INFLUENCE OF TERRORIST ACTIVITIES ON TOURISM BUSINESS STRATEGIES IN KENYA: A CASE OF MALINDI, KILIFI COUNTY

BY

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DECLARATION

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This research project report is my original work and has not been submitted to any other Institution for an award.

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DEDICATION

I wish dedicate this work to my beloved wife Mrs. Mary Karendi Nderi for her support and sacrifice to enable me pursue this course with ease; my son, Jayden Munene Nderi and my daughter Gabby Mwende Nderi, who both missed precious moments with their father in the evenings when I was attending classes.

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ABBREVIATIONS AND ACRONYMS

AD	Action Directe
APTU	Anti-Police Terrorist Unit
BR	Brigate Rosse
CCC	Cellules Communistes Combattantes
CID	Criminal Investigation Department
GDP	Gross Domestic Product
GWOT	Global War on Terror
9/11	11th September 2001
IRA	Irish-Republican-Army
RAF	Red Army Faction
PLO	Palestinian Liberation Organization
US	United States of America.
MRC	Mombasa Republican Council

ABSTRACT

The purpose of the study was to examine the influence of terrorist attacks on the tourism sector particularly in Malindi town in Kilifi County. The study was guided by the following specific objectives: to establish the influence of terrorist attacks on tourism business strategies in Malindi town; to assess the effect of terrorist kidnappings on tourism business strategies in Malindi town and to determine the influence of the terrorist threats on tourism business strategies in Malindi town. The researcher employed descriptive survey analysis using both qualitative and quantitative approach. Sample population of 100 respondents was selected through cluster sampling comprising of hotel industry, Tours and Safaris, Police and Tourism Ministry. The validity of the questionnaires was ascertained by reviewing the questionnaires. The questionnaires were analyzed using both descriptive and inferential statistics and presented in form of tables, and graphs. From the findings of the study 55% of the respondents were aware of attacks and the number of foreign tourists was reduced by 46% after actual attacks. It was concluded that the effects of terrorism in tourist areas have an adverse effect on the economy of that country as seen with Kenya. The situation is made worse by the travel advisories that ensues such attacks which makes tourists to opt for other secure destinations. A total of 55% of respondents indicated awareness of terrorist kidnappings with majority of the cases being resolved through rescue missions and ransom payments. Tourism is a provider of employment and economic prosperity in many countries including Kenya, the tourist industry must be able to remain resilient in the face of adversity. Majority of the respondents indicated that the cost of doing business had gone up due to the need to improve security measures. The attacks also reduced the staff productivity due to fear of attacks and uncertainty of job security due to reduced visitors thus compromising their ability to provide for their families. Although tourists act as an easy target for terrorists if the industry remains flexible in its ability to diversify when tourism numbers take a downturn it will help ensure economic prosperity is maintained and defeat the primary objectives of the terrorist groups. The study recommended that there is need for policy shifts to enable the security arms to pay greater attention to security matters to boost tourist confidence and also to avoid unnecessary travel advisories; there is a need to improve business strategies and also to lobby the Government to re-focus on the security issue to make the country more competitive and marketable and the policy in the management of security systems should be enforced.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

There is a relationship between terrorism and tourism but it is not simple. Terrorism does not seem to have a big impact on domestic travel but mostly affects international travelers. If a host country has had widespread media attention to a tourist event, tourism may drop from selected areas. Low level terrorism gradually reduces tourism over a period of time and sudden, vicious attacks have an immediate negative impact. The frequency of violence is more important than the severity of terrorist attacks and these attacks have negative economic consequences (White, 2012). The tread of most Western countries has been to issue travel advisories whenever there is perceived threat of terrorist attacks around the world especially in developing countries. International tourist flows depend upon, more than anything else on affluence and security. Tourism requires security and insecurity harms tourism. Global tourism operates not only in the larger global economy but also within geopolitics. The distribution of global tourists is not random but instead reflects existing global dynamics of power and wealth. As a result when examining the world's top 10 international tourism spenders over time, one finds all five UN Security Council permanent seat holders being among the top tourist destinations. This suggests that tourism flows will continue to reflect the global distribution of power and wealth (Leigh, 2013).

Terrorism is taken as "the deliberate creation and exploitation of fear through violence, or the threat of violence, in the pursuit of political change.'' Certainly many of the most active terrorist groups throughout the 1970s and 1980s disbanded, declared permanent ceasefires or officially recognised their adversary's legitimacy. Radical left-wing and nationalist groups such as the Irish-Republican-Army (IRA), German Red Army Faction (RAF), Palestinian Liberation Organization (PLO), Italian Brigate Rosse (BR), French Action Directe (AD), and Belgium's Cellules Communistes Combattantes (CCC) all pursued disengagement. Concurrently, a distinctively disparate form of terrorism appeared to be escalating – one which was not only increasingly brutal and indiscriminate, but seemingly rationalised and coordinated differently.

The Oklahoma City bombing by Timothy McVeigh, the Sarin gas attack of Tokyo's subway by Aum Shinrikyo, and the first World Trade Centre attack all purportedly demonstrated the emergence of potentially 'catastrophic', 'hyper-terrorism (Servers, 2012).

The events on 11th September 2001 in New York in the US served as a wake –up call to the world that transnational terrorism poses grave risks. The four simultaneous hijackings on 9/11 represent watershed terrorist incidents for a number of reasons. The number of deaths associated with 9/11 were unprecedented with the losses associated with 9/11 topped $80billion. The 9/11 underscored the objectives of today's fundamentalist terrorists to seek maximum casualties and to cause widespread fear, unlike the predominantly left-wing terrorist campaigns of the 1970s and 1980s that sought to win over a constituency. Protective actions taken by rich developed countries have transferred some attacks against these countries interests to poorer countries e.g the post -9/11 attacks in Indonesia, Morocco, Kenya, Saudi Arabia, Turkey and elsewhere. The events of 9/11 heightened anxiety worldwide and resulted in trade-offs in terms of accepting reduced freedom in return for greater security (Sandler, 2012). New terrorism comprises a wider range of domestic and international concerns which supersede localized identities. Terrorist activism stretches beyond borders, creating new social arenas and epicentres which are not static, but highly mutates depending upon ideological emphasis for instance Al-Qaeda's shifting battlefronts and recent 'merger' with al-Shabaab in Somalia (Servers, 2012).

Terrorist attacks in Kenya have been more directly connected to *Al-Qaeda*. In 1998 the group claimed responsibility for the bombing of the US Embassy in Nairobi – its first act of violence in Africa – which left over 200 people dead and thousands wounded. The organisation has continued to target Kenya since 9/11. In 2002, it perpetrated two attacks: the first involving the firing of SAM-7 missiles at a plane leaving Mombasa, the second the detonation of a truck bomb in the lobby of a hotel north of the city. Though the missiles overshot their target, 15 people were killed in the hotel bombing. Furthermore, in 2003 an *al-Qaeda* plot to bomb the US mission was foiled by Kenyan authorities and in 2006 'Kenya's first entirely domestic case of Muslim-based terrorism' occurred with the fire-bombing of a Nairobi radio station (Fisher, 2013). Kenya has been on the receiving end when it comes to travel advisories issued by the US and its Western allies. This has had a profound negative impact on the tourist numbers of visitors visiting the attractive tourist spots.

The imprecise manner in which perceptions are constructed means that donors ultimately select which events or actions by a foreign government they believe to be most salient and ignore others in assessing whether or not it is reliable. This leads to stark differentiation being made which do not necessarily stand up to scrutiny (Fisher, 2013).

The 2003 travel advisory crisis which came about as a result of continued US/UK doubts over Kenya's perceived willingness to face up to security challenges was nevertheless far more directly damaging for the country. In 2004, for example, the Kenya Tourist Federation estimated that, as a result of the travel advisories, the country's tourism industry lost out on an estimated US$2 million per week for several months from Western visitors and it is clear that the Kenyan economy took a long time to recover from this unexpected shock. The extent to which Kenya was singled-out by donors for its apparent failings in this regard is clear from the fact that this episode represented the first time that the British Government had specifically instructed an airline (*British Airways*) not to fly to a particular country (Fisher, 2013).

1.2 Statement of the Problem

Terrorism has a direct impact on tourism mostly because terrorists target tourist destinations in an attempt to achieve high social and economic attention. Terrorist activities reduce the number of tourists visiting affected areas and influence the amount of time that those who do travel stay in the destinations concerned. Tourism is one of the pillars of the 21st Century economy alongside information technology and telecommunications. In 2011, the earnings from tourism in Kenya rose by 32.8 per cent from Ksh.73.7 billion in 2010. The industry also provides 10.5% of employment around the globe which is a substantial chunk of any economy. It follows that Kenya and many other developing countries are dependent on tourism since it forms a substantial part of their GDP and anything that impacts on tourism will have a profound impact on their economies. However, due to the political issues that often crop up in such countries, there is often conflict that makes them more susceptible to terrorist attacks.

The ramifications of these threats and attacks on tourist numbers are grave to the local economy and the country’s economy at large. Malindi town is mainly a tourist town where residents mainly depend on the industry to drive the local economy.

This is demonstrated by the existence of a low and high season periods in Malindi, which resonates with the numbers of tourists visiting the town. Most business close down during the low season as hotels close for renovations when the tourist numbers are low and this results in massive loss of income and jobs. The attacks by Al-Shabaab extremists and MRC have threatened to wipe out any gains made in marketing the Coastal region and particularly Malindi as a tourist gem. In the light of the above conditions it is therefore necessary to undertake an academic examination of the link between terror attacks and tourism in order to facilitate sound policy shifts to safeguard the interests of our country.

1.3 Purpose of the Study

The purpose of the study was to examine the influence of terrorist attacks on the tourism sector particularly in Malindi town in Kilifi County.

1.4 Objective of the Study

The specific objectives of the study were:

i. To establish the influence of terrorist attacks on tourism business strategies in Malindi town.
ii. To ascertain the effect of terrorist kidnappings on tourism business strategies in Malindi town
iii. To determine the influence of the terrorist threats on tourism business strategies in Malindi town

1.5 Research Questions

The research was set out to answer the following questions:

i. How do the terrorist attacks influence tourism business strategies in Malindi town?
ii. What is the impact of terrorist kidnappings on tourism business strategies in Malindi town?
iii. What is the effect of the terrorist threats on tourism business strategies in Malindi town?

1.6 Significance of the Study

The Government of Kenya will greatly benefit from this research through the Ministry of Trade and Tourism in policy formulation to grow the tourism industry. The Government continually allocates significant amounts of resources to market the Kenyan tourist product both locally and internationally to attract new arrivals and open new markets. The returns from all these efforts have not always been commensurate to the amount of resources put in marketing because of the imminent threats posed by the insecurity brought about by terrorist attacks. There is need for policy shifts to enable the security arms pay greater attention to security matters to boost tourist confidence and also to avoid unnecessary travel advisories.

In order to address this need for better security strategies the study sought to establish the relationship between terrorism and the performance of the tourist industry in this region. In examining the impacts of these activities on business strategies the study sought to re-ignite a fresh discussion on the adverse effects of these terrorist activities. This will enable the industry players to take stock of the impacts of these attacks on their bed occupation levels, customer confidence and feedback, increase in security costs and the impact on employee morale in providing quality services to customers in Malindi town. The knowledge that was generated from this study can be used to improve business strategies and also to lobby the Government to re-focus on the security issue to make the country more competitive and marketable.

The information that was generated in the research will be invaluable in forming the basis of future academic research and formulation of policy documents.

1.7 Scope of the Study

The study highlighted the influence of the terrorist activities on the tourism business strategies. Terrorism is a global problem which calls for concerted efforts both at the international and local fronts and the study sought to establish these facts. By examining the current effects of terrorist attacks on tourism business strategies in Malindi, the study has unraveled the actual impacts and the challenges that need to be addressed. The study was confined to the hotel industry and entertainment spots in Malindi who are the main recipients of tourist visitors in Malindi town.

Data was mainly collected by way of interviewing the key respondents and general respondents by use of questionnaires administered to the hotel managements, staff and tourists visiting the town.

1.8 Limitations of the Study

Most international visitors in Malindi are Italian speakers who are not familiar with the English language and therefore language barrier was also a big challenge. In order to overcome this challenge the researcher sought the services of an interpreter on a need basis.

1.9 Basic Assumptions of the Study

The key assumption of this study was that there would be no drastic change in policy in the management of security systems during the period of this study. The transition to a new Government was yet to change the existing tourist infrastructure due to the delay in appointment of substantive policy makers and liaison with the County Government to improve tourism. The basic assumption therefore was that Government policies would remain the same during the research period.

