

**STAKEHOLDERS' ENGAGEMENT STRATEGIES AND PERFORMANCE OF  
COMMUNITY-BASED PEACE BUILDING PROJECTS INITIATIVES BY  
NON-PROFIT MAKING ORGANIZATIONS IN NORTHERN KENYA.**

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UNIVERSITY**

**OCTOBER, 2025**

**DECLARATION**

I declare that this thesis is my original work and has not been presented in any other University

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## **DEDICATION**

The study at hand is dedicated to people that are instrumental in assisting my studies, most notably my family members. I have received consistent encouragement to persevere despite the demanding schedule encompassing professional and educational commitments. I express genuine gratitude for the assistance provided by them.

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## **ABSTRACT**

Despite the contributions of non-profit organizations to peacebuilding initiatives, their efforts have often been hindered by limited cooperation from government agencies due to structural constraints. This study therefore examined the influence of stakeholder engagement strategies on the performance of community-based peacebuilding projects in Northern Kenya. The specific objectives were to establish the effect of building trust strategies, decision making inclusivity, capacity building, and conflict management strategies on the performance of community-based peacebuilding initiatives implemented by non-profit organizations in Northern Kenya. Anchored on the Stakeholder Theory, the study adopted a descriptive research design targeting 44 NGOs engaged in peacebuilding across the in Northern Kenya region. Using purposive sampling, one Reconciliation Program Officer and one Community Outreach Officer were selected from each organization, yielding a total of 88 respondents. Primary data were collected through structured questionnaires and analysed using descriptive and inferential statistics, including correlation and regression analyses. Findings were presented using frequency distribution tables. From the findings, it was established that stakeholders' engagement strategies had a significant influence on the performance of community-based peace building projects by non-profit-making organizations in Northern Kenya. Building trust strategies were shown to be a major determinant of project success, although NGOs face persistent challenges such as historical grievances, ethnic tensions, and community skepticism, which often limit their effectiveness. Decision-making inclusivity also emerged as a critical factor, with top-down approaches and the exclusion of women, youth, minority clans, and persons with disabilities weakening project legitimacy and deepening divisions. Capacity building was found to significantly affect performance, as many communities lack the necessary skills and institutional structures to sustain peace efforts, and existing training programs often fail to match local realities. Conflict management strategies, including mediation, dialogue forums, and early warning systems, contributed to improved community relations, though their long-term impact was undermined by insecurity, political interference, and resource constraints. The study recommends that NGOs adopt participatory approaches that prioritize inclusive dialogue, cultural sensitivity, and community ownership to strengthen trust and project sustainability. Decision-making structures should be inclusive, ensuring active participation of marginalized groups and integrating local conflict resolution mechanisms to build legitimacy. Capacity-building efforts need to be context-specific, practical, and community-driven, with a focus on mentorship, institutional strengthening, and long-term partnerships to enhance local skills and structures. For conflict management, NGOs should collaborate closely with local governance systems, integrate indigenous practices, establish effective early warning mechanisms, and secure consistent funding and policy support to sustain peace building efforts in Northern Kenya.

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## **ABBREVIATION AND ACRONYMS**

<b>ASALs</b>	Kenya’s Arid and Semi-Arid Lands
<b>CBO</b>	Community Based Organization
<b>FDGs</b>	Focus Group Discussions
<b>NCIC</b>	National Cohesion and Integration Commission
<b>NGOs</b>	Non-Governmental Organizations
<b>NPOs</b>	Non-Profit Organizations
<b>PBC</b>	Peace Building Committees
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TTT</b>	transhumance tracking tool
<b>UN</b>	United Nations

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Community-based peace building project performance refers to the effectiveness, efficiency, and impact of programs aimed at establishing long-term peace in conflict-affected communities. It assesses how well these projects achieve their objectives in preventing violence, promoting reconciliation, strengthening institutions, and building social cohesion (Barry, 2023). Some of the indicators constitute effectiveness, efficiency, impact, sustainability, stakeholder engagement and conflict sensitivity. Project performance, according to Crawford and Bryce (2020), is the degree to which a project accomplishes its goals successfully, economically, and within the resources allotted. It is evaluated through the lenses of management of time, budget compliance, long-term viability impact, and scope adherence.

Performance of peace-building projects is a process that aims to prevent, manage, and resolve conflicts in a non-violent way to establish sustainable peace within societies, thus, peace building is commonly seen as efforts to address the underlying structural, social and cultural tensions that contribute to conflict, with emphasis on supporting peace-making and peace keeping engagement (Lederach, 2021). The sources of inspiration for peace building are derived from the developmental challenges of humanity and efforts to resolve conflicts (Kefelegn et al., 2024). Activities related to capacity building, reconciliation, and

societal transformations are included in the United Nations (UN, 2020) report on the agenda for peacekeeping and resolution of conflicts. Therefore, NGOs define peace building as preventing violence, advocating for reconciliation and peacekeeping, military and civilian action, humanitarian aid, and cease-fire agreements.

Globally, the peace building initiatives in Baghdad faced several significant challenges that hinder progress and stability. National Democratic Institute (2020) reported that one of the primary obstacles were deep-rooted sectarian divisions among different ethnic and religious groups. A report by Carnegie Endowment for International Peace (2023) listed Russia's involvement in conflicts, such as in Ukraine, complicates reconciliation efforts and fuels nationalist sentiments, economic sanctions and strained international relations further reduce external support for peace initiatives. Lastly, deep-seated historical grievances and ethnic tensions, particularly in regions like the North Caucasus, make sustainable peace building difficult.

Ukraine has had tremendous social, political, and economic difficulties ever since the war started. The infrastructure was devastated, livelihoods have been drastically disrupted, and millions of people have been displaced. Furthermore, Ukraine has 3,669,000 internally displaced people (IDPs). As many as 6,752,000 Ukrainian refugees worldwide as of October 2024 (ReliefWeb, 2024). There are many obstacles that need to be overcome in order for the community-based peace building initiatives program in Ukraine to successfully perform, particularly in municipalities like Kharkiv, Mykolaiv, Mariupol, and Bucha, which have been severely affected by the ongoing conflict. Administrative and capacity constraints hinder local governments from effectively implementing

initiatives, as many municipalities lack the necessary expertise and resources to manage peace projects. The displacement crisis has altered social dynamics in cities like Bucha, raising challenges in integrating internally displaced persons (IDPs) while maintaining social cohesion as noted by World Urban Forum Report (2024) on Ukraine path to recovery

Conflict has escalated swiftly in Africa recently, with pastoral regions being particularly susceptible. A peacekeeping program facilitated the resolution of cross-border conflicts among agro-pastoral communities in the border regions of Mali and Mauritania. The implementation of the transportation tracking tool (TTT), the establishment of an early warning system, the creation of an advisory structure to guide conflict management, and the organization of educational initiatives have substantially diminished these conflicts, as reported by the UN (2023) in Peace Building Highlights. The dispute about freshwater and livestock resources has proliferated in Kenya's Arid and Semi-Arid Lands (ASALs) and frequently intersects with community and inter-clan disputes. Certain experts perceive resource shortage, induced by changes in the climate, as a primary underlying factor of violent conflict among pastoralists (Chilmeran, 2024).

