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Contribution of Hospitality Establishments to Community Livelihoods in Elgeyo Marakwet County, Kenya

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Abstract:

The purpose of this study was to assess the contribution of hospitality establishments to community livelihoods in Elgeyo Marakwet County (EMC) in Kenya. It investigated the impacts of hospitality establishments on the community capitals/assets: human, social, physical, natural, and financial. Since there are few studies conducted in this area in Kenya, this study intends to fill this gap. This study mainly employed a qualitative research design, with data being collected through a mixed-method approach involving participant observation, 2 focus group discussions (FGDs), and in-depth interviews with 7 key informants consisting of hospitality establishment owners, managers, and community leaders, directly and indirectly, involved in tourism. Secondary data were also collected from government documents, journals, previous research, and archival records. The findings indicate that at the time of this study hospitality establishments contributed positively to the capitals/assets: social, natural, human, physical, and financial of the community of EMC, Kenya. The community livelihoods improved because of the availability of job opportunities, provision of employment for youth and women, empowerment of women groups, and small businesses dealing in fruits, vegetables, art, crafts, and entertainment. The local people took pride in the establishments and the natural environment around the hospitality establishments because of their well-maintained lawns, nature trails, and properties. The study concludes that hospitality establishments may contribute more towards an improvement of the host community assets/capitals in EMC, Kenya. However, tourism market research is required to establish the market segment for the region, community training for tourism awareness, and tourism training to meet tourist requirements concerning accommodation, customer care, food services, and destination management.

Keywords: Hospitality facilities, rural livelihoods diversification, sustainable livelihoods, Elgeyo Marakwet County, Kenya

1. Introduction

Tourism in the world economy is one of the largest and fastest-growing economic sectors with a direct and indirect contribution to rural community livelihoods. It is recognized by global governments as a tool to diversify community livelihoods, provide employment opportunities to youth and women, regenerate rural areas, generate government revenues, foreign exchange earnings, and mitigate poverty (Ashley, Roe & Goodwin, 2001; DFID, 1999; Goh, 2015; Manyara & Jones, 2007; Mitch & Ashley, 2009; UNWTO, 2002). According to UNWTO (2017), tourism is a tool that can be used to achieve most of the 17 sustainable development goals: no poverty, good health and well-being, quality education, gender equality, decent work, and economic growth, environmental protection, amongst others. However, tourism development may lead to environmental degradation (littering and garbage in national parks) (Asker, Boronyak, Carrard & Paddon, 2010; Goeldner & Ritchie, 2009; Mbaiwa & Stronza, 2010), negative social and cultural impacts which have led to changes in the residents' way of life (Butler & Hinch, 2007; Hashimoto, 2002; Richards, 2007; Snyder & Sulle, 2011), and cultural commodification (MacCannell, 1976; Wall & Mathieson, 2006), and increased poverty (Aref, 2011; Briedenhann & Wickens, 2007).

Therefore, world governments, Kenya included has pledged to pursue tourism development in rural areas where local communities have community capitals/assets that can support sustainable development which embraces social equity, environmental protection, and economic growth (Goeldner & Ritchie, 2009; Reid, 2003; Mowforth & Munt, 2016; UNWTO, 2017). Local communities globally seek sustainable livelihoods through out-migration, intensification of agriculture, and tourism. Sustainable livelihoods are being encouraged by world governments (World Bank, Asian

Development Bank, United Nations), non-governmental organizations (NGOs), national, and local government through tourism because it is perceived as a tool that can achieve most of the sustainable development goals (SDGs) (UNWTO, 2017). A livelihood approach to tourism is considered a sustainable approach to the development of rural areas because tourism uses community livelihoods capitals/assets: physical, human, social, natural, and financial. Natural capital consists of the weather, geographic location, natural resources such as fauna and flora, and natural beauty (Anglin, 2015; Emery & Flora, 2006). Tourism thrives in an attractive, clean, pristine, and natural environment. The physical capital of a place consists of the land, built environment (roads, airports, hotels, buildings, and public places) (Powers & Barrows, 2006; Page, 2015; Flora & Flora, 2013). According to Goeldner and Ritchie (2009), tourism thrives with good infrastructure to get tourists to their destination and superstructure to host them.

