

AL SHABAAB TERRORIST ATTACKS AND TRANSNATIONAL SECURITY:
CASE OF NON-LOCAL EMPLOYEES ATTACKS IN MANDERA COUNTY,
KENYA

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C50/CTY/PT/22300/2012

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF LAW,
ARTS AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF A MASTER OF ARTS
DEGREE IN INTERNATIONAL RELATIONS AND DIPLOMACY,
KENYATTA UNIVERSITY

AUGUST, 2023

DECLARATION

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This project report is my original work, and it has not been submitted for a degree at this or any other university.

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DEDICATION

This project is dedicated to my parents and family.

ACKNOWLEDGEMENT

I would like to express my appreciation to the Kenyatta University faculty for their guidance and assistance throughout my academic career there. Additionally, I am thankful to Dr. Linnet Hamasi, my supervisor, for her direction and guidance in the development of my proposal. Lastly, I am appreciative of my family's support and patience during this challenging period.

OPERATIONAL OF DEFINITION TERMS

Culture	Refers to a particular group of people's shared way of life, beliefs, values, language, perspectives, and customary behavior. This encompasses all aspects of their actions, expressions, convictions, and innovations, and serves as an acquired blueprint for their way of existence.
Motivation	Refers to psychological forces that control a person's behavior within an organization, as well as their level of effort and persistence. This study will use the term to describe monitoring and any benefits given to non-indigenous workers to help them work more efficiently.
Retention of workers	Refers to plans and policies that businesses use to keep employees for the long term while reducing attrition and turnover. To maximize return on investment, businesses must ensure that a retention strategy is in line with their objectives. In this study, the phrase will be used to describe the methods used by Mandera County's institutions to keep staff members on board.
Security challenges	Refer to an institution's security worries on protocols and plans in place to address them. In this study, the phrase will be used to describe security issues in Mandera County,

including assaults, a lack of lighting, and the presence of illegal businesses.

Transnational security Refer to security challenges that transcend national boundaries and require cooperation and coordination between multiple countries and actors and in this study the challenges include terrorism.

ABBREVIATIONS AND ACRONYMS

AMISOM African Union Mission in Somalia

NACOSTI National Commission for Science, Technology and Innovation

SPSS Statistical Package for Social Sciences

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ABSTRACT

The purpose of this study was to examine the challenges faced by non-local employees in Mandera County as a result of Al-Shabaab terrorist attacks. The study found that non-local employees face significant challenges in terms of their safety and security, ability to work effectively, and overall well-being. The attacks have resulted in the loss of lives, injuries, and psychological trauma. Mandera County lost many non-resident employees who were targeted by Al-Shabaab attacks while working in quarries in Mandera County in the period between 2010 and 2015. The scenario became very complicated as it was accompanied by other attacks including the stopping of buses and targeting non-Muslims, murdering them. This caused fear and panic among non-Muslim Kenyans and foreigners working in Mandera County. It led to majority of them quitting their jobs and exiting from Mandera County under police escort. This study evaluated the difficulties faced by non-resident and regional workers in Mandera County as a result of terror attacks against them. The study's specific goals included examining how terrorist attacks prevent non-indigenous workers from staying in Mandera County, evaluating cultural barriers that prevent non-indigenous Kenyans from working there, analysing motivational barriers that prevent non-indigenous Kenyans from working there, and evaluating environmental barriers that prevent non-indigenous Kenyans from working there. The Helzberg two-factor theory and the social control theory were both used in the study. The investigation spans the years 2010 through 2017. The study used a descriptive research design, and participants included 70 respondents forming 10% of the 709 target population as representatives from government agencies, security agencies, community and religious leaders, and NGOs. Due to the sensitivity of the subject, a purposive sampling strategy was used in the study. The study used questionnaires to gather data. A pilot study was carried out in Garissa County informing the validity of the tools that drew the findings as well as the reliability of the tools. Frequency tables and charts were used in the descriptive data analysis of the data. Reports, graphs, charts, and diagrams were used to present the findings. According to the findings, terror rather than environmental or motivational factors was the main barrier preventing non-resident workers from working in Mandera County because of attacks and the brutal murders of some of their co-workers.

CHAPTER ONE

INTRODUCTION

The chapter covered the background to the study, statement of the problem, objectives, research questions, significance and scope of the study, limitations and assumptions of the study.

1.1 Background of the Study

Al-Shabaab, a terror group that affects transitional security and it operates in Kenya's Northeastern (Ekanem, 2022). Al-Shabaab, has targeted and frustrated a large number of non-native residents of Mandera County. Many non-Mandera residents have perished as a result of the vicious attacks they suffered at work or in their dorms according to Ekanem. In order to stoke hostility among religious and tribal groups in North Eastern Kenya, including Mandera County, Al-Shabaab has targeted residents with deliberate attacks. The frequent practice has discouraged Mandera County non-resident Kenyans from looking for work in Northern Kenya and decreased the number of job seekers there.

The attacks have caused unease among Kenyans who would like to do business in Mandera and have also caused some fear within the region of the possible attacks on non-Kenyans should they go to Mandera for business deals. Al-Shabaab attacks have left a number of African Union Mission in Somalia (AMISOM) soldiers from Uganda, Somalia, and Ethiopia dead (Al-Bulushi, 2020). The message sent is that the Al-Shabaab outfit is not only anti-non-Mandera residents but also against anyone acting on terrorist targets in East Africa.

Terrorist attacks are the causes of non-Mandera and foreign employee flights from Mandera County hence resulting in a lack of employee retention in Mandera County (Hassan, 2017). The process of encouraging employees to stay with the company for the longest possible time is known as employee retention. According to Sharma (2018), every organization creates time and financial commitment to train and hire new corporates and bring them up to par with the existing staff. When workers quit their jobs after receiving all necessary training, the organization is left completely at a loss. To ensure that an individual stays with an organization for the longest possible time, various measures are taken to ensure employee retention.

Numerous factors contribute to the on-going issue of employee retention, but before learning how to solve it, it is important to understand what drives people within organizations (Jannat, Rahman & Kumar, 2019). Researchers have made efforts to provide answers to the question of what influences an individual's decision to quit or stay in a job, but unfortunately, the results to date are inconsistent. However, it is crucial to make an effort to keep talented non-indigenous workers and periodically assess the success of those efforts.

Deliberate efforts have been made, as provided for by a variety of employee policies, legal frameworks, decrees, and seculars (Sharma, 2018), in addition to other movements. In order to demonstrate the institutions' commitment to retaining non-indigenous employees in public organizations in Mandera County and identify the precise factors that influence their retention, this study identified these factors as Hassan (2017) notes. However, experience has shown that despite these efforts, retention strategies have been fruitless.

Employee turnover has been high within Mandera County. This type of experience opens up a window for comprehending the influences that shape these.

1.2 Statement of the Problem

Mandera County, located in northern Kenya, has experienced numerous Al-Shabaab terrorist attacks over the years, resulting in a significant impact on the local population and the regional economy. Non-local employees, who play a crucial role in the region's development, have been particularly affected by these attacks. The non-local employees working in Mandera County include teachers, healthcare workers, and other professionals who provide essential services to the local population.

The frequency of Al-Shabaab attacks have increased, with non-local employees becoming targets of the group, leading to fear and insecurity among them. This fear has resulted in non-local employees being reluctant to work in the region, leading to a significant impact on the delivery of services and the regional economy. The attacks have also hindered regional cooperation between the local and non-local workforce. The lack of cooperation has led to a breakdown in communication and mistrust, resulting in a negative impact on the overall development of the region.

An assessment of the challenges posed by Al-Shabaab terrorist attacks on non-local employees is, therefore, necessary to understand the impact of terrorism on regional cooperation in Mandera County. The attacks have had a significant impact on the region, disrupting essential services and undermining the local economy. Irrespective of the regional cooperation between Kenya, Somalia, and other countries in the region that has been crucial in addressing this threat, by deploying additional security forces, sharing

intelligence, and addressing the root causes of terrorism the challenge is still persisted, hence called for the need to conduct the study that focused on Mandera County.

1.3 Objectives of the Study

The study was guided by the objective:

1. Examined the scope of the problem posed by Al Shabaab terrorist attacks on non-local employees in Mandera County
2. Assessed the impact of the attacks on non-local employees.
3. Evaluated the factors contributing to the challenges faced by non-local employees in Mandera County.

1.4 Research Questions

1. What is the extent of the challenges posed by Al Shabaab terrorist attacks on non-local employees in Mandera County?
2. How have Al Shabaab terrorist attacks on non-local employees affected their safety and security, ability to work effectively, and overall well-being?
3. What social, economic, and political factors are contributing to the challenges faced by non-local employees in Mandera County as a result of the Al Shabaab terrorist attacks?

1.5 Assumptions of the Study

1. The researcher assumed that the workers in Mandera County understood the issue of terror attacks against nonresident employees ‘and would respond appropriately.

2. There are impacts of the attacks on non-local employees.
3. The challenges faced by non-local employees have contributing factors.

1.6 Significance of the Study

It was anticipated that this study would have a significant impact on Kenya's institutions and government. First, the study was anticipated to assist decision-makers and security personnel in formulating policies that would aid in the control of terrorism-related activities and also improve the retention of non-resident employees in Mandera County. It was intended to alert non-resident workers in Mandera County to the danger and advise them to take safety measures. Security analysts will find the study valuable as they use its conclusions to evaluate the security environment to take appropriate action. Academicians who wish to advance their academic and intellectual understanding of the impact of terrorist activities on non-local employees are expected to find the study to be of great value.

1.7 Scope of the Study

Mandera County was the site of the study and evaluated the difficulties caused by terrorist attacks on non-resident employees in Mandera County. The study looked at the years 2010 through 2017.

1.8 Limitations of the Study

The Mandera County security situation had an impact on the study because it made some participants reluctant to fill out the researcher's questionnaires. Some respondents were

reluctant to fill out the questionnaire, with some refusing to fill out the questionnaires citing the sensitive nature of the study. The researcher addressed this issue by selecting participants who were positive and willing to cooperate sincerely and honestly, enabling the researcher to overcome these issues. Research assistants who were familiar with the community were considered in the study ensuring the collection of the necessary data from those who were willing to participate.

1.9 Chapter Summary

The chapter covered the background of the study, statement of the problem, objectives, and research questions, assumptions of the study, significance, scope and limitations of the study. This was guided by objectives that examined the scope of the problem posed by Al Shabaab terrorist attacks on non-local employees in Mandera County, assessed the impact of the attacks on non-local employees and evaluated the factors contributing to the challenges faced by non-local employees in Mandera County. The next chapter reviewed the relevant literature that informed the study.

CHAPTER TWO

LITERATURE REVIEW

This chapter includes an examination of pertinent literature, a theoretical structure, a conceptual framework, and an investigation of the knowledge gap that was explored. Literature review was systematically and thematically approached, through identifying, analysing, and synthesizing existing research on the topic. It was an essential step in the research process and helped to inform the development of themes, based on the hypotheses, and study designs.

2.1 Empirical Literature

A thematic approach was adopted to review the nature and frequency of terrorist attacks on non-local employees, the impact of terrorism in East African Region and factors contributing to the challenges faced by non-local employees in Mandera County. Further, theoretical framework to which the study was based on and conceptual framework that guided the study were elaborate.

2.1.1 The Nature and Frequency of Terrorist Attacks on Non-Local Employees

Kenya has experienced several terrorist attacks over the years, with non-local employees being among the targeted victims. These attacks have been mainly carried out by terrorist groups such as Al-Shabaab, which operates from neighboring Somalia. The attacks have targeted various sectors, including tourism, education, and business (Buigut, 2018). The frequency of these attacks has varied over time. In recent years, there has been a decline in

the number of attacks. However, it is important to note that the threat of terrorism remains high, and there is always the potential for new attacks.

In September 2013, Al-Shabaab militants attacked the Westgate Mall in Nairobi, killing 67 people and injuring hundreds more (Onguny, 2020). Among the victims were non-local employees who worked at the mall. The attackers stormed the mall and opened fire on shoppers and employees, leading to a prolonged siege that lasted for several days. Among the victims were 67 people who were killed, including Kenyan nationals and foreigners, as well as hundreds of others who were injured as per Onguny (2020). Non-local employees who worked at the mall were among those who were targeted and killed in the attack. The Westgate Mall attack was one of the deadliest terrorist attacks in Kenya's history and had a significant impact on the country's security and political landscape (Muibu and Cubukcu, 2021).

In April 2015, Al-Shabaab militants attacked Garissa University College, killing 148 people, most of the students (Cannon and Ruto, 2019). The attackers specifically targeted non-Muslim students. The attackers stormed the university in the early morning hours and targeted non-Muslim students, separating them from Muslim students before opening fire. According to Cannon and Ruto, the attack resulted in the deaths of 148 people, most of whom were students, and left many others injured. The attack was one of the deadliest terrorist attacks in Kenyan history, and it highlighted the ongoing threat of terrorism in the country. The government's response to the attack was criticized for being slow and inadequate, and it led to calls for improved security measures and greater cooperation among East African countries in combating terrorism (Kamau, 2021).

In January 2019, Al-Shabaab militants attacked the DusitD2 complex in Nairobi (Kamau, 2021), killing 21 people, including non-local employees who worked at the complex. In January 2019, Al-Shabaab militants attacked the DusitD2 complex in Nairobi, killing 21 people, including non-local employees who worked at the complex. The attack resulted in the deaths of 21 people, including Kenyan nationals and foreigners as per Muibu and Cubukcu (2021), as well as many others who were injured. Among the victims were non-local employees who worked at the complex. The attack was a reminder of the ongoing threat of terrorism in Kenya, and it highlighted the need for improved security measures in public spaces and commercial establishments. The Kenyan government, according to Kamau (2021), responded to the attack by launching a crackdown on Al-Shabaab militants in the country and implementing new security measures in the capital and other urban centres.

In July 2014, Al-Shabaab militants attacked a village in Lamu County, killing several people, including non-local employees working in the area (Otieno, 2020). The attackers targeted a police station and other government buildings, as well as local businesses and residential areas. The attack resulted in the deaths of at least 60 people, including non-local employees who worked in the area. The attack was one of the deadliest in Kenya in recent years and highlighted the on-going threat of terrorism in the country. It also raised concerns about the government's ability to provide adequate security in rural areas, which are often more vulnerable to attacks than urban centres (Muibu, 2021). Following the attack, the Kenyan government launched a military offensive against Al-Shabaab militants in Somalia and implemented new security measures in Lamu County and other parts of the country.

These attacks highlight the dangers that non-local employees face in Kenya. Businesses and organizations need to take measures to ensure the safety of their employees, such as implementing security protocols, providing training, and keeping up-to-date with the latest security information. Additionally, the Kenyan government has also taken steps to improve security (Onguny, 2020), including increasing surveillance, strengthening border security, and collaborating with international partners to combat terrorism.

2.1.2 The Impact of Terrorism in East African Region

Terrorism has had a significant impact in the East African region, both in terms of the loss of life and the economic and political consequences of attacks (Muibu and Cubukcu, 2021). One of the primary effects of terrorism has been the loss of life and the human toll on the victims and their families. Attacks on civilians, including non-local employees, have caused widespread fear and anxiety and have disrupted people's daily lives. The attacks have also had a negative impact on the tourism industry, which is a major source of revenue in the case of Kenya's economy. Terrorism has also had political consequences in the East African region. According to Breidlid (2021), the Kenyan government's response to attacks has been criticized for being slow and ineffective, and there have been concerns about the erosion of civil liberties and human rights in the country. In addition, terrorism has exacerbated existing tensions between different ethnic and religious groups in the region, leading to increased social and political polarization.

Further, the East African region has also been affected by the spill over effects of terrorism in neighbouring countries. For example, attacks by Al-Shabaab militants in Somalia have led to the displacement of millions of people and have had a destabilizing effect on the

region as a whole. In addition, the spread of terrorism and violent extremism in the region has led to increased international attention and engagement, with countries like the United States and China providing military and economic support to regional governments.

2.1.2.1 Geopolitical Effects Tension between Kenya and Western Countries

The impact of terrorism in Kenya has led to a rise in anti-Western sentiment, which has strained the country's relationship with Western countries (Kabandula & Shaw, 2018). This is particularly true following the 2011 incursion by Kenyan troops into Somalia, which was supported by the United States and other Western countries. The incursion was aimed at driving out Al-Shabaab militants who had been carrying out cross-border attacks in Kenya. The military operation has been criticized by some as a trigger for increased terrorism in Kenya, as it is believed to have sparked retaliation by Al-Shabaab militants. This has led to a perception among some Kenyans that Western countries are partly responsible for the terrorist attacks in the country.

The strained relationship with Western countries has also been exacerbated by the perceived lack of support from these countries in addressing the terrorism problem in Kenya. The Kenyan government has accused Western countries of not doing enough to help combat terrorism in the country, particularly in terms of providing resources and intelligence (Kabandula, 2018). The tension between Kenya and Western countries has had broader geopolitical implications. It has made it more difficult for Kenya to attract foreign investment and support, as some Western countries may be reluctant to engage with a country that is perceived as being unstable or unsafe. It has also created a perception among

some Kenyans that their country is being unfairly targeted by Western countries, which could contribute to a further breakdown in trust between citizens and the government.

2.1.2.2 Economic Effects of Terror Attacks

Despite being widespread, the tourism industry is where Kenya's terror attacks have had the biggest economic impact (Buigut, 2018). The industry experienced a severe downturn following the terrorist attacks as a result of a decline in the number of tourists from important European markets, as well as the ensuing trip cancellations and decrease in hotel reservations. Aside from lost tourism revenue, the attacks cost the nation untold sums of money in security expenses and lost economic output. These expenses appeared at a time when the nation could least afford them, having spent the majority of the 1990s experiencing an economic downturn (Cubukcu, 2021). The World Bank-IMF Structural Adjustment Programs, economic and political mismanagement, and a severe credit crunch brought on by foreign donors withholding funds because they were unhappy with the country's political and economic management were the main causes of the economic contraction.

