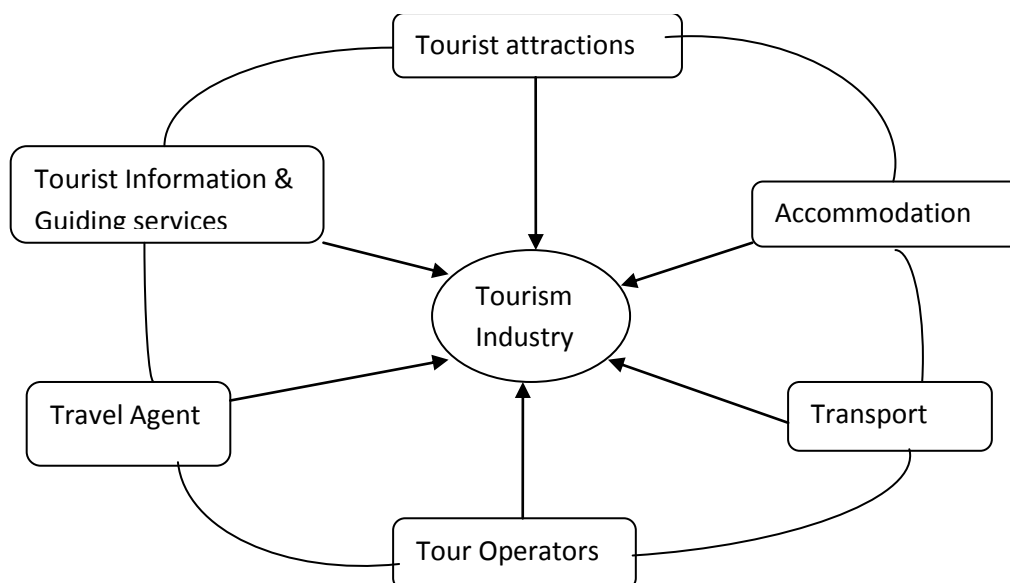
The tourism value chain generally integrates five productive activities or segments: accommodation, bars and restaurants, travel agencies and tourism operators, transports, and shopping. Within each segment, various supply chains can be distinguished and analyzed (Vignati & Laumans, 2009).



The tourism industry is primarily service and people-oriented. It is made up of businesses and organizations belonging to various other industries and sectors. In general, tourism industry comprises hospitality (related to accommodation and dining), travel (transportation services), and various other businesses which offer services and products to tourists.

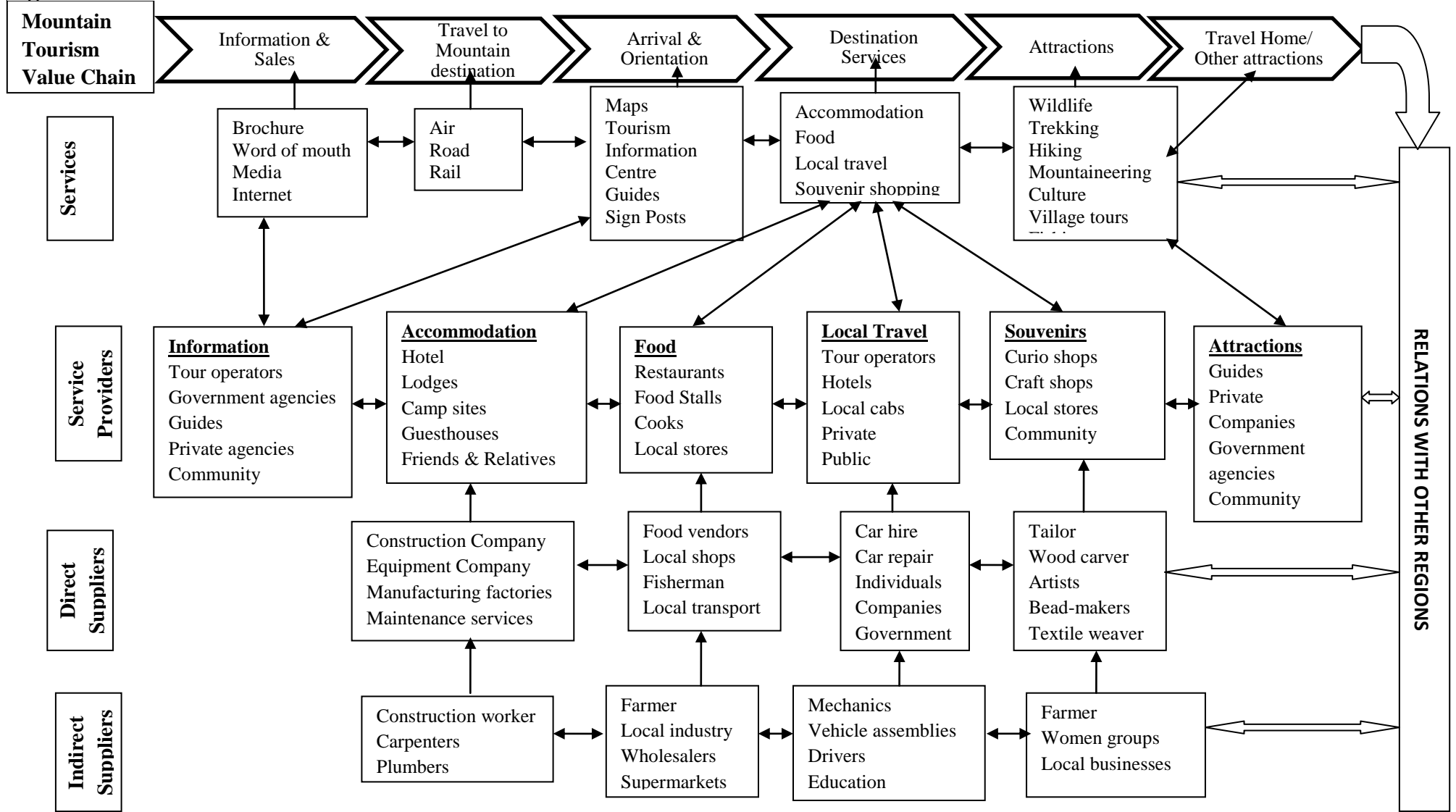
The interplay among the various businesses and organizations/persons offers an inclusive travel experience to tourists. As tourism continues to grow and more stakeholders engage with the sector, destination resources are utilized with an understanding that it leads to mutual gain across the sector. This results in investments for creating infrastructure, employment opportunities, direct income from tourists and the creation of varied services (Rajashekariah & Chandan, 2013). Thus, tourism can the Mt. Kenya region and garner efforts for local community development. However in a majority of cases, benefit is not fairly distributed across the tourism chain and as a result development efforts are often skewed, or resources misallocated, and so forth. Therefore, analyzing the Mt. Kenya mountain tourism value chain is essential to understand the degree of engagement of stakeholders in tourism and the economic model that operates there.

**Figure 0:2: Components of Mountain Tourism Industry**



Source: Rajashekariah and Chandan, (2013)

**Figure 0:3: The Mountain Tourism Value Chain**



Source: Kruk, *et al.* (2007) Pg. 48 “The Tourism Enterprise Chain”

## **2.6 Best Practice (s)**

This section will discuss three case studies from three different regions that display different levels of mountain tourism development and general characteristics. The discussion will include the Mt. Kilimanjaro region in Tanzania (Africa); The Swiss Alps in Switzerland (Europe) and the Nepalese Himalayas in Nepal (Asia). This will be prudent in highlighting how mountain tourism contributes to regional development in the three continents and identifying the best practices that can be adopted for the Mt. Kenya region.

### ***2.6.1 The case of Mt. Kilimanjaro region, Tanzania***

Tourism is noted to be a very important sector to the Tanzanian economy. In 2007, the tourism sector directly and indirectly contributed USD1.6billion – or almost 11% of the entire Tanzanian economy. Most tourist spending was made by foreign tourists. In 2008 it is estimated that foreign tourists contributed USD1.1billion of foreign exchange – nearly 33% of all the goods and services sold by Tanzania abroad. Despite impressive recent economic performance, Tanzania remains a very poor country. The gross national income per head is USD300, which places Tanzania 183rd in the world ranking. This was a major point of concern for the government where it had recognized the potential of tourism to contribute to the growth of the economy and reduce poverty, and the question as to whether this potential was being realized as it had little effect on poverty reduction, other than increasing government revenue (Mitchel, *et al.*, 2009).

The above scenario led to SNV commissioning the Over-seas Development Institute (ODI) to assess whether, and how much, international tourism is benefiting the poor in Tanzania (hence its contribution to regional development). The subsequent results were as a result of the study in the report by (Mitchel, *et al.*, 2009).

Mount Kilimanjaro is the highest peak in Africa and is located inside Kilimanjaro National Park. There are six routes to climb the Mountain. Climbers generally camp on the Mountain, although on one route it is possible to stay in huts every night. Although Kilimanjaro National Park is not the most visited of Tanzania's National Parks, visitors stay in it for longer than those visiting the more popular National Parks

of the Northern Safari Circuit. This results in its position as the highest earning of all Tanzania's National Parks.

The study applied a practical approach to determining who benefits from tourism at the destination by, literally, tracing the tourism dollar. For package holiday tourists, such as those climbing Mount Kilimanjaro or going on safari in the Northern Safari Circuit, this involved gathering information from a wide range of service providers (including in-bound tour operators, hotel staff, guides, market stall owners, transport companies and crafters, etc), tourists, policy-makers and other stakeholders. The aim of the approach was to map the tourism economy, its revenue streams, and beneficiaries at the destination – and then identify the changes that are possible which will benefit the poor without damaging the financial viability of the tourist sector. The following is a discussion on the key findings concerning this;

#### ***2.6.1.1 The Kilimanjaro tourist expenditure pattern***

To climb the mountain, tourists must use a TANAPA registered guide. Almost all climbers book their climb as a package, which means that a local tour operator organises the climbing staff (guides, porters and cooks), park fees, food and equipment. Some tourists buy their package directly from a Tanzania in-bound tour operator, but most book their climb with a tour operator in their home country and the international tour operator then sub-contracts a local operator.

A typical climb package is sold by local tour operators for an average of USD<sup>1</sup>1,205 (Ksh. 96,400) for a seven day tour itinerary. This is an all-inclusive arrangement and includes five days on the mountain with a night in a hotel before and after the climb (normally in the neighbouring towns of Moshi or Arusha). In addition to this package cost, interviews with tourists revealed an average of USD171 (Ksh. 13,680) of out-of-pocket or discretionary spending is made during the climb – a total in-country spend of USD1,376 (Ksh. 110,80) per tourist.

The largest single item of tourist expenditure is National Park fees at 47% of the total cost. Each climber pays an average of USD649 (Ksh. 51,920) in National Park fees as part of their tour operator package.

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<sup>1</sup> Using the exchange rate of the Kenya Shilling 80 to the USD

The second largest item of expenditure is payments for climbing staff, which amounts 18% of total spending when wages from tour operators and tips from tourists are combined. Mount Kilimanjaro climbing staff receive an average annual income (including both wages and tips) of USD1,830 (Ksh. 146,400) for guides, USD842 (Ksh. 67,360) for porters, and USD771 (Ksh. 61,680) for cooks. Porters wages vary significantly between different tour operators and routes. Using a large sample in 2007/08, the Kilimanjaro Porters Assistance Project found very widespread abuses of porters working conditions and day rates that vary from USD3.50 to USD10.60 per day.

There are two reasons that climbing staff capture such a large share of the benefits from tourism on Mount Kilimanjaro. Tips from tourists to climbing staff are a very important supplement to the wages received from the tour operator. Tips typically boost climbing staff wages by over 50%. Also, climbing Mount Kilimanjaro is extremely labour-intensive, with a typical group of ten climbers supported by two guides, forty porters and two cooks. An estimate of 35,000 tourists each spending a week on the Mountain generate, albeit irregular and highly seasonal, jobs for about 400 guides, 10,000 porters and 500 cooks.

The third largest item of climber expenditure is the estimated USD223 (Ksh. 17,840) margin made by local tour operators on each package sold – calculated as 16% of the package price.

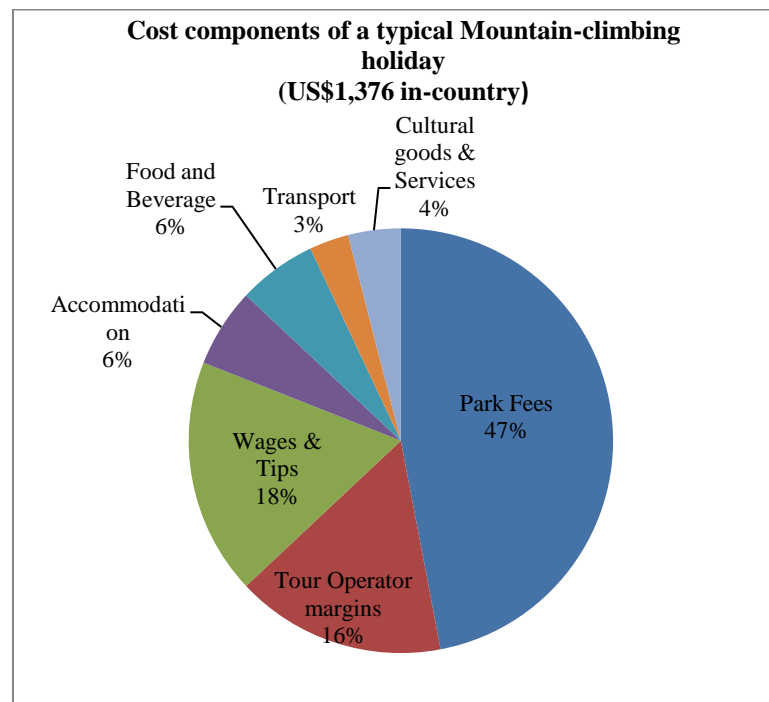
Unlike most tourist destinations, hotel accommodation is a minor element of the Mount Kilimanjaro climbing value chain. This is because climbers typically spend only two nights in hotels – the night before their climb starts and the night after their climb ends.

The average expenditure on food and beverages is USD80 (Ksh. 6,400) per climber (most tour operator packages are priced on the basis that USD10 (Ksh. 800) per climber will be spent per day).

USD58 (Ksh.4,640) per climber per trip is spent on average on cultural goods and services, including USD24 (Ksh. 1,920) on souvenirs, other shopping and donations.

Local transport costs, including airport transfers and the trip to and from the hotel to the Park gate are an average of USD40 (Ksh. 3,200) per climber.

**Chart 1: Cost Components of a Typical Climbing Holiday in Tanzania**



Source: Mitchel, *et al.* (2009)

Extrapolating the average Mount Kilimanjaro climber expenditure to the estimated 35,000 annual climbers, the result is a total in-country tourist expenditure of just under USD50million per year. This is a significant economic input in a rural context. Of this total, 28%, or over USD13million, is considered pro-poor expenditure, this is the most successful transfer of resources from international tourists to poor people living around the destination that SNV have seen in Africa or Asia. The basis for this estimate of pro-poor expenditure is as follows:

- They considered all the wages and tips received by climbing staff to be 100% pro-poor. All guides and porters interviewed were from poor backgrounds. Even though climbing staff wages are high relative to other unskilled employment in rural Tanzania, they are unlikely to raise an average household above the international poverty line of USD 2 per person per day without being supplemented by other sources of income;

**Table 1: Wages and Tips for Climbing Staff in Kilimanjaro**

Staff	Daily wage (USD)	Daily tip (USD)	Pay / trip (USD)	Trips / year	Staff annual income (USD)
Guide	10.00	5.38	108	17	1,830
Porter	5.00	3.59	60	14	842
Cook	5.00	2.87	55	14	771

Source: (Mitchel, *et al.*, 2009)

- 90% of food and beverage expenditure is considered to be both pro-poor and locally-sourced. Surveys suggest that almost all food consumed on Mount Kilimanjaro is sourced from the local market in Moshi, and the suppliers to this market are overwhelmingly local small-holder farmers;
- 50% of expenditure on cultural goods and services is considered to be pro-poor. Interviews with craft shop retail outlets suggest that poor producers are receive approximately 50% of the retail price – a typical retail mark-up for the craft sector;
- 16% of accommodation costs are paid in non-managerial wages and are therefore considered pro-poor;
- It was estimated that 5% of National Park fees expenditure was pro-poor. Although TANAPA staff were well-paid, the Authority employed local casual labour for cleaning operations and significant funds are also distributed through the Authority’s Support for Community Initiated Projects (SCIP) programme (amounting to D1.4million in 2006). This pro-poor percentage may be higher.
- Expenditure on tour operator margins and local transport was not considered pro-poor.

The main direct beneficiaries of the Mount Kilimanjaro climbing value chain were;

- a) Climbing staff, who received 62% of pro-poor expenditure;
- b) Non-managerial accommodation staff.

Indirect beneficiaries of the Mount Kilimanjaro climbing value chain include:

- a) Those who benefit from TANAPA’s Support for Community Initiated Projects programme

- b) those providing food and beverages and cultural goods and services to the climbers

The study identified the key areas that would significantly contribute to regional development as a result of mountain tourism on Kilimanjaro;

- Accommodation is also not a rich source of pro-poor impact, beyond the wages paid to non-managerial hotel staff. The 16% of accommodation turnover which is accruing to the poor is relatively high by international standards – so the scope for increase is likely to be limited.
- Cultural goods and service sales are relatively pro-poor and retail margins of 50% are very typical. One is to increase the share of the poor from each USD sale by, for example, seeking a direct linkage between craft producers and tourists. Under this scenario, craft producers assume the additional role of retailers and capture this retail margin for themselves. In the context of the Mount Kilimanjaro tourism product, where tourists spend most of their time up the Mountain and two nights resting in a hotel, the prospects for bringing producers and tourists together are limited.
- More promising might be a different kind of initiative to increase the volume of craft sales through improving hotel and airport craft outlets. The rationale for this is that craft spending amongst Mount Kilimanjaro climbers is currently low and the current provision has room for improvement.
- Park fees were already a means of transferring resources from tourists to poor communities through the TANAPA Community Initiative Support Projects programme. There was potential for development specialists to work with TANAPA to ensure that the development impact of these community funds is maximised.

#### ***2.6.1.2 Best practices:***

1. Almost all the food and beverages consumed by tourists in hotels and on Mount Kilimanjaro are sourced from small-holder farmers in the Kilimanjaro area.
2. Payments made to climbing staff as wages and tips account for over 60% of pro-poor benefits from the Mount Kilimanjaro climbing value chain and so should be the focus of attention.



3. In May 2008, the Tanzanian Government announced a significant increase in the daily minimum wage for guides, porters and cooks to USD20 (Ksh. 1,600), USD10 (Ksh. 800) and USD15 (Ksh. 1,200) respectively – roughly double the existing average wage. Tour operators raise concerns about the change being introduced without consultation or a planned lead-in period, the result of which being that tour operators were unable to pass on their additional costs (about USD130-Ksh. 10,400 per tourist) for already contracted packages – reducing their margins by approximately 60%.

From a pro-poor perspective, it was noted that the minimum wage initiative should be welcomed. If all other elements of the climbing package remained unchanged, this 10% increase in average package cost would raise the pro-poor share of destination tourist expenditure from the then 28% to approximately 35%. However, there are ways that this progressive initiative could be undermined that need attention:

- Tour operators generally pay wages for the whole climbing team to the head guide for distribution amongst the team the guide recruits. Not infrequently, guides will take kick-backs on wages that should be handed to their porters and cooks. Some tour operators have ended this practice by requiring that wages and tips are distributed at their offices at the end of each trip – ‘best practice’ that should be extended across all service providers;
- Porters cite experiences where some tour operators and guides overload porters at the Park gates at the start of climbs – where loads are subject to a 25kg maximum – in return for a share in the wages saved. The recent increase in the minimum wages and the new directives from the MNRT may sharpen the financial incentive for this kind of malpractice;
- Minimum wages may be ignored by employers in a rural area where USD2 a day for seasonal agricultural labour is the norm. While undertaking hotel surveys it became clear that minimum wage legislation in the accommodation sector, enacted before the proposals for climbing staff were announced, is not widely implemented; and
- Porters claim that some tour operators withhold wages from climbing staff.

It was recommended that the key issue to address is the lack of economic power of the porters. It was proposed that one of most effective ways to begin to tip the power imbalance is for representative bodies such as the Porters and Guides Associations to

be strengthened so that they – not bodies acting on their behalf – can begin to address abuses against their membership. Engaging with and empowering these Associations may be the most important action point to increase the pro-poor impacts of mountain-climbing at Kilimanjaro.

### ***2.6.1.3 Lessons learnt***

From the Kilimanjaro experience, the following lessons can be related to the case of Mt. Kenya;

1. Although the largest tourist expenditure item was park fees at 47% of the total expenditure, the item contributed only 5% towards regional development. This therefore could form an area of careful analysis in the Mt. Kenya scenario, and to examine why this is the case, towards improving its contribution;
2. Climbing staff wages and tips was the second largest tourist expenditure at 18% of the total tourist expenditure yet it had the highest potential for contribution towards regional development, with 100% of the wages and tips remaining within the region.
3. Tour operator margins were the third highest expenditure item, yet they were considered as not providing a significant contribution towards regional development.
4. The accommodation sector was a minor element of the value chain since tourists spent most of their nights on the mountain;
5. The food and beverage sector constituted a very low percentage (6%) of a tourist's expenditure, yet it had a high potential of 90% towards its contribution to regional development as 90% of the products were sourced regionally;
6. The souvenir/ curio shops received very minimal revenue from tourism yet it had a high potential of 50% towards regional development. Some of the proposals towards ensuring that this sector improves its contribution were;
  - Improving direct linkages between the tourists and the producers;
  - Improving the curio product's outlets to enhance the identified linkages at airports and hotels
7. The mountain climbing staff constitutes the largest employment from mountain tourism within a region.
8. The transport sector received the lowest revenue from mountain tourism.

## ***2.6.2 Mountain tourism in Nepalese Himalayas***

### ***2.6.2.1 Background on mountain tourism***

Nepal is a small, landlocked country of less than 140,800 Km<sup>2</sup> with a population of about 27 million people sandwiched between two Asian countries of China and India. About 80% of the country's landmass holds eight out of the 10 tallest mountain peaks in the world including the highest mountain in the world-Mt. Everest. In addition, it is endowed with more biological and cultural diversity that makes it a paradise for tourists. Nepal is best known for nature-based or adventure tourism activities like rafting, cycling, trekking, mountaineering, cultural tourism, sight-seeing, bird watching among other activities. Most of these activities take place in the rural areas through villages.

Although Nepal is predominantly agrarian, tourism is the dominant segment of the country. Mountain tourism constitutes about 20-25% of the total volume of tourism, but it is a significant source of income for numerous people living in and around popular mountain destinations in the country.

Mountain tourism in Nepal is concentrated in only a small section of the country in the areas of Anapurna, Everest and Langtang regions, partly because they were explored by early foreign mountaineering expedition teams which made them popular to their friends back home. Other mountain destinations lack access and tourism infrastructure making them less preferred by tourists.

Nepal is said to have had experienced only a few decades of tourism development. Until 1950, Nepal was closed to foreign visitors apart from foreign dignitaries and individuals with special status, whose travel was restricted to its capital city of Kathmandu. It was not until 1955 that Thomas Cook offered the first organized tour of Nepal for Western visitors. The advent of organized mountain trekking in the late 1960s affirmed its position as a popular international destination. Until the late 1970s the Nepalese Himalayas were considered an exotic destination, but their 'Shangri-La' image has gradually been transformed to that of a cheap, rugged and dirty destination popular mainly for budget backpackers.

### ***2.6.2.2 Mountain tourism planning challenges***

The main challenges facing mountain tourism in Nepal are environmental pollution, exclusion and inequalities in the sharing of the tourism cake and development outcomes.

Nepal receives a very high number of tourists which keeps on growing as well as immigrants from neighboring countries in search of employment during the peak tourism seasons. In fact, Nepal (2002) has reported that tourism may have reached its carrying capacity in the country, this has led to major challenges in the form of degradation of the hiking trails, garbage littering on the routes and within conservation areas, significant degradation of forests due to extraction of fuel wood, among others.

Nepal is one of the less urbanized countries in the world, with about 80% of its population residing in rural areas. As earlier noted, mountain tourism mostly takes place within these rural settings. In spite of this, only a few of these rural areas (those located along major trails and protected areas) get to benefit from tourism with the rest being excluded.

Tourism in Nepal has been described as being characterized by “unregulated, uncontrolled and haphazard development” (Nepal, 2002). Lack of regulation has led to adverse effects such as landscape degradation and garbage pollution; increased extraction of valuable resources like firewood and timber, rising prices in property values; alienation of local residents due to high numbers of tourists; deterioration of traditional values, among others.

Tourism income is not shared by all parts of Nepal. It has therefore been noted that there is need to develop alternatives to diversify tourism benefits to other parts of the country and villages off the main trekking trails as well as create off-farm employment.

Although Nepal’s constitution has provided for equal rights to all ethnic and religious groups, the country is characterized by highly stratified social systems due to the Hindu caste system. The lower castes are never included in tourism matters, whereas the higher caste hosts visitors. Thus many of the youth and productive forces are often

compelled to emigrate either to big cities or abroad in search for employment. This leaves mostly the older members of the community in the villages.

The poorest section of the Nepalese society has restricted access to previously accessible natural resources due to presence of tourism. This exclusion has created increased inequalities in levels of affluence among highland ethnic groups. The presence of tourism has widened the gap between the rich and the poor Nepalese communities in villages creating a distinct social stratification.

The Nepalese community, being mainly an agricultural society has presented a problem of the change of attitude, from believing that agriculture could be the only source of income for rural people to embracing tourism as an alternative livelihood option has proven to be difficult.

The Nepalese society is patriarchal, meaning that the men are the main determinants of family responsibilities in the country. The women are hence excluded from reaping from the benefits of tourism since their role is majorly seen as an extension of their domestic duties, but not linked to economic or social benefits. They are therefore not in a position to participate actively in the development of the tourism products in Nepal.

These challenges have inspired the Nepalese government to develop policies that would ensure sustainable development of the Nepalese mountain tourism product that ensures environmental integrity, social inclusion and equity, and economic prosperity for all the people of Nepal.

### ***2.6.2.3 Planning intervention strategies***

Mountain tourism provided the necessary platform for policy making and incentives for local communities and organizations to address not only tourism induced negative environmental impacts but also be part of sustainable mountain development. Nepal has introduced programs that have demonstrated that conservation of the mountain environment is possible if programs are developed that suit local needs and conditions in previously poor villages.

Plans to spread tourism to previously neglected mountain regions in Nepal through the 'village tourism' concept have been adopted. These villages are set up to provide

the needed services to mountain tourism, and they are accessed either by trekking for a few hours or by road.

Mountain tourism has given strength and legitimacy to several formal and informal village level institutions. Traditional institutions have been revitalized as a consequence. Innovative programmes, collaborative arrangements between the government and non-governmental organizations for tourism related projects, policies in favour of strengthening local-level capacity to resolve local issues and greater involvement of women in conservation and development projects has succeeded in bringing positive changes in the Nepalese Himalayas.

The introduction of development programs made suit local needs and conditions in tourism regions has been an effective strategy especially for the inclusion of women in the mountain tourism industry. For instance, the *amatoli* (Mothers groups) programs in Annapurna have seen women actively raise funds from tourists and locals through cultural events, festivals and invest the money in community activities e.g trail repairs, village clean-ups and literacy programmes, raising the women's profiles from ignored housewife to a powerful presence in village development activities.

Policies in favor of strengthening local-level capacity to resolve local issues and greater involvement of women in conservation and development programmes succeeded in bringing the positive changes desired as well.

#### ***2.6.2.4 Implementation challenges***

Local participation has not been very effective because of being promoted by powerful individuals and it has been reported to be largely cosmetic and being used as a 'hegemonic' device to secure compliances and control be existing power structures.

The country has poor infrastructure which limits accessibility to the remote areas where tourism is being promoted. Communication is also very poor or lacking all together in these areas, as well as electricity supply. This has caused a major hindrance to the facilities being established or promoted in such areas.

Nepal is a highly agricultural country, and the belief that agriculture could be the only source of income for rural people has been a major hindrance to adapting mountain tourism as an alternative livelihood option.

Emigration of young people and productive members of the community to cities and neighboring countries from the mountain region due to lack of opportunities has been reported to be on the increase. This is partly due to the Hindu caste system that prohibits people from lower castes from certain better paying jobs. This is difficult to get rid of especially since it is a religious tradition that cannot be done away with easily.

The number of tourists to Nepal is ever on the increase, and with it comes the issue of increased pollution and more exploitation of the poor village residents in search of cheaper rates by tourists.

#### ***2.6.2.5 Mitigation strategies***

Policies in favor of strengthening local-level capacity to resolve local issues and greater involvement of women in conservation and development projects were developed. Revitalization of traditional formal and informal institutions like the traditional forest guardian system towards encouraging stewardship from the local community and owning the mountain resources by community members was also observed.

Integrated conservation and development projects in previously poor areas, which suit local needs and conditions, were established. This has resulted in the establishment of excellent community facilities including model high schools, community health posts, a well-maintained drinking water supply system, museum, women's groups, among others.

The organization of community clean-ups and establishment of Pollution Control Committees to deal with the garbage pollution issue in the affected regions was also implemented. Stringent measure against cutting of trees for fuel and instead using energy saving fuels as well as banning bottled water in the country to reduce on environmental degradation and pollution were also introduced.

#### ***2.6.2.6 Development Impacts***

Nepal's mountain tourism is mostly locally controlled. Lodges and restaurant owners, porters, guides and staff are overwhelmingly from local villages. The only exception being porters from neighboring villages who came to replace many local people who

started as porters but moved up the economic ladder and are now owners and managers of lodges, trekking agencies and Himalayan mountain expeditions. Almost 70% of mountain tourism agencies in the Everest region are owned either fully or partially by local people. During high peak season 65,000 trekkers provide seasonal jobs for more than 50,000 people in Annapurna. Ethnic groups like the Gurun have become affluent as a result of mountain tourism. Young people in the Annapurna region have also been returning back to their home villages due to these opportunities (Nepal, 2002).

The development of remote regions like Everest and Annapurna which would have lagged behind in economic development had there not been mountain tourism potential has been realized in the region.

Tourism resulted in a change in local people's attitudes towards nature and wildlife conservation which was made it possible by programmes made to suit local needs and conditions. For instance, the *amatoli* (Mothers groups) programs in Annapurna have seen women actively raise funds from tourists and locals through cultural events, festivals and invest the money in community activities e.g trail repairs, village clean-ups and literacy programmes, raising the women's profiles from ignored housewife to a powerful presence in village development activities.

In summary, mountain tourism has become a conservation tool, a social catalyst and income source and employment provider resulting in sustainable development in the country.

#### ***2.6.2.7 Lessons Learnt***

The Nepalese Himalayas mountain tourism case study has brought to light the following lessons that could be adopted for the Mt. Kenya region;

1. If mountain tourism is based upon the principles of sustainability and equity, it can be instrumental in improving livelihood conditions of mountain communities and increase their stake and interests in local, regional and national policy issues;
2. Mountain tourism plans should not only focus on resource conservation but also on issues of equity, community development and social harmony;



3. Without adequate local control, self-reliance and strong participation in decision making, mountain tourism is likely to benefit only a few rich individuals, often outsiders at the expense of large, poor sections of the community;
4. Mountain tourism policies must carefully balance the interests of local communities with those of outside stakeholders;
5. Mountain tourism must be planned as part of integrated regional economic development: it should encourage investments in other activities like diversifying the local economy through integration of tourism with agriculture, livestock production and other forms of small enterprises that will keep the village economy sustainable in the event of declining tourism activities. Tourism policies should strengthen such linkages.
6. Economic and social monitoring is important to ensure that differences in mountain tourism do not create social friction and disharmony.
7. Effective policies and control mechanisms, strong local and regional institutions and sound management capabilities based on both modern and traditional knowledge systems are necessary without which tourism would be a short-term boom and burst enterprise.

### ***2.6.3 Mountain tourism in the Swiss Alps, Switzerland***

#### ***2.6.3.1 Background on mountain tourism***

Mountains make up two thirds of Switzerland's surface area. The Swiss Alpine regions are of great importance to Swiss tourism: they include many famous destinations and resorts, as well as infrastructures required for tourism development (such as slopes, railways, accommodations etc.). Together, the Alpine regions accounted for around half of the total overnight stays in Switzerland in 2010.

In many Swiss alpine regions, tourism is a very important economic factor for local people and may even be the only source of primary income from outside the region. The main strategy for regions like the Alps was to plan and shape tourism in such a way that the focus is not only on the economic implications but also on how it affects the inhabitants and the manmade and natural environments. Up to now Switzerland has successfully integrated its mountain regions in the political and economic

development of the country. However, their sustainable development is endangered by various megatrends, such as globalization and urbanization.

### ***2.6.3.2 The Swiss mountain tourism supply chain***

The supply chain involves a network of suppliers providing services in the information and booking; transport to the mountain destinations; transport in and around mountain destinations; Accommodation and food; leisure and mountain tourism activities.

- ***Trip Information***

Information on a trip to the Swiss Alps and booking is attained from well advanced Information and Communication Technology (ICT)s which provide more information which is quickly and more easily accessible booking platform. ICTs have contributed to innovation in tourism making it possible on one hand to offer flexible, made-to-measure products of the kind desired by tourists like ‘dynamic packaging, mobile services etc and on the other hand engage in a new type of relationship with customers through interactive participatory networks like Twitter and Face book.

- ***Transport to mountain destinations***

Switzerland, being one of the most developed countries in the world is known for a highly advanced and integrated transport system. However, access to mountain destinations is primarily dependent on road networks with private cars representing the dominant mode of transport. Basically railways and roads connect the alpine region. Besides a few important airports inside the alpine regions, major airports are mainly located outside the alpine region in cities like Zurich and Geneva. Statistics indicate that about 67% of tourists use a private car to travel to destinations, while about 25% arrive by train or bus. The transport supply for tourism in the country i.e quality and quantity of services is claimed to have large deficits e.g lack of direct connections and missing links between long and short distances. This has presented one of the major challenges in planning for mountain tourism resources as these trends contribute highly to environmental degradation and pollution, a major problem in the region.

- ***Transport in and around alpine destinations***

This has also been characterized as having a weak supply making it difficult for tourists to use public transport. This has led to the formulation of different policies and strategies to give incentive towards the use of public transport and encourage 'soft-tourism' which is less detrimental to the environment.

- ***Accommodation facilities***

There is a wide range of accommodation facilities on offer in the Swiss Alps, categorized as hotels (as well as hydrotherapy centers), Collective accommodation (accommodation for holidays, sports camps, scouting, mountain huts, and youth hostels); holiday apartments (accommodation in houses, flats, chalets, mountain huts, private rooms, bungalows for rent, bed and breakfast and camping) and second homes. When Alpine tourism took off and until the 1950s, hotels were the main form of accommodation. The situation in the Alps then changed, with the construction of second homes, which were put up rapidly in the 1960s and 1970s, eventually outstripping the capacity of hotel facilities. This trend has continued, though it may have slowed down during periods of economic recession, when the number of second home buyers tended to decrease. Although the 1990s were relatively quiet years, at the turn of the millennium this market saw a new spurt in building activity, with greater emphasis than previously on the construction of luxury holiday homes.

The number of second homes continues to grow, with the growth being significantly higher than the growth rate of main homes. These second homes create a significant contribution towards the Swiss mountain region development through;

- Wealth creation from construction and sales of housing units;
- Additional capacity for accommodating tourists;
- New capital injected into the regional economy; and
- Owner loyalty in times of crisis.

- ***Mountain Tourism Activities***

Tourist and leisure activities in the Alps really took off in the 19th century, when spa resorts became popular, also largely due to the lasting Romantic appeal of mountain grandeur. At the beginning, mountaineering in the Alps was also important for scientific reasons, connected to the building of mountain huts and trails. Most visitors

then used to reach mountains in the summertime. With the advent of the railways in the 1850s, a clientele of city dwellers began to arrive to enjoy the pure Alpine air. Winter sports began to develop seriously in the 20th century, with the gradual appearance of more and better organized skiing facilities. Snow and ice-related sports took off between the two World Wars, experiencing an explosion in popularity in the 1930s. In the latest decades, an increasingly differentiated tourist offer is interesting the whole Alps, with new sports and activities becoming more and more important. Since World War II, new forms of tourism have developed (e.g. spa-related tourism, ecotourism, cycling holidays, farm-holidays, wine-and-food-tourism etc.) due to new expectations of visitors, and this has led to a diversification of outdoor summer activities (e.g. mountain-biking, rock climbing, canyoning, paragliding etc.). As far as the winter season is concerned, a similar phenomenon has occurred: facilities for Alpine skiing have continued to develop and also other sports such as cross-country skiing, snowshoeing, tobogganing, heli-skiing and snowboarding developed.

#### ***2.6.3.3 Mountain tourism planning challenges***

The main planning challenges faced in developing mountain tourism as a regional development tool in Switzerland include;

- **Climate Change:** Mountain tourism is mainly a natural-resource and Climate dependent activity. Changes in the natural landscape will influence the attractiveness of a destination. Switzerland has faced a number of challenges brought about by intensive tourism activities resulting into pollution, degradation of natural resource which have resulted in changing alpine landscapes;
- **Demographic changes:** In most tourism areas, except for cities and some highly prosperous tourism destinations the change of local and regional labor force potential in tourism is becoming more and more visible. These lead to unbalanced development. A low fertility rate for balance of births and deaths is a major challenge in Switzerland. There is also a low balance of immigrants in relation to emigration due to restricted regulation for immigration to European Union member states. Regional disparities due to different territorial types while metropolises tend to grow, many rural areas stagnate or decrease. Younger people take their opportunities in higher education/ qualified jobs in

larger conglomerates while older people stay in rural areas, some live in attractive retirement locations or second home residents often in tourism areas;

- Keeping biodiversity and protecting natural resources as essential backbone of alpine tourism is also a major challenge;
- Reducing negative impacts of all kind of tourism-induced mobility (transport to and from destinations, site mobility). Air pollution, noise, a permanent pressure on land by enlarging transport infrastructure are strong obstacles against sustainable mountain tourism;
- Reducing/stopping land consumption caused by new tourism projects and extension plans for hotels, apartment houses, cable cars, slopes, water worlds, fun and sports parks, golf courses, but also on periphery areas by second homes, roads, parking spaces, community and outlet centers use enormous areas of land each year;
- Reducing social effects of mountain tourism seasonality which causes serious negative social effects on people working in the tourism sector but also to the rest of local population e.g through the effect of temporary unemployment and the need to go abroad after the season. Extreme workload during peak season makes tourism jobs unattractive to people with farms and cause social problems. During the high season, increased living costs, real estate, additional taxes for the local population due to the tourism infrastructure also brings pressure on the local economies;
- Balancing price-level and income of the local population: high price level in real estate market creates serious constraints to local population as well as to economic sectors to start up/ expand business tourism average income is under average compared to other branches, as it creates mainly basic service jobs for unskilled workers and only very few options for higher qualified employees.
- Understanding “low-barrier spaces” as a matter of quality of life. Reduction of barriers is not only a question of public space. All kinds of information, private and public should follow low-barrier concept for the less privileged in society e.g handicapped, elderly, etc.
- Maintaining cultural heritage as the core of unique way of living and a major component of mountain tourism;

- Further improvement of accessibility and regional mobility by sustaining systems. There was need to resolve apparent contradiction of improving the transport system and significantly reduce transport's negative environmental impacts as well as drain off towards big economic centres (losing population and attractiveness of remote areas for tourism by high developed accessibility);
- Safeguarding the labour force potential of the tourism sector;
- Securing profitability regarding disproportioned and increasing energy prices through increasing share of local and regionally produced energy (renewable) to gain independence form world energy markets.
- Strengthening innovation and management capacity of alpine tourism actors for further sustainable development;
- Improving regional welfare by strengthening cooperation between tourism and other sectors and
- Making the benefits of mountain tourism more visible to consumers in source markets so that they can choose Switzerland as a destination due to the “mountain tourism sustainability” aspect.

#### ***2.6.3.4 Planning intervention strategies***

The following are some of the strategies adopted for the mentioned challenges;

- Conducting Environmental Impact Assessments (EIA) on tourism establishments and other developments in the region.
- Designation of sensitive areas in spatial planning where tourism facilities and tourism activities should not be developed further;
- Preservation of traditional cultural alpine landscapes by supporting environmentally friendly agriculture through an enhanced cooperation with tourism stakeholders like promotion of farm-based products; on-farm holidays, among others;
- Tourism flow control and installation of ‘quiet areas’ where there is a restriction of activities in order to safeguard habitats;
- Raising awareness among stakeholders, local population and visitors about biodiversity, natural resources and implementation of conservation measures.
- Implementation of the transport protocol

- Fostering accessibility of tourism destination by public transport for guests and locals;
- Promoting efficient soft-mobility within destinations
- Integrating public transport into travel packages
- Limitations on construction of second homes by establishing maximum percentage rate of total number of residential units within communities and educating on areas for construction;
- Reduction of land consumption by tourism infrastructure by giving preference to qualitative improvements rather than quantitative enlargements of bed capacity.
- Improving the working conditions in hotels and catering industry;
- Enforcement of the principle of “low-barrier” planning development approval procedure for new tourism-related building projects;
- Support all-year tourism and diversity of tourism offers;
- Designating constructed areas in territorial planning reserved to housing or business in other sectors of the population e.g start-up centers, handicraft zones, among others
- Facilitate earmarking of revenues from property taxes on second homes to financing public services in mountain communities
- Developing equal tourism offers combined with local/regional products and services
- Setting up a UNESCO based inventory of materials and immaterial alpine cultural heritage
- Developing sustainable tourism activities which capitalize on regional traditions and local agriculture
- Involvement of local population in designing and deciding about tourism development plans
- Funding zero-emission from local transport systems
- Strengthening collaboration (service and technology) between tourism and local transport providers
- Improve provision of information on transport options for travelling to and from and within destinations

- Making tourism sector attractive to young locals by improving of earning and working conditions as well as obligatory ongoing training within companies;
- Providing learning opportunities and good quality jobs for equal and motivated staff to supply high quality tourism services.
- Ensuring good living conditions for seasonal staff

#### ***2.6.3.5 Development impacts***

The Swiss mountain regions generate 87% of social income for themselves; contribute 32% of Swiss electricity production; register 20 million overnight stays per year and lose about 10 farms per week to tourism related land-use (SDC et al., 2012). The Swiss citizens are also avid travellers in their own country, accounting for almost half of total overnight stays in 2009.

Within the last 20 years Switzerland has created suitable framework conditions for a sustainable development of mountain regions, such as the article on the protection of the Alps, which is part of the Federal Constitution. Thus, Switzerland has been a pioneer in European transport policy; it has introduced performance-based direct payments to farmers and advanced regional policy and financial compensation.

Furthermore, Switzerland has improved the use of water resources; it has created new parks and established the Swiss Landscape Fund. The Swiss Centre for Mountain Regions (SAB) was instrumental in linking the political forces supporting the concerns of mountain regions. Due to the solidarity of the Swiss population with mountain regions, numerous non-profit organizations, such as Swiss Mountain Aid, are able to open up future perspectives for private actors with the help of donations.

Alpine research is established at various institutes, and, in a number of research programmes, has taken up topics such as sustainable land use, water use, climate change, biodiversity, natural hazards and visitor management, as well as contributing to science based political decision-making. Switzerland has recognized the importance of Alpine-wide cooperation and due to the engagement of the Swiss Agency for Development and Cooperation (SDC), Switzerland has been an outspoken advocate for mountain regions worldwide.



### **2.6.3.6 Lessons learnt**

Switzerland presents an appropriate case study of a country that has succeeded in integrating mountain tourism with the local economic structure of mountain regions, yet it faces major challenges that come with such developments, leading to the need to ensure that sustainable development is pursued to prevent the industry from collapsing. This presents lessons for the Mt. Kenya region towards planning strategies that ought to be considered in the present, to prevent the challenges being observed in Switzerland as follows;

#### **1. Social- cultural aspects;**

- Securing access to key mountain resources by the local community;
- Mechanisms and incentives to encourage youth to be involved in the mountain tourism industry
- Measure to discourage migration from mountain regions to other areas, by creating incentives and favorable working conditions within the mountain regions;
- Integration of mountain tourism with local cultural practices and knowledge to ensure their preservation;
- Build on local people's commitment towards mountain tourism sustainable development
- Encourage local control over development decisions
- Need to support traditional and indigenous institutions

#### **2. Economic aspects;**

- Encouraging innovation and constant improvement of mountain tourism products to make them more efficient towards meeting the needs of the contemporary tourists;
- Policies to encourage local community ownership of majority of tourism enterprises to boost the percentage of tourism revenue remaining in the region;
- Re-investing mountain tourism earnings into mountain regions to be utilized for example towards recreation of education systems, infrastructure development, etc

### 3. **Environmental aspects;**

- Ensuring efficient accesses to mountain tourism attractions by encouraging a well-networked and reliable transport system that has low environmental impact;
- Implementing strict zoning laws as well plans that would encourage “low-barrier” tourism development, as well as preservation of sensitive zones, and ‘quiet zones’ where minimal or no tourism activities or infrastructure is allowed;
- Monitoring and evaluation of the construction and operational phases of sustainable mountain tourism development;
- Active involvement of all stakeholders in environmental conservation activities and plans (local community, private sector, government institutions, tourists);

## **2.7 Policy Review**

### ***2.7.1 The National Tourism Policy (2006)***

The Kenyan National Tourism Policy was drafted in 2006 with the aim to give the people of Kenya and other interested parties a broad statement of the characteristics of a programme for the orderly, sustainable development of tourism in Kenya; to guide the development of the industry over the coming years to enable it to maximize sustainable development opportunities for both existing and new enterprises; to extend tourism to previously neglected regions and communities; to set out how the programme was to be accomplished; and to specify the roles of the different stakeholders in implementing the programme.

The policy had the vision of Kenya’s tourism that would be dedicated to providing high quality facilities and services for enjoyment by citizens and visitors alike, while being at the same time an instrument for improving the economy and livelihood of the people of Kenya, with particular reference to job creation, raising human living standards, earning foreign exchange, encouraging investment and sharing of benefits with local communities.

The policy's objectives were centered on the concept of sustainable development in the country through meeting the economic, social, and cultural aspects of development while ensuring environmental integrity and conservation.

The policy notes that the spatial distribution of tourism attractions contributes to equitable distributions of economic and infrastructural development. Tourism's multiplier effects are noted to have the capacity to promote regional development, create new commercial and industrial enterprises, stimulate demand for locally produced goods and services and provide a market for agricultural products.

The unique contribution of mountain tourism towards regional has been mentioned, although not in detail. One of the policy's main objectives was to diversify the mountain tourism product from the well known wildlife and beach safaris, to include products like mountaineering, rock climbing, bird watching and culture, all which are aspects of mountain tourism. The policy also aimed to spread tourism to previously neglected regions, and the Central province was mentioned as one of the regions, and although Mt. Kenya was not specifically mentioned, it lies in the Central region.

The policy envisioned that mountain tourism's contribution to regional and national development would be achieved through the following strategies;

1. Enhancing linkages between tourism (mountain tourism) and other economic sectors to curb leakages;
2. Recognizing a participatory approach at regional and sub-regional level on establishment and operation of decentralized regional and local tourism area planning and development framework to ensure sustainable use of resources, fair distribution of tourism infrastructure, services and benefits to Mt. Kenya region;
3. Promotion of local handicrafts to spread benefits in Central Province (Mt. Kenya region) from where, it was stated, most wooden carvings originate;
4. Eco-tourism and Community-Based projects as diversification and enhances tourism products including home stays, visiting tea and coffee farms (agro-tourism), wildlife research projects, among others;
5. Free and fair but regulated access for local service providers to be encouraged in order to improve diversity, quality and pricing of products locally available to tourists;

6. Provisions of basic skills training and
7. To maintain service standards, employers are encouraged to recognize the need to have permanent as opposed to casual employees.

The policy identifies major constraints that hinder tourism from reaching this full potential, including among others; (1) Lack of tourism product and market diversification stressing over-reliance on wildlife-based safaris and beach to the exclusion of other potentially viable products and over-reliance on traditional source markets in Europe and North America, with relative neglect of domestic and regional tourists; (2) Lack of a system to ensure equitable sharing of benefits and opportunities of tourism with local communities; and (3) Lack of harmonization between national policies of land-use and human wildlife conflict affecting conservation, settlement, agriculture and pastoralist.

In summary, mountain tourism has been recognized by the National Tourism Policy (2006) as a tourism product that has been neglected previously, yet it holds great potential for spreading tourism benefits to previously neglected regions in the country, Mt. Kenya being a key area of focus. The main strategies proposed to ensure that this objective is achieved emphasized on community participation, community-based tourism facilities, promotion of local handicrafts and capacity building. The challenges highlighted were mainly on product diversification, systems to ensure equitable distribution of tourism benefits and lack of harmonization of related policies.

### ***2.7.2 Vision 2030***

The Vision 2030 has listed the tourism industry among the six sectors to be given priority in acting as key growth drivers in attaining the vision's goals under the economic pillar. This is due to the industry's multiplier effect which the plan lists as having the capacity to (1) Promote regional development (2) Create new commercial and industrial enterprises (3) Stimulate demand for locally produced goods and services and (4) Provide a market for agricultural products.

The plan highlights some challenges that are currently being faced by the tourism industry including (1) Post-election violence (2) Insecurity (3) Inadequate infrastructure (4) Narrow product diversity (5) Inadequate hotel bed capacity (6)

Untapped domestic tourism (7) Environmental issues (8) Inadequate skilled human resource and (9) Research and development.

Vision 2030 gives some recognition of mountain tourism in the Mt. Kenya regions as one of the priority areas of focus. The plan identifies some programmes aimed at meeting the set objectives in the year 2008-2012 and Mt. Kenya is one of the regions targeted for the following strategies:

- 1) Creation of niche tourism products through **Ecotourism; Development of World Heritage sites (WHS) as tourism destinations; and Local tourism entrepreneurship.**
- 2) Increasing the share of local investors in tourism to increase the proportion of returns earned and re-invested locally;
- 3) Streamlining the management of the tourism sector in order to attract investment and increase returns earned through development of an effective **tourism policy;**
- 4) Development of a **tourism master plan and tourism regulatory framework;**

The Vision 2030 has however focused more on the mountain tourism product development through introduction of new products like ecotourism, encouraging entrepreneurship and investment from the local communities, yet it barely touches on mechanisms and plans towards ensuring that the Mt. Kenya community receives maximum benefits from these improvements.

Barely fifteen years to the supposed realization of the vision 2030, have the great aspirations highlighted above been yet to be initiated, as they remain in the pages of this great document. There aren't known visible projects geared towards the implementation of the proposals directed towards regional development, hence once the year 2030 arrives, the Mt. Kenya region would not have exploited the potential that has been identified in mountain tourism.

Special attention ought to be given pertaining spatial interventions towards realizing the identified opportunities in the region, an aspect clearly lacking in the strategies laid out in the document.

### **2.7.3 Tourism Master Plan (1995)**

The current tourism master plan was prepared in 1995 by the Government of Kenya through the Ministry of Tourism in collaboration with the Japanese International Cooperation Agency (JICA).

The master plan had several objectives, some of which gave special attention to mountain tourism in the Mt. Kenya region. The plan focused on the development of potential tourism products in the country, and for the Mt. Kenya region, the potentials identified were;

1. Facilitating of the Mt. Kenya trekking and climbing through setting trekking routes and improvement of facilities along the routes;
2. Promoting wildlife and nature tourism as a substitution of Maasai Mara;
3. Promotion of inland resorts;
  - Through mountain resorts at the base of Mt. Kenya for trekking and climbing;
  - That resort areas should make an effort to extend their guests' length of stay by providing various attractions as well as good living amenities in and around resort areas (GoK & JICA, 1995).