A publication from the Mandera Peace Building Programme, executed by Kenya's National Cohesion and Integration Commission (NCIC) and Inter-peace, outlines obstacles to peace in the County. Interpeace Clash between clans frequently results in internecine bloodshed, often accompanied by cross-border spillovers. Mandera is a County situated in the dry and semi-arid grasslands of northeastern Kenya, adjacent to the conflict-prone tri-border with Ethiopia and Somalia (National Cohesion and Integration

Commission [NCIC] (2022). Despite its predominantly homogeneous ethnic Somali population, Mandera has had sporadic clan-based conflicts since its pre-colonial days. Conflicts that were historically driven by rivalry across grazing territories and resources such as water and grassland, have been intensified by modern catalysts including rivalry for power in politics, disagreements over land, and ongoing assaults by Al-Shabaab insurgents from Somalia (Peace Insight, 2024).

An evaluation of the performance efficacy of NGO-supported initiatives in conflict resolution and peace building in Kenya yielded different outcome. They were negative as well as positive advancements were observed on pursuit for their aims. Certain programs were ineffective because to institutional deficiencies (Odhiambo, 2020). According to Juma (2020), the process of creating peace in Turkana includes activities such as workshops for solving problems, seminars, events for sport, debates related to establishing trust, and peace caravans that are aimed to bring communities together. Numerous causes led to the prolonged situation in Turkana, with pastoral practices, cattle rustling, competition for grazing area, defending for historic territory, retaliatory assaults, political motivations, economic greed, and lack of rainfall receiving the greatest criticism.

### **1.1.1 Stakeholder Engagement Strategies**

According to Mckinney et al. (2024) strategies are systematic plans or approaches designed to achieve specific goals efficiently. They involve analyzing situations, setting objectives, and determining the best course of action to maximize success. Strategies have the potential to be utilized in a variety of domains, including but not limited to commercial,



political, and personalized growth. They often require resource allocation, risk assessment, and adaptability to changing conditions. Niyitunga (2023) claim that effective strategies combine foresight, innovation, and execution to create competitive advantages. Ultimately, strategies serve as roadmaps guiding individuals or organizations toward their desired outcomes.

Stakeholder engagement strategies refer to the planned approaches and methods organizations use to identify, communicate with, and manage relationships with individuals or groups who have an interest in or are affected by their operations (Hocker & Wilmot, 2021). While Jugdev and Müller (2022) defines stakeholder engagement strategies as a set of techniques and practices used to identify, communicate with, and address the concerns of stakeholders to ensure project success and minimize risks. According to Earnest (2020), techniques for stakeholder engagement play a significant part in assuring the success of organizations, the efficiency of projects, and the sustainability of decision-making processes, such as improving decision-making, building trust and transparency, reducing risks and conflicts and strengthening relationships and reputation.

The stakeholder engagement strategies adopted in this research include; building trust strategies, decision making inclusivity, capacity building and conflict management strategies

In the context of non-governmental organizations (NGOs), building trust during stakeholders' engagement in project initiatives requires transparency, inclusivity, and

consistent collaboration. Project objectives, schedules, and anticipated results must be precisely defined by organizations, and open communication must be maintained throughout the project lifecycle (Ahmadzai, 2024). A sense of responsibility and dedication is fostered by actively including stakeholders in decision-making processes, attending to their worries and taking their input into consideration. Consistency, in delivering on promises, ethical practices, and regular progress updates reinforces credibility and confidence in the initiative as noted by Zartman (2022). Similarly, decision-making inclusivity is a powerful strategy for stakeholder engagement in NGOs.

The capacity building involves enhancing the skills, knowledge, and resources of both the organization and its stakeholders to improve effectiveness and sustainability. By investing in capacity building, NGOs can foster stronger relationships with stakeholders and empower them to contribute meaningfully to the organization's mission. Thus, engaging stakeholders in capacity-building initiatives reinforces their ownership of projects and programs (Siam, 2020).

### **1.1.2 Performance of Community based peace building projects Initiatives**

Performance of community based peace building projects refers to the effectiveness and efficiency with which initiatives aimed at fostering peace, resolving conflicts, and promoting sustainable harmony achieve their intended outcomes within a given community. This performance is measured through the success of efforts to address the root causes of conflict, strengthen institutions, and build the capacity of communities to sustain peace (Shakeri & Khalilzadeh, 2020). While Zartman (2022) indicated that Peace

building initiatives are structured programs aimed at fostering reconciliation, reducing Number of conflict incidences and building sustainable peace in societies affected by war, civil unrest, or communal tensions. Their performance is often evaluated based on the achievement of objectives, community participation, sustainability through strengthened local capacity and impact on long-term peace.

In Kenya, community-based peace-building programs have been essential for reducing conflict and fostering social cohesiveness, especially in areas like the Rift Valley that have traditionally been impacted by based on resources disputes and tensions between ethnic group, , Northern Kenya, and coastal areas. According to Armed Conflict Location and Event Data (ACLED, 2023), over 65% of community-led peace building initiatives reported a reduction in violent conflict incidents within two years of implementation. A 2022 report by the National Cohesion and Integration Commission (NCIC) further indicated that in counties like Turkana, Baringo, and Marsabit, peace dialogues facilitated by local elders and women-led groups contributed to a 40% decline in cattle rustling and inter-communal violence from 2019 to 2022.

Additionally, data from the UNDP Kenya Peace building and Conflict Prevention Programme (Githaiga, & Matheka, 2022) shows that 70% of participants in community-based peace initiatives felt safer and more confident in local conflict resolution mechanisms than in government-led interventions. These projects have also fostered social inclusion, with youth and women making up over 55% of active participants in peace committees. Moreover, evaluations conducted by NGOs such as Peace Net Kenya reveal that communities with ongoing peace building projects experience a 30%

improvement in inter-ethnic collaboration, especially in shared resource management. These statistics highlight the tangible impact of grassroots approaches to peace building in Kenya and underline their potential for sustainable conflict resolution.

In conflict-affected regions, Peace Insight (2024) reported that unstable political environments often hinder the implementation of community based peace building projects. Government transitions, power struggles, and lack of political will, may derail efforts to establish sustainable peace. Individuals or groups that benefit from conflict, such as warlords or corrupt officials, may actively resist peace building initiatives. These spoilers can obstruct projects through violence, propaganda, or political influence. Sarder et al. (2023) claimed that despite various initiatives, challenges remain in the implementation and sustainability of peace building efforts. Continuous evaluation and adaptation of strategies are necessary to address emerging conflicts and ensure that peace building frameworks are effective and inclusive. It is absolutely necessary for state and non-state actors to work together in order to achieve the goal of achieving long-term peace throughout the entire country by means of successful implementation of settlements.

### **1.1.3 Non-Profit Organization in Northern Kenya**

Northern Kenya is a region marked by its rich cultural diversity, rugged landscapes, and significant socio-economic challenges. The landscape of non-profit organizations in Northern Kenya has evolved significantly over the years. Traditionally, the region has faced harsh environmental conditions, including drought and desertification, which have compounded existing socio-economic issues (Adan & Pkalya, 2018). The need for

external assistance became increasingly apparent, leading to the establishment of various NPOs, both local and international, aimed at providing humanitarian aid and development support (Barry, 2023).

Non-profit organizations (NPOs) play a pivotal role in this area, addressing critical needs and fostering sustainable development. Non-Profit Organizations (NPOs) in Northern Kenya play a critical role in addressing the region's socio-economic and environmental challenges (Chikati, 2020). Non-profit organizations have stepped in to bridge the gaps left by government initiatives, providing critical services and advocating for policies that promote equity and inclusion. Northern Kenya, characterized by arid and semi-arid conditions, faces perennial issues such as drought, poverty, limited access to education, inadequate healthcare, and food insecurity (Crawford & Bryce, 2020).