2.1.2.3 Socio-Political Effects

Muibu and Cubukcu (2021), terror attacks in Kenya have resulted in significant loss of life and injuries, causing disruptions to the daily lives of citizens. The attacks have created a climate of fear and uncertainty, affecting social and economic activities. The terror attacks have exacerbated existing religious tensions in Kenya, particularly between Muslims and Christians. This has resulted in social and political polarization, with some groups calling for retaliatory attacks against other groups (Cannon, 2019). The attacks have also

contributed to the radicalization of some Muslims in Kenya, who feel marginalized and oppressed. This has led to the emergence of extremist groups in the country, which have carried out attacks against the government and civilians.

In response to the terror attacks, the Kenyan government has implemented security measures that have resulted in the harassment of innocent citizens (Muibu, 2021). This has led to a breakdown in trust between the government and the citizens and has further fueled anti-government sentiments. Further erosion of the country's sovereignty: The terror attacks in Kenya have also led to a loss of confidence in the government's ability to protect its citizens and uphold its sovereignty. This has led to increased international intervention in the country, further eroding its sovereignty and independence. The involvement of Western countries in the fight against terrorism in Kenya has led to rising anti-Western sentiments in the country (Muna, 2017). Some groups view Western intervention as interference in Kenya's internal affairs, and this has led to tensions between the government and its Western partners.

2.1.2.4 Loss and Disruption of Lives

Sempijja & Nkosi (2019), outlines loss and disruption of lives are one of the most significant consequences of terrorist attacks in Kenya. The attacks have caused significant loss of life, with many innocent civilians, including non-local employees, being killed or injured. This has resulted in grief and trauma for the families of the victims, as well as for the wider community.

In addition to the loss of life, terrorist attacks have also caused significant disruptions to daily life in affected areas. Following an attack, there may be a period of heightened

security measures, which can disrupt social and economic activities (Cubukcu, 2021). Businesses may close, and people may be forced to stay indoors, leading to a decline in economic activity. The loss and disruption of lives have broader implications for the socio-political landscape in Kenya. It creates a climate of fear and uncertainty, which can lead to social and political instability. It can also contribute to a breakdown in trust between citizens and the government, particularly if the government is perceived to be failing in its duty to protect its citizens.

2.1.2.5 Growing Tension between Muslims and Christians

The growing tension between Muslims and Christians in Kenya has been a significant socio-political consequence of the terror attacks in the country (Rink & Sharma, 2018). Prior to the attacks, there were already existing tensions between the two religious groups, particularly in regions where they coexist. However, the attacks have exacerbated these tensions, with some groups blaming the attacks on other religious groups. Following the 2013 Westgate Mall attack, for example, there were reports of retaliatory attacks against Muslims in some parts of the country. This led to a cycle of violence and further deepened the divide between the two groups.

Similarly, the 2015 Garissa University College attack (Onguny, 2020), which targeted non-Muslim students, further fuelled religious tensions and mistrust. The growing tension between Muslims and Christians has had wider implications for the socio-political landscape in Kenya. It has created a polarized society, where people are suspicious of one another based on their religious affiliations. This has led to a breakdown of trust between

different religious communities, making it difficult for them to work together towards common goals.

2.1.3 Factors Contributing to the Challenges Faced by Non-Local Employees in Mandera County

Non-local employees in Kenya face a range of challenges, as they are often seen as easy targets by terrorist groups who are looking to create fear and disrupt the economy (Høiby, 2020). They may view non-local employees as symbols of Western influence or representatives of a particular religion or nationality that they are opposed to. As a result, non-local employees working in high-risk areas such as the tourism sector can be particularly vulnerable to terrorist attacks. Employers need to take steps to ensure the safety and security of their non-local employees, such as providing security training and resources and taking measures to reduce the risk of attacks. It is also important for governments to work with local communities and stakeholders to address the root causes of terrorism and to promote peace and stability in the region.

According to Padash & Khodapanah (2018), adapting to cultural norms and values may be a challenge to non-local employees, particularly in more rural areas where these differences may be more pronounced. This can lead to a sense of isolation and exclusion, which can be compounded by the security risks they face. For example, non-local employees may feel uncomfortable or even unsafe in situations where they are the only non-locals present, or where they are unfamiliar with local customs or traditions. This can impact their ability to build relationships with local colleagues and stakeholders, and may also impact their overall job satisfaction and well-being. Employers need to provide support and resources

to help non-local employees adapt to the local culture and environment, such as language training, cultural awareness training, and opportunities to interact with local communities (Høiby, 2020). This can help to reduce the sense of isolation and exclusion that non-local employees may experience, and can also help to foster positive relationships with local communities and stakeholders.

Non-local employees may face language barriers, particularly if they do not speak the local languages. This can make it difficult for them to communicate effectively with local colleagues and stakeholders, which can impact their ability to perform their jobs effectively. For example, non-local employees may struggle to understand local customs and traditions or may have difficulty expressing themselves in meetings or other professional settings (Høiby, 2020). This can lead to misunderstandings or even conflicts, which can impact overall job performance and productivity. Employers need to provide language training and resources to help non-local employees overcome these language barriers. This can help to improve communication and collaboration with local colleagues and stakeholders, and can also help to foster positive relationships with the local community. Additionally, employers can consider recruiting local staff who can help bridge the language and cultural gaps between non-local employees and the local community.

Limited access to healthcare in the event of an attack or other emergency may be a challenge to non-local employees, which can exacerbate the risks they face and make it more difficult to respond effectively in the event of a crisis. This can be particularly challenging in remote or high-risk areas where medical facilities may be limited or inaccessible. Employers can help to address this challenge by providing medical training

and resources to non-local employees, such as first aid training, emergency response training, and access to medical supplies and equipment (Padash & Khodapanah, 2018). Additionally, employers can work with local authorities and medical providers to develop emergency response plans and protocols, which can help to ensure that non-local employees receive timely and appropriate medical care in the event of an emergency. By addressing these challenges, employers can help to ensure the safety and well-being of their non-local employees, and can also demonstrate their commitment to responsible and sustainable business practices.

Non-local employees may have limited access to support networks, particularly if they are living and working in remote areas. This can impact their mental and emotional well-being, particularly in the context of a traumatic event such as a terrorist attack. The isolation and lack of support can exacerbate feelings of anxiety, stress, and trauma, and can impact their ability to cope with the aftermath of the attack (Høiby, 2020). Employers can help to address this challenge by providing access to mental health resources and support services for their non-local employees, such as counselling, therapy, and peer support groups. This can help to mitigate the effects of isolation and trauma and can support the mental and emotional well-being of non-local employees. Employers can also foster a supportive workplace culture that promotes open communication and encourages employees to seek help when needed. By addressing these challenges, employers can help to promote the safety, well-being, and resilience of their non-local employees, which can in turn contribute to the long-term success of their business operations.

2.3 Theoretical Framework

The study relied on two theories: the social control theory and the Herzberg two-factor theory. Frederick Herzberg proposed a two-factor theory in 1959 after examining the workplace factors that affected employees' levels of satisfaction and dissatisfaction. According to House & Wigdor (2012), hundreds of workers were interviewed when they were highly motivated to work and when they were unsatisfied and unmotivated at work. He contends that some aspects of the job contribute to satisfaction while others guard against dissatisfaction. Herzberg asserts that the opposites of "satisfaction" and "dissatisfaction" are respectively "no satisfaction" and "no dissatisfaction." Herzberg divided these job factors into the categories of motivational factors and hygiene factors. Factors related to hygiene: These are the work aspects that are crucial for maintaining motivation at the office. Compensation, rules for business and administration, fringe benefits, physical working conditions, standing, interpersonal interactions, and job security are all included. Although their presence creates a conducive environment for employment, factors cannot spur individuals to seek employment. People can be unhappy when they are not present, but they cannot be happy when they are present. This means that if these factors are missing, they instead cause dissatisfaction because they do not cause positive satisfaction (Maddox, 2011).

Recognition, advancement, a sense of accomplishment, opportunities for growth and promotion, responsibility, and the significance of the work are just a few examples of the factors that contribute to motivation when they are based on a person's need for personal growth. Although their absence does not lead to dissatisfaction, the presence of these factors at work fosters a motivating environment. Employees can be motivated by a variety

of other factors besides their salaries, so they are not solely motivated by hygienic factors like salaries. In order to keep an employee, management should combine motivation and hygiene rather than relying solely on hygiene factors. According to the two-factor theory, managers should emphasize ensuring that the hygiene factors are adequate to prevent employee dissatisfaction. To motivate employees to work harder and perform better, they must also ensure that the work is stimulating and rewarding. The position must make the most of the employee's abilities and skills, which will increase employee retention (Sachau, 2007).

The aforementioned theories all agree that positive reinforcement and recognition are effective methods for fostering a positive workplace culture and reject the use of critical evaluations of employees' performance. Each theory also claims that people are driven by a variety of needs that depend on their psychological and environmental circumstances. Because of this, every organization must understand that what motivates one employee might not motivate another. This theory is crucial to this study because it aids in understanding how non-indigenous workers are affected when they consistently work in Mandera County.

2.4 Conceptual Framework

A concise description of the phenomenon being studied, along with a graphical or visual representation of the key study variables, is what Mugenda (2008) refers to as a conceptual framework. A conceptual framework is a diagrammatical representation that depicts the relationship between a dependent variable and independent variables, according to Young (2009). The conceptual framework of the study examined the variables influencing the

maintenance of non-native laborers from working routinely in Mandera County. The study's independent variable consisted of security concerns, cultural concerns, motivational factors, and climate concerns that prevent non-native Kenyans from working in Mandera County. The study's dependent variable was the level of worker retention in Mandera County. The following criteria were used to evaluate the security risks: lighting, authorization for businesses, traffic management, and security for buildings and homes. Values, beliefs, address codes, languages, and work environments were used to gauge cultural issues. The following motivational factors will be evaluated: living and working conditions, financial compensation, skill validation, and career advancement. High temperatures, a dusty environment, and draughts are the climatic factors that will be measured. Attrition and migration (changing to other schools) will be used to measure the dependent variable (retention) (switching to other professions).

Conceptual Framework

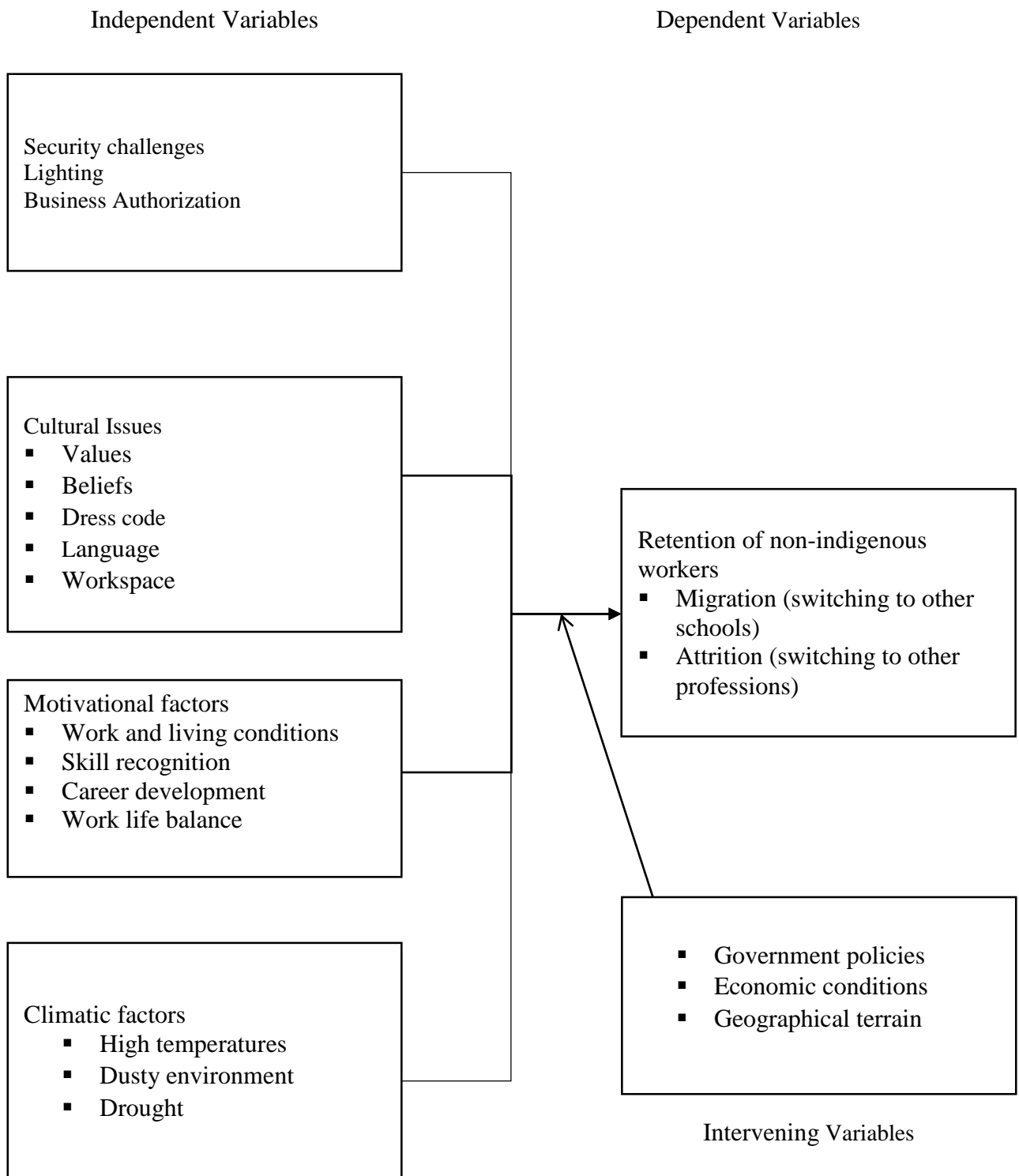


Figure 2.1: Conceptual Framework

2.5 Chapter Summary

The chapter reviewed literature considering the nature and frequency of terrorist attacks on non-local employees, the impact of terrorism in East African region and factors contributing to the challenges faced by non-local employees in Mandera County. Further, the study relied on two theories: the social control theory and the Herzberg two-factor theory, corroborating a conceptual framework to the study. The next chapter covered the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

The present chapter outlines the approach that was taken to conduct the study, encompassing various aspects such as data collection methods, data analysis strategies, research tools, the target population, sample size and selection methods, research design, and ethical considerations. A quantitative research design will be used in the study.

3.1 Research Design

Research design, as indicated by Creswell (2013), alludes to the means taken by the analyst to pick the example, utilize the instruments, and investigate the information. A descriptive research design was used in this study. Because it offers quantitative and qualitative descriptions of the events under study, the descriptive design was appropriate for this study.

3.2 The Study Area

The study area was Mandera County. The County was site for numerous Al-Shabaab attacks, making it an ideal location to study the impact of terrorism on non-local employees and regional cooperation. The county has a diverse workforce, with non-local employees playing a critical role in the delivery of essential services such as education and healthcare. Therefore, an assessment of the challenges faced by non-local employees due to terrorist attacks in Mandera County provided insights into the impact of terrorism on regional cooperation and the measures needed to address the security concerns of non-local employees.

3.3 Target Population

The totality of the components about which conclusions are to be drawn constitutes the study population, according to Denscombe (2008). As a result, the population is the set of all possible observations of an interesting characteristic, while a sample is a set of observations representing only a portion of the population. The participants of the study were drawn from all government organizations, security organs, religious leaders, civil society, and households from a 10 square meter population density in Mandera Town considering the vast nature of human settlement patterns in the study area.

3.4 Sample Size

According to Fowler (2014), a sample size of 10% of the target population is adequate as long as it enables accurate data analysis and allows for the testing of the significance of differences between estimates. The size of the sample depends on the questions being asked, the goal of the investigation, the issues involved, the value of the data, its reliability, and the amount of time and money that can be allocated to it. So, using a purposive sampling technique, a proportionate sample size from the identified population of about 70 respondents, or 10% of the population was chosen.

Table 3.1: Population Distribution and Sampling

Organization	Population	10%
National Government officials	62	6
County Government officials	61	6
Community leaders	82	9
NGOs	41	4
Muslim leaders	91	9
Civil Society	42	4
Household heads per 10 Sq Km	330	33
Total	709	70

3.5 Data Collection Instruments

In the study, a questionnaire was primarily given to sampled individuals alongside. Further, the study reached key informants through the use of key informant guide tool. Due to the respondents' need for anonymity, which allows them to respond without worrying about being recognized or identified, accurate and correct information was obtained in this case through the use of questionnaires as Bryman (2012) recommends.

3.6 Pilot Study

Prior to gathering data from the target population, the researcher made necessary changes by conducting a pilot test of the data collection tools and procedures to identify and eliminate any issues. Respondents were drawn from Garissa County since they shared the same characteristics as the study's sampled population. 10% of the total number of respondents was considered for the study totalling 6 participants. Garissa County experienced Al-Shabaab attacks and had a large number of non-local employees working in various sectors. Conducting a pilot study in Garissa County provide valuable insights into the challenges faced by non-local employees and informed the development of effective strategies to address these challenges and promote regional cooperation.

3.7 Reliability of Instruments

Reliability, according to Kimberlin & Winterstein (2008), is a measurement of a research method's consistency. Additionally, they provided a number of recommendations for achieving reliability in qualitative research, including pre-testing interview questions and protocols, employing fixed-choice responses, and methodically gathering, transcribing, and reporting field notes and transcripts for other people to review as required. The reliability of the research instruments was tested beforehand through the pilot study. Crobach (= 0.7) was used in the study to test the reliability.