The master plan hence focused on the unique mountain tourism products as a means to diversify the country's tourism product, and it identified the establishment of an inland resort where tourists could get everything they required for their mountain expeditions. This would act as the 'core' of mountain tourism activities, through which tourism benefits would trickle to the region. It however did not specify how this model was going to ensure that these benefits were shared equitably in the region.

The plan went on further to demonstrate the development of a 'Mt. Kenya Gateway Resort' as follows;

- A resort area would be developed as the base for Mt. Kenya climbing. It would target general interest tourists in addition to mountaineers and special interest tourists;

- That a tourism promotion zone system would be applied for the development of a tourism centre that would provide trekking, mountaineering information, tourism services, food and water and equipment for climbing
- It also proposed that facilities for signboards on trekking routes should be improved to cater for ordinary tourists.
- Nanyuki town was identified as a tourism core.
- Some of the products recommended for the Mt. Kenya region included;
  - ✓ Development of a Kikuyu museum at the Nairobi National museum;
  - ✓ Providing visitor supporting facilities in the Mt. Kenya region;
  - ✓ Improvement of Mt. Kenya view points at Karatina and Meru.

The master plan adopted the concept of a tourism core, where all of the mountain tourism products would be made available, and its benefits hence trickle down throughout the region. However, twenty years after the plan was created, all of these plans have not been implemented in the region. Although the plan has been criticized as not being operational, subsequent promises on its improvement have been proposed and yet up to now, none has been brought forth. The regional dynamics existent at the time of making this master plan have definitely changed, and mountain tourism has since evolved. There is thus urgent need to develop more spatial interventions that would improve on the identified areas, or recommendations of better approaches towards improving mountain tourism's contribution to regional development in the region.

## **2.8 Theoretical Framework**

This section seeks to analyze the key regional development theories with comparison to the contribution of tourism to regional development. This is with an aim to understand the dynamics of regional development, how a regional economy works and how economic development processes shape regional economies with a view to understand the role that tourism development plays towards economic development of a region. The ‘multiplier effect’ is focused on as a key element in the regional development theory through the growth pole theory developed by Perroux with contributions from Boudeville and Hirshmann.

### ***The Multiplier Effect***

The multiplier effects are fundamental mechanisms of local and regional development and occur when one type of economic activity affects another. They are driven primarily by market forces. Multiplier effects are part of several different theoretical approaches to urban and regional development, including the economic base theory and the growth pole theory.

### ***The Growth Pole Theory***

Multiplier effects also play a very important role in the growth pole theory. This theory was put forward by Perroux (1950) and places Myrdal’s theory of Cumulative Causation into a “spatial context”. Perroux’s “space as force” view of spatial interaction which defines space as a type of network that is held together by centripetal forces. The theory rests on the idea that dynamic economic activity impacts local and regional economies and multiplier effects are the basic mechanism whereby a growth pole affects its surroundings. It should also be noted that strong locally confined multiplier effects are a basic force exerted by metropolitan areas.

Perroux argues that growth does not occur everywhere at the same time but at special nodes referred to as ‘growth poles’ and then spreads in different directions at different intensities. A growth pole refers to linkages between firms and industries. “Propulsive firms” are those that are large relative to other firms and generate induced growth through inter-industry linkages as the industry expands its outputs. Hirshmann (1958) argues similarly in his discussion of backward and forward linkages between firms.



Boudeville (1966) is credited for placing Perroux's formulation into geographical space. For Boudeville, a growth pole is defined in terms of the presence of propulsive firms and industries that generate sustained regional growth through linkages with other firms in a region.

Hirshmann (1958) discusses how polarized development may benefit both the growing region and surrounding hinterland. He argues that growth in the developed region produces favourable "trickling down effects" within a lagging region as the lagging region's goods and services are purchased and labour hired by the developed region.

Growth may also become an unfavorable "polarization" effect resulting from competition and trade barriers erected by developed regions. In the end, Hirshmann states that "trickle down effects" will outweigh polarization effects due to increased pressure to enact economic policies to combat the latter.

### ***Synthesis***

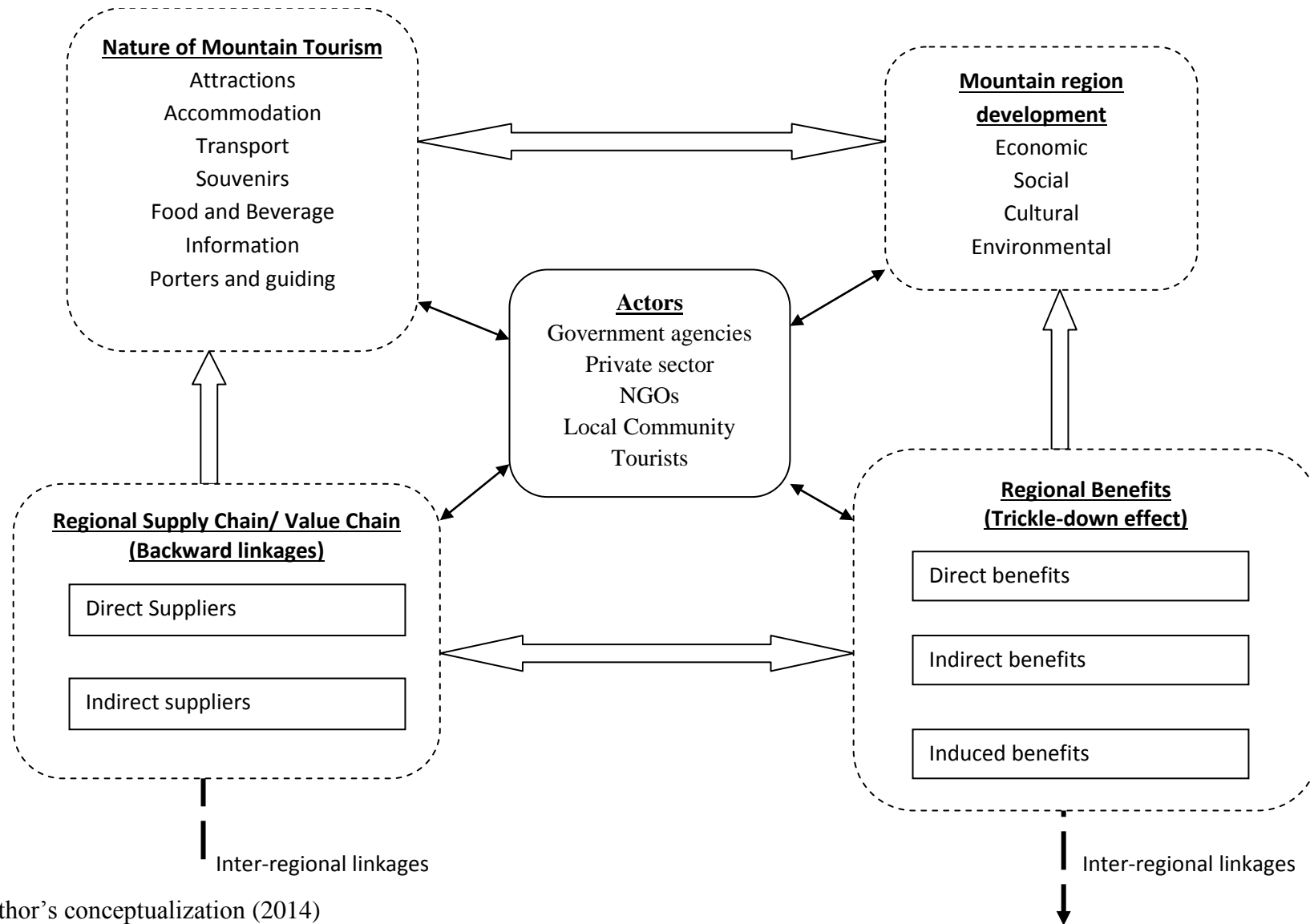
This discussion has outlined factors that underpin tourism as a regional development element, which are derived from a dominant theory of development; the growth pole theory. The multiplier effect has been focused on as a spread effect of benefits mountain tourism activities could potentially bring towards regional development through inter-linkages between different actors and suppliers of the mountain tourism product. It also showed that development was progressive, as experienced in many countries.

Development theory provides the suitable conceptual framework and platform to elucidate the processes in spread of impacts of mountain tourism. It shows these processes are not solely the result of unilateral actions. Instead, the nature of mountain tourism development is a highly contested one, which among others requires government intervention to ensure that tourism revenue trickles down to the local community and is retained within the region for further development. Such processes are made more complex by the fact that the tourism industry is composed of diverse inter-related fields, and as such are broad in scope and depth.

In summary, this discussion provides the links between regional development theory and the processes of mountain tourism product supply, which are characterized by a

complex nature of relationships between the regional development theory and the nature of mountain tourism development. This poses the question of the role of mountain tourism in fulfilling the objectives of economic development.

**Figure 0:4: The Conceptual Framework**



Source: Author's conceptualization (2014)

## 2.9 Conceptual Framework

Mountain tourism has been recognized as an effective tool for spreading development to regions which have been known to face major development challenges brought about by the unique mountain region characteristics that would otherwise render these regions the least developed in comparison to the other regions with different characteristics.

Mountain tourism has been adopted as a strategy to promote regional development in both urban and rural areas due to its unique nature of being a heterogeneous activity requiring a high degree of interactions and linkages between various tourism businesses and individuals in order to fulfill the needs of the mountain tourist.;

It has also been noted that mountain tourism developments have been constructed to act as 'growth poles' to help stimulate regional development. In the context of core-periphery, tourism can be a means of obtaining economic development in peripheral regions with tourists travelling from the metropolitan centre to the periphery mountain regions, bringing foreign exchange and creating jobs; thus tourism can act to redistribute wealth from the more developed 'cores' to the less developed peripheral regions (Pearce,1989). Porter (1998) suggests that the building of a tourism cluster in developing economies can be a positive force in improving outlying infrastructure and dispersing economic activity.

The suitability of mountain tourism to play this role stems from several core aspects;

- That the consumption of the mountain tourism product takes place at the destination thus the tourists has to travel to the particular destination and in return, bring revenue to that particular region;
- Mountain tourism is labor intensive, with low barriers of entry and mostly dominated by Small and Medium Enterprises (SMEs);
- Has the capacity to involve a high number of women and youth;
- The forward and backward linkages between tourism sectors like accommodation, restaurants, tour operators, among others and sectors directly linked to tourism results in multiplier effects that resonate throughout the entire region;

- The infrastructure that has been put in place for mountain tourism can be used by the local mountain residents to advance their development agendas; and
- Mountain tourism being a non-extractive activity can support sustainable development as it would enhance conservation of the natural environment.

Mountain tourism hence has a potential of bring about the social change, economic prosperity and environmental conservation, all important aspects of regional development. However, if not properly managed, the presence of tourism in a mountain region would result in underdevelopment resulting in more unbalanced regional development, social exclusion of some members of society in development matters, migration of productive members from a particular region in search for better opportunities; socio-cultural erosion, revenue leakages, the control of regional resources by individuals from outside the region, inequitable distribution of economic gains, environmental degradation, among others.

There is thus need for deliberate planning interventions and strategies that would ensure that mountain tourism enhances positive regional development goals. The studies earlier reviewed have shown that the principles relating to local community control over the mountain tourism industry, self-reliance, equity, participation in all planning levels, inclusion of all members of the society in tourism planning, access to necessary resources to enable the community to engage in the mountain tourism development, among others have been emphasized. The need to integrate mountain into the cultural and economic aspects of the mountain communities has been noted as being effective as a tool to encourage the community to ‘own’ and accept the industry, hence being actively involved in its development.

The **Spatial interventions** would entail adapting mountain tourism activity points as the ‘core’ of the tourism industry within a mountain area, which requires its supplies from the surrounding region “peripheries”. Through enhanced forward and backward linkages, the strategies would ensure increased multiplier and trickle-down effects from mountain tourism activities towards a balanced sustainable regional development. Strategies directed towards the concentration of mountain tourism activities through growth centers and the dispersal of some mountain tourism to areas with high potentials have been considered effective in ensuring that mountain tourism contributes to region-wide development.

**Non-spatial interventions** would entail policy recommendations that would be centered on ensuring social equity, economic prosperity and environmental integrity. Effective monitoring and evaluation measures and systems would be put in place to ensure that the proposals are updated to match the dynamic changes as well as ensuring their relevance towards ensuring that mountain tourism continues to contribute towards regional development in a sustainable manner.

The local and regional levels have been identified as the most suitable planning levels on which to focus development initiatives. However, the need for synergy between the national, regional and local levels has been emphasized towards one common vision that should be implemented by all the players. These interventions would thus require the participation of various key stakeholders in the mountain tourism industry towards their implementation. These include the government at the national, regional (county) and local levels; Private sector, Non-Governmental organizations, local community, as well as tourists.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

A research methodology describes clearly and accurately the procedures followed in conducting a study (Mugenda and Mugenda, 1999). These procedures not only guide the researcher but also help other researchers in understanding one's study, particularly where replication is desired. In this chapter, the discussion of the following methodological procedures is given in detail; research design, study area, population and sampling procedure, data sources and data collection methods, and data analysis techniques.

#### **3.1 Criteria for Selection of the Study Area**

The Mt. Kenya region is very broad, as defined in the previous chapter; therefore due to limited finances and time, a representative area was selected to display regional characteristics towards meeting the study's objectives. The study area was therefore selected based on various criteria that would provide adequate and relevant data. The following criterion was therefore used to select the area between Chaka town in Nyeri county and the Sirimon climbing route with the outer boundary of the Nairobi-Isiolo highway to the mountain peak as the study area (see map).

- 1) The Narumoru and Sirimon route are the most preferred tourism routes by mountain tourists, and they are found on the western slopes on Mt. Kenya, where mountain tourism activities are mostly taking place;
- 2) The area provides a mix of all types of service providers in the tourism industry that can be found in other parts of the region as well, including : All types of accommodation facilities; transport providers; Guides and porters; and other services;
- 3) The intra and inter-regional linkages are represented by the selection of the Narumoru and Nanyuki towns. The selected area also lies along the most preferred route by mountain tourists who engage in mountain tourism en-route to other tourism regions and activities in the Laikipia plains and Samburu National Reserve;

- 4) The selected area represents the different types of mountain tourism activities: wildlife viewing, mountaineering, fishing, site-seeing, cultural appreciation, and adventure tourism.

The study area covered three counties; Nyeri North, Meru and Laikipia (See map 1, page 83).

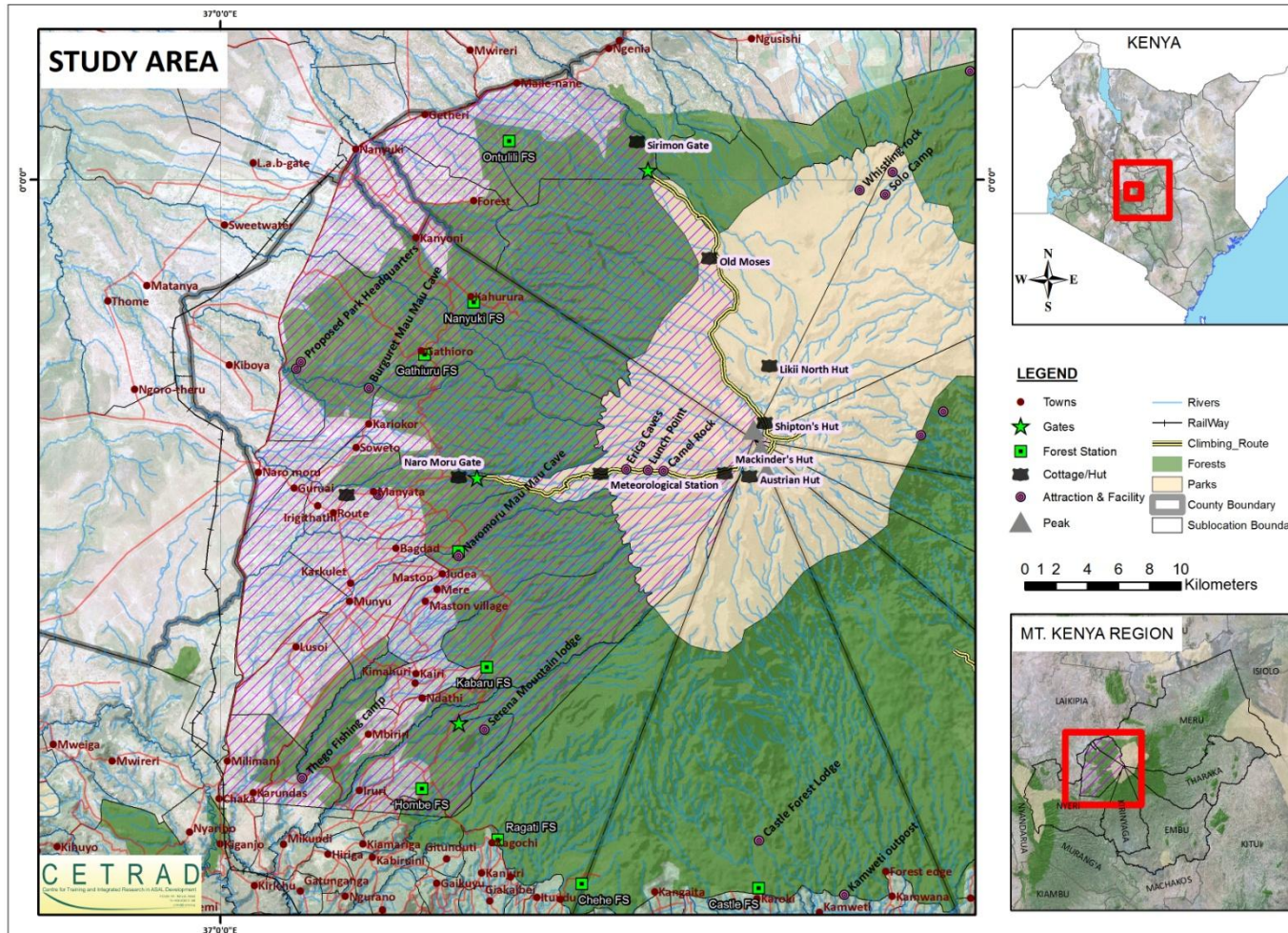
**Table 2: The Study Area**

County	Sub-County	Location	Sub location	Total Population	Households	Population density
Nyeri North	Kieni East	Narumoru	Ndiriti	3833	1094	229
Nyeri North	Kieni East	Kiamathanga	Kabendera	2891	830	256
Nyeri North	Kieni East	Kabaru	Kirima	5460	1505	88
Nyeri North	Kieni East	Kabaru	Ndathi	6471	1719	64
Nyeri North	Kieni East	Thigu	Luisoi	2105	605	62
Nyeri North	Kieni East	Thigu	Thirigitu	4368	1446	163
Nyeri North	Kieni East	Gakawa	Githima	4855	1363	124
Nyeri North	Mathira	Ruguru	Kiamariga	4243	1261	354
Nyeri North	Mathira	Ruguru	Iruri	4013	1223	95
Nyeri North	Mathira	Ruguru	Sagana	3359	926	441
Meru	Timau	Ontulili	Kangaita	4130	1188	162
Meru	Timau	Ontulili	Katheri	5448	1598	251
Meru	Timau	Ontulili	AntuBamwitu	7402	2273	112
Meru	Timau	Kirimara	Kathithina	6589	1754	288
Laikipia	Lamuria	Lamuria	Lamuria	12214	4105	28
Laikipia	Daiga	Umande	Kalalu	5328	1540	244
Laikipia	Daiga	Umande	Nyariginu	5986	1608	227
Laikipia	Central	Nanyuki	Majengo	18054	5391	1148
Laikipia	Central	Nturukuma	Nturukuma	4334	1213	233

*Source: KNBS (2009)*



Map 1: Study Area: Mt. Kenya Region



Source: CETRAD (2014)

## **3.2 Research Design**

This section outlines how the study was planned and conducted, the procedures and techniques employed to answer the main research question of “What is the contribution of mountain tourism to regional development in the Mt. Kenya region?” The main objective of setting research design is to enhance validity of research findings by controlling potential sources of bias that may distort findings.

The research design applied for the study was the normative design, which, as explained by Ngau and Kumssa, (2004) and Kerlinger (1986) is a systematic empirical inquiry in which scientists do not have direct control of independent variables because they cannot be inherently manipulated. It examines whether one or more pre-existing conditions could possibly have caused subsequent differences in groups or subjects. In this case, the researcher made careful observation of the effect of the dependent and the independent variable to establish the relationship between the two. Once the relationships were established, predictions were made about the relationship between the dependent and independent variables. It was also applied since it is difficult and sometimes impossible to control the independent variable in human behavior which in this case is regional development.

## **3.3 Research Population and Sample Size**

### ***3.3.1 Research Population***

This section provides the description of the population from which the samples for the study was obtained. Kothari (2004) defines research population as “the total of items about which information is desired. The attributes that are the object of study are referred to as characteristics and the units possessing them are called elementary units. The aggregate of such units is generally referred to as population.” This segment of population represents the larger group of individuals and objects upon which the research results will be generalized. It also includes what information or attributes are going to be recorded. The unit of analysis for this study was as follows;

- Tourists;
- Tourism support services;
- Supplier to tourism facilities; and
- Households.

The target population for the study comprised of;

- All tourists visiting Mt. Kenya National Park and forest reserve;
- All tourism service providers in the Mt. Kenya region;
- All suppliers of goods and services to the tourism facilities within the Mt. Kenya region; and
- All households situated within the Mt. Kenya region.

### 3.3.2 Sample size:

Mugenda (2008) states that when the target population is known, statistical theory provides a recommendation on how to compute the most appropriate sample size. However where the target population is unknown, as in the case of suppliers to the tourism facility, the researcher is required to conceptualize the phenomenon under study and set the most reasonable sample size to ensure that all sources of variations are captured. Literature also suggests that the minimum acceptable sample size depends on the type of the research, and ordinarily a researcher would require a minimum of thirty respondents in a survey research; a sample size less than this would provide too little data to be practical (Kombo & Tromp, 2006).

**Table 3: Categorization and Sample Size Units of Analysis**

Sample	Total Sample	Category	Sample Size
Accommodation facilities	7	5 star	1
		4 Star	1
		3 star	3
		Uncategorized (Popular, Medium, unpopular)	2
Employees within accommodation facilities	30	Management	6
		Casual worker	6
		Food and Beverage	6
		Housekeeping	6
		Front office	6
Curio Shops/ Souvenir shops	10	Accommodation facilities	5
		Towns (Nanyuki/Narumoru)	4
		Air Strip	1
Tourists	30	-	30
Households	35	-	35
Guides and porters	24	Guides	12

	Porters	12
<b>Key Informants</b>		
<b>Category</b>	<b>Key informants</b>	
Local (National)	Guides and Porters Association Management	
	Kenya Wildlife Service-Mt. Kenya National Park	
	County Government	
	Local Tour operators	
Non-Governmental Organizations	Mount Kenya Tourist Circuit Association (MKTCA)	

*Source: Author (2014)*

### **3.4 Sampling Design**

Kothari (2004) defines a sampling design as “the technique or procedure that the researcher would adopt in selecting some sampling units from which inferences about the population is drawn.” It is to be determined before any data is collected. Ngau and Khumssa (2004) state that “the objective for sampling is for estimation of population values, economic advantages, reduced time of study and for better and more accurate quality of results.” In most cases, it is not possible due to time or financial constraints to undertake an enumeration of the whole population. Sampling remains the best way to allow for more accurate measurements.

According to Karlton (1983), the principal objective of any sampling procedure is to secure a sample, which, subject to limitations of size, will reproduce the characteristics of the population, especially those of immediate interest, as closely as possible. A good sampling procedure should limit sampling errors arising from biases in selection and those arising due to differences between the members of the population included in the sample and those not included Ngau & Khumssa (2004).

#### **3.4.1 Sampling of accommodation facilities**

Accommodation facilities are one of the key contact points for mountain tourists, as they offer majority of services needed including travel arrangements, transport, accommodation, food, entertainment, guides and porters, tours to mountain attractions, souvenir shops, among others. A representative sample of 7 accommodation facilities was categorized using the ‘Star-rating’ as follows: 5-star (1); 4-star (1); 3-star (3) and Uncategorized (2).

Cluster sampling was utilized in identifying the accommodation facilities to be studied as a representation of the population. The facilities were selected to ensure that certain attributes are included in the study.

#### ***3.4.2 Sampling of mountain tourists***

A sample of 30 tourists visiting Mt. Kenya National Park and descending through the Sirimon route was interviewed. The park receives an average of 2,300 tourists monthly (KWS, 2015), therefore selecting one third of the tourists as a representative sample will be 766 which is a large number. The 30 tourists were therefore taken as a representative sample.

The sample was strictly of the tourists who had already participated in mountain tourism activities of whatever kind and not incoming tourists, since the study was focused on the visitors experience within the region.

Initially, the tourists' samples were to be taken from the selected accommodation facilities, but the Old Moses camp located within the Mt. Kenya National Park and a base camp for climbers (going either up or down the mountain) using the Sirimon route was preferred, as they would be more accessible.

Convenience sampling was used for the tourist samples, with permission and assistance from the camp management and the guide accompanying the tourists. In case of a group, only one representative was selected for the study to avoid repetition. The different categories of tourists were sampled, to include those staying at the Old Moses mountain hut, the campsite and even guests on a one day trip. The researcher and research assistant stayed for 7 days at the camp collecting the data from the tourists.

#### ***3.4.3 Sampling of employees within accommodation facilities;***

People working within accommodation facilities have a direct contact with mountain tourists as they provide various services required by mountain tourists. They therefore receive direct benefits from mountain tourism and are often the starting point of the 'trickle down' effects of tourism activities within a region. The study therefore selected a total sample of 30 employees.

A total of 6 employees were interviewed from different departments within the facilities; Management (1); Casual (1); Food and beverage (1); Housekeeping (1);

Stores (1) and Front office (1). This exercise was carried out with the assistance of the hotel management. Simple random sampling was used, where all the employees present in the different departments were listed, and one was randomly selected. However, in some instances, the available employees were interviewed instead of the selected person due to their busy schedules.

#### ***3.4.4 Sampling tour operators***

A sample of 5 local tour operators from both Nanyuki and Narumoru were selected. This group involved the freelance tour operators who are often difficult to identify. Snowballing was therefore used to refer to the respondents.

#### ***3.4.5 Sampling souvenir (curio) shops***

The location criterion was used to select a representative sample of curio shops operating within the study area. A sample of 10 curio shops was selected. Stratified random sampling was used to ensure that a certain sample of the population under study is represented in the sample. The curio shops' population was divided into subgroups (strata), and independent samples from each stratum were selected. Within each stratum, a particular sampling fraction was applied to ensure representativeness of proportions in the full population. The curio shops' sub-groups were:

- Those within the Nanyuki air strip (1)
- Those within accommodation facilities (5)
- Those within urban areas (4)

#### ***3.4.6 Sampling of households***

A total of 35 households were sampled. The households were selected using quota sampling.

**Table 4: Household Sampling**

<b>County</b>	<b>Division</b>	<b>Households (Total)</b>	<b>Percentage</b>	<b>Sample Size (HH)</b>
Nyeri North	Kieni East	29,012	51	18
Nyeri North	Mathira	3,410	6	2
Meru	Timau	6,813	12	4
Laikipia	Lamuria	4,105	7	2

Laikipia	Daiga	3,148	5	2
Laikipia	Central	10,804	19	7
	<b>Total</b>	<b>57,292</b>	<b>100</b>	<b>35</b>

*Source: Author (2014)*

The formula used was  $n/NT \times 35$  where

n – Number of households in the division

NT - Total number of households in the study area

### **3.4.7 Sampling of porters and guides**

A representative sample of 24 porters and guides were selected through the Mt. Kenya Porters and Guides Association. The sample included 12 porters and 12 guides who were interviewed through two separate focus group discussions in order to obtain group-specific information.

### **3.4.8 Sampling key informants**

The Key informants in this study comprised of the;

- Kenya Wildlife Service-Mt. Kenya National Park;
- The Mt. Kenya Tourist Circuit Association;
- Government officials from the Ministry of Tourism-County officers;
- Porters and Guides Association-Mt. Kenya;
- Officials from County development offices.

These key informants were purposively selected on the basis of their expertise on the issues the study sought to address on mountain tourism and regional development.

## **3.5 Data Needs and Sources**

The study objectives carried various data needs which are summarized in Table 5.

This data was sourced from both primary and secondary data sources. The secondary data was sourced from the Kenya wildlife service records, publications (books, reports, newspapers, magazines, brochures) and internet sources.

The primary data was sourced from tourists, households, employees within accommodation facilities local tour operators, guides and porters, accommodation facilities, souvenir shops and key informants from KWS, KFS, and Ministry of

tourism, the county government, and the Mt. Kenya Tourist Circuit Association (MKTCA).

### **3.6 Data Collection Methods and Instruments**

The previous section identified that in order to achieve the objectives of this study, both the primary and secondary data was required. Various data collection methods were used depending on the data needs and their sources.

#### ***Review of literature***

Relevant Secondary data was obtained through reviewing of literature from books, publications, reports, brochures, records, and internet sources. The key dependent and independent variables were listed, and literature explaining the possible relationships between these variables was collected. A notebook was used to take down notes, which were organized using different colored cards according to key objectives for easy recording.

Primary data was collected through the following ways;

#### ***Questionnaire administration***

Semi-structured questionnaires were administered to tourists, accommodation facility management, employees and households. The questionnaires were administered through face-to-face interviews, where either the researcher or the research assistant asked the questions, while the other filled in the responses. The researcher first of all sought permission from the respondents, and after explaining what the study was about and how they were selected, the respondents were assured that their information was confidential and would be used purely for academic purposes. Where necessary, the language that the respondent was comfortable with was used.

Each questionnaire was cleaned at the end of the day to ensure that there were no gaps, responses were well recorded and comprehensive, and irrelevant responses were noted ready for the next step of data coding.

One of the key challenges experienced was where some respondents refused to answer any questions, or quitting half-way through the questionnaire because of their duties. In such cases, a replacement was done with a sample with similar characteristics as the previous one.



### ***Interviews***

Face-to-face interviews were conducted on local tour operators, KWS official, MKTCA representative, Porters and Guides management, accommodation facility management and curio shop businessmen using an interview schedule for guidance. The respondents were contacted in advance for an appointment to ensure that there was ample time for the interview. The responses were recorded in a notebook as well as through a tape-recorder (with the respondent's permission) and later transcribed according to the study's objectives.

### ***Focus Group Discussions (FGDs)***

Focus group discussions were held with the porters and guides at the Porters and Guides Association offices in Narumoru in order to understand the role and the benefits received from mountain tourism. The FGDs were conducted in two separate groups; the porters and the guides each with twelve members. Tape recorders were used through permission from the groups to record all the information discussed. Before the discussions, the group was informed of the rules to be followed, including the participation of all members, not interfering with another's contribution and confidentiality of the information. The use of flip charts to demonstrated the responses given, as well as note-taking were used to record the responses. The data was later transcribed in preparation for a comprehensive analysis.

**Plate 1: Focus group discussions with the porters (left) and guides (right)**



***Source: Field Survey (2014)***

### ***Observation***

Relevant observations were made during the study and recorded using notebooks and photography using a digital camera.

### ***Mapping***

Spatial data was collected at all relevant points using a GPS and the points recorded in notebooks. The data was later downloaded using an Arc GIS software for further analysis and the production of maps.

### ***Testing Research Instruments***

A pilot study was conducted in order to pre-test the research instruments, sampling procedure and data collection methods. According to Mugenda & Mugenda(1999), pre-testing of data collection instruments is important because vague questions are revealed hence providing the researcher with an opportunity to rephrase the questions until they convey the intended meaning to all the respondents. It also helps improve the instruments by exposing inconsistencies and errors which can be restructured to address the study objectives.

The pilot study was conducted at Likii area, which was within the study area, although not included in the study sample. The necessary changes were made from observations made during the pilot study.

### ***Selection and training of research assistants***

One male research assistant was recruited to assist in data collection, and data entry. This was to ensure gender balance since the study is not biased towards one particular gender. The researcher participated in all aspects and activities related to data collection, entry and analysis.

The research assistant was selected principally on language proficiency in both local and foreign languages since the study was focused on both the local and international tourist and mountain communities who speak Kikuyu, Meru, and Embu. In order to ensure competence and efficiency, the minimum level of education for the research assistant was a bachelor's degree with prior experience in conducting related data collection exercises.

The purpose and objectives of the study was explained to the research assistant. He was given the questionnaires and interview schedules to study and internalize. Each question was broadly discussed for the understanding of data needs, and also help in proper phrasing of questions. Revision of questionnaires was done with the assistance of the research assistant. Role playing was also used to ensure proper phrasing of the questions, recording, body language and language use.

### **3.7 Data Analysis**

The study used both qualitative and quantitative method of analysis. During fieldwork, all completed questionnaires were checked daily and data cleaned to ensure completeness, consistency and accuracy. Key informants' notes were reviewed to verify that relevant information is recorded and the voice recording was transcribed.

The field data was coded and a codebook with a list of all the codes and the questions they refer to were prepared to enable efficient data entry. Data was entered into a prepared database using the Statistical Package for Social Sciences (SPSS) program. Data cleaning was done to ensure correct data entry and removal of invalid data.

Descriptive statistics, frequencies, cross tabulation and correlations were used to analyze the data. Qualitative information including verbatim data was also included accordingly. The data was presented using charts, maps, tables, and photographs.

Flow of mountain tourism goods and services was analyzed using the value chain mapping as discussed by (SNV, 2010). ArcGIS tool for spatial analysis and spatial data presentation. The SPSS program was used to generate graphs and charts for data presentation.

### **3.8 Ethical Issues**

Permission for data was sought from the area administration and Mt. Kenya National Park management. The research assistant was trained on personal presentation skills, proper conduct during data collection and how to handle respondents in a respectable way. The respondents were not coerced into participating in the study, and they were assured that the data collected would be confidential and used purely for academic purposes.

### 3.9 Study Limitations

The study was faced with the following limitations;

- a) Owing to the wide scope of the entire mountain region, the study area was selected on the Western side of the mountain, an area known to be more active in terms of the mountain tourism activities and with many tourism facilities as opposed to the Eastern side of the mountain where although tourism is present, there are minimal tourism facilities present. Being a study on regional development, an inclusion of the “less active” side of the mountain to compare the results would have been prudent.
- b) The tourist data was collected from the Sirimon route, which is one of the most utilized routes on the mountain. The study could not get a representative of the other routes since the Sirimon route is a descending as well as the ascending routes, and the study was targeting mainly the tourists who are descending, tourists may have climbed through the other routes (Narumoru and Chogoria). However, not all the tourists descended through the Sirimon route, and may have been over-looked.
- c) The tourists interviewed were also mainly those engaged in mountain climbing. It was not possible to interview tourists who are participating in other mountain-related activities as it was difficult to sample them due to their scattered nature. The data from tourists may therefore be generalized mainly on tourists who were participating in mountain climbing. However, the information on other types of tourists was obtained through interviews with the accommodation management and local tour operators.
- d) The study focused on the first, second and third level of main suppliers to the accommodation and curio businesses. Due to lack of time and resources, it was not possible to trace the supply chain further to ascertain the source of the products to the identified suppliers. This may have created a better picture of the spread of tourism indirect benefits to the region.

## **CHAPTER FOUR**

### **BACKGROUND TO THE STUDY AREA**

This chapter will discuss the existing situation of mountain tourism and how it is contributing towards regional development. This will help to understand the real nature of the study problem. A summary of emerging issues will be highlighted at the end of the chapter.

#### **4.1 Introduction**

The Mt. Kenya region can be considered to be privileged within the national context due to several historical and socio-economic advantages which will be discussed in this chapter. The region's ethnic, historical, economic and political background as well as the unique ecological conditions of the region forms the basic resources for mountain tourism to the Mt. Kenya region.

#### **4.2 The Ethno-Historical and Political Background of the Mt. Kenya Region**

The development of lands around Mt. Kenya has continued steadily since the 1920s. Kenya had been previously known as British East Africa when British settlement was encouraged and the countryside was transformed into acres of coffee, tea, maize and wheat farms. These areas were favored due to their significantly higher altitude, cooler temperatures and more plentiful precipitation than other regions. They were thus regarded as 'white highlands' for exclusive use by European and British communities. Mt. Kenya region was one of these areas. By the 1930s, approximately 30,000 white settlers lived in the area and gained a political voice because of their contribution to the market economy. Originally farmers, the resident communities had to leave their homes and search for other farmlands and thousands migrated into growing cities.

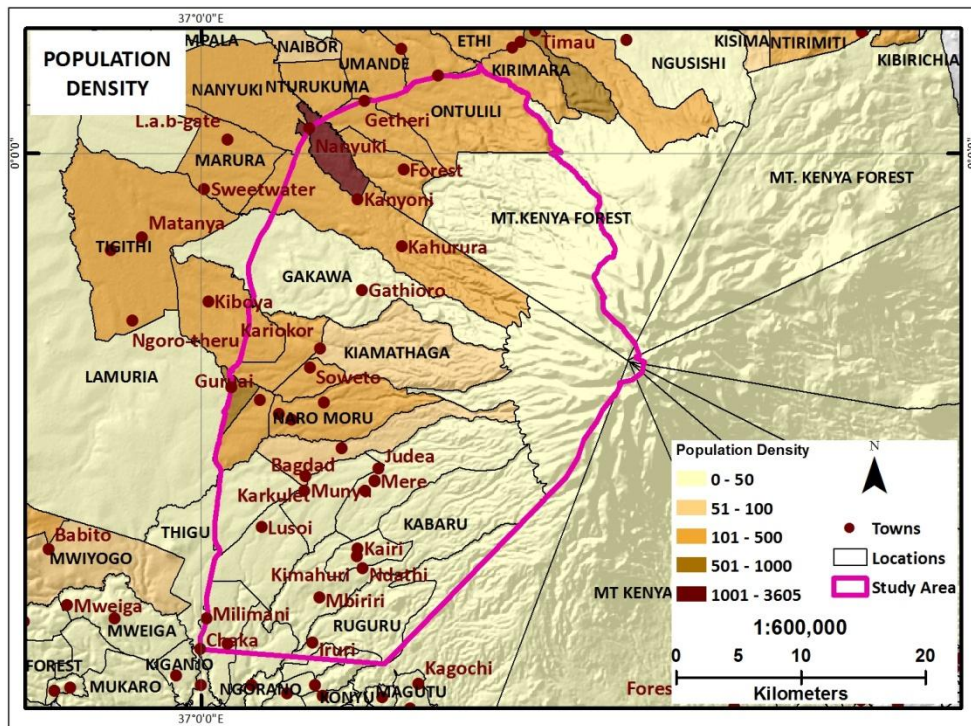
The 'Maumau' revolution was a counter movement of the displaced Kikuyu population against the British Empire and white settlements in the highlands. The basic reason was the special market rules, which were implemented by the British colonizers. African people were not allowed to sell cash crops like coffee, tea or sisal. During the revolution, Nyeri and some parts of the Mt. Kenya region were important locations for the battles between the British and the rebels. Caves in the Mt. Kenya forest and surrounding areas were used as base-camps, hospitals, post-offices, among others. This went on between 1952 and 1959 and at the end, about 4,686 Mau Mau

were killed. Two of the famous Mau Mau leaders were Dedan Kimathi who has since been given the status of a national hero and Jomo Kenyatta who went on to become the first president of Kenya. This rich history and the ethnic contribution towards Kenyan history are why the Mt. Kenya region has a privileged position in the national context.

### 4.3 Position and Size

Mt. Kenya is the highest mountain in Kenya and second highest in Africa after Kilimanjaro at 5,199m, located within five counties namely Nyeri (3,337.1 km<sup>2</sup>), Kirinyaga (1,437 km<sup>2</sup>), Embu (2,818 km<sup>2</sup>), Meru (6,936.2 km<sup>2</sup>) and Tharaka Nithi (2,640 km<sup>2</sup>). These counties each have a portion of the mountain within their boundaries (see Map), and their residents greatly rely on the mountain's resources for their livelihoods. The defined region has a population of 3,406,900 (Wiesmann, *et al.*, 2014). The Laikipia County, though not administratively touching Mt. Kenya has an important role in the region, as it lies on the western side of the mountain and is well endowed with tourism facilities, game ranches and conservancies, eco lodges, among others.

**Map 2: Population Density**



Source: CETRAD, 2015

#### **4.4 Physical Characteristics**

At 5,199 m, Mount Kenya is the second highest peak in Africa and an iconic landmark for Kenya located at 0° 10'S by 37° 20'E. It is an ancient extinct volcano, during whose period of activity (3.1–2.6 million years ago) it is thought to have risen to 6,500 m. There are 12 remnant glaciers on the mountain, all receding rapidly, and four secondary peaks that sit at the head of the U-shaped glacial valleys. The highest peaks are Batian 5,199m and Nelion 5,188m, rising for the last 500m or more in sheer cliffs. Point Lenana (4,985m) is the highest fairly easily accessible peak. Above about 3,300m the mountain slopes and most of the Park are above the tree line; below it the rich volcanic soils are clothed in forest which is a vital water catchment for some seven million people and is the source of the great Tana and Ewaso Nyiro rivers.

#### **4.5 Topography and Climate**

The climate of Mt. Kenya has played a critical role in the development of the mountain, influencing the topography among other factors. Mount Kenya has two distinct wet seasons and two distinct dry seasons; the long rains from March to June and the short rains from October to December. January to February is dry. The rainfall ranges from 2,500mm on the well forested southeastern slopes to 800mm on the treeless northern slopes.

The annual temperature range is about 2°C, lowest in March to April and highest between July and August, but the large diurnal temperature range of 20°C in January to February and 12°C in July to August in effect creates summer conditions by day and winter by night. The weather is very changeable on the mountain.

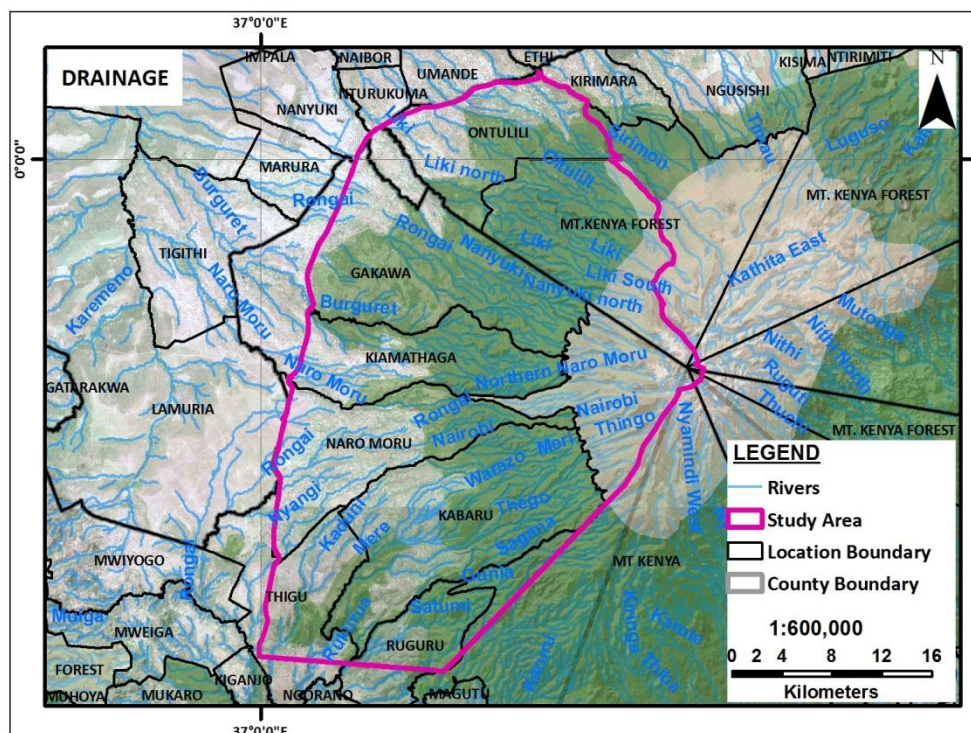
The diurnal wind circulation is vigorous: down slope winds blow from evening through the night to midmorning, drawing in the persistent cloud, and up-slope winds blow from then on into the afternoon. Very strong winds blow round the peak in the early morning, the speeds gradually decreasing with sunrise.

#### **4.6 Drainage Patterns**

Mt. Kenya is the main water catchment area for two large rivers in Kenya; The Tana, the largest river in Kenya and the Ewaso Nyiro North. The mountain provides water

directly for over 2 million people. Rivers which start on Mt. Kenya are the tributaries for the R. Tana and Ewaso Nyiro North rivers. A lot of Mt. Kenyan rivers flow into the Sagana which is a tributary of R. Tana. The rivers to the northern part of the mountain such as Burguret, Narumoru, Nanyuki, Likii, Sirimon flow into the Ewaso Nyiro. The rivers to the south-west such as the Keringa and Nairobi flow into Sagana then into Tana. The remaining rivers to the south and east, such as the Mutonga, Nithi, Thuci and Nyamindi flow directly into the Tana.

**Map 3: Drainage Pattern**



*Source: CETRAD, 2015*

#### 4.7 Economic Activities

Tourism and agriculture are the most dominant economic sectors within this region. The resident communities are mainly farmers since the climate and soils are favorable and the region lies within Kenya’s main highland areas. Both subsistence and large-scale farming are practiced, as well as horticulture, dairy farming, and apiculture. Major cash crops grown in the region include coffee, tea, miraa (*Khat*), rice and maize.

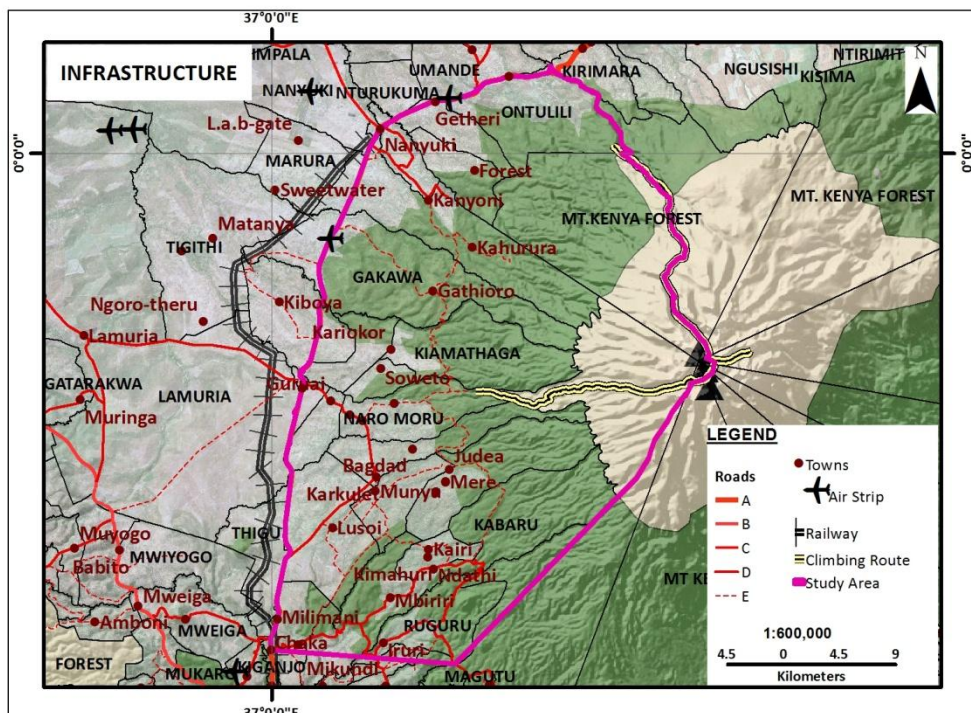


Tourism is also a major industry, with Mt. Kenya being the main attraction. Mountain tourism takes place in Mt. Kenya National Park and reserve through five major climbing routes; Narumoru, Chogoria, Sirimon, Meru, and Kamweti. At the base of these routes are major towns which provide main tourism facilities and services utilized by mountain tourists. These towns are Narumoru, Chogoria, Nanyuki, Kirinyaga, Embu and Meru. The towns are also the major ascending and descending bases for tourists visiting the mountain.

The eastern counties, i.e. Kirinyaga, Embu and Meru receive more rainfall and are agriculturally more favored; yet they are less developed in terms of tourism infrastructure (roads, accommodation). Tourism is mainly concentrated on the western side of the mountain (Laikipia, and part of Nyeri), as it has better infrastructure and is preferred by tour operators en route to the Samburu National Reserve, a popular spot for game viewing, and other ranches in the lowlands.

#### 4.8 Infrastructural Services

Map 4: Infrastructure Services



Source: CETRAD, 2015

#### **4.9 Human Settlements and Culture (urban rural settlements; white settlers)**

Historical evolution of settlements in the region had already begun in the first millennium. This involved major ethnic groups of Eastern Bantu and Southern Cushites. The subsequent interactions between these communities helped in building societies with complex cultures. The spatial movements laid the foundation for regional distribution of contemporary communities of the Meru, Embu, Kikuyu, Tharaka and Ndorobo. These communities manifested different types of land-use activities characterized by small-scale farming, animal husbandry and logging.

Onset of colonial era further influenced land-use through the introduction of commercial agriculture that involved large-scale and small-scale farming of coffee, tea, and animal husbandry mainly in Nyeri, Laikipia and Meru districts. Mau mau rebellion and subsequent use of Mt. Kenya forest by the rebels for their struggle against white farmers' alienation of native land and the annexation of land resulted in the establishment of squatter settlements in the region. These squatter settlements are still prominent in some parts of the region.

Rapid population growth in the region has increased pressure and need for migration leading to incursion into forest reserves and resettlement in surrounding marginal areas of Meru, Laikipia and Embu either through government initiatives or community efforts to eke a living given their increasing numbers.

This increased pressure has been manifested in factors like reduced land holdings per farm family, increased human-wildlife conflicts and depletion of resources.

The communities of Kikuyu, Meru, Tharaka and Embu not only derive livelihoods from the Mt. Kenya ecosystem but were also an important cultural and ritual site. The mountain was deemed holy and regarded as the dwelling place of God “*Ngai*”. The management and use of the forest resources was administered through clan-based groups and settlement living adjacent to the forest. The peaks were never visited except for traditional tribal rituals and prayer in time of need.

#### **4.10 Protected Areas for Biodiversity and Tourist Exploration:**

##### ***4.10.1 The Mt. Kenya National Park and reserve***

The first recorded sighting of Mt. Kenya was by a European named Dr. Johann Ludwig Krapf, a German missionary in 1849. The geology of Mt. Kenya area was

first proposed in 1883 by Joseph Thomson who had only seen the mountain from a distance. In 1887, another group of explorers reached the mountain peaks and described it as an extinct volcano with glaciers. In 1899, the first Europeans ascended the mountain, with several more expeditions after that. The first thorough survey of the mountain by Europeans was not undertaken until 1966.

The park which is 715km<sup>2</sup> was established in 1949 and it is within the national forest reserve (705 km<sup>2</sup>) which encircles it. In April 1978, the area was designated as a UNESCO Biosphere Reserve, and in 1997, the Park and reserve were designated as a World Heritage Site. The park was established by the Government of Kenya on and around Mt. Kenya for four main reasons; the importance of tourism for the local and national economies; preserve an area of great scenic beauty; conserve the biodiversity within the park and to preserve the water catchment of the surrounding area.

The park is rich in both flora and fauna. The vegetation changes with altitude and rainfall on the mountain and the species present differ greatly between the northern and southern slopes. Majority of animals live on the lower slopes of the mountain where the climate is less extreme. Various species of monkeys, antelopes, tree hyrax, porcupines and some larger animals such as the elephant and buffalo live in the forest. Predators like the hyena, leopard and occasionally lion can also be found. There are fewer smaller mammals on the higher altitude like the rock hyrax, common duicker, rats, among others. The mountain is also an Important Bird Area (IBA) site with several bird species in the Afro-alpine zone.