As stated by the Community Development and Humanitarian Network (CoDHNet, 2022), nonprofit organizations engage the local population in promoting peace, conflict reduction, early warning responses, peace forums, reconciliation, intra- and inter-community discussion, the healing process, and justice. Primary objective is to alleviate tensions arising from dependent upon resources disputes in Turkana and adjacent regions, including the Ethiopia and Somalia borders. The Non-Profit Organizations have conducted peace conferences in Ethiopia, South Sudan, and Uganda, and have formed strategic alliances with corresponding groups. Chikati (2020) asserts that their "Project Peace III" intends to foster lasting peace and safe economies among cross-border pastoralist populations whilst enhancing cross-border interconnections amongst the national governments of Kenya, Ethiopia, and South Sudan.

Akall (2021) indicated that Northern Kenya spans vast territories including counties like Turkana, Marsabit, Wajir, and Mandera. This region is predominantly inhabited by pastoralist communities whose livelihoods depend on livestock. Nonetheless, climate alterations and infrastructure inadequacies have intensified susceptibility. The legality and government acceptance of informal peace committees established by non-profit groups is frequently questioned. The Centre for Human Rights and Policy Studies (2018) notes that issues arise from the prejudice and marginalized of numerous populations in Northern Kenya, which have experienced prolonged hostility and excluded status, subsequently manipulated by violent extremists. The following has created greater potential for violence and increased insecurity, ultimately hindering the goal of establishing peace.

## **1.2 Statement of the Problem**

The performance of non-profit organizations significantly enhance peace building initiatives in Kenya through their localized understanding, facilitation of cross-border efforts, capacity building, promotion of inclusive dialogue, integration of sustainable development, advocacy for policy change, and resource mobilization, their contributions are vital for fostering lasting peace and stability in the region (Chikati, 2020). Still, as noted by Golicha (2022), the realization of significant performance is attained by stakeholder engagement strategies which are vital for the success of peace building initiatives. They enhance collaboration, improve project outcomes, increase ownership, identify risks and empower marginalized groups. These benefits collectively contribute to more sustainable and effective peace building efforts.

Despite the contribution of non-profit organizations towards peace building initiatives, Kubasu and Munene (2022) assert that the charitable organization experienced a deficiency of collaboration from other governmental entities due to their structural configurations. The bureaucratic sectors often do not collaborate with unofficial committees for peace as they do with other peace entities, such as the cohesion and integration commission. The absence of official recognition by the state adversely affects their operations, despite their significant contributions to peace building. Challa (2020) indicates that since 1991, the five-year electoral cycles have resulted in community polarization, adversely affecting the Kenyan economy and significantly impairing the community's capacity for integration and coexistence. The political elite has been the primary impediment to the unification and healing of Kenyan communities. Gitau (2020) highlighted that NGOs persist in peace building efforts, indicating that the Northern area of Kenya has underachieved relative to its capabilities. This necessitated the engagement of local and international organizations to redirect their emphasis on the surrounding area through diverse policies and constructive measures to achieve peace.

There are a number of studies that have covered aspects of performance of community based peace building projects initiatives. For instance, Ahmadzai (2024) did a study on peace building and capacity efforts in civil war-affected countries in Afghanistan. However, there was contextual gap since it was not based in Kenyan context. Similarly to a study by Mushagalusa (2023) who focused on East Africa Community and conflict resolution in north Kivu Province, Eastern Democratic Republic of Congo. A study conducted by Challa (2020) focused on the influence of non-governmental organizations

activities on sustainability of community based peace building projects among conflict prone pastoral communities in Kenya, A Case of Marsabit County. However, conceptual gap is observed since they focused sustainability of community based peace building projects among conflict prone pastoral communities in Kenya and not necessarily stakeholders' engagement strategies. Lastly, Odallo et al. (2023) investigated sustainable peace building opportunities through capacity building: An Analysis of Sub-County Peace building Committees in Mombasa County. However, there was empirical and conceptual gap since the study was based on sustainable peace building opportunities through capacity building in Mombasa.

Therefore, from the gaps contextual, empirical and conceptual gaps highlighted, there need to address stakeholders' engagement strategies covering building trust strategies, decision making inclusivity, capacity building and conflict management strategies with resultant effect on performance. It is against these establishments that the study sought to fill the gaps by focusing on stakeholders' engagement strategies and performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

### **1.3 Objectives**

This research is based on the objectives as stated;



### **1.3.1 General Objectives**

To examine the stakeholders' engagement strategies and performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya.

### **1.3.2 Specific Objectives**

- i. To determine the effect of building trust strategies on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.
- ii. To establish the effect of decision making inclusivity on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.
- iii. To determine the effect of capacity building on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.
- iv. To establish the effect of conflict management strategies on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

## **1.4 Research Hypothesis**

**H<sub>01</sub>** Building trust strategies have no significant effect on performance of community-based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

**H<sub>02</sub>** Decision making inclusivity has no significant effect on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

**H<sub>03</sub>** Capacity building has no significant effect on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

**H<sub>04</sub>** Conflict management strategies have no significant effect on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

## **1.5 Justification of the Study**

This study is considered significant to;

### **1.5.1 Significance to Theory**

Research on peace building initiatives helps refine existing theories of conflict resolution by identifying effective mechanisms, strategies, and frameworks for resolving disputes in various contexts. For instance, it can expand on Galtung's Conflict Triangle Theory by providing evidence on how peace building addresses structural, cultural, or direct violence. Various theories of peace building place an emphasis on the significance of

resolving the fundamental factors that lead to violence. By focusing on these underlying issues, community based peace building projects can inform theoretical frameworks that prioritize long-term solutions over short-term fixes. This theoretical perspective is essential for developing sustainable peace strategies.

### **1.5.2 Significance to Policy**

Research on peace building initiatives demonstrates measurable outcomes, such as reductions in violence and improvements in community well-being. This empirical evidence is crucial for policymakers, as it helps justify investments in peace building efforts and informs the allocation of resources to programs that have proven effective. Studies of peace building efforts can reveal gaps in current policies and frameworks, prompting necessary reforms. For instance, examining peace building policies in specific contexts in Kenya can identify shortcomings that need to be addressed to enhance peace infrastructure and reduce conflict. Lastly, community based peace building projects contribute to the development of comprehensive policy frameworks that address the root causes of conflict. Through the examination of programs that have been effective, policymakers are able to devise policies that simultaneously address the present-day issues which societies are facing, but additionally establish foundation for permanent and prosperous communities.

### **1.5.3 Significance to Practice**

Peace building is fundamentally about developing constructive relationships across various societal divides, including ethnic, religious, and national boundaries. Studies

emphasize the importance of resolving injustices nonviolently and transforming the structural conditions that lead to conflict. This understanding is vital for practitioners who aim to implement strategies that promote long-term peace. The studies on community based peace building projects are significant as they provide valuable insights into effective strategies, foster understanding of complex social dynamics, and promote innovative, inclusive approaches to conflict resolution. These findings are essential for practitioners seeking to implement meaningful and sustainable peace initiatives.

### **1.6 Scope of the Study**

This research investigated various engagement tactics utilized by stakeholders and performance of community based peace building projects initiatives by non-profit making, thereby addressing contextual scope. For geographical scope, the study was in reference to NGOs involved in community based peace building projects initiatives in northern Kenya covering areas such as Dadaab. For conceptual scope, the study sought to establish how building trust strategies, decision making inclusivity, capacity building and conflict management strategies affect performance of community based peace building projects initiatives. The duration of the study was eight months, beginning in December 2024 and ending in August 2025, comprising time frame.