3.8 Validity of Instruments

Validity refers to the precision and significance of the inferences that were used to derive the research findings and the degree to which the phenomenon under study is accurately

represented by the results of the data analysis. According to Belland, French & Ertmer (2009), the degree to which a measurement tool measures what it is intended to measure specifically, the degree to which differences between groups measured by a measurement tool accurately reflect those differences is referred to as validity. The supervisor first examined the questionnaire to determine whether it was suitable for gathering data from the field to increase the validity of the instruments.

3.9 Data Analysis Procedures

Descriptive analysis was used to analyse the data that was gathered. Ary, Jacobs, Sorensen & Walker, (2013) asserts that the descriptive statistical tool aids the researcher in describing the data and choosing how much to use. Tables were used to present the analysis's conclusions. Due to its simplicity in analysing management attitudes, the Statistical Package for Social Sciences (SPSS) software (version 28) was used to analyse the data. This report was put together using the conclusions that came from the analysis. The open-ended questions were analyzed using content analysis by concluding, methodically and systematically identifying specific characteristics of messages and applying the same methodology to related trends as Elo and Kyngäs (2008) note. Data presentation was done using tables, charts, and bar graphs alongside explainers for each.

3.10 Ethical Considerations

The researcher followed all of the ethical guidelines on self-regulatory, decision-making, and professionalism. This was ensured through the researcher upholding the highest standards of competence while acknowledging knowledge limitations. In professional roles, the researcher was truthful, impartial, and respectful of others. Beyond that, the

researcher upheld the strictest professional and scientific standards and took ownership of the work. Further, the respondents with whom the researcher interacted during the research process were respected for their rights and their dignity. Throughout the entire study, the researcher eliminated bias and did not tolerate any type of discrimination based on age, gender, race, ethnicity or national origin, religion, sexual orientation, disability, health conditions, or marital, domestic, or parental status. It is worth noting that the researcher acquired the relevant authorizations from the Kenyatta University Graduate School and the National Commission for Science, Technology, and Innovation (NACOSTI).

3.11 Chapter Summary

The chapter utilized the descriptive research design, with a choice of Mandera County as the study area. The target population drew participants from government organizations, security organs, religious leaders, civil society, and households with a sample size of 70 respondents. Data collection was aided by the use of a questionnaire that was piloted in Garissa County. Cronbach ($= 0.7$) value was used in the study to test the reliability, with validity being ensured through the supervisor, who first examined the questionnaire to determine whether it was suitable for gathering data. Descriptive analysis was used to analyse the data that was gathered and presentation was done using tables, charts, and bar graphs alongside explainers for each. Ethical practices were upheld in the study. The next chapter covered the presentation of data, analysis and discussion objectively.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSIONS

The chapter discusses the data analysis and the presentation of the results of the study. The study also sought to assess the security challenges posed by the Al-Shabaab to indigenous employees in Mandera County. This chapter primarily presents the results and discussion of the study objectives.

4.1 Demographic Information

The study looked at the following demographics of respondents: Gender and age that was important in the research because it helped to ensure diversity, identify potential biases, analyse subgroup differences, and inform policy and practice.

4.1.1 Gender of Respondents

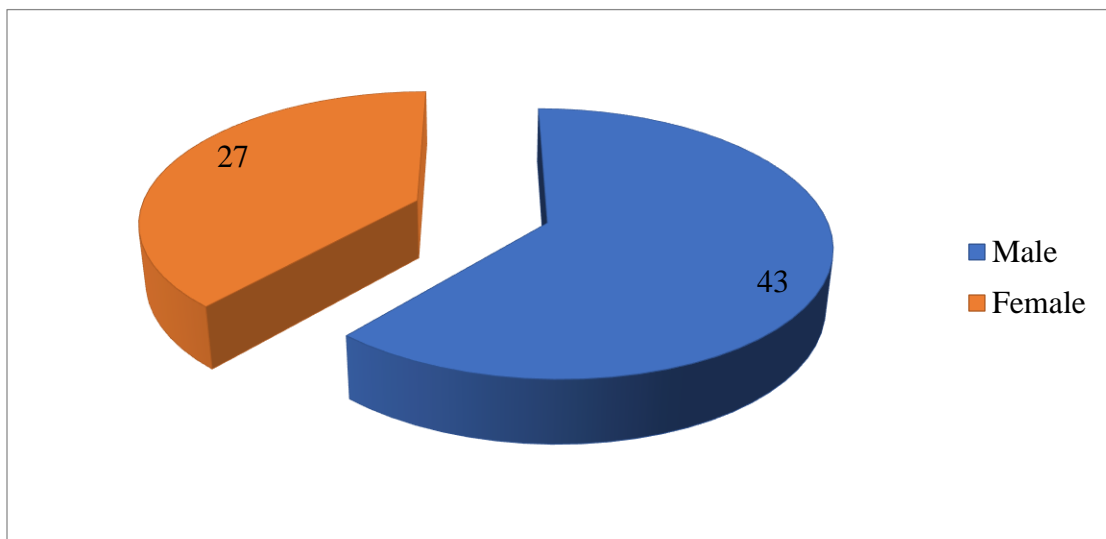


Figure 4.1: Respondents by Gender

Informed by figure 4.1, majority of the respondents were male (43), whereas the minority were female (27). Studying gender in the context of assessing challenges posed by Al Shabaab terrorist attacks on non-local employees hindering regional cooperation in Mandera County provides important insights into the gendered impacts of conflict and violence and helps inform more effective interventions to promote peace, security, and development in the region.

Gender roles and expectations shape the experiences of individuals in conflict zones: In many societies, gender roles influence how individuals experience conflict and violence (Cislaghi & Heise, 2020). Women, for instance, may face different types of violence than men or may have different responsibilities and obligations that affect their ability to respond to and cope with the impacts of violence. By understanding these gendered experiences, policymakers and practitioners can design more effective interventions to address the specific needs of different groups.

Gender-based violence can be used as a tool of terror according to Cislaghi & Heise (2020): In many conflict zones, gender-based violence is used as a tool of terror to intimidate and control populations. Understanding the gendered impacts of Al Shabaab's attacks on non-local employees can help policymakers and practitioners identify and address these specific forms of violence. Gender equality is an important component of sustainable peace: Gender equality is recognized as a key component of sustainable peace and development. By studying the gendered impacts of Al Shabaab's attacks on non-local employees, policymakers and practitioners can identify ways to promote gender equality and empower women and other marginalized groups as part of broader efforts to promote peace and stability in the region.

4.1.2 Age of Respondents

Studying the age of respondents in the assessment of challenges posed by Al Shabaab terrorist attacks on non-local employees hindering regional cooperation in Mandera County provided important insights into the age-specific impacts of conflict and violence, as well as the age-specific barriers and opportunities for promoting regional cooperation and collaboration.

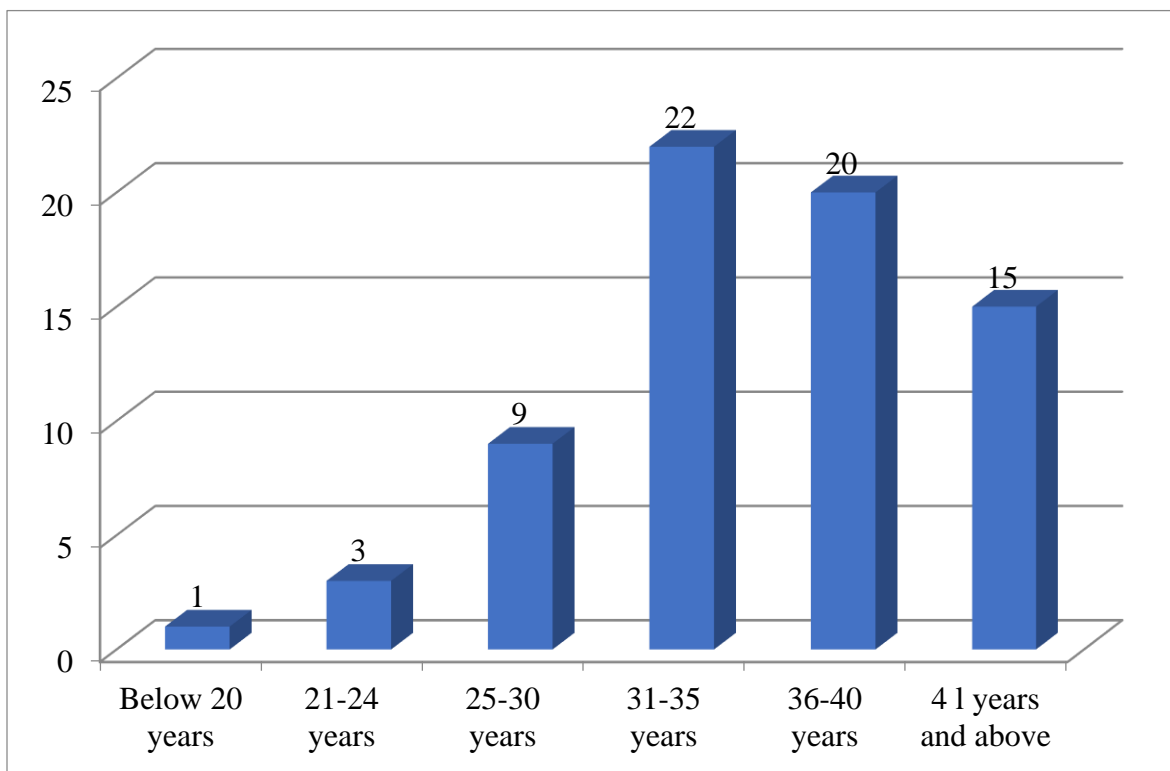


Figure 4.2: Age of Respondents

The experiences of individuals in conflict and post-conflict settings can vary depending on their age according to Kobayashi *et. al.* (2021). For instance, children may be particularly vulnerable to the impacts of violence, while older adults may face different challenges in accessing healthcare or other essential services. By understanding the age-specific impacts

of Al Shabaab's attacks on non-local employees, policymakers and practitioners can design more effective interventions to address the specific needs of different age groups. As Kobayashi *et. al.* opine, the ability of individuals and communities to participate in regional cooperation efforts may be influenced by their age. For example, older adults may have more difficulty travelling to attend meetings or participating in other activities, while young people may have less experience with the types of institutions and processes involved in regional cooperation. By understanding the age-specific barriers to regional cooperation, policymakers and practitioners can design more inclusive and effective strategies to promote collaboration and cooperation in the region.

Further, the age of respondents in a survey or assessment can impact the availability and quality of data collected according to Kobayashi *et. al.*. For instance, younger respondents may be more likely to use digital technologies or have more experience with survey research methods, while older respondents may have lower literacy rates or be less comfortable using technology. Understanding these age-specific factors can help ensure that data collection methods are appropriate for the target population and can help maximize the quality and accuracy of the data collected.

Table 4.1: Questionnaire Return Rate

Respondents	Sampled respondents	Returned	Achieved return rate%
Questionnaires	70	70	100%

Source: Researcher, 2022

4.2 The Extent of the Challenges Posed by Al Shabaab Terrorist Attacks on Non-Local Employees in Mandera County

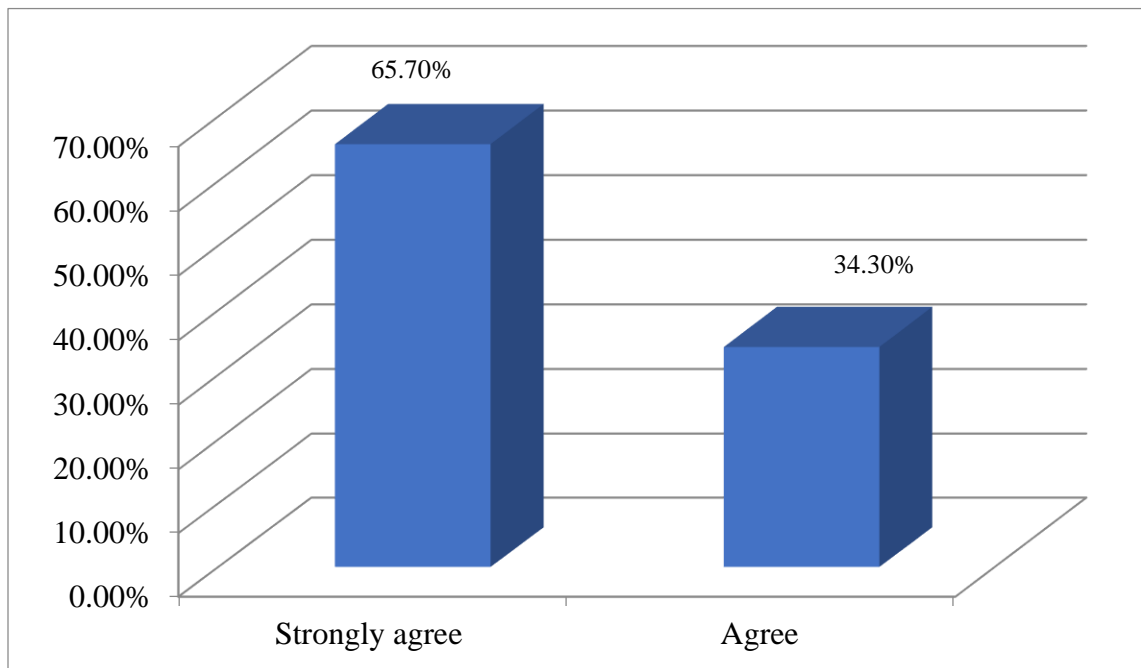


Figure 4.3: Terror Attacks Have Caused Fear among Residents of Mandera County

The data indicates that all respondents agree that Terror attacks have caused fear among residents of Mandera, where 65.7% (46) strongly agree and 34.3% (24) agree. The fear and anxiety that residents experience in the aftermath of such attacks can be long-lasting and can have a significant impact on their mental and emotional well-being corroborating with

the study by Shire (2021). Additionally, the fear of future attacks can impact economic activity and development in the region, as investors and tourists may be hesitant to engage in business or travel to the area.

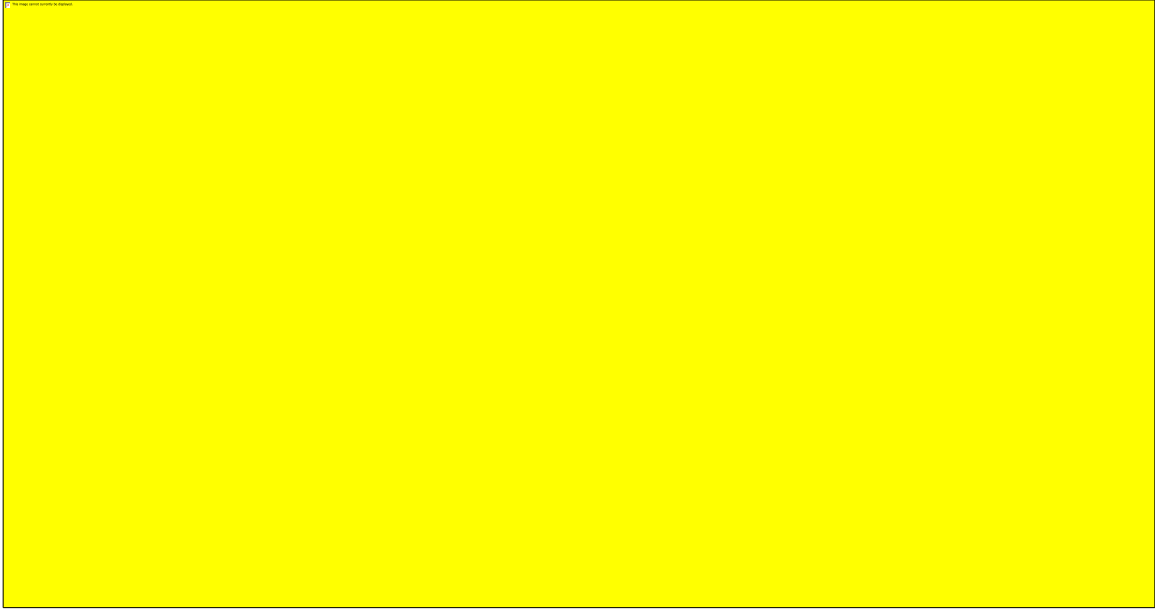


Figure 4.4: Residents of Mandera County Are Not Able to Conduct Business Due to Frequent Terror Attacks

As shown, all respondents 100% (70) agree that residents of Mandera are unable to conduct business due to frequent terror attacks. The attacks not only cause loss of life and property damage but also disrupt economic activities in the region. When people are unable to conduct business, it can lead to economic hardship, poverty, and social instability (Onguny, 2020). Additionally, the lack of economic activity can further exacerbate the underlying factors that contribute to the radicalization and recruitment of individuals into terrorist groups, such as unemployment and social marginalization.