#### **4.10.2 Flora**

The vegetation of the mountain shows a marked vegetation gradient depending on altitude and the amount of rainfall spreading from the southeast. Its forests are part of the largest continuous block of indigenous closed canopy forest in Kenya. There are some 882 plant species, subspecies and variants, 81 high altitude plants being endemic (Gathara, 1999). Above the forests are five distinct vegetation zones, mainly in the National Park: scrub, *Hagenia* woodland, giant heath, Afro-alpine moorland and nival. Below this there are six main forest types: rainforest, mid-level moist evergreen forests, mid-level leguminous forest, mid to high-level drier forest and Juniper-Olive dry forest. Between the highland and forest zones is a belt of dense bamboo.

The northern slopes of the mountain are dry scrubs which receive less than 800 mm of rainfall. The lower limit of the indigenous forest is now between 2,000-2,500m. Most of the land at lower altitudes is outside the Reserve, has been cleared and is now used for growing wheat right up to the 2,000m level.

#### **4.10.3 Fauna**

Mt. Kenya is well endowed with a variety of wildlife species including mammals, reptiles, amphibians and avian species with different status of protection. The big 5 animals (elephant, lions (rarely), leopard, savanna buffalo and rhino), are found on the mountain, along with several other mammals including the plains zebras, eland, duikers, zorilla, monkeys-like blue, green, and colobus-; baboons, forest hogs, hyenas, civet, bush bucks, antelopes, reedbuck, bush pig, several rat species and the extremely rare eastern bongo, among others.

Reptiles include the endemic Mt. Kenya bush viper, the near endemic alpine meadow lizard, the Kenyan side-striped chameleon Jackson's chameleon, and various skinks.

The mountain is categorized as an Important bird Area (IBA) as well, with a diverse variety of bird species like little kestrel, Jackson's francolin, Sharpe's longclaw, Hunter's cisticoala, Jackson's widowbird, Abbott's starling, Hinde's pied babbler and Kenrick's starling. Regionally threatened species include African olive ibis, lammergeier, Ayre's hawk eagle, crowned hawk-eagle, Abyssinian owl, African grass-owl, Cape eagle-owl, African marsh-owl, purple-throated cuckoo-shrike and long-tailed widowbird. There is also a variety of raptors and other bird species.

**Plate 2: A giant Lobellia plant and one of the small rats found at higher altitudes**



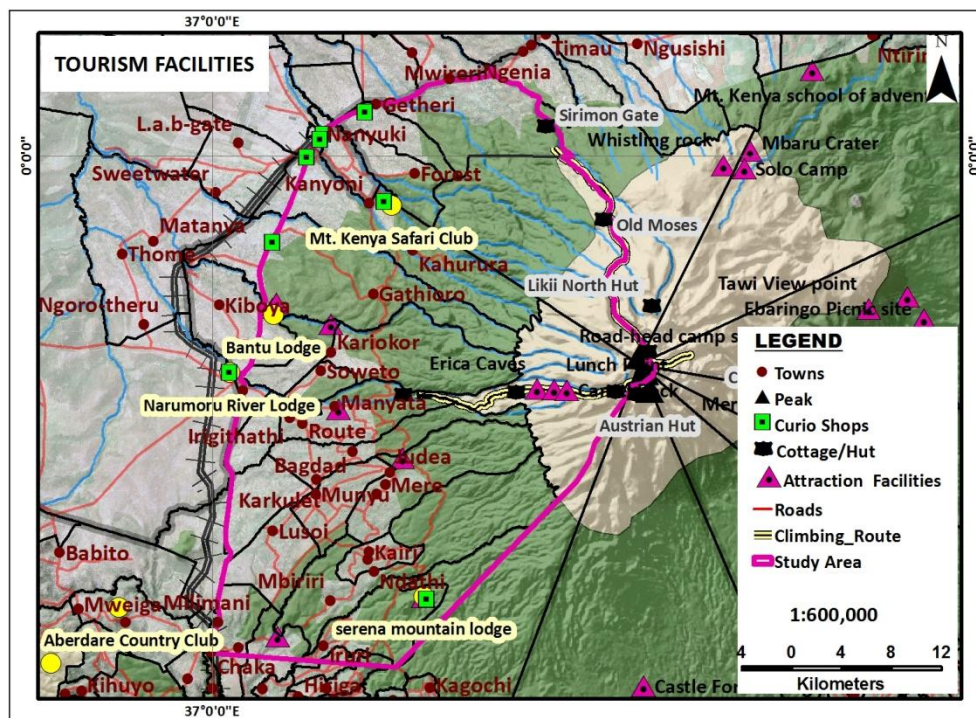
*Source: Field Survey: Photo by Samwel Mwangi, 2015*

**Tourism activities** on the mountain include mountaineering, rock climbing, hiking, wildlife viewing, nature walks, fishing and helicopter safari. On average, the park receives 20,000 tourists per year both local and international tourists who take part in these activities through the routes mentioned earlier.

**Accommodation facilities** on Mt. Kenya range from very basic to luxurious. The more luxurious lodges are found on the lower slopes in and around the forest. Many offer guided walks and other activities like fishing and bird watching. The huts on the higher slopes of the mountain are more basic. Most have several bunkrooms with beds and also offer somewhere to cook. Camping is also allowed at specific areas within the park. Other forms of accommodation are found in major towns around the mountain.

The national park is under the management of Kenya Wildlife Service (KWS) while the national reserve is managed by the Kenya Forest Service (KFS).

**Map 5: Tourism Facilities**



*Source: CETRAD, 2015*

#### ***4.10.4 The Narumoru route and Narumoru town***

Narumoru town is located in Nyeri County on the western side of Mt. Kenya. The town has a latitude of  $010^{\circ} 0.001''$  S and longitude of  $37^{\circ} 1 0.120$  E. The **Narumoru route** is the most preferred by mountain climbers who want to reach point Lenana due to the good terrain. It can be ascended in three days and has bunk houses at each camp which can be used instead of tents. The track starts in Narumoru town and heads to the Park headquarters. At the road end, there is the meteorological station to which it is possible to drive in the dry season. The route drops down into the Northern Narumoru valley to Mackinder's camp on the Peak Circuit Path. Tourism is one the town's main activities due presence of one of the most known acclimatization lodges- the Narumoru river lodge. It is also along the Nairobi-Isiolo highway, enroute to major tourist attractions in Laikipia and Samburu counties, and just one hour away from Nanyuki town, a major tourist town.

#### ***4.10.5 The Sirimon route and Nanyuki town***

The **Sirimon route** from Nanyuki town is about 10 km to the park gate. The track climbs up through the forest on the northern side of the mountain where there is no bamboo zone; hence the forest gradually turns into moorland, which leads to Shipton's camp where tourists can climb to the peaks.

**Nanyuki town** is a medium sized town north-west of Mt. Kenya, and the county headquarters of Laikipia County. It is situated along the Nairobi-Isiolo highway just north of the equator ( $0^{\circ} 01'N$ ). It was founded in 1907 by British colonial settlers and by the 1930s; its potential justified the construction of a railway line linking the town to Nairobi.

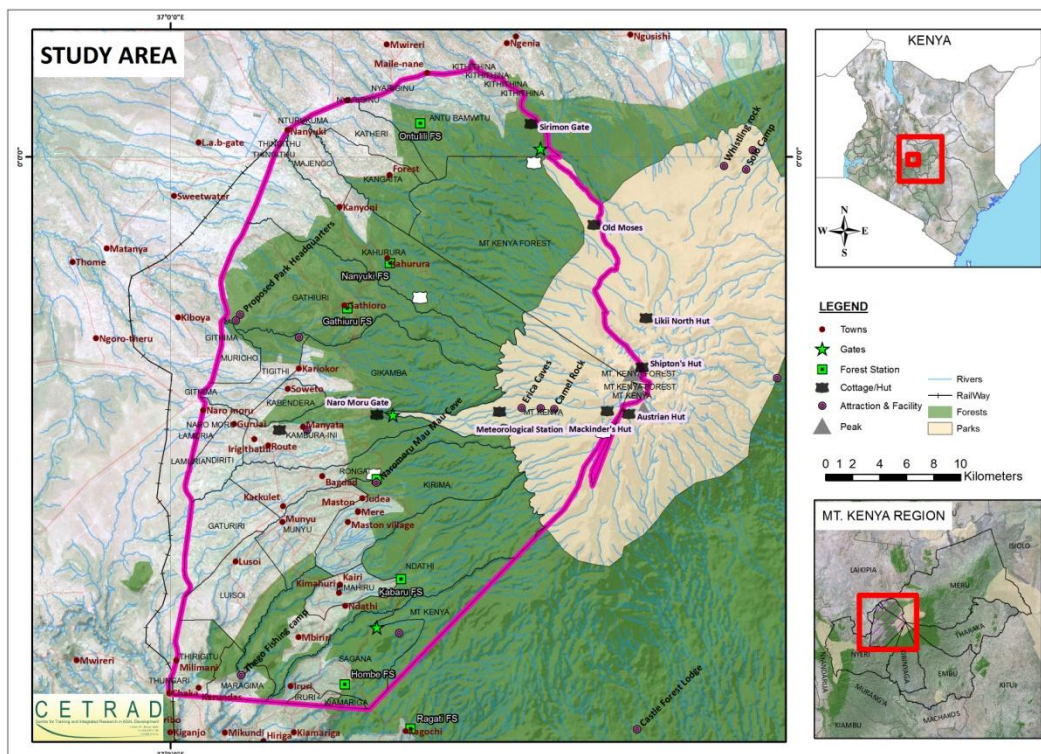
The town is a multi-cultural administrative and market centre for farms, ranches, game parks and wildlife conservancies in the region. It has a beautiful view of Mt. Kenya and is a hub of trekkers climbing the Sirimon route. On top of this, the town serves as the main airbase for the Kenya Air Force and a base for the British Army who often conducts training on the mountain and drier parts of Laikipia county.

Nanyuki town has a municipality population of 31,577 (1999 census), who earn their living through trade. Shops in the town mainly supply farms, ranches and the Mt. Kenya National Park. Mountain climbers and backpackers visit Nanyuki on their way to or from Mt. Kenya and many other tourists also pass through the town enroute to

other attractions. The town therefore has many hotels including Sportman’s Arms Hotel, Lion’s court, Equatorial Hotel, Mt. Kenya Paradise Hotel, Joskaki, Ibis, Falcon heights, Mt. Kenya Safari Club, among others. The town also has other amenities including restaurants, hospitals, schools, bars, banks, supermarkets, among others.

The town also has an airstrip about 6.5 Km south of the town and it is served by light aircraft along the Nairobi-Isiolo highway where regular air service is offered. Aside from Mt. Kenya National Park, the town is also the major centre for other tourist attractions including Sweet waters Game Reserve, Lewa Wildlife Conservancy, Samburu National Reserve and Shaba National Reserve.

**Map 6: Study Area: Location Boundaries**



Source: CETRAD, 2014

#### 4.11 Tourism in the Mt. Kenya Region

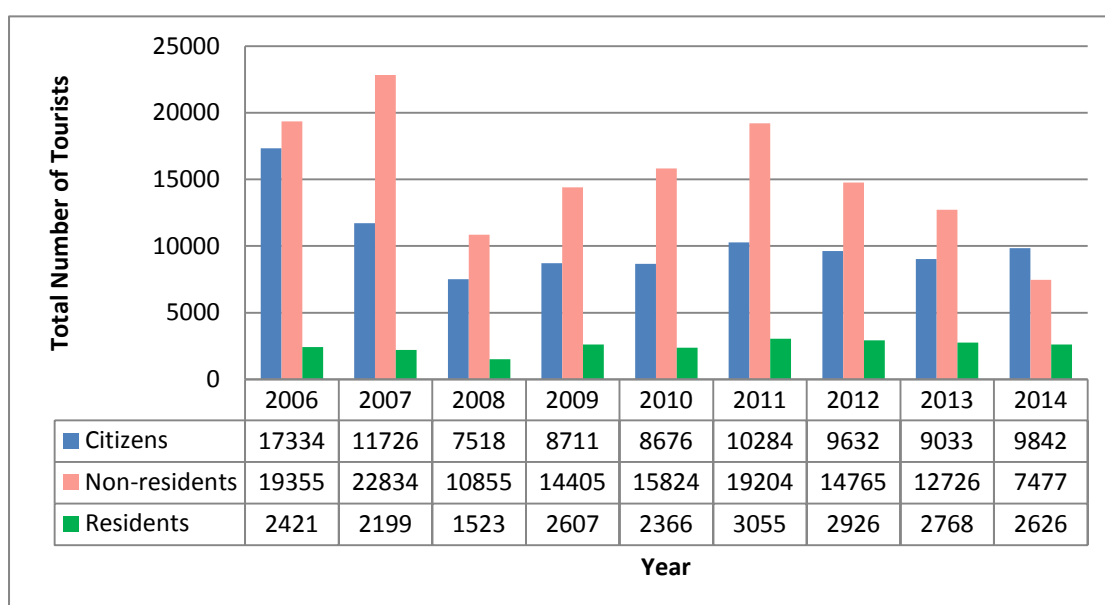
##### 4.11.1 Visitor Statistics of Mt. Kenya National Park

The Mt. Kenya tourism numbers have been significantly low compared to the national figures. The highest number of tourists visiting the park is international tourists who

constitute more than half of the total number. Kenyan tourists constitute almost half of the foreign tourists.

Within the past 10 years, the park has received an average of 28,000 tourists, with the highest numbers being 36,759 in 2007 and the lowest being 19,896 the following year. This was attributed the political unrest that occurred in the country during the 2008 post election violence that saw several foreign countries issuing travel bans to Kenya, leading to the entire tourism industry in the country plummeting. Subsequent years have seen a gradual increase in the tourism arrivals, until 2013 when the numbers declined following the presidential elections. Since then, the country has undergone several security concerns that have seen tourism numbers decline up to date. The Mt. Kenya tourism industry is therefore greatly affected by the political and economic dynamics that rock the country from time to time.

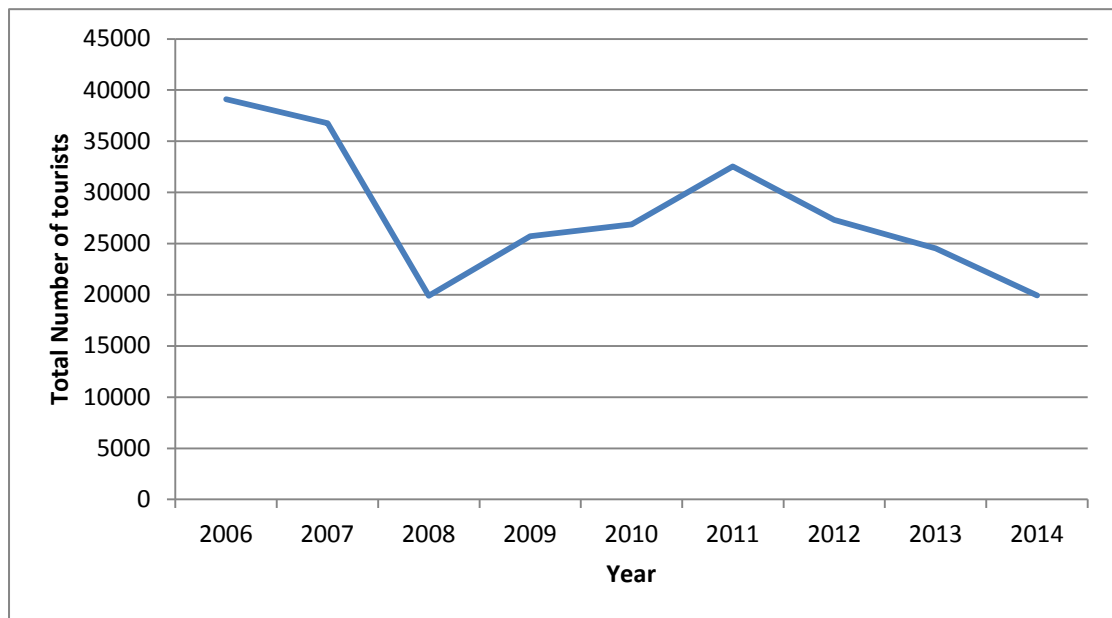
**Chart 2: Mt. Kenya National Park Tourism Numbers (2006-2014)**



*Source: KWS, 2015*



**Chart 3: Mt. Kenya National Park Tourism Trend (2006-2014)**



*Source: KWS, 2015*

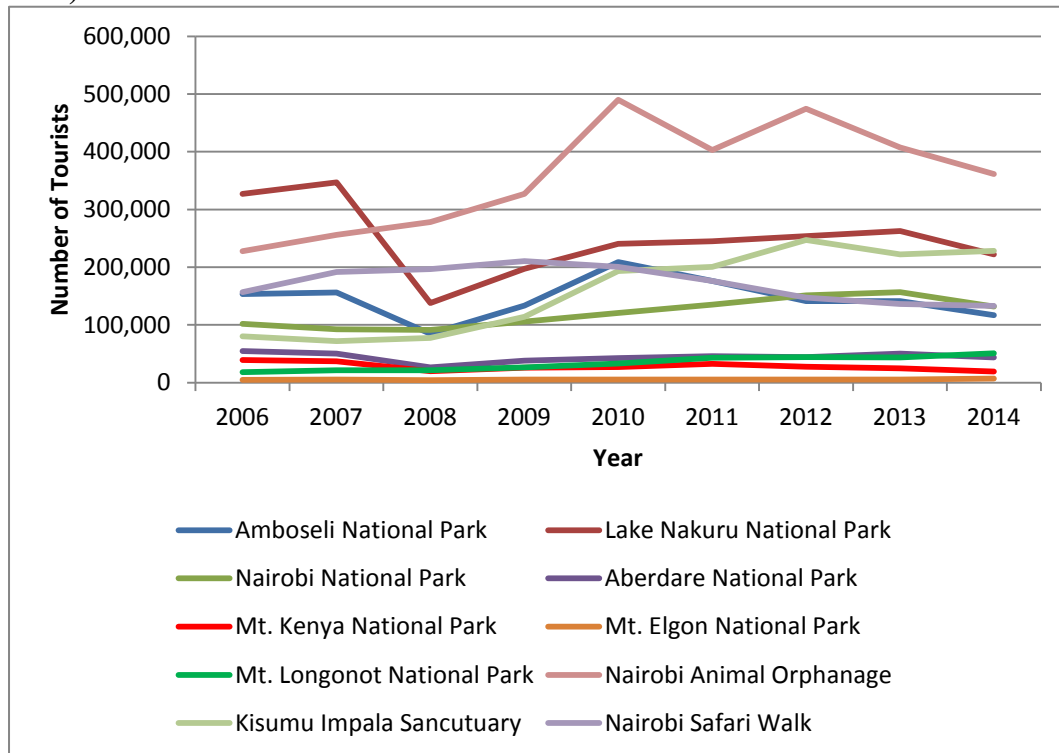
In the national context, Mt. Kenya performs rather poorly compared to the rest of national parks and reserves, as it ranks in the lower categories. In 2010 for instance, Kenya received a total of 2,297,526 visitors, the highest in 10 years, yet Mt. Kenya received only 26,866 visitors, representing only 1% of the national tourism numbers.

In the Mt. Kenya region, unlike other tourism regions in Kenya which rely on safari and beach tourism, the main focus lies in mountain(alpine) tourism. While agriculture remains the key economic activity, tourism can be seen as the figurehead of the region which has the potential for future development. However, due to the fact that Mt. Kenya is the second highest mountain in Africa, it is still under the shadow of Mt. Kilimanjaro in Tanzania with tourism not being well established (Degenhart, *et al.*, 2011). However, mountain tourism has been identified as one of the Key focus areas in Kenya's Tourism Policy (GOK, 2006), with its potentials in meeting the country's development agenda being recognized.

Within the region, there are other key parks and reserves, game ranches, conservancies and eco-tourism facilities, which offer tourism products that complement and boost the region's tourism. These include Meru National Park, Samburu National Reserve, Lewa conservancy, Ol Pejeta conservancy, among others.

Most of these conservancies, game ranches and eco-tourism facilities are found within Laikipia County.

**Chart 4: Comparison of Mt. Kenya Tourism Numbers with other Parks (2006-2014)**



*Source: KWS, 2015*

Tourism accommodation within the region is also diverse, with offerings ranging from hotels, lodges, tented camps, and campsites, among others. These facilities vary in terms of capacity, types of service, design, among others. The major accommodation facilities include the Mt. Kenya Safari Club, Naromoru river lodge, Sportman’s arms Hotel, Meru safari hotel, Izzak Walton inn, Mt. Kenya Leisure lodge, among others (MKTCA, 2011)

There is a broad range of offers and companies for different tourist activities in the Mt. Kenya region. The foundation of the hotels and travel companies has its focus in the 1950s where most of the tourist infrastructure was built. Tourism was intensified by a concentration of new companies in the 1900s until now (Degenhart, *et al.*, 2011). The big lodges and the main travel companies are either situated or have their headquarters in Nairobi or other major towns in the country e.g Mombasa. Only small tour companies like the Mt. Kenya Porters and Guides Association, Montana Tours,

Mount Kenya Youth Hostel and other freelance tour companies are managed directly in the region. This is an indicator that most of the revenues generated from tourism do not remain within the region, hence the direct benefits for the Mt. Kenya region are reduced (Degenhart, *et al.*, 2011). Only small accommodation facilities and travel companies mentioned are community-based and have their central offices in the Mt. Kenya region.

Tourists arrive in predominantly small groups or as individuals from different countries, mostly Europe. Recent developments have however shown that the number of tourists especially from Asia (India and China) is increasing significantly. Additionally, Kenyans, especially large school groups contribute to tourism revenue as well. Especially during major holidays (Degenhart, *et al.*, 2011).

Tourism in the Mt. Kenya region and Kenya as a whole is a dynamic and volatile sector. The sector reacts very sensitively to macro-level changes in politics and the economy (like the 2008 post-election violence, political unrest or economic crises). Additionally, the offer of alternative tourism possibilities has significantly increased competition for the sector. This increases the vulnerability of local populations who are dependent on tourism, especially for small companies and accommodation facilities. Hence, the region has to look for diversification of tourism products as well as look for alternative sources of income to counteract vulnerability and poverty to gain better living conditions for locals (Degenhart, *et al.*, 2011).

In spite of the fact that agriculture is the mainstay of the Mt. Kenya region, tourism plays a considerable role in the region as a whole. Without tourism, the living conditions of resident populations would decrease drastically (Degenhart, *et al.*, 2011). Agriculture and tourism are shifting and can be seen as good partners. During the tourist peak season, agriculture plays a minor role and vice versa, creating a positive effect for the region. Diversification of tourism products and the connection of tourism and agriculture as a second mainstay contribute significantly to the improvement of the mt. Kenya region as a whole (*ibid*).

Mountain tourism could thus be used as the region's pedestal to lift its development agenda to newer heights. This thus warrants the need to investigate the contribution that mountain tourism has on the development of the Mt. Kenya region in order to ascertain the role that tourism is currently playing on a regional scale. This will reveal

gaps of under-exploited opportunities which could potentially contribute towards planning considerations for the new counties, towards meeting Kenya's Vision 2030 with tourism having been recognized as a key pillar towards meeting the national development agenda.

In a study conducted on tourism in the Igembe area in Meru district, (Ndereba, 1988) made the following observations about mountain tourism in one of the areas within the Mt. Kenya region;

- Wildlife tourism is the main attraction;
- Most gains from tourism were appropriated mainly by organization from outside the region;
- The area receives little indirect benefits from sale of commodities and local lodges;
- Organizations, communities and persons have little participation in tourism;
- There was failure to incorporate the development of mountain tourism in the area's development endeavors and,
- There was conflict between tourism attraction resources and alternative land/resource uses in the study area.

In a comparative study conducted by Neuburger and Steinicke (2012) on the economic benefits of alpine tourism towards sustainable regional development in the most intensely visited tourist areas at Mobuku valley in East Ruwenzori and Narumoru in West Mt. Kenya. The study made the following observations concerning the Narumoru area which is within the study area of this research;

- That economic benefits from mountaineering tourism were fewer than commonly calculated mainly because of low occurrence of tourism;
- Existing incomes are low and inconsistent and distributed unevenly;
- Domestic tourists comprised mainly of student excursions organized by official authorities and therefore did not have substantial impact on Narumoru's economy;
- That community-based tourism stabilizes the livelihoods of rural households and reduces the vulnerability of families;

- Though social institutions are funded through revenues of National Parks, no schools focused on tourism leading to better qualified local personnel in the locality;
- Tourism has only a limited effect on the socio-economic development due to the fact that tours are mostly provided from Nairobi;
- A few lodge tour operators and lodges localized around Mt. Kenya monopolize tourism in the region;
- Within the tourism sector, a few permanent positions are created, predominantly at management levels which are subsequently filled by executives from tourist centres from outside the region (e.g Nairobi and Mombasa). Jobs for the local population are characterized by their temporary nature or by low-income employment e.g in basic service jobs within the hotels or as guides and porters for multiple day tours. They further noted that only 2% of the population in Narumoru town worked in tourism and the townscape was hardly affected by tourism.
- While some visitors purchase small amounts of locally grown staple foods, lodges and large hotels import most of the goods from the district's main towns or the capital city of Nairobi; and that
- There are a small number of locally-based companies in transportation, maintenance and construction who benefit from tourism.

#### ***4.11.2 The Mt. Kenya Porters and Guides Association***

The Mt. Kenya Porters and Guides Association (MKPGA) have been recognized as the oldest association of its kind in the Mt. Kenya region, being a pioneer of mushrooming similar associations in the region. It has been hailed as a great effort in community based tourism in the Mt. Kenya region, where it creates opportunities for the local community members, especially in the Narumoru region in the fields of porters, guides, cooks, supplies of farm products, transport provision and training, among others.

The existence of this club is to operate for the welfare of guides and porters only. The guides and porters' aims are to provide tourism services, the improvement of tourism businesses and services to maximize the benefit for the club and the local community, training of members to the highest standard, skills of mountain climbing and on

various tourist businesses, the protection of the integrity and the promotion of the goodwill and welfare of all members of the club as well as provide a framework of code of conduct to its members. The well-being of the club's membership is tried to be achieved not only over income factors, but also over the support of struggling members due to death, disease and other problems and through provision of knowledge (Degenhart, *et al.*, 2011).

**Plate 3: Mt. Kenya Porters and Guides Offices**



*Source: Field Survey, 2015*

MKPGA primary business focuses on the organization and realization of tours to Mt, Kenya

***Collaboration with other tour operators***

MKPGA collaborates with other tour operators within the Narumoru area as well as major accommodation facilities for business. The study conducted by (Degenhart *et al.*, 2011) on the Mt. Kenya Porters and Guides Association based in Narumoru stated that all companies and clubs declare that they are locally owned. However in some cases it is not absolutely clear whether “locally owned” means the locality of Narumoru or Kenya as a whole. The report summarized that MKPGA lacks in international networks as well as in presence on the national and international level. They are focusses around Mt. Kenya and are locally tied to the Narumoru area. Nevertheless, MKPGA uses its expertise and human resources to offer their services not only to private customers but also their main competitors.

### ***Clients (tourist) Acquisition by MKPGA***

When it comes to acquiring tourists, the activity is highly competitive around the Mt. Kenya area. From the study conducted by (Degenhart *et al.*, 2011), the main source of business is derived from business partners (i.e tour operators). This presents several disadvantages for the club due to the fact that special business prices are made and customers going through tour operators hardly ever stay at the premises of the club leading to higher opportunity costs. Due to strong competition, it is difficult for MKPGA to generate revenues from private customers (*ibid*).

On Further analysis, 81% of the club's clientele are received from three major tour operators: Spurwing Travel and tours, KG Expeditions and Narumoru River Lodge. Private customers made up only 14%, while other tour operators represented 5% (Degenhart *et al.*, 2011). This indicates a major dependence on a small number of tour operators for business, presenting vulnerability for the MKPGA.

### ***MKPGA's Major Assets***

The association has a **main office** which is equipped with a computer room with internet access, conference rooms, notice boards with information on various issues such as the price list for equipment hire, telephone numbers, maps, among others. There is also a working office landline for communication and booking purposes (Degenhart *et al.*, 2011).

Another asset are **vehicles** for transportation. The report indicated that the club did not own any type of tour vehicles resulting in indirect benefits in the form of local non MKPGA members (Degenhart *et al.*, 2011).

The club also has a storage room where **equipment for hire** is stored. Here, not only equipment owned by MKPGA is kept, but also gears from porters and guides willing to rent out their belongings, thereby generating additional income for households (Degenhart *et al.*, 2011).

The MKPGA also has a **kitchen and café** which presents indirect benefits to the local community being able to provide MKPGA with fruits and vegetables from the neighbouring households. The report highlighted that a network of suppliers exists, combined with a rotating principle of who is allowed to sell goods and when (Degenhart *et al.*, 2011).

There is also a **hostel** which offers standard and well-equipped accommodation. Indirect benefits to the local community were identified in the field of maintenance and cleaning. In addition, there is also a **camping area** for those who may not be interested in the hostels (Degenhart *et al.*, 2011).

### ***Effects of the MKPGA on the local community and households***

The report's analysis indicated that the work as a porter, guide or cook brings positive effects to the local population that can benefit from the work in the tourism sector and MKPGA. The activity as a porter, guide or cook helps increase the financial capital of not only the involved porters and guides but their whole households. Almost all the porters stated that they work mainly in agriculture, which is mostly oriented on subsistence farming. About 80% of the porters and guides indicated that their jobs as porters and guides served as the main source of monetary income (Degenhart *et al.*, 2011).

A further analysis indicated that the income from tourism is utilized for the purchase of basic needs such as food and clothes as well as education for their children. However, it does not enable all households secure the finishing of school for their children through to secondary school. The additional income is also helpful in the purchase of physical capital through acquisition of livestock that on one hand serves as investment for the production of milk and milk products as well as serving as "savings deposit" as the animals can be sold in case of emergency. Other physical capital assets can also be attained with the porters/guide/cook income, for instance purchase or rental of agricultural land (Degenhart *et al.*, 2011).

Social networks and friendships are also formed by the activities of the club. Cases of emergency (disease, funerals etc) are easily handled through the psychological and financial support of fellow club members as well as through the welfare fund of the club. Exchange of knowledge is also possible through club membership through several trainings offered by older members, as well as on-job experience (Degenhart *et al.*, 2011).

However, the number of porters and guides that are working for the club is about 150 members, and they claimed that there wasn't enough work for all of them. Most of the porters were reported to work only once or twice a month for the club. Which means that all the aforementioned benefits could not be fully exploited. The stated



direct benefits are only attained by households within the club. Exclusion of other community households unable to join the club due to restricted admission of members or lack of membership fees limits the number of people within the community who are able to benefit from tourism (Degenhart *et al.*, 2011).

#### **4.12 Summary of Key issues**

This chapter of the background of the Mt. Kenya region focussed on the region's key resources and attributes that are favourable for the development of tourism. It also focussed on the mountain tourism industry in the region and an analysis of the current situation was assessed. This brought to light the following emerging issues;

1. The Mt. Kenya region can be considered to be privileged within the national context owing to its geographical positioning, ethno-historical, economic and political background as well as ecological conditions and natural resources that form the basis for mountain tourism development in the region;
2. Tourism is a dominant regional economic activity after agriculture, with the activity mainly being concentrated on the eastern side of the mountain;
3. Although the Mt. Kenya region has received recognition in the national and international context (as a water tower, Biosphere reserve, Important Bird Area, World Heritage Site etc), when it comes to tourism, it has not been noted to be one of the prominent tourism regions hence has not been given due attention. There is failure to incorporate the development of tourism in the region's main development agenda;
4. Mountain tourism has been noted as not contributing significantly to the region's economy due to several factors;
  - Low visitation numbers;
  - Most gains from tourism gains go to organizations from outside the region;
  - Existing incomes are low and inconsistent and distributed unevenly;
  - Domestic tourists comprised mainly of student excursions organized by official authorities and therefore did not have substantial impact on Narumoru's economy;
  - That community-based tourism stabilizes the livelihoods of rural households and reduces the vulnerability of families;

- Though social institutions are funded through revenues of National Parks, no schools focused on tourism leading to better qualified local personnel in the locality;
5. Tourism has only a limited effect on the socio-economic development due to
    - Tours being mostly provided from Nairobi;
    - A few lodge tour operators and lodges localized around Mt. Kenya monopolize tourism in the region;
    - Within the tourism sector, a few permanent positions are created, predominantly at management levels which are subsequently filled by executives from tourist centres from outside the region (e.g Nairobi and Mombasa). Jobs for the local population are characterized by their temporary nature or by low-income employment e.g in basic service jobs within the hotels or as guides and porters for multiple day tours. They further noted that only 2% of the population in Narumoru town worked in tourism and the townscape was hardly affected by tourism.
    - While some visitors purchase small amounts of locally grown staple foods, lodges and large hotels import most of the goods from the district's main towns or the capital city of Nairobi; and that
    - There are a small number of locally-based companies in transportation, maintenance and construction who benefit from tourism.
  6. There is a connection between tourism and agriculture as it is viewed as an alternative livelihood option during the dry season when agriculture performs poorly, and agriculture takes over during the low tourism seasons.
  7. The Mt. Kenya Porters and Guides Association presents a model of Community-based tourism which creates opportunities for local community members especially in Narumoru for porters, guides, cooks, supplies of farm produce, transport and training. However, although the club brings about a number of benefits to the members, only about 150 members could benefit, thereby bringing about the issue of exclusion of the community members through restricted membership.

## **CHAPTER FIVE**

### **RESEARCH FINDINGS AND ANALYSIS**

#### **5.0 Overview**

The previous chapter presented the current situation of the study area when it comes to the contribution that mountain tourism is making towards regional development of the Mt. Kenya region. This chapter analyzes and presents field data according to the set research objectives. The implications of the research findings will also be discussed. Emerging issues will be listed at the end of the presentation for each objective.

These findings will be discussed through the assessment of each research objective according to the following components of mountain tourism value chain;

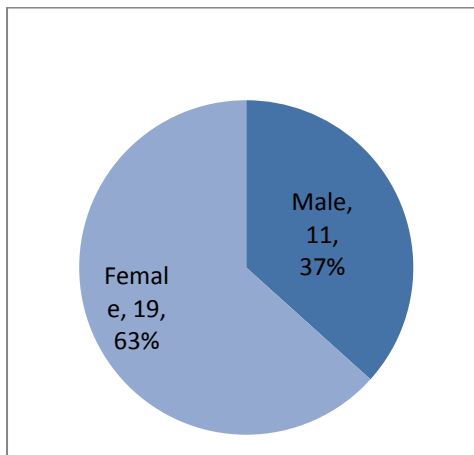
1. Excursions value chain
2. Travel Organization Value Chain
3. Accommodation value chain
4. Food value chain
5. Souvenirs value chain

#### **5.1 Mountain Tourist Characteristics**

Mountain tourism attracts a wide array of tourists with different characteristics, which could have an influence on their choices, preferences and subsequent impacts towards a region's development. It was thus necessary to investigate the various characteristics of tourists visiting Mt. Kenya in order to understand the potential impact this could have towards the consumption of the mountain tourism product.

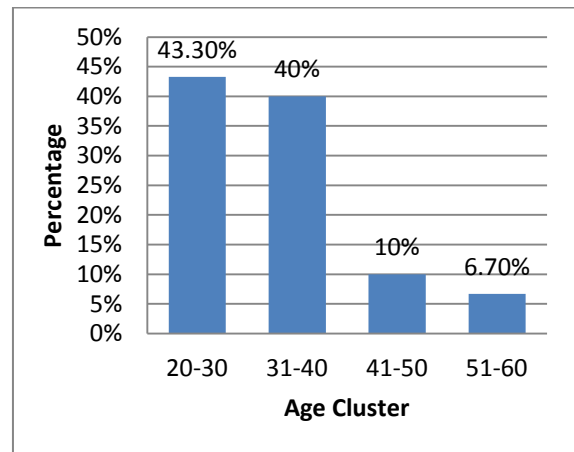
First, the respondents were asked to give their age, gender and country of origin. A total of 30 tourists were interviewed represented by 63% female and 37% male respondents (Chart 5). Majority of the respondents were aged between 20-40 years with the age cluster of 20-30 year olds at 43.3%, and 31-40 year olds following at 40% of total respondents. The lowest category was the 51-60 year olds representing only 6.7% of total respondents (Chart 6).

**Chart 5: Tourist Gender**



Source: Field Survey, 2015

**Chart 6: Tourist Age**

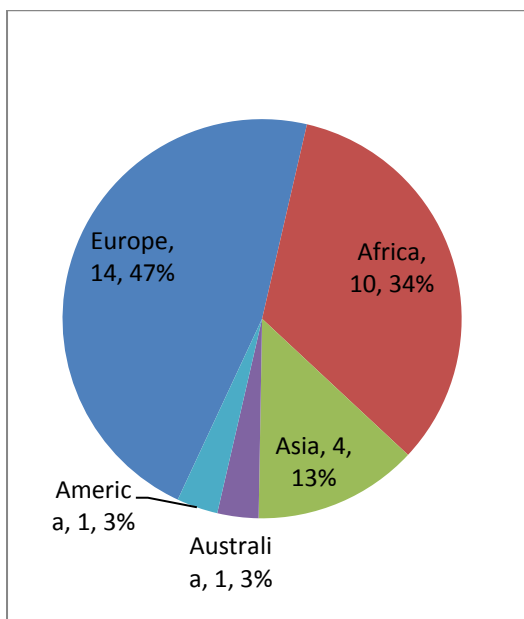


Source: Field Survey, 2015

The results indicate that majority of the tourists were youthful, aged between 20-40 years old. This is an implication of robust and energetic persons who are either students or young professionals. It also implies individuals who are adventurous and ready to participate in various activities.

To investigate the tourist origins, the tourists were asked to name their home country.

**Chart 7: Continents of origin**



Source: Field Survey, 2015

**Table 5: Respondents' Country of origin**

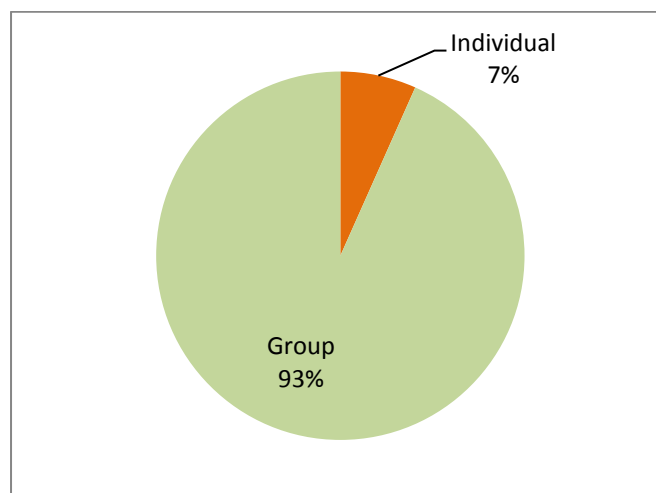
	Frequency	Percentage
Kenya	9	30
France	4	13.3
Sweden	4	13.3
UK	3	10
Germany	2	6.7
Australia	2	6.7
Jordan	1	3.3
India	1	3.3
Lebanon	1	3.3
South Africa	1	3.3
America	1	3.3
Switzerland	1	3.3
Total	30	100

Source: Field Survey, 2015

The results revealed that mountain tourism attracts tourists from various continents as well as Kenyans. Majority of the tourists were from European countries (47%) followed by African countries (34%). The results revealed an interesting finding, with 30% of tourists being Kenyan (See table 6). This provided a contrast to popular belief that domestic tourism was quite low in the country, a fact that has been noted as a major challenge when it comes to countering low international tourism numbers. This may be an important area for further investigation. This is an indication that domestic tourists represent a significant percentage of the Mt. Kenya region's tourism numbers; hence it ought to be given special attention. The least number of tourists were from Asia (13%), Australia (3%) and America (3%).

The study further sought to investigate whether the tourists travelled individually or as a group.

**Chart 8: Group travels**



Source: Field Survey, 2015

About 93% of visitors went to Mt. Kenya as a group while 7% traveled individually. This implies that the tourists preferred to travel as a group ranging from two members to as high as over twenty members which could be attributed to the fact that mountain climbing is an intense activity and the numbers would help in boosting morale. The group members were diverse in terms of countries, age groups, genders, relations and professions. They included family members, friends, work colleagues and even development partners. Group travel would imply either shared expenses hence a cheaper individual expenditure as opposed to travelling individually.

**Plate 4: Tourists resting on their way to the peak**



Source: Field Survey: Photo by Samwel Mwangi, 2015

## **5.2 Mountain Tourism Excursions Value Chain**

### ***5.2.1 The nature and characteristics of mountain tourism excursions***

This section will analyze the mountain tourism excursion's characteristics and key components.

#### ***5.2.1.1 Mountain Tourism Attractions and Activities***

Mountain tourism attractions are varied and are offered at different areas within the region. In order to assess the different activities and attractions occurring in the region, the different accommodation facilities management was asked the types of activities the tourists engaged in.

The activities mentioned were as follows;

**Table 6: Mountain Tourism Activities**

	<b>Activity</b>	<b>Accommodation Facility offering Such Activities</b>
1	Mountain climbing	Kongoni Lodge, Mt. Kenya Safari Club, Narumoru River Lodge, Lion's Court Hotel, Sportsman's Arms Hotel and Serena Mountain Lodge
2	Wildlife viewing	Kongoni Lodge, Mt. Kenya Safari Club, Lion's Court Hotel

3	Horse riding	Kongoni Lodge
4	Cultural tourism (Mau caves and traditional dancers)	Kongoni Lodge, Mt. Kenya Safari Club, Narumoru River Lodge, and Serena Mountain Lodge
5	Nature walks	Mt. Kenya Safari Club, Narumoru River Lodge, Lion's Court Hotel, Sportsman's Arms Hotel and Serena Mountain Lodge
6	Fishing (At L. Alice)	Mt. Kenya Safari Club, Narumoru River Lodge, Lion's Court Hotel, Sportsman's Arms Hotel and Serena Mountain Lodge
7	Helicopter safaris	Mt. Kenya Safari Club
8	Bird watching	Mt. Kenya Safari Club, Narumoru River Lodge, and Serena Mountain Lodge
9	Sports (Cricket, golf, croquet, tennis)	Mt. Kenya Safari Club
10	Town tours	Mt. Kenya Safari Club
11	Adventure hunting	Mt. Kenya Safari Club
12	Souvenir purchase	Kongoni Lodge, Mt. Kenya Safari Club, Narumoru River Lodge, Lion's Court Hotel, Sportsman's Arms Hotel and Serena Mountain Lodge
13	Biking	Narumoru River Lodge
14	Farm Visits in Timau	Sportsman's Arms Hotel
15	Site seeing	Narumoru River Lodge
16	Hiking	Sportsman's Arms Hotel and Serena Mountain Lodge
17	Education tours/ research	Serena Mountain Lodge

Source: Field Survey, 2015

The results reveal that mountain tourism entails an array of activities varying from nature-based, adventure-related, sports-related, cultural, and social related. The results also show that most of these activities take place within the Mt. Kenya National Park and Reserve and in the accommodation facilities, with only a few activities (cultural tourism, town tours, farm visits and souvenir purchase) being offered outside these confines.

**Plate 5: A Golf Course at Mt. Kenya Safari Club**



Source: Field Survey, 2015

**Plate 6: Chuka Cultural dancers**



Source: Field Survey, 2015

The respondents were further asked to rank these activities according to their popularity to the tourists who visit their facilities. Mountain climbing was ranked as the most prominent activity, then technical mountain climbing and Cultural tourism especially for those with less time. Fishing was ranked fourth and research was fifth.

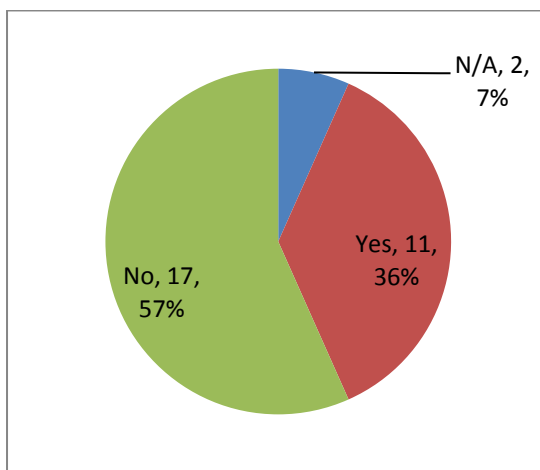
To assess the types of activities that were not offered widely or completely lacking in the region that tourists would be interested in, the respondents (tour operators) were further asked which additional activities they would prefer, and they ranked cultural



events as the top preference, followed by biking. Others included Local visits to villages to see how people live, cable cars, mountain festivals, sports and camel or horse riding.

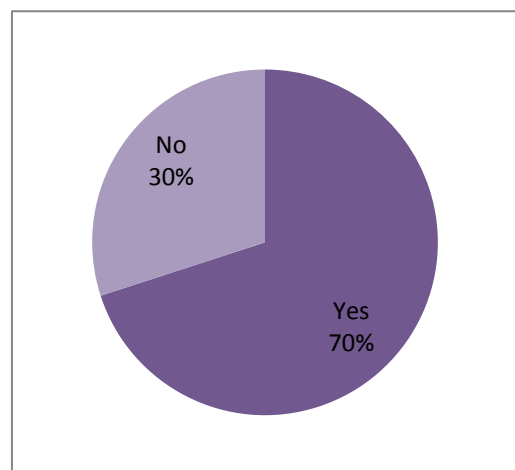
To investigate whether tourist visiting Mt. Kenya are repeat visitors and the preference of Mt. Kenya over other tourism destinations , the tourists were asked whether it was their first time visiting the country, and then if it was their first time visiting the Mt. Kenya region.

**Chart 9: Previous visits to Kenya**



Source: Field Survey, 2015

**Chart 10: Previous visits to Mt. Kenya?**



Source: Field Survey, 2015

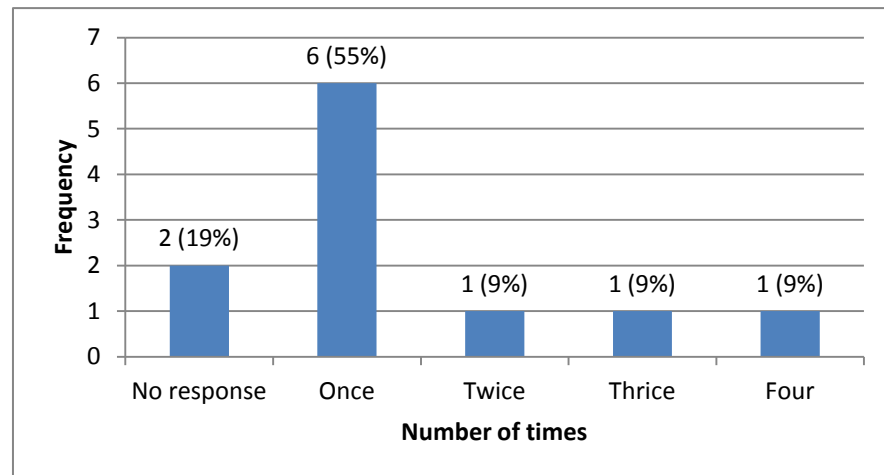
Among the respondents, 36% were first time visitors to Kenya, with 57% having visited the country before, or are residents in the country. On visit to Mt. Kenya, 70% of the respondents were visiting for the first time while 30% were repeat visitors. This is an indication that a higher percentage of tourists to the region are first time visitors. This may also imply that mountain tourist (specifically mountain climbing) is often a one-time activity, perhaps listed as a major challenge to conquer in one’s lifetime, hence crossed off the list once it is done.

The study also revealed that majority of visitors visited the mountain through referral by a person who had already been there. This is significant when it comes to the delivery of services and tourism products, as this would determine the marketing strategy to be promoted. The tourists hence come into the region with expectations created through the perceptions of previous visitors and may follow a similar pattern

of travel (e.g accommodation used, tour operator preferred, porters, guides and cooks employed, among others).

The study went further to inquire how many times the repeat visitors had been to the region.

**Chart 11: Repeat visits to Mt. Kenya region**

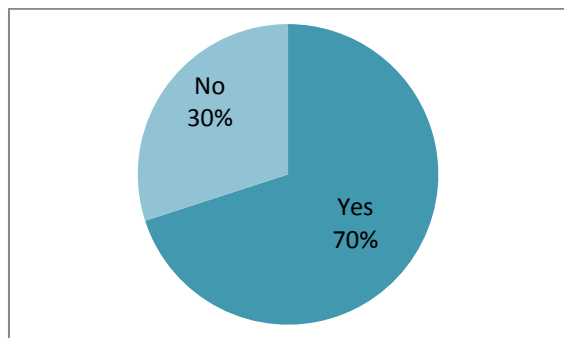


Source: Field Survey, 2015

Among the repeat visitors (30% which represented nine tourists), six had visited only once before, and the rest twice, thrice or more than four times each represented by one respondent. This implies that most of the tourists visiting the region have been to the region only once before. This brings about the need to further understand the reason behind this occurrence.

Further investigation into whether the mountain was a first destination choice was intended to bring understanding to whether the tourists had other destinations in mind.

**Chart 12: Choice of Mt. Kenya National Park as a tourist destination**



Source: Field Survey, 2015

Majority of the respondents (70%) had purposed to visit Mt. Kenya as they selected it as a first choice destination. This is an implication of a special group of mountain tourists who plan specifically for this activity.

There are various reasons behind the choice of Mt. Kenya as a first destination ranging from social, economic, cultural and environmental as indicated in the Table 9. The top reason was identified as the challenge of reaching the summit, as well as the natural attractions of the mountain. This is an implication of a clientele that is adventurous seeking challenging and newer experiences.

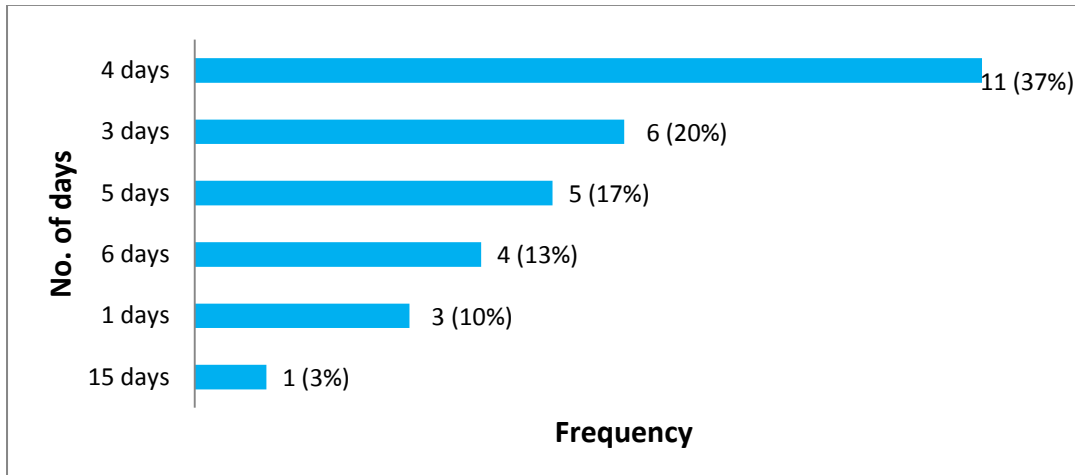
**Table 7: Reason for Choice of Mt. Kenya National Park**

<b>Reason</b>	<b>Frequency</b>	<b>Percentage</b>
The challenge of reaching the summit	8	15
Hiking is a hobby/love outdoor activities	6	11
Beautiful landscape	6	11
Recommended by a friend	5	9
For mountain climbing/trekking	4	8
It is fun/adventure	4	8
Site seeing	3	6
It is Kenya's highest mountain	3	6
As part of exploring Kenya/ Major Kenyan attraction	3	6
Wanted to do something different from the norm	2	4
It is the second highest mountain in Africa	2	4
Important site for Kikuyu mythology	1	2
Women motivation by conquering Mt. Kenya	1	2
Availability of money	1	2
Other places in Kenya are too hot	1	2
Easy access	1	2
Come from mountainous country	1	2
Other places in Kenya are too crowded	1	2
<b>Grand Total</b>	<b>53</b>	<b>102</b>

Source: Field Survey, 2015

Further inquiry was made on the number of days the tourists spent within the region. Tourists spend a varying number of days during their trip to Mt. Kenya depending on the planned activities and itinerary.