### **1.7 Limitation and Delimitation of the Study**

Limitations initially encountered were discussed as shown;

### **1.7.1 Data Collection Challenges**

The peace building represents an area that places a significant emphasis on safeguarding sensitive data, and the researcher had difficulties in gathering data that was considered confidential during the study process. It is of the utmost importance that the investigator gives an assurance that there was complete compliance with severe data privacy requirements and ensures the confidentiality of the information which was required to be gathered. The information that was gathered from responders were considered confidential, therefore, respondents among the NGOs had shown signs of reluctance to disclose information or engage in the study. Therefore, to overcome, such considerations relating to the anonymity and confidentiality of the data was addressed by the researcher.

### **1.7.2 Complexity in Data Management**

The challenge experienced was handling large datasets which was considered as overwhelming, requiring significant computational resources and sophisticated data management systems. Since large datasets occasionally may often contain inconsistencies, errors, or missing values that need to be cleaned. The larger the dataset, the more challenging and time-consuming this process may become, increasing the risk of overlooking errors. However, adequate measures related to data cleaning and verification was adopted which resulted in a successfully analyzed report within allowed period of time.

## 1.8 Operational Definition of Terms

### **Capacity Building**

The method of growing and enhancing abilities, expertise, assets, and capacities of individuals, organizations, or communities in order to enable them perform efficiently, overcome obstacles, accomplish objectives is referred to as employee development (Shakeri & Khalilzadeh, 2020).

### **Building trust strategies**

**Constitutes** strategic documents or frameworks that outline how information was shared effectively within an organization, team, project, or between stakeholders. These plans are essential for ensuring clarity, consistency, and alignment in the communication process (Mckinney et al., 2024).

### **Conflict Management Strategies**

Comprises of are approaches, methods, and techniques used to address, resolve, or mitigate disagreements, disputes, or tensions between individuals, groups, or organizations (Hocker & Wilmot, 2021).

**Decision Making Inclusivity**

Denotes the act of incorporating different people or organizations when making decisions to guarantee inclusion of varied opinions, experiences, and ideas are considered. This approach fosters collaboration, equity, and a sense of shared ownership in outcomes (Sarder et al., 2023).

**Non-Profit Making Organizations**

Comprises of entities that operate primarily to achieve a specific social, cultural, educational, or charitable mission rather than to generate profit for owners or shareholder (Siam, 2020).

**Performance of Community based Peace Building Projects**

Comprises of the effectiveness and efficiency with which initiatives aimed at fostering peace, resolving conflicts, and promoting sustainable harmony achieve their intended outcomes. measured through the success of efforts to address the root causes of conflict (Zartman, 2022).

**Stakeholders' Engagement Strategies**

Refers to the approaches and methods organizations or projects use to effectively involve individuals, groups, or organizations with an interest or stake in their activities, decisions, or outcomes (Shakeri & Khalilzadeh, 2020).



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter evaluated the literature considered crucial for understanding the research investigation. The theoretical orientation, the empirical review, the conceptual framework, and the operational framework were all sections that were addressed.

#### **2.2 Theoretical Review**

The study adopted Stakeholder Theory as the main anchor theory and the other supportive theories comprised of Conflict Transformation Theory, Human Capital Theory and Galtung's Conflict Triangle Theory.

##### **2.2.1 Stakeholder Theory**

Stakeholder theory, introduced by Edward Freeman the year 1984 has become a fundamental framework for management of projects. This emphasizes benefits for identifying as well as managing needs, expectations, and influences of all parties who have a stake in a project. In the context of project management, stakeholders include not only the project sponsor and team but also customers, suppliers, regulatory bodies, and the community (Freeman, 1984). The theory is integral to ensuring the successful delivery of projects by balancing competing interests and fostering collaboration. Projects often involve stakeholders with conflicting priorities. Stakeholder theory encourages a balanced

approach, ensuring that no single group's interests disproportionately dominate the project at the expense of others (Evan & Freeman, 1993).

According to Donaldson and Preston (1995), Stakeholder Theory has been instrumental in promoting dialogue through decision making inclusivity and ensuring the inclusion of various groups with different interests, ranging from governments to local communities, NGOs, and international organizations. Peace processes have a greater chance of achieving long-term solutions that are both durable and inclusive if they take into account the demands and concerns of all key stakeholders. Parmar et al. (2010), the Darfur peace process exemplifies how different stakeholders, particularly those with conflicting interests, can come together through negotiations. The inclusion of local tribal leaders, civil society, and humanitarian organizations ensured that the peace process addressed both political and human rights concerns.

According to Jones (1995), the theory assumes that organizations are responsible for creating value for all stakeholders, not solely for maximizing profits for shareholders. The theory assumes that organizations should contribute to sustainable development and stakeholder well-being. Jones (1995) claim that since, value is not purely financial but includes social, environmental, and relational aspects and prioritizing stakeholders based on their power, legitimacy, and urgency is essential for effective management.

Critics argue that the theory is vague in defining who qualifies as a stakeholder. The broad inclusion of "anyone affected by the organization" can lead to over-complexity, making it difficult to identify and prioritize stakeholders effectively. Expanding the organization's

responsibilities to include societal and environmental concerns may overburden businesses. Thus, critics argue that such issues should be addressed by governments or NGOs, not private enterprises (Agle & Wood, 1997).

Stakeholder theory is applicable to engagement strategies especially, decision making inclusivity since the success of any engagements depends on the organization's ability to manage relationships with stakeholders that can influence or be influenced with results from the project. Unlike traditional approaches focusing solely on shareholders or financial returns, stakeholder theory broadens the scope to include non-financial aspects, such as ethical considerations, social impact, and long-term sustainability. In project management, this theory encourages project managers to proactively engage stakeholders throughout the project lifecycle. This engagement helps identify potential risks, opportunities, and conflicts, facilitating informed decision-making.

The Stakeholder Theory is the main anchoring theory and anchors all variables in this study.

### **2.2.2 Conflict Transformation Theory**

Conflict Transformation Theory was developed by John Paul Lederach and Diana Francis in 1995, as a framework for understanding and addressing conflicts, goes beyond the traditional concepts of conflict resolution and peace building (Francis, 2002). It emphasizes the importance of transforming the underlying causes of conflicts, focusing on the dynamics and structures that perpetuate violence and injustice. Conflict transformation is more than just resolving disputes. It sought to transform relationships,

social structures, and identities that sustain conflicts. Lederach (1997) further claim that while conflict resolution focuses on ending violence or finding temporary solutions, conflict transformation addresses the deeper issues that lead to prolonged disputes, including power imbalances, historical grievances, and entrenched societal divisions.

Conflict transformation is grounded in nonviolence and emphasizes the importance of peaceful methods to address disputes and promote building trust. It rejects the use of force or coercion to resolve conflicts, instead encouraging nonviolent resistance, dialogue, and reconciliation. The goal is not to defeat the opponent but to transform the dynamics that lead to conflict, fostering lasting peace based on mutual respect, building trust and understanding (Schirch, 2004). While Fisher et al. (2000) claim that the Good Friday Agreement in Northern Ireland is an example where conflict transformation took place. The process included not only the resolution of political issues but also efforts to address the underlying social divisions, such as identity, culture, and religious tensions. Dialogue and power-sharing arrangements were key to transforming the conflict's dynamics

The theory assumes that conflict, rather than being something to avoid or suppress, can offer opportunities for social, political, and personal growth, leading to transformation in the relationships and systems involved. A central assumption of Conflict Transformation is that conflicts are primarily about relationships (Miall, 2004). The theory emphasizes the need to repair and transform relationships between the parties involved, as the foundation for lasting peace and reconciliation. According to this perspective, peace includes both the existence of wholesome relationships and the absence of violence. According to Conflict Transformation Theory, a broad spectrum of stakeholders must be involved. This include

supplementary actors including neighborhoods, members of civil society, representatives of governments, and even foreign actors in addition to the main parties involved in the conflict at hand (Galtung, 1996).