1.10 Definitions of Significant terms

Tourism also comprises the activities of persons 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 the exercise of an activity remunerated from within the place visited (Vanhove, 2011).

Visitor is any person travelling to a place other than that of his/her usual environment for less than twelve months and whose main purpose of trip is other than the exercise of an activity remunerated from within the place visited (Vanhove, 2011).

Terrorism is the deliberate use of violence directed at innocent people, targeted at the few in order to influence the many or heir leaders, designed for political purposes, perpetrated by a sub-national group or non-state entity that is organized with an identifiable chain of command or conspiratorial cell structure (Abraham, 2013).

Transnational terrorism refers to terrorism with international implications or genesis.

1.11 Organization of the study

Chapter one has presented the background to the research problem. The chapter has also given the statement of the problem and also the purpose of the study. The objectives of the study and also the research questions have been listed in order to guide the research work. The chapter has given the significance and also defined the scope of the study. Limitations of the study, basic assumptions and definition of significant terms have also been listed.

In the Second Chapter, a review of relevant literature information that was related with the objectives of the study was carried out. This information has been obtained from a multiplicity of sources in order to inform and enrich the study. This information has been arranged from a general overview to global, regional and local literature. This is significant in helping to link this research to past and present literature.

Chapter Three dealt with the research methodology that was applied in the achievement of the research objectives. Specifically, the chapter discussed the research design, the target population, sample size and sampling procedures, data collection instruments, data collection procedures and data analysis techniques.

Chapter Four dealt with chapter analyses of the data collected on the influence of Terrorist Activities on Tourism Business Strategies in Malindi Township in Kilifi County through questionnaire survey and data was collected on the following study specific objectives: to establish the influence of terrorist attacks on tourism business strategies in Malindi town; to assess the effect of terrorist kidnappings on tourism business strategies in Malindi town and to determine the influence of the terrorist threats on tourism business strategies in Malindi town.

Chapter Five dealt with a summary of the findings, conclusion and recommendations on the influence of terrorist activities on tourism business strategies in Kenya: a case of Malindi, Kilifi County based on the findings from the previous chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a three-part review of the literature on terrorism as a theoretical framework for the study. A general overview of terrorism was covered in the first section while the second part mainly covered emergence and occurrence in developing countries. The last section examined the effects of terrorism activities on tourism.

2.2 Overview of Terrorism

Terrorism has been a difficult concept to define given the social complexities involved. Definitions can legitimize repressive state power and delegitimize peaceful struggles for justice and peace. Interpretations may justify violence that would never be acceptable in normal circumstances, or they may encourage actions from a violent group that randomly murders innocent victims under the banner of political revolution. Terrorism has changed over the course of history where violent activity called terrorism at one point in time is called war, liberation, or crime in another period of history. Terrorism is not a physical entity that has dimensions to be measured, weighed and analyzed but it's a social construct defined by different people within vacillating social and political realities (White, 2012).

Globally, modern terrorism originated from the French Revolution (1789-1799) used to describe the actions of the French government. By 1848 it was employed to describe violent revolutionaries who revolted against governments and later on it was used to describe several groups like labor organizations, anarchists and nationalistic groups revolting against foreign powers. After World War II (1939-1945) the meaning of terrorism changed again as nationalistic groups revolting against European domination of the world (White, 2012). According to Worrell, 2013 the modern age of Terrorism began in 1972 at the Munich Summer Olympic games when a group of Palestinians called Black September murdered 11 Israeli athletes and one German police officer. Black September marked the forcible intersection of political terrorism with the information revolution, ushering in what was to be known as the age of terrorism.

An estimated international television audience of some 900 million from more than 100 countries looked on, transfixed, as the violent drama played out. The Palestinian cause was squarely on the map, demonstrating the power of the media to propagate the violent message of terrorism to a worldwide audience.

The events of 11th September 2001 (9/11) served as a wake-up call to the world that transnational terrorism poses grave risks. The four simultaneous hijackings represent watershed terrorist incidents for a number of reasons. First, the deaths associated with 9/11 were unprecedented whose human toll was equal to the number of deaths from transnational terrorism from the start of 1988 through the end of 2000. Second, the losses associated with 9/11 topped $80 billion and caused insurance companies to end automatic coverage of terrorist induced losses. Third, 9/11 showed that ordinary objects can be turned into deadly weapons with catastrophic consequences. Despite the huge carnage of 9/11, the death toll could have been higher had the planes struck the towers at a lower floor. Fourth, 9/11 underscored the objectives of today's fundamentalist terrorists to seek maximum casualties and to cause widespread fear, unlike the predominantly left –wing terrorist campaigns of the 1970s and 1980s that sought to win over a constituency. Fifth, 9/11 mobilized a huge reallocation of resources for fighting terror worldwide. Sixth, protective actions taken by rich developed countries have transferred some attacks against these countries' interests to poorer countries for instance the post 9/11 attacks in Indonesia, Morocco, Kenya, Saudi Arabia, Turkey and elsewhere (Sandler, 2012).

The September 11 attacks in the United States and the subsequent world of international terrorism have ushered in a new style of conflict. Religious extremists are not attacking state power; they are attacking the idea of Western particularly American culture. This war is with a global system that they fear and hate and they resist being included in an economic arrangement they resent. When the ideology of domestic terrorism is examined, similar types of concerns emerge. Modern terrorism is aimed at the infrastructure of everyday life and the symbols that define that structure (White, 2012).

Since the 9/11 terror attacks in the US the famous assertion that 'you are either with us or you are with the terrorists' being seen to be joining the US alliance on GWOT has become an important part of gaining or retaining Western support for many developing states (Fisher, 2013).

The effect of this kind of donor attitude was best exemplified when the US Government was applying pressure on Kenya to pass the Anti-Terrorism Bill back in 2006 which had been rejected by parliament. The bill was largely rejected on the basis of lacking religious and cultural sensitivities and its failure to respect human rights. This was largely seen as a lack of willingness on the part of the Government to cooperate with its Western allies to fight terror leading to reinforced positions and perceptions of lack of capacity to guarantee security to foreign tourists resulting in travel advisories (Fisher, 2013).

Table 2.1: Number of people injured or killed in recent terrorist attacks.

Date	Country	City	Perpetrator	Fatalities	Injured	Target Type
28/09/2013	Kenya	Nairobi	Al Shabaab	69	175	Business
28/03/2013	Kenya	Malindi	MRC	6	unknown	Business
08/11/2011	Pakistan	Lahore	Al-Qaida	0	1	Business
20/01/2009	Ecuador	Guayaquil	Unknown	0	0	Business
17/10/2001	United States	New York	Unknown	0	0	Government
15/10/2001	United States	Reno	Unknown	0	0	Business
11/10/2001	Kenya	Nairobi	Unknown	0	5	Private
06/10/2001	Saudi Arabia	Khobar	Unknown	2	4	Business
11/09/2001	United States	Shanksville	Al-Qaida	44	0	Private citizens
11/09/2001	United States	New York	Al-Qaida	1382	unknown	Private citizens

Source GTD website, 2009-2012 National Consortium for the Study of Terrorism and Responses to Terrorism

2.3 Review of related literature

According to the Vision 2030, the tourism sector will be leading in achieving the goals of the vision in which Kenya aims to be among the top ten long-haul tourist destinations in the world offering a high-end, diverse and distinctive visitor experience.

The main strategy is to raise international visitors from 1.6 Million in 2006 to 3 Million in 2012 and an exponential growth in numbers in the subsequent years. International tourist flows depend upon, more than anything else on affluence and security. Tourism requires security and insecurity harms tourism (Leigh, 2013). Kenya's dramatic invasion of Somali to eliminate the presence of the Al-Shabaab following a spate of kidnappings of Western tourists in Northern Kenya has demonstrated the resolve of the country to safeguard its interests.

The September 11 attacks in the United States and the subsequent world of international terrorism have ushered in a new style of conflict. Religious extremists are not attacking state power; they are attacking the idea of Western particularly American culture. This war is with a global system that they fear and hate and they resist being included in an economic arrangement they resent. When the ideology of domestic terrorism is examined, similar types of concerns emerge. Modern terrorism is aimed at the infrastructure of everyday life and the symbols that define that structure (White, 2012). The emergence of the Mombasa Republican Council (MRC) in the coastal region in pursuit of political and economic ends fits the bill of domestic tourism. The attack visited on Malindi town on the 28th of March 2013 was a terrorist attack which left at least eight people dead including two policemen and many injured was meant to spread fear and illegally taking possession of guns. Easter weekends are usually characterized by large numbers of visitors coming to visit the coastal town but the impact of the above attack meant that many tourists kept off the town for fear of reprisals.

2.3.1 Global outlook on Terrorist Attacks

Various writers have written on the subject of the impact of terrorism on tourism all over the world. This can be partially attributed to the surge in terrorism over the past 2 decades thus increasing interest on the subject.

It is during this time that the first ever attack using weapons of mass destruction was recorded in Japan, in the year 1995. According to Sonmez, the rush hour attack, otherwise known as the "sarin" gas attack, killed 12 persons and injured 5,550 others.

A direct link has been found between terrorism and tourism by observing that such acts create fear and impact on regul (Baker & Coulter, 2007). Others argue that such acts lead tourists to continually ask themselves how safe they feel about their travel arrangements and may delay

trips for long periods or stop them altogether if the risk levels rise (Henderson, 2008). He further argues that since terrorism is a crime like any other, it may be impossible to completely eliminate it and that there may not be enough funds to go all over the world in an attempt to bring terrorists to book. The effect of this is that although significant strides have been made in the fight against terrorism, the threat of repeated attacks is still rife.

Edmonds examines the impact of terrorism on the Asia Pacific tourism industry arguing that the industry is quite fragile and tourism has a profound effect (Edmonds & Mak, 2005). Karagoz on the other hand finds that the effects of terrorism on Turkish tourist arrivals were trend transitionally with known structural break points. This is to say that there are two periods of terrorism in that country during which there is a negative impact on the arrival of tourists (Karagoz & Murat, 2005). According to Thompson, the effect of terrorism on developing countries differs significantly from its effect on developed countries. He argues that the effect of terrorism on the economies of developed countries is cushioned by economic diversity and resource availability (Thompson, 2008). Koroma finds that terrorism hits the tourism and hospitality industry hard (Koroma, 2011).

2.3.2 Regional literature

There political violence that comes with tourism has been found to have a spillover effect within regions way after the country concerned has controlled the violence within its borders. Neumayer finds that if a country within the East Africa region is hit by a terrorist attack, this will reduce the number of tourists visiting the region, (Neumayer, 2004).

2.3.3 Terrorist Attacks in Kenya

A number of factors help explain why Kenya has been a victim of past terrorist attacks.

The main factors are geography, ethnic composition, political stability, unstable neighbors, poverty, Islamic fundamentalism, and lax law enforcement. Kenya's geography and geographic location contribute to making Kenya an attractive terrorist target. Kenya's strategic location makes it a significant gateway from the Middle East and South Asia to East Africa and the Horn of Africa. Because it is a geographic gateway, Kenya has developed a major seaport at Mombasa, international airports in Mombasa and Nairobi, and extensive rail, road, and communications infrastructure throughout the country. In addition, Kenya is relatively easy to

enter and travel within undetected, because of its porous borders shared with its five neighbors, and its long, largely unmonitored coastline. This combination of infrastructure and porous borders makes Kenya an attractive target and an easy conduit for terrorist-related materiel, activities, and transit points. (Hared, 2013) Because of its wildlife and well developed tourism sector, Kenya is also a significant tourist destination for Westerners. The many tourist's resorts, diplomatic missions, and business investments in Kenya present attractive terrorist targets because they are seen as soft targets. Political instability in the neighboring country of Somalia enables expansion of terrorist interest into Somalia and, thus, into Kenya. For example, Somalia's collapse in 1991 tremendously affected Kenya's security. The lack of a government in Somalia for the last 14 years has allowed unimpeded movement of terrorists across the common border. Somalia's collapse brought an influx of Somali refugees into Kenya, allowing terrorists to blend in with the refugees, move freely across the border, and easily import terrorism into Kenya. Poverty and widespread unemployment have made Kenyan youths vulnerable to indoctrination and recruitment for terrorist activities. (Hared, 2013)

Kenya experienced two terrorist incidents within a five-year span: the 1998 US Embassy bombing and in 2002, the terrorist attack at an Israeli-owned hotel and the surface-to-air missile attacks on an Israeli airliner taking off from the Mombassa airport. These incidents brought the problem of transnational terrorism to the attention of the Kenyan government (GoK). The pattern of incidents indicated that the primary terrorist targets were US and Israeli interests. The 2002 terrorist incident in Mombassa, masterminded by Fazul Abdullahi Mohammed (alias Abdul Karim), the East African Al Qaeda cell leader, was considered a failure because it did not achieve the high number of casualties the terrorists desired, but there still existed a terrorist threat instigated by Al Qaeda against US interests in Kenya. (Hared, 2013). Kuto finds that tourism has so affected tourism in Kenya that hotels are on the brink of closing and several employees have been laid off. Acknowledging the effort put by the government to rehabilitate the industry, Kuto suggests that this would be more effective if a comprehensive crisis management plan were executed (Kuto, 2004). Otiso argues that in fact tourism has impacted on terrorism as well observing that one of the major reasons that Kenya has found itself on the receiving end of terrorist attacks is the vibrant tourism industry. He suggests that tourism has actually made it easier for Al-Qaeda affiliated terrorists to infiltrate the locals who abhor the erosion of their local

culture by terrorists (Otiso, 2009). He further argues that terrorism has cost the country the loss of workers and undermined the country‘s economy especially tourism. It has also forced the government to reinforce security and so led to higher spending on security. This paper interrogates the impact of terrorism in Malindi, an area that has not been researched before. Indeed although there has been increased interest in the area of terrorism and its impact on tourism, no research has ventured into research on its impact in Malindi.