**Chart 13: Length of a trip to Mt. Kenya National Park**



Source: Field Survey, 2015

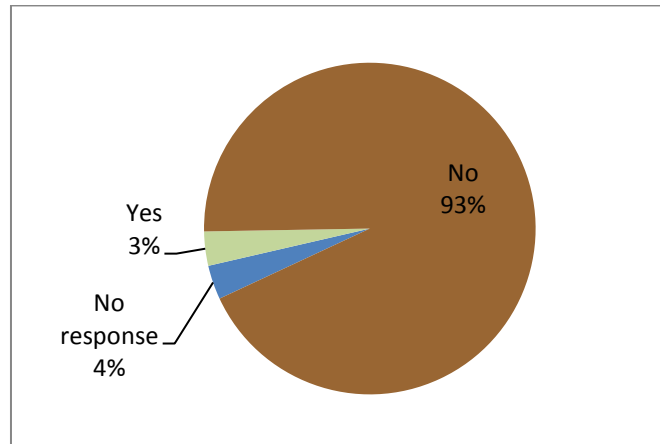
The results indicated that 37% of the respondents spent 4 days, 20% for 3 days, 17% for 5 days, 13% for 6 days and 3% 15 days. 10% of the tourists had gone on the mountain for a day trip. This implies that majority of tourists spend between 3-5 days on the mountain. This would influence the activities planned, the employment created (for the climbing staff), and the utilization of various accommodation facilities. The minority were on a one day trip of a 15 day trip which involved some special kind of tourists. This is important in planning for ways of maximizing benefits received from mountain tourism within this span of time.

***5.2.1.2 Linkage between mountain tourism attractions and activities***

Mt. Kenya is not the only tourist attraction within the region. It is part of the Mt. Kenya Tourism Circuit that is also linked with other attractions in other regions as well. This was hence investigated by asking whether the tourists visited any other attractions first of all within the region.

The majority of the respondents (93%) did not participate in any other tourism activity aside from mountain-based tourism activities. This is specifically for tourists who were engaging on activities within the Mt. Kenya National Park.

**Chart 14: Engagement in other tourism-related activities within Mt. Kenya region**

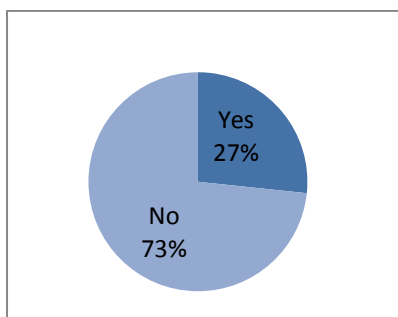


Source: Field Survey, 2015

A further investigation on whether tourists had visited any other attractions or were planning to visit other attractions within the region, apart from Mt. Kenya National Park was significant in understanding the linkage between these attractions.

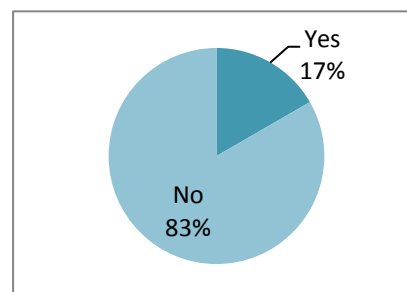
About 83% of the respondents had not visited other attractions within the Mt. Kenya region prior to their visit to Mt. Kenya region. However, only 27% of the respondents were planning to visit other attractions within the Mt. Kenya region after their trip. This indicates that majority of the tourists visiting Mt. Kenya do not often have other activities planned.

**Chart 16: Visit to other attractions within Mt. Kenya region**



Source: Field Survey, 2015

**Chart 15: Planning to visit other attractions within Mt. Kenya region**



Source: Field Survey, 2015

The respondents mentioned that they had already visited Sweet waters Lodge in Laikipia, Mt. Kenya Safari Club and Castle Lodge on the Chogoria side which

represents accommodation facilities as well as attractions. For the attractions yet to be visited, they were mentioned as Bantu Lodge, Mwea Game Reserve, Local towns around Mt. Kenya, Mt. Kenya Safari Club, Sweet waters Lodge, Narumoru River Lodge, Maumau Caves and the Aberdares National Park. This implies a preference for wildlife attractions.

Lack of time was the main reason for not visiting other attractions as indicated in table 10, mentioned by 58% of the tourists interviewed, not aware of other attractions (8%), and other reasons related to expense (4%), Lack of interest (4%), different interest (4%), prior experience (4%) and motivations not inclined to tourism (4%). This implies that mountain climbing has minimal linkage with other tourism activities either within or outside the region. This is significant as it reveals a potential for providing “mountain-tourism specific services and products”.

**Table 8: Reason for not visiting other attractions**

Reason	Frequency	Percentage
Lack of time	14	58
No response	3	13
Doesn't know any other attractions	2	8
The trip is not tourism-oriented	1	4
Not interested	1	4
Will try a different challenge next time	1	4
Has visited many other attractions already	1	4
Most tourism activities are too expensive	1	4
<b>Grand Total</b>	<b>24</b>	<b>100</b>

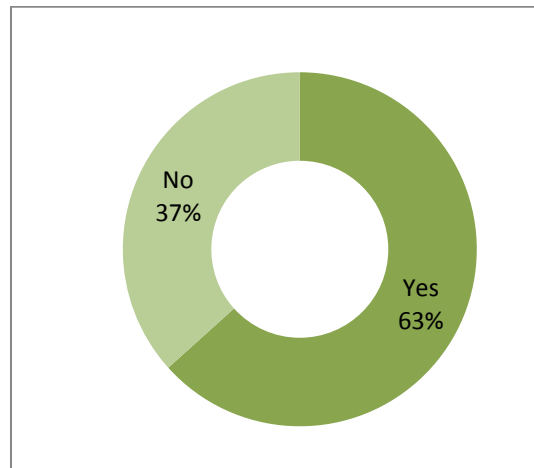
Source: Field Survey, 2015

The study further sought to understand whether the tourists had prior experience in mountain tourism from other regions outside the Mt. Kenya region.

The results indicated that 63% of the respondents had participated in mountain tourism activities in other areas apart from Mt. Kenya. This is an implication of an experienced clientele to Mt. Kenya, who would have expectations based on previous destinations. This therefore brings to the fore a need to differentiate the Mt. Kenya tourism product in order to give it a unique image from other similar mountain regions. This results however contrasts with information from the Focus Group

Discussion with the porters and guides who confirmed that about 90% of their clientele are non-experienced climbers.

**Chart 17: Participation in mountain tourism activities in other areas**



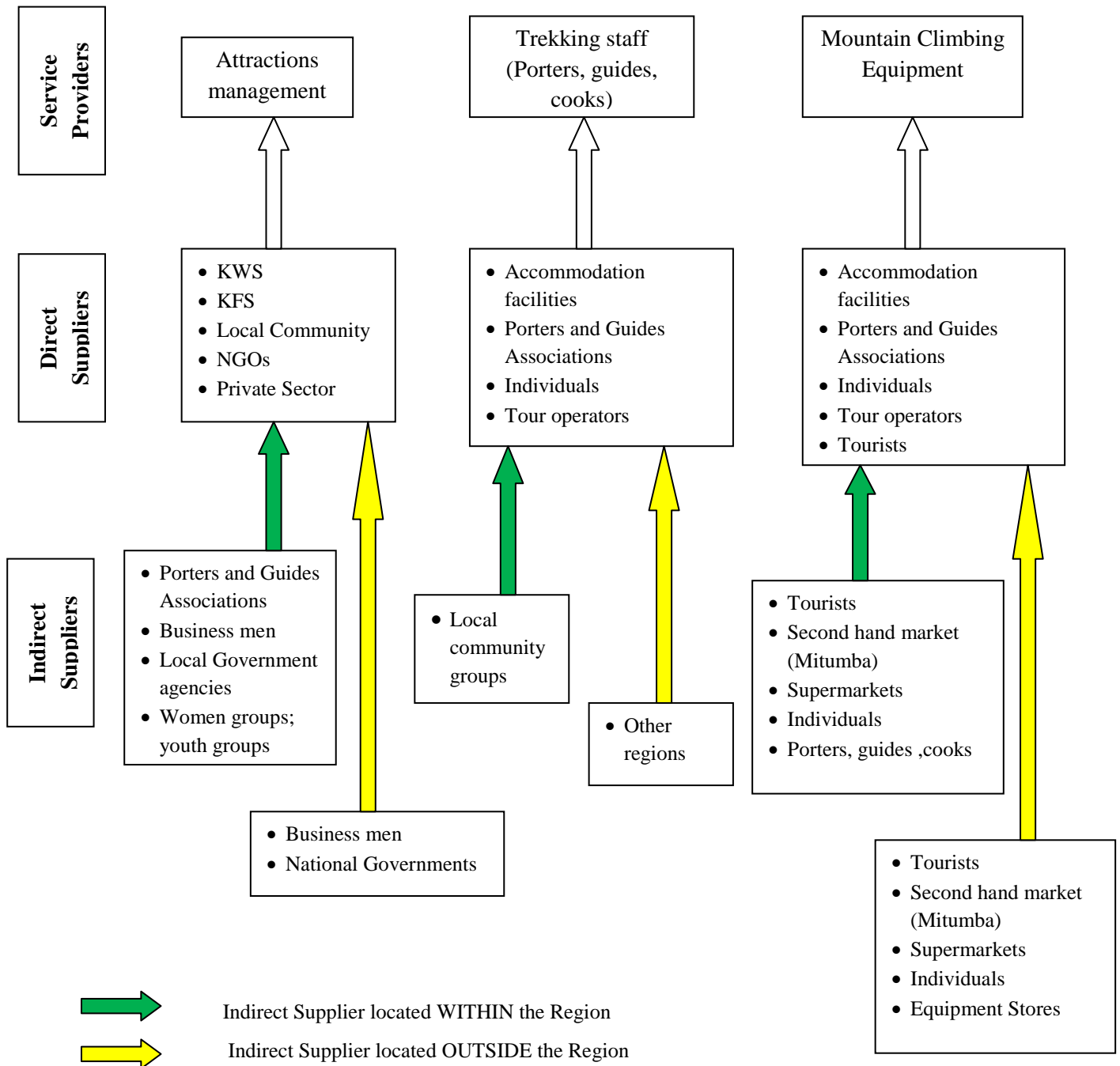
Source: Field Survey, 2015

### ***5.2.2 Mapping the mountain tourism excursion value chain***

The mountain tourism excursion value chain involves a network of different suppliers who provide both direct and indirect services and goods that enable the tourist to access and enjoy mountain tourism attractions. The first level of the value chain represents the main services providers, the second level represents the direct suppliers of goods and services to the main service providers, while the third level represents the indirect suppliers, who may or may not be aware that they are involved in the mountain tourism industry. The arrows represent the direction of the supply of the goods and services.

One of the main service providers are the attraction management, who are responsible for the protection and maintenance of the different mountain tourism attractions like parks, reserves, cultural and historical sites, facilities among others. The direct suppliers for these services in the Mt. Kenya region are the Kenya Wildlife Service (KWS), Kenya Forest Service (KFS), various Non-Governmental Organizations like Mt. Kenya Tourism Circuit Association (MKTCA), UNESCO, among others; the Local Community Groups like the cultural dance groups, and the Private sector. The indirect suppliers to the mentioned organizations entail various groups and persons located either within or outside the region.

**Figure 0:5: The Mountain Tourism Excursions Value Chain**



Source: Adapted from Kruk, et al. (2007)



Trekking staff constitute the second group of service providers. These are the porters, guides and cooks who assist tourists during their trek. The trekking staff in the Mt. Kenya region are often from the guides and porters associations, employees within some of the accommodation facilities in the region, local tour operators, as well as free lance individuals. The study revealed that majority of the porters, guides and cooks are local community within the region, while some of them are sourced from organizations outside the region.

The third group of excursion service providers are the individuals and organizations that supply mountain climbing equipment to the tourists. These equipment can be sourced from various direct suppliers, including accommodation facilities, the porters and guides associations, various tour operators, the guides, porters and cooks, various individuals who have accumulated the equipment and hire them out, as well as mountain tourists who either sell or give their equipment to the trekking staff after the trip. The study also revealed that this equipment is sourced indirectly from various sources, including supermarkets, second hand shops, tourists, local community members within the region. The equipment is also sourced from store in major towns in Nairobi and abroad, as well as secon hand markets in Nairobi.

### ***5.2.3 Direct, indirect and induced contributions of mountain tourism attractions to regional development***

The second objective was to investigate the direct, indirect and induced benefits received from mountain tourism excursions value chain by the different individuals and organizations involved.

#### ***5.3.3.1 Direct benefits***

##### ***Guides, porters and cooks***

Mountain tourism activities require some assistance to enable the tourist have a great experience. This is provided by porters, whose main job is to carry and take care of the tourists' luggage; a cook who prepares the meals of the tourist and a guide who provides the navigation and information on the mountain's attractions. While some of these roles are clear cut, sometimes the trekking staffs are forced to multitask. A focus group discussion with members of the Mt. Kenya Porters and Guides Association clarified the roles and key responsibilities of the different staff categories as follows;

a) *Porters*

- Carrying the tourist's luggage
- Rescue operations in case of emergencies
- Taking care of tourists' property and ensuring that they remain in good condition
- Pitching tents

b) *Guides*

- Providing information on the flora, fauna and other mountain attractions;
- De-briefing the guest on what is expected before and during the trip e.g when to stop for rest, where they will sleep, what time they will have to wake up, among others;
- Determining the guests' preferences in terms of the meals, accommodation, clothing, activities, among others before the trip for proper preparation;
- Checking on the health condition of the guests while climbing the mountain to check on mountain sickness and other complications in time;

c) *Cooks*

- Preparing the tourists' menu and buying the necessary foodstuff
- Preparing the guest meals while on the mountain

While these roles are clearly demarcated and assigned, the climbing staff indicated that they at times take on more than one role especially when dealing with smaller tourist groups.

***Guides, porters and cooks operations***

On average, each porters/guide/cook is engaged in two trips per month during the peak season in Mid-December to Mid-March and Mid-June to Mid-October making a total of 6 trips every peak season (3 months). This reduces to only one or no trip during the low season at which they engaged in farming and other businesses. According to the respondents, these trips are very few, and this is due to the club's legislation which rotates the members who are offered employment to ensure everyone gets a change. It has also been attributed to stiff competition from other

emerging smaller porters and guides associations in the region as well as the growing number of individual freelance porters and guides targeting the same tourists.

The trekking staffs are required to carry their own luggage, along with the tourists' luggage. On average, a porter from the Mt. Kenya Porters and Guides Association carries between 15-18kg of luggage per trip. The specifications are such that if the trip is 1-4 days long, they carry 18 kgs and if longer than 4 days, they carry 15 kgs of guest luggage on the minimum. The guest and porter's luggage combined totals between 23-25 Kg of luggage. However, there are still porters who carry much more than this weight. The respondents agreed that the 23-25 Kgs is still very heavy, and they would prefer 18 kilograms as the ideal weight which was one of the agenda that they have been pursuing with the Association management. It was noted that Kilimanjaro has laws restricting the weight carried by a porter (22Kgs), which lacks in Mt. Kenya.

**Plate 7: A group of porters, cooks and guides resting during a trip**



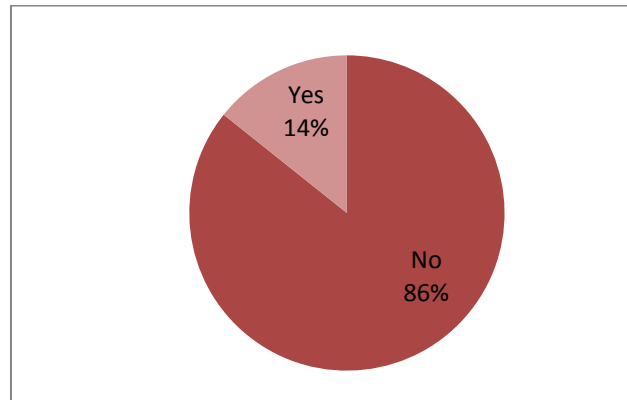
Source: Field Survey, Photo by Samwel Mwangi, 2015

It is recommended that for every tourist, they are accompanied by 3 trekking staff (a cook, a porter and a guide). However, a group of less than 5 tourists would require 1 guide, 1 cook and 5 porters (one for each). The number is distributed that way for bigger groups e.g 10 tourists (2 guides, 2 cooks and 10 porters) and so on. This is an indication of opportunities created for climbing staff, and thus the more tourists the region receives, the more opportunities created.

***Porter, guides and cooks sourced from the local community***

To investigate the percentage of porters and guide’s population within the community population, the study asked the household respondents whether they supplied any services to the tourism industry in the region.

**Chart 18: Provision of services directly to tourism facilities by household respondents**



Source: Field Survey, 2015

Only 14% of the households supplied services to tourism establishments with majority offering porters, guiding and cooks services, and tour drivers. Others are employed in accommodation facilities in various capacities ranging from housekeeping, security, and waiter services and catering (see Table 10). This is an implication that only a small number of the local community supply services to the mountain tourism industry, mostly as guides, porters, cooks, and tour drivers.

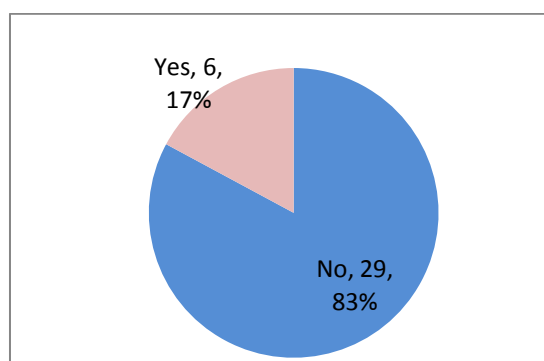
**Table 9: Types of services supplied by local community**

<b>Type of service</b>	<b>Frequency</b>	<b>Where it is offered</b>
Porters services	<b>6</b>	
	2	Mt Kenya National Park
	1	Mung'eto
	1	Nanyuki town
	1	Narumoru River Lodge
	1	Nturukuma
Tour drivers	<b>5</b>	
	1	Bantu Lodge/ Batian's View
	1	Kenya Wildlife Service (tourism)
	2	Mt Kenya National Park
	1	State Lodge
Guiding services	<b>5</b>	
	1	Mt. Kenya Porters and guides Association
	2	Mt Kenya National Park
	1	Nanyuki town
	1	Nturukuma
	1	Royal Cottage
Cooks	<b>2</b>	
	1	Bantu Lodge/ Batian's View
	1	Nanyuki town
Security	<b>1</b>	
	1	Mt Kenya Safari Club
Curio shops	<b>1</b>	
	1	Kanyoni
Guests entertainment	<b>1</b>	
	1	Mt Kenya Safari Club
Store keeping	<b>1</b>	
	1	A hotel in Nanyuki
Waiter	<b>1</b>	
	1	Mt Kenya Safari Club
Traditional dancers	<b>1</b>	
	1	Mt Kenya Safari Club
Accommodation	<b>1</b>	
	1	Safari Camp (Luisoi)
Catering services	<b>1</b>	
	1	Airstrip
Housekeeping	<b>1</b>	
	1	Mt Kenya Safari Club

Source: Field Survey, 2015

### *Community-run tourism establishments*

**Chart 19: Awareness on community-run tourism activities/facilities**



Source: Field Survey, 2015

Community-based tourism is one of the ways through which the resident community receives direct benefits from tourism. Only 17% of the residents are familiar with community-run tourism establishments in the region, hence there are very few community-run tourism facilities.

#### **5.2.3.2 Indirect contributions**

##### ***Mountain climbing gear and equipment***

The mountain climbing activity requires special clothing and equipment due to the conditions on the mountain. These equipment ranges from thermal clothes, hiking boots, warm jackets, socks, rain gear, back packs, gloves, hats, flash lights, camping gear, sleeping bags and mats, walking poles, hot water bottles, utensils and cooking stove. For the technical climbers, they require specialized equipment like ropes, ice axes, and clump-ons, among others.

These equipments are often very expensive and unaffordable for the porters and guides to buy for their guests. They therefore collect these items over time from tourists who are willing to leave them behind or sell, while the rest they hire from individuals and accommodation facilities around the region or from each other. They also purchase equipment and gears like jackets, boots, sleeping bags, socks and other thermal wear from second hand shops in Nanyuki, Narumoru, and Karatina towns as well as Nairobi. Some of the equipment is purchased from Nakumatt supermarket in Nanyuki or shops in Nairobi.

The porters and guides usually use the money they earn from tourism through wages and tips to add on to their equipment, and they emphasized that they did not take money from farming for such.

They also highlighted that most of them lack the appropriate equipment like boots, clothing, sleeping bags and tents for their jobs since they cannot afford, putting their health at risk.

**Plate 8: Some of mountain climbing equipment at Narumoru River Lodge**



Source: Field Survey, 2015

***Income and Investment***

The guides are normally paid Ksh 2,000 per day; Cooks are paid Ksh 1,500 and porters Ksh 1,000. A commission of Ksh 200 per person per trip is paid to the Mt. Kenya Porters and guides offices prior to the trip. On average, they earn between Ksh 5,000-7,500 per trip. When tourism is performing really well, they earn between Ksh 10,000-15,000 (a season of 6 months). On top of this, they may receive tips from tourists and although it is not standard, on average a porter/guide/cook receives Ksh.3,000-4,000. This is usually the amount received through the porters and guides' associations where they are registered. The guides, porters and cooks sometimes look for their own private business when there isn't work in the porters and guides' associations.

Most of the earnings are used to meet basic household needs as well as paying school fees for their children. The income is also used to buy farm inputs and livestock. It

was stated that tourism often complements agriculture and they cannot wholly rely on it for survival. The staff often gets additional income from selling milk and farm produce during tourism's low season.

### ***Social capital and learning***

The porters and guides along with their households and the Mount Kenya community receive other benefits as well aside from income received from tourism through their work. Through social interactions with guests, friendships are formed which bring about exposure to the porters and guides.

### ***Training***

On-job training is the most common form of training where an interested party accompanies experienced staff and they learn a skill, starting with cooking, carrying luggage, and then upgrade to guiding services. There are several institutions that offer training, although there still lacks a formal institution that offers specialized skills for trekking staff within the region. The institutions are;

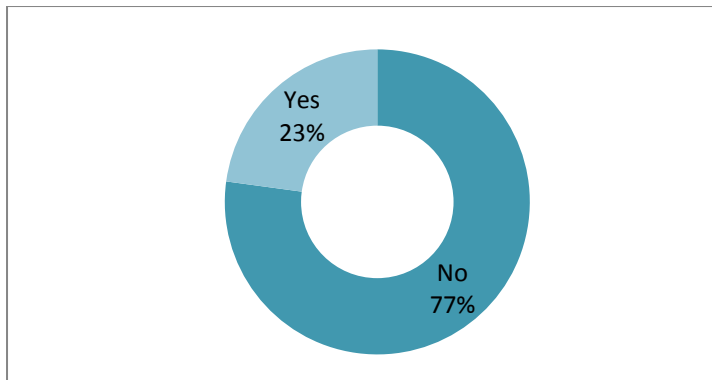
- a) National Outdoor Leadership School (NOLS) which is responsible for providing training to the older trekking staff. The NOLS is currently closed down. The school offered training in leadership skills, map reading, back packing, first aid, technical climbing, baking skills, conservation, and animal behavior among others;
- b) The Mt. Kenya Porters and Guides Association also carry out in-house training sessions for its members by older and more experienced members;
- c) The Narumoru River Lodge trains cooks;
- d) The Kenya Red Cross and St. John's Ambulance train in first aid skills

### ***5.2.3.3 Induced contributions***

To investigate the respondents' participation in mountain tourism, they were asked whether they have ever taken part in any mountain tourism activities, and name them.



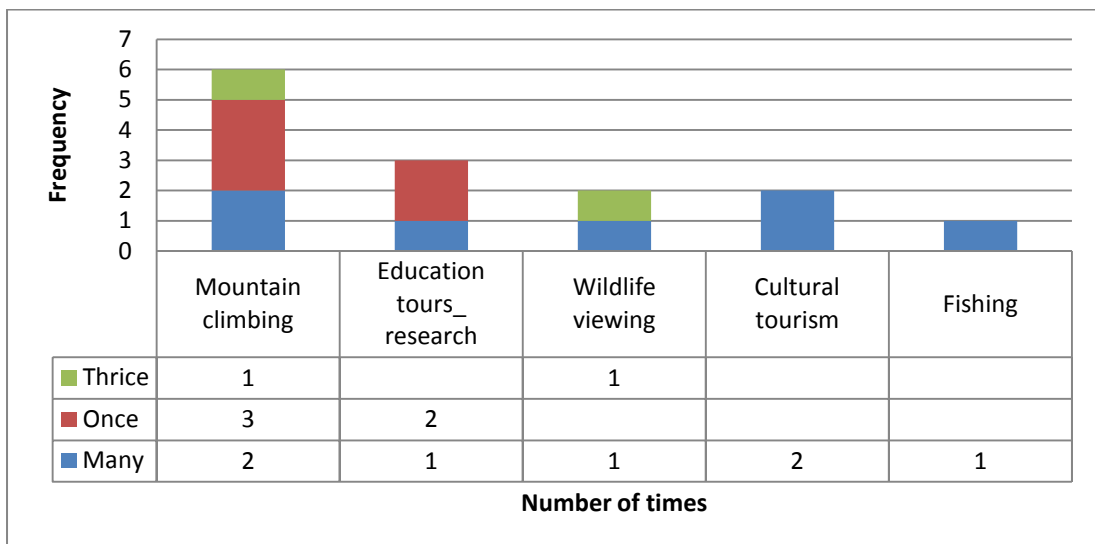
**Chart 20: Participation in mountain tourism activities by household respondents**



Source: Field Survey, 2015

From the analysis, the Mt. Kenya community does not consider mountain tourism activities as one of the key recreational activities, and they may view it as a foreign activity. About 77% of the respondents have never participated in any form of mountain tourism activities as tourists. For those who had, they rated mountain climbing and education tours as the main activities, with most of them having participated only once as tourists.

**Chart 21: Frequency of participation in mountain tourism activities**



Source: Field Survey, 2015

The study went on further to investigate the reasons for the other group of respondents not participating in mountain tourism activities.

**Table 10: Reasons for not participating in mountain tourism activities**

	<b>If No, why haven't you participated?</b>	<b>Frequency</b>	<b>Percentage</b>
1	Too busy at work/ No spare time/Lack of time	11	33
2	Lack of interest/I have never thought about it	9	27
3	Lack of money	6	18
4	Used to the mountain/born here	4	12
7	Not well educated so may not be able to communicate with tourists	1	3
8	Rarely at home_ Away for work	1	3
9	Moved away from the mountain region	1	3
	<b>Grand Total</b>	<b>33</b>	<b>100</b>

Source: Field Survey, 2015

Majority of them sited 'lack of time', 'lack of interest' and 'lack of money' as the main constraints. This implies that the respondents view mountain tourism as an activity that is time consuming and has less priority to other activities like farming and business. They also lack interest and may see it as an activity for 'tourists'.

#### ***Additional benefits received from mountain tourism***

The Mt Kenya Porters and guides Association is also sponsored by international groups in setting up of cottages and other buildings at the main offices towards bringing in additional funds into the organization.

Mountain tourists also engage in various community projects namely building of schools, purchase of water tanks for irrigation, agricultural projects.

### **5.3 Mountain Tourism Travel Organization Value Chain**

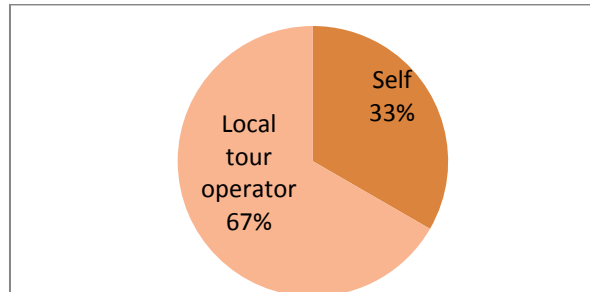
Travel organization is an important element of mountain tourism for it is necessary to make bookings and plans for the accommodation, transport, meals, equipment, and trekking staff to be used among others.

### 5.3.1 Nature and characteristic of mountain tourism travel Organization

#### 5.3.1.1 Travel organization

The tourists were then asked how they planned for their trip. This was to investigate whether most of the trip are self-planned or through a tour operator.

**Chart 22: How tourist trips were organized**

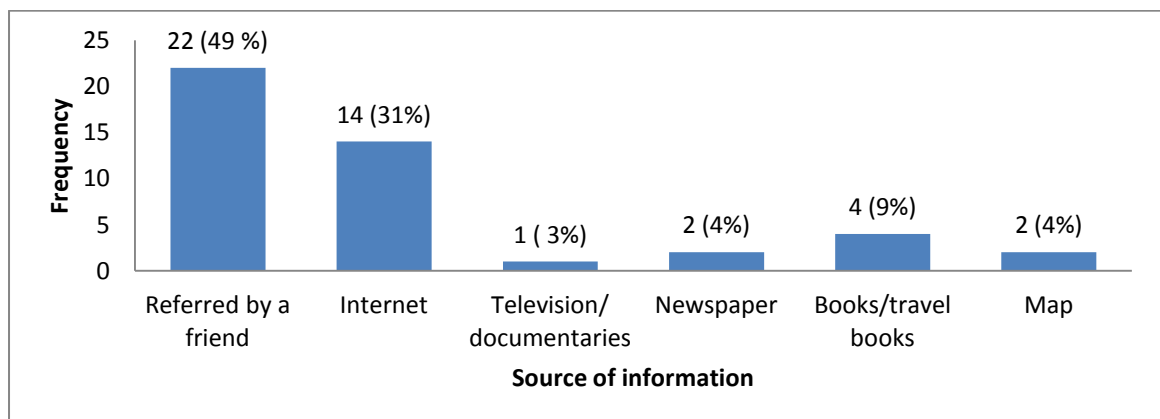


Source: Field Survey, 2015

Majority of the respondents (67%) organized their trips through a ‘local’ tour operator (although it was not clear whether ‘local’ represented a Kenyan tour operator or a tour operator based in the Mt. Kenya region) as opposed to doing their own travel arrangements (33%). None of the respondents organized their trip to Mt. Kenya through an international tour operator. This is an implication of opportunities for the local community to be engaged more in travel planning and not merely relying on companies from outside the region for such arrangements.

To investigate the most utilized sources of information about Mt. Kenya, the respondents were asked where they got their information while planning for their trip.

**Chart 23: Sources of information on Mt. Kenya region**



Source: Field Survey, 2015

The top ranking sources of information on Mt. Kenya was through referrals by friends (49%), the internet (31%), from books (9%), newspapers and maps at 4% and the least was through television (3%). This indicates that tourists planning to visit the region get their information through word-of mouth and the internet. The implication is that the region should ensure that the tourist's experiences are able to sell the region, and that internet sources are well equipped with adequate and relevant information which is easily accessible for future visitors.

In order to understand in detail on how the travel organizations are done in the region, interviews with five local tour operators were conducted, and the results are discussed in the next section.

### ***5.3.1.2 Local tour operator operations***

Travel organization is a significant travel element when it comes to packaging the Mt. Kenya package. Five local tour operators located in both Nanyuki and Narumoru areas were interviewed to understand this component and reveal common trends. These tour operators often “hawk” for tourists in competition with more established tour companies both in the local and international scene.

The interviews indicated that the local tour operators do not conduct tours exclusively to the Mt. Kenya National Park/ Reserve. They organized safaris to other destinations offering mountain tourism-related safaris as well as wildlife viewing attractions. The mountain tourism-related attractions included Kilimanjaro, Loita Hills, Aberdares National Park, Mt. Longonot, Mt. Elgon and Ruwenzori mountains in Uganda. The other attractions were predominantly wildlife-related activities in areas such as Samburu National Reserve, Ol Pajeta Conservancy, L. Baringo, L. Bogoria, Maasai Mara, Naivasha, among others. This is an implication of lack of specialization in the mountain tourism product, and a reliance on other destinations (mainly wildlife-based) to sell the mountain product. This indicates a lack of faith in mountain tourism as a ‘stand-alone’ product.

### ***Mt. Kenya tour package costing***

The Mt. Kenya tour package contains either or all of the following elements; Accommodation, travel, food, park entry fees, rental of climbing gear, and porters/guides/cooks services. The costing of these packages is based on the kind of

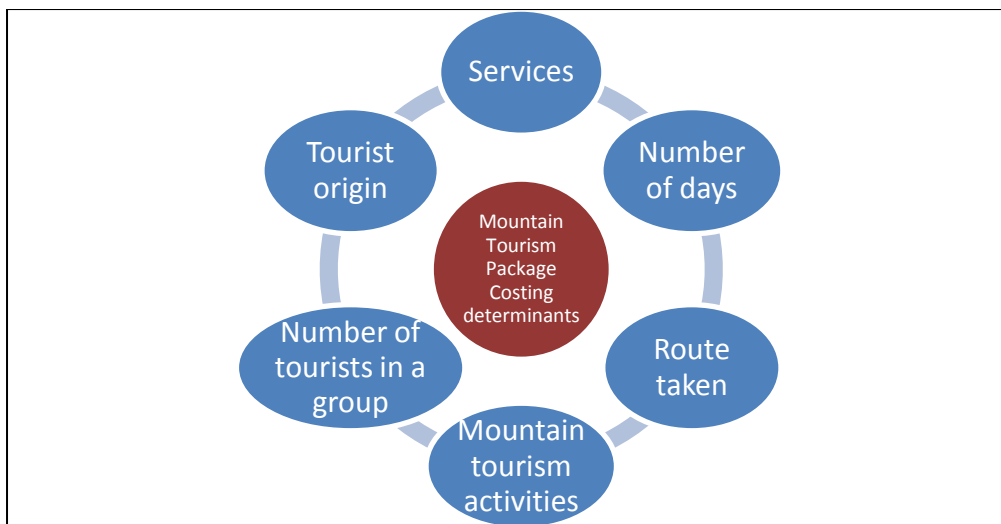
services or items that the tourists would prefer to be included in the package; for instance, the tourist would opt to cater for their own food and climbing gear, or carry their own luggage. The package items can therefore be costed individually or as an all-inclusive package.

The package costing is also done based on the origin of the tourists, with the price differing for a Kenyan citizen, a resident (non-citizen residing in Kenya) and Non-resident (tourists from other countries). There is also a special rate for students based on the mentioned categories.

The number of days that the tourists spend up the mountain is also a major consideration when costing for the package. The packages range from Day trip, 4 days, 5 days, 6 days and 7 days (often for technical climbers). Special packages that require more days can also be arranged.

The route taken is also a determinant, since some routes take longer, while some can be used for a day trip. The type of activities engaged in is also a major determinant of tour costing as it would determine the type of services needed as well as the facilities and support equipment required.

**Figure 0:5: Determinants of Mountain Tourism Package**



Source: Author, 2015

A typical **Four day package** (the most preferred) would cost as follows on average;

**Table 11: Four day package costing**

<b>Tourist Origin</b>	<b>Package Cost</b>
Non-resident	450-600 USD (Ksh.40,500-54,000)
Resident	360-480 USD (Ksh. 32,400-43,200)
Citizen	Ksh 26,000 ( group rate Ksh 20-22,000)

Source: Field Survey, 2015

For those opting for a package that is not all inclusive would have a breakdown of individual expenses as follows;

**Table 12: Tour costing for self-organized tourists**

<b>Item</b>	<b>Description</b>	<b>Amount</b>
Food	Per person/ per day	Ksh. 1,800
Park entry fees	Non-resident (4 day package)	255 USD (Ksh. 22,950)
	Citizen (4 day package)	Ksh. 2,300
	Non-residents (1 day)	USD 65 (Ksh. 5,850)
	Citizens (1 day)	Ksh. 500
Transport	Transport from the base towns to the mountain and back (approximately 32 Km)	USD 100 (Ksh. 9,000)
Guide fees	Daily rate	Ksh. 2,000
Porter fees	Daily rate	Ksh. 1,000
Cook fees	Daily rate	Ksh. 1,500
Accommodation fees	Varies Depending on the accommodation used	
Equipment rentals	Depends on the type of equipment	

Source: Field Survey, 2015

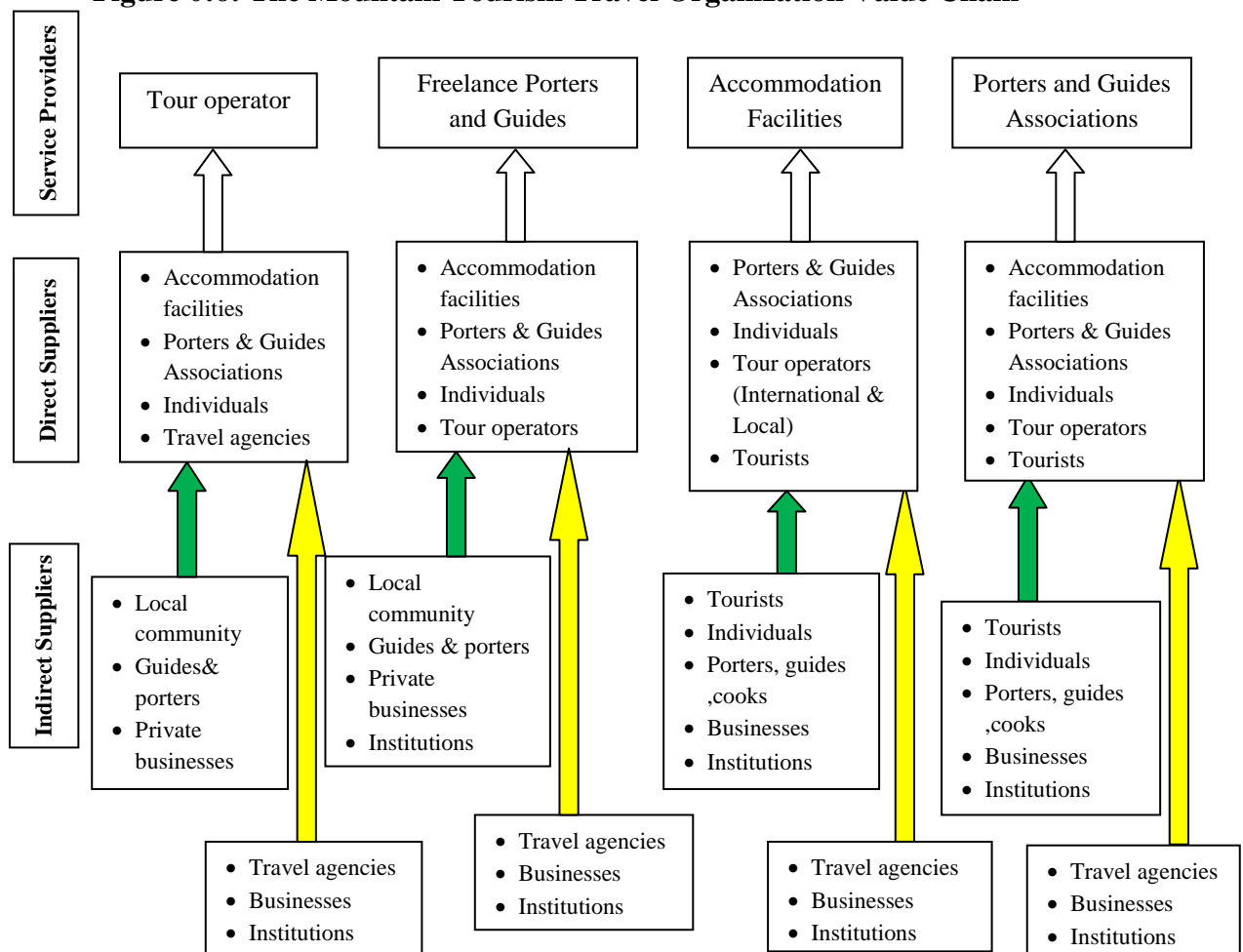
This indicates that the expenditure item with the highest cost is the park entry fees, followed by climbing staff fees hence the most amount of tourism revenue goes to the government, and the local community benefits are received through the climbing

staff. Transport is the lowest expenditure item. There is thus need to increase opportunities through which the local community can tap from the tourism industry in the region.

### 5.3.2 To map the mountain tourism travel arrangements value chain

The mountain tourism travel arrangements value chain involves a network of different suppliers who provide both direct and indirect services and goods towards assisting tourists in organizing their trip. The first level of the value chain represents the main services providers, the second level represents the direct suppliers of goods and services to the main service providers, while the third level represents the indirect suppliers, who may or may not be aware that they are involved in the mountain tourism industry. The arrows represent the direction of the supply of the goods and services.

**Figure 0:6: The Mountain Tourism Travel Organization Value Chain**



Source: Adapted from Kruk, et al. (2007)

➡ Indirect Supplier located WITHIN the Region  
 ➡ Indirect Supplier located OUTSIDE the Region

The study identified four main value chains in travel arrangements;

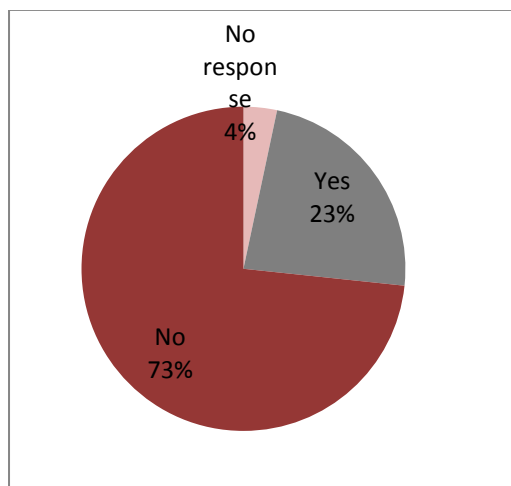
- **Tour Operators** who are either based locally, nationally or internationally. These organizations plan mountain tourism trips in collaboration with various accommodation facilities within and outside the region, porters and guides associations, travel agencies as well as individuals who may refer guests to them. These suppliers come from different local community groups, individual guides and porters, private businesses and other institutions. Travel agencies, businesses and different institutions located outside the region are also involved in the value chain.
- **Freelance porters and guides** located at strategic areas within the region often target tourists who opt to have their trip organized without the help of tour operators. These porters and guides often rely on referral from individuals, accommodation facilities who may have guests interested in mountain tourism, tour operator businesses, as well as registered porters and guides associations who may require additional assistance. These individuals often come from the local community, break away from different porters and guides associations, and different institutions within and outside the region.
- **Accommodation facilities** also plan mountain trips for their guests with the help of different porters and guides associations, local and international tour operators, as well as individuals. These groups and individuals are from the local community, different private businesses, local residents as well as travel agencies and businesses located outside the region.
- **Porters and guides associations** also provide travel arrangement services to tourists. This is through direct coordination with different accommodation facilities, local and international tour operators, other porters and guides associations, as well as individuals. They also coordinate indirectly with individuals within and outside the region, referrals by local community members, local business within and outside the region, as well as travel agencies.



### 5.3.3 Direct, indirect and induced contributions of mountain tourism travel arrangements to regional development

The tourists were asked to provide information on their expenditure patterns to ascertain tourists' additional expenditure within the region aside from the money paid to tour operators. This would represent the money spent directly within the region, aside from the amount that is paid outside the region for the tour package prior to their trip.

**Chart 24: Additional tourism expenditures**



Source: Field Survey, 2015

**Table 13: Locations for the additional expenditures**

Location	Frequency
Nairobi	4
Nanyuki	4
No response	2
Bandas (Mt. Kenya)	2
Kajiado	1

Source: Field Survey, 2015

There are several expenditure items on a tourist's budget, some of which are catered for in their tour package, and some are left for the tourist to cater for on their own. Only 23% of the respondents spent money on items that were not within the package. These expenditures were done in Nanyuki, Nairobi within the National park at the Bandas) and Kajiado. This is an implication that additional expenditure within the region is minimal hence the opportunity for the community to sell their commodities directly to tourists is reduced.

The study further sought to investigate the impact of self-organized tourists on the regional economy.

**Table 14: Self-organized tourists' expenditures**

Expenditure item	Frequency
Food	7
Transport	6
Accommodation	4
Porters and guides/ cook	1
Hiring equipment	1

Source: Field Survey, 2015

**Table 15: Locations for self-organized tourist expenditures**

Location	Frequency
Nanyuki	10
Nanyuki_Chogoria	2
Nanyuki_Nairobi	2
Nyeri	2
Thika	1
Nairobi	1
Old Moses	1
Europe	1

Source: Field Survey, 2015

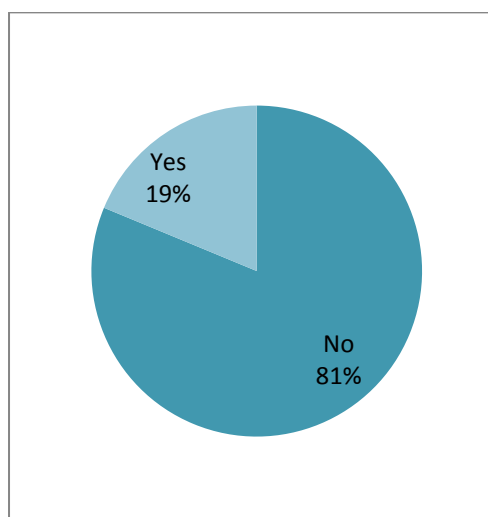
In the case of the self-organized tourists, majority of their expenses were allocated to food, followed by transport and accommodation. These purchases were all done within the region, with Nanyuki being the major expenditure point. This is an indication that self-organized tours contribute more to regional development than package tours.

***Supply of goods and services to tourism facilities***

The Mt. Kenya region resident community is predominantly farmers, and an investigation as to whether they supply these products directly to tourism facilities would indicate direct benefits of tourism to the community

A small percentage of 19% of the respondents supply varying products to different tourism establishments, ranging from mountain climbing gear, eggs, to flowers. This revealed an interesting finding that a few local communities actually supply commodities to the tourism industry, and these are mostly mountain climbing gear, and not agricultural products. This is an implication of low supply of agricultural produce to the tourism industry by the wider local community.

**Chart 25: Supply of goods directly to tourism facilities by households**



Source: Field Survey, 2015

**Table 16: Supply of goods by households**

Good/Where Supplied	Frequency
<b>Boots</b>	<b>1</b>
Individual tourists	
<b>Eggs</b>	<b>2</b>
Airstrip	
Entrepreneur_ hotel owner	
<b>Flowers</b>	<b>1</b>
Sportsman's Arms Hotel	
<b>Onions</b>	<b>1</b>
Batian View Hotel	
<b>Rain gear</b>	<b>1</b>
Individual tourists	
<b>Sleeping bags</b>	<b>1</b>
Individual tourists	
<b>Grand Total</b>	<b>7</b>

Source: Field Survey, 2015

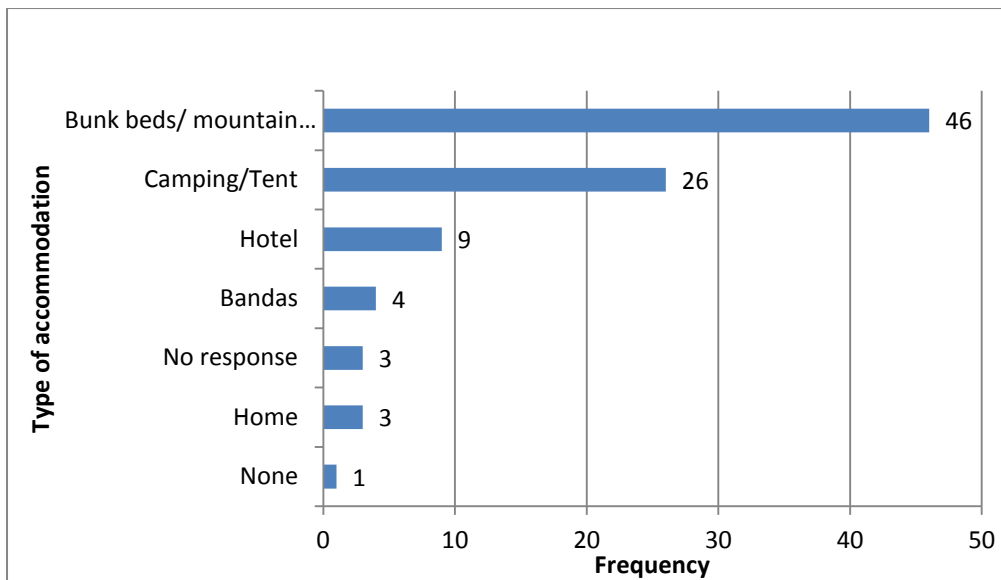
## 5.4 Accommodation Value Chain

### 5.4.1 Nature of mountain tourism accommodation

Tourists use different kinds of accommodation available in the Mt. Kenya region. To investigate the most utilized form of accommodation, the tourist respondents were asked where they stayed during their visit.

Options for mountain accommodation are limited on the mountain depending on the route taken. This range from mountain huts, *bandas* on the Chogoria route as well as camping which is a cheaper option. The tourists mostly spend their first night at a hotel in the main towns of Nanyuki (e.g. Lion's court, Kirimara Springs, Kongoni, Sportsman's arms) Narumoru (e.g. Narumoru River Lodge, Leisure Lodge, among others), or even in other big hotels in the National Park like Mt. Kenya Safari Club, Serena mountain Lodge, and Leisure Lodge.

**Chart 26: Type of accommodation used by tourists climbing Mt. Kenya**



Source: Field Survey, 2015

It is also important to note that some back-packing tourists opt to camp in homes belonging to the communities before embarking on climbing the mountain. Some tourists usually come straight from Nairobi to the mountain; hence do not get accommodated outside the park.

**Plate 9: One of the Campsites within Mt. Kenya National Park**



Source: Field Survey, 2015

The researcher had an experience at one of the mountain huts called Old Moses. The huts offer only basic facilities: a bunk bed, old mattresses (without bedding), dining

area, cooking area (the climbing team has to bring with them the tourist's food as well as cooking fuel) , toilet and a separate sleeping area for the porters, guides and cooks. The huts lack internal heating especially given the cold mountain weather, bedding, a supply store for basic items, and even bathroom facilities.

**Plate 10: The dining area at old Moses Huts**



Source: Field Survey, 2015

**Plate 11: The 'Old Moses' Mountain camp**



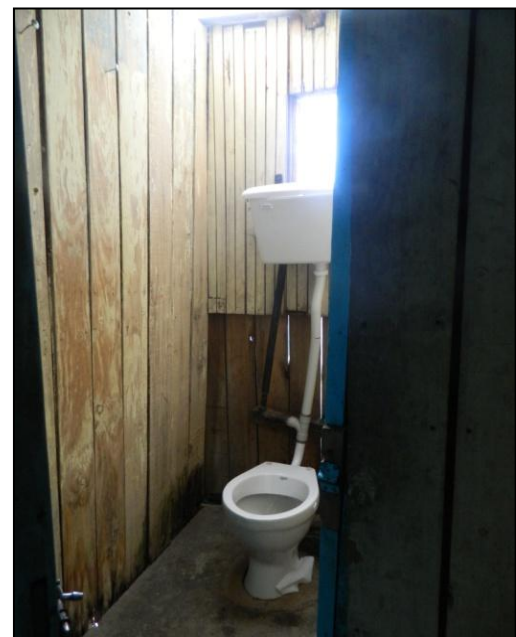
Source: Field Survey, 2015

**Plate 12: Bunk beds at Old Moses Camp**



Source: Field Survey, 2015

**Plate 13: A toilet at old Moses camp**



Source: Field Survey, 2015

The camping grounds only have a latrine, an open gazebo for meals and the camping space. The Old Moses camp site lacked a water tap and tourists had to get the water from a distance away. It also lacked bathroom facilities. This is revealed that the mountain huts' revenue is purely from accommodation charges. There is thus a potential in introducing new revenue points at these facilities.