Certain opponents contend that Conflict Transformation Theory overemphasizes the transformation of relationships while inadequately addressing the fundamental underlying causes of dispute, including inequality, poverty, or repressive politics. By focusing on interpersonal and intergroup relations, the theory may overlook the need for systemic change, which can perpetuate violence and injustice (Ramsbotham, Woodhouse & Miall, 2011).. : Hocker and Wilmot (2021) argue that Conflict Transformation Theory tends to underplay the political and economic dimensions of conflict. By focusing heavily on the social and psychological aspects, the theory sometimes overlooks the importance of political power, economic interests, and resource distribution, which are often central to conflicts.

In building trust strategies, this theory is applied by fostering open communication, addressing historical grievances, and promoting long-term relationship-building among conflicting parties. It encourages a shift from adversarial interactions to collaborative engagement, where individuals and groups work together to understand each other's perspectives. Trust-building under this framework involves creating inclusive dialogue spaces, promoting restorative justice, and implementing policies that ensure fairness and equity. By focusing on systemic change and long-term reconciliation, conflict transformation helps build sustainable trust, preventing future conflicts and fostering a culture of mutual respect.

### **2.2.3 Human Capital Theory**

Human Capital Theory was developed by economists Theodore Schultz in 1961 and Gary Becker in 1964 to explain economic value of education, skills, and experience (Becker, 1993; Schultz, 1961). The theory states that investments in human capital for capacity building such as education, training, and health enhance individual productivity, leading to economic growth (Hung & Ramsden, 2021). It suggests that skilled and knowledgeable workers contribute more effectively to organizational success and identified projects. Projects of any kind that prioritize human capital development achieve greater innovation, efficiency, and competitiveness in an increasingly knowledge-based global market (Mayilyan & Yedigaryan, 2022).

Human Capital Theory assumes that individuals and businesses benefit from continuous learning and skill development. It presumes that education and training increase worker productivity, leading to higher income and business success (Maringe, 2023). Human Capital Theory assumes that investing in people's knowledge, skills, and abilities enhances their capacity to contribute to peace and stability. It posits that education and training reduce the likelihood of conflict by fostering economic opportunities, social inclusion, and critical thinking, which mitigate factors that drive violence, making peace projects more sustainable in the long run (Hung & Ramsden, 2021).

Critics argue that Human Capital Theory overemphasizes education and training without considering structural factors like labor market inequalities and economic conditions. Some scholars contend that access to education and skill development is not equal,

limiting opportunities for marginalized groups. Others highlight that increased human capital does not always guarantee better employment or higher wages, as job availability depends on broader economic factors (Mayilyan & Yedigaryan, 2022). Additionally, the theory tends to overlook the role of informal learning, social capital, and institutional barriers in shaping economic opportunities and business success.

Human Capital Theory is essential for small-scale businesses seeking funding, as well-trained entrepreneurs are better equipped to secure financial resources. Business owners can enhance their fundraising capacity by developing financial literacy, proposal writing, and negotiation skills. Training in digital marketing, financial management, and networking improves credibility and attracts investors. Workshops and mentorship programs help entrepreneurs understand investment trends and build investor confidence. Additionally, small businesses that invest in continuous learning are more adaptable to financial challenges, increasing their chances of securing grants, loans, and venture capital for sustainable growth and expansion.

Human Capital Theory is applied in capacity building by emphasizing investment in education, training, and skill development to enhance individuals' and organizations' effectiveness. In organizational settings, capacity building through workshops, mentorship programs, and professional development initiatives enhances employees' efficiency and adaptability. In communities, investing in human capital fosters self-reliance, leadership, and resilience, enabling individuals to drive sustainable development and conflict resolution. By prioritizing learning and skill enhancement, human capital

development strengthens institutions, improves service delivery, and fosters inclusive growth, making capacity-building efforts more impactful and sustainable.

#### **2.2.4 Galtung's Conflict Triangle Theory**

From the article titled "Violence, Peace, and Peace Research" that Galtung authored in 1969, introduced his theory of the Conflict Triangle, which serves as a framework that is utilized in the research for conflict as well as peace. Objective for the framework were to define the main three aspects of violence that constitute this "triangle." Elements constitute contradiction, attitude and behavior. The theory suggests that these elements influence each other, creating a cycle of escalation or de-escalation. Galtung's Conflict Triangle allows for a nuanced understanding of conflicts by separating these components, which can often be intertwined. Galtung (1996) claim that by analyzing each aspect, mediators and conflict resolution practitioners can identify potential pathways to peace and reconciliation. The model also highlights that parties in conflict may agree on the causes of their disputes, which can facilitate dialogue and negotiation.

Beyond international conflicts, Galtung's framework has been used to analyze community-level disputes and social conflicts, allowing for a deeper understanding of local dynamics and the potential for reconciliation (Webel & Galtung, 2007).). The conflict in Syria has been examined through Galtung's methodology, focusing on the interplay of behavior, attitudes, and context to understand the complexities of the civil war and the various factions involved. Galtung's Conflict Triangle has been applied to analyze the ongoing Israeli occupation of Palestine. This application helps to unpack the layers of



behavior, attitudes, and the historical and political context that contribute to the conflict (Ramsbotham, Woodhouse & Miall, 2016).

Conflicts are not purely about visible behaviors; they also involve underlying attitudes and structural contradictions. All three components must be analyzed to understand the conflict fully. Since, structural contradictions often stem from systemic inequalities or injustices, which can perpetuate negative attitudes and lead to violent behaviors (Fischer, 2013). Barash and Webel (2014) emphasized that changes in one component (behavior) can influence the other components (attitudes and contradictions). For instance, violent behavior might exacerbate negative attitudes or reveal deeper structural contradictions. The presence of contradictions or disagreements is natural. What makes conflict harmful is how it is expressed and whether the underlying issues are addressed.

Critics argue that the triangular model oversimplifies complex conflicts by reducing them to three elements. Real-world conflicts often involve intricate dynamics that extend beyond the triangle's scope. Power imbalances between parties are often crucial in understanding and resolving conflicts but are not explicitly integrated into the model (Tilly, 2003). Critics claim the triangular representation is static and does not adequately capture the fluid and dynamic nature of conflicts. Conflicts evolve over time, and the theory does not emphasize this progression (Avruch, 1998). While the theory is valuable for analysis, it has been criticized for offering limited practical guidance for conflict resolution strategies. Practitioners often require more actionable frameworks (Collier & Hoeffler, 2004).