Table 2.2: Table showing occurrence of terrorist attacks in Kenya

Date	Location	Fatalities	Injured
1st March 1975	Starlight Club, Nairobi	27	Several
31st December 1980	Norfolk, Nairobi	20	80
7th August 1998	US Embassy, Nairobi	200	Several
11th June 2007	Ambassadeur, Nairobi	2	Several
29th November 2002	Paradise hotel, Mombasa	15	Several
Jun-10	Uhuru Park	6	30
Dec-10	Kampala Bus, Nairobi	3	39
17th October 2011	Mwauras bar, Nairobi	1	15
24th October 2011	OTC Bus, Nairobi	1	8
16th November 2011	EAPC Church, Garissa	2	Several
27th October 2011	Garissa	4	Several
24th November 2011	Holiday Hotel, Garissa	3	Several
4th April 2012	Mtwapa crusade, Mombassa	2	30
May-12	Belle Vista, Mombassa	1	Several
16th May 2012	Assanands, Nairobi	1	30
25th June 2012	Jericho bar, Mombasa	1	Several
1st July 2012	Garissa AIC & Catholic church	17	45
28th September	Westgate Mall, Nairobi	69	175

Website Source, (2013)

2.3.3.1 The Westgate Terrorist Attack in Nairobi

On September 21, 2013, masked gunmen attacked the upscale Westgate shopping mall in Nairobi, Kenya, taking hostages and killing more than 60 people. Almost 200 people, including at least 5 U.S. citizens, were wounded in the siege, which lasted four days. The attack was the most deadly terrorist incident in Kenya since the 1998 Al Qaeda bombing of the U.S. embassy in Nairobi. A Somali Islamist insurgent group, Al Shabaab, which has ties to Al Qaeda, claimed responsibility for the Westgate attack. Al Qaeda and affiliated groups like Al Shabaab have had a presence in East Africa for almost 20 years, although the extent of their operations there has varied over time. The region's porous borders, proximity to the Arabian Peninsula, weak law enforcement and judicial institutions, and pervasive corruption, combined with almost 20 years of state collapse in neighboring Somalia, have provided an enabling environment for violent extremist groups.

The Westgate mall attack comes almost two years after Kenya launched a military offensive across its northeastern border with Somalia, with the stated aim of defending itself against terrorist threats and incursions by Al Shabaab. Kenya subsequently joined the U.N.-mandated African Union stabilization mission, AMISOM, which is tasked with countering the threat posed by Al Shabaab in Somalia. Al Shabaab's attack on the mall comes three years after an Al Shabaab cell conducted the group's first successful attack outside Somalia with deadly bombings in Kampala, Uganda, in retaliation for Uganda's role as a leading AMISOM troop contributor. Al Shabaab has repeatedly threatened countries contributing to the regional operation, and spokesmen for the group have cited Kenya's ongoing military role in Somalia as justification for the Westgate attack. While Kenyan officials maintained commitment to AMISOM in the siege's aftermath, the attack may deter other countries from contributing troops in response to a call from the U.N. envoy for Somalia for more military support to counter Al Shabaab. (Blanchard, 2013)

2.4 Global and Regional Review of Terrorist Kidnappings

Terrorist hostage taking and kidnapping has become an international concern in recent years. Since the mid-1990s, hostage taking and kidnapping have dramatically increased as a preferred tactic of political terrorists. According to international police statistics, nearly 2,000 people worldwide have been taken hostage during the last 10 years.

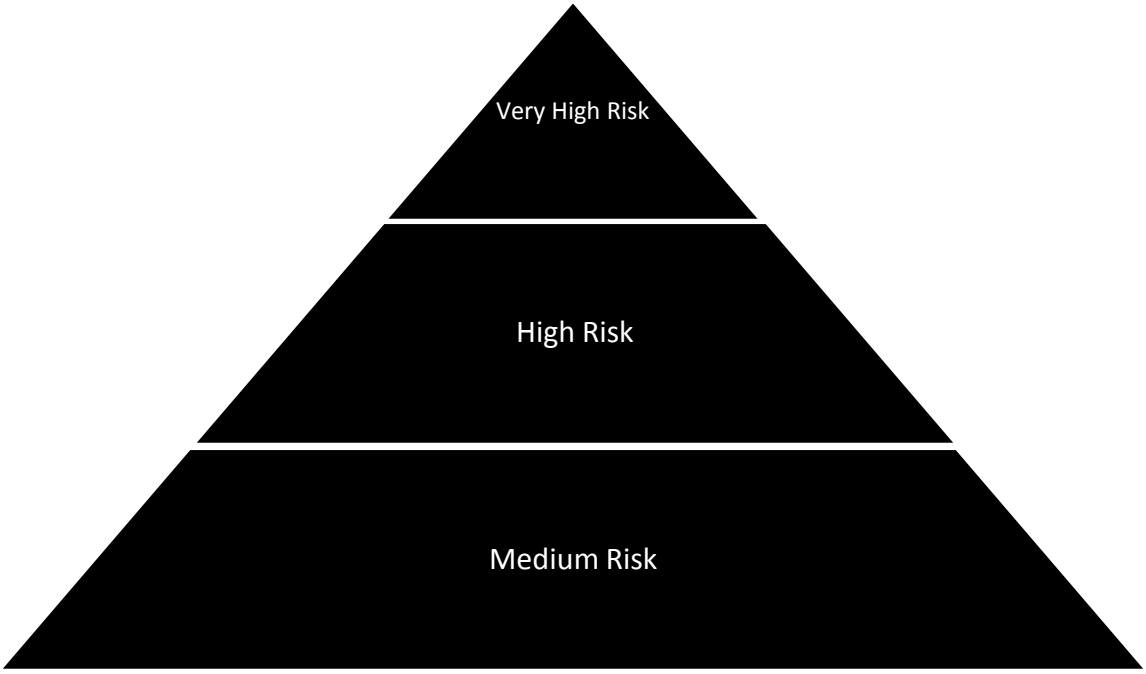
However, the actual number of cases could be several times higher. Hostage taking and kidnapping can occur anytime and anywhere. No community or country is immune to this growing phenomenon. On one hand, the renewed popularity of hostage taking and kidnapping seems a byproduct of a series of important international developments in the war on terrorism. After September 11, 2001, the United States-led coalition forces conducted offensive military operations against Al Qaeda affiliated Islamic terrorists in various regions of the world, especially Iraq and Afghanistan. Responding to this massive military offense, Islamic terrorists adopted alternative ways to continue their fight and exact revenge based on the understanding that their conventional fighting capabilities are no match for the combined coalition forces. Hostage taking and kidnapping has well served terrorists as a supplement tactic to campaign against coalition forces. Hostage taking and kidnapping has become one of the most valued weapons in the modern terrorist arsenal. (Yun, 2011). The taking of foreign hostages has become a particularly popular *modus operandi* for terrorists (who tend to be well-organized and selective in their 'target' hostages), particularly due to their cynical but generally effective use of extensive media coverage. Also, the frequency of kidnapping of overseas personnel has markedly increased in Afghanistan since the US invasion in 2001. Unfortunately, the death toll among hostages is high in Afghanistan and Iraq. A particularly distasteful feature of hostage-taking in these countries is the video-taped executions of hostages, such as those of Nick Berg (a US businessman) and Ronald Schultz (a US security consultant), and their broadcast by Al Jazeera or Al Arabia: such broadcasts represent, however, a powerful psychological weapon, which, runs the risk of losing public support and sympathy.

Other areas which have become high-risk ones for hostage-taking are Nigeria and Colombia. Most incidents in the former are carried out by criminal gangs for ransom, such as the Movement for the Emancipation of the Niger Delta – MEND. Ransoms in both countries are often on a modest scale to ensure they can be paid. This strategy is sometimes referred to as 'Express Kidnapping'. The frequency of hostage incidents in Colombia has increased 1600% between 1987 and 2000.

The motives there appear to be largely criminal, for financial gain, rather than political. Sometimes such events are described as 'Economic Extortive Kidnapping'. These events can have demoralizing effects on families, who may lose all faith in supportive agencies and organizations. (Klein, 2009). Although there is little research in terrorist kidnappings the

following factors have been proven to determine the outcome of a hostage crisis. First, religion can be an important predicting factor for the outcome of a hostage taking and kidnapping incident. According to White (2003), religious influenced terrorists are more likely to kill their victims. In this context, when hostage takers are strongly influenced by religious fanaticism, they are more likely to execute their hostage than non-religious hostage takers. They may want to punish non-believers or traitors, or eliminate individuals seen as evil. In recent years, Islamic fundamentalist terrorists have seized on hostage-taking as a powerful tactic for advancing their ideology, as seen by the rash of kidnappings in Iraq, Afghanistan, Chechnya, and the Philippines. , hostage takers with clearly stated demands seem to be more likely to allow a safe return of the hostage. This variable is categorized into three groups: ransom demand, non-ransom demand, and no demand. To distinguish ransom demand from non-ransom demand, ransom demand was defined as a demand of money or other financial instrument, whereas non-ransom demand was defined as any other demands made. In cases where both monetary and non-monetary demands were made, the demand was considered to be a ransom demand. Secondly, longer detention times increase the chance of a hostage's safe return. There are several reasons behind this. As time lapses, the friendly relationship between a hostage taker and a hostage may be developed, and thus the hostage taker are reluctant to kill his hostage. Or, lapsed time may make a hostage taker tired, bored, or impatient, all of which lead him to give up. In any regard, as more time passes, the chance of a hostage's survival increases. Thus, it is hypothesized that, as length of detention increases, a hostage is more likely to be safely released. Thirdly this study also recognizes the significance of the geographic location, where an incident occurred. In this context, this study assumes the location may be significantly related to the chance of hostage's survival or execution. (Klein, 2009).

A recent estimate by Clayton Consultants, Inc. (2010) ranks countries by risk of kidnapping. It shows their estimates of countries where there is a very high, high, and medium risk of kidnapping.



Source: (Expatriate Risk Management: , 2011)

Figure 1: Ranking of Countries by Risk of Kidnapping.

- Very High Risk: Afghanistan, Haiti, Iraq, Mexico, Nigeria, Somalia, Venezuela
- High Risk: Algeria, Congo, Georgia, Honduras, Iran, Israel & Palestinian areas, Kenya, Pakistan, Philippines, Sudan, Yemen
- Medium Risk: Angola, Argentina, Brazil, Columbia, China, Ecuador, Greece, India, Indonesia, Lebanon, Papua New Guinea, Paraguay, Russia, South Africa, Spain, Thailand, United States.

2.5 Global Outlook on Terrorist Threats

The attacks on September 11, 2001 jarringly awoke the average American to the grim reality that even a major power like the U.S. is susceptible to international terrorism. Since 9/11, the *threat* of another terrorist attack continues to loom in the minds of U.S. citizens, in particular during election years or when the terror threat level is elevated.