#### **5.4.2 Accommodation facilities supply chain**

Accommodation facilities are one of the key contact points with tourists who spend a day before their ascent to Mt. Kenya and probably a day after or stay for a couple of days for their entire trip. They are therefore a major consumption point for package tours as well as individual tourist expenditures. An assessment of the food supply chain as well as service supply chain is necessary to determine the trickle down of the tourism dollar to the region through the supply of some key items and services needed by the accommodation facilities. The food value chain will be discussed in the next section.

#### **Electronic repair services**

The hotel management was first asked where they get their electronic repair services. The results displayed in the table below indicate that most of the accommodation facilities get their services from individual technicians in Nanyuki town as well as Nairobi for more technical repairs. However, they outsource only after the employed personnel responsible for such repairs are unable to handle the issues. This is an revelation that Nanyuki town is a major source of electronic repairs services, as well as Nairobi.

**Table 17: Supply of electronic repair services**

<b>Hotel/Lodge</b>	<b>Main Supplier</b>	<b>Location</b>	<b>2nd Supplier</b>	<b>Location</b>	<b>3rd Supplier</b>	<b>Loc</b>
Kongoni Lodge	Individual	Nanyuki				
Mt. Kenya Safari Club	Repair company	Nairobi	Individual technician	Nairobi		
Narumoru River Lodge	General repairs	Nairobi		Nanyuki	Within hotel	
Lion's Court Hotel	Individual technicians	Nanyuki				
Sportsman's Arms Hotel	Individual	Nanyuki	Local merchants	Nanyuki		
Mountain Lodge-Serena	Within hotel	Internal				

Source: Field Survey, 2015

### *Plumbing Services*

The results indicated that plumbing services were supplied by employees from the accommodation facilities, as well as individuals from Nanyuki town. This reveals that although plumbing services are sourced from within the region, they are beneficial to few individuals hence they have a low community-wide benefit for the region.

**Table 18: Supply of plumbing services**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	Individual	Nanyuki				
Mt. Kenya Safari Club	Individual	Nanyuki	Internal			
Narumoru River Lodge	Internal					
Lion's Court Hotel	Individual	Nanyuki				
Sportsman's Arms Hotel	Individual	Nanyuki				
Mountain Lodge-Serena	Internal					

Source: Field Survey, 2015

### *Mechanical Services*

Mechanical services are also mainly handled by the facilities' employees. Suppliers from outside the hotels were from within the region in Nanyuki and Narumoru towns, being individuals and in the case of Mt. Kenya Safari Club, motor companies. This is an implication that mechanical services are supplied from within the region, although once again, they do not have a community-wide impact as only specific individuals benefit.

**Table 19: Supply of mechanical services**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	Internal					
Mt. Kenya Safari Club	CMC Motors	Nanyuki	Toyota Eso	Nanyuki		
Narumoru River Lodge	Internal	Narumoru		Nanyuki		Narumoru
Lion's Court Hotel	Individual	Nanyuki				
Sportsman's Arms Hotel	Individual	Nanyuki				
Mountain Lodge-Serena	Internal					

Source: Field Survey, 2015

### ***Construction Services***

The facilities management indicated that they relied on their staff for minor construction needs. They also get individuals from Nanyuki, Narumoru and Nyeri towns for these services. They also source for more technical construction services from Nairobi. This implies that Nanyuki is the main regional town where accommodation facilities source for individuals to supply construction services. Narumoru and Nyeri provide second options for the same.

**Table 20: Supply of construction services**

<b>Hotel/Lodge</b>	<b>Main Supplier</b>	<b>Location</b>	<b>2nd Supplier</b>	<b>Location</b>	<b>3rd Supplier</b>	<b>Location</b>
Kongoni Lodge	Internal					
Mt. Kenya Safari Club	Internal		Contractors	Nairobi		
Narumoru River Lodge	Not indicated	Nanyuki	Not indicated	Narumoru	Not indicated	Nyeri
Lion's Court Hotel	Individual	Nanyuki				
Sportsman's Arms Hotel	Individual	Nairobi	Local masons	Nanyuki		
Mountain Lodge-Serena	Not indicated	Nairobi				

Source: Field Survey, 2015

### ***Waste Management***

Waste management services are provided by the county government mainly by the Nanyuki and Nyeri County councils and Water and sewerage Service Companies.

**Table 21: Supply of waste management services**

<b>Hotel/Lodge</b>	<b>Main Supplier</b>	<b>Location</b>	<b>2nd Supplier</b>	<b>Location</b>
Kongoni Lodge	Nanyuki County Council	Nanyuki		
Mt. Kenya Safari Club	NAWASCO	Nanyuki		
Narumoru River Lodge		Nyeri		
Lion's Court Hotel	NAWASCO	Nanyuki		
Sportsman's Arms Hotel	Nanyuki County Council	Nanyuki		
Mountain Lodge-Serena	Internal			

Source: Field Survey, 2015



### *Security Services*

Security services are supplied from private companies in Nanyuki and Nairobi. These companies are managed from outside the region; hence they cannot be termed as being purely Mt. Kenya companies.

**Table 22: Supply of security services**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	G4S	Nanyuki	Timau Community Patrol	Nanyuki		
Mt. Kenya Safari Club	Internal					
Narumoru River Lodge	G4S	Nyeri	G4S	Nairobi	Internal	
Lion's Court Hotel	Internal					
Sportsman's Arms Hotel	BM Security	Nairobi				
Mountain Lodge-Serena	Internal					

Source: Field Survey, 2015

### *Medical Services*

The accommodation facilities source their medical services mainly from Cottage hospital in Nanyuki town, as well as Aga Khan and Narumoru dispensary in Nanyuki and Narumoru respectively.

**Table 23: Supply of medical services**

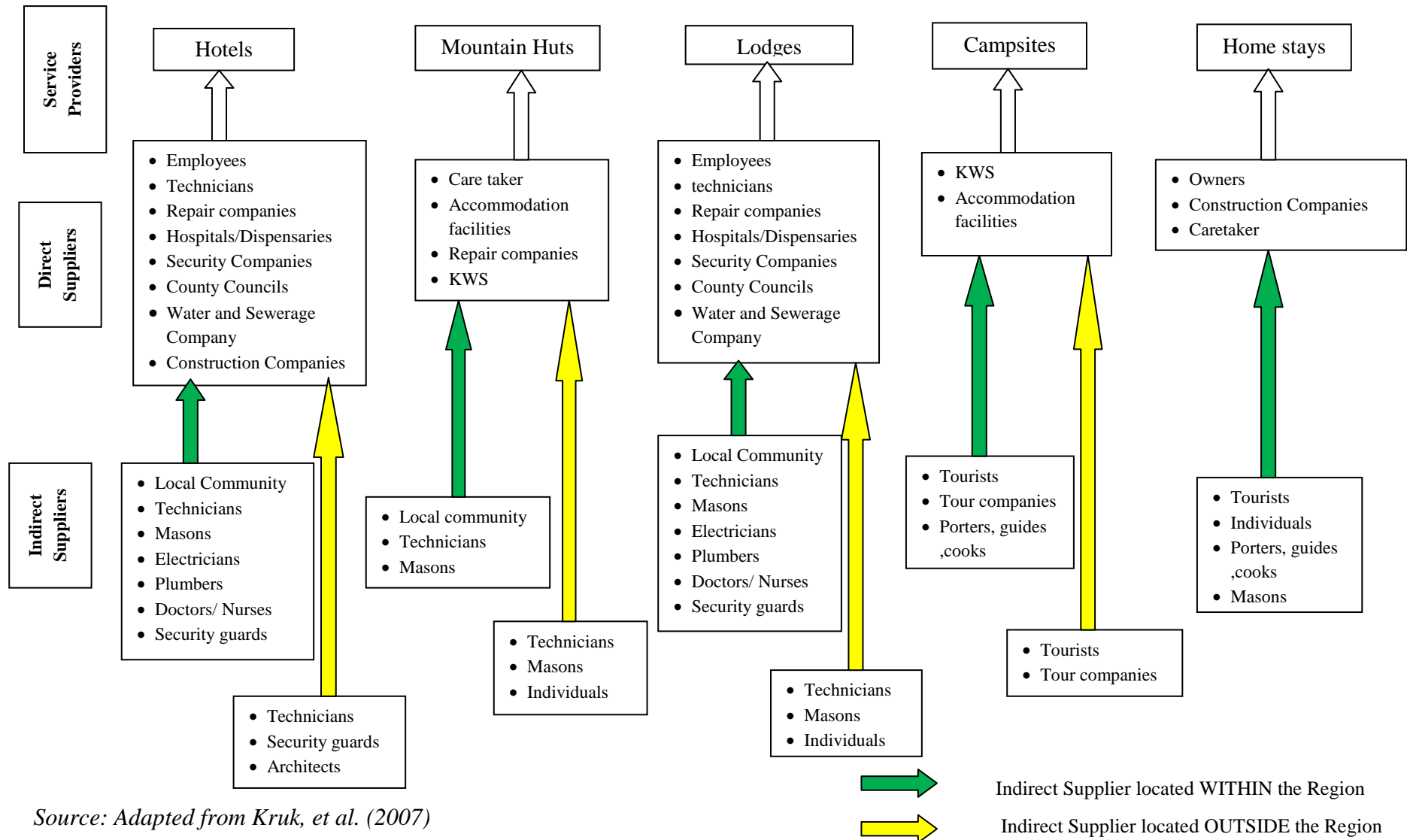
Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	Cottage Hospital					
Mt. Kenya Safari Club	Individual	Nanyuki	Cottage Hospital	Nanyuki	Aga Khan	Nanyuki
Narumoru River Lodge	Narumoru Dispensary	Narumoru				
Lion's Court Hotel	Cottage Hospital	Nanyuki				
Sportsman's Arms Hotel	Cottage Hospital	Nanyuki				
Mountain Lodge-Serena	Resident Nurse					

Source: Field Survey, 2015

#### ***5.4.3 To map the accommodation value chain***

The mountain tourism accommodation value chain involves a network of different suppliers who provide both direct and indirect services and goods towards assisting tourists in organizing their trip. The first level of the value chain represents the main services providers, the second level represents the direct suppliers of goods and services to the main service providers, while the third level represents the indirect suppliers, who may or may not be aware that they are involved in the mountain tourism industry. The arrows represent the direction of the supply of the goods and services.

**Figure 0:7: The Mountain Tourism Accommodation Value Chain**



Source: Adapted from Kruk, et al. (2007)

The study identified five main accommodation value chains;

- **Hotels and Lodges** are one of the main accommodation facilities in the region. These facilities receive services directly from their employees, as well as different companies which provide various services needed such as repair, security, water and sewerage companies among others. These companies employ several professionals including technicians, masons, mechanics, plumbers, security guards, doctors, nurses, among others either from within or outside the region.
- **Mountain huts** are another common source of accommodation services, particularly within the Mt. Kenya National Park. These facilities offer basic services and the main employees are the caretakers and repair companies for maintenance purposes. The huts are under the management of different accommodation facilities like the Narumoru River Lodge and Mountain Rock Hotel who have leased the property from the Kenya Wildlife Service, and these ‘mother’ facilities are responsible for the provision of any additional services needed. The indirect service suppliers include technicians with certain specialties and individuals from the local community or outside the region.
- **Campsites** are another form of accommodation especially within the Mt. Kenya National Park, under the management of KWS and various accommodation facilities who have leased the property from KWS. Although the campsites offer basic facilities like latrines, camping grounds and a cooking area, camping equipment like tents, cooking utensils and other necessities are provided by the individual tourists, tour companies, porters, guides and cooks.
- **Homestays** were identified as an alternative accommodation option for tourists, who are often accommodated by members of the local community who may be family, friends, acquaintances or individuals offering these services. The porters, guides and cooks were noted to accommodate the tourists at their homes sometimes.

### ***5.4.3 Direct, indirect and induced contribution of accommodation facilities value chain towards regional development***

This section will analyze and discuss the contributions that the accommodation value chains are making towards regional development.

#### ***5.4.3.1 Direct contributions***

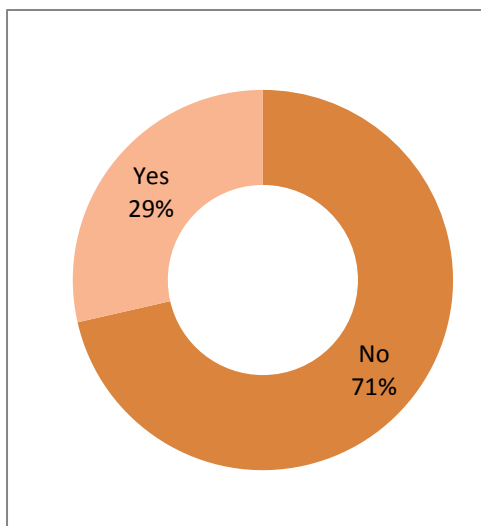
The study identified several direct benefits received through the accommodation sector;

##### ***Employment in tourism facilities***

Employees in tourism establishments as well as those providing various services to tourists hence receive direct benefits through salaries, wages and tips.

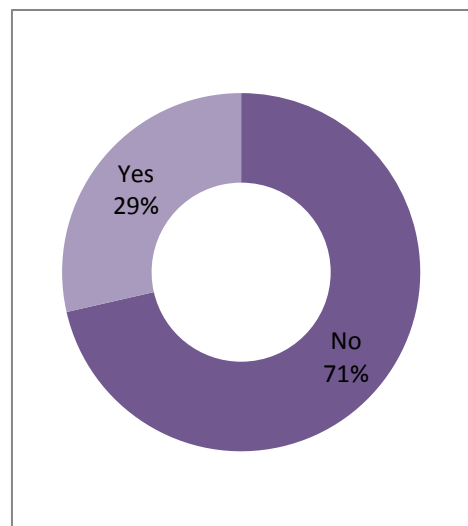
To investigate the employment rates of the local community in the mountain tourism industry, the household respondents were asked whether there were any family members (including themselves) who were currently or previously employed in the tourism industry.

**Chart 27: Household members currently employed in the tourism industry in the region**



Source: Field Survey, 2015

**Chart 28: Household members previously employed in the tourism industry in the region**



Source: Field Survey, 2015

**Table 24: Current employment in the tourism industry**

Current involvement in tourism industry	Frequency
<b>Employed in hotel/ tour company</b>	<b>5</b>
Chogoria	1
Mt Kenya Safari Club	1
Nanyuki	3
<b>Porter</b>	<b>2</b>
Mt Kenya Safari Club	1
Narumoru Porters and Guides Association	1
<b>Selling souvenirs</b>	<b>1</b>
Nanyuki	1
<b>Tour guide</b>	<b>1</b>
Batian View	1
<b>Cook</b>	<b>1</b>
Mt Kenya Safari Club	1
<b>Holiday homes rental</b>	<b>1</b>
Opposite airstrip	1
<b>Grand Total</b>	<b>12</b>

Source: Field Survey, 2015

**Table 25: Previous employment in the tourism industry**

Previous involvement	Frequency
<b>Tour guide</b>	<b>4</b>
Nairobi	1
Narumoru	3
<b>Porter</b>	<b>3</b>
Laikipia	1
Mt Kenya	1
Narumoru	1
<b>Driver</b>	<b>2</b>
Gilgil	1
Narumoru	1
<b>Selling souvenirs</b>	<b>1</b>
Sagana	1
<b>Employed in hotel/tour company</b>	<b>1</b>
Nanyuki	1
<b>Hotel owner</b>	<b>1</b>
Timau	1
<b>Grand Total</b>	<b>12</b>

Source: Field Survey, 2015

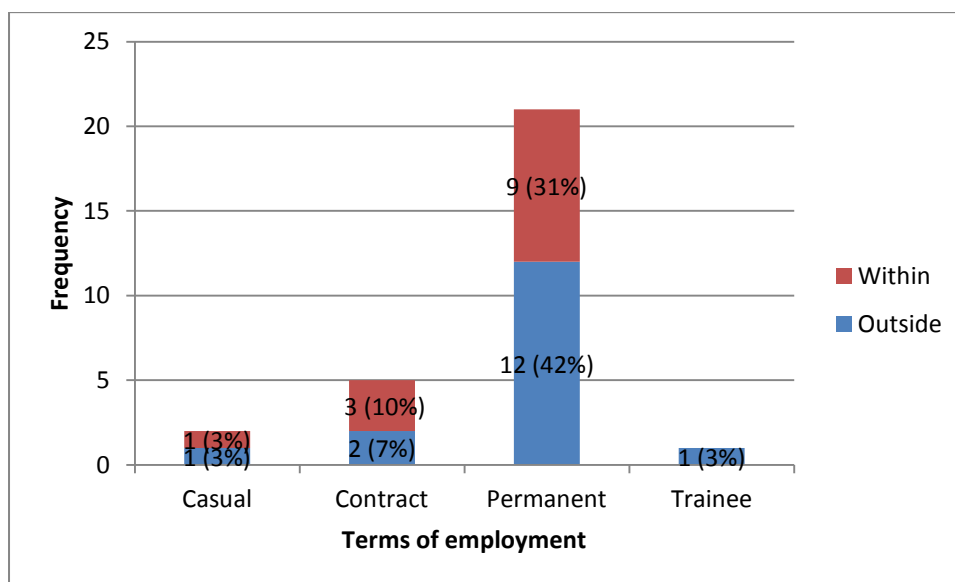
The results revealed that 29% of respondents have family members either currently or previously involved in the tourism industry in the region either through employment or in business capacities. Majority of the members are employed in a hotel or tour company, or providing services as guides, porters, cooks, driver or selling souvenirs. This is an implication of a low employment in the tourism industry from the local community. There is thus need to look into strategies that would increase the number of people employed in the Mt. Kenya tourism industry in different capacities from the local community.

To investigate the level of employment of the local community members in the accommodation facilities, the employees were also interviewed.

First, the study sought to investigate the employment positions of the employees in reference to their origin to ascertain the level of employment taken by the resident community as compared to that of immigrants in the tourism industry.

Majority of the employees were employed on permanent basis in the accommodation facilities, with most of them (42%) coming from outside the Mt. Kenya region (Chart 29). About 31% of the permanent employees were from the Mt. Kenya region. Employees on contract basis were the second highest category, with 10% of the respondents being from within the Mt. Kenya region and 7% from outside the region. The casual employees displayed an equal percentage both from within and outside the region (3%). Trainees within the sampled facilities were from outside the region at 3%.

**Chart 29: Job position and origin of employees**



Source: Field Survey, 2015

This is an indication of more permanent employment positions in the accommodation sector being given to people from outside the Mt. Kenya region. The local community members are thus left with contractual or temporary jobs which are not reliable or consistent and lower paying, hence contributing less towards regional development.

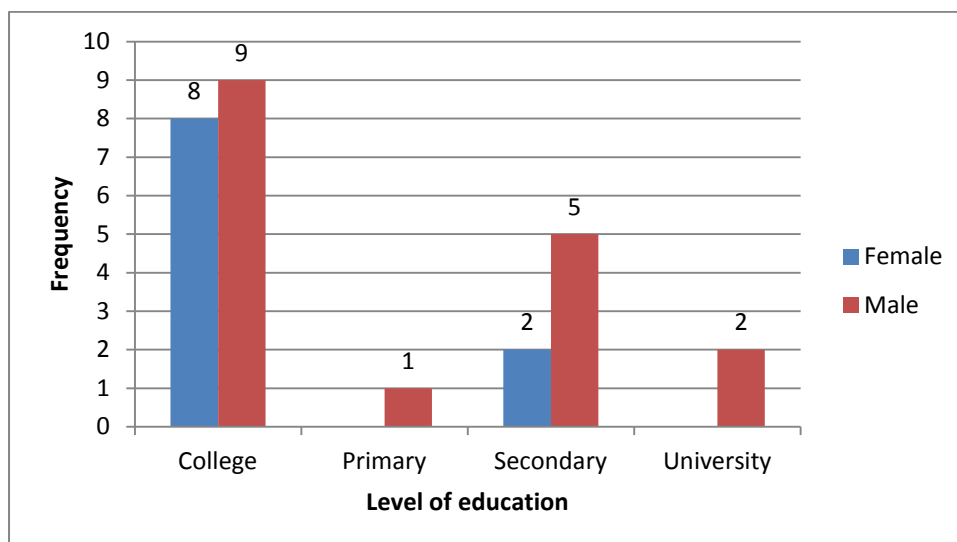
In an interview with accommodation facilities management from the Mt. Kenya region, it was revealed that the percentage of employees from the local community

was roughly in the upper quartile above 70% of their total staff. This is a very number of local employment numbers.

Further inquiry into the job levels of these employees, they stated that they were mainly middle-level, casual and seasonal employees. The managers indicated that they employed people from the surrounding community especially when the tourism volume was high, in the capacities of gardeners, kitchen stewards, casual workers, manual workers as well as porters, guides and cooks for the case of Narumoru River Lodge.

To investigate the possible explanation for the above observation, the study further looked at the education component between the employees from within and those from outside the region.

**Chart 30: Employee education level**



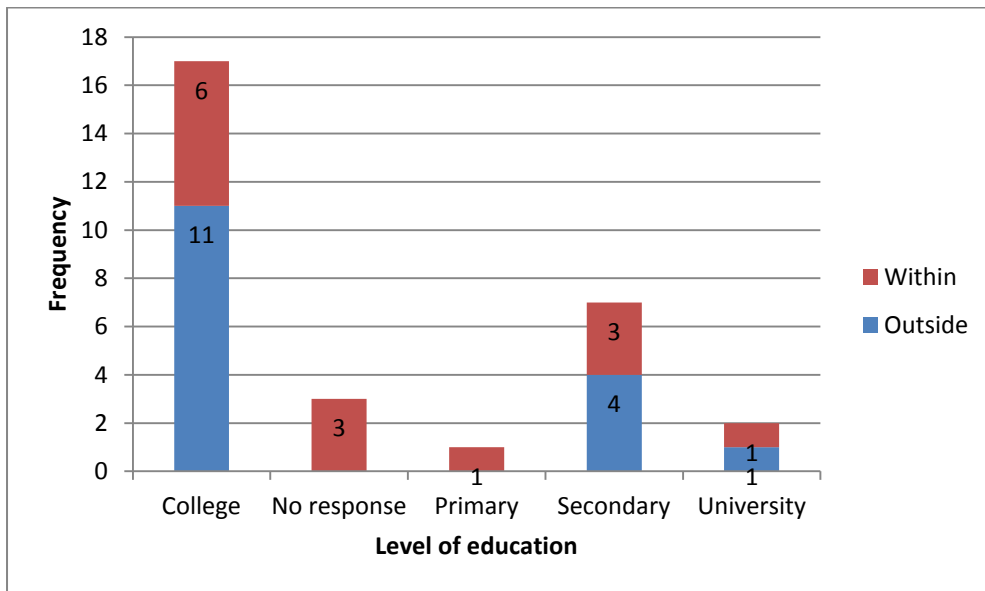
Source: Field Survey, 2015

First, an assessment of the education level of all the employees revealed that a larger percentage of the employees had attained a post-secondary education with a majority having attained college level having been trained in various fields of specialization according to their positions in the different accommodation facilities.

To be more specific, the study compared the education levels of the employees from within and outside the region.



**Chart 31: Education and origin**



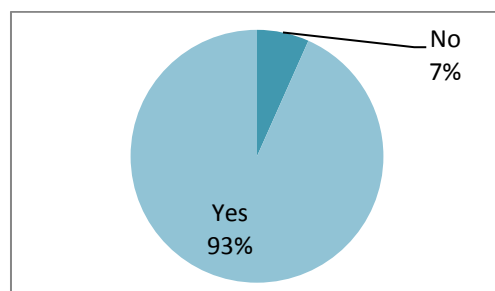
Source: Field Survey, 2015

Majority of the employees who have attained college and secondary levels of education have their origin outside the region. These are the qualified individuals that are able to secure jobs that require professional education and skills, explaining their high numbers in the permanent positions. This is an implication of loss of more stable jobs in the mountain tourism industry in the region due to lack of qualified personnel with appropriate skills and education.

#### **5.5.3.2 Indirect contributions**

The study also looked at the saving pattern of the employees, and what the purpose behind the savings. It further looked at the investment patterns, to determine the amount of impact the employee salaries have on regional development of Mt. Kenya.

**Chart 32: Employee savings**

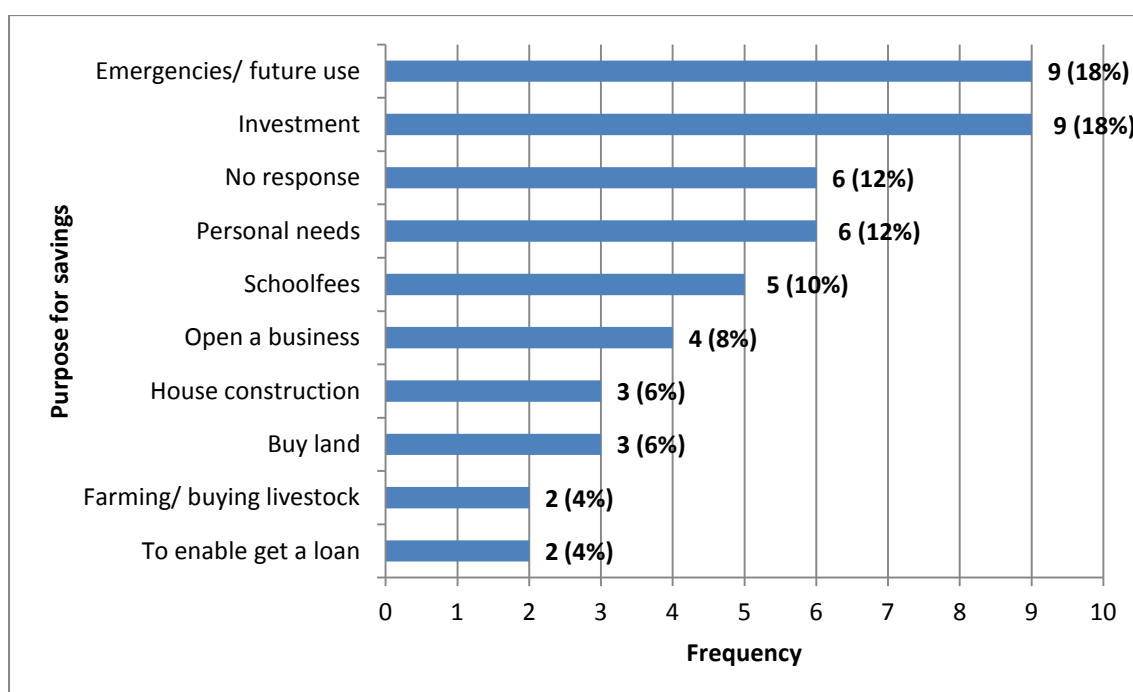


Source: Field Survey, 2015

The results indicated that 93% of the respondents had savings from their salaries for different purposes.

The top reasons for savings were ranked saving for emergencies or future use (18%) , investment (18%) , meeting personal needs (12%), paying school fees (10%), opening a business (8%), buying land and house construction (each 6%) and farming purposes or to secure a loan (4% each) (see chart 33)

**Chart 33: Employees use of savings**



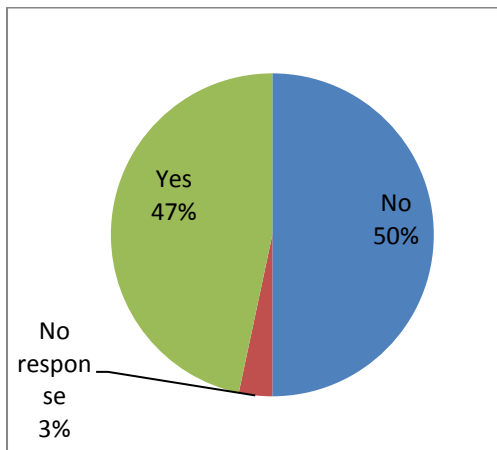
N= 49

Source: Field Survey, 2015

The study went further to find out if the employees had made any investments with the money they had saved and whether they invested within or outside the region.

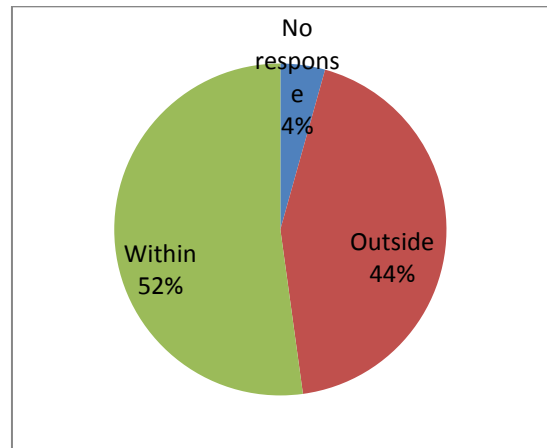
An almost equal split between those who have and have not made any investments was observed. About 52% of the respondents indicated to have made investments within the Mt. Kenya region, while 44% outside the region. This indicates that the earnings from tourism are mostly invested within the region, hence contributing significantly towards regional development.

**Chart 34: Employee investments**



Source: Field Survey, 2015

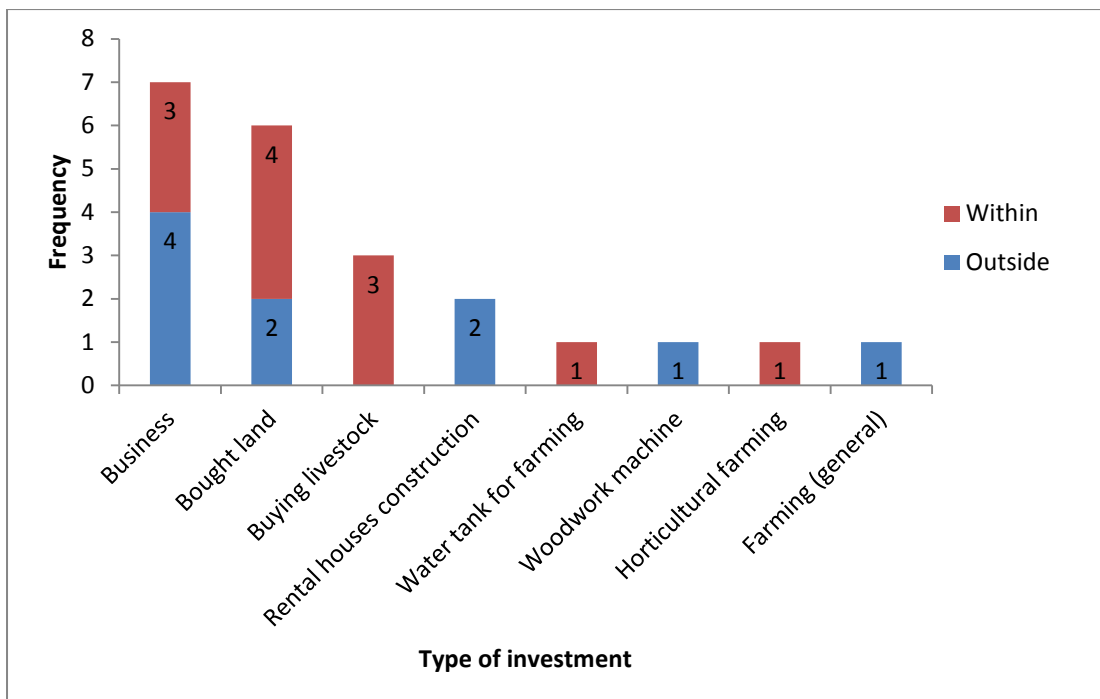
**Chart 35: Location of investments by employees**



Source: Field Survey, 2015

The study went further to assess the type of investments that are made within and outside the region by the employees in the accommodation facilities.

**Chart 36: Types of investments by employees**



Source: Field Survey, 2015

Purchase of land, livestock and investment in business were the high ranking types of investments within the Mt. Kenya region. The other types of investment were centered on farming (horticulture, water tanks). Business was also a top ranking

investment outside the region, with purchase of land, rental houses and farming as other areas of investment in other regions as indicated in the table.

The study went further to investigate the locations for the identified investments within and outside the region.

**Table 26: Investments outside the region**

Investment outside the region	Frequency	Grand Total
<b>Bought land</b>	<b>2</b>	<b>2</b>
Bungoma	1	1
Nairobi	1	1
<b>Business</b>	<b>4</b>	<b>4</b>
Kitale	1	1
Mombasa	1	1
Nairobi	2	2
<b>Farming (general)</b>	<b>1</b>	<b>1</b>
Kakamega	1	1
<b>Rental houses construction</b>	<b>2</b>	<b>2</b>
Mombasa	1	1
Thika	1	1
<b>Woodwork machine</b>	<b>1</b>	<b>1</b>
Coast (Mariakana)	1	1
<b>Grand Total</b>	<b>10</b>	<b>10</b>

Source: Field Survey, 2015

**Table 27: Investment within the region**

Investment within the region	Frequency	Grand Total
<b>Bought land</b>	<b>4</b>	<b>4</b>
Nanyuki	1	1
Meru	1	1
Nyahururu	1	1
Nanyuki	1	1
<b>Business</b>	<b>3</b>	<b>3</b>
Karatina	1	1
Narumoru	1	1
Nanyuki	1	1
<b>Buying livestock</b>	<b>3</b>	<b>3</b>
Karatina	1	1
Nanyuki	2	2
<b>Horticultural farming</b>	<b>1</b>	<b>1</b>
Karatina	1	1
<b>Water tank for farming</b>	<b>1</b>	<b>1</b>
Nanyuki	1	1
<b>Grand Total</b>	<b>12</b>	<b>12</b>

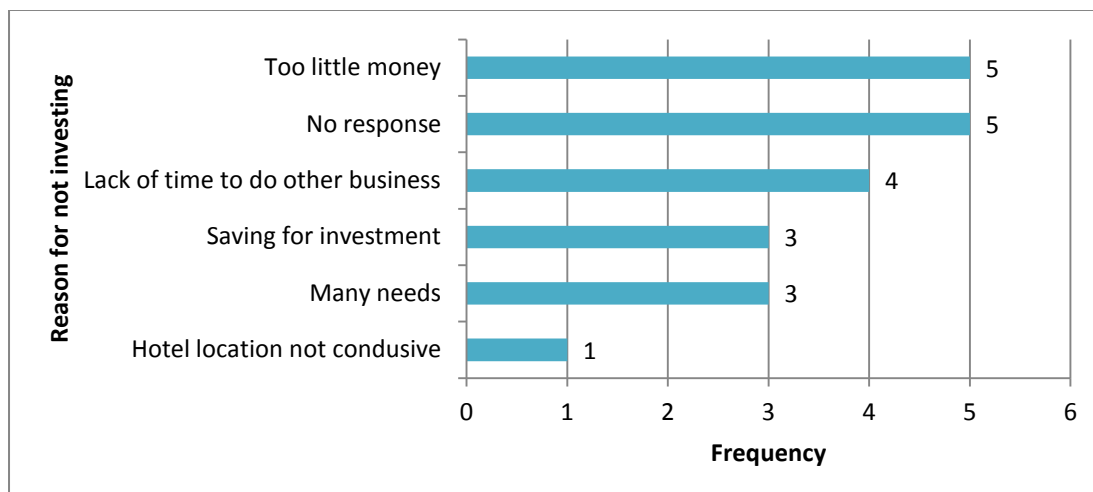
Source: Field Survey, 2015

Investments made within the region are scattered across the region in various areas, as well as those outside the region.

The study went further to inquire the reasons behind the rest of the respondent not investing whether within or outside the region.

Lack of enough money to enable one to invest was the high ranking reason for not investing. The employees also cited that their schedules were too busy to allow them to engage in other activities.

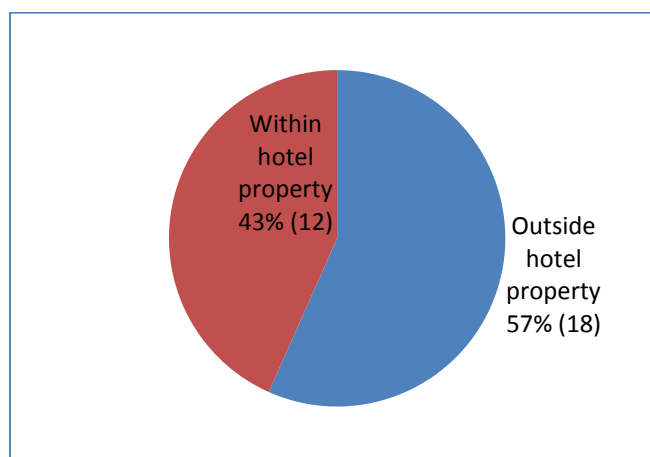
**Chart 37: Reasons for not investing**



Source: Field Survey, 2015

The study went further to investigate the indirect benefits received in the region in the housing sector by asking the employees where they lived.

**Chart 38: Location of employees' residence**



N=30

Source: Field Survey, 2015

The accommodation facilities are located in different areas within the study area. Some of them are located within the Mt. Kenya forest, making it necessary to provide residence for their employees. However, for some, the employees have to seek accommodation outside the facilities, which can be a major income for the region.

57% of the respondents resided outside the hotel premises while 43% were housed by their employer. The study went further to investigate the type of ownership of the houses occupied by the 57% of the respondents.

**Chart 39: Form of ownership for residence located outside hotels**

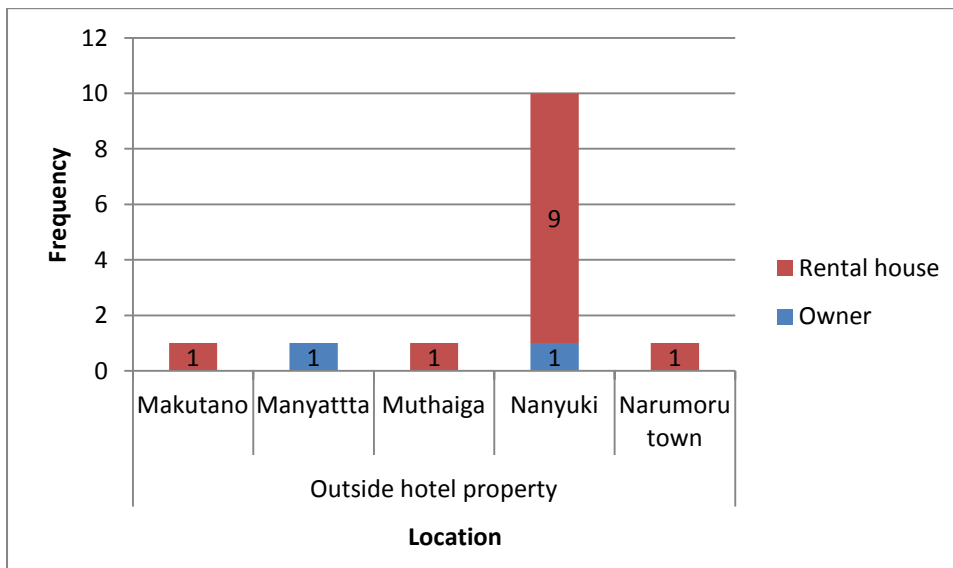


N=18

Source: Field Survey, 2015

Majority of the respondents who resided outside the hotel premises live in rental houses (78%) while a small percentage resides in their own homes (11%). Although the remaining 11% resided outside the hotels, they were housed in the hotels' houses.

**Chart 40: Location of residence outside hotel**



Source: Field Survey, 2015

Majority of those housed in rental homes are located in urban areas in Nanyuki town and its environs, as well as Narumoru town. Those who live in their own houses have also set up in urban centers in this case, Nanyuki town. Therefore, the employees contribute to the economy of the urban centers through paying rent.

#### ***5.4.3.3 Induced contributions of the accommodation value chain***

The study sought to investigate if the accommodation facilities took part in any community development activities in the region.

**Table 28: Types of projects supported by accommodation facilities**

<b>Type of Project</b>	<b>Accommodation Facility Involved</b>
Children's homes	Kongoni Lodge, Lion's Court Hotel, Serena Mountain Lodge
School projects	Mt. Kenya Safari Club, Sportsman's arms hotel, Serena Mountain Lodge
Tree planting	Mt. Kenya Safari Club, Narumoru River Lodge, Sportsman's Arms Hotel, Serena Mountain Lodge
Conservation activities	Sportsman's Arms Hotel, Serena Mountain Lodge (Ecojiko)
Education tours	Narumoru River Lodge, Lion's Court Hotel
Infrastructure maintenance	Sportsman's Arms Hotel
Sanitation in towns and mountain environs	Sportsman's Arms Hotel
Health projects	Serena Mountain Lodge

Source: Field Survey, 2015

This is an implication that the accommodation facilities engage in various community development projects as part of their corporate social responsibility ranging from social, economic, and environmental-related projects.

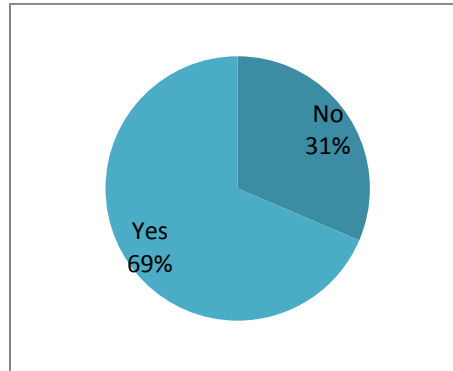
#### ***Access to tourism facilities by the community***

The presence of tourism within an area leads to the set up of various infrastructures to facilitate the tourism activities. The utilization of these facilities by the local

community would signify some benefits brought about by the presence of tourism in an area. To investigate whether the local community is able to access these facilities, the respondents from households were asked to indicate the facilities they utilized.

The results indicated that 69% of the respondents utilized tourism infrastructure either for tourism or other purposes.

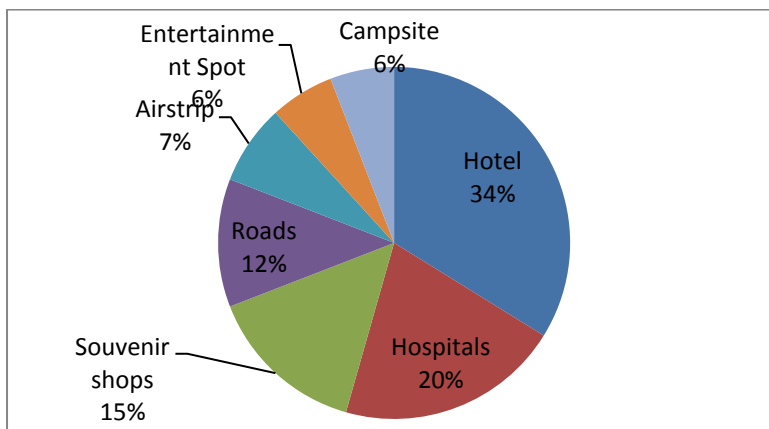
**Chart 41: Household members' access to tourism facilities**



Source: Field Survey, 2015

The study went further to categorize these facilities to understand the most accessed tourism facilities.

**Chart 42: Tourism infrastructure accessed by household members**



Source: Field Survey, 2015

The results indicated that 34% identified to use hotels known to be established for tourists, 20% hospitals mostly used by tourists, 15% souvenir shops and 12% roads put in place for access to tourism facilities.



**Plate 14: The road to the Mt. Kenya National Park gate from Narumoru Town currently under being tarmacked**

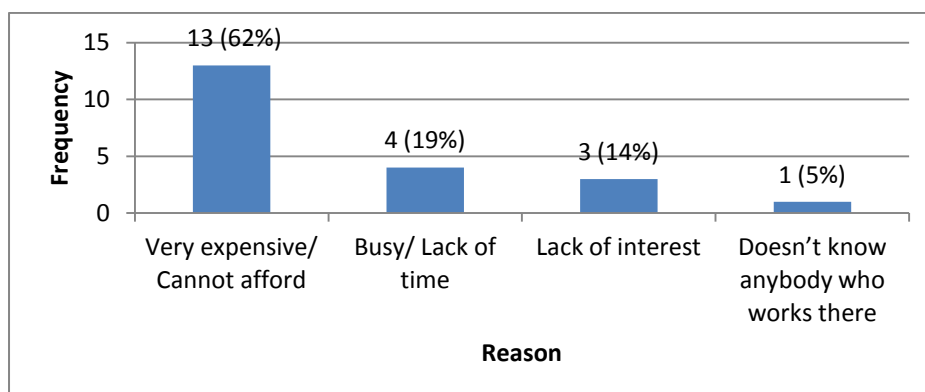


Source: Field Survey, 2015

Since hotels (accommodation facilities) ranked highly, the study went further to investigate if the local community utilized any of the accommodation facilities, the management was asked to name the facilities accessed by the local community members who visit these facilities.

The facilities named were as follows by accommodation managers: Swimming pools, gym, conference facilities, Restaurant, Entertainment spots (clubs), accommodation and the grounds for wedding photo sessions, music videos and games. This is an implication that the accommodation facilities established for tourism purposes are as well open for use by the local communities.

**Chart 43: Reasons for not accessing tourism facilities/ infrastructure**



Source: Field Survey, 2015

Some of the respondents cited financial constraints as the main reason behind not accessing tourism facilities (62%), lack of time to visit to these facilities (19%), lack of interest (14%) and not knowing anybody working in the facilities (5%).

#### ***5.4.4 Gaps in the accommodation value chain***

To investigate the main challenges faced in the accommodation sector in the Mt. Kenya region, the study asked the facilities' management and tour operators on what they experienced as major problems as users and providers of these facilities, in order to reveal gaps in the value chain. The following were the responses:

- a) **Low bed capacity of the mountain huts:** The tour operators interviewed stated that the huts were often over-booked especially during the peak season, as an example of Old Moses Camp which had a capacity of only 100 tourists. Hence, sometimes the porters and guides have to sleep on the floor in order for their tourists to get space in the huts. This is an indication that there is need to expand these facilities to accommodate more tourists hence more revenues.
- b) **Lack of alternative accommodation facilities:** The respondents stated that there were only few accommodation huts at particular stop-over points on the mountain, hence the tourists had no other alternative but to stay in the facilities available, in spite of the standards, facilities, and preferences.
- c) **Poor conditions in the mountain huts:** The respondents revealed that some of the huts on the mountain were in very poor condition, to the point that some of them rain inside. The huts are also not constructed to insulate the tourists against the mountain's harsh conditions effectively. They stated that they were not warm enough for the cold temperatures on the mountain;
- d) **Inadequate facilities:** The respondents observed that the space within the mountain huts was limited. The huts were mainly in a "dormitory style" where a room had four double decked beds hence housing eight people (for the case of Old Moses camp). This compromised on privacy, as sometimes tourists were forced to share rooms with other tourists whom they were not familiar with. The kitchen space was also limited, especially during the peak seasons where many climbing staff members have to prepare meals for their guests.
- e) **Lack of facilities:** The mountain huts also lacked bathroom facilities. For the campsites, there was lack of a cooking shed and latrines (at some of the huts)

- f) **Inadequate solar power** which is the main source of power at some of the huts, yet due to the cloudy conditions on the mountain, there would be lack of a reliable power supply for lighting and heating.
- g) **Water supply:** Some of the huts like the Austrian hut did not have a water source nearby, and the respondents had to walk a small distance to fetch water, and sometimes, these places run out of water too.

## **5.5 Mountain Tourism Food Value Chain**

### ***5.5.1 The nature of the mountain tourism food value chain***

Food is an important aspect of the mountain tourism value chain. The food stuff varies from groceries, processed foods, meats, snacks, among others which can be acquired from various sources. In the Mt. Kenya region, the main buyers of food items were:

- Individual tourists
- Accommodation facilities hosting tourists and
- Porter, guides and cooks who bought it on behalf of their guests.

#### ***5.5.1.1 Foodstuff value chain***

Food items are needed by tourists during their trip in the Mt. Kenya region. The main consumption points are within the accommodation facilities and on the mountain (during mountain climbing). This analysis will first look at the food value chain for the accommodation facilities. Food stuff are a main consumption item within any accommodation facility, hence there are supplies that are needed on a regular basis for both the perishable and non-perishable foods. The study looked at various items that would be demanded on a regular basis to trace their main suppliers, second and third suppliers, and their location.

#### ***Groceries***

To investigate where the accommodation facilities got their groceries supplies, the managers were asked for their first, second and third suppliers.

**Table 29: Supply of groceries**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	Local Market	Nanyuki	Individual	Nanyuki		
Mt. Kenya Safari Club	Individual	Nanyuki	Individual	Nanyuki	Individual	Nanyuki
Narumoru River Lodge	Individual	Nyeri	Local market	Karatina	Individual	Narumoru
Lion's Court Hotel	Grocery Shop	Nanyuki	Individual	Nanyuki		
Sportsman's Arms Hotel	Local Market	Nanyuki				
Mountain Lodge-Serena	Individual	Nyeri	Individual	Karatina		

Source: Field Survey, 2015

The main suppliers of groceries were identified as being from within the Mt. Kenya region, predominantly Nanyuki and Nyeri towns. The suppliers were mainly individuals contracted by the hotels or lodges from outlets and open air markets in Nanyuki, Nyeri, Narumoru and Karatina. This implies that grocery supplies are mainly sourced from individuals and local markets within the regions, hence presenting a greater opportunity for regional development.

### *Grains*

**Table 30: Supply of grains**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location
Kongoni Lodge	Local Market	Nanyuki		
Mt. Kenya Safari Club	Individual	Nanyuki	Central stores	Nairobi
Narumoru River Lodge	Individual	Nanyuki	Individual	Nyeri
Lion's Court Hotel	Local Store	Nanyuki	Local stores	Nanyuki
Sportsman's Arms Hotel	Nakumatt	Nanyuki		
Mountain Lodge-Serena	Central stores	Nairobi		

Source: Field Survey, 2015

The main suppliers of grains were mainly from within the region with the two 5 star hotels getting supplies from their headquarters central stores in Nairobi. The suppliers from the region were individuals in Nanyuki and Nyeri towns, local stores in Nanyuki, the open air market in Nanyuki and the Nakumatt supermarket in Nanyuki. This implies that in an agricultural region like Mt. Kenya, this would provide a better opportunity to engage the local farmers through the markets and the local stores with Nanyuki as the main focal town.

In the case of the mountain climbing staff, they listed local markets in Nanyuki and Narumoru as their main suppliers.

### ***Processed Foods***

The study further sought to find out the sources of processed foods.

**Table 31: Supply of processed foods**

<b>Hotel/Lodge</b>	<b>Main Supplier</b>	<b>Location</b>	<b>2nd Supplier</b>	<b>Location</b>	<b>3rd Supplier</b>	<b>Location</b>
Kongoni Lodge	Nakumatt	Nanyuki		Nairobi		
Mt. Kenya Safari Club	Central Stores	Nairobi				
Narumoru River Lodge	Nakumatt	Nanyuki	Supermarkets	Narumoru	Store	Nairobi
Lion's Court Hotel	Nakumatt	Nanyuki	Local stores	Nanyuki		
Sportsman's Arms Hotel	Nakumatt	Nanyuki	Local stores	Nanyuki		
Mountain Lodge-Serena	Central Stores	Nairobi				

Source: Field Survey, 2015

Processed food supplies are received mainly from Nakumatt supermarket in Nanyuki and several local stores in Nanyuki and Narumoru. The two 5 star hotels get their supplies from their headquarters central stores in Nairobi. This is an indication that the accommodation facilities prefer larger supply stores and their central stores for supplies; therefore the local stores within the region do not receive any significant benefits from selling processed foods to these facilities.