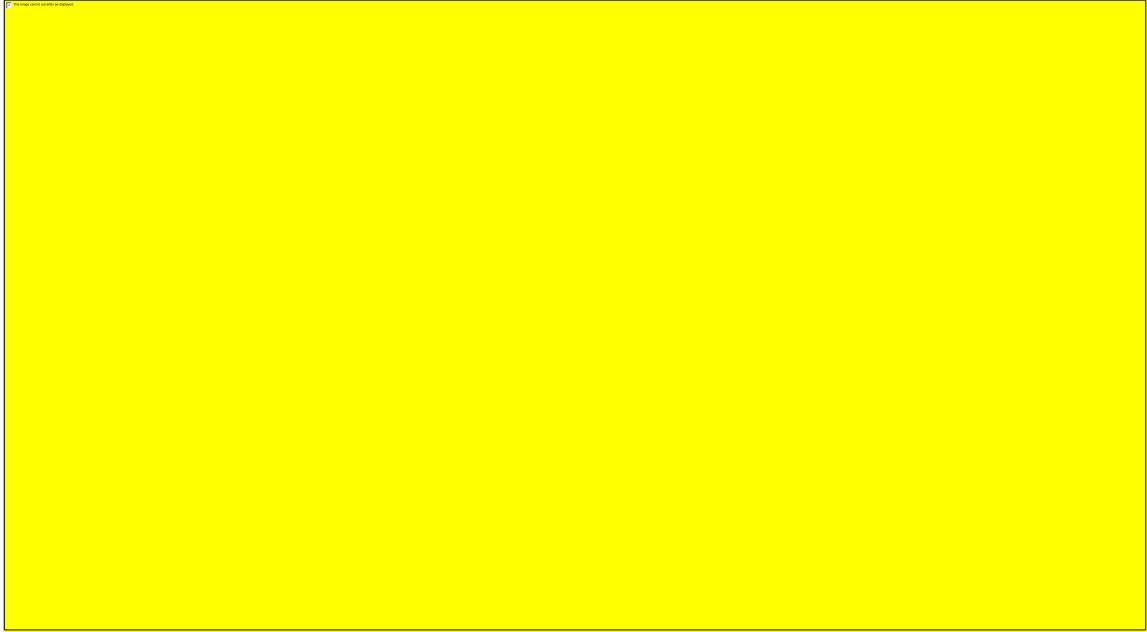


Figure 4.5: Residents of Mandera County are Not Able to Get Employees from Up Country Due to Terror Attacks

The data shows all respondents agree that residents of Mandera are not able to get employees from up country due to terror attacks where 34.3% (34.3) strongly agree and 65.7% (46) agree. The impact of terrorism on the business environment in Mandera has far-reaching, and one of the challenges faced by businesses is the difficulty in attracting and retaining employees from other regions due to the frequency of terror attacks as Gupta & Sharma (2018) opine. This is because non-local employees perceive the area as high-risk and get hesitant to relocate to or work in the region, which further exacerbates the already existing challenge of unemployment in the area. The lack of a skilled workforce has a negative impact on the growth and development of businesses in the region, which hinders economic growth and development. Additionally, businesses struggle to meet their operational needs and are forced to scale back or close down their operations, which further impact the economic well-being of the region.

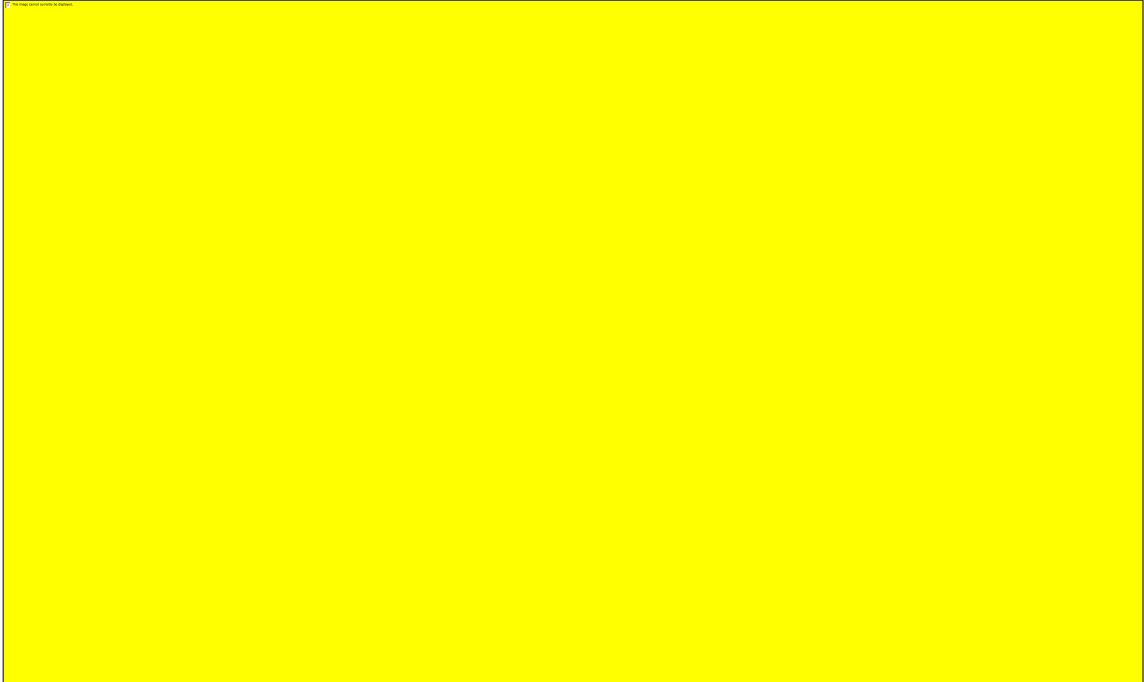


Figure 4.6: Residents of Mandera County have Lost Business Contacts Due to Terror Attacks in Mandera

As shown in the data, all respondents 100% (70) agree that residents of Mandera have lost business contacts due to terror attacks in Mandera. The loss of business contacts due to terror attacks in Mandera was a plausible issue that could be investigated (Padash, & Khodapanah, 2018). Non-local employees who work in Mandera had established business relationships with individuals or organizations outside of the region, and the disruption caused by terror attacks resulted in a loss of these contacts. This could have a significant impact on the local economy and hinder regional cooperation.

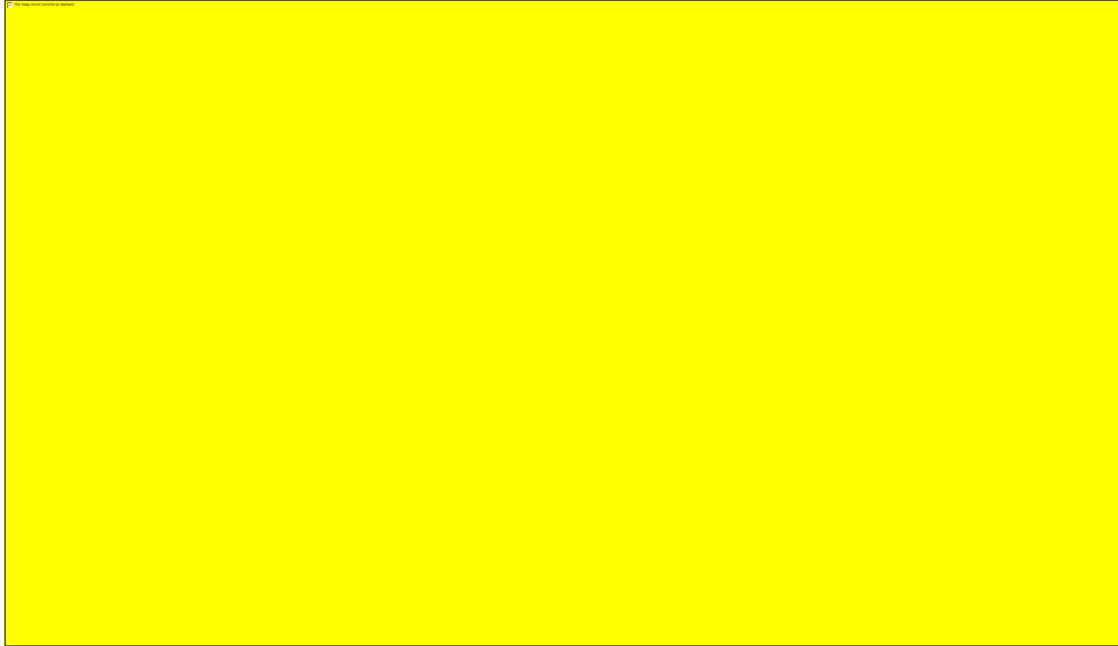


Figure 4.7: Mandera County residents cannot grow their businesses due to frequent terror attacks

The data indicates most respondents 65.7% (46) were indifferent to the notion that Mandera residents cannot grow their businesses due to frequent terror attacks. Conversely, 34.3% (24) strongly agree that the residents are unable to grow their businesses. Frequent terror attacks have a devastating impact on a community, especially when it comes to economic development and growth. There are a number of possible explanations for why respondents in Mandera County had a neutral attitude about the statement that "Mandera County residents are unable to grow their businesses due to frequent terror attacks."

To begin, it was possible that the people who filled out the survey did not have sufficient information or firsthand experience to form an informed view on the topic. It was difficult for them to take a definitive stance on the remark because it was possible that they were

not directly harmed by the terrorist attacks or that they were not involved in economic activity in Mandera County.

Second, it was possible that the respondents have had contrasting experiences or heard contradictory information regarding the effect that terrorist acts have had on the expansion of businesses in Mandera County. Although the attacks may have had a negative impact on some companies, it was possible that others have found ways to adapt and are able to continue business as usual. As a consequence of this, the respondents may not have had a clear understanding of the overall impact that terrorist incidents have had on the expansion of businesses in the county.

Lastly, it was possible that the respondents had the impression that the expansion of businesses in Mandera County was being impacted by a variety of other issues in addition to acts of terrorism. For instance, they may have had mentioned concerns such as inadequate infrastructure, restricted access to credit, and unfriendly government policies as factors that are equally as relevant or more critical in affecting the growth of businesses in the area. It is important to address the root causes of these attacks and take measures to prevent them from occurring in the first place according to Kamau (2021).

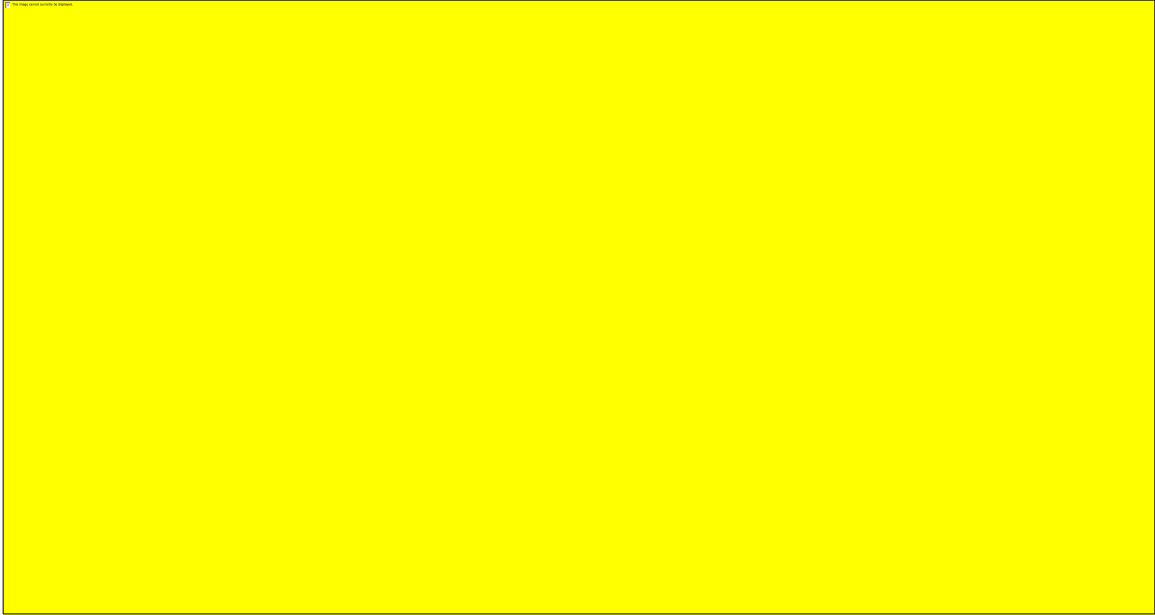


Figure 4.8: Mandera County residents are not able to get food from up country due to terror attacks

As shown in the figure and table, 100% of respondents (60) were unopinionated with regard to Mandera residents being unable to get food from the upcountry due to the terror attacks. Food insecurity has been a serious issue, especially in areas where there is limited access to food due to conflict or other challenges (Shemyakina, 2022). In situations like this, it may be necessary to explore alternative ways of obtaining food.

One possibility is to encourage local agriculture and food production in the region. This could involve providing support and resources to farmers and other producers, such as access to seeds, fertilizers, and irrigation systems, as well as training in best practices for sustainable agriculture. By increasing local food production, residents may be better able to meet their basic needs even if they are unable to access food from other regions. Another possibility is to explore alternative transport routes for food and other essential supplies.

This could involve working with local authorities and security personnel to identify safe and secure transportation routes or exploring alternative modes of transportation such as air or water transport.

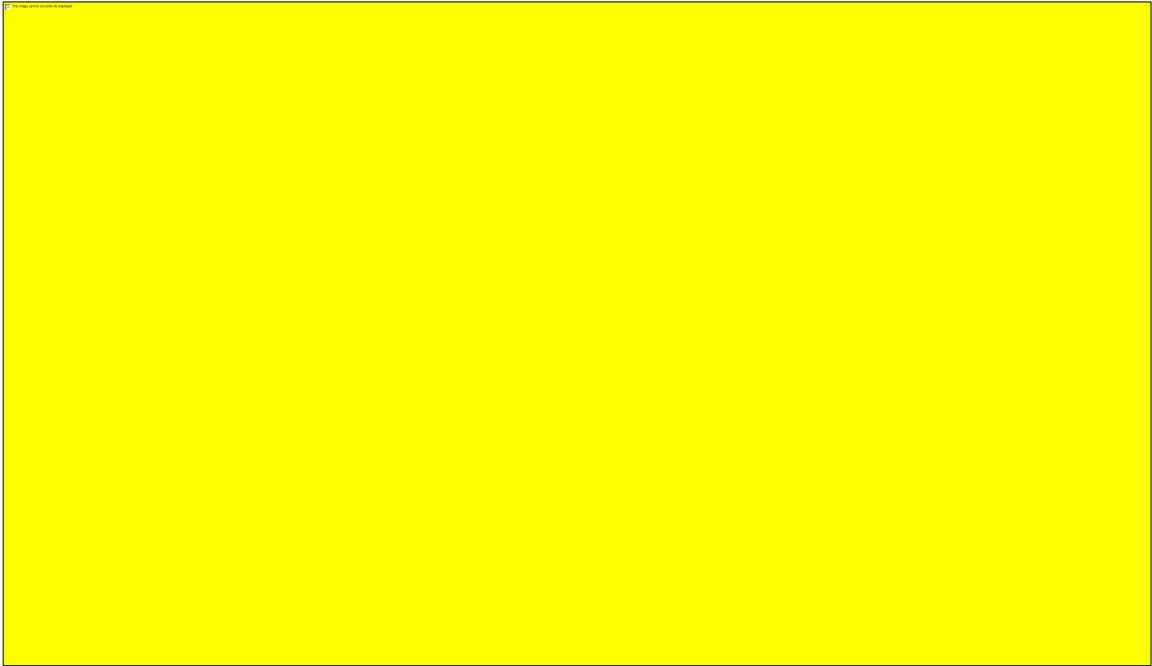


Figure 4.9: Mandera County residents are not able to get commercial supplies due to terror attacks

The data indicates most respondents 65.7% (46) were indifferent toward the view that Mandera residents are unable to get commercial supplies due to terror attacks. Conversely so, 34.3% (24) agree with the sentiment. The inability to access commercial supplies has had a significant impact on the ability of residents to meet their basic needs, including access to essential goods and services (Rutkowski, Eboch, Carr & Greer, 2022). In situations like this, it has been necessary to explore alternative ways of obtaining these supplies.

One possibility is to work with local businesses and suppliers to identify alternative supply chains that are less affected by the terror attacks (Greer, 2022). This could involve working with suppliers in nearby towns or cities to obtain the necessary goods and services or exploring alternative modes of transportation, such as air or water transport, to bring in commercial supplies.

Another possibility is to explore the use of technology to facilitate remote access to commercial supplies. This could involve the use of online marketplaces to purchase goods and services, or the use of remote ordering and delivery services to bring supplies directly to residents.

Finally, it may be necessary to provide emergency assistance to residents who are particularly vulnerable or unable to obtain commercial supplies through other means. This could involve providing subsidies or vouchers to purchase essential goods and services at local markets or providing direct assistance such as food aid or medical supplies.

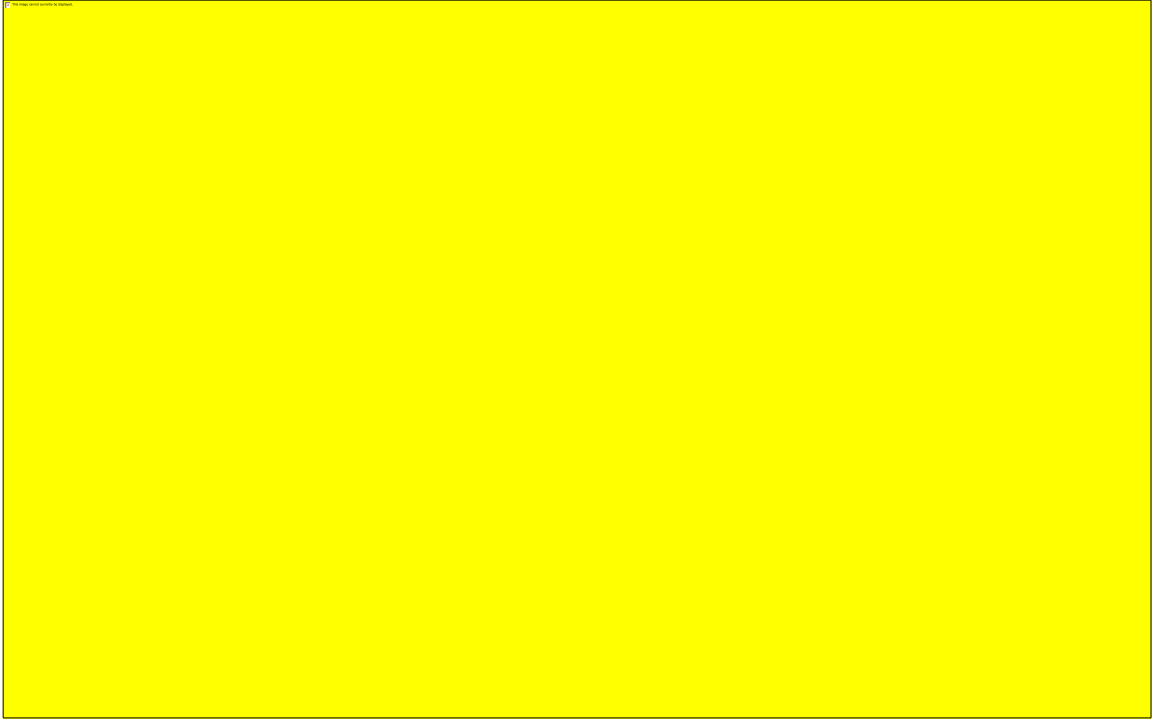


Figure 4.10: The residents of Mandera County live in constant fear of terror attacks

The data shows all respondents 100% (70) agree that residents of Mandera live under constant fear of terror attacks. Living in constant fear of terror attacks can have a profound impact on the mental and emotional well-being of residents, and can also affect their ability to carry out their daily activities and engage in economic and social life (Ahmed, 2022). In situations like this, it is important to take steps to address the root causes of the attacks and to provide support and assistance to affected communities. One important step is to work with local communities and stakeholders to identify the most effective ways to prevent and respond to terror attacks. This may involve improving security measures, such as increasing the presence of security personnel and improving surveillance capabilities, as well as working with local communities to identify and report suspicious activity.