In recent years, Al Qaeda and groups affiliated with Al Qaeda have waged deliberate, violent, and lethal attacks in countries such as Egypt, Indonesia, Kenya, Morocco, Saudi Arabia, Spain, Turkey, and the United Kingdom. One consequence is that the specter of terrorist threat is now thoroughly spread across both liberal and illiberal democracies. Conditions of terrorist threat affect individuals' political evaluations, attitudes, and behaviors, worry about terrorism influences individuals' evaluation and choice of leaders, preferences over international cooperation, among other factors. (Zechmeister, 2013). It is easy to assume in the post-9/11 world that the psychological impact of the continued threat of terrorism would be considerable. Across the globe, terrorist attacks kill and maim thousands each year and cause massive economic damage. Images of the aftermath of bombings and other atrocities are rarely absent from the media. In such a context it would be natural to expect that the fear and threat of terrorism would have a crippling psychological effect on society. (Silke, 2012). Terrorist violence – and the threat of such violence – can work to bind communities together with a sense of common purpose and common outrage. Not only do terrorist attacks give a perception that there is a shared enemy out there, such attacks also bolster an individual's ties to their local community, deepening their sense of belonging and their identification with others living in the area. This is a powerful social effect which has been witnessed many times before. For example, during the London Blitz in World War II, many people noted the widespread camaraderie and closeness of what became known as the Blitz Spirit. Some aspects of this effect have already been seen in the US after 9/11. While populations tend to cope fairly well with ongoing terrorist threats, media coverage often adds a destabilizing factor to the mix. Media attention certainly fosters a widespread belief that terrorist attacks are both more common and more dangerous than is actually the case. Psychologists have also found that intense media coverage by itself can have some damaging impact with some adults and children appearing to suffer serious psychological problems as a result of long exposure to media coverage of terrorist attacks. They often had trouble sleeping, suffered from nightmares, anxiety problems or depression. Yet, these people had not been at the scene when the attack occurred and they were not connected to direct victims. They had not lost family members, friends, neighbors or colleagues in the devastation, but they had witnessed a great deal of media coverage. There have been no terrorist attacks in the US since 2001. Yet despite the absence of violence, terrorism has never left the public consciousness and has remained a high profile political and public issue.

Enormous debate and coverage is given to the issue of the threat of terrorism. In the past ten years, the average American is much more likely to have been struck by lightning than to have been caught up in a terrorist attack. Such statistics appear to have done little to reassure, however. (Silke, 2012)

2.5.1 Effects of Terrorist Threats in Kenya

Kenya has a country has suffered more than its fair share of hard times, the nation is braced for another attack at the hands of al-Qaeda associated Al-Shabab, the Somali based Islamic militant group. According to Forrester 2012, the main reason for this state of affair is that Kenya is affluent enough by African standards to have Western investments and interest, but it is without enough money to buy worldwide security. It is sufficiently democratic and sufficiently corrupt to allow the terrorists and their equipment to move around. Kenya's political stability since independence, combined with its geostrategic importance, has led it to be recognized by Western countries as a major hub for economic, diplomatic, and humanitarian activities for the East African and Horn of Africa region. The United States has maintained military access agreements with the Government of Kenya that have permitted the US military use of Kenyan sea and air bases for the past several decades. These facilities helped provide humanitarian assistance in the early 1990s to Somalia and Sudan and to Rwanda after the 1994 genocide and served as a power-projection platform to the Persian Gulf region. (Hared, 2013). In the midst of the worst drought to hit the Horn of Africa in the recent years, the terrorism threats have only made things worse. Between August and September of 2011, Somali militants raided Kenyan coastal resorts and a refugee camp, purposely targeting foreigners. Barely two months later, Kenyan troops entered Somalia in retaliation against the rebels they accused of being behind the kidnappings. Kenyan is fighting the militant group Al-Shabab which is backed by al-Qaeda with an estimated 7,000 to 9,000 active fighters and in one form or another, have posed as a vicious force in East Africa for 15 years. It was in 2006 that al-Shabab, as they operate today, formed as the youth wing of the now non-operational Union of Islamic Courts. Compared to the average Kenyan individual, this group is relatively well-off since they are fully funded and financed, generating millions of dollars of income each year. Naturally, being so well disposed only increases their ability to target innocent people and exercise their reign of terror. Political instability in the neighboring country of Somalia enables expansion of terrorist interest into Somalia and, thus, into Kenya.

For example, Somalia's collapse in 1991 tremendously affected Kenya's security. The lack of a government in Somalia for the last 14 years has allowed unimpeded movement of terrorists across the common border. Somalia's collapse brought an influx of Somali refugees into Kenya, allowing terrorists to blend in with the refugees, move freely across the border, and easily import terrorism into Kenya. (Hared, 2013)

2.5.2 Economic Effects of Terrorism Threats

Crucially, the tourist industry on which so many Kenyan's depend for their livelihood, has suffered a blow as a direct result of terrorism; regardless of whether a threat is broadcast, or an actual attack occurs. Fear is often enough to make holidaymakers cancel their much-anticipated safari or beach holiday. It follows therefore that people involved in volunteer projects and international development aid work may also deter from travelling to the country. Many Western Governments have warned their citizens visiting as tourists amid fears of an imminent attack on the capital city, Nairobi. Tourists are discouraged from travelling to certain areas of East Africa. These advisories suggest that tourists should avoid all but essential travel to Kenya, and the Kenya/ Somali border is usually categorized as out of bounds. The attacks are usually labeled as indiscriminate and target Kenyan institutions as well as places where expatriates and foreign travellers gather, such as hotels, shopping centres and beaches. Foreign nationals are often advised to exercise extra vigilance and caution in public places and at public events consequently labeling the entire country insecure. (Forest, 2012). Acts of terrorism have had grave economic, political, and social implications in Kenya. Human lives, tourism, agriculture, and the transportation sectors have been severely affected. Tourism, which is the driving force of the economy, accounts for 25 percent of the GDP and has been paralyzed because of on-again/off-again travel bans imposed by the United States, Germany, Great Britain, and other countries since 11 September 2001 . Germany and Great Britain have lifted the ban completely, but the United States continues to issue advisories periodically. Because of the travel bans, many Kenyans have lost their jobs, which directly affect the economy. The government also has lost a major source of revenue from its formal sector of the economy (Hared, 2013).

Security is the foundation of good governance, individual social welfare and economic development. Insecurity increases the cost of doing business which makes a country unattractive for foreign investments even as local investors shy off from new ventures (Kenya Vision 2030,

2012). As aforesaid, tourism contributes substantially to the GDP of the country and as such negative impacts on it will adversely affect the Kenyan economy. There are a number of reasons for this. First, tourism benefits the economy in many ways through increasing the revenue that governments derive from taxes, providing the local population with employment and providing the economy with diversification. Due to the limited resources in developing countries, there is often imperative to constrict the sectors in the economy. Agriculture is usually the largest income earner and since it is labour and capital intensive, it may be promoted at tourism's expense. Indeed, agriculture has been substituted for tourism in developed nations such as Canada and so it follows that developing countries will be more highly impacted by this phenomenon (Easton 1998). Also, due to the fragility of rain dependent agriculture and the spate of natural disasters that has rocked such countries in recent years, tourism provides the much needed diversity that keeps their economies afloat. However, tourism is not free from fragility itself; the location for a holiday may be influenced by natural disasters, exchange rate fluctuations, political instability, domestic prices, terrorism and price volatility.

2.5.3 Influence of Religion

Elements of Islamic fundamentalism have been invading Kenya from the east through Somalia and along the Kenyan coast. This encroachment has resulted in a growing dissent among the Muslim population, making them easy recruits for terrorist activities. In Kenyan mosques, individual Imams preach about perceived injustice to their Muslim brothers in Afghanistan, the unresolved Israeli-Palestinian conflict, and the ongoing war in Iraq. Aided by technology, in the form of the Internet, satellite TV, and Kenyan's increased travel and employment around the globe, Muslims in Kenya are becoming more globally aware. Individual Imams are using this increased global awareness to encourage Kenyan empathy with more extreme views of the needs, hardships, and philosophies of their core religion worldwide (Hared, 2013).

2.6 Counterterrorism policies

In an attempt to eliminate or at least reduce the incidences of terrorism, states have taken a number of measures. These measures range from the national front to the international arena. Various states have enacted legislation that provides for protective measures and post-attack measures in a bid to fight the vice.

However, the internet gives terrorists access to people who may not always be within the country's borders and so somewhat unconventional measures have had to be taken. Such measures as development of sophisticated tools in the prevention, detection and deterrence of internet terrorist activity show a shift to a more effective way of combating terrorism. Traditional means have also been expanded to identify potential attacks in a timely manner. Also due to the trans-border nature of terrorism, the international community has developed various universal legal instruments to prevent such acts under the auspices of the United Nations and its specialized agencies (United Nations Counter-Terrorism Implementation Task Force, 2012). Some elements of an effective counterterrorism strategy relevant to this research, cited by various authors, are public diplomacy and information campaigns; legislation; financial controls and socioeconomic development; use of military force; and creation of a specialized judicial system for terrorism suspects. Money is the lifeblood for terrorist groups and without it the likelihood that they could sustain transnational attacks is remote. However, unlike narcotics smuggling or money laundering, the salient characteristic of terrorism is that it is cheap (Hared, 2013).

Military action is one of the tools available to counterterrorism and is the most effective measure to physically eliminate terrorists, as witnessed in Operation Enduring Freedom in Afghanistan where Al Qaeda structures were dismantled and many terrorists were killed or captured. However, those military actions were at times actually counterproductive. Far from serving as deterrents, such strikes served to further some of the political and organizational purposes of terrorist leaders; increase publicity for their cause; bolster their sense of importance; and reinforce the message that the United States is an evil enemy that knows only the language of force. In the final analysis, such strikes are almost always message-sending exercises rather than a means of significantly crippling terrorist capabilities. (Hared, 2013)

2.6.2 Global media coverage

With the increased use of technology, the mass media has a larger impact on the global scene since it has the ability to instantaneously reach the global audience. When attacks from terrorists take place, the media plays two roles: firstly, it is used by terrorists to communicate what they want to the global public and secondly, it provides information to the public at the time of crisis. Indeed, media has contributed to the surge in terrorism sine it provides instant access to the international audience.

The later role impacts negatively on the markets and the confidence of the public to travel when the media blows the facts out of proportion thus spreading panic. Also, attacks disrupt communication networks which may eventually result in misinformation.

2.6.3 The role of the internet

Technology has proliferated terrorism in various ways such as through making the world a global village where the comfort sought in international isolation has been effectively wiped out. The characteristics of the nation state as it was in the nineteenth and twentieth century have radically changed and in their place, borders for example have become increasingly permeable to weapons, individuals and communications. Also, the society has undergone social changes alongside these radical changes in the nation state including a reduction in nationalism. There is increased trans-border trade that requires constant crossing of national borders and as a result, there have emerged several small interest groups within the countries. With the help of technology, the small groups which may deal in terrorism are able to achieve a lot even when lacking in numbers. Indeed, powered with technology, there is hardly need to recruit many members. Terrorist have found technology useful in crafting and spreading or communicating their ideology, improving the efficiency with which they carry out the attacks and while evading the protective measures that states have put in place. All these technological factors have contributed to a surge in the incidences of terrorism (Shubik, 1998).

2.7 Growth of terrorism

Since the 1990s the world has witnessed an increase in terrorist attacks culminating in the September 11 bombing of the Twin Towers (9/11). 9/11 changed the world outlook on terrorism by demonstrating that it can have devastating and profound consequences on a large section of the population. The technological advances have also made it possible for terrorists to operate on a larger scale than they did before. The impact of the internet on terrorist activities can no longer be ignored as they have given terrorists a more effective means of reaching a large population. Since 9/11, there have other attacks especially in developing countries which are mostly in retaliation to those countries alliance to the Western powers (Worrell, 2013).

2.8 Conceptual Framework

The conceptual frame work has been developed by speculating on the relationships and interconnectivity between the objectives of the study. In this study the independent variable is the terrorist activities. The dependent variable is the tourism business strategies whose indicators are the cost of security personnel and equipment, number of tourists visiting Malindi hotels, the customer satisfaction of the tourists and also the employee morale of staff in the tourism sector in Malindi town.