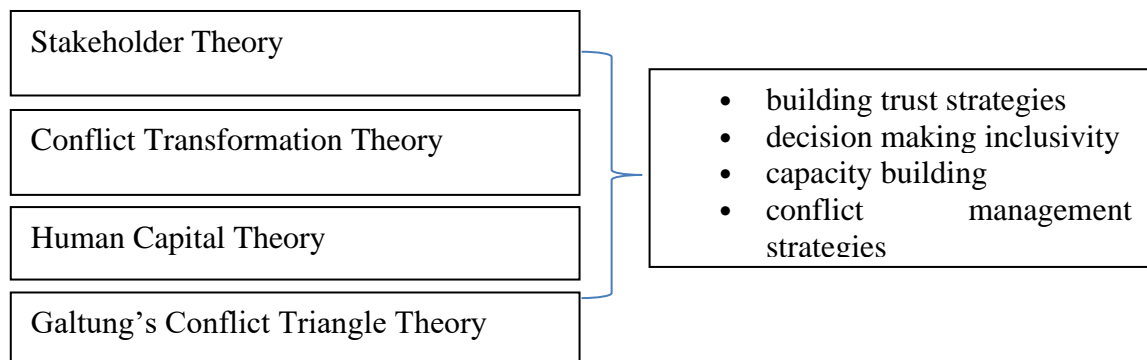
In conflict management approaches, conflict triangle theory is applied by addressing all three dimensions to achieve sustainable resolution. Effective strategies focus on transforming negative attitudes (such as prejudice or mistrust) through dialogue and relationship-building, modifying harmful behaviors (such as violence or hostility) through mediation and negotiation, and resolving contradictions (underlying structural or resource-based issues) through policy changes and equitable solutions. By tackling these interconnected elements, conflict management approaches become holistic, ensuring that disputes are not merely suppressed but genuinely resolved to prevent recurrence.

### 2.2.5 Theoretical Framework

A structured set of concepts and theories that guides a study by providing a foundation for understanding the research problem, explaining relationships between variables, and informing the choice of methodology (Holborn & Langley, 2020).

**Figure 2.1**

*Theoretical Framework*



Source: Author (2025).

## **2.3 Empirical Review**

The term "empirical review" refers to a style of research that is founded on the observation and measurement of phenomena and that derives knowledge from direct experience as opposed to through beliefs or theories. Empirical research is characterized by its focus on evidence-based findings and the use of systematic methodologies to gather and analyze data (Lyon, 2020).

### **2.3.1 Building Trust Strategies and Performance of Community based peace building projects**

According to a study conducted by Budde and Eickoff (2022) focused on cultivating positive relationships: methods for establishing trust in peacekeeping Intervention in a case research in Iran: the components of the research on governance and institutionalization, building peace, and conflict transformation; additionally, the evidence base was expanded by drawing on principles from criminality and organization and management literature. Descriptive statistics, correlation, and demographic information were established. Confirmatory factor analysis (CFA), internal precision, and reliability estimates were performed using Smart PLS version 3.0. The findings demonstrated that the achievement of a construction endeavor is negatively impacted by formal building trust, which leads to disputes among project team members. However, there is an empirical gap because the present investigation targets the impact of trust-building tactics on the performance of centered around communities peace building projects, while the previous study concentrated on communicating and construction achievement of projects.

An analysis by Siam (2020) was conducted to examine how the association between execution of strategies and performance of organizations in Ghanaian universities was affected by the strategy of developing trust. Organizational spectrum of assessment (the company size, structure of the organization, organizational culture, and compensation mechanism) was the concept of independent variables that was suggested. General system theory and contingency theory served as the foundation for the study's development. There were 236 responders in all, and all of them are employed by Palestinian higher educational institutes. The study, which used SEM-PLS to analyze the data, discovered that implementing a particular strategy along with a specific interaction plan improved organizational performance and had important implications for theory and practice regarding the implementation of strategies in service-based organizations, such as universities. There was a contextual gap in this study because it was conducted in Ghana although there was no correlation between the findings of the research and the techniques used to develop confidence in universities. Therefore, this study aims to investigate how trust-building tactics impact the effectiveness of peace initiatives in Northern Kenya in order to close the contextual gap.

A research carried out by Safapour et al. (2021) examined the elements of successful project-based trust-building among the main players in the construction sector, specifically Green City Kigali, Rwanda. Using the body of available literature, project variables that have a substantial impact on the quality of internal trust components were discovered. A total of forty case studies related to both domestic and foreign building projects were collected. To collect information about different aspects of the case studies

that were not addressed by the case study data, a standardized survey was created and distributed to the primary stakeholders. The factor analysis method was used to determine the key components of effective internal trust-building strategies. The results demonstrated that project objectives, bureaucracy, location, and coordination all affect the caliber of internal communication among owner entities. The quality of internal trust components within design entities is also influenced by design and technology, as well as the straightforwardness of the project's duration, resources, delivery, construction management, and design management

A study conducted by Gitau (2020) examined the impact of waning insurgent trust and authority on the financial well-being of households in Lamu County, Kenya. The study's mixed research design included both quantitative and qualitative methodologies. Three county administrators the governor, county commissioner, and county minister in charge of security in Lamu County as well as four heads of the county's security agencies Kenya Police, Administration Police, National Intelligence Service, and Kenya Defense Forces were invited to participate in the study's interview. According to Lamu County's ministry of women, culture, and social services, the study also concentrated on the 48 civic organizations in the county. Data was gathered using interview guides and questionnaires. The collected data was examined using both quantitative methods like regression, correlation, and descriptive analysis as well as qualitative methods like thematic content analysis. The study finds that only the breakdown of insurgent leadership has a noticeable effect on financial livelihood, not strategic communication. However, each has a beneficial impact. The study's focus on the components of trustworthiness and crumbling

insurgency leaders revealed a conceptual gap. In order to close this conceptual gap, the current study focuses on how Northern Kenyan non-profit making organizations undertake community-based peace-building projects.

### **2.3.2 Decision Making Inclusivity and Performance of Community based peace building projects**

A research by Hariawan (2024) was carried towards investigation on the involvement of indigenous individuals as a symbol of equitable development in Indonesia's New Capital City. The purpose of this study was to examine the involvement of indigenous communities in Nusantara being a symbol of an inclusive metropolis. To reveal a thorough understanding of local communities' involvement in building an inclusive city in Nusantara, a qualitative descriptive method was employed. This grand assessment employed by the researcher was the Public Engagement Theory. Additionally, a variety of techniques, including interviews, observations, and literature reviews, were used to gather crucial data to support this investigation. The research's conclusion clarifies why Indonesian authorities ought to maximize the involvement of indigenous individuals. By building an appropriate platform that can support their participation through technology, local participation can be optimized. However, there was a contextual gap because this study is conducted from Indonesia's New Capital City, whose inclusive methods for making decisions would differ from those in Kenya. In order to close these contextual gaps, the study aims to determine how inclusivity in decision-making influences the effectiveness of community-based peace-building projects implemented by Northern Kenyan non-profit organizations.

In Bosaso District Puntland, Somalia, Hussein's (2020) study looked at the success of development programs and community involvement. The respondents' information was gathered using an interview guide and questionnaires. The study was carried out using a descriptive research design that looked for regression analysis and descriptive statistics. A sample size of 194 respondents served as the foundation for the investigation. The overall mean of 2.484 indicates that community participation in the projects under study was generally low, according to the study findings. The findings show that political intervention in project selection, a lack of policies on overseeing involvement by the community, a lack of dissemination of project-related data, an absence of knowledge and information on the projects, and are lacking of awareness about the project facilities all impede grassroots engagement in projects due to the personal interests of locally appointed officials. The research project comes to the following conclusions: choices are made without consulting the community, monitoring and evaluation are not adequately established, community engagement in development initiatives was low, and the community is not mobilized in the projects. Additionally, contextual gap was observed because this research was conducted in Somalia's Bosaso District, Puntland, where inclusive decision-making procedures can differ from those in Kenya. In order to close these contextual gaps, the study aims to determine how inclusivity in decision-making influences the effectiveness of community-based peace-building projects implemented by Northern Kenyan non-profit organizations.