Hospitality establishments (hotels, lodges, homestays, and campsites), and restaurants (Powers Barrows, 2006; Timothy & Teye, 2009) use human capital to meet their hospitality services. Human capital consists of educational and technical skills, knowledge, and the ability of individuals and groups to participate in various livelihood pursuits (Anglin, 2015; Flora & Flora, 2013). Local communities provide their labour to hospitality establishments in exchange for wages, cash for casual labour, and extra income for services they render such as entertainment (Timothy & Teye, 2009). The tourism industry is a labour-intensive industry that employs skilled and semi-skilled personnel (Coccossis, 2005; Powers & Barrows, 2006; Page, 2015), and rural communities with few economic activities open them benefit from employment in the hotels and lodges (Powers & Barrows). Employment opportunities provided by the tourism industry empower the local community (Miettinen, 2006; Njoroge, Atieno Do Nascimento, 2017; Sofield, 2003), reduce poverty, and vulnerabilities such as food security, housing problems, poor sanitation, and health (Yaaday, Lal & Lal, 2014). Thus, the local people's social capital which is the people's feelings, attitudes, trust, and connections that keep a community together and provide a sense of belonging (Flora & Flora, 2013) grows leading to well-being. The natural, human, social, and physical capital can be used strategically by the local community of a tourist destination to earn financial capital which may be used to acquire other assets such as education and technical skills (human capital), land, livestock, and house (physical capital), and social capital is earned when trust, reciprocity, and hospitality is shared because an individual has pride in his community.

Tourism is a significant economic activity in Kenya because it is the number three foreign exchange earner after tea and horticulture (Ondicho, 2017) and in 2015 it earned 1 billion US dollars and created 9.3 % employment (Kenya Tourism Board, 2015 quoted in Ondicho, 2017). Therefore, tourism is recognized by the national and county government of Kenya as an economic driver that can achieve social development in rural remote areas, employ youth and women, protect and preserve the environment, and reduce poverty (Manyara & Jones, 2007). It is also recognized as a productive sector that may stimulate other sectors of the economy such as agriculture which is the mainstay of most Kenyans (Sindiga, 1999; ROK, 2012; ROK, 2013). At independence in 1963, Kenya has continued to develop tourism from the beach, climate, safari, sports, and cultural tourism (ROK, 2012). In 1983, Kenya Community Based Tourism (KECOBAT) a non-governmental organization was established to assist host communities to develop tourism ventures in their areas. Tourism Act 2011 provides the legal framework for tourism development in host communities (ROK, 2012) and Tourism Regulatory Authority (TRA) establishes the standards of hospitality operations, while Kenya Tourism Development Authority (KTDC) assists local community entrepreneurs to obtain loans for hotel development. Thus, local entrepreneurs and local communities in Kenya have received encouragement to participate in tourism ventures as part of their livelihood.

Therefore, hospitality establishment: hotels, lodges, homestays, and campsites have been developed in several counties in Kenya by local entrepreneurs, communities, and county governments. Mombasa County is a city-county with the beach, marine parks, and hospitality establishments (Akama & Kieti, 2007); Kwale County is a rural county with the beach, parks, and hospitality establishments (Koki, 2017); Kajiado County is a rural county rich in wildlife enterprises and hospitality establishments (Ondicho, 2017; Snyder & Sulle, 2011); Laikipia County is rural and has wildlife enterprises and hospitality establishments (Sikoyo, Ashley & Elliot, 2001); Machakos County is rural with hospitality establishments (Njoroge, Atieno, & Do Nascimento, 2017); West Pokot County is rural with cultural and sports tourism (Ng'oriarita, 2013); and Elgeyo Marakwet County (EMC) rural and has developed hospitality establishments which this study sought to establish its contribution to community livelihoods (Imbaya & Irungu, 2013; Kiprutto, Sitati & Ng'oriarita, 2012; Tubey & Tubey, 2014). Tourism development in Kenya like most African countries: South Africa (Richards, 2007), Botswana (Mbaiwa & Stronza, 2010; Sebele, 2010; Stone & Stone, 2011), Namibia (Ashley, 2000), and Tanzania (Muganda, Sahli, & Smith, 2010; Mrema, 2015) have shifted from foreign-owned to community-based tourism owned, managed, and controlled by the host communities. These community-based tourism ventures: hospitality establishment benefits the host communities and their livelihoods are improved (Asker et al., 2010; Ashley, 2000; Mitch & Ashley, 2009; Mbaiwa & Stronza, 2010; Sebele, 2010; Stone & Stone, 2011; Muganda, Sahli, & Smith, 2010; Mrema, 2015). However, some communities because of poor planning and mismanagement of their community capitals/assets tourism development fail to improve their livelihoods (Briedenhann & Wickens, 2007; Berge, 1996; Goodwin & Santilli, 2009; Snyder & Sulle, 2011).