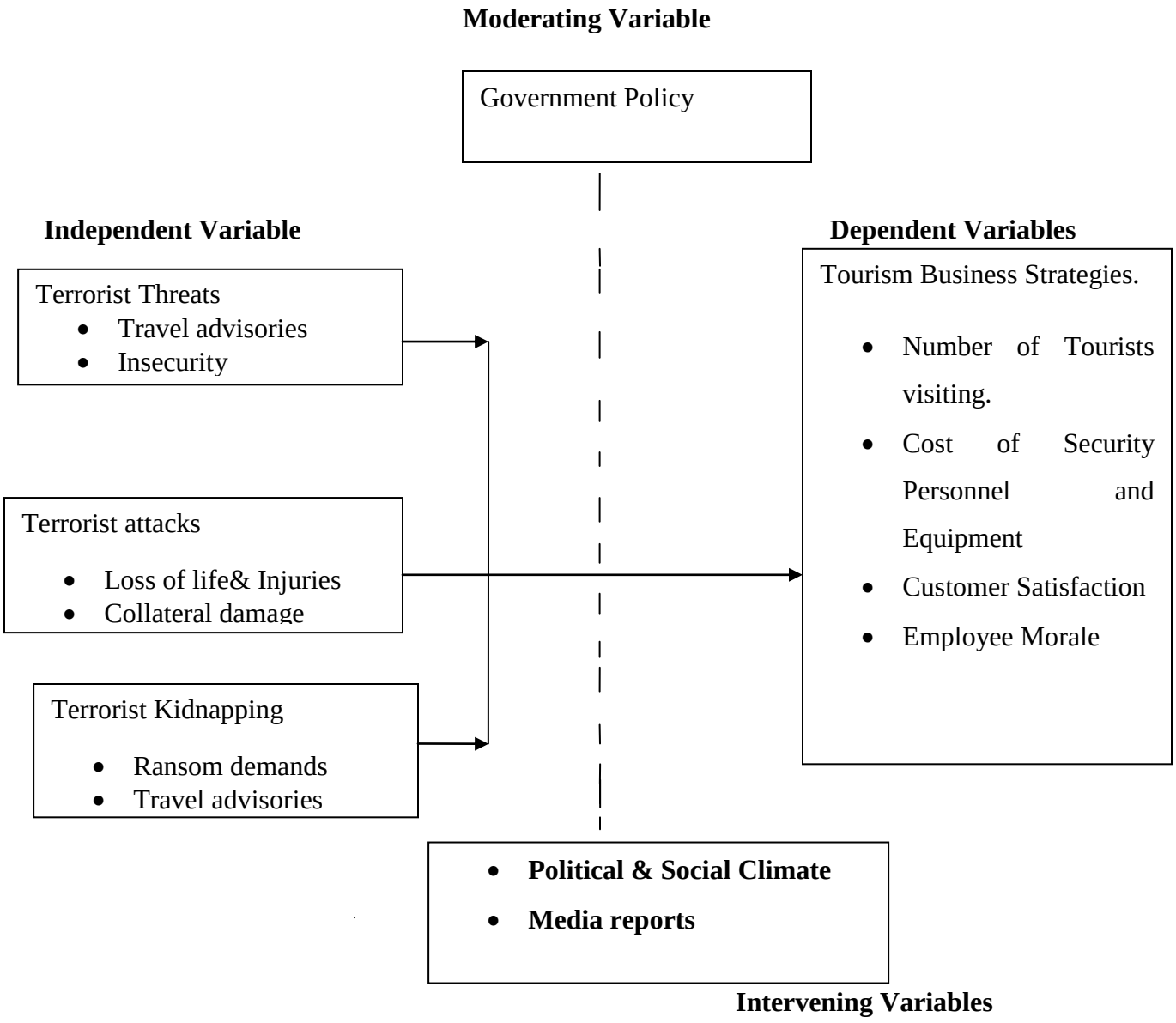


Figure 2: Conceptual Framework

The variables interact and affect each other indicating that independent variables have a direct influence on the implementation of tourist business strategies in Malindi town. At the same time, some intervening variables such as economic performance, political and social climate and media reports as well as moderating variables such as government policy tend to affect the degree of influence.

The figure shows that terrorists attacks, threats and kidnappings directly influences the tourism business strategies that are implemented by the industry players to attract, retain and increase the number of tourist visitors in Malindi town.

It also shows that terrorist activities will be moderated by government policy that concerns the tourist business strategies. The figure further depicts that economic performance, political and social climate and media reports prevailing over the period of the study are likely to affect the tourist business strategies in Malindi town.

2.9 Knowledge Gaps

Terrorism cases have escalated overtime and sufficient academic attention should be accorded to establish the underlying causes of terrorism. Terrorism has been known to be motivated by political needs with groups that were previously classified us terrorists being recognized as heroes of liberation. There is therefore need to investigate the role of religion in the new wave of terrorism especially in Kenya since the current attacks have religious undertones.

Terrorists usually seek to create the greatest impact by causing massive casualties of civilians and then claim responsibility of the attack. Such attacks receive profound media coverage in both local and international media companies. This is usually the ultimate goal of the terrorists to receive media attention by spreading fear to their perceived enemies. There is need to establish through academic research the role of the media in perpetuating terrorism.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter was to explain the design of the research, sample size, the place where it took place, the population, methods of data collection and their reliability and validity, data presentation as well as analysis, ethical considerations and the operational definition of variables. The aim was to set out in detail what the research entailed and the way in which it was done.

3.2 Research Design

The research followed a survey research design, one that involved investigation of populations using selected samples to discover and then analyze occurrences. The design majors on the present and was suitable for describing numeric population samples. The approach of the study was therefore to describe the events that were happening in real time. This choice was influenced by the cost effectiveness of the design as well as the fact that it made it easier to understand the particular sample size chosen as well as the population it was part of.

3.3 Target Population

The focus of this study was Malindi Division in Kilifi County in Kenya which is home to 40 major hotels. The target population was 400 in number and these mainly comprises of people in the hotel industry, Tours and Safaris, Police and Tourism Ministry. The area attracts both local and International tourists who visit the white sand beaches and historical sites like the Vasco Da Gama Pillar and the Gede ruins.

3.4 Sample size and Sampling Procedure

Sampling involved taking a number out of the total population and using various methods of data collection on that sample with the intention of analysing that data and drawing conclusions that either proved or disproved a hypothesis for the whole population.

This research uses the following formulae by Krejcie & Morgan,1970 to find the size of the sample:

n=X2NP (1-P)/d2 (N-1) +X2P (1-P)

Where:

X2 is the value of Z such as 2.71 at 90% confidence level, 3.84 for 95% confidence level, 3.84 at 95% confidence level and 6.64 at 99% confidence level.

d is the margin of error such as .07 or + or -7% ; .03 or + or - 3% and the like.

P is an estimate of the proportion of the sample that will respond to a survey question in a given manner.

(Krejcie & Morgan, 1970)

Using the above formulae,

n= 3.84×939370×0.25/0.0049 (939369) + 3.84 (0.25)

=901795.2/4603.873

=196

From the calculation, the sample size should therefore be 196 subjects. However, due to cost and time considerations, it was not possible to work with such a large number of people and the sample was reduced to 100 respondents. This sample consisted 50% (50 respondents) as tourists and the remainder as the local population in Malindi. The method of sampling used was cluster sampling; the population was divided into small groups from which a small sample was then selected and this sample was expected to be representative of the population. As discussed, there were three divisions in Malindi but the division of Malindi has the highest tourism numbers and therefore the clusters spoken of earlier were the villages of Gedi and Watamu.

Table 3.3: Selection of Respondents

Zone	Respondents Per Zone
Malindi Town	20 locals
	25 tourists
	5 police officers
Watamu	25 local
	25 tourists
	5 police

As illustrated in the table 3.4 above, the population has been divided into two zones. There was also a further distinction in the respondents based on whether they were tourists or locals. The sample was selected randomly to promote reliability of data. The locals mainly consisted of people involved in one way or the other in the tourism sector such as hoteliers, transport operators and other tourism related businesses. The research has chosen the cluster sampling approach due to the large area under review which made it impossible to construct a sampling frame. The method was also appropriate due to the time and cost constraints involved.

Table 3.4: Sampling of the locals

Key Local Respondents	Number in the Sample
Hotel Staff	**20**
Transport Operators	**10**
Tourism Related Business People	**10**
Police Officers	**10**
Total	**50**

For certainty and order, the officers were chosen in advance so that there was a logical procedure followed.

3.5 Data Collection Instruments

The study combined primary and secondary methods of data collection in order to give a complete viewpoint. It also combined qualitative and quantitative methods in an attempt to acquire all the necessary data for analysis. The quantitative method referred to here was basically that of interviews while the qualitative methods include questionnaires. Methods of primary collection were used for physically observable data through questionnaires. Secondary methods involve perusal of published material such as scholarly articles. In nutshell, this project sought to employ questionnaires (semi-structured), drawings and analysis of documents. The methods all have unique strengths that when combined overall yield better data.

3.5.1 Questionnaires

These provide a convenient and popular method of data collection especially in survey research. It is cost effective and fast as well as convenient in terms of administration not forgetting that it lacks the bias that might be occasioned by the presence of interviewer. It provided a means for the collection of data that was alike for all subjects in the sample concerned with respect to the

variables involved. It was an indispensable tool for the collection of primary data on people, their attitudes, beliefs, behaviour, and opinion and whether they know of certain issues. The questionnaire has two sections with section A seeking Bio data and section B seeks information related to the objectives of the study. The questions are both closed and open ended and also provided the respondent with the option of providing extra information that they felt was useful to the study.

3.6 Validity of Research Instruments

On the other hand, validity is the correctness and the usability of the conclusions drawn from the data collected (Mugenda & Mugenda, 2003). They were both measures of the quality of data and how good the data collection methods were with regard to the project. A pilot introduction of the instrument was done in one hotel for testing before the rest of the population was subjected to it. Comparison of the responses from various methods was done in a bid to determine the reliability of each method.

3.7 Reliability of Research Instruments

Reliability refers to the extent to which the instrument of research gives consistent data after a number of trials (Mugenda & Mugenda, 2003). In order to ensure that reliability was promoted, the researcher ensured that the interview questions draw from the study objectives. Peer review was sought to ensure that the questionnaire developed was sound in content and structure after which the supervisor was requested to review as well (Mensah, 2006). Analysis was done in light of the objectives of the study and also in totality in order to compile a complete picture of the study eventually.

3.7.1 Data Collection Procedure

In preparing questionnaires, the researcher recognized that a number of difficulties may be faced and so they prepared adequately in advance. Questionnaires were prepared well in advance and sent out to the respondents concerned through the mode of communication that was most suited for them. They were employed for the hoteliers so that the project may have standard questions for the said industry. There were semi-structured and as such contained open and closed ended questions. These provided the simplicity of closed ended questions while allowing the respondent to explain further as necessary. They were sent at least a month before the due date and the researcher sent out reminders to respondents by email after a fortnight.

3.8 Data Analyses

Once collected, the data was computed using SPSS 19 for analysis with an aim of achieving a complete picture on data collected and so that the research questions could be answered. Simple statistical methods were applied such as means, percentages and other statistical techniques. These were supported by secondary data from published sources and observations which boosted the credibility and validity of the information.

Both qualitative and quantitative data analysis methods were used. Qualitative research provides insights and understanding while quantitative research tried to generalize those insights to a population pattern. The data was organized with significant patterns to reveal the essence of the data. Open-ended responses items was analyzed and to be recorded quantitatively. They was edited and coded. A closed-ended item was analyzed and reported using descriptive statistics such as frequency tables and charts.

All responses were checked for completeness in terms of errors and omissions, inadequate, illegibility and irrelevant responses. (Gay, 1976) observes that a researcher should avoid complexity in analysis of data and he recommends the use of simple statistics.

3.9 Ethical Considerations

Ethics obligate the researcher to inform the participants about all the objectives and other elements of the study that may influence them to opt out of it (Robson, 1993). In the same vein, the researcher explained the purpose of the study as well as the fact that they did not have to take part in it or answer all the questions asked in the questionnaire; this encapsulated informed consent.

A closely related concept was accessed and accepted which referred to the permission to conduct a study in a particular social grouping. There were two elements involved here: consent to enter physically as well as agreeing to the method of conducting it. The study recognized that the respondents might have issues with confidentiality and concealment of identity and in this regard, the researcher ensured that the collected information remained confidential. Information prejudicial to the persons who gave it was handled with extra care and not revealed in any manner that may injure the providers. The design of the instruments left to the discretion of the respondent the choice to provide their name and address. The author should also take extra care

in presentation ensuring that where need arose; they changed actual names and addresses of the information providers.

Table 3.5: Operationalization of Variables

Variables	Indicators	Instrument Used	Scale
1. Independent Variable		Questionnaires	
i. Terrorist attacks	• Loss of Life & Injuries		Ordinal
	• Collateral Damage		Ordinal
ii. Terrorist Threats	• Travel Advisories	Questionnaires	Ordinal
	• Increased Police Surveillance		Ordinal
iii. Terrorist Kidnappings	• Ransom Demands	Questionnaires	Nominal
	• Travel Advisories		Ordinal
iv. Terrorist Recruitment	• Increased Islamic radical teachings.	Questionnaires	Nominal
	• Religious Intolerance.		Nominal
2. Dependent Variable	• Number of Tourists visiting Malindi.	Questionnaires	Ordinal
Tourism Business Strategies.	• Cost of Security Personnel & Equipment		
	• Customer Satisfaction		Ordinal
	• Employee Morale		
			Nominal
			Nominal
3. Moderating/ Intervening Variables		Questionnaires	
1. Political & Social Climate	• General Insecurity		
2. Media Reports.			