The mountain climbing staff buys their processed foods from supermarkets in Nanyuki and Narumoru, as well as local markets in the same towns.

***Red meat***

**Table 32: Supply of red meat**

<b>Hotel/Lodge</b>	<b>Main Supplier</b>	<b>Location</b>	<b>2nd Supplier</b>	<b>Location</b>
Kongoni Lodge	Local butchery	Nanyuki		
Mt. Kenya Safari Club	Local butchery	Nanyuki	Individual	Naivasha
Narumoru River Lodge	Local butchery	Narumoru	Individual	Nanyuki
Lion's Court Hotel	Local butchery	Nanyuki		
Sportsman's Arms Hotel	Individual	Nanyuki		
Mountain Lodge-Serena	Central stores	Nairobi		

Source: Field Survey, 2015

The main red meat supplies are received from within the region, mainly from local butcheries in Nanyuki and Narumoru. Serena mountain lodge however gets its supplies from their headquarters' central stores. Mt. Kenya Safari Club gets its supplies from an individual in Naivasha as well. This implies that there is potential in the livestock industry within the region to supply red meat to accommodation facilities.

***Chicken***

**Table 33: Supply of chicken and chicken products**

<b>Hotel/Lodge</b>	<b>Main Supplier</b>	<b>Location</b>
Kongoni Lodge	Individual	Nanyuki
Mt. Kenya Safari Club	Local store	Nanyuki
Narumoru River Lodge	Individual	Nyeri
Lion's Court Hotel	Individual	Nanyuki
Sportsman's Arms Hotel	Individual	Nanyuki
Mountain Lodge-Serena	Central stores	Nairobi

Source: Field Survey, 2015

Chicken is mainly supplied from within the region, except for Serena mountain lodge which gets its supplies from their central stores in Nairobi. This implies that there is potential in the livestock industry within the region to supply chicken products to accommodation facilities.

### *Fruits*

**Table 34: Supply of fruits**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	Local market	Nanyuki				
Mt. Kenya Safari Club	Individual	Nanyuki				
Narumoru River Lodge	Individual	Nyeri	Local Market	Karatina	Individual	Narumoru
Lion's Court Hotel	Local market	Nanyuki				
Sportsman's Arms Hotel	Individual	Nanyuki				
Mountain Lodge-Serena	Individual	Nyeri	Individual	Karatina		

Source: Field Survey, 2015

Fruits are mainly supplied from within the region either from local markets in Nanyuki and Karatina or supplied from individuals in Nyeri, Nanyuki, Karatina and Narumoru. This revealed that the accommodation facilities mainly obtain their fruit supplies from the Mt. Kenya region.

### *Milk*

**Table 35: Supply of milk**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location	3rd Supplier	Location
Kongoni Lodge	Individual	Nanyuki				
Mt. Kenya Safari Club	Company	Nanyuki	Company	Nyeri	Lewa Conservancy	Laikipia
Narumoru River Lodge	Farm	Narumoru				

Lion's Court Hotel	Farm	Doldol				
Sportsman's Arms Hotel	Company	Nanyuki				
Mountain Lodge-Serena	Company	Nanyuki				

Source: Field Survey, 2015

Milk is supplied from within the region and the neighboring Laikipia County. The milk is sourced from milk processing companies like Brookside in Nanyuki and Nyeri and from various farms in Doldol and Narumoru.

### *Alcoholic drinks*

**Table 36: Supply of alcoholic drinks**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location
Kongoni Lodge	Local store	Nanyuki	Local store	Nanyuki
Mt. Kenya Safari Club	Company	Nanyuki		
Narumoru River Lodge	Local store	Nanyuki		
Lion's Court Hotel	Local store	Nanyuki	Local store	Nanyuki
Sportsman's Arms Hotel	Local store	Nanyuki		
Mountain Lodge-Serena	Local store	Nyeri		

Source: Field Survey, 2015

Alcoholic drinks are sourced mainly from within the region from local stores in Nanyuki and Nyeri.

### *Flowers*

**Table 37: Supply of flowers**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location
Kongoni Lodge	Farm	Nanyuki		
Mt. Kenya Safari Club	Farm	Nanyuki		
Narumoru River Lodge	Farm	Narumoru		Nanyuki
Lion's Court Hotel	Local distributor	Nanyuki		
Sportsman's Arms Hotel	Farm	Nanyuki		
Mountain Lodge-Serena	None			

Source: Field Survey, 2015



Flowers are also mainly sourced from farms in Nanyuki and Narumoru.

### *Cleaning products*

**Table 38: Supply of cleaning products**

Hotel/Lodge	Main Supplier	Location	2nd Supplier	Location
Kongoni Lodge	Company	Nairobi		
Mt. Kenya Safari Club	Company	Nairobi	Company	Nanyuki
Narumoru River Lodge	Company	Nanyuki		
Lion's Court Hotel	Local store	Nanyuki	Local stores	Nanyuki
Sportsman's Arms Hotel	Company	Nanyuki		
Mountain Lodge-Serena	Central stores	Nairobi		

Source: Field Survey, 2015

Cleaning products are mainly sourced from within the region with companies and local stores being the main suppliers, except for Serena Mountain Lodge whose source is their central store in located at their headquarters in Nairobi.

### *Guest soaps*

**Table 39: Supply of guest soaps**

Hotel/Lodge	Main Supplier	Location
Kongoni Lodge	Company	Nairobi
Mt. Kenya Safari Club	Company	Egypt
Narumoru River Lodge	Nakumatt	Nanyuki
Lion's Court Hotel	Local small stores	Nanyuki
Sportsman's Arms Hotel		Nairobi
Mountain Lodge-Serena	Central stores	Nairobi

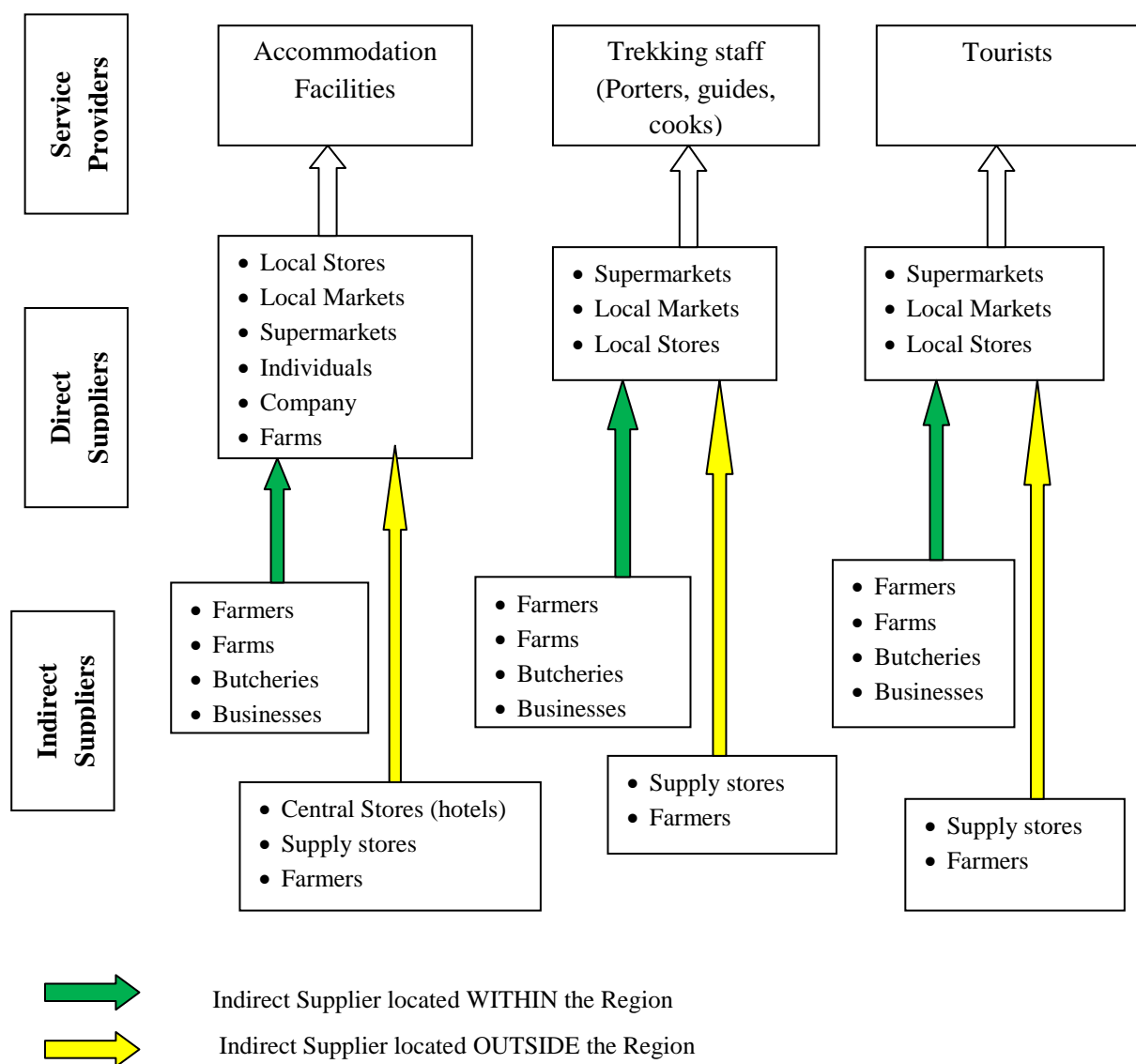
Source: Field Survey, 2015

Guest soaps are mainly sourced from outside the region in Nairobi as well as Egypt which was preferred by Mt. Kenya Safari Club due to the quality of the soaps supplied. However, two accommodation facilities buy their supplies locally from Nakumatt Supermarket and a local store in Nanyuki.

### 5.5.2 Mapping the food value chain

The mountain tourism food value chain involves a network of different suppliers who provide both direct and indirect services and goods towards assisting tourists in organizing their trip. The first level of the value chain represents the main services providers, the second level represents the direct suppliers of goods and services to the main service providers, while the third level represents the indirect suppliers, who may or may not be aware that they are involved in the mountain tourism industry. The arrows represent the direction of the supply of the goods and services.

**Figure 0:8: The Mountain Tourism Food Value Chain**



Source: Adapted from Kruk, et al. (2007)

The study identified three main food value chains in the mountain tourism industry in the Mt. Kenya region;

- **Accommodation facilities** constitute one of food service providers for the mountain tourists. The study identified the direct suppliers of food items to be local stores, supermarkets, various companies, local markets, individuals, farms, as well as central stores for the particular hotel. The indirect suppliers within the constitute farmers, local businesses, farms and butcheries. Whereas the indirect supplies are also received from various supply stores, farmers and other organizations outside the region
- **Trekking staff** also buy food for their clients, especially those climbing the mountain, and they source for these products directly from local supermarkets, stores and markets. Indirect suppliers for the markets and local stores are farmers within and outside the region, butcheries, various businesses as well as several stores.
- **Tourists** also bought their own food which they consume during their trip. It was revealed that they bought this food from supermarkets, markets and stores both within and outside the region. This offers an opportunity for farmers and local businesses as indirect suppliers both within and outside the region.

### ***5.5.3 Gaps in the mountain tourism food value chain***

The value chain assessment above has revealed that there are some food products that are sources mainly from within the Mt. Kenya region from both individuals and local markets in the towns of Nanyuki and Narumoru. These products are groceries, grains, chicken and red meats, fruits and milk. The products that showed less potential were the processed foods.

The value chains revealed that the accommodation facilities favored individual suppliers over local markets, and from interviews conducted with the managers, the following were the reasons for this;

- They were relatively cheaper;
- Low transportation cost
- Good quality products
- They are consistent

- They are able to adjust their prices according to the tourism season
- They are able to provide emergency supplies (on short notice)
- There are possibilities of competitive pricing between different suppliers
- They are easily accessible
- The hotels are able to get the quantity of supplies needed
- They are reliable

Some of the challenges cited include;

- Reliability in some instances
- Most suppliers are small-scale farmers hence they tend to be inconsistent in some cases (may not meet demand)
- Delays in supplies due by suppliers located far from the accommodation facilities
- Some suppliers may not have all the supplies needed
- Some suppliers do not give goods on credit

## **5.6 The Mountain Tourism Souvenirs Value Chain**

### ***5.6.1 The nature of mountain tourism souvenir value chain***

Curio shops are one of the main expenditure points by tourists who may want to take a memento or souvenir back home as a reminder of their trip to the Mt. Kenya region. Curio shops within the region are strategically located for easy access by tourists; along major roads used by tour vehicles, within accommodation facilities, at the Nanyuki air strip, within the urban areas at tourist hotspots and at the equator point in Nanyuki town. A sample of each of these was considered as the study looked at the contribution these curio shops are making towards regional development through their value chain.

**Plate 15: Mountain View curio shop along the Nanyuki-Isiolo highway**

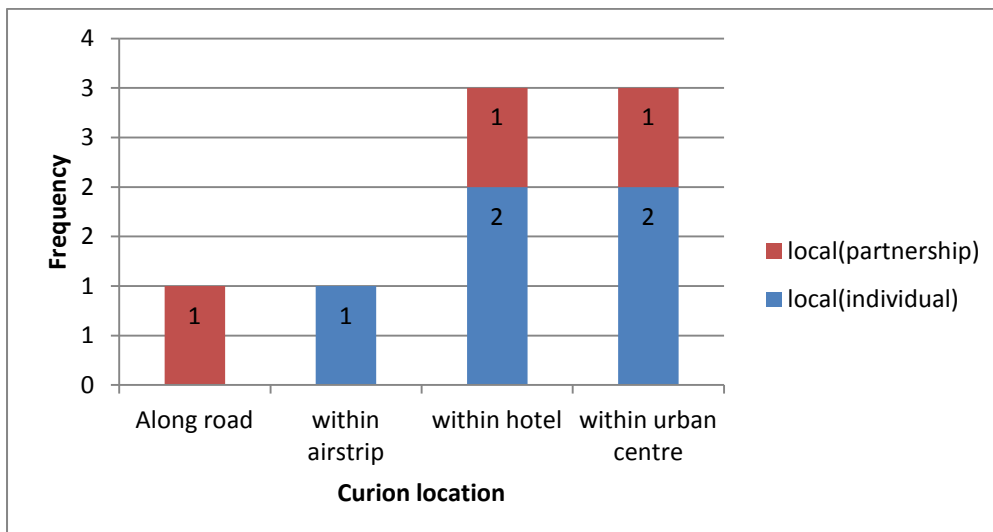


Source: Field Survey, 2015

### 5.6.2 *The souvenir (curio) business value chain*

First, the study sought to assess the ownership of the different categories of curio shops present within the study area.

**Chart 44: Curio shop ownership**

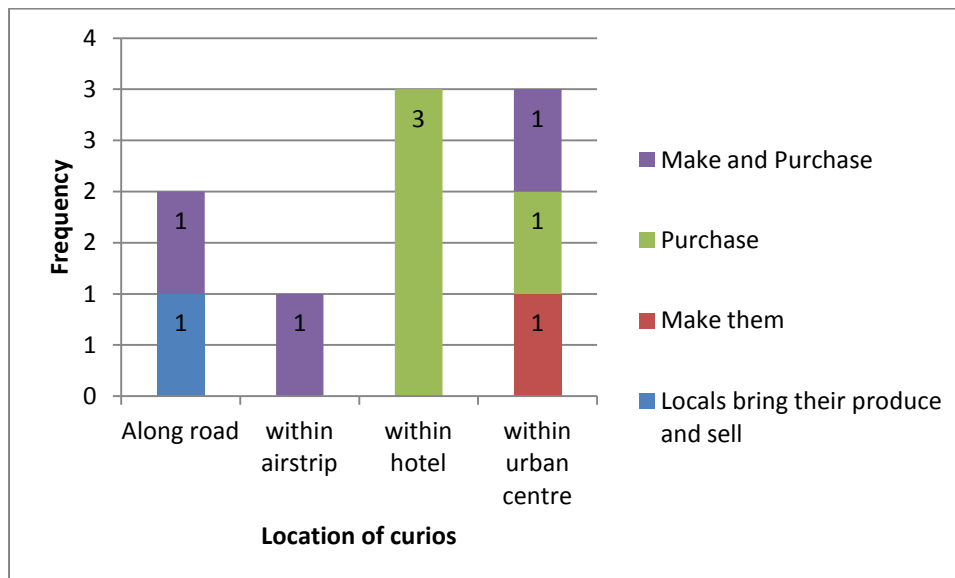


Source: Field Survey, 2015

The curio shops were all identified as being “locally owned” either through partnerships or by individuals. However, it was not established whether by “local” it meant individuals from within the Mt. Kenya region or Kenyans.

The study then sought to look at the sources of the merchandise that is sold by the curio shops. Curio shops located within accommodation facilities all purchase their merchandise. Those within urban areas and those situated along the road either craft their own products and/or purchase the rest. One curio shop (Mountain View) located along the Nanyuki-Isiolo highway; enroute to the Sirimon gate to Mt. Kenya National Park has some members of the local population bring their merchandise for sale at the location. However, it was also not clear whether “locals” represented people purely from the region or a mix of the residents and traders from surrounding regions and beyond.

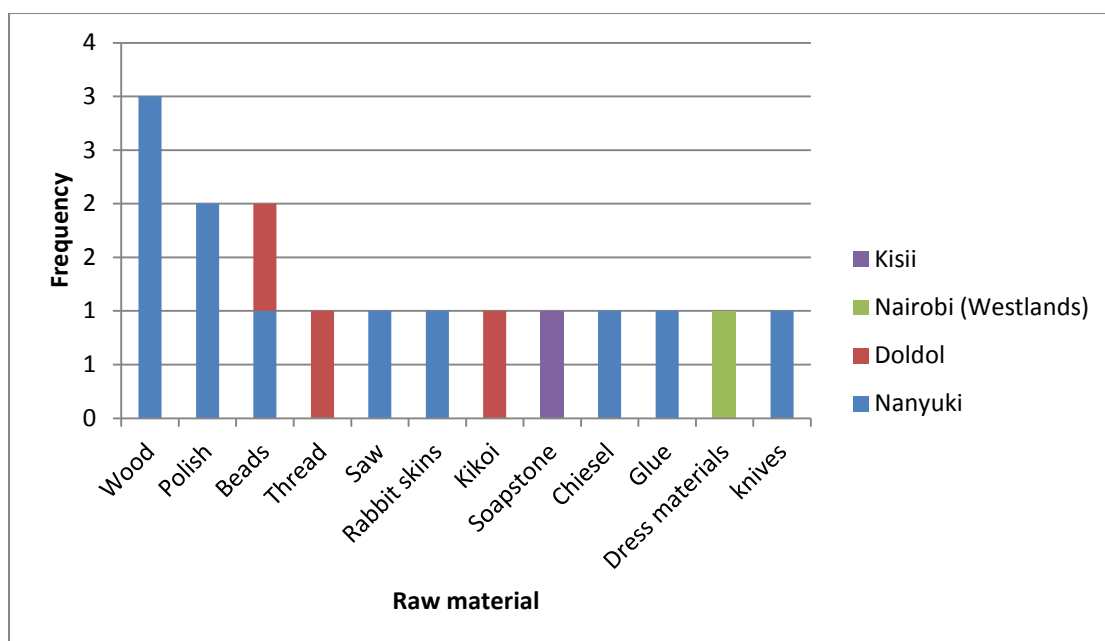
**Chart 45: Source of curio merchandise**



Source: Field Survey, 2015

The two main products that are manufactured by the dealers are wooden carvings and rabbit fur merchandise (an array of products ranging from scarves, boots, key holders, and blankets etc that are made out of rabbit fur). The curio shops that craft their own merchandise have different places where they carry out their crafting; a workshop within the curio compound (Equator dealers’ curios and Mountain View curio shops) and a special factory in the case of North road Kenya which is situated at the Nanyuki airstrip.

**Chart 46: Source of raw materials**



Source: Field Survey, 2015

There are different sources of raw materials depending on their availability. From the survey, majority of the raw materials are sourced locally from Nanyuki. Other materials are sourced from other areas in the neighboring Laikipia regions, Nairobi and Kisii. Wood was the highest required raw material, and it also featured as one of the most challenging material to acquire owing to strict legislation concerning forestry products in Kenya.

**Table 40: Challenges faced sourcing for raw materials**

Challenges faced	Frequency
Lack of trees/ hard to get/ banned	5
Requires more rabbit skins	1
Lack of enough money	1
Long transportation distance	1
<b>Grand Total</b>	<b>8</b>

Source: Field Survey, 2015

The study also sought to investigate network existing between the curio product dealers within the region through the supply of curio products. Only two out of the eight curio shops sold their products to other curio shops within and outside the region. North road Kenya sold its unique rabbit fur products to Mt. Kenya Safari Club

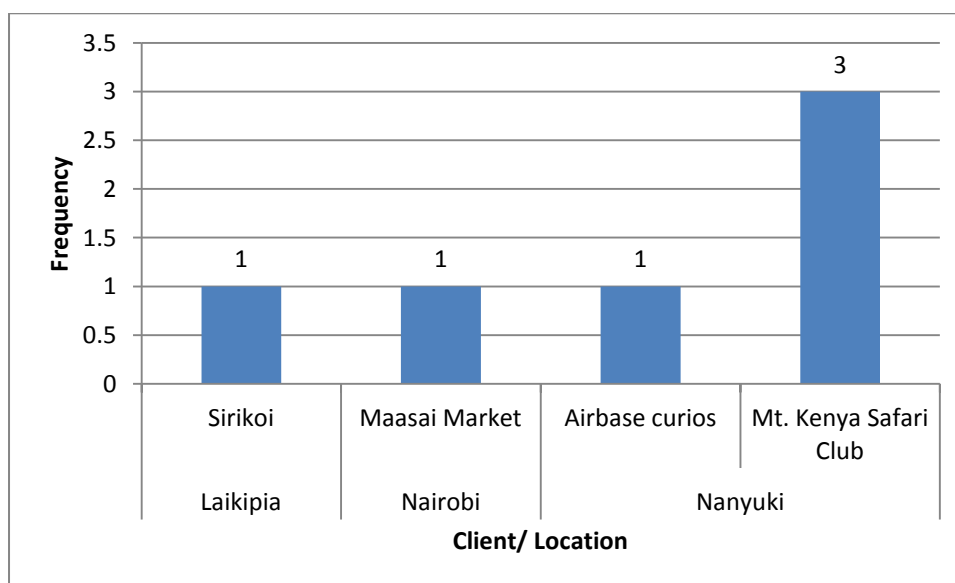
while Rasta Curio shop were identified as one of the main dealers in wooden carvings and sold to smaller curio shops within Nanyuki town, along with their “Rasta merchandise”.

**Table 41: Sale of curio shop merchandise to other traders**

Do you sell what you make	Frequency
<b>No response</b>	<b>1</b>
Kwamba Distributors Ltd	1
<b>No</b>	<b>5</b>
Equator Curio dealers	1
Marina Curios	1
Mawingo Boutique	1
Mountain View	1
Mt. Lodge Serena	1
<b>Yes</b>	<b>2</b>
Northroad Kenya	1
Rasta Curio shop	1
<b>Grand Total</b>	<b>8</b>

Source: Field Survey, 2015

**Chart 47: Curio clients' location**

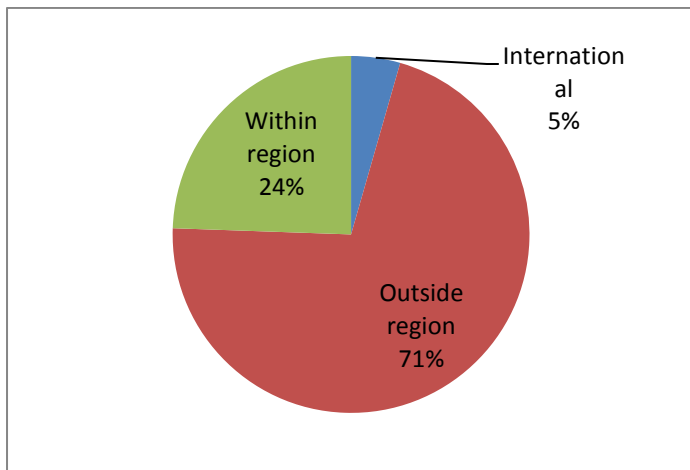


Source: Field Survey, 2015

The study also sought to look at the source of the curio products that are purchased for sale to tourists. The source markets for curio products are varied, ranging from within the region (24%), other areas around the country (71%) and even as far as Congo and Tanzania (5%).

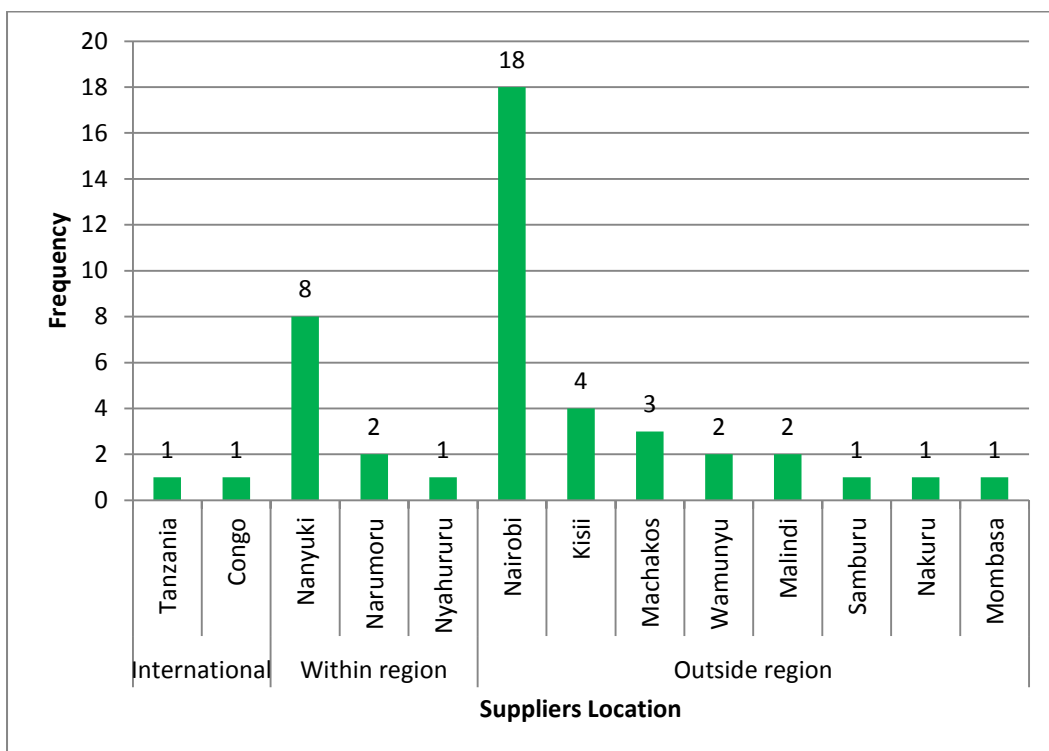


**Chart 48: Main suppliers of curio products**



Source: Field Survey, 2015

**Chart 49: Main sources of curio products**



Source: Field Survey, 2015

Looking at the details, Nairobi is the highest source of merchandise, followed by Nanyuki, Kisii and Machakos. The curio business requires one to have an array of products that would interest tourists which warrants the traders to go as far as Congo for antique products, Kisii for soap stone carvings, Mombasa and Malindi for *Kikoi* and sandals, among others.

The study further examined the main types of curio products supplied by the suppliers identified in Table 42.

**Table 42: Location of suppliers for main types of curio products**

Category	Location	Curio products
<b>International</b>	<b>Congo</b>	Antiques
	<b>Tanzania</b>	Ebony carvings
<b>Outside region</b>	<b>Kisii</b>	Soapstone
	<b>Machakos</b>	Carvings
		Kiondo
	<b>Malindi</b>	Sandals
		Kikoi
	<b>Mombasa</b>	Outfits
	<b>Nairobi</b>	Jewellery
		Kikoi
		Baskets
		Antiques
		Hats
		Banana items
		Leather items
		Beadwork
		Outfits
		Blankets
	Carvings	
<b>Nakuru</b>	Fishing rods	
<b>Samburu</b>	Beadwork	
<b>Wamunyu</b>	Necklaces	
	Carvings	
<b>Within region</b>	<b>Nanyuki</b>	Khangas
		Carvings
		Outfits
		Soaps
		Rabbits
		Gourds
		Antiques
		Kikoi
	<b>Narumoru</b>	Stamps
		Airtime
	<b>Nyahururu</b>	Toys

Source: Field Survey, 2015

**Table 43: A summary of main sources of curio products**

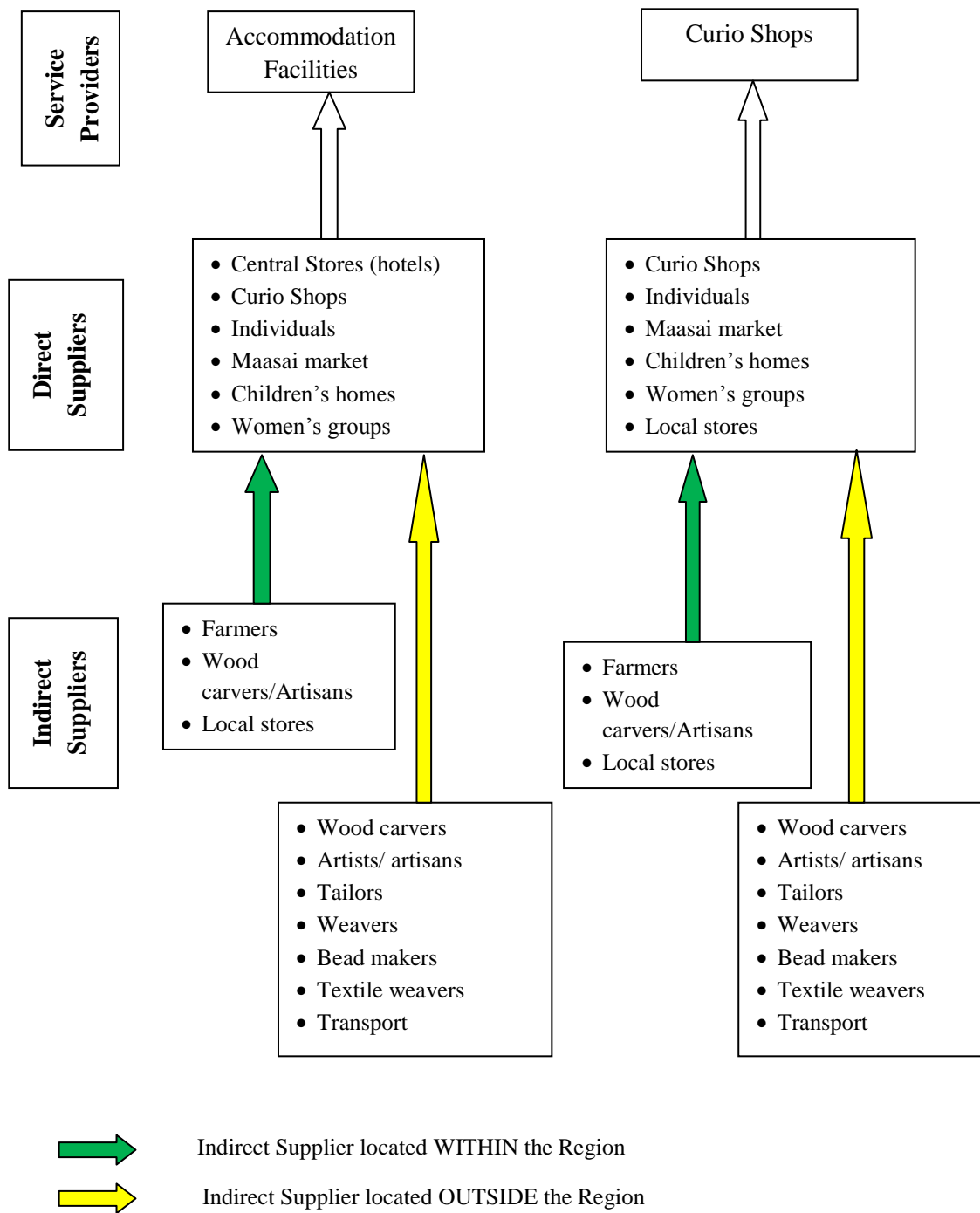
<b>Source (Location)</b>	<b>Frequency</b>
<b>International</b>	<b>2</b>
Tanzania	1
Congo	1
<b>Within region</b>	<b>11</b>
Nanyuki	8
Narumoru	2
Nyahururu	1
<b>Outside region</b>	<b>32</b>
Nairobi	18
Kisii	4
Machakos	3
Wamunyu	2
Malindi	2
Samburu	1
Nakuru	1
Mombasa	1
<b>Grand Total</b>	<b>45</b>

Source: Field Survey, 2015

### ***5.6.2 Mapping the souvenirs value chain***

The mountain tourism souvenir value chain involves a network of different suppliers who provide both direct and indirect services and goods towards assisting tourists in organizing their trip. The first level of the value chain represents the main services providers, the second level represents the direct suppliers of goods and services to the main service providers, while the third level represents the indirect suppliers, who may or may not be aware that they are involved in the mountain tourism industry. The arrows represent the direction of the supply of the goods and services.

**Figure 0:9: The Mountain Tourism Souvenirs Value Chain**



*Source: Adapted from Kruk, et al. (2007)*

The study identified two main souvenir value chains;

- **Accommodation facilities** are one of the sources of souvenirs. These facilities source for their products from various direct suppliers including the hotels' central stores, Maasai market, children and women groups, various curio shops within and outside the region, as well as individual suppliers. This provides indirect opportunities for wood carvers, artisans, tailors, local stores located within the region, as well as beadmakers, artisans, wood carvers, transport service providers, and textile weavers located outside the region.
- **Curio shops** located at strategic points along the major highways and within Nanyuki town represent another purchase point for souvenirs. These curio shops source their merchandise and raw materials directly from other curio shops, individuals, women's groups, children's homes, Maasai market and local stores. This provides indirect opportunities for wood carvers, artisans, tailors, local stores located within the region, as well as beadmakers, artisans, wood carvers, transport service providers, and textile weavers located outside the region.

### ***5.6.3 Gaps in the mountain tourism souvenirs value chain***

The above study revealed the following gaps;

- There was low value addition to the curio products, as the importation of ready-made products was common. Very few items were made within the region;
- Raw materials were difficult to get within the region due to strict laws imposed on timber harvesting as well as lack of the suppliers ;

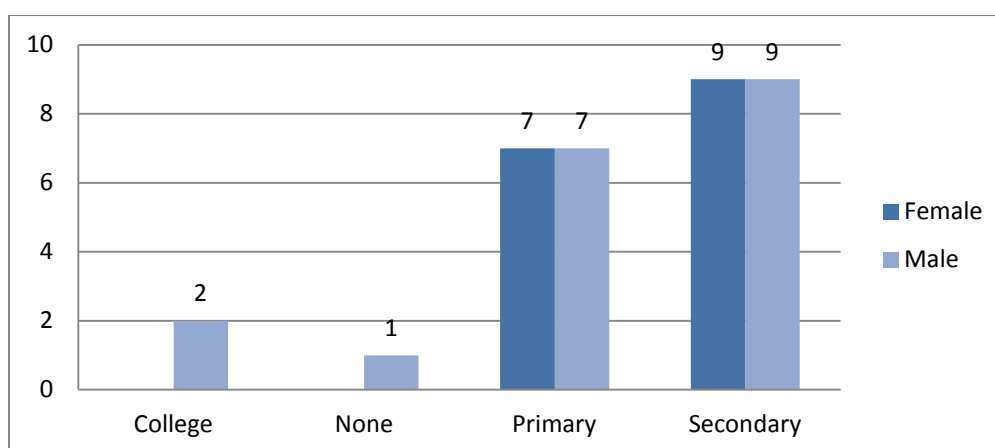
## **5.7 Additional Benefits from Mountain Tourism**

This section examines benefits received from mountain tourism that cut across all the value chains that have been discussed in the previous sections. The analysis is done on the basis of households.

### ***5.7.1 Local community characteristics***

To investigate the respondent's representativeness, the respondents were asked to provide their gender, age, and education level information.

**Chart 50: Respondents education level and gender**



Source: Field Survey, 2015

**Table 44: Education level and gender**

Row Labels	Female	Male	Grand Total	Percentage
College	0	2	2	5.714286
None	0	1	1	2.857143
Primary	7	7	14	40
Secondary	9	9	18	51.42857
<b>Grand Total</b>	<b>16</b>	<b>19</b>	<b>35</b>	<b>100</b>

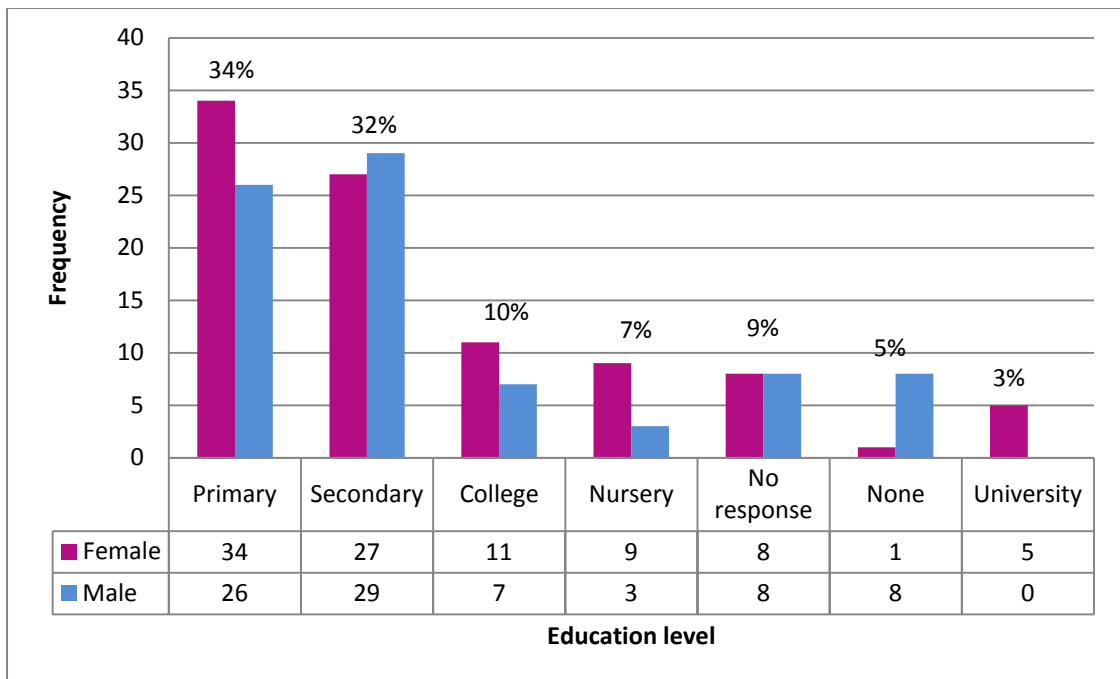
Source: Field survey, 2015

The study indicated that about 40% of the respondents had attained primary education level (40%) with the majority having reached secondary level (about 51%). Few respondents had attained tertiary education (about 5%) with the least percentage (2%) having no formal education. The results also indicated that there is little discrepancy in relation to gender towards education.

### ***Household headship***

91% of the households were headed by a male and only 9% were headed by females.

**Chart 51: Household Characteristics: Gender and Education level**



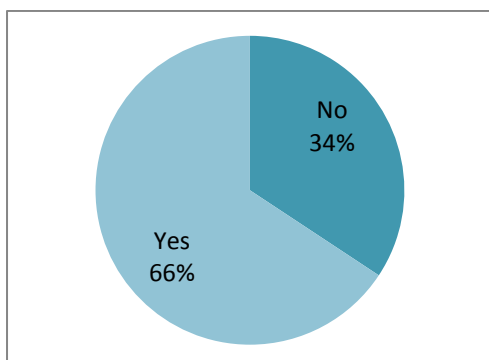
Source: Field Survey, 2015

The study revealed that about 34% of the other household members had attained primary education, 32% (secondary education), 10% (college level), 7% (only reached nursery level) while 3% had attained university level of education.

**5.7.2 Migration Patterns**

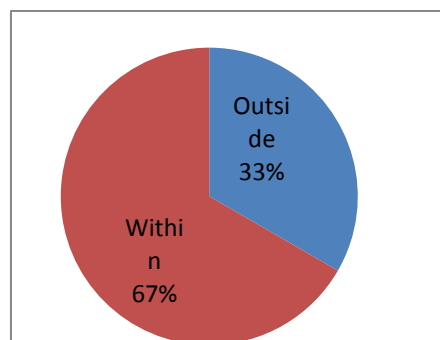
It is significant to assess the migration patterns of the region and the reasons behind the migrations in order to ascertain whether tourism has been a motivating factor towards changes in the population within the Mt. Kenya region.

**Chart 52: Migration into the region**



Source: Field Survey, 2015

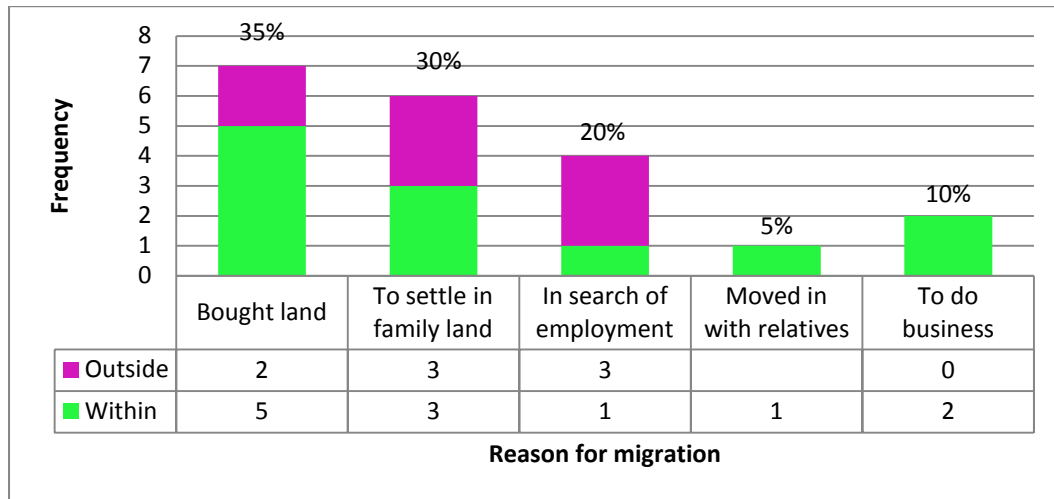
**Chart 53: Origin of migrants**



Source: Field Survey, 2015

66% of the respondents migrated from other places. The study showed that 67% of these migrants came from within the region and 33% migrated from outside the region, specifically Eldoret, Nakuru and Voi.

**Chart 54: Reasons for migration**



**N=20**

Source: Field Survey, 2015

The reasons for the migration were varying as indicated in chart 57. The top reasons for migration were related to buying land (35%), settling in family land (30%), in search of employment (20%) and for business (10%).

**5.7.3 Indirect contributions from Mountain Tourism**

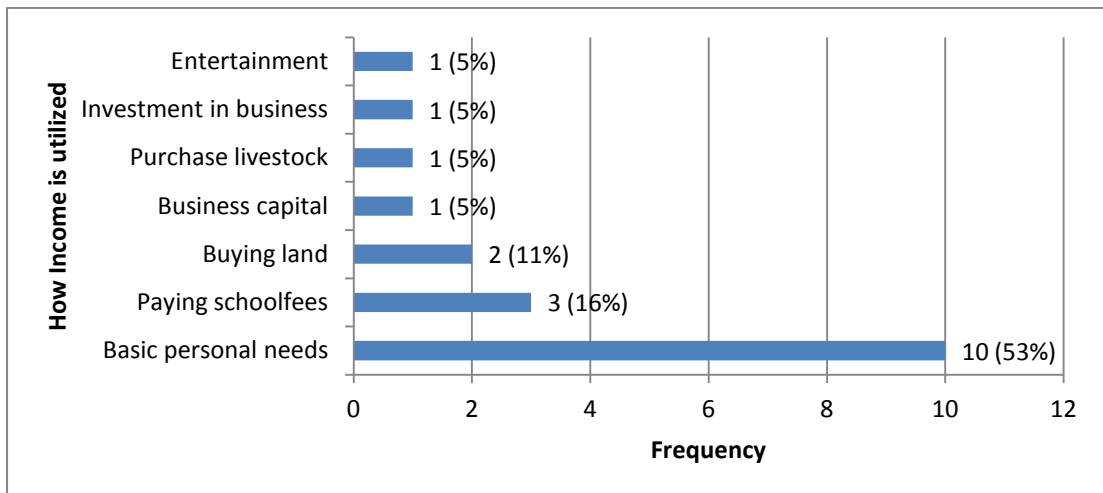
The indirect benefits come from the spending of earnings received from mountain tourism within the region in sectors that are not necessarily tourism-based.

To investigate how earning earned by household members working in the tourism industry were utilized, the respondents were asked to list the main uses of their income from tourism.

Earnings from tourism activities were used mainly to meet basic household needs (53%) and paying school fees (16%). The income was also used to acquire physical capital inform of land (11%) and livestock, and business capital at 1% (See Chart 55).



**Chart 55: Utilization of income from mountain tourism**



**N=19**

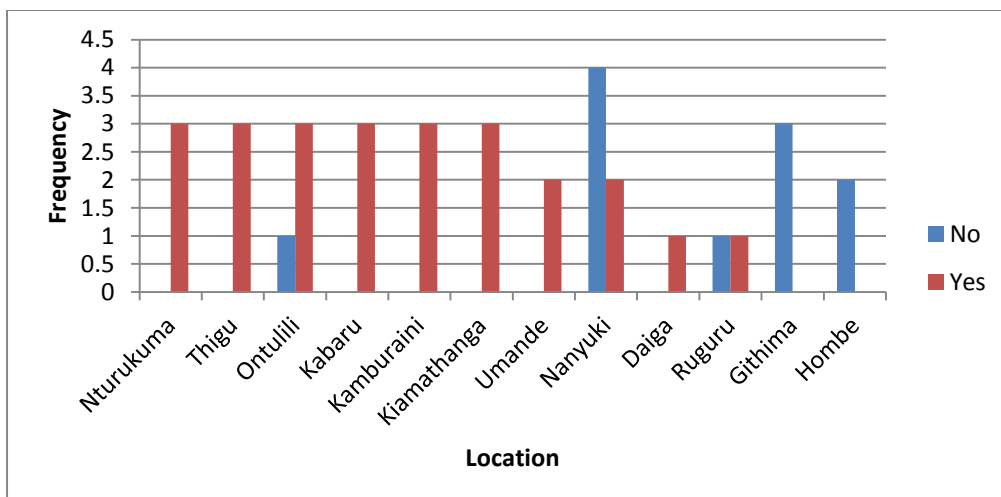
Source: Field Survey, 2015

**5.7.4 Induced contributions of mountain tourism**

Induced contributions are experienced by the region through the utilization of infrastructure and facilities initially intended for tourism purposes by the local community.

The study sought to look at the benefits that the respondents felt the region received from mountain tourism. In order to investigate the specific areas within the region which received most benefits from tourism, the household respondents were asked for the names and what makes these areas receive more benefits over the others.

**Chart 56: Local community's benefits from mountain tourism**



Source: Field Survey, 2015

The areas identified as benefitting the most from mountain tourism were Nturukuma, Thigu, Ontulili, Kabaru, Kamburaini, Kiamathanga, Umande, Ndaiga and Ruguru. According to the next table, these areas receive benefits mainly through employment of their members as climbing staff, as well as employment in tourism facilities. This is an implication that there are only specific areas within the region where tourism benefits are realized, and the highest benefits received are jobs in the trekking teams as porters, guides and cooks and staff in tourism facilities. Most of the respondents indicated that Nanyuki area receives the least benefits from tourism.

The study went on further to investigate how these areas benefit from mountain tourism.

The results revealed that employment was the highest benefits received. Other benefits ranged from road maintenance and construction, community development projects, supply of commodities to tourism facilities, revenue to the National Park and development from the revenue.

**Table 45: Benefits received by local community from mountain tourism**

<b>How do they benefit?</b>	<b>Frequency</b>
Employment in tourism	18
Women traditional dance groups	5
Sale of farm produce to passing tourists	2
Roads construction /maintenance	2
Community development projects by tourists e.g. schools	2
Access to electricity by community	2
Curio shops businesses_ Sale of souvenirs to tourists	2
Children's homes sponsorship	1
Supply of foodstuff to lodges/hotels	1
Conservation of forests wildlife which is the source of their livelihoods	1
Bought land for construction of porters and guides offices	1
Children educated on conservation	1
Revenue for the government from park fees	1
Community development projects from park entry fees	1
<b>Grand Total</b>	<b>40</b>

Source: Field Survey, 2015

The study went on further to investigate the issues hindering the local community from benefitting from mountain tourism. The respondents stated that the industry did not have a community-wide benefit as only a few individuals received benefits. They also cited lack of tourism facilities in their localities as well as the existing facilities preferring to employ people from outside the region and not locals as some of the key reasons that need to be addressed.

**Table 46: Reasons for the community not benefitting from mountain tourism**

<b>What makes community not to benefit?</b>	<b>Frequency</b>
Only a few individuals benefit_no community-wide benefits	6
The community lacks facilities to host the tourists	3
Tourists do not stop-over_usually pass-by	2
Tourism facilities in the area do not employ locals	2
Tourists come with their own people thus no employment from the community	2
The community is interested in farming	1
Individual brokers control the supply of goods and provision of services	1
The community is far from the mountain	1
<b>Grand Total</b>	<b>18</b>

Source: Field Survey, 2015

The study went on further to investigate how the respondents thought mountain benefitted the entire region in terms of development.

Employment was rated as the highest benefit received by the region, followed by community projects sponsored by tourism in the region. Road repairs and construction were also ranked highly among the benefits received (See Table 47).

**Table 47: How mountain tourism contributes towards regional development**

<b>Contribution of mountain tourism towards regional development</b>	<b>Frequency</b>
Employment in tourist facilities	13
Community projects sponsored by tourists_ Water projects, schools, hospitals	7
Don't know	4
Road construction and repair	4
Demand for local products	2
Sponsoring students_ Education	1
Enhanced security due to community patrols for the sake of tourists	1
tourists buy curio products	1
Growth of major towns in the region	1
Business opportunities for local business people	1
Access to electricity by local community	1
Tourism opened up the region	1
Tourists have set up businesses	1
Population increase in the region	1
Fencing of the forest to prevent elephants from destroying crops	1
Reduced social evils like theft by the youth	1
<b>Grand Total</b>	<b>42</b>

Source: Field Survey, 2015

The study went further to investigate the reasons behind Mt. Kenya region not receiving benefits from mountain tourism.

**Table 48: Reasons why mountain tourism does not contribute towards regional development**

<b>If no, what makes tourism not beneficial</b>	<b>Frequency</b>	<b>Percentage</b>
Don't know	4	33.3
Only tourism establishments / few individuals benefit	6	50
Tourists just pass-by	1	8.3
Tourists visit for a short period of time	1	8.3
<b>Grand Total</b>	<b>12</b>	<b>100</b>

Source: Field Survey, 2015

The study revealed that 50% of the respondents who believed that mountain tourism was not beneficial towards regional development because only tourism establishments and a few individuals from the local community received such benefits. The other reasons were that tourists only spent a short period of time within the region (8%) and that tourists did not stop over (8%).