This study was carried out in Elgeyo Marakwet County (Figure 1:1) where the local community has used their lands (physical capital) to develop ten hospitality establishments (Table 1:1). The main objective of this study was to investigate the contribution of these hospitality establishments to community livelihoods in Elgeyo Marakwet County (EMC) in Kenya.

Name	Management /Ownership
Kaptagat hotel	Local owned and managed
Kolol Homestay	Local owned and managed
Kerio view	Local owned and managed
Samich Resort	Local owned and managed
Kerio River Lodge	Local owned and managed
Sego Safari Lodge	Local owned and managed
Keellu Resort	Local owned and managed
Lelin Camp Site	Local owned and managed
Rimoi Camp Site	Local owned and managed

Table 1: Hospitality Facilities

Figure 1: Map of Kenya Showing the Position of Elgeyo Marakwet Country
https://www.researchgate.net/figure/Map-of-Kenya-showing-the-position-of-Elgeyo-Marakwet-Country_fig3_268190388 (retrieved 7/11/2019)

Figure 2: Map of Elgeyo Marakwet Country Showing the Four Constituencies
https://www.researchgate.net/figure/Map-of-Elgeyo-Marakwet-Country_fig2_268190388 (retrieved on 7/11/2019)

2. Materials and Methods

This study used a research methodology that adopted a mixed-method approach involving participant observation, 2 focus group discussions (FGDs), and in-depth interviews with 7 key informants consisting of hospitality establishment owners, managers, and community leaders involved directly and indirectly in the tourism industry. Mixed method descriptive and exploratory research designs with qualitative research approaches were used because it is flexible and provides room for the respondent to discuss the topic adequately (Creswell, 2013; Bryman, 2012). Data were also collected from secondary sources: government documents, journals, previous research, and archival records.

The first data that was collected was through participant observation using field visits for two weeks in July 2016 and December 2016. The field visits allowed direct observations and informal discussions with local people who are tourism participants and non-participants. The field visits were used to understand the county dynamics: county terrain, accessibility of the hospitality establishments, and community capitals: social, physical, and natural. Participant observation allowed the researcher to be a tourist in EMC. The local people I met were local children aged 5 to 12 years, youth, university students, and adults who patronize the hospitality establishment with their family and friends (Plate 1:1; 1:2; 1:3; 1:4). Participant observation provided pertinent information on the community pride, place identity, sense of belonging, and local attitudes towards tourism.

Figure 3: Researcher 1st Right with EMC youth at Samich Trails (December 2016) (Taken by the researcher)

Figure 4: Researchers with Local University Student at Samich Trails (December 2016) (Taken by the Researcher)

Figure 5: Samich Resort Restaurants at Altitude 2400m above Sea Level (Taken by the Researcher)

Figure 6: Researchers with EMC Rimoi Warden at NRN Tree Top Restaurant (July 2016) (Taken by the Researcher)

The second set of data collected through 2 focus group discussions (FGDs) which were carried out between December 2016 and June 2017 for one month. There were 4-6 discussants in the FGDs consisting of hospitality establishment owners, managers, and local leaders who are involved in the tourism industry. The focus group discussants were between ages 30 years to 71 years old and all FGDs had two females coincidentally. The focus group discussants were purposively selected using a snowballing technique. One focus group would introduce the next focus group. A semi-structured guide with questions from community capitals/assets: natural, human, social, physical, and financial were used in the FGDs. Open-ended questions were asked on the contribution of hospitality establishments to the community capitals: human, social, natural, physical, and financial. The questions sought to establish the positive, negative, direct, and indirect contributions of hospitality establishments to community livelihoods in EMC. The FGDs took 2 hours and were done in three languages: Kalenjin (a native dialect of the majority of the inhabitants of EMC county), Kiswahili (Kenyan national language), and English (Kenyan language of Instruction) while note-taking was in the English language.