A study by Niyitunga (2023) examined the Public Participation Model: Lessons for the Tana River Conflict, Kenya, as a means of achieving effective peace-building in Africa.

To reach these conclusions, the study used a qualitative technique combined with a document analytic strategy. A culture of peace may be established, relationships can be repaired, and communication failures can be addressed by implementing the public involvement approach in peace building. It provides a framework for communal reconciliation that resolves trauma and grievances, establishes trust, and promotes wholesome relationships. The study suggests that stakeholders and the Kenyan government comprehend the advantages of the public participation model and use it to address the issue.

An analysis by Ntinyari and Nyanga'u (2024) focused on women and the application of peace building techniques in Turkana County, Kenya. In the course of this investigation, a method of descriptive research was utilized. A total of 197 respondents, including women representatives, county employees, and local authority officials in Turkana County Government, made up the study's target population. This suggests that every one of the 197 respondents took part in the research. Simple random sampling was then utilized in the study to choose participants from each group. This study used primary data. Data for the study was gathered using a semi-structured questionnaire. Frequencies, mean, and standard deviation are descriptive statistical tools used to examine quantitative data. Version 26 of the Statistical Package for Social Sciences (SPSS) program was used to analyze the data. Tables and figures were used to present the study's findings. The study comes to the conclusion that the implementation of peace building tactics in Turkana County, Kenya, is positively and significantly impacted by women's input. The study also finds that relationship management significantly and favorably influences Turkana



County, Kenya's adoption of peace building initiatives. Given that the study concentrated on women and the application of peace building techniques, there was an empirical gap. Nonetheless, the present study focuses on inclusive decision-making and is grounded in the effectiveness of community-based peace building efforts carried out by Northern Kenyan non-profit organizations.

### **2.3.3 Capacity Building and Performance of Community Based Peace Building Projects**

Ahmadzai (2024) carried out an investigation to look into efforts to build capability and promote peace in Afghanistan's civil war-affected nations. For the purpose of this inquiry, a desk methodology was utilized. This research approach is also known as a desk study, which is another name for secondary data collecting. In essence, this is collecting data from sources which currently exist, which is optimally advantageous due to the fact that it is less expensive than doing field investigations. As a result of the fact that the data were easily accessible through online publications and libraries in general, the study looked at past research studies and reports. Creating peace in war-torn Ethnic divisions, the Taliban's comeback, and the continuous fighting present challenges for Afghanistan. Amidst corruption and destitution, efforts at reconciliation and governance reform face challenges. Even with some improvement, there is still a long way to go before there is enduring peace. Additionally, there was a contextual gap because this research was conducted in war-torn Afghanistan, where capacity building procedures would differ from Kenyan methods. The study aims to determine how building capacities impacts the

effectiveness of centered around communities peace-building projects sponsored by Non-Profit Making Organizations in Northern Kenya in order to close the contextual gaps.

Opiyo et al.'s (2024) analysis concentrated on the possibilities and difficulties of developing capacity for UN Mission and Peace Building Strategies in South Sudan. The study drew inspiration from conflict transformation theory and liberal institutionalism. The ideas clarify the cooperative strategy for tackling the fundamental root causes of South Sudan's violence. Descriptive statistics were included in the study's methods of both qualitative and quantitative research. For the quantitative data, the Statistical Package for the Social Sciences (SPSS version 28) were utilized, and for the qualitative information, it was used for topical excerpts assessment. Targeting 328 people, it specifically targeted military peacekeepers, including troops, staff officers, Military Observers (MILOBs), and police, including both UN Police and GOSS local Police. Questionnaires, Focus Group Discussions (FDGs), and interview schedules were used to gather primary data, while a study of numerous publications was used to gather secondary data. By performing a contextual analysis of the conflict dynamic, investing in locating adequate resources and money for operations, and assessing the present effectiveness of peace-building initiatives, the essay finds that the mission could overcome the majority of the major obstacles.

The analysis by Odallo et al.'s (2023) looked at sub-county peace-keeping committee in Mombasa County as a means of examining long-term peace building potential via capacity development. This could have been the reason why several nations, such as Ghana in 2005 and Kenya in 2008, hurried to officially establish and acknowledge local peacebuilding organizations. Local peace building committees (PBC) gained legislative and

constitutional legitimacy as a result of recognition. Due to backing of legislators who suddenly saw how organizations could further advance their reconciliation agenda, both of such policy strategies implemented in nations like Kenya created a further opportunity for community peacekeeping organizations. The establishment of local policy framework to direct the activities of local peacekeeping entities—including the requirement that they register and get a license from the government to operate—followed the legal recognition of local peace building committees. Kenya, for instance, created a legislation and policy on reconciliation. The idea of "local turn" has been elevated by these policies into practical steps for promoting peace. Thus, in light of the research topic, this essay looked at Mombasa County's prospects for long-term peace-building. A contextual gap was observed since it was in reference to Mombasa, which may not bring about cases of community based peace building projects considering that there are no wars. Therefore, thus, gaps are addressed by establishing ways capacity building affect performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

#### **2.3.4 Conflict Management Strategies and Performance of Community Based Peace Building Projects**

Earnest (2020) did an investigation on managing projects in war-torn cultures, focusing on concepts, techniques, and obstacles in conflict zones, using a case study from Kosovo. The study's objectives were to examine project planning and execution and to clarify this phenomena in light of the historical, cultural, economic, and governance settings of multinational organizations' use of project methodologies in Kosovo. Disparate

viewpoints within the project team regarding project planning and implementation in a wider context, as well as the program's strengths, shortcomings, and implications for project management practice and theory, were revealed by the study's use of action research principles and a thorough case study approach to the interviews. There was evidence to suggest that the practices of international development organizations and the methodologies of project management utilized by assistance organizations are ineffective when applied to the context of providing community services. This research indicated persistent issues in project procedures, implementation, stakeholder coordination, communication, cost, quality, procurement, and risk management.

The findings were derived from an investigation of the East African Community and conflict resolution in North Kivu Province, Eastern Democratic Republic of Congo, conducted by Mushagalusa (2023). This research utilized both qualitative and quantitative methodologies. This research employed exclusively qualitative methods to draw accurate conclusions. The quantitative approach employed an experimental and general survey design to investigate study topic, utilizing questionnaires. In contrast, the qualitative approach was categorized into two main types: interview guides, which facilitated the examination of the East Africa Community's impact on resolution towards conflicts. The investigator randomly selected a sample of 380 those surveyed, which included the Governor of North Kivu Province, regional chiefs and traditional leaders, government officials from the EAC, civic leaders in the post-conflict region of Eastern DRC, officials from MONUSCO, and residents of North Kivu Province, Eastern DRC. A sample size of

195 respondents was calculated utilizing Solvne's formula. The investigation revealed that there were 89 males (57.8%) and 65 females (42.2%).