## **5.8 Summary of Key Findings**

The following are the key findings from the data analysis;

### ***5.8.1 Excursions value chain***

1. Mountain tourism activities in the Mt. Kenya region are mainly concentrated within the Mt. Kenya National Park and Reserve, as well as within tourism accommodation facilities, thus interaction between the tourists and the local community are very minimal;
2. Mountain climbing was ranked as the most popular mountain tourism activity, yet it was noted to have low linkages with other attractions within and outside the region;
3. Cultural tourism is a rare form of mountain tourism activity in the Mt. Kenya region;
4. The porters and guides are one of the main ways through which the community gets to benefit from mountain tourism, and yet these groups come from only particular areas within the region;
5. There are many areas which consider themselves to never have received any benefits from mountain tourism hence feel cut-off from the benefits;
6. Mountain climbing equipment is expensive and unaffordable to the trekking staff, hence they have to rely on second hand purchases from local markets, or purchase from tourists.
7. Mountain tourism peak season falls during low agricultural season and vice versa, and the two activities substitute each other for some local community members.
8. Mountain tourism earnings are mainly used to meet basic household needs and for payment of school fees;
9. Training for the trekking staff is mainly on-job, by more experienced members who pass on their knowledge to the newer members;

10. The local community has low participation in mountain tourism due to lack of interest as well as their perception of tourism facilities being too expensive for them to afford.

#### ***5.8.2 Travel arrangements***

1. Most tourists prefer to organize their trips through a local tour operator instead of taking self-organized tours;
2. Information on Mt. Kenya is mainly sourced through word-of-mouth and the internet;
3. The highest expenditure in a mountain tourist package is the park entrance fees;
4. Self-organized tourists spend more on extra expenses than package tours;

#### ***5.8.3 Accommodation Value Chain***

5. Mountain huts are the most utilized accommodation facilities
6. Permanent jobs within the accommodation facilities are occupied by employees from outside the region, while casual, middle-level and seasonal jobs are mainly occupied the local community
7. Employee savings are mainly used for investment in land, business and purchase of livestock within the region;
8. Most accommodation facilities employees reside outside their areas of employment in rental houses
9. The existing mountain huts are in poor condition and inadequate

#### ***5.8.4 Food Value Chain***

The food value chain displayed most local suppliers from the region, although they were mainly individuals, hence there aren't community-wide benefits received;

#### ***5.8.5 Souvenirs Value Chain***

1. There is low value addition on the souvenir products
2. The sector is heavily affected by tourism seasonality
3. The vendors import most of their curio merchandise from outside the region
4. Lack of mountain- specific branding of curio products commodities

### ***5.9 Emerging Issues***

The data analysis revealed six emerging issues;

1. Low linkages between mountain tourism industry and other sectors of the economy in the region
2. Minimum involvement of the wider Mt. Kenya resident community in the tourism industry
3. Minimal interaction between tourists and the resident community
4. Reduced direct and indirect benefits received from mountain tourism
5. Imbalanced distribution of mountain tourism facilities and activities within the region
6. Minimal integration of the cultural and agricultural aspects into mountain tourism

## **CHAPTER SIX**

### **PLANNING IMPLICATIONS AND RECOMMENDATIONS**

#### **6.0 Introduction**

In the preceding chapter, key research findings were presented and discussed in answering the study's objectives. In this chapter, a synthesis of the emerging issues from the background of the study and the key study findings will be discussed. The main issues will be discussed and their planning and policy implications as well as requirements. This will set the basis for planning recommendations on the future development of mountain tourism in the Mt. Kenya region as guided by the key principles earlier noted from literature. The possible alternatives will also be evaluated based on the identified principles.

#### **6.1 Synthesis of Findings**

Many scholars have studied the concept of mountain tourism and how tourism can be used as an effective tool to advance regional development. The proponents of this school of thought have supported the idea that tourism in general can be used as tool to promote regional development in both urban and rural areas (Oppermann, 1992, Sharpley & Sharpley, 1997). The suitability of mountain tourism to play this role stems from several core aspects;

- That the consumption of the mountain tourism product takes place at the destination thus the tourists has to travel to the particular destination and in return, bring revenue to that particular region;
- Mountain tourism is labor intensive, with low barriers of entry and mostly dominated by Small and Medium Enterprises (SMEs);
- Has the capacity to involve a high number of women and youth;
- The forward and backward linkages between tourism sectors like accommodation, restaurants, tour operators, among others and sectors directly linked to tourism results in multiplier effects that resonate throughout the entire region;
- The infrastructure that has been put in place for mountain tourism can be used by the local mountain residents to advance their development agendas; and
- Mountain tourism being a non-extractive activity can support sustainable development as it would enhance conservation of the natural environment.



The study findings in chapter five and literature review in chapter four have however indicated that mountain tourism in the Mt. Kenya region had limited effect on the overall development of the Mt. Kenya region.

The emerging issues from data analysis in chapter five were as follows:

1. Low linkages between mountain tourism industry and other sectors of the economy in the region
2. Less involvement of Mt. Kenya wider resident community in the tourism industry
3. Minimal interaction between tourists and the resident community
4. Reduced direct and indirect benefits received from mountain tourism
5. Imbalanced distribution of mountain tourism facilities and activities within the region
6. Minimal integration of the cultural and agricultural aspects into mountain tourism

The key issues from the literature on the background of the study area in chapter four were as follows;

1. Mountain tourism is one of the least performing forms of tourism in the country;
2. Mountain tourism has limited effects on the socio-economic development of the region;
3. Lack of incorporating mountain tourism in the Mt. Kenya region's development agenda;
4. Reduced trickle down effects of mountain tourism

These emerging issues will therefore be merged into three main emerging issues;

1. Low linkage between mountain tourism industry and other sectors of the region's economy;
2. Less involvement of the Mt. Kenya community in mountain tourism;
3. Unbalanced distribution of mountain tourism facilities and activities;

### ***Low linkage between mountain tourism industry and other sectors of the region's economy***

Scholars have highlighted that tourism, through multiplier effects has demonstrated the capacity to promote regional development, create new commercial and industrial enterprises, stimulate demand for locally produced goods and services and provide market for agricultural products. (Kareithi, 2003; Rajashekariah & Chandan, 2013). The Kenyan National Tourism Strategy (2013-2018) has further highlighted that these multiplier effects are as a result of linkages between tourism components (restaurants, accommodation facilities, curio shops, parks, festivals, among others) with lines of businesses directly connected to tourism, like transport, maintenance, production of food stuff, food processing among others. On the contrary however, Rajashekariah & Chandan (2013) note that majority of the times, if benefits are not distributed across the mountain tourism chain, it would result into development efforts that are skewed, misallocation of resources, among others.

Literature in chapter four and findings in chapter five have indicated that the mountain tourism industry in the Mt. Kenya region has low linkage with other sectors. The study findings were able to reveal key observations through value chain analysis. It was noted that a considerable amount of suppliers to the mountain tourism industry were from the Mt. Kenya region. However, there was untapped potential in the value chains that hindered maximum benefits trickling down to the local communities from the supply of goods and services to the industry.

The food supply chain analysis indicated that most of the supplies for food stuff were from within the Mt. Kenya region except for fewer supplies which were not locally available were received from Nairobi and other towns . These findings contradict a study conducted by Degenhart, *et al.*,(2011) who indicated that ‘while visitors purchase small amounts of locally-grown foods, most of the goods are imported from Nairobi and other major towns leading to fewer trickle-down effects from mountain tourism activities’. In spite of the food supplies being mainly from the region, the findings indicated that most of the direct suppliers to the accommodation facilities were mainly ‘individuals’. The other suppliers consisted of local markets, supermarkets and stores, which are expected to provide an opportunity for more local

community members to sell their merchandise. The benefits are therefore accrued to fewer individuals as opposed to the wider community.

The souvenir value chain indicated that there was low linkage with the local suppliers of crafts as the dealers mainly imported finished products from outside the region (Kisii, Machakos, Malindi, and Nairobi) as well as international suppliers from Congo and Tanzania. The study findings indicated that the region lacked wood carvers and the few curio shops which carve some of their merchandise are faced with major challenges in acquiring raw materials (mainly wood) due to restrictions. This also indicated low value addition to curio products which would increase revenue to the Mt. Kenya region.

When it comes to the supply of services, it was noted that the tourism accommodation facilities mainly utilized resident employees to provide particular services, and only sourced for employees from the region in case of shortages. This mostly consisted of individual technicians and casual workers who were temporarily employed. The more specialized services were sourced from Nairobi.

#### ***Unbalanced distribution of mountain tourism facilities***

The study findings indicated that mountain tourism facilities and activities are located either within the National Park and Reserve or within the accommodation facilities. Activities like the purchase of souvenirs and entertainment often take place within the towns like Nanyuki and Narumoru. A large percentage of the rural areas within the study area lacked any tourism activities or facilities that would 'pull' tourists to their localities, creating an opportunity for the community to benefit from tourism.

The study also indicated that there was low interaction between the local residents and the tourists, as they are often seen passing in tour vans to the particular tourism stops, with no stop-overs in the local communities. This agrees with the study from Degenhart, *et al.*(2011) who attributed this to tours mainly being organized from outside the region (mainly Nairobi) hence creating a low interaction between the tourists and the local community. The benefits of mountain tourism are therefore retained within these favoured areas, and minimal (if any) benefits trickling down to the local community.

The study findings also indicated that this could be attributed to the nature of the mountain tourism itinerary, where tourists spend their first night at a hotel outside the park, between 3-15 days on the mountain while using the mountain huts, campsites and lodges for accommodation, and the final day spent either in a hotel like the Narumoru river lodge or Mt. Kenya Safari Club, or being driven directly to the airstrip or airport in Nairobi or other regions. The tourists hence spend most of their time in the confines of the existing tourism facilities and attraction areas, and just pass-by the local community.

The study indicated that mountain tourism is an activity with a great potential that has yet to be tapped in order to ensure maximum benefits towards regional development in the Mt. Kenya region. Mountain tourism's contributions are limited to specific areas within the region, and the main beneficiaries are specific groups of individuals and few local businesses when it comes to the mountain tourism supply chain. The urban centers of Nanyuki, Narumoru, Karatina and Nyeri were identified as the core of the tourism supply chain, with the rural areas not featuring prominently in the value chain, thus receiving minimum or no benefits at all either directly or indirectly.

#### ***Minimal involvement of the local community***

The nature of mountain tourism in the study area provides a large number of direct employment opportunities particularly to guides, porters and cooks who accompany tourists to the mountain. However, other members of the Mt. Kenya community have lesser opportunities to be engaged in the provision of tourism services. The study indicated that most of the porters, guides and cooks are registered with porters and guides associations which are located mainly in Nanyuki and Narumoru areas. Their members often come from the neighbouring areas, which enables them to secure employment and other benefits from such associations as a result of tourism. Literature in chapter four supports this finding as it indicated that membership to these associations (specifically referring to the Mt. Kenya Porters and Guides Association in Narumoru area) is limited to around 200 members, and other community members are therefore locked out either because they couldn't afford the high registration fees or due to other restrictions (Neuburger and Steinicke, 2012). These associations hence take in a small percentage of the community members.

Some areas within the region indicated that they have never had one of their own being a porter, guide or cook.

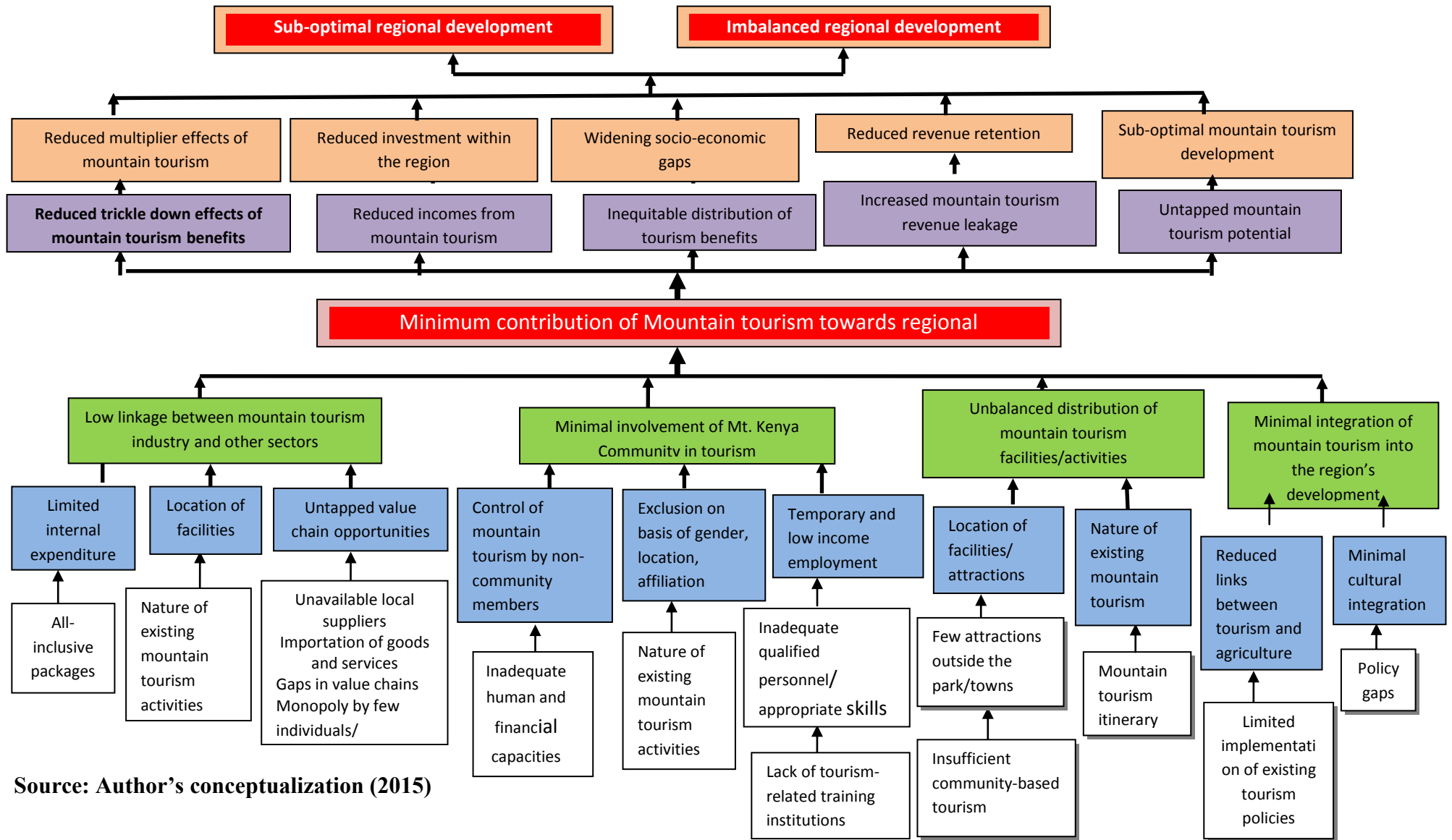
The study findings also indicated that most of the mountain tourism establishments are owned by individuals and companies from outside the region. The local community hence controls very little of the region's tourism assets, thus most of the benefits go to the pockets of individuals who are not from the local community.

Secondly, there is exclusion of women from mountain tourism activities, with very few women being involved as porters or guides. However, due to the nature of the tough mountain climbing activities, they often drop out to start families. The mountain tourism employment is mainly for the youth and middle-aged men who get jobs as guides, porters or cooks. This has led to inequitable distribution of tourism benefits to the entire Mt. Kenya community.

As earlier mentioned, the mountain tourism activities and facilities are located in specific areas within the region, with some areas lacking tourism facilities totally. The same applies to employment opportunities in the tourism industry.

This could also be attributed to the temporary and lower cadre jobs that are offered to local residents within the mountain tourism accommodation facilities. The study indicated that the permanent and better paying jobs are often given to people from outside the region, and this was attributed to lack of appropriate skills and training by the local community. This was also observed by Degenhart, *et al.* (2011) and Neuburger and Steinicke (2012) who indicated that although many social institutions (orphanages, hospital wards among others) and schools were funded through revenues received by the Mt. Kenya National Park, there was no local based school focussed on tourism and other relevant courses.

**Figure 0:10: Synthesis for Emerging Issues on the Contribution of Mountain Tourism towards Regional Development**



Source: Author's conceptualization (2015)

## 6.2 Recommendations

This section provides a summary of the direction of development and desired end state that the Mt. Kenya tourism industry should take. The Mt. Kenya region has a rich agricultural background, with both large-scale and small-scale farming of various crops and livestock. The region has also had a strong presence of tourism with Mt. Kenya being the main attraction. The proceeding recommendations therefore aim to propose ways through which mountain tourism can be improved in order to contribute optimally towards the region's development through the various opportunities present in the region. This will be achieved by addressing the key challenges identified in the study as summarized in the table below.

### 6.2.1 Summary of key development challenges

**Table 49: Summary of Key Development Challenges**

Challenges	Indicator
<b><i>Low linkage between mountain tourism industry and other sectors of the region's economy</i></b>	Low value addition in the food and souvenirs value chains Dominance by 'individual' suppliers Importation of goods Lack of some mountain tourism products
<b><i>Poor performance of mountain tourism</i></b>	Low tourism numbers Seasonality
<b><i>Minimum involvement of the Mt. Kenya community in mountain tourism;</i></b>	Exclusion of women in the tourism industry Restricted registration for new members into porters and guides associations Control of the tourism industry by outsiders Residents of particular areas have never received employment in the tourism industry
<b><i>Unbalanced distribution of mountain tourism facilities and activities</i></b>	Location of tourism facilities and activities The nature of the mountain tourism itinerary Nature of existing mountain tourism facilities
<b><i>Minimal integration of mountain tourism into the region's development.</i></b>	Cultural aspect has does not feature prominently in mountain tourism Reduced linkage between tourism and agriculture

*Source: Author, (2015)*

### ***6.2.2 Development opportunities for the mountain tourism industry in the Mt. Kenya region***

The Mt. Kenya region presents various development opportunities that can be tapped towards enhancing the contribution of mountain tourism towards regional development:

1. Privileged position of the Mt. Kenya region which is centrally located in the country;
2. The region is well connected by road, rail and air;
3. The region's rich ethno-historic background
4. The status of Mt. Kenya being the highest mountain in Kenya and second highest in Africa;
5. The uniqueness mountain tourism activity that sets it apart from other tourism regions in the country
6. Abundance of tourism resources that extend beyond the protected area boundaries in the form of forest, rivers, the equator line, variety of bird species, climate, snow-peak views, among others.
7. Untapped potential for more mountain tourism activities outside the Mt. Kenya National Park and Reserve;
8. International recognition of Mt. Kenya as a World Heritage Site, a Biosphere reserve and an International Bird Area (IBA)
9. The cultural diversity of the resident communities ( Kikuyu, Meru, Embu, and Maasai)
10. An entrepreneurial community
11. An agricultural community
12. The presence of long-practicing and experienced porters, guides and cooks as well as other entrepreneurs associated with the mountain tourism industry;
13. Existing community-based mountain tourism associations like the Mt. Kenya Porters and Guides Association



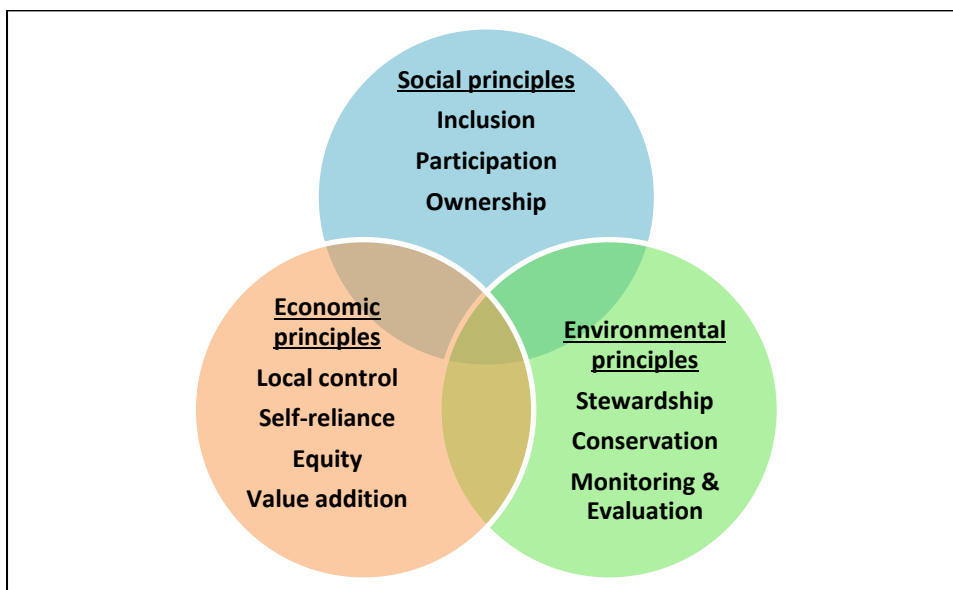
### 6.2.3 Development strategies and models

The strategy formulation process was informed by the existing documents and detailed desktop study, case-study approach of benchmarking existing best practices, synthesis of data collected and interpreted and stakeholder inputs gathered throughout during the study. Most importantly, priority action areas and data collected from interactive FGDs with the porters, guides and cooks as well as key informant interviews were put into consideration.

#### 6.2.3.1 Guiding principles

Proposals on the possible development interventions in the mountain tourism industry towards ensuring its optimal contribution towards regional development shall be based upon the principles of sustainable development which emphasize on ensuring maximum economic benefits while ensuring socio-economic integrity and environmental conservation. These principles aim to ensure that a region reaps maximum benefits from tourism resources, without compromising the availability of these resources for future generations. The balance between the socio-cultural, economic and environmental development goals ensures that mountain tourism activities are developed for the long-term and not merely short-term wins.

**Figure 0:11: Guiding principles**



*Source: Author (2015)*

**Table 50: Summary of Key Proposed Strategies**

Value Chain	Key Challenges	Key Proposed Strategies	Action	Actors	Location	Time Frame
Accommodation	Monopoly of ownership of accommodation facilities	To disperse accommodation facilities offers	Promotion of home-stay accommodation	KECOBAT; County Gvt, Local Community;	Entire region	Short term
	Limited options	To encourage community-run accommodation facilities  To improve the contribution of accommodation facilities towards regional development	Establishment of community-run facilities	Country Gvt, Ministry of Tourism, KWS, KFS, Private sector; Local community; Porters and guides association	Entire region	Short term
	Inadequate services/ facilities within mountain huts		Expand services offered within mountain huts	Private companies, KWS, Ministry of Tourism, County government	Within Mt. Kenya N.P	Short term
	Poor conditions of mountain huts		Improvement of mountain huts conditions	Private companies, KWS, Ministry of Tourism, County government	Within Mt. Kenya N.P	Short term

	Temporary and low paying jobs for local community		Establishment of institutions specializing in mountain-tourism-related studies and training	Min. of Education, Min. of Tourism, Country government, Private sector	Major Urban centers in the region	Long term
Souvenirs	Minimal value addition	To improve the contribution of curio shops towards regional development	Improvement of value addition	Local Community, County government; Ministry of Agriculture, Min of trade	Entire region	Short terms/Long term
	Importation of complete products		Encourage local wood carving	Local Community; County government; Private sector		
	Sourcing for raw materials		Availing raw materials	Local Community; Private sector; County gvt	Entire region	Short terms/Long term
	Lack of 'Mountain image'		Promotion of 'mountain specific' souvenirs	Local Community; Private sector; County gvt		
	Low performance		Incorporate women in making souvenirs	Local Community; Private sector; County gvt	Entire region	

Excursions	Lack of cultural attractions	To disperse tourism activities	Establishment of cultural villages			
	Low linkages	To integrate cultural activities into mountain tourism product	Set up different view points			
	Lack of adequate training	To improve the effectiveness of trekking staff	Establishment of institutions specializing in mountain-tourism-related studies and training	Min. of Education, Min. of Tourism, Country government, Private sector	Major Urban centers in the region	Long term
	Low employment during low season	To enhance linkages between different mountain tourism attractions	Diversification of mountain tourism activities through introduction of tourism zones for different seasons	Country gvt, KWS, KFS, Local Community; Private sector; Tourists	Entire region	Long term
	Inadequate regulations on guides/porters/cooks operations		Policy formulation on trekking staff operations	Porters and guides, Country government, National Gvt	Entire region	Short term
	Availability of mountain tourism equipment		Community-run equipment hiring associations/groups	Local Community; Private sector; County gvt	Smaller urban centres	Long-term
Food	Preference Individual suppliers	To enhance linkages between the accommodation facilities and local	Capacity building on demands for tourism food products	Local Community; Private sector; County gvt; Tourism	Entire region	Short/ Long term

		suppliers		businesses		
	Unavailability of certain commodities	To improve the capacity of local community to produce products for the tourism industry	Improvement of the quality of different food stuff products for the tourism industry	Local Community; Private sector; County gvt; Tourism businesses	Entire region	Short/ Long term
Travel arrangements	Package tours contributing to minimal development	To encourage local organization of tours by local community	Capacity building	Local Community; Private sector; County gvt; Tourism businesses	Entire region	Short term
	Organization of trips by organizations outside the region		Registration of local tour operators	County Government; Tour operators	Entire region	Short term

*Source: Author (2015)*

### ***6.2.3.2 Development models and key actions***

This section seeks to propose three development models towards enhancing the contribution of mountain tourism towards regional development in the Mt. Kenya region in general. The models are aimed at addressing the identified development challenges, by seizing the opportunities present in the region towards a sustainable future of the mountain tourism industry.

The key spatial needs to be addressed by these models are;

- Dispersal of mountain tourism activities closer to the local communities;
- Agglomeration of key tourism industries within identified growth centers
- Enhancing linkages between the mountain tourism industry and other sectors within the region;

#### **Model one: Integration Model**

This model is built on the fact that mountain tourism does not exist as the sole economic and social activity in the region. The mountain tourism industry in Mt. Kenya comes second to the agricultural industry, which is the mainstay of the region, and hence for its full potential to be realized, there is need to integrate the tourism and the agricultural activities which have been identified as alternatives, especially when it comes to interchanging seasons, whereby during the low tourism season, agriculture is at its peak season and vice versa. This produces continuity in sources of revenue for households and the region in general. The model also encourages the dispersal of tourism activities from the park and reserve into the local community. There is also need to integrate the rich cultural diversity that is present in the region, yet seems to be ignored as a key attraction.

The model is advanced on the premise that mountain tourism has a high multiplier effect through linkages with key industries in a particular region. There also exists a great agro-tourism potential as indicated by the study food value chain. This model is favored by various opportunities present in the region, including the natural attractions existing in the areas around the conservation area like forests, rivers, and bird and plant species, great Mt. Kenya views, climate and of course the existing large-scale and small-scale agricultural activities.

This model promises to bring the local community on board in terms of embracing mountain tourism as an alternative livelihood option hence asserting more control of the industry; it will also offer an alternative to the existing mountain tourism activities, hence attracting more tourists. The model has a potential to also encourage conservation efforts as well as interaction between the local communities which will result in cultural exchanges. This will be achieved through several key strategies;

### **Strategy one: Promote Agro- Tourism**

Agro-tourism is defined as involving any agriculturally based operation or activity that brings tourists to a farm or ranch to experience agricultural life first hand. It may include a variety of activities including buying produce directly from a farm, feeding animals, farm work, or staying at a bed and breakfast on a farm.

The region has a well-known and flourishing agricultural industry, both large and small-scale, where crops like tea, coffee, potatoes, maize, beans, and peas, among others are grown, as well as livestock keeping, especially on the slopes of Mt. Kenya. This strategy aims to integrate tourism activities by tourists visiting farms in the region, and learning about the crops grown and the day to day activities of the local farmers. They also get to sample some of the local delicacies.

### ***Key Actions to Support the Strategy***

1. Sensitization and education programs to raise awareness on agro-tourism to the local community and key tourism stakeholders;
2. Registration of interested farms
3. Establishing the necessary infrastructure at the farms for use by the tourists
4. Improving of road connections to identified farms for easy access
5. Establish a policy on tourist charges
6. Establishing itineraries linking the farms to existing tourism attractions in the region;
7. Marketing the agro-tourism product to tour companies, travel agencies, tour operators, accommodation facilities as well as various tourism information sources like websites and fairs.

## **Strategy two: Promote home stay programs**

Home stay programs are a form of community-based tourism programs which are initiated with the objective of distributing tourism benefits to a fair cross section of the society by preparing houses or accommodation units carrying various themes bring out Mt. Kenya authentically, located in various areas within the region with suitable quality standards befitting the purpose of accommodating tourists, intending an interaction between local communities with the tourists while giving the opportunity to tourists to experience the Mt. Kenya community's way of life.

It is based on the premise of directly involving the local community in the tourism industry with the objective of engaging the community together with their expertise and capacity to become stakeholders in the tourism industry by offering accommodation facilities in their own homes. The tourists would enjoy site visits, tasting local cuisines, taking part in traditional activities, and other day-to day activities.

### ***Key Actions to Support the Strategy***

1. Sensitization and education programs to raise awareness on agro-tourism to the local community and key tourism stakeholders;
2. Identification and classification of various forms of home stay accommodations which can adopt the following proposals;
  - a) *Home stays*: which are houses occupied by the host family with at least one room or more which are ready to accommodate tourists where the tourists and housing families interact with each other;
  - b) *Tourist bungalows*: which are houses ready to accommodate tourists with minimum guest services like caretaker, cook or housekeepers
  - c) *Rented tourist homes*: Which are fully furnished unoccupied houses with all essential facilities without service personnel;
  - d) *Rented tourist apartments*: Which are fully furnished accommodation units with all the essential facilities required for accommodating tourists and rented out for less than one year with or without personnel
3. Vetting and registration of interested individuals
4. Establishment of policies on the standards and operations of these home stays
5. Marketing of the home stay option to mountain tourists.



6. Enhancing tourist security in the identified areas

**Strategy three: To promote the supply/ sale of agricultural products to tourism facilities**

The Mt. Kenya region has the capacity to grow a variety of farm produce that are fashioned for the tourism industry. This strategy therefore aims to improve the local community's capacity to grow these products, as well as enhance the access to the wider local community in the supply or sale of their merchandise to tourism establishments.

***Key Actions to Support the Strategy***

1. Sensitization and education programs to raise awareness on the types of agricultural products that be produced for the tourism industry;
2. Training programs for farmers on meeting the demands for the tourism industry;
3. Encouraging value addition to the products from the raw form to a processed and finished agricultural produce ready for consumption through establishment of the necessary industries;
4. Setting up special market days on specified regular days where tourism facilities and trekking staff can access the agricultural products at an affordable price from various farmers;
5. Formation of all inclusive (women, youth, elderly, disabled etc) community groups for the farming and processing of farm products for the tourism industry;
6. Encouraging existing tourism establishments to contract local groups as opposed to individuals for supplies;
7. Introducing market tours for tourists to major markets in the local areas.

**Model two: Tourism diversification model**

This model is built on the premise that the Mt. Kenya region is blessed with numerous resources that present many opportunities that can be experienced by tourists which are either under-exploited or yet to be introduced. This model mainly focuses on diversifying mountain tourism activities to spread their presence in the areas which are currently not having tourism activities. The model also aims to introduce new

tourist activities that would attract a wider tourist clientele to the region with different interests than the ones currently on offer.

The model is advanced on the premise of the study findings that there is low involvement of the local community. The cultural aspects of the region have been noted in the study to be a dormant aspect of mountain tourism that have not been optimally exploited, yet are on high demand by the tourists. There is also need to introduce tourism activities that would bring about wider community benefits hence more trickle down effects to the wider Mt. Kenya region.

There exists great potential in the cultural diversity of the resident community which consists of the Meru, Kikuyu, Embu, and Maasai communities present in the study area, each with unique material and immaterial cultural heritage that would add to the spice of mountain tourism. The presence of rivers, natural features, vegetation, forests, wildlife and other attractions across the region also form opportunities that would support this model.

This model has the capacity to increase the number of tourists visiting the region, as well as increase the interactions between tourists and local communities leading to more tourism earnings to the wider community while ensuring cultural conservation.

**Strategy one: To establish cultural villages**

The cultural element in the Mt. Kenya region has not featured prominently as a main attraction for mountain tourists. This is because there are few and scattered groups within the community that showcase this aspect, yet it has been noted as one of the mostly demanded activities, having the most potential to diversify the region's tourism product. The strategy therefore aims to establish various 'cultural villages' at strategic locations within the study area, where the different cultural aspects of the community will be displayed to the tourists inform of song and dance, culinary display, material culture, crafts, among others.

***Key Actions to Support the Strategy***

1. Establishment of cultural villages under the management of an all-inclusive community group, displaying various material and immaterial cultures;

2. Formulation of policy on the sharing of revenue received from the cultural villages;
3. Establishing partnerships with existing tourism establishments and tour operators for the promotion of the cultural villages;
4. Repair and construction of roads for access to these cultural villages;
5. Encourage the carving and weaving of souvenirs representing the local culture for sale to tourists;
6. Preparing and display of local cuisine at the villages;
7. Setting in place proper and a representative management structure for the cultural villages.

**Strategy two: To establish strategic view-points**

The Mt. Kenya region has several picturesque locations that offer tourists opportunities to view Mt. Kenya and its undulating landscape and canopy views without necessarily going up the mountain. These spots present an opportunity for tourists to stop-over and enjoy various services that could be supplied by various members of the local community as they enjoy the view.

***Key Actions to Support the Strategy***

1. Identification of key strategic view points within the region, along major routes used by tourist as well as in the interior less visited areas ;
2. Setting up the necessary infrastructure like toilets, parking sports, and stalls for sale of various merchandise;
3. Sensitization of the wider community on the opportunities present at the view points;
4. Ensuring controlled activity and development around the viewpoint to ensure that it remains attractive.

**Strategy three: To promote sporting events**

Sporting events can be varied and could attract tourists of all ages, professionals and amateurs, and could also present an opportunity to showcase some of the less known tourism attractions in the region. This strategy aims to introduce regular sporting events in the region, targeting various groups, towards increasing the number of

tourists in the region. These events could range from athletics (cross-country races), bicycle races, treasure hunts, mountain climbing, golf, fishing, among others.

#### ***Key Actions to Support the Strategy***

1. Setting up the necessary infrastructure to support these events;
2. Mapping strategic routes to be used through major attractions in the region;
3. Encouraging the local community to supply the necessary equipment or services needed during the occasions e.g bicycles, clothing, among others;
4. Encouraging the local community to participate in the events;
5. Setting particular dates in a year for such activities, open to both local and international participants;

#### **Strategy four: To introduce biking safaris**

The region presents an opportunity for tourists to explore the various attractions in the region outside their ‘tour van’, where tourists can take self-guided tours around major attractions in the region at their own pace, which presents an opportunity to interact with the local community.

#### ***Key Actions to Support the Strategy***

1. Mapping strategic routes to be used through major attractions in the region;
2. Preparation of elaborate maps to guide the tourists to major attractions;
3. Putting up proper signage for biking routes with adequate information;
4. Setting up the necessary infrastructure to support the activity like bicycle hiring shops, rest points, bicycle repair shops, meal stops, among others;
5. Ensuring proper tourist security along the biking routes;
6. Providing opportunities for local guides if needed by the tourists.

#### **Strategy five: Zoning of different tourism activity areas**

The problem of seasonality in the Mt. Kenya region has led to inconsistent employment of the local community, which affects the household income flow from mountain tourism. This strategy aims at creating different tourism zones where certain tourism activities are encouraged during different tourism seasons, hence ensuring continual tourism revenue flow from mountain tourism.

### ***Key Actions to Support the Strategy***

1. The identification of different tourism activities that can be possible during the different tourism seasons;
2. Mapping the possible locations within the regions where these activities take place;
3. Identification of tourism activities that can be promoted during the typical mountain tourism low seasons like agro-tourism, cultural tourism, among others,
4. Identifying implementation programs to establish facilities to support these activities in the identified areas;
5. Sensitizing the local community on ways to benefit from the identified activities.
6. Put in place strategies to ensure the continuity of mountain tourism activities in the region, by clearly demarcating and promotion of the identified activities at the set time periods.

### **Model three: Growth centre model**

This model is based on the premise that mountain tourism is an activity that can be viewed as a ‘propulsive’ industry able to induce development in the periphery areas of a region through trickle down effects. The model proposes that through agglomerating Key Mountain tourism-related services in centers that are well linked with the region’s peripheries, the benefits received from the activity will trickle down to these areas thus leading to region-wide development, as opposed to skewed development.

There are various opportunities that would support this model, including the presence of various urban centers with great linkages with smaller rural centers as well as the rural areas. These centers are strategically placed as they are the base towns for major climbing routes to Mt. Kenya, as well as being linked to larger urban centers and the city of Nairobi. The presence of tourism infrastructure and various service providers are also opportunities that can be explored towards enhancing the status of these centers to influence regional development.

### **Strategy one: To promote mountain tourism-based industries**

The mountain tourism industry is served by a number of industries that are linked either directly or indirectly. The agglomeration of these industries within proposed service centers would ensure easy access to these services by tourists, hence bringing more revenue into the region. There is also need to ensure clear linkages in terms of the supply chain to these industries from smaller centers in the region. This strategy therefore aims to propose the main services and mountain-tourism based industries that should be promoted in growth centers, towards ensuring easy access to the tourism market by the region's traders, as well as strengthening linkages with the rural areas which are to supply these industries with the necessary goods and service.

#### ***Key Actions to Support the Strategy***

1. Identification of key mountain tourism industries that should be located in the identified centers. These should supply key goods and services consumed by tourists, ranging from transport, equipment stores, travel arrangement, accommodation, food and beverage, guiding and porter services, information centers, among others.
2. Ensuring the availability of the necessary infrastructure to ensure the development of these industries, in terms of roads, communication lines, shop spaces, among others.
3. Ensuring clear linkages between these towns with other smaller centers in the peripheries for the supply of the necessary goods and services;
4. Setting aside special days to showcase the Mt. Kenya tourism products and the region's cultural diversity, where different suppliers are brought together to display their products and create awareness

### **Strategy two: Promote development of strategic service centers**

The service centers are significant as they provide services closer to rural areas in the region, and are accessible by the local community at a closer proximity than the larger growth centers. These service centers would have the function of supplying the identified growth centers tourism industries with the needed raw materials as well as the necessary services. These service centers would also serve as markets for agricultural products supplied by farmers which are then transported to the growth centers for value addition or consumption in the main tourism industries.

### ***Key Actions to Support the Strategy***

1. Provision of the necessary infrastructure and services to support the activities proposed in the service centers;
2. Enhancing linkages through improved road conditions for better access;
3. Promotion of industries supplying raw materials and some of the products to the tourism industries, for instance souvenir carving, agricultural produce, basketry, pottery, among others;
4. Encouraging the participation of different community members (women, youth, elderly, disabled) in the supply of goods and services to the tourism industry
5. Support value addition industries to improve the products from raw form in order to fetch better revenue for the local community

### ***6.2.3.3 Preferred development model for the mountain tourism industry in the Mt. Kenya region***

The earlier chapters of the study looked at various studies done by different scholars who were proponents for the mountain tourism industry as a driver for regional development. The concept of sustainable development was adopted to guide the study's recommendation, as it advocates for development of the mountain tourism industry in a way that it brings about maximum economic benefits without compromising the socio-cultural preservation as well as maintaining the environmental integrity of the region for posterity. The socio-cultural principles of inclusion, participation, and community ownership; the economic principles of local control of the region's resources, self-reliance and value addition; and the environmental conservation principles of stewardship and preservation guided the selection of the preferred development alternative.

The three proposed models should not be viewed exclusively as development alternatives that can be pursued one in place of the other, but as unique proposals that address the different identified mountain tourism challenges. Based on these principles and observations, the study proposes an integrated model of development that could be designed to incorporate the elements of the three models. The identified strategies and key actions would hence be seen as a comprehensive package in support of the new model. This model would therefore lead to a more realistic policy

approach for the integrated and sustainable development of the Mt. Kenya tourism region leading to a more balanced regional development system. This would result into a significant improvement in the development of the region anchored on mountain tourism as a propulsive industry which can be developed to stimulate development and growth in other sectors and areas of the region as a whole.

The new model would ensure far reaching benefits of mountain tourism in the Mt. Kenya region through bringing the mountain tourism industry closer to the local community hence enhancing their participation, more local control and increased local ownership of the industry. The model would also be significant towards improving tourism performance through diversification of the tourism product by introducing newer activities and facilities.



## CHAPTER SEVEN

### SUMMARY AND CONCLUSION

#### **7.0 Summary**

Mountain tourism has been recognized as one of the most preferred tourism activities in the world coming only second to beach tourism. It entails a myriad of activities which are favored by special mountain conditions, ranging from mountain climbing, skiing, hiking, sports, fishing, wildlife viewing, among other activities. Noting that most mountain regions are often disadvantaged when it comes to development issues in comparison to the lowlands, tourism has been proposed as a suitable strategy that can be used to spread development from the more developed regions to the less developed mountain areas. This is because of the nature of the tourism industry to be a propulsive industry, spreading development through multiplier effects enabled by the inter-linkages between the various service providers and sectors involved in the supply of the mountain tourism experience for tourists. Several countries in both the developed and developing world, like Switzerland, Nepal, China among others have provided success stories to this theory.

In Kenya, it was noted that the mountain tourism industry does not receive sufficient attention when it comes to policy formulation and implementation towards enhancing the Mt. Kenya region's development. The study was thus set to investigate the nature of mountain tourism and its contribution to regional development in the Mt. Kenya region. The main problem indentified was that although mountain tourism has been given some form of recognition as a key industry to enhance development in the Mt. Kenya region and Kenya as a whole, the industry has been noted to bring about minimal direct benefits to the Mt. Kenya region. There were knowledge gaps on the actual contribution of the industry especially the reach of its multiplier effects throughout the Mt. Kenya region.

The study therefore was therefore guided by five main objectives; to investigate the nature and characteristics of mountain tourism in the region; to map the mountain tourism value chain; to investigate the direct and indirect contribution of the industry towards the region's development; to identify gaps in the mountain tourism value chain, and to propose spatial and non-spatial interventions towards enhancing the industry's contribution to regional development.

The study therefore adopted a normative research design, set to understand the relationship between the key variables identified in the study. Samples of different stakeholders in the Mt. Kenya tourism industry were selected as a representative of the region. The sampling units entailed mountain tourists, main tourism service providers (accommodation facilities, curio shops, and tour operators, employees in the accommodation facilities and guides and porters) as well as key informants from the government and private sector. The data was collected from both primary and secondary sources. Extensive literature review was conducted from various relevant sources to provide secondary data. Primary data was collected through questionnaire administration to tourists, service providers and households in the region; face-to-face interviews conducted on key informants and a two focus group discussions with guides and porters. Spatial data was also collected using GPS as well as photography.

The findings from both the secondary and primary sources established three key issues;

1. ***Low linkage between mountain tourism industry and other sectors of the region's economy*** mainly displayed in the value chains of the souvenir, excursions, food and accommodation sectors, whereby it was established that the sectors were supplied by mainly individuals and specific stores, importation of commodities from outside the region, and minimal value addition to the region's commodities;
2. ***Minimum involvement of the Mt. Kenya community in mountain tourism*** which was attributed to exclusion of women, and members of certain regions which received less benefits from tourism; and the fact that the industry was mainly run by people from outside the region;
3. ***Unbalanced distribution of mountain tourism facilities and activities*** which hindered the interaction between the wider community and the tourism industry, hence leading to skewed development and distribution of tourism benefits and

The study therefore made several recommendations towards addressing the identified key development challenges that hindered the mountain tourism industry from optimal contribution towards the Mt. Kenya region's development. Three models were proposed; the integration model whose main aim was to integrate the tourism

and agriculture sectors; the tourism industry diversification model which aims at introducing more tourism activities that would spread the sphere of influence to the rural and less reached areas of the region by the mountain tourism industry; and the growth centre model which aims at selecting urban areas that are well linked to the region's rural areas and smaller towns through the mountain tourism value chain, as the main centers to increase tourism benefits which would trickle down to the peripheral areas hence benefitting the wider Mt. Kenya community.

These models were further examined based on the sustainable development principles and the integration model was selected based on the fact that it would influence maximum economic benefits, equitably distributed, enabling socio-cultural inclusion and local community participation and self-reliance and the maintenance of environmental integrity for posterity.

From the above findings, we can conclude that;

1. The current nature of the mountain tourism industry in the Mt. Kenya region does not favor wider development impacts, as the industry is mainly controlled by few individuals, minority of whom are from the region; it has low inter-linkages with the region's main sectors and low local community participation;
2. Mountain tourism industry in the Mt. Kenya region has a great potential that is yet to be exploited particularly in the cultural attractions, accommodation sector, and souvenirs making;
3. If the current status of the Mt. Kenya tourism industry continues without intervention, it will lead to more imbalanced development and unsustainable regional development;
4. There is thus need for deliberate policy and spatial intervention strategies that will be focused on spreading the mountain tourism opportunities closer to the local community through the integration of the tourism industry with the agricultural sector to encourage local ownership, inclusion, participation and control of the industry to ensure wider multiplier effects for optimum contribution towards regional development.

### **7.1 Areas for Further Research**

The researcher proposes the following areas for further research;

1. The nature of mountain tourism on the eastern side of the Mt. Kenya and its contribution of regional development;
2. The feasibility of integrating mountain tourism and the agriculture sector towards optimum regional development in the Mt. Kenya region;

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## APPENDICES

### APPENDIX 1: DATA NEEDS MATRIX/ ANALYTICAL FRAMEWORK

Objectives	Data Needs	Sources of Data	Data Collection methods	Data Analysis	Data Presentation	Expected Output
1) To assess the nature and characteristics of mountain tourism in the Mt. Kenya region;	<ul style="list-style-type: none"> <li>✓History of mountain tourism</li> <li>✓Mountain tourism attractions and their location               <ul style="list-style-type: none"> <li>• Physical</li> <li>• Cultural</li> <li>• Historical</li> </ul> </li> <li>✓Mountain tourism activities taking place in the region and their locations;</li> <li>✓Types of accommodation facilities utilized in the region, the services offered and their location;</li> <li>✓Infrastructure needed to support mountain tourism activities</li> <li>✓Mountain tourism services and goods               <ul style="list-style-type: none"> <li>• Porters, guides, cooks</li> <li>• Equipment hire</li> <li>• Transport</li> <li>• Information</li> <li>• Booking</li> </ul> </li> <li>✓ Mountain tourism packages</li> <li>✓Mountain tourism itineraries</li> <li>✓Mt. Kenya tourism characteristics               <ul style="list-style-type: none"> <li>• Seasonality</li> <li>• Visitor numbers</li> </ul> </li> </ul>	<p><b><u>Secondary data</u></b></p> <ul style="list-style-type: none"> <li>-Mt. Kenya KWS offices</li> <li>• Reports</li> <li>• Park records</li> <li>- Books</li> <li>-Reports</li> <li>-Newspapers</li> <li>-Brochures</li> <li>-Magazines</li> <li>-Internet sources</li> </ul> <p><b><u>Primary Data</u></b></p> <ul style="list-style-type: none"> <li>• Tourists;</li> <li>• Tour operators;</li> <li>• Accommodation facilities</li> <li>• Souvenir shops,</li> <li>• Guides, porters&amp;</li> </ul>	<ul style="list-style-type: none"> <li>-Literature review</li> <li>-Questionnaire administration</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> <li>Qualitative and quantitative analysis using SPSS, MS-Access and MS-Excel</li> </ul>	<ul style="list-style-type: none"> <li>Charts</li> <li>Maps</li> <li>Tables</li> <li>Photos</li> <li>Frequency distribution</li> <li>Report</li> </ul>	<p>Understanding the nature characteristics of the mountain tourism product in Mt. Kenya.</p> <p>A comprehensive report on;</p> <ul style="list-style-type: none"> <li>• What constitutes the mountain tourism product,</li> <li>• Map showing spatial distribution of mountain tourism activities and facilities.</li> <li>• Trend of mountain tourism</li> <li>• The needs, expectations, characteristics and preferences of the mountain tourist</li> </ul>

	<ul style="list-style-type: none"> <li>• Revenue</li> <li>• Marketing</li> </ul> <p>✓Mountain tourist characteristics</p> <ul style="list-style-type: none"> <li>• Demographics</li> <li>• Origins</li> <li>• Groups/individuals</li> <li>• Preferences</li> <li>• Motivations</li> <li>• Expenditure patterns</li> <li>• Expectations</li> <li>• Policy</li> </ul>	<p>cooks</p> <p><b><u>-Key informants</u></b></p> <ul style="list-style-type: none"> <li>• KWS</li> <li>• Ministry of tourism</li> <li>• County authority</li> <li>• Mt. Kenya Tourist Circuit Association</li> </ul>	<p>-Interviews</p> <p>- Photography</p> <p>-Checklist</p> <p>-Data entry sheets</p> <p>-Mapping (GPS)</p>			
<p>2) To map the mountain tourism value chain existing in the Mt. Kenya region</p>	<p>✓Direct and indirect mountain tourism product suppliers and their locations;</p> <p>✓The products and services they supply and their sources</p> <p>✓Sources of the products</p> <p>✓Value addition</p> <p>✓Horizontal and vertical linkages between the suppliers and tourism industry</p>	<p><b><u>Secondary data-</u></b></p> <p>-Accommodation facilities and souvenir shops records</p> <p>-Publications</p> <p><b><u>Primary data</u></b></p> <ul style="list-style-type: none"> <li>• Tourism facilities management</li> <li>• Souvenir shops</li> <li>• Households</li> </ul>	<p>- Literature review</p> <p>-Questionnaire administration</p> <p>-Interviews</p> <p>-Photography</p>	<p>Value chain analysis</p> <p>Qualitative and quantitative analysis using SPSS, MS-Access and MS-Excel</p> <p>Use of spatial analysis tools (ArcGIS)</p>	<p>Charts</p> <p>Maps</p> <p>Tables</p> <p>Photos</p> <p>Reports</p>	<p>A comprehensive report on;</p> <ul style="list-style-type: none"> <li>• Mountain tourism value chain mapping</li> <li>• The inter-linkages between mountain facilities and suppliers</li> <li>• Spatial network of supply chain</li> </ul>

<p>3) To assess the direct and indirect contribution of mountain tourism to regional development in the Mt. Kenya region</p>	<p>✓Positive and negative economic impacts of mountain tourism</p> <ul style="list-style-type: none"> <li>• Employment</li> <li>• Sale of local products</li> <li>• Income generated from facilities</li> <li>• Trickle down effects of tourism revenues</li> <li>• Linkages between industries</li> <li>• Revenue leakage</li> <li>• Investment</li> <li>• Revenue received</li> <li>• Infrastructure development</li> <li>• Image building</li> </ul> <p>✓Positive and negative socio-cultural impacts of mountain tourism</p> <ul style="list-style-type: none"> <li>• Improved livelihoods</li> <li>• Interactions</li> <li>• Equity</li> <li>• Local control</li> <li>• Participation</li> <li>• Self-reliance</li> <li>• Synergy between stakeholders</li> </ul> <p>✓Positive and negative environmental impacts of mountain tourism</p> <ul style="list-style-type: none"> <li>• Environmental conservation</li> <li>• Community stewardship</li> </ul>	<p><b><u>Secondary data</u></b></p> <ul style="list-style-type: none"> <li>-Books</li> <li>-Reports</li> <li>-Newspapers</li> <li>-Brochures</li> <li>-Magazines</li> <li>-Internet sources</li> </ul> <p><b><u>Primary data</u></b></p> <ul style="list-style-type: none"> <li>• Accommodation management</li> <li>• County authority</li> <li>• MKTCA</li> <li>• KWS</li> <li>• Households</li> <li>• Porters and guides Association</li> <li>• Souvenir shops</li> <li>• Tour operators</li> </ul>	<ul style="list-style-type: none"> <li>- Literature review</li> <li>-Questionnaire administration</li> <li>-Interviews</li> <li>-Data entry sheets</li> <li>-Photography</li> <li>-Mapping</li> </ul>	<p>Content analysis</p> <p>Qualitative and quantitative analysis using SPSS, MS-Access and MS-Excel</p> <p>Use of spatial analysis tools (ArcGIS)</p>	<p>Charts</p> <p>Maps</p> <p>Tables</p> <p>Photos</p> <p>Reports</p>	<p>A comprehensive report on;</p> <ul style="list-style-type: none"> <li>• The direct, indirect and induced benefits of mountain tourism.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Awareness</li> <li>• Monitoring and evaluation</li> <li>• Degradation</li> </ul>					
4) To identify gaps in the mountain tourism value chain;	<ul style="list-style-type: none"> <li>✓ Sources of products and services</li> <li>✓ Preference of suppliers by tourism businesses and the reasons behind this</li> <li>✓ Consistency of supply</li> <li>✓ Frequency of supply</li> <li>✓ Quality of products needed and supplied</li> <li>✓ Products lacking from the local community that are sourced from outside the region</li> <li>✓ Incapability of local communities to produce these products</li> <li>✓ Knowledge of the tourism products by local community</li> <li>✓ Potentials for existing in mountain tourism value chain</li> <li>✓ Constraints faced by suppliers</li> </ul>	<p><b><u>Secondary data</u></b></p> <ul style="list-style-type: none"> <li>-Books</li> <li>-Reports</li> <li>-Newspapers</li> <li>-Brochures</li> <li>-Magazines</li> <li>-Internet sources</li> </ul> <p><b><u>Primary data</u></b></p> <ul style="list-style-type: none"> <li>• Accommodation management</li> <li>• Tour operators</li> <li>• Porters and guides</li> <li>• Households</li> <li>• Souvenir shops</li> <li>• County authority</li> <li>• MKTCA</li> <li>• KWS</li> </ul>	<ul style="list-style-type: none"> <li>- Literature review</li> <li>- Questionnaire administration</li> <li>- Interviews</li> <li>- Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Content analysis</li> <li>Qualitative and quantitative analysis using SPSS, MS-Access and MS-Excel</li> <li>Use of spatial analysis tools (ArcGIS)</li> </ul>	<ul style="list-style-type: none"> <li>Charts</li> <li>Maps</li> <li>Tables</li> <li>Photos</li> <li>Reports</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive report on;</li> <li>• Gaps existing in the mountain tourism value chain and the potentials for the local community to be involved in these areas</li> </ul>



<p>5) To propose spatial and non-spatial planning interventions thorough which mountain tourism can be used for further development in the Mt. Kenya region.</p>	<ul style="list-style-type: none"> <li>✓Best practice case studies</li> <li>✓Strategic interventions need to provide for an effective contribution of mountain tourism towards regional development of mountain areas</li> <li>✓Opinions from key government institutions, private institutions, NGOs, and local community on mountain tourism and regional development</li> <li>✓Policy gaps</li> <li>✓Regional development theories</li> </ul>	<p><b><u>Secondary data</u></b></p> <p>-Publications</p> <p><b><u>Primary data</u></b></p> <ul style="list-style-type: none"> <li>• Tourists</li> <li>• Facility management</li> <li>• County authority</li> <li>• MKTCA</li> <li>• KWS</li> <li>• Households</li> <li>• Porters and guides Association</li> <li>• Facilities management</li> <li>• Local business enterprises</li> </ul>	<p>Literature review</p> <p>-Questionnaire administration</p> <p>-Interviews</p>	<p>Value Chain Analysis</p> <p>Qualitative and quantitative analysis using SPSS, MS-Access and MS-Excel</p> <p>Use of spatial analysis tools (ArcGIS)</p>	<p>Report</p>	<ul style="list-style-type: none"> <li>• Spatial models towards improved contribution of mountain tourism towards regional development</li> <li>• Non-spatial recommendations on issues affecting the mountain tourism industry in Mt. Kenya</li> <li>• Policy recommendation on increasing the contribution of mountain tourism towards development of mountain regions</li> </ul>
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*Source: Author, 2014*

**APPENDIX 2: HOUSEHOLD QUESTIONNAIRE:**

**SECTION A: BASIC HOUSEHOLD CHARACTERISTICS**

**1. RESPONDENT DETAILS**

1.1 Name	1.2 Gender (M/F)	1.3 Age (Yrs)	1.4 Marital status	1.5 Education level	1.5 Ethnicity	1.6 Occupation

1.7 How long have you resided in the area? .....Years

1.8 Did you relocate here from elsewhere? ( ) Yes ( ) No

1.8.1 If yes, from where? .....

1.8.2 What were the reasons for relocating to this area? .....

**2. HOUSEHOLD CHARACTERISTICS**

2.1 Size of the Household..... members

2.2 Type of household headship ( ) Male Headed ( ) Female Headed ( ) Child-headed

2.3 Characteristics of other members of the household:

No.	2.3.1 Relation to HH	2.3.2 Gender	2.3.3 Age (years)	2.3.4 Education level attained	2.3.5 Main Occupation	2.3.6 Other Occupation	2.3.7 Live ON/OFF farm?
1							

**3. HOUSEHOLD FINANCIAL CAPITAL**

**3.1 Household Income**

3.1 What are the main sources of income for your family? (Estimate amount for your household)

No	3.1.1 Main Activity*	3.1.2 Monthly income**
1		

**3.2 Remittances**

3.2 Does the family receive support from other family members living outside the household? ( ) Yes ( ) No

3.2.1 If yes, how often do you receive money from family members?

S/N	3.2.1 Frequency	3.2.2 Amount (1)	3.2.3 Sending person (1)	3.2.4 Amount (2)	3.2.5 Sending person (2)

**3.3 Household Expenditure**

3.3 On **a monthly basis**, how much do you spend on?

	3.3.1 Item	3.3.2 Estimated Amount (Ksh/Month)
a.	Food	
b.	Clothing	
c.	Education	
d.	Health	

e.	Entertainment	
f.	Fuel	
g.	Rent	
h.	Water	
i.	Donations to relatives	
j.	Transport	
k.	Others (Specify)	
l.	<b>Total Monthly Expenditure</b>	

### 3.4 Household Savings

- 3.4.1 Do you save any money? ( ) Yes ( ) No
- 3.4.2 If Yes, Where? ( ) Bank ( ) SACCO ( ) Chama ( ) Others {Specify}
- 3.4.2.1 On Average, how much do you save per month? Ksh .....
- 3.4.2.2 What do you use your savings for?
- a) .....
- 3.4.3 If No, what are the reasons for not saving money?
- a) .....