The final sets of data were collected from 7 key informants consisting of hospitality establishment owners, managers, and local leaders. The key informants were selected purposively for their expert knowledge on the tourism industry in EMC and local community livelihoods. The key informants were asked open-ended questions using a semi-structured guide on the five community capitals/assets with an emphasis on the benefits and costs of hospitality establishments to the local community. The interviews took place in the hospitality establishment's conference room, restaurant, or garden. The data collected from the field visits, focus group discussions, and key informants generated information on community livelihoods, tourism ventures contributions positive, negative, direct, and indirect. Primary data and secondary data from archival records were linked together to provide tourism participation in EMC.

This study was carried out in Elgeyo Marakwet County (EMC) in Kenya (Figure 1.1). The county derives its name from the Marakwet and Keiyo (Elgeyo) tribes who are the majority tribe in the region (Sutton, 1990; Kipkorir & Ssenyonga, 1980). EMC has a total land area of 3029.9 kilometers square which constitutes 0.4 percent of Kenya's total area and is surrounded by four counties: West Pokot to the North, Baringo to the East, and Trans Nzoia to the North West, and Uasin Gishu to the West. It is divided into four constituents namely, Keiyo South, Keiyo North, Marakwet East, and Marakwet West (Figure 1:2) (ROK, 2013). EMC has three distinct topographic zones: The Highlands, the Valley, and the Escarpment. The Highlands constitutes 49 percent of the county area and is densely populated because it has fertile soils, reliable rainfall, and a pleasant cool climate. Two hospitality facilities: Samich Resort and Kerio View Hotel are located in the Highlands and they both provide high altitude sports facilities for Paragliders and high-altitude athletic training. The Escarpment and the Valley make up 11 percent and 40 percent of the county land area respectively. These areas fall under the semi-arid and arid lands (ASALs) in Kenya and they are characterized by poor soils, low rainfall, vulnerability to natural disasters such as drought and landslide, thus they are sparsely populated. Besides, these ASALs in EMC are communally owned and have high insecurity caused by conflicts occasioned by cattle rustlers. However, this area has in the recent past become a haven because of thriving economic activities which include irrigated agriculture (mangoes, oranges, passion, and bananas), tourism, and small businesses. There are five hospitality establishments in the ASALs: Kerio River Lodge (3 stars), AIC Cheptebo Conference Centre (2 stars), Sego Safari Lodge (2 stars), Rimoi National Reserve (RNR) campsite, and RNR Tree Top Restaurant (Plate 1:4). The Escarpment also called Hanging Valley is a unique ASALs area considered a tourism attraction due to the natural fauna and flora, hanging landform with the sunny, hot, and dry climate that favor tourism (ROK, 2013). There are three hospitality facilities situated in this area: Kolol Cottages, Koilebel Homestay, and Lelin campsite.

EMC was chosen as a study area because of several reasons: it supports tourism ventures such as hotels, lodges, campsites, cultural centers, high altitude athletics training centers (HAATCs), and wildlife conservancies (Tubey & Tubey, 2014; Kiprutto, Sitati & Ng'oriarita, 2012; Kotut, Imbaya, & Nthiga, 2021). It is within the Western Tourist Circuit in Kenya

with four neighbouring counties with several National Parks, Game reserves, and wildlife enterprises that attract tourism. However, there is a 50 percent unemployment rate, 57 percent poverty, and high infant and maternal mortality rate (ROK, 2013). Therefore, this study's purpose is to establish the contribution of hospitality establishments to community livelihoods in EMC.

3. Result and Discussions

The study established that hospitality establishments in ElgeyoMarakwet County contribute positively to the community livelihoods: social capital, human capital, natural capital, physical capital, and financial capital. The results are presented in five themes representing community capitals/assets as follows:

3.1. Contribution of Hospitality Establishment to the Social Capital InEMC

Social capital is the values, language, traditions, and world-views of the community members and reflections on the way people know and interpret the world around them using their culture (Sen, 2000; Williams, 2004 quoted in Anglin, 2015). Flora and Flora (2013) describe social capital consists of feelings, attitudes, and connections that keep a community together and provide a sense of belonging. According to the hospitality establishment owners, managers, and local leaders' tourism is a new activity to the local people, but they are happy with it because it provides connections with the outside world. It has allowed them to make friends with people from other countries. The hotel owner stated: *'These athletes come from different countries of the world to come and train at Kaptagat because of the altitude. They stay for two-three months and they become part of us. We love them, they love us. When they are here, they are part of us kabisa (Kiswahili word for completely).'*