It is also important to provide support and assistance to affected communities, including psychological support for those who have experienced trauma as a result of the attacks (Mutea, 2022), as well as financial and other resources to help rebuild and recover from any damage or loss. In addition, it may be necessary to address the underlying social, economic, and political factors that contribute to the cycle of violence and instability in the region. This could involve working to address issues such as poverty, unemployment, and political marginalization, as well as promoting dialogue and reconciliation between different communities.



Figure 4.11: Residents of Mandera County are not bothered by terror attacks

The data also indicated that all respondents opposed the view that residents of Mandera are not bothered by terror attacks, where 34.3% (24) disagree and 65.7% (46) strongly disagreed. According to Hossain (2022), while some may appear to be unfazed, it is

important to understand that the impacts of such attacks can be far-reaching and can manifest in different ways, including fear, trauma, and economic and social instability.

It is important to recognize that even if individuals do not appear to be directly affected by the attacks, the broader community and region may still be significantly impacted. For example, the attacks may lead to the displacement of families, the disruption of essential services, and the loss of economic opportunities, which can have a significant impact on the well-being and livelihoods of residents.

It is important to take a holistic approach to address the issue of terror attacks, which includes not only addressing the immediate security concerns but also addressing the underlying social, economic, and political factors that contribute to the cycle of violence and instability in the region. This requires working collaboratively with local communities and stakeholders to identify the most effective solutions to address the root causes of the problem and to provide support and assistance to affected individuals and communities.

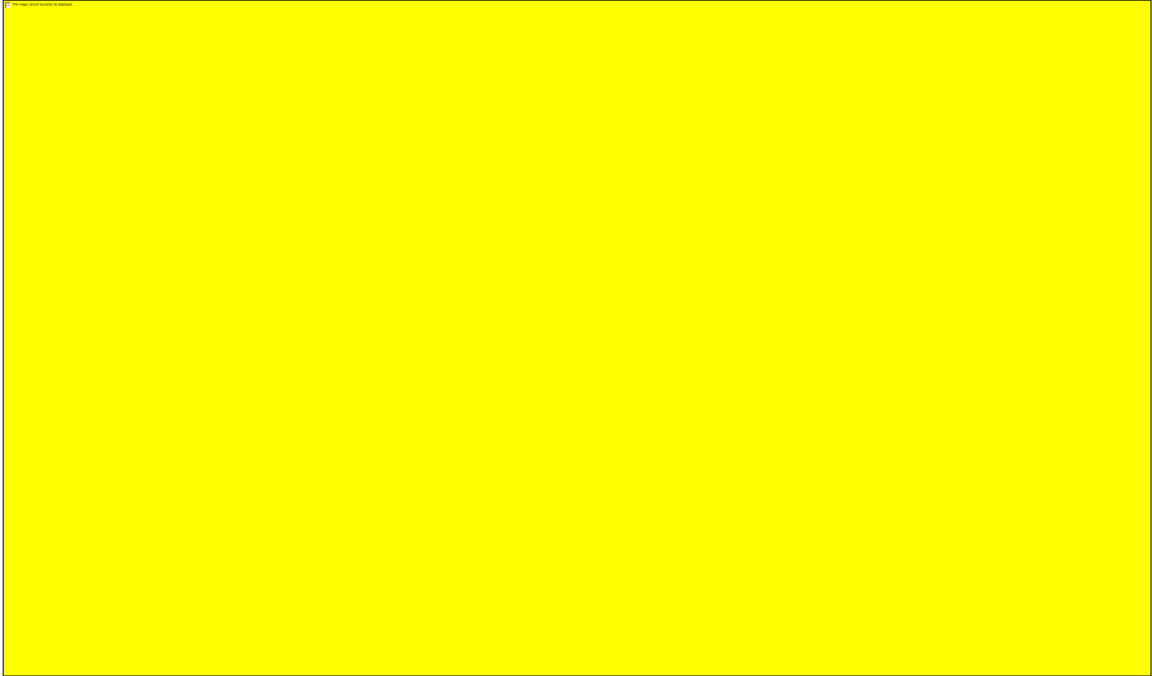


Figure 4.12: Residents of Mandera County can continue with their businesses despite the terror attacks

The data indicates most respondents 65.7% (46) were un-opinionated on whether Mandera residents can continue with their business despite the terror attacks. Conversely so, 34.3% (24) disagree with the opinion. It has been admirable that the residents of Mandera County continue with their businesses despite the challenges posed by the terror attacks. However, it is important to recognize that these attacks have had a significant impact on the ability of businesses to operate and posed a risk to the safety and well-being of business owners, employees, and customers (Kutto, 2020). In a qualitative inquiry on the extent of the challenges posed by al shabaab terrorist attacks on non-local employees in Mandera County a key informant opined:

In situations like this, it is important to take steps to address the root causes of the attacks and to provide support and assistance to affected businesses. This may involve improving security measures, such as increasing the presence of security personnel and improving surveillance capabilities, as well as providing financial and other resources to help businesses mitigate the impact of the attacks.

The challenges posed by Al Shabaab's attacks on non-local employees in Mandera County are significant. These attacks have caused fear and anxiety among non-local employees, leading many to leave the region or seek increased security measures. This has resulted in a shortage of skilled workers, particularly in the education and healthcare sectors, which has further affected the quality of services available in the county.

(KII 01, 20/04/2020, Mandera Town)

The threat posed by the Al-Shabaab attackers has been lethal. Causing effects beyond education and healthcare as primarily perceived and generalized. Economy has severely been affected and in an inquiry, a key informant opined:

The attacks have had a significant impact on the local economy, as non-local employees often contribute to the local economy through their salaries and spending. The departure of non-local employees has resulted in a decrease in economic activity, which has further exacerbated the challenges faced by local communities.

(KII 02, 21/04/2020, Mandera Town)

It may also be necessary to explore alternative business models or ways of operating that can help to reduce the risk posed by the attacks (Kutto, 2020). For example, businesses may need to adjust their operating hours or location to minimize the risk of being targeted or explore alternative supply chains or distribution channels to ensure that they can continue to operate despite the challenges posed by the attacks.

4.3 Effects of Al-Shabaab Attacks

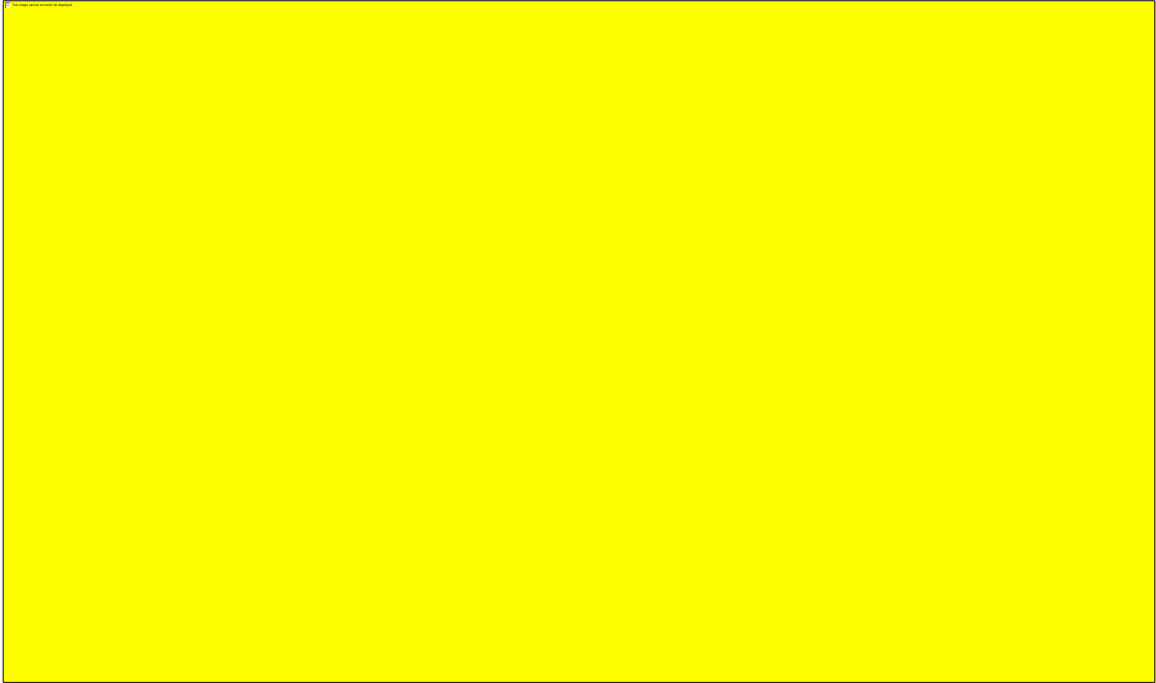


Figure 4.13: Non-residents of Mandera have been targeted by Al-Shabaab terrorists

The data shows, all respondents 100% (70) strongly agree non-residents of Mandera have been targeted by Al-Shabaab terrorists in Mandera County. Terrorism is a serious and complex issue that can have devastating effects on individuals and communities. It is important to stay informed and follow local authorities' guidelines to minimize the risk of harm. Acts of terrorism carried out by small groups of individuals do not represent the beliefs or actions of the wider community (Kutto, 2020). Through this view, it is important not to stereotype or generalize entire groups of people based on the actions of a few. It is also important to support those affected by such incidents, including victims, their families, and the wider community. This can be done by donating to relevant charities or

organizations, offering emotional support, and advocating for policies and actions that promote peace and security.

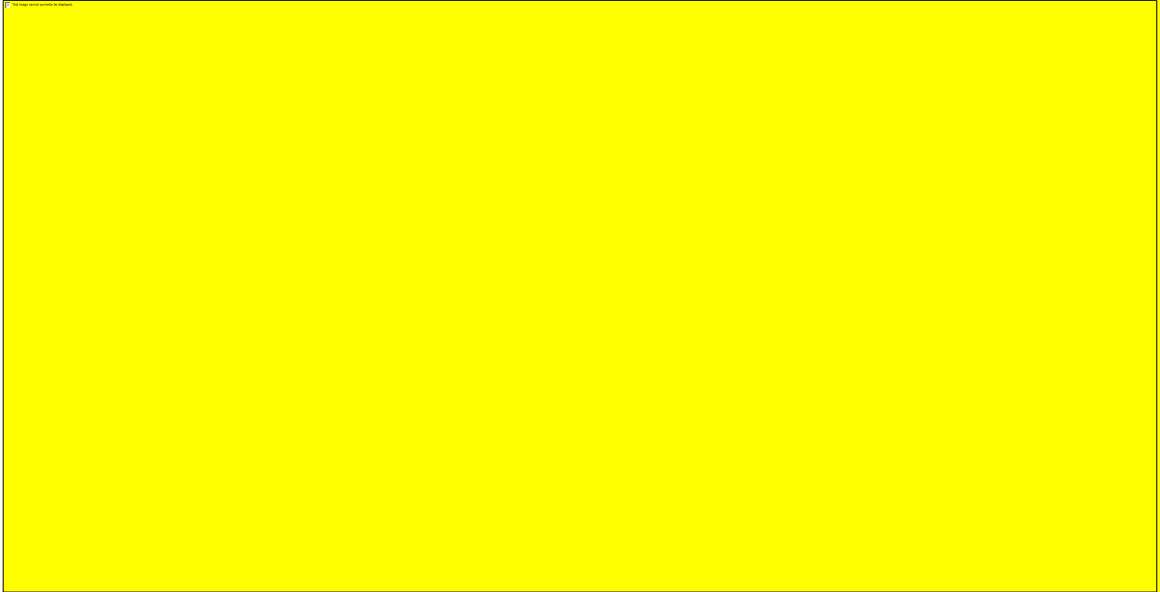


Figure 4.14: Many non-residents have been killed in terror attacks in Mandera County

The data shows, all respondents 100% (70) strongly agree that many foreigners have been killed in terror attacks in Mandera County. There are a number of reasons why non-residents may be targeted by terrorists. For one, they may be seen as symbols of Western influence or as representing a particular political or ideological agenda that the terrorists are opposed to (Breidlid, 2021). Additionally, non-residents have been perceived as being more vulnerable to attack, as they may not be as familiar with the local environment and may not have access to the same security measures as residents. The targeting of non-residents in terrorist attacks has been a worrying trend, having significant social, economic, and political consequences. It has led to increased fear and tension among different

communities, as well as damage to the reputation of the affected area, potentially deterring tourists and investors from visiting or investing in the region.



Figure 4.15: Non-resident employees in Mandera have been afraid to take up jobs

The data shows all respondents agree that non-resident employees in Mandera have been afraid to take up jobs in Mandera County where 34.3% (24) strongly agree and 65.7% (46) agree. The threat of violence has been a significant deterrent for individuals, and employers and local authorities need to take steps to address these concerns. One way to address these concerns is by providing adequate security measures (Cannon and Ruto, 2019), such as security escorts or secure transportation, to employees who may be at risk. Employers can also provide training on how to identify and respond to potential security threats, as well as on the cultural norms and practices of the local community. In addition, it is important to create an open and transparent dialogue between employers, local authorities, and employees to address any concerns or fears. This can help to build trust and foster a sense

of community, which can be an effective way to counter the efforts of terrorist groups that seek to divide and isolate individuals.

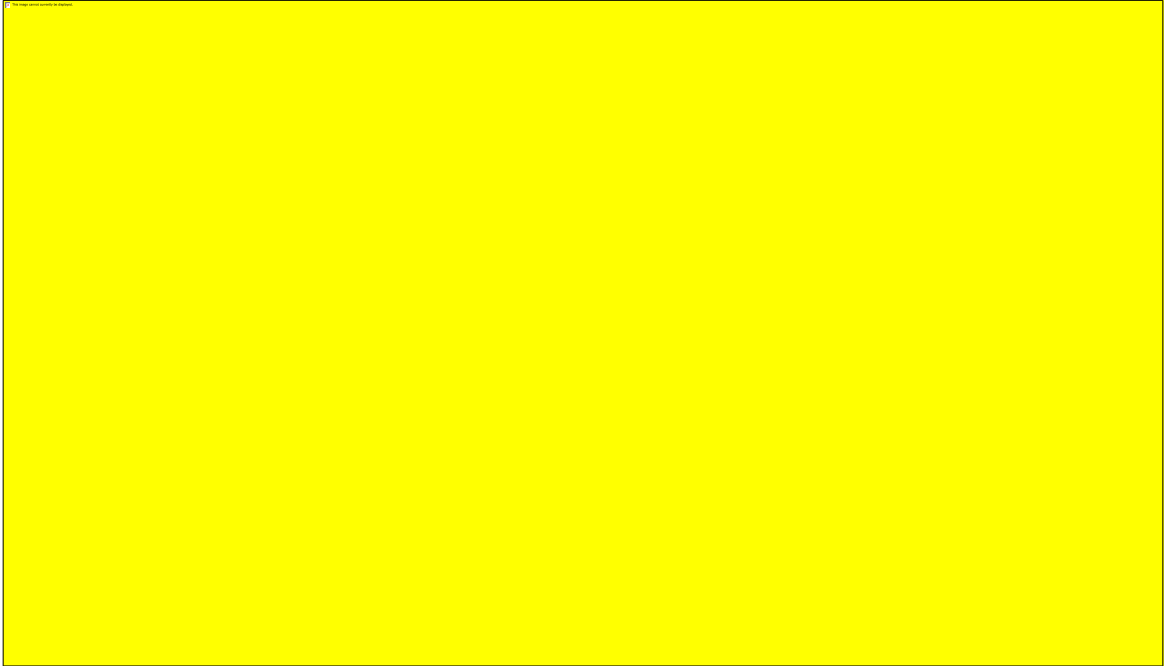


Figure 4.16: Non-Somali residents are more open to attacks in Mandera County

The data shows all respondents agree that non-Somali foreign residents are more open to attacks in Mandera County where 65.7% (46) strongly agree and 34.3% (24) agree. Non-Somali residents in Mandera County were more vulnerable to terrorist attacks, as they were perceived as outsiders by certain groups (Ruto, 2019). However, it is important to note that attacks on non-Somali residents are not the only type of terrorist attack that has occurred in the area and that all residents and visitors are at risk of being targeted.