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter analyses the data collected on the influence of Terrorist Activities on Tourism Business Strategies in Malindi Township in Kilifi County through questionnaire survey and data was collected on the following objectives:

4.2 Response Rate

The response profile of the sample population used for this study is described by the frequency Table 4.1 below. Out of 100 respondents identified for the survey, 83 local respondents and 10 police respondents returned their questionnaires. This represented a response rate of 93%. Only four of all the questionnaires that were considered incomplete due to the few questions answered although the partial information provided was key in providing more data for analyzing the relevant questions.

Table 4.6: Response rate of the respondents

Response category	Number in each category	Response rate	Percentage
Local Respondents	90	83	92
Police Officers	10	10	100
Total number of respondents	**100**	**93**	

According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good and above 70% rated very good. This also concurs with Kothari (2004) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that based on this assertions; the response rate in this case of 92% is very good and is an accepted figure for a social science research study.

4.3 General Information

4.3.1 Name of the Village

The researcher required the respondents to indicate their village to determine the distribution of the participants. It emerged that most respondents indicated that they were from Watamu village accounting for 30%, Mamrui village accounted for 25%, Gedi village accounted for 22% and Malindi town accounted for 23%. Therefore most respondents were from Watamu village as illustrated by Table 4.7 below.

Table 4.7: Distribution of the respondents

Village	Percentage
Watamu	30
Gedi	22
Malindi Town	23
Mamrui	25

The study deduced that terrorist activities are most common where tourism is at its peak. Majority of the respondents were located in Watamu village; this place has frequent tourist visitors who tend to stay away from the town when insecurity issues arise. The findings are in line with Leigh 2013, who opines that tourism requires security and insecurity harms tourism.

4.3.2 Age of the respondent

Age was regarded as important in the study since it may influence the various responses gathered. The results are illustrated in Table 4.7 below.

Table 4.8: Age of the respondent

The response on age was as follows:

Measurement	Category	Frequency	Percentage
Age of respondent	10-20- years	2	2.4
	21-35 years	45	54.2
	35-50 years	21	25.3
	Over 50 years	15	18.1
	Total	**83**	**100**

The study sought to establish the age of the participants. Based on the findings of the study 54.2% indicated that they were aged between 21-35 years who were the majority, 25.3% were aged between 35-50 years and 18.1% were aged over 50 years while 2.4% were aged between 10 and 20 years. This implied that most respondents in study were aged between 21and 35 years. The age between 21 and 35 represents the most productive age increasing the validity of the study.

4.3.3 Occupations of the respondents

A significant fraction of the respondents in Malindi area comprise of 42.2% working in Hotel industry, 34.9% working in tours and Safaris while 22.9% indicated other occupations. Table 4.8 elaborates these observations.

Table4.9: Occupations of the respondents

Occupation	Frequency	Percentage
Tours & Safaris	29	34.9
Hotel Industry	35	42.2
Other	19	22.9
Total	**83**	**100**

Since most of the respondents work in the tourism sector the findings are credible.

4.3.4 Educational characteristics of the respondents

Table 4.9 below shows the education level demographics of the respondents and is divided into three categories representing the primary, secondary, and tertiary education. The table shows that only 7.2% of the respondents have only the primary school level of education. A total of 75.9% have attained tertiary/ college education consequently giving us a cumulative total of 92.8% of the respondents who have secondary school education. This high percentage of respondents with secondary school education contributes significantly to the validity of the results since these are people with the ability to communicate efficiently and understand the issues under research.

Table 4.10: Education levels of the Local Respondents

Education	Frequency	Percentage
Primary level	6	7.2
Secondary level	14	16.9
Tertiary (Diploma/Certificate)	63	75.9
Total	**83**	**100**

4.3.5 Length of stay in Malindi

When various respondents were asked how long they have stayed in Malindi, 36.1% had stayed in Malindi for over 10 years, 30.1% had stayed between 6 and 10 years, 18.2% had stayed between 2 and 5 years and 15.6% had stayed for 1 year. Clearly, the study established that the majority of respondents who participated in the study 66.2% had been in Malindi for over 5 years. The long stay by the majority of the respondents gave great credence to the research findings. These findings are illustrated in Table 4.10 below.

Table 4.11: Length of stay in Malindi

No. of Years	Frequency	Percentage
0- 1	13	15.6
2- 5	15	18.2
6- 10	25	30.1
Over 10	30	36.1
Total	**83**	**100**

Hotel industry and tours and safaris in Malindi area have over the years dominated the county's main economic activity. The study findings are in line with Koroma 2011 in describing tourism as one of the pillars of the 21st Century economy alongside information technology and telecommunications. In 2011, the earnings from tourism in Kenya rose by 32.8 per cent from Ksh.73.7 billion in 2010. The industry also provides 10.5% of employment around the globe which is a substantial chunk of any economy. It follows that Kenya and many other developing countries are dependent on tourism since it forms a substantial part of their GDP and anything that impacts on tourism will have a profound impact on their economies.

4.3.6 Terrorist attacks/ activities in Malindi

The researcher was interested in finding out whether the respondents were aware of any terrorist attacks/ activities in the area or nearby. The results were as shown in table 4.11 below. 55% of the respondents indicated that they were aware of the terrorist attacks in the area while 45% indicated that they were not aware of the terrorist attacks/ activities in the area.

Table 4.12: Terrorist attacks/ activities in Malindi

Measurement	Category	Frequency	Percentage
Are you aware of any terrorist attacks/ activities?	Yes	46	55
	No	37	45
	Total	**83**	**100**

The study depicted that majority of the respondents were aware of the terrorist attacks/ activities in the area showing that they occurred more often than recognized. Terrorism has an effect in tourism and hence those working in the tourism sector in the area notice the difference when there is widespread media attention leading to a drop in the number of tourism. The study findings correspond to White 2012, discussing the frequency of violence as more important than the severity of terrorist attacks and these attacks have negative economic consequences.

4.4 Influence of terrorist attacks on tourism business strategies

Tourism requires security and insecurity harms tourism (Leigh, 2013). The terrorism attack visited on Malindi town on the 28th of March 2013 left at least eight people dead including two policemen and many injured and this was meant to spread fear and illegal acquisition of guns. Radicalization of unemployed youths especially in Coast has increased risks of terror attacks and this spells doom on the tourism industry.

4.4.1 Terrorist attacks

Table 4.13: Terrorist attacks

Measurement	Category	Frequency	Percentage
How did you know of the terrorist attacks?	Media	46	56
	Witnessed	10	12
	Friend	27	32
	Total	**83**	**100**

Table 4.12 shows the results from the respondents on how they knew of terrorist attacks in the area. The majority of the respondents indicated that they knew of terrorist attacks in the area through the media accounting for 56%, 32% indicated that they knew of terrorism attacks through friends while 12% indicated that they knew of terrorist attacks by witnessing the attacks. The study deduced that most respondents knew of terrorism attacks through the media i.e. television, radio and social media. The media has great influence on terrorist activities especially on tourism business strategies because the peak season is a soft spot to the terrorists who plan against the tourists visiting the country. The study is in line with White, 2012 in describing the relationship between terrorism and tourism but it is not simple. If a host country has had widespread media attention to a terrorist event, tourism may drop from selected areas.

Low-level terrorism gradually reduces tourism over a period and sudden, vicious attacks have an immediate negative impact.

4.4.2 Perpetrators of Terrorist Attacks

Kenya's invasion into Somalia has also seen several attacks on the Kenyan capital, Nairobi, from the Al- Shabaab terrorist group. This invasion was a direct consequence of attacks in both Garissa and Lamu in which some missionary workers and a French tourist who had been kidnapped. Malindi was on the receiving end of an attack on 24th March 2013 where at least eight people were killed during a raid on a casino by a machete-wielding gang. This attack was

blamed on a 50-strong gang raid affiliated to the Mombasa Republican Council, believed to be after cessation of the coast from the mainland.

Table 4.14: Perpetrators of Terrorist Attacks

Terrorist Group	Frequency	Percentage
Al- Qaeda	5	6.1
Al- Shabaab	30	36.1
Other	48	57.8
Total	83	**100**

Table 4.13 shows the results on terrorist attack perpetrators. The majority of the respondents indicated that other groups were involved in terrorist attacks, which are used by malicious religious and political affiliates especially those who are supporters of the Mombasa Republican Council. This accounted for 57.8% of the respondents. 36.1% indicated that the perpetrators of terrorist attacks were the Al-Shabaab while 6.1% indicated that the perpetrators of terrorist attacks were the Al- Qaeda. The study deduced that the majority of the perpetrators of terrorist attacks were the locals in the coast region who were lured by huge payments to carry out terrorist attacks in the area.

4.4.3 Imminent terrorist activities

The study sought to find out whether the respondents were aware of any imminent terrorist activities in the area. The results were illustrated in the Table 4.14 below.

Table 4.15: Imminent terrorist activities

Measurement	Category	Frequency
Are you aware of any imminent terrorist activities in your area?	Yes	62
	No	21
	Total	**83**

From table 4.14 it came out clearly that the respondents were aware of any imminent terrorist activities in your area accounting for 75% while those who did not know accounted for 25%. The study deduced that the respondents knew imminent terrorist activities in the area and this was prompted by the media. Social media has played a great part in spreading terror related alerts and information.

4.4.4 Number of tourists attended per month

The emergence of illegal gangs like the MRC have dampened the holiday spirit of both local and international tourists. Terrorism does not seem to have a big impact on domestic travel but mostly affects international travelers who constitute the majority of tourist in Kenya.

Table 4.16: Number of tourists attended per month

Category	Frequency per month	Frequency per month	Frequency per month
Tourists	Before terrorist activity	After terrorist activity	Presently
Domestic	800	650	700
Foreign	1200	550	1100
Total	**2000**	**1200**	**1800**

The researcher also wanted to find out from the respondents on the number of tourist attended per month before, after and presently. Table 4.16 shows the results of the number of tourist attended per month. For domestic tourists before terrorist activity they registered 800, after terrorist activity they registered 650 and currently they are 700.

For foreign tourists before terrorist activity they registered 1200, after terrorist activity they registered 550 and currently they are 1100. During a terrorist attack, the tourists significantly reduce in numbers costing the country great economic losses because tourism is a major economic boost for Kenya especially in the coastal region. The study deduced that currently the country has not experienced any terrorist attacks and security has been enforced in the coastal region hence the tourist sector is in top shape. It follows that Kenya and many other developing countries are dependent on tourism since it forms a substantial part of their GDP and anything that impacts on tourism will have a profound impact on their economies.

4.4.5 Terrorism activities affect business cost

The respondents were asked to rate the increase in business costs due to terrorism in a five point Likert scale.

The range was 'strongly agree' (5)' to 'strongly disagree' (1). The score of strongly disagree has been taken to present a variable which had an impact to a strongly disagree (S.D) (equivalent to mean score of 0 to 1.4 on the continuous Likert scale; (0≤ S.D <1.4). The score of disagree has been taken to present a variable which had an impact to disagree (D) (equivalent to mean score of 1.5 to 2.4 on the continuous Likert scale; (1.5≤ D <2.4). The score of neutral has been taken to present a variable which had an impact to neutral (N) (equivalent to mean score of 2.5 to 3.4 on the continuous Likert scale; (2.5≤ N <3.4). The score of agree has been taken to present a variable which had an impact to agree (A) (equivalent to mean score of 3.5 to 4.4 on the continuous Likert scale; (3.5≤ A <4.4). The score of strongly agree has been taken to present a variable which had a n impact to strongly agree (S.A) (equivalent to mean score of 4.5 to 5.4 on the continuous Likert scale; (4.5≤ S.A <5.4).

A standard deviation of >1.5 implies a significant difference on the impact of the variable among respondents.

Table 4.17: Increase in business costs due to Terrorism.

Category	Mean	Standard Deviation
Strongly agree	5.0087	.1596
Agree	4.2348	.0293
Neutral	2.6957	.0707
Disagree	2.2870	.1065
Strongly disagree	0	0

From the Table 4.16 the respondents rated the increase in business costs due to terrorism as follows: strongly agree had a mean of 5.0087; those who agreed had a mean score of 4.2348; those who were neutral had a mean score of 2.6957 while those who disagreed had a mean score of 2.2870. The study deduced that the respondents strongly agreed that there is increase in business costs due to terrorism. The high cost is associated with the high security measures put in place to guard the tourist sector in Kilifi County.

Table 4.18: Terrorist activities negatively affect staff productivity at work.

Category	Mean	Standard Deviation
Strongly agree	4.8421	.1309
Agree	3.6283	.1038
Neutral	2.5732	.2676
Disagree	1.6490	.0032
Strongly disagree	1.2047	.1084

Table 4.17 shows the results of respondents who rated that terrorist activity negatively affects staff productivity at work. The respondents who strongly agreed had a mean score of 4.8421, those who agreed had a mean score of 3.6283, those who were neutral had a mean score of 2.5732 and those who disagreed had a mean score of 1.6490 while those who had a mean score of 1.2047 had a mean score of 1.2047.