The hospitality establishment managers appreciated the social interaction and cultural exchange that tourism brings. They felt that they had gained positive attitudes towards other groups of people because of their interaction with tourists from other countries. The staff felt empowered to be able to cook, serve, and talk about their county to guests. The local people provided art, crafts, traditional souvenirs, fruits, vegetables, honey, eggs, and entertainment to the tourists. The extra income they received from their services was used to buy food and clothes. Since most of these locals are youth and women with no other source of income, they felt their lives had improved and they experience general well-being. The owners and managers experienced pride and good self-esteem from their hospitality establishment because their staff learned to appreciate their culture, county, and Kenya. According to the FGDs, the hospitality establishment brought the tourists (predominantly athletes) to EMC and they assisted them to connect as international and local athletes. The hospitality establishments also provide training conference centers for local peoples and NGOs especially AIC Chebtebo which provides school, church, and agriculture extension studies in their conference center. During the field visits, the researcher was a local tourist. I observed that the local community, hospitality establishment owners, managers, and their staff hospitable to local and international tourists. They exchanged greetings, interacted warmly, and courtesy and respect towards others were observed. Therefore, hospitality establishment provided social cohesion, cultural identity, and a sense of belonging.

3.2. Contribution of Hospitality Facilities the Natural Capital in EMC

Natural capital is the climate, flora, fauna, weather, geographic location, natural resources, and natural beauty of a destination (Asker et al., 2010; Emery & Flora (2006; Goeldner & Ritchie, 2009). EMC has a natural environment consisting of three distinct landforms: the Highlands, the Escarpment, and the Kerio Valley. Hospitality establishments are available in all-natural environments. EMC has serene, quiet, and natural forests with Rimoi National Reserve within its borders (ROK, 2013).

Hospitality establishments have benefited from the natural capital (the high altitude of EMC) because it has attracted high altitude athletes who training for long-distance races and marathons. The hospitality establishments protect the natural environment they occupy. AIC Chebtebo is used as a training center for agriculture and the local people are helped to protect the environment through professional land use, correct farming methods, and diversification of livelihoods. High altitude athletes are attracted to EMC to train in Iten and Kaptagat in their high altitude training camps and hospitality establishments. The strict training regime of the athletes assists to protect their training environment by sensitizing athletes to manage the natural environment by keeping to the training trails, and not littering. All hospitality establishment owners and managers participate in environmental management in their properties by planting trees, protecting their topography, and looking after their natural environment by managing solid waste, conserving water, and protecting their natural flora in their property.

3.3. Contribution of Hospitality Establishment to the Physical Capital in EMC

The physical capital of a place consists of the land, infrastructure (water supply systems, roads, and communication networks), and superstructure (airports, roads, resorts, hotels, restaurants) (Goeldner & Ritchie, 2009). Land, livestock, or the built environment which supports human society such as roads, airports, buildings, and public places are physical capital (Flora & Flora, 2013). The hospitality establishments are forms of physical capital in EMC that local and international tourists use. In the FGDs the discussants stated that hospitality facilities are very important to the tourism industry because tourists are hosted, fed, entertained, and protected in hotels and other forms of accommodation. One key informant (hotel owner) stated:

The land (physical capital) I owned enabled him to build this hospitality establishment (physical capital) which has earned me financial capital which I use to pay fees for my children studying in the university (human capital). I have used

some of it to build the conference center (physical capital), my house (physical capital) at the farm, and land (physical capital) in town where I want to build some rental houses (physical capital). Right now, in this community, people respect me and they look up to him for advice (social capital). Owechini chi koe (a translation of the phrase means he commands respect and authority to the extent of being considered as an important person to accompany a suitor to the bride's father to ask for her hand in marriage).

In his Kalenjin community, it is prestigious and the highest honour to be allowed to participate in dowry negotiation and marriage ceremony.

Hospitality establishments contributed to their employees earning wages for their labour, some earn cash for casual labour, and while others earn income for supplying goods and services to hospitality establishments. Some hotel owners, managers, and staff use their income to land, livestock, and build a house thus improve their livelihoods and mitigate poverty. The local managers who shared the stories concerning tourism provided information concerning the use of one capital to acquire another form of capital. The access of one capital (financial) can enable an individual to achieve their desired livelihood outcome: more income, increase well-being, reduce vulnerability (lack of food, shelter, school fees, medicine), and achieve more sustainable use of natural resources. Some managers and local leaders posited that water supply, electricity supply, telecommunication nets developed for tourism have also assisted the local community. The tourism industry has indirectly assisted in the development of several supermarkets, restaurants, small businesses such as salons and barbershops, schools, petrol stations, dispensaries and pharmacies, roads, and Eldoret Airport (all physical capital) was established because of the North Rift Regions tourism.