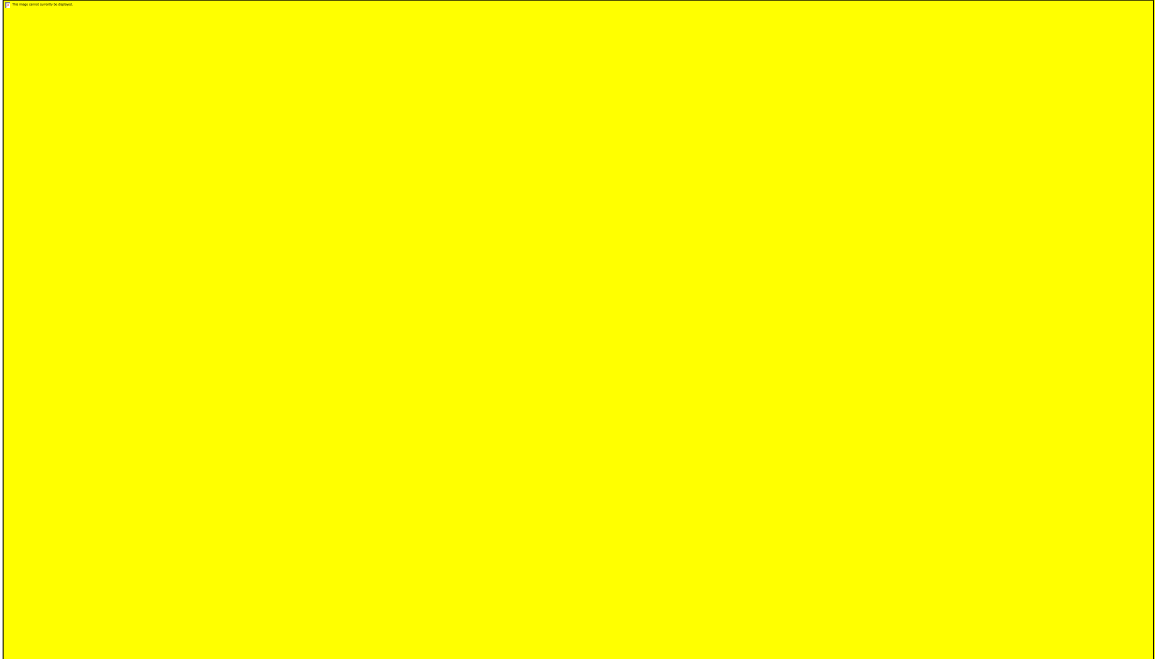


Figure 4.17: All foreign residents have an equal chance of being attacked by Al-Shabaab in Mandera County

The data shows all respondents agree that all foreign residents have an equal chance of being attacked by Al-Shabaab in Mandera where 65.7% (46) strongly agree and 34.3% (24) agree. Breidlid (2021), while it is true that all foreign residents in Mandera County are at risk of being targeted by Al-Shabaab, the level of risk may vary depending on a number of factors. These factors can include factors such as the individual's nationality, occupation, and level of interaction with the local community. For example, individuals from certain countries or regions may be perceived as representing a greater threat or may be targeted due to political or ideological reasons.

Similarly, individuals who work in certain industries, such as aid workers or journalists, may be perceived as having a particular agenda that is opposed by terrorists. That being said, it is important to recognize that terrorism is a complex issue and attacks can occur for

a variety of reasons. It is not always possible to predict who may be targeted or why. To minimize the risk of harm, all foreign residents in Mandera County need to follow local authorities' guidelines and be aware of their surroundings. They should also take steps to maintain a low profile and avoid behaviors or actions that may draw unwanted attention. Additionally, it is important to build relationships with the local community and work to promote social cohesion and understanding.

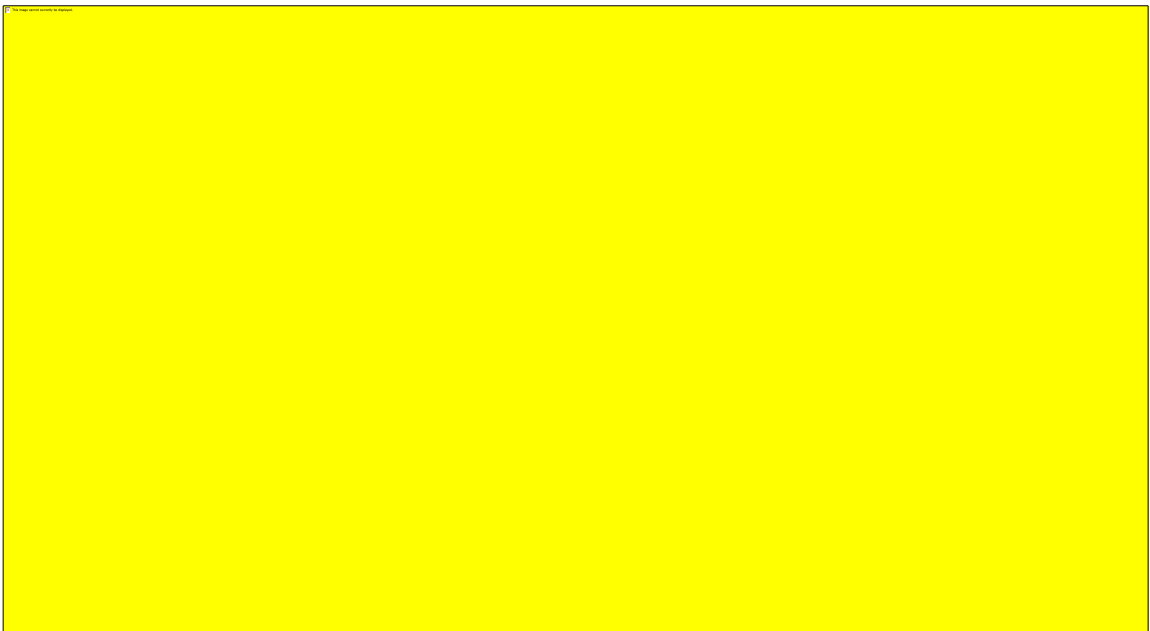


Figure 4.18: The terrorists have targeted non-residents in Mandera County to scare them

The data shows all respondents agree that the terrorists have targeted non-residents in Mandera to scare them where 65.7% (46) strongly agree and 34.3% (24) agree. The terrorists may have targeted non-residents in Mandera County to create fear and instability in the area. By targeting individuals who may be perceived as more vulnerable or who

represent a particular ideology or political agenda, the terrorists may hope to create a sense of insecurity and unrest (Muna, 2017).

However, it is important to note that terrorism is a complex issue and attacks can occur for a variety of reasons. While creating fear and instability may be one motivation for the terrorists, there may be other factors at play as well. This view called for a probe through an interview with a key informant who indicated that:

Some of the most significant effects include: attacks that have resulted in the loss of numerous lives, both among local and non-local residents. This has caused immense pain and suffering for families and communities, as well as a sense of insecurity and fear. The attacks have also led to the displacement of people from their homes and communities, with many forced to flee to neighboring regions or countries for safety. This has disrupted social and economic activities, and created a burden on already limited resources. The attacks have had a negative impact on the region's economy, with many businesses forced to close due to insecurity and reduced demand. This has led to job losses, reduced incomes, and increased poverty levels.

(KII 03, 21/04/2020, Mandera Town)

Beyond that, through an inquiry, another informant indicated that:

The attacks have disrupted the provision of social services such as healthcare and education. Many health workers and teachers have been forced to leave the region, leading to a shortage of skilled professionals and a decline in the quality of services available. They have also had a profound psychological impact on residents, especially children and young people who have been exposed to traumatic experiences, which can have long-lasting effects on their mental health and well-being. Lastly, the attacks have contributed to political instability in the region, with tensions between different communities and political groups exacerbated by the insecurity. This has made it difficult to address the underlying causes of the insecurity and to find sustainable solutions to the region's problems.

(KII 04, 22/04/2020, Mandera Town)

Regardless of the terrorists' motivations, local authorities and the wider community need to take steps to address security concerns and protect all individuals in the area. This can include increasing police and military presence, improving intelligence gathering and sharing, and implementing measures to prevent and respond to attacks. In addition, efforts should be made to promote social cohesion and understanding between different communities in the area. This can be achieved through education, outreach, and other initiatives that foster mutual respect and understanding.

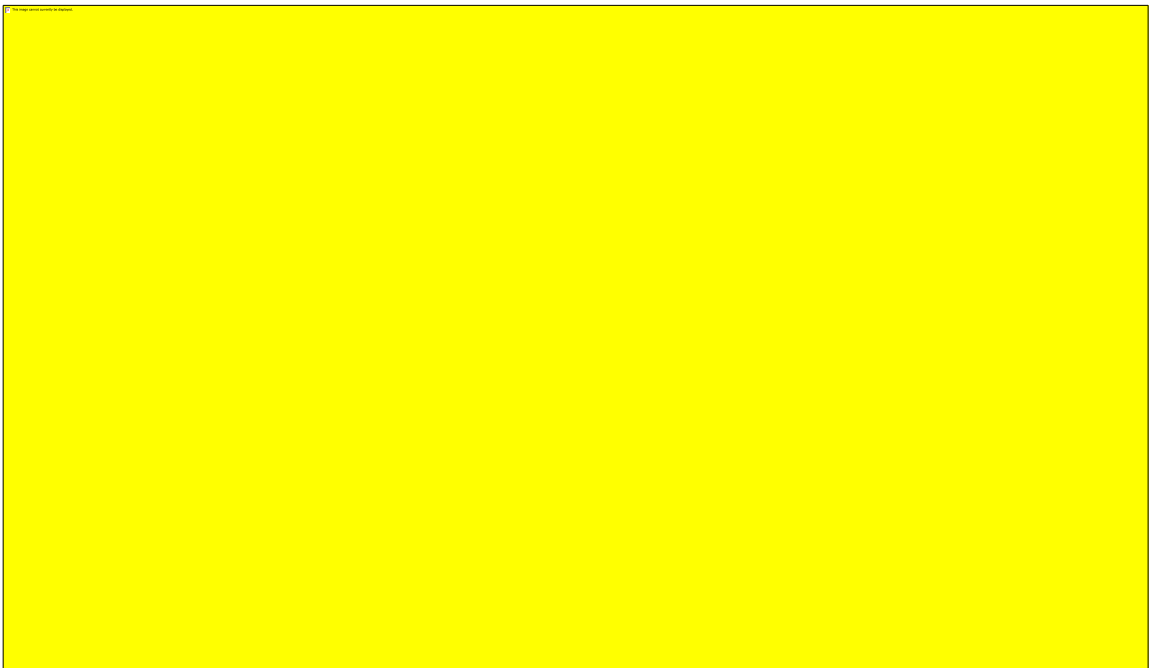


Figure 4.19: Terrorists have succeeded in scaring away non-resident employees in Mandera County

The data shows, all respondents 100% (70) strongly agree that terrorists have succeeded in scaring away non-resident employees in Mandera. The scaring away can have a negative impact on the local economy and community, as it may lead to a shortage of skilled workers and reduced economic activity (Ekanem, 2022). However, it is important to note that many

non-resident employees continue to work and live in Mandera County, despite the security challenges. These individuals may be motivated by a variety of factors, such as a sense of duty or a desire to make a positive impact in the community.

To support non-resident employees and encourage their continued presence in the area, employers and local authorities need to take steps to address security concerns and provide adequate support and resources. This can include providing security measures such as secure transportation or security escorts, as well as training on how to identify and respond to potential security threats (Ekanem, 2022). In addition, efforts should be made to build strong relationships between different communities in the area and to promote social cohesion and understanding. This can help to create a more welcoming and supportive environment for non-resident employees and can counter the efforts of terrorist groups that seek to divide and isolate individuals.

4.4 Factors Contributing to the Challenges Faced by Non-Local Employees



Figure 4.20: Cultural differences and terrorism scare away non-resident workers from Mandera County

The data indicates most respondents 34.3% (24) were indifferent to whether Cultural differences and terrorism scare away non-resident workers from Mandera County. Conversely so, 65.7% (46) disagree with the opinion. Cultural differences can create barriers to effective communication and collaboration between individuals from different backgrounds (Cubukcu, 2021), which can make it difficult for non-resident workers to adapt and succeed in a new environment. Additionally, the threat of terrorism can create a sense of fear and insecurity among non-resident workers, particularly if they are not familiar with the local customs and security protocols. This can make it challenging for

individuals to feel safe and comfortable working in the area and may lead some to seek employment opportunities elsewhere.

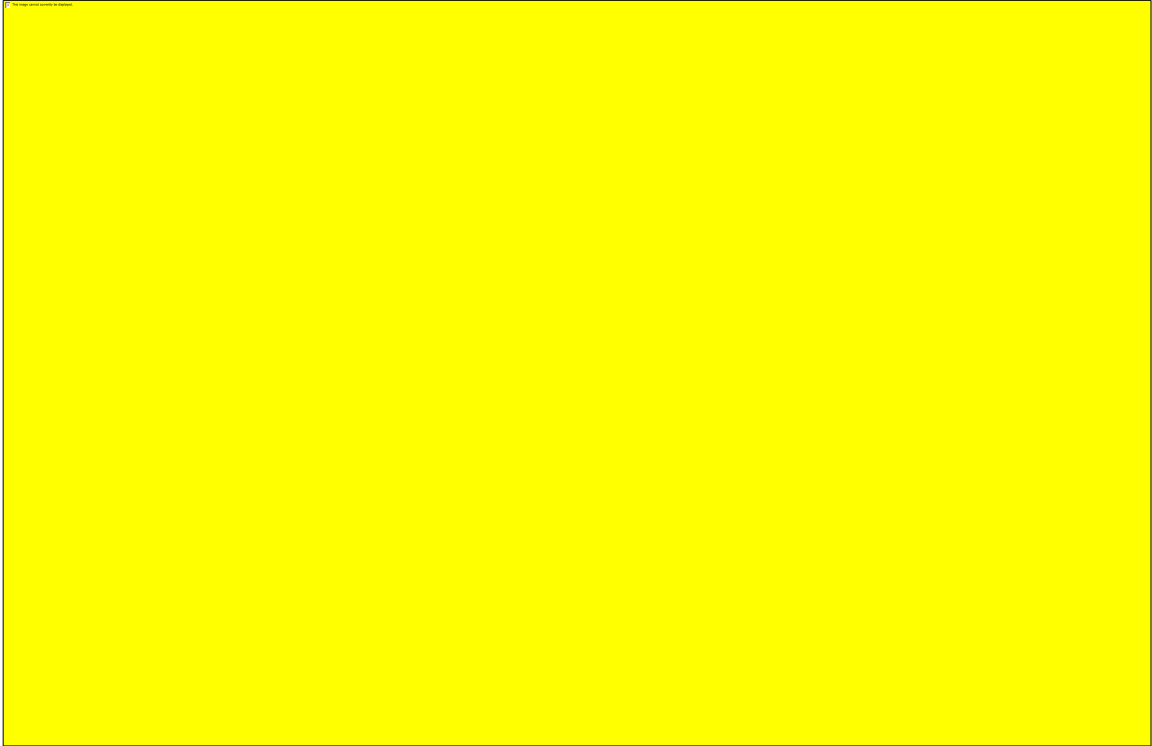


Figure 4.21: Cultural differences alone are responsible for scaring away non-resident employees from Mandera County

The data indicates that all respondents disagreed with the view that Cultural differences alone are responsible for scaring away non-resident employees from Mandera County, where 34.3%(24) disagree and 65.7%(46) strongly disagreed. According to Ekanem (2022), while cultural differences can create challenges and may impact the experience of non-resident employees, there may be other factors that play a role in their decision-making process. One of the most significant factors that may deter non-resident employees from working in Mandera County is the threat of terrorism. The area has experienced a number of terrorist attacks in recent years, which can create a sense of fear and insecurity among

individuals who are not familiar with the local security protocols and procedures. In addition, there may be logistical challenges associated with working in Mandera County, such as limited access to basic services and infrastructure, which can impact the quality of life for non-resident employees.

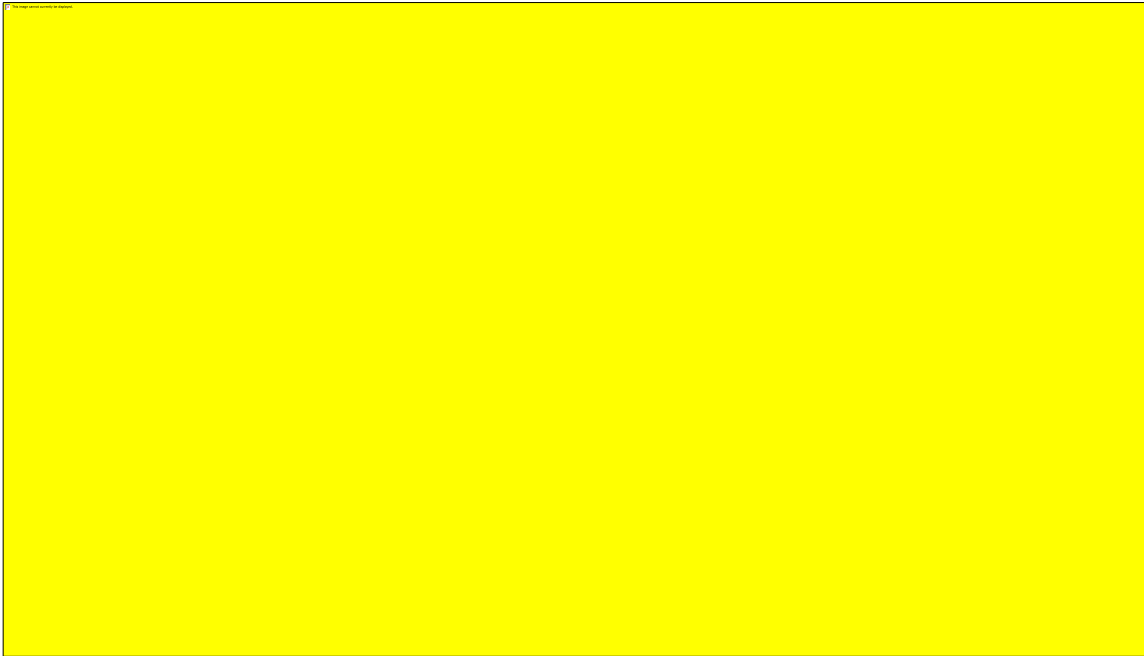


Figure 4.22: Language differences scare away non-resident workers from Mandera County

The data indicates most respondents 65.7% (39) disagreed that language differences scare away non-resident workers from Mandera. Conversely so, 35% (21) were neutral on the opinion. In some cases, language barriers can make it difficult for individuals to effectively communicate with their colleagues and perform their job duties, which can impact their overall experience and success in the area (Ekanem, 2022). However, it is important to note that language differences alone are unlikely to be the sole factor responsible for scaring away non-resident workers from Mandera County. Other factors, such as the threat of

terrorism and logistical challenges, may also play a significant role in the decision-making process of individuals considering working in the area.