Study deduced that terrorist activities negatively affect staff productivity at work by influencing their contribution towards the tourism sector; the workers develop fear and uncertainty of security for their livelihoods and jobs in supporting their families as the bread winners. These attacks also affect the social life of people by creating a strict environment of suspicion thus curtailing their movement and interactions.

4.5 Influence of the terrorist threats on tourism business strategies

The specter of terrorist threat is now thoroughly spread across both liberal and illiberal democracies. Conditions of terrorist threat affect individuals' political evaluations, attitudes, and behaviors, worry about terrorism influences individuals' evaluation and choice of leaders, preferences over international cooperation, among other factors (Zechmeister, 2013). Terrorist attacks kill and maim thousands each year and cause massive economic damage. Images of the aftermath of bombings and other atrocities are rarely absent from the media. In such a context it would be natural to expect that the fear and threat of terrorism would have a crippling psychological effect on society (Silke, 2012).

4.5.1 Travel Advisories

Table 4.19: Terrorist threats result in travel advisories

Category	Mean	Standard Deviation
Strongly agree	5.2043	1.1541
Agree	4.4913	1.1268
Neutral	2.6957	1.0324
Disagree	1.5522	1.2516
Strongly disagree	0.2130	1.1014

The impact of terrorist threats which consequently attract travel advisories from the Western countries on customer satisfaction was a major concern in this study hence the respondents were required to rate to what extent they agreed that terrorist threats result in travel advisories that greatly reduce tourist activities. The results were as illustrated in table 4.18 above. Those who strongly agreed had a mean score of 5.2043; those who had a mean score of 4.4913; those who were neutral had a mean score of 2.6957; those who had a mean score of disagree had a mean

score of 1.5522 while those who strongly disagreed had a mean score of 0.2130. The study deduced that terrorist threats consequently attract travel advisories from the Western countries hence Kenya ends up on the losing end because tourism is an economic activity that boost Kenyan economic growth.

4.5.2 Awareness of terrorist threats issued in the last one year

Table 4.20: Awareness of terrorist threats issued in the last one year

Measurement	Category	Frequency	Percentage
Are you aware of any terrorist threats issued in the last one year in the area?	Yes	71	85
	No	12	15
	Total	83	100

From the research findings, the study established that the respondents were aware of terrorist threats issued in the last one year in the area. The table shows the results of awareness of terrorist threats issued in the last one year as follows those who indicated yes they knew of any terrorist threats issued in the last one year in the area accounted for 85% while 15% did not know of any threats issued in the last one year in the area. The study deduced that information of terrorist threats was issued in the last one year especially in the recent attacks that occurred in Malindi on the 24th March, 2013 where at least eight people were killed during a raid on a casino by a machete-wielding gang.

4.5.3 Efforts of Stakeholders in preventing terrorist attacks

Table 4.21: Efforts by stakeholders to prevent future attacks from occurring in future

Category	Mean	Standard Deviation
Very Satisfactory	4.6043	1.3541
Satisfactory	3.8913	1.5268
Neutral	3.1957	1.5324
Poor	2.1522	1.5516
Very Poor	1.213	1.4014

Table 4.20 shows findings from respondents on the efforts by stakeholders to prevent future attacks from occurring in the future. The results were as follows: very satisfactory had a mean score of 4.6043; satisfactory had a mean score of 3.8913; neutral had a mean score of 3.1957; poor had a mean score of 2.1522 and very poor had a mean score of 1.2130. The study deduced that the efforts by the stakeholders in preventing future attacks from occurring in future were in place. According to the Kenya police in Kilifi County, security officers have been deployed in the area covering the entire area especially across the border with Somali where the militants are believed to have their training. Those in the tourism sector do take precautions in accommodating guests in their premises by counter checking their identification or passports and any other required document for identification.

4.6 Effect of terrorist kidnappings on tourism business strategies

Hostage taking and kidnapping can occur anytime and anywhere. The renewed popularity of hostage taking and kidnapping seems a byproduct of a series of important international developments in the war on terrorism. The taking of foreign hostages has become a particularly popular *modus operandi* for terrorists (who tend to be well-organized and selective in their 'target' hostages), particularly due to their cynical but generally effective use of extensive media coverage.

4.6.1 Terrorist kidnappings in the area

The study sought to find out from the respondents whether they were aware of any terrorist kidnappings that have occurred in this area recently. The results were as illustrated in Table 4.21 below.Table 4.22: Terrorist kidnappings in the area

Measurement	Category	Frequency	Percentage
Are you aware of any terrorist kidnappings that have occurred in this area recently?	Yes	46	55
	No	37	45
	Total	**83**	**100**

From the findings 55% of the respondents indicated that they were aware of any terrorist kidnappings that have occurred in this area recently while 45% of the respondents indicated that they were not aware of the kidnappings that have occurred in this area recently. The study deduced that the majority of the respondents were aware of the terrorist kidnappings that have occurred in this area recently through the media. In line with Silke, 2012 the media attention certainly fosters a widespread belief that terrorist attacks are both more common and more dangerous than is actually the case.

4.6.2 Resolving Kidnapping

The study established how kidnappings are resolved as illustrated in the Table 4.22

Table 4.23: Resolving Kidnapping

Measurement	Category	Frequency	Percentage
How was the kidnapping finally resolved?	Ransom payment	27	32
	Rescued	37	45
	Death of victim	15	18
	Unresolved	4	5
	Total	**83**	**100**

From the findings, the majority of the respondents indicated that the kidnappings were resolved by rescue missions that take years to be completely resolved. This accounted for 45% of the respondents. This was followed by ransom payment to meet the demands set in place by the militants accounting for 32%. In some cases, the kidnappers end up killing their hostage whether in exchange of ransom or not accounting, for 18%. Many cases of kidnapping have been left unresolved and the hostage is termed missing for several years before being declared dead accounting for 5% of the responses. The study deduced that majority of the kidnappings are resolved through rescue missions that are led by the Anti-Police Terrorist Unit (APTU) and the department of criminal investigations (CID) in Kenya. These cases are treated with at most attention due to the rise in militant groups who are increasingly issuing terror threats mainly targeting foreign tourist visiting the country.

4.6.3 Tourist Kidnappings are frequent in the area

Table 4.24: Tourist Kidnappings are frequent in the area

Category	Mean	Standard Deviation
Strongly agree	0	0
Agree	3.6304	.1735
Neutral	2.8913	.0318
Disagree	1.5682	.18335
Strongly disagree	1.2174	.14471

From the findings the study the respondents rated how frequent tourist kidnappings were in the area. The results were shown in Table 4.23 as follows: those who agreed had a mean score of 3.6304; those who were neutral had a mean score of 2.8913; those who disagreed had a mean score of 1.5682 while those who strongly disagreed had a mean score of 1.2174. The study deduced that tourist kidnappings were moderate in the area. The study is in line with Yun, 2011 in discussing hostage taking and kidnapping has become one of the most valued weapons in the modern terrorist arsenal. Terrorist hostage taking and kidnapping has become an international concern in recent years.

4.7 Survey from the Police officers

4.7.1 Police Branch

Table 4.25: Police Branch

Police Branch	Frequency	Percentage
Tourist police	1	6
Regular Police	1	6
CID	2	25
AP	5	57
NSIS	1	6
Total	**10**	**100**

From the findings, the majority of the police respondents were from the Administration Police Unit (AP) accounting for 57%, 25% were from CID, and the tourist police, regular police and NSIS were 6% respectively. The police officers from the AP were in a good position to participate in the study due to their availability and wide scope of work. The other participates also gave relevant information in terrorist attacks.

4.7.2 Particular information about attacks

From the findings obtained from the survey from the police officers the results were illustrated in Table 4.25 below.

Table 4.26: Survey from the Police officers

Category	Yes		No	
	F	**%**	**F**	**%**
Have you recorded any terrorist activities in this Town in the last one year?	7	75	3	25
Were there any tourist causalities? Any injured?	9	95	1	5
Have you recorded any terrorist kidnap case in the last one year?	6	65	4	35
Are there any attempted attacks that you managed to contain before they occurred?	8	85	2	15
Are there any dangers, in your view, that tourists are still exposed to?	5	50	5	50
Total		**x/100**	**x/10**	**x/100**

From the findings obtained the majority of the police respondents 75% indicated that they had recorded terrorist activities in the town in the last one year while 25% had not recorded any terrorist activities in the town for the last year; the majority of police respondents 95% also indicated that in the last attack there were tourist causalities and injuries while 5% did not record any causalities. The study sought to find out whether they had recorded any terrorist kidnap case in the last one year and the majority at 65% indicated that they had recorded terrorist kidnap in the last one year while 35% had not recorded any kidnap. The study sought to establish whether

there were any attempted attacks that they had managed to contain before they occurred and according to the findings 85% indicated that they had managed to contain attempted attacks before they occurred while 15% had not managed to contain attempted attacks before attacks occurred. The study also sought to establish if there were any dangers that tourists were still exposed to and the response was alarming showing a 50% chance of tourist in danger of terrorist attacks. The study deduced that from the terrorist attack in Malindi town on the 28th of March 2013, the attack left at least eight people dead including two policemen and many were injured in the event. The terror attacks were meant to spread fear and illegal acquisitin of guns. The police also risk their lives to save and contain terrorist activities in the area.

4.7.3 Effects of terrorism on tourism

According to Thompson, the effect of terrorism on developing countries differs significantly from its effect on developed countries. He argues that the effect of terrorism on the economies of developed countries is cushioned by economic diversity and resource availability (Thompson, 2008). Koroma finds that terrorism hits the tourism and hospitality industry hard (Koroma, 2011). Conditions of terrorist threat affect individuals' political evaluations, attitudes, and behaviors, worry about terrorism influences individuals' evaluation and choice of leaders, preferences over international cooperation, among other factors (Zechmeister, 2013).

4.7.4 Characterize the risk of terrorist attack

The respondents were asked to rate the uses of balanced scorecard according to how they are applied in co-operative bank in a five point Likert scale. The range was 'highly likely (1)' to 'highly unlikely (5). The scores of highly likely had a mean score of 0 to 2.4 on the continuous Likert scale ;($0 \leq H.L < 2.4$). The scores of likely had a mean score of 2.5 to 3.4 on the continuous Likert scale ;($2.5 \leq L < 3.4$). The scores of unlikely had a mean score of 3.5 to 4.4 on the continuous Likert scale ;($3.5 \leq U < 4.4$). The scores of highly unlikely had a mean score of 4.5 to 5.0 on the continuous Likert scale ;($4.5 \leq H.U < 5.0$).

A standard deviation of >1.5 implies a significant difference on the impact of the variable among respondents.

Table 4.27: Characterize the risk of terrorist attack

Category	Mean	Standard Deviation
Highly likely	1.2770	.01923
Likely	2.6003	.1735
Unlikely	3.8913	.0318
Highly unlikely	4.5682	.18335

From the findings in Table 4.26, the study established the respondents characterized the risk of another terrorist attack occurring within the area as unlikely to occur with a mean score of 3.8913. The police officers characterized the risk of another terrorist attack occurring within the area based on the measures put in place to curb terrorist attacks. Security has been enforced both on land and on water and the borders have been enforced with rules and regulations that are aimed at eliminating terrorism.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings, conclusion and recommendations on the influence of terrorist activities on tourism business strategies in Kenya: a case of Malindi, Kilifi County based on the findings from the previous chapter.

5.2 Summary of Findings

The objective of the study was to examine the influence of terrorist attacks on the tourism sector particularly in Malindi town in Kilifi County. From the study findings the study established that 56% of the respondents knew of terrorist attacks in the area through the media. The study is in line with White, 2012 in describing the relationship between terrorism and tourism as being intertwined. If a host country has had widespread media attention to a tourist event, tourism may drop from selected areas. Low level terrorism gradually reduces tourism over a period of time and sudden, vicious attacks have an immediate negative impact. The study also established the perpetrators of terrorists' attacks as militants from the Mombasa Republican Council and the Al-Shabaab group. The study sought to find out whether the respondents were aware of any imminent terrorist activities in their area and 75% indicated that they were aware of the imminent terrorist activities especially through the media. The researcher also wanted to find out from the respondents on the number of tourist attended per month before, after and presently. The study found out that currently the county has not experienced major terrorist attacks and security has been enforced in the coastal region hence the tourist sector is in top shape. It follows that Kenya and many other developing countries are dependent on tourism since it forms a substantial part of their GDP and anything that impacts on tourism will have a profound impact on their economies. The study also determined that respondents strongly agreed that there is increase in business costs due to terrorism. The high cost is associated with the high security measures put in place to guard the tourist sector in Kilifi County.