3.4. Contribution of HAATCs to the Financial Capital in EMC

The financial capital represents (saving, supplies to credit, regular remittances or pensions) available to individuals and households that provide an opportunity for the pursuit of different livelihood options (Butler & Hinch, 2007; Page, 2015; Flora & Flora, 2013). Tourism development is an expensive venture which requires millions of Kenya Shillings or US dollars. A national or county government may finance a tourism project in a rural remote area to attract tourism and initiate socio-economic development. The development of tourism in EMC has led to the development of hospitality establishments, small businesses such as food kiosks, vegetable markets, and shopping centers in their vicinity. These have livened the community and regenerated remote rural areas with few economic activities.

Tourism is labour-intensive and its employees many skilled and semi-skilled personnel. Hospitality establishments in EMC employ 270 staff and these staffs employ house help, a herd's man, a farmhand, and a security guard. Those who are employed are a small fraction compared to the 50 percent unemployed, but the multiplier effect of tourism is huge. The hotels and restaurants also employ casual labours who are paid daily or weekly. The hotel owners also earn profit from their property. The local community has also leased land to hotel properties and they earn collective income. According to a local hotel entrepreneur:

There is money to be made from the hotel business because of high altitude training in this region. There are more than 2000 athletes in EMC per year training for various races in the world. This is a good market for food, laundry, physiotherapy, running guides, pace running, coaching, and other services. These provide job opportunities for youth and women who supply most of these services. The creation of micro-enterprises has created employment for marginalized groups such as youth and women and can contribute to local community livelihoods and alleviate poverty.

3.5. Contribution of Hospitality Establishment to the Human Capital in EMC

The human capital comprises knowledge, technical and educational skills, and the ability of individuals and groups to participate in various livelihood pursuits (Flora & Flora, 2013 quoted in Anglin, 2015). Hospitality establishments are labour-intensive sectors of the service economy that employ skilled and semi-skilled personnel (Coccossis, 2005; Powers & Barrows, 2006). Hotel personnel is many: waiters/waitresses, bartenders, baristas, front desk clerks, cooks, chambermaids, and an array of other staff including many managers. Most of these employees of the tourism industry are local people who use their traditional acquired skills especially in cultural tourism activities such as art, crafts, song, dance, and traditional cuisine (Asker et al., 2010; Miettinen, 2006; Sigala & Leslie, 2005). Local people provide food grown in their region, cooked by them, and served with their traditional Kenyan hospitality. Tourism also provides training for their staff for them to be able to provide customer service or just to build capacity. Training is very important to rural people who have very little form of training in the rural areas. Hospitality establishments provide yearly training for staff and managers to attend in-service training, refresher courses, and management development programs at Kenya Utaalii College, Nairobi. Some of the owners and managers had the chance to participate in the training courtesy of their establishment and they were excited, motivated, and happy to be part of the tourism industry.

4. Recommendation

This study recommends that the tourism industry in EMC should do the following:

- Tourism market research is required to establish the tourist market of the region. Market the region as a gestalt (Western Tourist Circuit and NOREB). Tourism works as a system with many components.
- Community training to meet tourism requirements concerning accommodation, customer care, food service, and destination management. The tourism industry should pool resources and train the staff in customer services, language, management, and environmental management. During the field visits, the hospitality establishments I used had friendly staff, but most of them require technical skills training to acquire the necessary customer service to interact with customers in fluent hospitality language: food service, food order, food and beverage

orders, and front office operations. The hospitality establishment should provide customer service efficiently and effectively because service is everything hospitality.

- The county government of EMC and local private developers should be encouraged to support these tourism initiatives EMC and not to concentrate on their property alone. This will increase the benefits which accrue to the local community from the tourism ventures.
- Hotels may be used during low seasons since high altitude athletics training is whole year-round. However, establishing HAATCs is a major capital investment that is out of reach for some of the local people who have the natural capital: land situated in the ideal high-altitude region at 2400 meters above sea level in EMC but due to financial constraints, HAATCs which are provided are basic, lack indoor plumbing, electricity and tap water.
- Hospitality establishments and high-altitude athletics training centers (HAATCs) should coordinate their rooms, amenities, and nature trails to maximize their capacity.

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