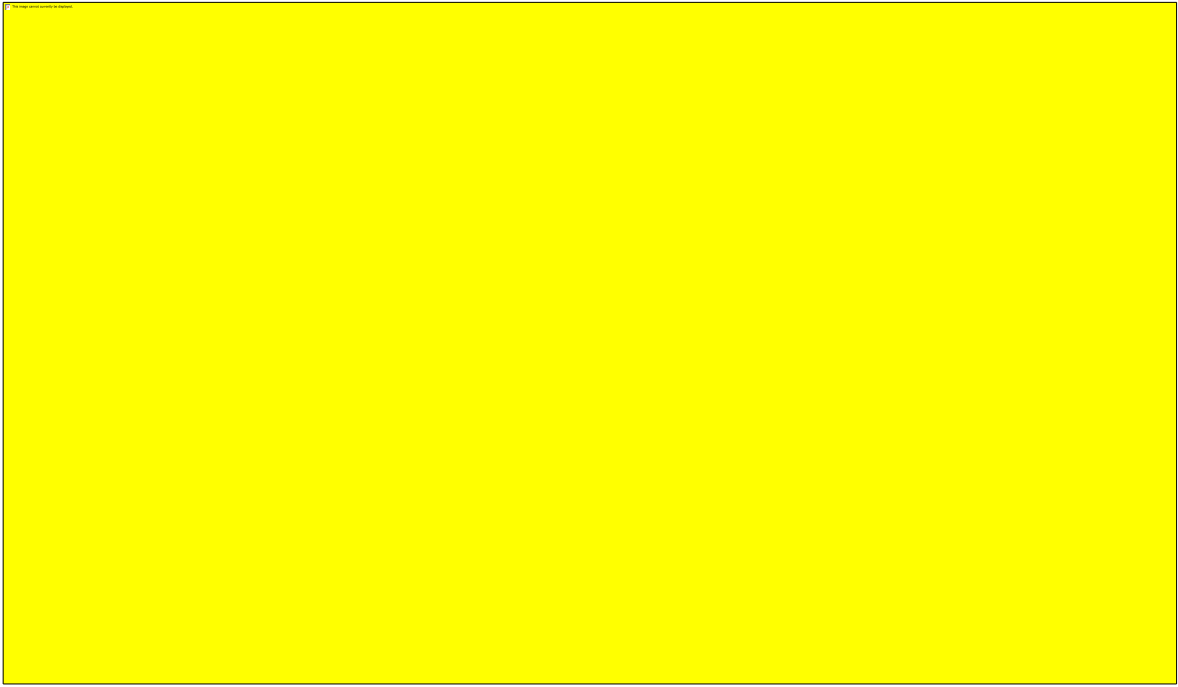


Figure 4.23: Religious practices and terror attacks scare non-resident employees from working in Mandera County

The data shows some respondents 34.3% (24) agree that religious practices and terror attacks scare non-resident employees from working in Mandera. Conversely, 65.7% (46) disagree with the view. The area has experienced a number of terrorist attacks in recent years, which can create a sense of fear and insecurity among individuals who may be targeted based on their religious beliefs (Cubukcu, 2021). In addition, religious practices may impact the experience of non-resident employees working in the area, particularly if they are not familiar with the local customs and traditions. For example, individuals who

follow a different religion may face challenges in finding suitable places of worship or accessing religious services in the area.

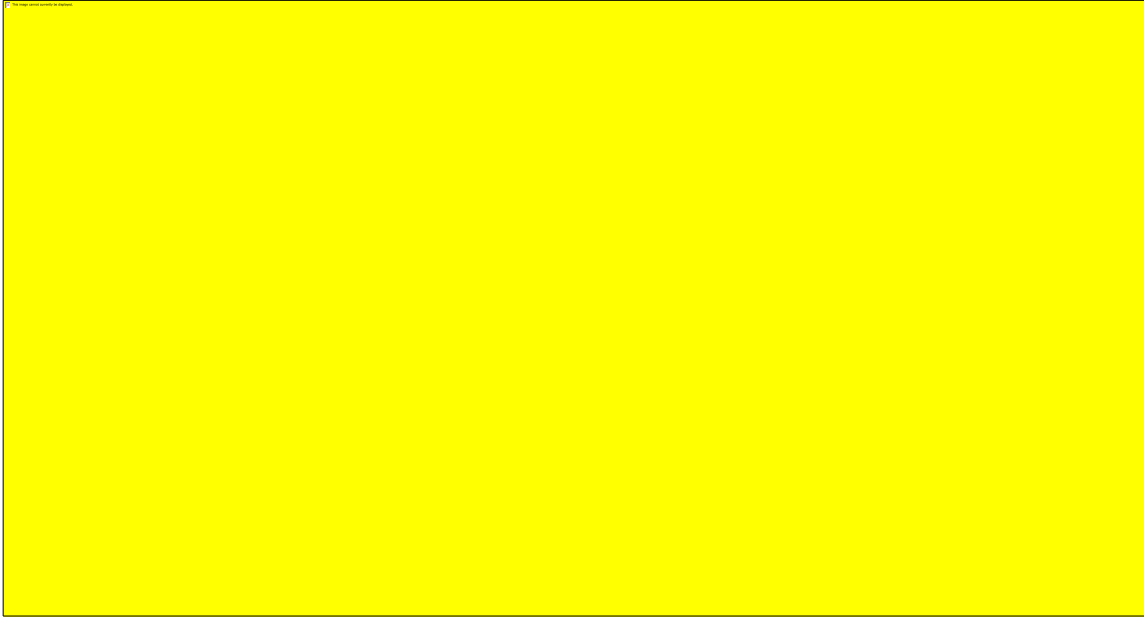


Figure 4.24: Extreme environmental conditions scare away non-resident workers from Mandera County

The data shows some respondents 34.3% (24) agree that extreme environmental conditions scare away non-resident workers from Mandera County. Conversely, 65.7% (46) disagree with the view. The area is located in a semi-arid region, which means that it experiences hot and dry weather for much of the year. The area is also prone to droughts and food insecurity, which can impact the quality of life for individuals living and working in the area. In addition, the limited access to basic services and infrastructure in Mandera County, including healthcare and educational facilities, can create additional challenges for non-resident workers who may not be familiar with the local environment and resources (Muibu, 2021).

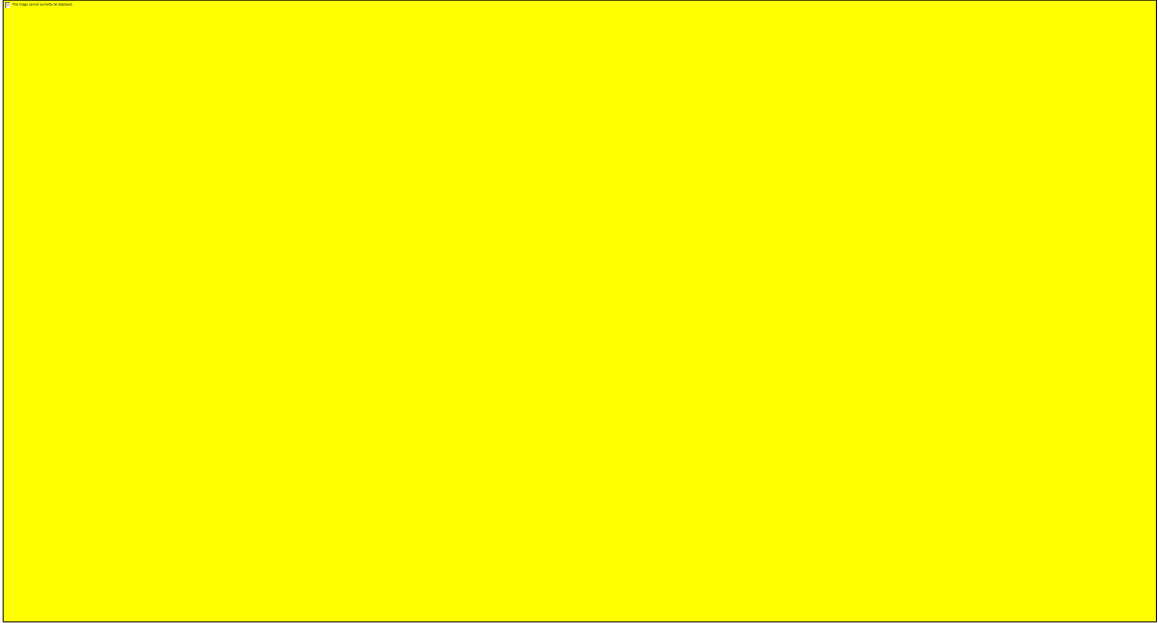


Figure 4.25: Terror activities are the main factor chasing away non-resident employees from working in Mandera County

The data shows all respondents 100% (70) strongly agree that terror activities are the main factor chasing away nonresident employees from working in Mandera. The area has experienced a significant number of terrorist attacks in recent years, which creates a sense of fear and insecurity among individuals who may be targeted based on their nationality, ethnicity, or religious beliefs. These attacks disrupt economic activities in the area, making it difficult for businesses and employers to operate effectively and attract non-resident workers (Breidlid, 2021). In addition, the presence of security forces and the implementation of security measures can create additional challenges for individuals working in the area, including longer wait times and delays in accessing essential services and infrastructure.

Beyond the discussed factors, the researcher sought qualitative views of key informants on the factors contributing to the challenges faced by non-local employees. In an interview, a key informant pointed out that:

There are several factors that contribute to the challenges faced by non-local employees in Mandera County. The most significant factor is the insecurity caused by Al Shabaab's attacks. Non-local employees, especially those from other regions or countries, are often perceived as easy targets by the terrorist group. This has led to increased fear and anxiety among non-local employees, with many opting to leave the region or seek increased security measures. Mandera County is home to several communities with different cultural backgrounds and practices. Non-local employees may struggle to adapt to the local culture and may face discrimination or other forms of mistreatment. This can create a sense of isolation and exclusion, making it difficult for them to integrate and contribute to the local community.

(KII 06, 22/04/2020, Mandera Town)

Another key informant further added indicating:

The region has limited social amenities, such as healthcare facilities, schools, and recreational centers, which can make life challenging for non-local employees. This is especially true for those with families, who may struggle to find suitable schools for their children or access adequate healthcare services. The region's infrastructure is underdeveloped, with limited access to reliable electricity, water, and transportation services. This can make it difficult for non-local employees to carry out their work effectively, and can also affect their quality of life.

(KII 05, 24/04/2020, Mandera Town)

Other challenges faced by non-local employees were highlighted further by an informant who indicated that:

Non-local employees are often poorly compensated compared to their counterparts in other regions, despite the challenging working conditions they face. This can make it difficult to attract and retain skilled professionals, further exacerbating the region's development challenges. Limited opportunities for career advancement: Non-local employees may also face limited opportunities for career advancement, as many organizations in the

region are small and have limited room for growth. This can make it difficult for them to advance their careers and achieve their professional goals.

(KII 07, 23/04/2020, Mandera Town)

The challenges that non-local workers in Mandera County are required to overcome are generally complicated and multi-faceted in nature. In order to address them, a complete strategy will be required, one that not only addresses the underlying reasons of the region's insecurity and development concerns, but also provides support and opportunity for non-local employees to prosper and contribute to the region's development. Only then will these issues be able to be addressed.

4.5 Chapter Summary

The chapter looked at the challenges exacerbated by Al-Shabaab terrorist assaults on non-local workers in Mandera County. Al-Shabaab attacks on non-local labor in Mandera County compounded the problems. According to the research, non-local workers face significant challenges in safety, productivity, and well-being. Attacks caused deaths, injuries, and psychological trauma. Outsiders work in fear and uncertainty. The chapter described social, economic, and political factors that hampered non-local workers. Poverty, inadequate management, ethnic and religion diversity, and the open border between Kenya and Somalia are some. Ethnic and religious discrimination affects non-local workers. Thus, these challenges require a holistic approach. The study's conclusions, recommendations, and suggested reading were in the next chapter.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter discussed the summary of findings, conclusions, and recommendations arising from the study.

5.1 Findings of the Study

The first objective which sought to examine the scope of the problem posed by Al Shabaab terrorist attacks on non-local employees in Mandera County, found out that the attacks have had a significant impact on the local community and economy. The attacks have disrupted essential services such as education, healthcare, and security, and have led to the closure of businesses and loss of employment opportunities for non-local employees. The attacks have also caused psychological trauma and fear among the local population, leading to a decline in tourism and investment in the region. This has further exacerbated the economic challenges faced by the community, which already suffers from poverty, limited infrastructure, and political instability.

The second objective that sought to assess the impact of the attacks on non-local employees found out that Al-Shabaab made a number of non-local employees in Mandera County to report on feeling unsafe and insecure due to the repeated attacks by Al-Shabaab. These attacks have led to an increased sense of fear and anxiety, which has impacted their mental health and overall well-being. The attacks have had a direct impact on the ability of non-local employees to work effectively in the region. For example, the closure of schools due to security concerns has disrupted the education of local children and impacted the ability

of teachers to provide quality education. The attacks have also disrupted healthcare services and made it difficult for healthcare workers to provide essential medical care. Further, due to the physical, mental health, social and economic well-being many non-local employees have been forced to leave the region due to safety concerns, which has resulted in the loss of employment and income. Those who have remained in the region have reported increased levels of stress, anxiety, and depression, which have impacted their quality of life.

The third objective that sought to evaluate the factors contributing to the challenges faced by non-local employees in Mandera County revealed that social, economic, and political factors contributing to the challenges faced by non-local employees in Mandera County were as a result of the Al-Shabaab terrorist attacks. The challenges were rooted in a complex set of interrelated factors. Socially, the attacks have led to a breakdown in community relationships and increased levels of mistrust between different ethnic and religious groups. This has contributed to an overall sense of insecurity and fear, which has made it difficult for non-local employees to feel safe and accepted in the region. Economically, the region suffers from high levels of poverty, limited infrastructure, and a lack of economic opportunities. The attacks have exacerbated these challenges by disrupting essential services, such as healthcare and education, and by leading to the closure of businesses and loss of employment opportunities for non-local employees. Politically, the region is characterized by instability, corruption, and weak governance. These factors have contributed to the spread of extremism and made it difficult for the government to address the root causes of terrorism and insecurity in the region. Additionally, the porous borders between Kenya and Somalia have made it easy for Al-

Shabaab militants to cross the border and carry out attacks in the region. The group has also been able to exploit local grievances and weaknesses to recruit new members and carry out attacks.

5.2 Conclusions of the Study

On the examination of the scope of the problem posed by Al Shabaab terrorist attacks on non-local employees in Mandera County, the study concluded that the terrorist attacks by Al-Shabaab on non-local employees in Mandera County have resulted in serious and complex problems. Essential services have been interfered with, businesses have been forced to close, and non-local workers have lost their job possibilities as a result of these attacks. They've also had a very bad influence on the area's non-local employees' safety and security, capacity for productive work, and general well-being. Kenya, Somalia, and other nearby nations' relationships and cooperation have been severely hampered by the assaults. The local population's mental health and general well-being have suffered as a result of the increased dread and anxiety they have caused. A wide range of social, political, and economic issues, such as poverty, poor leadership, corruption, and a lack of job opportunities, are at the base of the problems created by these attacks. In order to overcome these obstacles, a comprehensive strategy that prioritizes enhancing security, fostering economic growth, and tackling the core causes of extremism in the area is needed.

On the assessment of the impact of the attacks on non-local employees, the study concluded that the safety and security, productivity, and general well-being of non-local personnel in Mandera County have suffered significantly as a result of terrorist assaults carried out by Al-Shabaab. The attacks caused fatalities, physical harm, and psychological distress among

non-local staff, which escalated worry and terror. The economic hardships experienced by non-local employees in the area have also been made worse by the closure of enterprises and the lack of employment possibilities. Due to the disruption of vital services like healthcare and education caused by the attacks as well as the relocation of entire communities, it is challenging for non-local personnel to obtain these services and establish social relationships. The general wellbeing of non-local personnel has been negatively impacted by the disruption of these services. As a result of the attacks, there is now mistrust and a breakdown in community connections among the many ethnic and religious groups in the area. This has further impacted the general wellbeing of non-local personnel by making it harder for them to feel comfortable and accepted in the area.

Upon the evaluation of the factors contributing to the challenges faced by non-local employees in Mandera County the study concluded Al-Shabaab terrorist attacks are the result of a complex set of social, economic, and political factors. Social diversity in the area, including ethnic and religious diversity, has been used by Al-Shabaab to sow discord and stir up violence. Because of the resulting distrust and deterioration of community ties, it is challenging for non-local personnel to feel comfortable and accepted in the area. Economically, the area is marked by extreme poverty and a lack of possibilities, which has marginalized some communities and made them more susceptible to extremist recruitment. The attacks have further upended the already precarious economic position, resulting in business closures and the loss of employment possibilities for those who are not local. Politically, the area is marked by poor leadership, rampant corruption, and a lack of strong governmental institutions, which has made it a haven for Al-Shabaab and other terrorist organizations. The organization has also found it simpler to conduct assaults and elude law

enforcement because of the porous border between Kenya and Somalia. A comprehensive strategy that prioritizes enhancing security, fostering economic development, and tackling the core causes of extremism in the region is needed to address these social, economic, and political problems. This includes enhancing state institutions, fostering inter-ethnic and inter-religious discourse, and giving marginalized populations access to economic possibilities.