### 4. LAND HOLDINGS AND TENURE

- 4.1 What is the size of the plot? .....acres
- 4.2 How was your land acquired?
- ( ) Inherited ( ) Hired/rented ( ) Purchased ( ) Gift ( ) other (specify) .....
- 4.3 What is your land tenure?
- ( ) Trust land ( ) Government land ( ) Rented land ( ) Family land ( ) Settlement Scheme
- ( ) Public land ( ) other (specify)
- 4.4 What land ownership document do you have? (*Legal status of the land*)
- ( ) Title deed ( ) Allotment letter ( ) Self-allocation ( ) Verbal agreement ( ) Written document
- ( ) No legal document
- 4.5 What are the main uses of your land?

	4.5.1 Use	4.5.2 Estimated size of land (acres)
A	Housing structures	
B	Crop farming	
C	Livestock keeping	
D	Forest	
E	Other (specify)	

### SECTION B: SIGNIFICANCE OF MT. KENYA TO LOCAL COMMUNITY DEVELOPMENT

5 ***This section seeks to investigate the importance that Mt. Kenya has in terms of development at both the individual and community level***

Tick	5.1.1 Significance	5.1.2 Explanation
	Economic ( <i>Livelihoods</i> )	
	Social ( <i>Networks/religion</i> )	
	Cultural	
	Environmental ( <i>Resource utilization</i> )	
	Political	

5.2 What significance does Mt. Kenya hold for the **local community** where you reside?

Tick	5.2.1 Significance	5.2.2 Explanation
	Economic ( <i>Livelihoods</i> )	
	Social ( <i>Networks/religion</i> )	
	Cultural	
	Environmental ( <i>Resource utilization</i> )	
	Political	

### SECTION C: AWARENESS LEVELS ON NATURE OF MOUNTAIN TOURISM

*This section seeks to find out the level of awareness on the nature of mountain tourism taking place in the Mt. Kenya region from a household perspective*

#### 6. AWARENESS ON TOURISM ACTIVITIES AND SERVICES

6.1 Do you know of any **tourism activities** that are taking place in the Mt. Kenya area that are related to Mt. Kenya? ( ) Yes ( ) No

6.1.1 If yes which mountain tourism activities are you aware of and where do they occur?

	6.1.1 Activity	6.1.2 Where do these activities take place? (Name of Location)

6.2 What types of services do you think are needed by mountain tourists when they visit Mt. Kenya?

( ) Accommodation ( ) Food and beverage ( ) Guides and porters ( ) Transport ( ) Information ( ) Travel arrangements ( ) Interpretation ( ) Training ( ) Other (Specify)

#### 7. AWARENESS ON TOURISM FACILITIES

7.1 Do you know any **tourism facilities** that are utilized by the tourists in the Mt. Kenya area? ( ) Yes ( ) No

7.1.1 If yes which mountain tourism facilities are you aware of and where are they located?

	7.1.1 Facility	7.1.2 Name of facility	7.1.3 Where are these facilities located? (Name of Location)
1	Hotel		
2	Camp site		
3	Restaurant		
4	Entertainment spot		

5	Air strip		
6	Roads		
7	Hospitals		
8	Souvenir Shops		
9	Others (Specify)		

7.2 Do you know of any businesses that **sell mountain tourism-related goods**? ( ) Yes ( ) No

7.2.1 If yes, where are these shops located and what do they sell?

	<b>7.2.1 Business</b> ( <i>shops, markets ,supermarkets, groceries, curio shops etc</i> )	<b>7.2.2 Mountain-tourism goods sold</b>	<b>7.2.3 Where are these shops located? (Name of Location)</b>

### 8. AWARENESS ON MOUNTAIN TOURIST CHARACTERISTICS

8.1 What types of tourists visit Mt. Kenya?

( ) International tourists ( ) Domestic tourists (From Kenya) ( ) Local Community from Mt. Kenya region

( ) Other (specify)

8.2 When is the tourism peak season? .....

8.3 When is the tourism low season? .....

### 9. PARTICIPATION IN MOUNTAIN TOURISM ACTIVITIES

9.1 Have you ever participated in mountain tourism activities on Mt. Kenya? ( ) Yes ( ) No

9.1.1 If yes, what activities and their frequency?

	<b>9.1.1 Activity</b>	<b>Tick</b>	<b>9.1.2 How many times?</b>
1	Mountain climbing		
2	Wildlife viewing		
3	Fishing		
4	Cultural tourism		
5	Education tours (research)		
6	Camping		
7	Site seeing		
8	Other (Specify)		

9.2 If no, why haven't you participated?

a) .....

### SECTION D: ROLE OF COMMUNITY IN THE MOUNTAIN TOURISM VALUE CHAIN

***This section seeks to find out the role that the local community plays within the mountain tourism value chain***

Mt. Kenya region: ( ) Yes ( ) No

7.1.1 If yes, how are they involved and where are they based?

<b>7.1.1 Family</b>	<b>7.1.2 How are they involved?</b>	<b>7.1.3 Where are they based?</b>

<b>member</b>		
	Employed in a tourism facility (Specify the job).....	
	Tour guide	
	Cook	
	Porter	
	Selling souvenir	
	Supply to tourism facility (Specify product)	
	Other (Specify)	

7.2 Are there any members of your family who were **previously** involved in tourism activities? ( ) Yes ( ) No

7.2.1 If yes, how were they involved?

<b>7.2.1 Family member</b>	<b>7.2.2 How are they involved?</b>	<b>7.2.3 Where were they based?</b>
	Employed in a tourism facility (Specify the job).....	
	Tour guide	
	Cook	
	Porter	
	Selling souvenir	
	Supply to tourism facility (Specify product)	
	Other (Specify)	

7.3 What were the reasons for terminating involvement?

a) .....

7.4 How are the earnings from tourism utilized by the family?

a) .....

### 7.5 Tourism Training

7.5 Do the listed family members have any training in tourism? ( ) Yes ( ) No

7.5.1 If yes, what type of training and where were they trained?

<b>No.</b>	<b>7.5.1 Family member</b>	<b>7.5.2 Type of training</b>	<b>7.5.3 Where were they trained?</b>
1			

### 8. SUPPLY OF GOODS AND SERVICES TO TOURISM FACILITIES

8.1 Do you supply any **goods** directly to tourism facilities within the Mt. Kenya region? ( ) Yes ( ) No

8.1.1 If yes, which goods do you supply and where do you supply?

	<b>8.1.1 Which goods</b>	<b>8.1.2 Where are they supplied?</b>
1		

8.2 Do you provide any **services** directly to tourism facilities within the Mt. Kenya region? ( ) Yes  
( ) No

8.2.1 If Yes, which **services** do you provide and to which facilities?

	8.2.1 Which services?	8.2.2 To which facilities?
1		

8.3 Are you aware of any **services or goods** that the community supplies to tourism facilities?  
( ) Yes ( ) No

8.3.1 If Yes, which ones and to which facilities are they supplying?

	8.3.1 Which goods	8.3.2 Where are they supplied?	8.3.3 What services?	8.3.4 Where are they supplied?
1				

8.4 Are there any community-run tourism facilities in the area? ( ) Yes ( ) No

8.4.1 If yes, which ones?

a) .....

8.4.2 Are you involved in any of these facilities? ( ) Yes ( ) No

8.4.2.1 If yes, how are you involved?

8.4.2.1 Facility	8.4.2.2 How are you involved?	8.4.2.3 When did you start?

#### 9. UTILIZATION OF TOURISM FACILITIES BY THE COMMUNITY

9.1 Do you access any of the identified tourism facilities? ( ) Yes ( ) No

9.1.1 If yes, which facilities and what services do you receive?

	9.1.1 Facility	9.1.2 Name of facility	9.1.3 Frequency of use	9.1.4 Services accessed
1	Hotel			
2	Camp site			
3	Restaurant			
4	Entertainment spot			
5	Air strip			
6	Roads			
7	Hospitals			
8	Souvenir Shops			
9	Others (Specify)			

9.2 If no, what are the reasons for not accessing these facilities?

a) .....

#### 10. LOCAL COMMUNITY INVOLVEMENT IN MT. KENYA NATIONAL PARK TOURISM MANAGEMENT

10.1 Does Kenya Wildlife Service and Kenya Forest Service involve the community in any meetings concerning Mt. Kenya National Park? ( ) Yes ( ) No

10.1.1 If yes, how frequent are these meetings? .....

10.1.2 If yes, have you ever attended these meetings? ( ) Yes ( ) No

10.1.3 If yes, what is often discussed?

10.2 Are you engaged/ have you been engaged in any activities towards the management of Mt. Kenya National Park and Reserve? ( ) Yes ( ) No

10.2.1 If yes, which activities?

10.2.1 Activity	Tick

**SECTION E: THE CONTRIBUTION OF MOUNTAIN TOURISM TO REGIONAL DEVELOPMENT**

**11. THE COST AND BENEFITS OF MOUNTAIN TOURISM TO REGIONAL DEVELOPMENT**

11.1 What contribution and costs does mountain tourism make towards the development of Mt. Kenya region as a whole?

	11.1 Contribution of mountain tourism towards regional development	11.2 Costs/Negative impacts of mountain tourism towards regional development
A	11.1.1. Social Contributions	11.2.1. Social Costs
B	11.1.2 Economic Contributions	11.2.2 Economic Costs
C	11.1.3 Cultural Contributions	11.2.3 Cultural Costs
D	11.1.4 Environmental Contributions	11.2.4 Environmental Costs
E	11.1.5 Political Contributions	11.2.5 Political Costs

11.3 Does the **local community** benefit from tourism to the mountain? ( ) Yes ( ) No

11.3.1 If Yes, How do they benefit?

a) .....

11.4 Are there specific community groups that receive most benefits? ( ) Yes ( ) No

11.4.1 If yes, which groups and what benefits do they receive?

	11.4.1 Group	11.4.1.1 Benefits received?

11.4.2 If no, what makes the community not to benefit from tourism?

a) .....



**12. COMMUNITY PROJECTS BY TOURISM-RELATED ORGANIZATIONS**

11.1 Are there any projects in the community that have been initiated by a tourism-related organization?

Yes  No

	12.1.1 Name of project	12.1.2 Type of project	12.1.3 Location	12.1.4 Sponsoring organization	12.1.5 *Status	12.1.6 Was the community involved? (Yes/No)	12.1.7 **At what stage of the project?	12.1.8 Were you involved? (Yes/No)	12.1.9 **At what stage of the project?
A									

12.1.1 If yes, which projects and where are they located?

**13. SIGNIFICANCE OF MOUNTAIN TOURISM TO REGIONAL DEVELOPMENT**

13.1 Overall, do you think mountain tourism is significantly beneficial to the Mt. Kenya regional development?

Yes  No

13.2 If yes, please give reasons

a) .....

13.3 If no, please give reasons

a) .....

13.4 What can be done to ensure that mountain tourism contributes significantly to development in the Mt. Kenya region?

a) .....

13.5 Any other comments

a) .....

*Thank you for your participation*

**APPENDIX 3: TOURIST QUESTIONNAIRE:**

**SECTION A: BASIC INFORMATION**

**1. BASIC INFORMATION**

1.1 Name	1.2 Gender	1.3 Age	1.4 Country of origin	1.5 Occupation

1.6 Are you travelling ( ) individually or ( ) as a group?

1.6.1 If travelling as a group, what are the details of the other members?

<b>1.6.1 Relation</b>	<b>1.6.2 Gender</b>	<b>1.6.3 Age</b>	<b>1.6.4 Country of origin</b>

1.7 Is this your first time visiting Kenya? ( ) Yes ( ) No

1.8 Is this your first time visiting Mt. Kenya? ( ) Yes ( ) No

1.8.1 If no, how many times have you visited the mountain?

( ) Once ( ) Twice ( ) Thrice ( ) Many (Indicate how many).....

1.7.2 What are the reasons for return visits?

a) .....

**2. TOURIST MOTIVATIONS AND EXPECTATIONS**

2.1 Why did you choose to visit Mt. Kenya?

a) .....

2.2 What expectations did you have of Mt. Kenya?

a) .....

2.3 What considerations did you have about your visit to Mt. Kenya?

a) .....

2.4 Why did you choose to travel at this time of the year?

a) .....

2.5 Was Mt. Kenya your first destination choice? ( ) Yes ( ) No

2.5.1 If Yes, why?

a) .....

2.5.2 If no, why not?

a) .....

2.5.3 If no, what was your other choice? .....

**SECTION B: THE NATURE OF MOUNTAIN TOURISM**

*This section seeks to find out the activities and tourism facilities utilized by mountain tourists within Mt. Kenya region*

**3. MOUNTAIN TOURISM ACTIVITIES**

3.1 What type of mountain-related tourism activities have you engaged in within Mt. Kenya?

<b>3.1.1 Activity</b>	<b>3.1.2 Where did these activities take place?</b>

**4. PRELIMINARY TRAVEL ORGANIZATION**

4.1 Where did you get the information about Mt. Kenya?

( ) Referred by a friend ( ) Internet ( ) Brochure ( ) Television ( ) Radio ( ) others (Specify).....

4.2 How was your trip organized?

Self	
International Tour Operator (Name)	
Local Tour operator (Name)	

4.2.1 What was the reason for the option?

a) .....

4.3 If it was through a tour operator, what was included in the travel package?

Accommodation	
Transport (Air ticket)	
Transport (Local)	
Park entry	
Food and beverage	
Guides and porters fee	
Other (Specify)	

4.4 What travel items were you to cater for yourself?

a) .....

4.5 What equipment/ materials did you purchase prior to your trip?

a) .....

4.6 Will you take them back home with you? ( ) Yes ( ) No

4.6.1 If no, which items will you leave behind?

a) .....

4.7 How much was the travel package? KSH .....

4.8 If travelling individually, how much did the whole trip cost you? KSH .....

**5. MOUNTAIN TOURISM ITINERARY**

5.1 How long was your stay within Mt. Kenya region? .....days

5.2 Did you climb the mountain? ( ) Yes ( ) No

5.2.1 If yes, Which route did you use?

<b>Route</b>	

5.3 Describe your itinerary to Mt. Kenya.

5.3.1 Day	5.3.2 Location	5.3.3 Accommodation used (Name)	5.3.4 Transport means	5.3.5 Activity

5.4 Did you engage in **any other tourism-related** activities within the Mt, Kenya region that were not part of the itinerary? ( ) Yes ( ) No

5.4.1 If yes, which tourism-related activities did you engage in and where?

<b>5.4.1 Activity</b>	<b>5.4.2 Where?</b>

**SECTION C: MOUNTAIN TOURIST EXPENDITURES**

*This section seeks to find out the expenditure levels on mountain tourism within Mt. Kenya region and the items of expenditure*

**6. TOUR EXPENDITURES**

6.1 While touring did you spend money on extra expenditures aside from the ones offered in the tour package? ( ) Yes ( ) No

6.2 If yes, which items did you purchase and how much did you use?

6.2.1 Item	6.2.2 Amount	6.2.3 Where?

6.3 If self-organized, how much did you spend on;

6.3.1 Item	6.3.2 Description	6.3.3 Expenditure	6.3.4 Where?

6.4 Did you spend any amount of money on tips during your Mt. Kenya stay? ( ) Yes ( ) No

6.4.1 If yes, whom did you tip and approximately how much was it?

6.4.1 Person tipped	6.4.2 Amount

6.5 Were there items (goods and services) you wished to purchase from the local community but did not?

( ) Yes ( ) No

6.5.1 If yes, which ones?

a) .....

6.5.2 What were the reasons for not accessing these items?

a) .....

**SECTION D: INTER AND INTRA REGIONAL MOUNTAIN TOURISM LINKAGES**

**7. INTERACTION WITH THE LOCAL COMMUNITY**

7.1 Did you get a chance to interact with the Mt. Kenya resident community? ( ) Yes ( ) No

7.2 If yes, where did you interact with them and what kind of interaction was it?

7.2.1 Location	Tick	7.2.2 With who?	7.2.3 Kind of interaction

**8. VISIT TO OTHER ATTRACTIONS**

8.1 Have you visited other attractions **within Mount Kenya**? ( ) Yes ( ) No

8.1.1 If Yes, Which ones?

a) .....

8.1.2 If no, why?

a) .....

8.2 Are you planning to visit other attractions **within Mt. Kenya** region? ( ) Yes ( ) No

8.2.1 If Yes, Which ones?

a) .....

8.2.2 If no, why?

a) .....

**9. MOUNTAIN TOURISM IN OTHER REGIONS/COUNTRIES**

9.1 Have you ever engaged in mountain tourism in other mountain areas apart from Mt. Kenya?

( ) Yes ( ) No

9.1.1 If yes, what is the name of the attractions and in which country?

9.1.1 Name of the mountains	9.1.2 Country	9.1.3 Activities engaged in

9.2 From your experience with these attractions, how is tourism to Mt. Kenya different from the others?

a) .....

**SECTION D: CHALLENGES FACED BY MOUNTAIN TOURISTS**

*This section seeks to find out the level of satisfaction when it comes to the mountain tourism product and services as well as the challenges faced by tourists during their visit.*

**10. SATISFACTION LEVELS**

10.1 Please rate the level of satisfaction in the following tour items;

Item	Very satisfied	Moderately satisfied	Satisfied	Not satisfied	Completely unsatisfied
Travel arrangements					
Availability and quality of information					
Transport efficiency					
Quality of infrastructure (roads)					
Quality of communication infrastructure (Internet/telephone)					
Quality of Accommodation facilities					
Service quality within the accommodation facilities					
Quality of food and beverage					
Mountain attractions					
Quality of Guiding services					
Accessibility to souvenirs					

**11. CHALLENGES FACED**

11.1 What challenges have you experienced in your trip during the following?

11.1.1 Activity	11.1.2 Challenges
Travel organization	
Transport	

Infrastructure	
Accommodation	
Mt. Kenya National Park/reserve	
Guiding services	
Others ( Specify)	

11.2 What recommendation do you have towards improvement of the Mt. Kenya tourism product?

**APPENDIX 4: EMPLOYEES QUESTIONNAIRE:**

**SECTION A: BACKGROUND INFORMATION**

**3. RESPONDENT DETAILS**

1.1 Name	1.2 Gender (M/F)	1.3 Age (Yrs)	1.4 Marital status	1.5 Education level	1.5 Ethnicity	1.6 Occupation

- 1.7 Are you originally from the Mt. Kenya area? ( ) Yes ( ) No  
 1.7.1 If no, where is your original home? .....  
 1.7.2 What made you relocate to this place? .....  
 1.7.3 How long have you resided in the area? .....

- 1.7.5 Where do you live? ( ) within hotel property ( ) Outside hotel property (Indicate where).....  
 1.7.5.1 If outside the hotel, what form of house ownership?  
 ( ) Rental House ( ) Owner ( ) Company house ( ) Other (Specify).....

**4. HOUSEHOLD CHARACTERISTICS**

- 2.1 Size of the Household..... members  
 2.2 Type of household headship ( ) Male Headed ( ) Female Headed ( ) Child-headed  
 2.3 Characteristics of other members of the household:

No.	2.3.1 Relation to HH	2.3.2 Gender	2.3.3 Age (years)	2.3.4 Education level attained	2.3.5 Main Occupation	2.3.6 Other Occupation	2.3.7 Live ON/OFF farm?
1							

**3. EMPLOYMENT IN THE TOURISM INDUSTRY**

- 3.1 What is your position? .....  
 3.2 What is your form of employment?  
 ( ) Permanent ( ) Casual ( ) Temporary ( ) Volunteer ( ) Trainee ( ) Other (Specify) .....

- 3.3 How long have you worked in the hotel? .....  
 3.4 What work do you do/what are your responsibilities?  
 a) .....

- 3.5 Have you been employed in any other tourism facilities prior to this? ( ) Yes ( ) No  
 3.5 If yes, where was it?

3.5.1 Name of facility	3.5.2 Location	3.5.3 Within/Outside region	3.5.4 Position	3.5.5 Duration

- 3.6 What is your salary scale? .....

**4. PROFESSIONAL SKILLS AND TRAINING**

- 4.1 What are your professional qualifications (skills)?  
 a) .....

- 4.2 Have you ever received any training during employment to the hotel? ( ) Yes ( ) No  
 4.2.1 If Yes,

4.2.1 Type of training	4.2.2	4.2.3	4.2.4 Within/Outside	4.2.5 Sponsoring

	Institution	Location	region	institution

4.3 In what areas do you need training to make your work more efficient?

a) .....

### 5. HOUSEHOLD FINANCIAL CAPITAL

#### 5.1 Household Income

5.1 What are the main sources of income for your family? (Estimate amount for your household)

No	5.1.1 Main Activity*	5.1.2 Monthly income**
1		

#### 5.2 Remittances

5.2 Does the family receive support from other family members living outside the household? ( )

Yes ( ) No

5.2.1 If yes, how often do you receive money from family members?

S/N	5.2.1 Frequency	5.2.2 Amount (1)	5.2.3 Sending person (1)	5.2.4 Amount (2)	5.2.5 Sending person (2)
A					

#### 5.3 Household Expenditure

5.3 On a **monthly basis**, how much do you spend on?

	5.3.1 Item	5.3.2 Estimated Amount (Ksh/Month)
a.	Food	
b.	Clothing	
c.	Education	
d.	Health	
e.	Entertainment	
f.	Fuel	
g.	Rent	
h.	Water	
i.	Donations to relatives	
j.	Transport	
k.	Others (Specify)	
l.	<b>Total Monthly Expenditure</b>	

#### 5.4 Household Savings

5.4.1 Do you save any money? ( ) Yes ( ) No

5.4.2 If Yes, Where? ( ) Bank ( ) SACCO ( ) Chama ( ) Others {Specify}

5.4.2.1 On Average, how much do you save per month? Ksh .....

5.4.2.2 What do you use your savings for?

b) .....



5.4.3 If No, what are the reasons for not saving money?

a) .....

**6. Investment**

6.1 Have you made any investments from the money you earn from the hotel? ( ) Yes ( ) No

6.1.1 If yes, what kind of investment and where are they located?

	<b>6.1.1</b> <b>Type of investment</b>	<b>6.1.2</b> <b>Location</b>	<b>6.1.3</b> <b>Within/Outside Mt. Kenya region</b>
<b>A</b>			

6.2 If no, why haven't you made any investments?

a) .....

**7. CONCLUSION**

7.1 What challenges do you face in your work?

7.2 What recommendations would you have towards dealing with the mentioned challenges?

*Thank you for your participation*

**APPENDIX 5: CURIO SHOPS QUESTIONNAIRE:**

**SITE DETAILS**

Where located:

- Within Hotel
- Within Urban centre (Name).....
- Within Air strip

**1. BASIC INFORMATION ON THE BUSINESS**

- 1.1 When did the curio shop start its operations? .....
- 1.2 Is the curio shop part of a larger group of curio shops?  Yes  No
- 1.3 If yes, how many other curio shops are where you are located? .....
- 1.4 What kind of ownership does the shop have?

1.4.1 Type of ownership	1.4.2 Please Elaborate

1.5. What types of products do you sell?

1.5.1 Type of souvenir	1.5.2 Please rank the product from the most demanded by tourists (1) to least demanded

1.6 Do you operate any other curio shops apart from this one?  Yes  No

16.1 If yes, where are they located?

1.6.1 Location	1.6.2 How many

**2. VALUE CHAIN**

2.1 Where do you get the products that you are selling?  Make them  Purchase  Other.....

***(if they purchase, move to question 2.2)***

2.1.1 If you **make them**, which products do you make and where do you make them from?

2.1.1 Which products do you make?	2.1.2 Where do you make them from? (1)At home ( 2 ) Factory (Indicate location) ( 3 )Other (Specify)
A	

2.1.2 If yes, what are your sources of **raw materials**?

2.1.2 Raw materials	2.1.2.1 Main Supplier (1)	2.1.2.2 Location	2.1.2.3 Supplier (2)	2.1.2.4 Location	2.1.2.5 Supplier (3)	2.1.2.6 Location

2.1.2.7 What challenges do you face when it comes to the sourcing for raw materials?

a) .....

2.1.3 Do you sell any of the souvenirs you make to **other curio business men**?  Yes  No

2.1.3.1 If yes which souvenirs and who are the curio business men who are your clients?

2.1.3.1 Souvenir	2.1.3.2 Buyer (1)	2.1.3.3 Location	2.1.3.4 Buyer (2)	2.1.3.5 Location	2.1.3.6 Buyer (3)	2.1.3.7 Location

2.2 If you **purchase the products**, who are your main suppliers and where are they located?

2.2.1 Product	2.2.2 Main Supplier	2.2.3 Location	2.2.4 Supplier (2)	2.2.5 Location	2.2.6 Supplier (3)	2.2.7 Location

2.1.2.7 What challenges do you face when it comes to purchasing the products that you sell?  
b) .....

2.3 Are you willing to work with local Mt. Kenya community entrepreneurs to develop curio products?  
( ) Yes ( ) No

2.3.1 If yes, what will the local residents need to better provide products/raw materials?  
a) .....

2.3.2 To coordinate your curio-shop business do you work with a local agent/contractor/trekking teams/ local guides/local tour operators? ( ) Yes ( ) No

2.3.3 If yes, what challenges do you face working with these local entrepreneurs?  
a) .....

2.3.3 What changes need to be made?  
a) .....

### PRODUCT DEVELOPMENT

2.4 Do you have any difficulty providing or producing what the tourists want/request? ( ) Yes ( ) No

2.4.1 If yes, what major challenges do you face regarding providing the services/products requested?  
a) .....

2.5 Do you have enough of the products to meet the requests of the tourists? ( ) Yes ( ) No

2.5.1 If no, why not?  
a) .....

2.6 What have you done recently to improve your products?  
a) .....

2.6.1 Has it been successful? ( ) Yes ( ) No

2.6.1 Please explain why/ why not  
.....

2.7 Are you planning to expand your business? ( ) Yes ( ) No

2.7.1 If yes, how are you planning to expand it?  
.....

2.7.2 If no, what is preventing you from expanding your business?  
.....

### 3. REVENUE AND EXPENDITURE FROM CURIO SHOP BUSINESS

3.1 On average, what is the monthly income you receive during the following seasons?

3.1.1 Season	3.1.2 Average monthly income (Ksh)
High season	

Mid season	
Low season	

3.3 How much do you make on a good business day? .....Ksh

3.4 How much do you make on a bad business day? .....Ksh

3.5 How do you spend the income received from the business?

	3.5.1 Expenditure	3.5.2 Approximate monthly expenditure
A	Buying more goods	
B	Wages	
C	Transportation of goods	
D	Rent	
E	Security fees	
F	Water bill	
G	Electricity bill	
H	Taxes	
I	Savings	
J	Other (Specify)	

3.6 Do you save some of the money you receive from your business? ( ) Yes ( ) No

3.6.1 If yes, where do you save your money? ( ) Bank ( ) SACCO ( ) Chama ( ) Others

.....

3.7 Have you made any investments from the money you earned from the business? ( ) Yes ( )

No

3.7.1 If yes, what kind of investment and where are they located?

	3.7.1 Type of investment	3.7.2 Location
A		

3.8 If no, why haven't you made any investments?

a) .....

#### FINANCE

3.9 Where do you go when you need money for your business?

a) .....

3.10 What are the interest rates? .....

3.11 What collateral is needed?

a) .....

3.12 Do you have a need for additional financing at the moment? ( ) Yes ( ) No

3.12.1 If so, what would it be used for?

a) .....

3.13 Have you tried to get a loan? ( ) Yes ( ) No

3.13.1 What challenges have you been facing when it comes to getting financing?

a) .....

#### 4. EMPLOYMENT CREATION

4.1 Have you employed any people to work in the business? ( ) Yes ( ) No

4.1.1 If yes, how many.....Male .....Female

4.1.2 What are their responsibilities?

a) .....

4.1.3 What skills (education) do they have relevant to their jobs?

a) .....

4.1.4 What challenges do you face with your employees?

.....

## 5. TOURISM

5.1 When is the low season .....and the high season.....?

5.2 What is the average monthly number of visitors received by the facility during;

Low Season .....High Season .....

5.3 What type of customers do you receive?

Tourists to Mt. Kenya

Tourists passing by to other attractions outside Mt. Kenya

Local residents

Other (Specify)

5.3.1 Who are the most? .....

## 6. MANAGEMENT/ORGANIZATION

6.1 Do you have any difficulties in terms of the management of your curio business?(  Yes (  No

6.1.1 Please explain your answer above

.....

6.2 What kind of training would you be interested in that will help you in the management of your business?

.....

## 7. POLICY/REGULATION

7.1 What government policies/regulations **benefit your business** (regulations, inspections, subsidies, incentives etc)

.....

7.2 What government policies/regulations are **obstacles to growing your business** (regulations, inspections, subsidies, incentives etc)

.....

## 8. INFRASTRUCTURE

8.1 What are the most important infrastructure constraints affecting your business' growth and profitability?

	8.1.1 Infrastructure	8.1.2 Explain
A	Road/transport conditions	
B	Telephone services	
C	Electricity supply	
D	Storage	
E	Water supply	
F	Availability of public utilities e.g toilets	
G	Internet	
H	Other (Specify)	

8.2 What are other businesses doing about these problems?

.....

## 9. BUSINESS MEMBERSHIP/ORGANIZATIONS

9.1 Are you a member of any association? (  Yes (  No

9.1.1 Why/why not?  
.....

9.1.2 If yes, name of association, purpose and benefits

	<b>9.1.2 Name of association</b>	<b>9.1.3 Primary purpose of the association</b>	<b>9.1.4 Benefits of the association</b>
A			

## 10. PARTNERSHIPS

10.1 Do you have any partnerships with other tourism-related companies that operate within the Mt. Kenya

region? ( ) Yes ( ) No

10.1.1 If yes, please explain the kind of partnership?

	<b>10.1.1 Name of company*</b>	<b>10.1.2 Nature of partnership</b>
A		

10.1.3. If no, why don't you have such partnerships?

a) .....

## 11. CONSTRAINTS

11.1 What other challenges do you face when it comes to **your business?**

a) .....

11.2 What challenges do you face when it comes to **tourism?**

a) .....

11.3 What can be done to make your business more profitable?

a) .....

*Thank you for your participation*

**APPENDIX 6: ACCOMMODATION FACILITIES QUESTIONNAIRE:**

**SECTION A: BASIC INFORMATION ON THE HOTEL**

**1. BASIC INFORMATION**

- 1.1. Which year did the hotel begin its operations? .....
- 1.2. What is the hotel's bed capacity? .....
- 1.3 What kind of ownership does the hotel have?
- 1.4. What is the average number of visitors received per year by the hotel during?  
 Low Season ..... Mid season ..... High Season .....
- 1.5. Types of facilities available:

**2. TOURISM ACTIVITIES**

- 2.1 What type of mountain-related tourism activities do guests engage in during their stay?
- 2.1.3 Do you stop over within the villages during your safaris to the mountain?  
 ( ) Yes ( ) No ( ) Sometimes
- 2.1.3.1 Please explain  
 a) .....
- 2.2 What attractions **within the Mt. Kenya** region do your guests visit?
- 2.3 Are there other attractions **outside the Mt. Kenya region**<sup>2</sup> visited by the tourists engaged in mountain tourism? ( ) Yes ( ) No

**2.4 VISITOR NUMBERS**

Country of origin	Number (2009)		Number (2010)		Number (2011)		Number (2012)		Number (2013)	
	M	F	M	F	M	F	M	F	M	F

2.5 What is the average length of stay .....

**2.6 ACCOMMODATION STATISTICS**

2.6.1 What types of accommodation do you have and how much do you charge for the each of them?

2.6.1 Type of accommodation	2.6.2 Rate during low season (Ksh)	2.6.3 Rate during mid season (Ksh)	2.6.4 Rate during high season (Ksh)

**3. TOUR PACKAGES/ TRAVEL ORGANIZATION**

- 3.1 Does the hotel prepare its own tour packages to Mt. Kenya? ( ) Yes ( ) No
- 3.2 If yes, what are the details of your packages?

3.2.1 Name of Package	3.2.2 No. of days	3.2.3 *Services offered	3.2.4 **Equipment offered	3.2.5 Cost of the Package	3.2.6 Please rank Packages from most preferred (1) to least preferred

3.3 Do you source any of your **services** from outside the hotel? ( ) Yes ( ) No

3.3.1 If yes, which ones?	3.3.2 From where do you obtain these?

<sup>2</sup> Outside Mt. Kenya Region: All attractions outside the Meru, Embu, Nyeri, Kirinyaga and Tharaka Nithi counties

3.4 Do you source any of the mentioned <b>equipment</b> from outside the hotel? ( ) Yes ( ) No	
<b>3.4.1 If yes, which ones?</b>	<b>3.4.2 From where do you obtain these?</b>

**4. PRODUCT DEVELOPMENT**

- 4.1 Do you have any difficulty providing or producing what the tourists want/request? ( ) Yes ( ) No
- 4.1.1 If yes, what major challenges do you face in providing the services/products requested?
- 4.2 Do you have enough of the products to meet the requests of the tourists? ( ) Yes ( ) No
- 4.2.1 If no, why not?
- 4.3 What have you done recently to improve your products?
- b) .....
- 4.3.1 Has it been successful? ( ) Yes ( ) No
- 4.3.2 Please explain why/ why not
- 4.4 Are you planning to expand your business within the region? ( ) Yes ( ) No
- 4.4.1 If yes, how are you planning to expand it?
- 4.4.2 If no, what is preventing you from expanding your business?

**5. EXCURSIONS**

- 5.1 What improvements, if any, need to be made to the tourism products/services in the Mt. Kenya region?
- 5.2 If more activities were offered (e.g., horse riding, cultural shows, eco-tourism activities etc.) would your customers be interested? ( ) Yes ( ) No
- 5.2.1 Which activities most interest your customers and yet they are not offered within the region?
- 5.3 Are there differences in terms of what men and women of certain nationalities request to do? ( ) Yes ( ) No
- 5.3.1 Please explain
- 5.4 Are you willing to work with local entrepreneurs to develop these products/ services? ( ) Yes ( ) No
- 5.4.1 If no, why not?
- 5.4.2 What types of training might be needed for local entrepreneurs to better provide these tourism products/services?
- 5.4.3 To coordinate your trips do you work with a local agent, contractor/trekking support teams, local guides, local tour operators, etc.? ( ) Yes ( ) No
- 5.4.3.1 Why?/ Why not?
- 5.4.4 Do you face any challenges in working with these local entrepreneurs? ( ) Yes ( ) No
- 5.4.4.1 If yes, what challenges?
- 5.4.4.2 What changes need to be made?
- 5.4.5 In the Mt. Kenya region, who is more involved in the excursion sector: ( ) Women ( ) Men
- 5.4.5.1 Where are they involved?

**6. ACCOMMODATION**

- 6.1 What types of accommodation do your guests use when they engage in mountain tourism activities? (Including campsites, guest houses, alpine huts and hotels)?
- 6.1.1 Why?
- 6.2 Which types of accommodation are in the greatest demand?
- 6.3 Do you arrange accommodation directly or how are the types of accommodations arranged/ decided upon?
- 6.4 Do you face any problems regarding accommodation in the Mt. Kenya region? ( ) Yes ( ) No
- 6.4.1 Please explain.
- 6.5 Are more accommodation facilities needed? ( ) Yes ( ) No
- 6.5.1 If yes, which types of accommodation are needed?
- 6.6 Are improvements to existing accommodations needed? ( ) Yes ( ) No
- 6.6.1 If yes, what sort of improvements?

**7. GUIDES/ COOKS/ OTHER TREKKING STAFF**



7.1 How many employees/laborers that constitute the trekking staff do you have in a year?

	<b>7.1.1 Employees category</b>	<b>7.1.2 Terms of employment (seasonal/full-time/part-time)</b>	<b>7.1.3 No. Male</b>	<b>7.1.4 No. Female</b>
A				

7.1.4.1 Among the women, what are their typical jobs within your business?

7.1.5 Are there certain jobs that men only do? ( ) Yes ( ) No

7.1.5.1 If yes, which ones?

7.2 Any differences or preferences for male/female / guides/cooks/porters? ( ) Yes ( ) No

7.2.1 Please explain.

7.3 Do you have any challenges related to guides/cooks/other staff? ( ) Yes ( ) No

7.3.1 Please explain.

7.4 How are your guides/cooks/porters and other trekking staff trained?

7.5 How many local Mt. Kenya region guides/cooks/other staff do you use?

7.5.1 What kind of training do they receive?

7.6 Are you interested in training local people further? ( ) Yes ( ) No

7.6.1 Please explain

### **SECTION C: HOTEL OPERATIONS AND MANAGEMENT**

#### **8. FINANCE**

	<b>8.1 Where do you go when you need money for your business?</b>	<b>8.1.1 What are the interest rates?</b>	<b>8.1.2 What collateral is needed?</b>
A			

8.1.3 Do you have a need for additional financing at the moment? ( ) Yes ( ) No

8.1.3.1 If so, what would it be used for?

8.1.4 Have you tried to get a loan? ( ) Yes ( ) No

8.1.4.1 What challenges have you been facing when it comes to getting financed?

#### **9. POLICY/REGULATION**

9.1 What government policies/regulations **benefit** your business (regulations, inspections, subsidies, incentives etc)

9.2 What government policies/regulations are **obstacles** to growing your business (regulations, inspections, subsidies, incentives etc)

#### **10. INFRASTRUCTURE**

10.1 What are the most important infrastructure constraints affecting your business' growth and profitability?

10.2 What are **other tourism-related businesses** doing about these problems?

10.3 What is **your hotel** doing about these problems?

#### **11. BUSINESS MEMBERSHIP/ORGANIZATIONS**

11.1 Are you a member of any association? ( ) Yes ( ) No

11.1.1 Why/why not?

11.1.2 If yes, name of association, purpose and benefits

	<b>11.1.2 Name of association</b>	<b>11.1.3 Primary purpose of the association</b>	<b>11.1.4 Benefits of the association</b>
A			

#### **12. COLLABORATION WITH OTHER TOUR COMPANIES**

12.1 Do you collaborate with any tour companies? ( ) Yes ( ) No

12.1.1 If yes, which tour operators/ companies do you collaborate with?

<b>12.1.1 Name of tour company</b>	<b>12.1.2 Type of company (1) Local (2) National (Kenyan) (3) International</b>	<b>12.1.3 Where are they located?</b>	<b>12.1.4 Nature of Collaboration</b>

**SECTION D: MOUNTAIN TOURISM AND ITS CONTRIBUTION TO REGIONAL DEVELOPMENT**

**13. EMPLOYMENT CREATION**

- 13.1. How many employees does the hotel have? .....Male .....Female
- 13.2 What percentage of your employees is from the Mt. Kenya region?  
 0-25%  25-50%  50-75%  75-100%
- 13.3 What level do you find the above employees?  
 Management  
 Middle- level  
 Casual employees
13. 4 Do you have any information on where they come from?  Yes  No
- 13.4.1 If yes, please provide
- 13.5 Do you seek for people directly from the resident community for certain jobs?  Yes  No
13. 5.1 If yes, which jobs?
- 13.5.2 If no, what reasons do you have for not getting employees from the local community?

**14. COMMUNITY DEVELOPMENT**

- 14.1 Does the hotel engage in any community development activities?  Yes  No
- 14.1.1 If yes, which ones?
- 14.2 Does the resident community utilize any of the hotel's facilities?  Yes  No
- 14.2.1 If yes, which facilities?
- 14.3 Have there been any conflicts between the accommodation hotel and the local community?  
 Yes  No
- 14.3.1 If yes, what kinds of conflicts?
- 14.2 Does the hotel collaborate with any other institutions towards mountain tourism development within the Mt. Kenya region?  Yes  No
- 14.2.1 If yes,

<b>14.2.1 Which institutions do you collaborate with?</b>	<b>14.2.2 In what areas?</b>

**15. BENEFITS AND COSTS OF MOUNTAIN TOURISM TOWARDS REGIONAL DEVELOPMENT**

15.1 What contributions and costs does mountain tourism make towards the development of Mt. Kenya region as a whole?

	<b>15.1 Contribution of mountain tourism towards regional development</b>	<b>15.2 Costs/Negative impacts of mountain tourism towards regional development</b>
A	<b>15.1.1. Social Contributions</b>	<b>15.2.1. Social Costs</b>
B	<b>15.1.2 Economic Contributions</b>	<b>15.2.2 Economic Costs</b>
C	<b>15.1.3 Cultural Contributions</b>	<b>15.2.3 Cultural Costs</b>
D	<b>15.1.4 Environmental Contributions</b>	<b>15.2.4 Environmental Costs</b>

**SECTION E: MOUNTAIN TOURISM SUPPLYCHAIN**

**16. MOUNTAIN TOURISM SUPPLY CHAIN WITHIN HOTELS**

**16.1 FOOD**

<b>16.1.1 Type of food</b>	<b>16..1.2 Main Supplier</b>	<b>16..1.3 Location</b>	<b>16..1.4 Supplier (2)</b>	<b>16..1.5 Location</b>	<b>16..1.6 Supplier (3)</b>	<b>16..1.7 Location</b>
Groceries (vegetables)						
Grains						
Processed foods						
Red Meat						
Fish						
Chicken						
Sea food						
Fruits						

#### **16.2 BEVERAGES**

<b>16.2.1 Type</b>	<b>16.2.2 Main Supplier</b>	<b>16.2.3 Location</b>	<b>16.2.4 Supplier (2)</b>	<b>16.2.5 Location</b>	<b>16.2.6 Supplier (3)</b>	<b>16.2.7 Location</b>
Milk						
Alcoholic drinks						
Juices						
Other (Specify)						

#### **16.3 FLOWERS**

<b>16.3.1 Flowers</b>	<b>16.3.2 Main Supplier</b>	<b>16.3.3 Location</b>	<b>16.3.4 Supplier (2)</b>	<b>16.3.5 Location</b>	<b>16.3.6 Supplier (3)</b>	<b>16.3.7 Location</b>

#### **16.4 CLEANING AND HYGIENE PRODUCTS**

<b>16.4.1 Type</b>	<b>16.4.2 Main Supplier</b>	<b>16.4.3 Location</b>	<b>16.4.4 Supplier (2)</b>	<b>16.4.5 Location</b>	<b>16.4.6 Supplier (3)</b>	<b>16.4.7 Location</b>
Cleaning agents						
Guest soaps &						

shampoos						
Other (Specify)						

**16.5 SERVICES**

Where do you source these services?

<b>16.5.1 Service</b>	<b>16.5.2 Main Supplier</b>	<b>16.5.3 Location</b>	<b>16.5.4 Supplier (2)</b>	<b>16.5.5 Location</b>	<b>16.5.6 Supplier (3)</b>	<b>16.5.7 Location</b>
Electronic repairs						
Plumbing						
Mechanics						
Construction						
Waste management						
Security						
Medical						
Others (specify)						

6.6.1 What advantages are associated with local suppliers?

16.6.2 What major challenges do you face in dealing with local suppliers?

***Thank you for your participation***

## **APPENDIX 7: PORTERS/GUIDES/COOKS FGD INTERVIEW SCHEDULE:**

### **1. The nature of mountain tourism**

- Describe the tourism activities taking place on Mt. Kenya

### **2. Guiding and Porting operations**

- What are your key responsibilities while accompanying tourists on tour
- On average, how many days do you spend on Mt. Kenya a month
- On average, how many trips does a guide handle per month
- On average, how many kilograms of luggage does a porter carry per trip
- What other attractions outside the region do they participate in?
- What is the ratio of a porter/guide/cook to a tourist?
- Who do you network with within the region for jobs?

### **3. Skills and knowledge**

- What type of skills do you have that help in your job?
- What skills do they lack/ are inadequate?
- What kind of training do they receive and which institutions offer this training?

### **4. Income received**

- How do they charge for their services?
- On average how much do they earn per trip?
- How much do they receive in tips
- How do they receive their payments?

### **5. Equipment utilized and expenditures**

- What equipment do you need for your job? Are they adequate? Where do you buy them?
- On average, how much do you spend on these equipment?
- Where do you get the money to buy these equipment?
- What equipment do you lack and what are the reasons for not having them?

### **6. Savings and investments**

- What do you do with the money received from your jobs?

7. What other benefits do you receive from being a porter /guide/cook?

8. What challenges do you face in your work? How can these challenges be mitigated?

9. What recommendations would you have towards ensuring that porters and guides receive the maximum benefits from mountain tourism?

10. What can be done to ensure that mountain tourism contributes significantly to regional development in the Mt. Kenya region?

11. Is there anything important that we have left out?

**APPENDIX 8: KEY INFORMANTS INTERVIEWED**

	<b>Interviewee</b>	<b>Position</b>	<b>Organization</b>
1	Mr. Simon Gitau	Senior Warden-Mt. Kenya National Park	Kenya Wildlife Service
2	Mr. Charles Karuga	Deputy Director	Mt. Kenya Tourism Circuit Association
3	Mr. Kathurima	Manager	Serena Mountain Lodge
4	Mr. Gitonga	Manager	Sportsman's Arms Hotel
5	Mr. Nduati	Manager	Lion's Court Hotel
6	Mr. Edward Wangeci	Manager	Narumoru River Lodge
7	Mr. Kihara	Mountain Operations	Narumoru River Lodge
8	Mr. Kilai	Manager	Mt. Kenya Safari Club
9		Manager	Kongoni
10	Mr. Charles Gichuhi Wanja	Tour Operator/ Guide	Giwa Outdoor Adventures
11	Miss Purity	Tour Operator/ Guide	Montana Trekkers
12	Mr. Samuel Theuri	Tour Operator/ Guide	Free lance
13	Mr. Paul Muriithi Wahome	Tour Operator/ Guide	Comfort Hotel guides
14	Mr. Alex Nderitu	Tour Operator/ Guide	Free lance