The study sought to determine the influence of the terrorist threats on tourism business strategies in Malindi town by determining whether terrorist threats result in travel advisories.

The study established that terrorist threats consequently attract travel advisories from the Western countries hence Kenya ends up on the losing end because tourism is an economic activity that boosts the Kenyan economic growth. The respondents were asked if they were aware of any terrorist threats issued in the last one year in the area and they indicated yes they knew of any terrorist threats issued in the last one year in the area accounting for 85%. The study deduced that information of terrorist threats was issued in the last one year especially in the recent attacks that occurred in Malindi on the 24th March, 2013 where at least eight people were killed during a raid on a casino by a machete-wielding gang. The study sought to establish the efforts of stakeholders in preventing terrorist attacks. The study deduced that the efforts by the stakeholders in preventing future attacks from occurring in future were in place.

The study also sought to establish the effects of terrorist kidnappings on tourism business strategies in Malindi town by determining terrorist kidnappings in the area. From the findings, the majority of the respondents indicated 55% indicating that they were aware of any terrorist kidnappings that have occurred in this area recently this is in line with Silke, 2012 the media attention certainly fosters a widespread belief that terrorist attacks are both more common and more dangerous than is actually the case. The study also sought to determine how kidnappings were resolved and from the findings, the respondents indicated that the kidnappings were resolved by rescue missions that take years to be completely resolved. The majority of the respondents accounted for 45%. The study deduced that kidnappings are resolved through rescue missions that are led by the Anti-Police Terrorist Unit (APTU) and the department of criminal investigations (CID) in Kenya. The study also established how frequent tourist kidnappings were in the area. The study deduced that tourist kidnappings were moderate in the area. The study is in line with Yun 2011 in discussing hostage taking and kidnapping has become one of the most valued weapons in the modern terrorist arsenal. Terrorist hostage taking and kidnapping has become an international concern in recent years.

The study established that the police officers from the APTU were in the best position to participate in the study because the field of terrorism was in their specialty. This particular group of officers proved difficult to interview and the Administration Police were very helpful. The other participates also gave relevant information in terrorist attacks. The study found out particular information about terrorist attacks in the area.

The study deduced that from the terrorist attack in Malindi town on the 28th of March 2013, the attack left at least eight people dead including two policemen and many injured in the event. The terror attacks are meant to spread fear and illegally taking possession of guns. The police too also put their lives on the lines to save and manage terrorist activities in the area. The police officers characterized the risk of another terrorist attack occurring within the based on the measures put in place to curb terrorist attacks in the area. Security has been enforced both on land and on water and the borders have been enforced with rules and regulations that create a strict environment tolerating zero terrorism.

5.3 Conclusions

Tourism requires security and insecurity harms tourism (Leigh, 2013). Terrorism attacks have changed over the course of history from violent activities to threats and kidnappings. Terrorism attacks are not only global or regional but it has also its effects locally. Terrorism respects no boundaries and the perpetrators of terrorist attacks are wide spread from one part of the country to the other. Media plays a huge role in influencing the tourism industry, especially by giving in-accurate or biased information by exaggerating the violent activity and in the worst case highlighting false impression of the country. Kenya attracts international media coverage and its liberal media regulations have left the country exposed to biased coverage. The negative coverage from the media has contributed to huge losses of jobs in tourism and hospitality industry and also huge cancellation of tourist's hotel bookings especially in the coastal region.

Travelling to Malindi, Kenya is risky and many foreign governments have advised their citizens not to travel to Kenya or at least have warned of all the possible risks. This has influenced tourists because safety is important when choosing a destination. Tourism in Kenya recorded a huge decrease because of terrorism. The Kenyan crisis has also hurt the neighboring countries.

It is undeniable that the effects of terrorism in tourist areas have an adverse effect on the economy of that country as seen with Kenya. However, after an initial drop in tourist number things eventually return to normal. This can be seen with Kenya and in a global sense with people's attitudes towards flying especially after the 9/11 attacks. This may be due to efforts to reinforce security in attacked areas or maybe because the possible threats of terrorism cannot cancel out the thrills of visiting foreign areas and being an international tourist.

In the case of the United States of America the terrorist attacks of September 11th did not stop people from flying even though in the short term there was a decrease. This is because in the modern era people need to fly to reach different destinations.

As such a provider of employment and economic prosperity in many countries including Kenya, the tourist industry must be able to remain resilient in the face of adversity. Although tourists act as an easy target for terrorists if the industry remains flexible in its ability to diversify when tourism numbers take a downturn it will help ensure economic prosperity is maintained and defeat the primary objectives of the terrorist groups.

5.4 Recommendations

The study arrived at the following recommendations which if implemented effectively they will ensure a drastic improvement in security to attract both low and high-end tourists in Kenya.

1. The study recommends that the government should have APTU deployed at every county in the country.
2. The study recommends that both domestic and foreign tourists' policies should be reinforced to discourage accommodating terrorist in their premises.
3. The study recommends that policy in the management of security systems should be enforced.
4. The study recommends security arms involved in fighting terrorism should be equipped with modern weapons and surveillance systems for counter-terrorism efforts.
5. The study recommends that there is need for policy shifts to address emerging terrorism trends to enable the security arms to pay greater attention to security matters. Extra diligence should be exercised at entry points and close monitoring of suspicious characters in the country.
6. The study recommends that there is a need to improve business strategies and also to lobby the Government to re-focus on the security issue to make the country more competitive and marketable.
7. The study also recommends that the citizens, the business operators and the police need to work more closely to forestall any future terrorist attacks.

5.5 Suggestions for Further Research

This study was mainly concerned with the influence of terrorist activities on tourism business strategies in Kenya in Malindi town. There is need of a macro view of the entire tourist attractions country wide and terrorist activities around the borders of Kenya and Somalia. This study therefore recommends that subsequent studies adopt a broader view of a comparative examination on the influence of terrorist activities on tourism business strategies in Kenya.

The media plays a big role in the spreading of terrorist propaganda and messages. Terrorist attacks usually receive a lot of media attention and coverage and this appears to be the ultimate intention of the perpetrators. A close examination of the media influence on the occurrence of terrorist attacks is necessary to bridge this gap on its role.

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APPENDICES

Appendix 1: A Letter of Transmittal

University of Nairobi,
School of Continuing and Distance Education,
Department of Extra Mural Studies,
P.O Box 88732-80100,
Mombasa, Kenya.

5th May 2012

Dear Sir/Madam,

TO WHOM IT MAY CONCERN

I, Peter Nderi Registration No: L50/69628/2011, am a student pursuing a **Masters of Arts Degree in Project Planning and Management** at the School of Continuing and Distance Education in the University of Nairobi.

As part of the course I am required to go to the field for data collection and prepare a research project report. I am collecting data related to my research topic: **"*The influence of terrorism activities on tourism business strategies in Kenya: a case of Malindi, Kilifi County."***

This information I am gathering is purely for academic purposes and will be treated with utmost confidentiality. Thank you for your cooperation.

Yours Sincerely,

Peter Nderi

L50/69628/2011

Appendix 2: Informed Consent Form

I have been briefed on the study on ***Influence of Terrorism attacks on Tourism: The Case of Malindi Tourism Industry, Kenya***. I understand that the research is for academic purposes only. The findings and recommendations of the research may however be used to add to the scanty body of knowledge with regard to tourism business strategies in Malindi. I have also been assured of the confidentiality of the information that I give and the need for honest responses. I therefore give consent for my voluntary participation.

Organization ……..

Department ……..……...

Position ……...……..

Name……..……

Telephone contacts ……

Sign ……...……

Appendix 3a: Questionnaire for Survey

Dear resident,

Kindly fill in the questionnaire as per the instructions in each section. Tick inside the box and also provide extra details in the spaces provided if you have more information.

Please tick inside the bracket [√] or give a brief explanation where appropriate

A: General Information

1. Name of village: Watamu [ ] Gedi [ ] Malindi Town [ ] Mamrui [ ]
2. How old are you?

   10-20 [ ] 21-35 [ ] 35-50 [ ] over 50 [ ]
3. What is your occupation?

   Transport Operator [ ] Hotel Operator [ ] Other (specify) [ ]

   …….
4. What is the level of your education?

   Primary [ ] Secondary [ ] Tertiary (Cert/Dip/Degr) [ ]
5. How long have you lived in this area?

   0-1yr [ ] 2-5 yrs [ ] 6-10 yrs [ ] over 10 [ ]
6. Are you aware of any terrorist attacks/ activities that have occurred in this area or nearby recently?

   Yes [ ] No [ ] If yes proceed to (vi) below if no jump to (xiv)

B: Influence of terrorist attacks on tourism business strategies in Malindi town.

7. How did you know of the terrorist attacks?

   Media [ ] Witnessed [ ] A friend [ ]

8. Who were the perpetrators of the attack

   Al-Qaeda [ ] Al-Shabaab [ ] Other [ ] Specify……
9. Are you aware of any imminent terrorist activities in your area?

   Yes [ ] No [ ]

10. How many tourists did you attend to (observe) on average per month before these activities?

    Domestic.....

    Foreign……...…….....

11. Immediately after the activity?

    Domestic.....

    Foreign…….....

12. Presently?

    Domestic.....

    Foreign…….....

13. Terrorism activities affect the cost of business.

    Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

14. Has the activity affected the way you feel about your job?

    Yes [ ] No [ ]

    If yes, explain.

    ……

    …..……

15. Have you noticed an increase in any of the following behaviour at the workplace?

    i. Lateness

       Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

    ii. Absenteeism

       Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

    iii. Idle time

       Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

    iv. Absentmindedness

       Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

    v. Depression

Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

vi. Customer complaints

Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

vii. Would you say this was related to the terrorist activity in any way?

Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

If yes, explain

……

……

C. Influence of the terrorist threats on tourism business strategies in Malindi town

16. What in your view can be done to deal with the effects of terrorism in this area?

……..

.....

.....

17. How would you describe the efforts by various stakeholders in preventing terrorist activities from occurring in the future?

Very Satisfactory [ ] Satisfactory [ ] Poor [ ] Very Poor [ ]

18. Are you aware of any terrorist threats issued in the last one year in the area?

Yes [ ] No [ ]

19. Terrorist threats result in travel advisories that greatly reduce tourist activities?

Agree [ ] Disagree [ ] Strongly Disagree [ ] Neutral [ ]

D. Effect of terrorist kidnappings on tourism business strategies in Malindi town

20. Are you aware of any terrorist kidnappings that have occurred in this area recently?

Yes [ ] No [ ]

21. How was the kidnapping finally resolved?

Ransom payment [ ] Rescued [ ] Death of victim [ ] Unresolved

Additional comments……

……..

22. Tourist kidnappings are frequent in your area.

Strongly agree [ ] Agree [ ] Neutral [ ] Disagree [ ] Strongly Disagree [ ]

Thank you for your time and assistance

Appendix 3b: Questionnaire for police officer

Dear participant,

I am carrying out an academic study to assess the influence of the recent terrorist attack on tourism in this town. The purpose of this questionnaire is to find out whether the number of tourist visiting the Town has increased or decreased. As a person who deals directly with tourists your views and ideas are considered very important for the success of this academic study and it would be very much appreciated if you could spend a little time to answer this questionnaire.

Please tick inside the bracket [√] or give a brief explanation where appropriate

A: Particular information about attacks

1. Which branch of the police are you attached to?

   Tourist police [ ] Regular Police [ ] CID [ ] AP [ ] NSIS [ ]

2. Have you recorded any terrorist activities in this Town in the last one year?

   Yes [ ] No [ ]

   If Yes:

   Were there any tourist causalities? Any injured?

   Yes [ ] No [ ]

   If yes, please give details?

   ……

   .....

3. Have you recorded any terrorist kidnap case in the last one year?

   Yes [ ] No [ ] If yes proceed to (vii)

4. Are there any attempted attacks that you managed to contain before they occurred?

   Yes [ ] No [ ]

   If yes, give details (how many, nature of the attack etc.)

   ……

   …….

5. Are there any dangers, in your view, that tourists are still exposed to?

Yes [ ] No [ ]

If yes, give details

……

……..

6. How would you characterize terrorist threats recorded in the last one year?
No occurrence [ ] Once [ ] Frequent [ ] Very frequent [ ]

7. What in your view can be done to deal with the effects of terrorism on tourism in this area?

……..

.....

.....

8. How would you characterize the risk of another terrorist attack occurring within the area in this year 2014?
Highly likely [ ] Likely [ ] Unlikely [ ] Highly Unlikely [ ]