5.3 Recommendations of the Study

To safeguard non-local personnel against terrorist attacks, the Kenyan government and pertinent security agencies should put in place efficient security measures. This entails expanding the number of security personnel in the area, giving them the necessary instruction and tools, and improving intelligence gathering and sharing..

The government should give regional economic development projects a higher priority, such as infrastructure investment, employment creation, and entrepreneurial encouragement. This is an essential way to address the economic hardships non-local personnel experience in order to enhance their general well-being and lessen their susceptibility to extremist recruiting.

A comprehensive strategy that prioritizes fostering social cohesion, resolving political grievances, and providing education and other social services is required to address the core causes of extremism in the region. To address these underlying causes and encourage lasting peace and development in the area, the government should collaborate with regional communities, civil society organizations, and international agencies.

5.4 Suggestions for Further Reading

The study on Alshabaab terror attacks against non-resident workers was very significant in the matter of ending terror activities in Somalia. The terror attacks have affected the relations between Kenyan citizens and Somali citizens living in Mandera County apart from the many deaths experienced in Mandera. The researcher recommends that will help the security agents to monitor the Al-Shabaab sympathizers and end Alshabaab activities in Mandera County be conducted on:

1. The relationship between the Alshabaab operatives and their sympathizers to as a strategy break their link and get to the real activities of Alshabaab.

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APPENDICES

Appendix I: Questionnaire

Instructions: Tick where appropriate

PART 1: GENERAL INFORMATION

1. Gender

Male Female

2. What is your age bracket?

Below 20 years

21 - 24 years

25-30 years

31-35 years

36-40 years

41 years and above

3. For how long have you been working in your organization?

1 to 5 years 6 to 10 years 11 to 15 years 16 and above

TICK THE ANSWER WHICH YOU AGREE IS MOST CORRECT

Challenges of Terrorist Attacks on Residents

ST A N D SD

No.		1	2	3	4	5
1	Terror attacks have caused fear among residents of Mandera					
2.	Residents of Mandera are not able to conduct business due to frequent terror attacks					
3.	Residents of Mandera are not able to get employees from up country due to terror attacks					
4.	Residents of Mandera have lost business contacts due to terror attacks in Mandera					
5.	Mandera residents cannot grow their businesses due to frequent terror attacks.					
6.	Mandera residents are not able to get food from up country due to frequent terror attacks					

7.	Mandera residents are not able to get commercial supplies due to terror attacks					
8	The residents of Mandera live in constant fear of terror attacks					
9	Residents of Mandera are not bothered by terror attacks					
10	Residents of Mandera can continue with their businesses despite the terror attacks.					

Effects of Terror Attacks on Non-Resident Workers in Mandera County

No.		1	2	3	4	5
1.	Non-residents of Mandera have been targeted by Alshabab terrorists in Mandera County					
2.	Many foreigners have been killed in terror attacks in Mandera County					
3.	Non-resident employees in Mandera have been afraid to take up jobs in Mandera County					

4.	Non-Somali foreign residents are more open to attacks in Mandera County					
5.	All foreign residents have an equal chance of being attacked by Alshabaab in Mandera					
6.	The terrorist have targeted non-residents in Mandera to scare them					
7.	Terrorists have succeeded in scaring away non-resident employees in Mandera					
8.	Terrorists have not succeeded in chasing away the non-resident workers in Mandera					

Effects of Cultural Factors on Foreign Residents of Mandera County

No.		1	2	3	4	5
1.	Cultural differences and terrorism scare away non-resident workers from Mandera County					
2.	Cultural differences alone are responsible for scaring away non-resident employees from Mandera County					

3.	Language differences scare away non-resident workers from Mandera					
4.	Religious practices and terror attacks scare non-resident employees from working in Mandera					
5.	Culture and religion do not hinder non-resident employees from working in Mandera County					

Effects of Environmental Factors

No.		1	2	3	4	5
1.	Extreme environmental conditions and terrorism scare away non-resident workers from Mandera County					
2.	Extreme weather conditions alone scare away non-local employees from working in Mandera county					
3.	Environmental differences do not scare away non-local employees from working in Mandera County					
4.	Extreme weather conditions do not scare away non-resident employees from working in Mandera County					

5.	Environmental factors do not scare away non-resident employees from working in Mandera County					
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Appendix II: Key Informant Interview Guide

Instructions: Tick where appropriate

PART 1: GENERAL INFORMATION

1. Gender

Male Female

2. Occupation?

3. For how long have you been working in your organization?

1 to 5 years 6 to 10 years 11 to 15 years 16 and above

4. What are some of the Challenges of Terrorist Attacks on Residents?

5. What are the effects of Terror Attacks on Non-Resident Workers in Mandera County?

6. What are the effects of Cultural Factors on Foreign Residents of Mandera County?

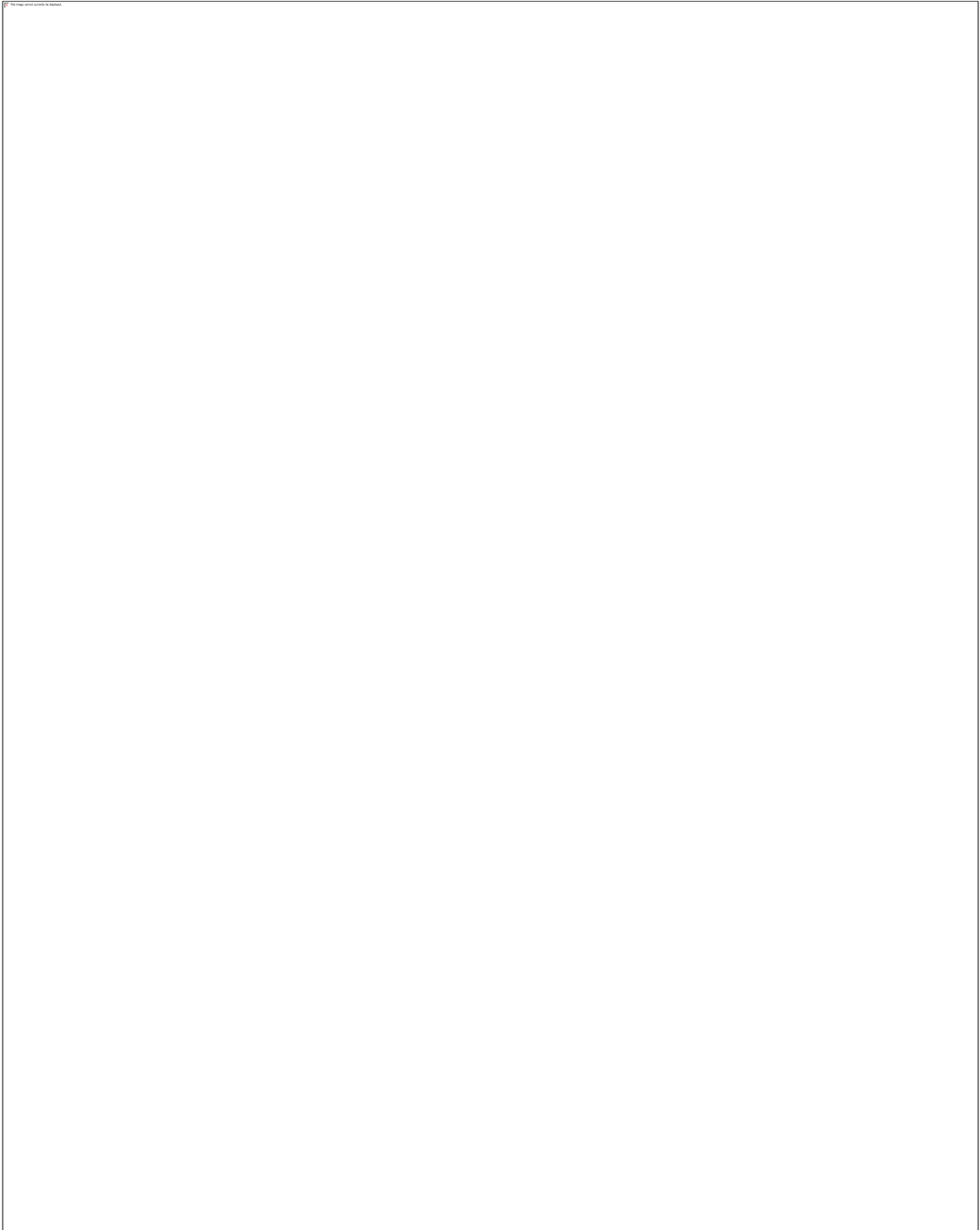
Appendix III: Research Budget

No.	Item	Description	Unit Cost	Total amount (Ksh.)
1.	Stationery			25,500
2	Printing services			20,000
3	Internet services			20,800
4	Traveling			35,000
5	Accommodation			25,000
6	Research Assistants			30,000
7	Communicaton			30,000
8	Miscellaneous			40,000
Total				255,500

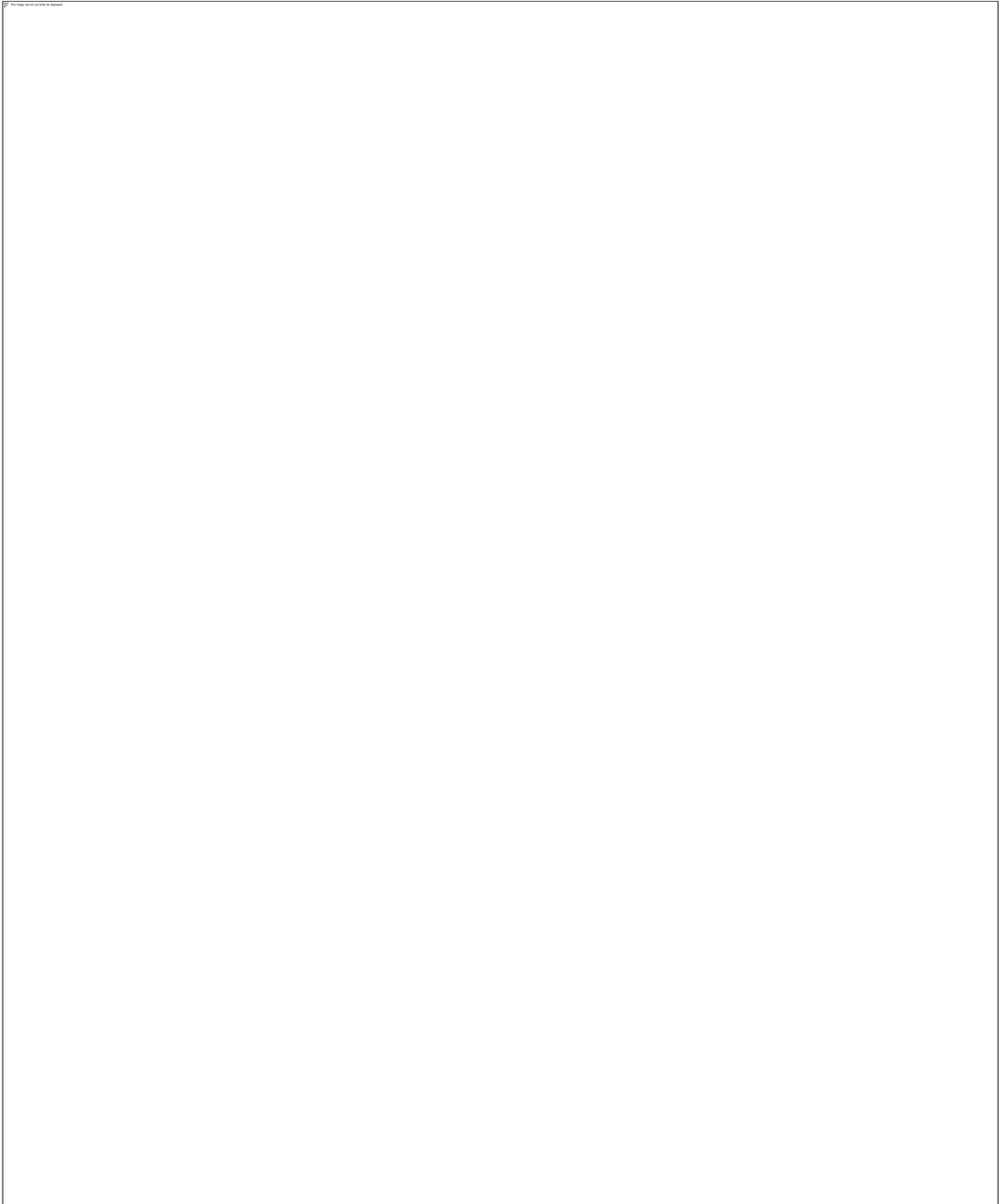
Appendix IV: Work Plan

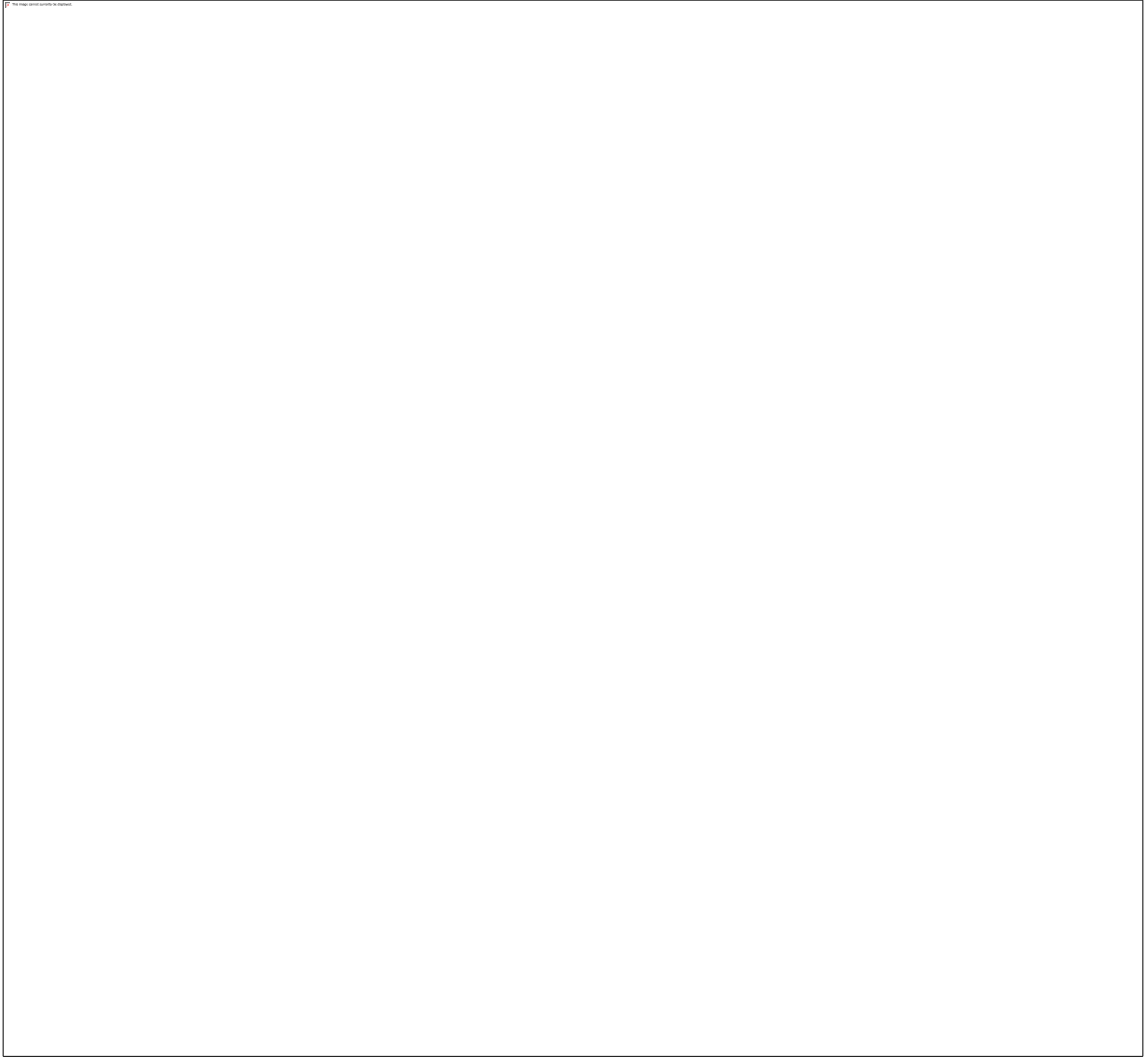
Date	Activity	Duration
July to February 2018	Choosing the Topic	Four Months
	Proposal Writing	
	Proposal Defence	
March 2018	Correcting the Proposal	
April to May 2018	Distribution of Questionnaires	One Week
	Conducting Field Research	One Month
May 2018	Writing the Report on Findings	Two Weeks
June 2018	Submitting the Project for Examination	One Month

Appendix V: Kenyatta University Approval Letter



Appendix VI: NACOSTI Research Permit





Appendix VII: List of Key Informants

S/NO.	Code	Description
1.	KII 01	County Commissioner
2.	KII 02	Secretary General-Supreme Council of Kenya Muslims
3.	KII 03	Area Chief, Elwak
4.	KII 04	Sub Couty Police Commander, Mandera County
5.	KII 05	Head of Nyumba Kumi, Mandera Town
6.	KII 06	Assistant Chief, Banisa
7.	KII 07	Director, Mandera Peace and Development Agency