The study conducted by Molu and Kakai (2023) examined peace-building and conflict management within pastoral neighborhoods, evaluating the contributions of Concern Worldwide in Northern Kenya. To fully assess Concern Worldwide's impact on peace-building in Northern Kenya, the study combined a number of methodologies. While surveys were used to get quantitative data, interviews, focus groups, and document analysis were used to gather qualitative data. Data processing techniques and sampling strategies were used to ensure a range of perspectives and generate reliable findings. In accordance with ethical standards, steps were taken to reduce limitations and enhance validity and reliability through peer debriefing, member verification, and data triangulation. In conclusion, via partnerships, livelihood support, capacity building, community engagement, conflict resolution, and sustainability efforts, Concern International has made a substantial contribution to peacekeeping in Northern Kenya. The recommendations include putting the community's participation first, encouraging inclusive discourse, funding conflict sensitivity training, strengthening partnerships, addressing economic factors, enhancing monitoring and evaluation, pushing for policy changes, obtaining ongoing funding, recording best practices, and utilizing cutting-edge techniques and technologies.

A study by Challa (2020) examined the impact of non-governmental organization activities on the durability of community-based peace-building initiatives in conflict-prone pastoral communities in Kenya, specifically in Marsabit County. Conflict and

peace-building theories served as the foundation for the study. The research design used was descriptive. The study's target population included communities and non-governmental organizations in Marsabit County. A purposive sample of NGOs and CBO leaders was used for the study. Questionnaires and interview guides were used to collect data for descriptive statistics, such as frequency, mean, and standard deviation. Frequency tables were used to display descriptive data. The results of the study showed that whereas mediation had a moderately positive significant impact on the longevity of reconciliation initiatives, resource mobilization had a weakly positive significant impact on the durability of peace-building programs. The sustainability of initiatives to advance peace is significantly impacted by peace education.

## **2.4 Research Gaps**

Various scholars have made significant contributions to the literature. Nonetheless, their contributions are open to critique. Shakeri and Khalilzadeh (2020) did a study examining the correlation between communication and the success of construction projects, focusing on the mediating function of conflict in a case study in Iran. This paper aimed to investigate the influence of communication on project success, considering the mediating function of conflict. Nonetheless, an empirical gap is evident as the previous study concentrated on communication and the effectiveness of construction projects, whereas the current study examines the impact of trust-building tactics on the performance of community-based peacebuilding initiatives. Siam (2020) conducted a study to examine the impact of communication strategy on the relationship between strategy execution and organizational performance in Ghanaian universities. This study identified a contextual

gap, as it was conducted at Ghanaian universities, where no correlation was found regarding the research on communication plans. This study aims to investigate the impact of communication plans on the effectiveness of peace initiatives in Northern Kenya.

Gitau (2020) conducted an investigation of the impact of the disintegration of insurgency leadership and strategic communication on the economic livelihoods of households in Lamu County, Kenya. The investigation employed a research approach with a mix of methods incorporating both quantitative and qualitative methodologies. The study reveals a conceptual gap about the intersection of insurgency leadership and strategic communication. Therefore, to address the conceptual gap, the study examined the efficacy of community-based peace building initiatives undertaken by non-profit organizations in Northern Kenya. A study conducted by Ntinyari and Nyanga'u (2024) examined women and the implementation of peace building initiatives in Turkana County, Kenya. This research employed a descriptive research design. The study revealed an empirical gap, as it concentrated on women and the execution of peace building tactics. This study focuses on decision-making inclusion and evaluates the success of community-based peace-building programs conducted by non-profit organizations in Northern Kenya.

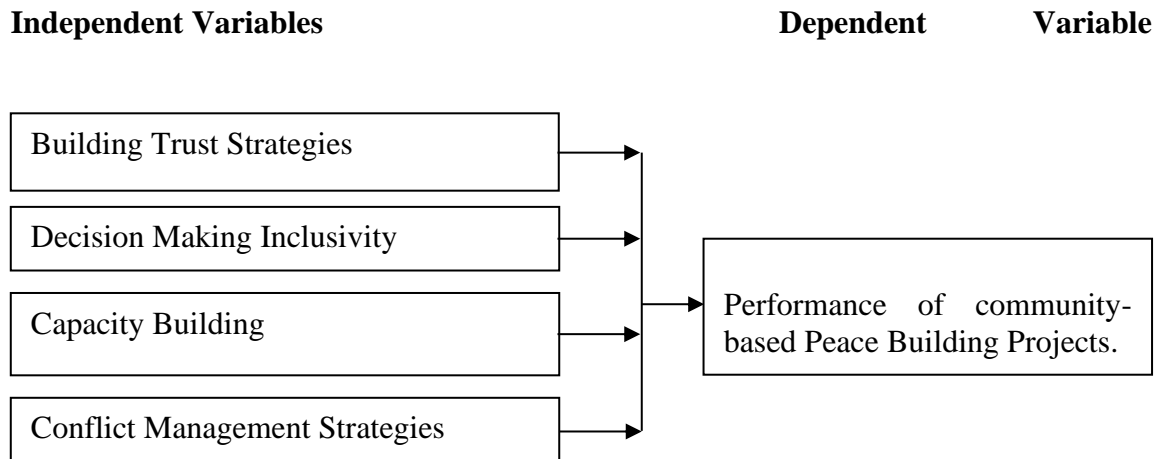
## **2.5 Conceptual Framework**

A framework outlining the pertinent concepts, variables, and their interrelations significant to the investigation, functioning as a visual or narrative guide for the research methodology. It is generally derived from the theoretical framework and demonstrates the

researcher’s comprehension of the interactions among various components of the investigation (Holborn & Langley, 2020).

**Figure 2.2**

*Conceptual Framework*



Source: Author (2025).

### **2.5.1 Building Trust Strategies**

Building trust strategies are essential to the success of community-based peace building projects initiative, as they create a foundation for cooperation, mutual respect, and long-term engagement among stakeholders. Trust enhances the willingness of community members to participate actively, share their perspectives, and commit to conflict resolution efforts. Strategies such as inclusive dialogue, consistent follow-through on promises, and cultural sensitivity help bridge divides and reduce skepticism, especially in communities with a history of conflict or marginalization.



### **2.5.2 Decision Making Inclusivity**

The act of making decisions Inclusion is essential to the success of community-based reconciliation building initiatives as it guarantees that the voices, needs, and perspectives of all members of the community, particularly those belonging to marginalized groups, are taken into consideration during both the planning and execution stages. A sense of ownership and validity, and fairness is fostered through inclusive decision-making, which in turn enhances community buy-in and coordination.

### **2.5.3 Capacity Building**

Capacity building is closely linked to the performance of community-based peace building projects initiative as it equips community members with the knowledge, skills, and resources needed to effectively address and manage conflict. By strengthening local leadership, enhancing negotiation and mediation abilities, and fostering organizational development, capacity building empowers communities to take ownership of peace initiatives. It also increases resilience by enabling individuals and groups to respond to emerging challenges with confidence and competence.

### **2.5.4 Conflict Management Strategies**

Conflict management strategies are integral to the performance of community-based peace building projects initiative as they provide structured approaches to identifying, addressing, and resolving disputes in a constructive manner. These strategies such as mediation, negotiation, dialogue facilitation and restorative justice help reduce tensions,

prevent violence, and build understanding among conflicting parties. When effectively implemented, conflict management fosters a stable and cooperative environment that supports the smooth execution of peace building activities.

### **2.5.5 Performance Of Community-Based Peace-building Projects**

The performance of community-based peace-building projects refers to how effectively these initiatives achieve their intended goals of promoting peace, resolving conflicts, and fostering social cohesion within communities. High-performing projects are typically characterized by active community participation, inclusivity, transparency, and adaptability to local needs and contexts. Key indicators of performance include reduced incidences of conflict, strengthened community relationships, increased trust among stakeholders, and the establishment of sustainable conflict resolution mechanisms.

## **2.6 Operational Framework**

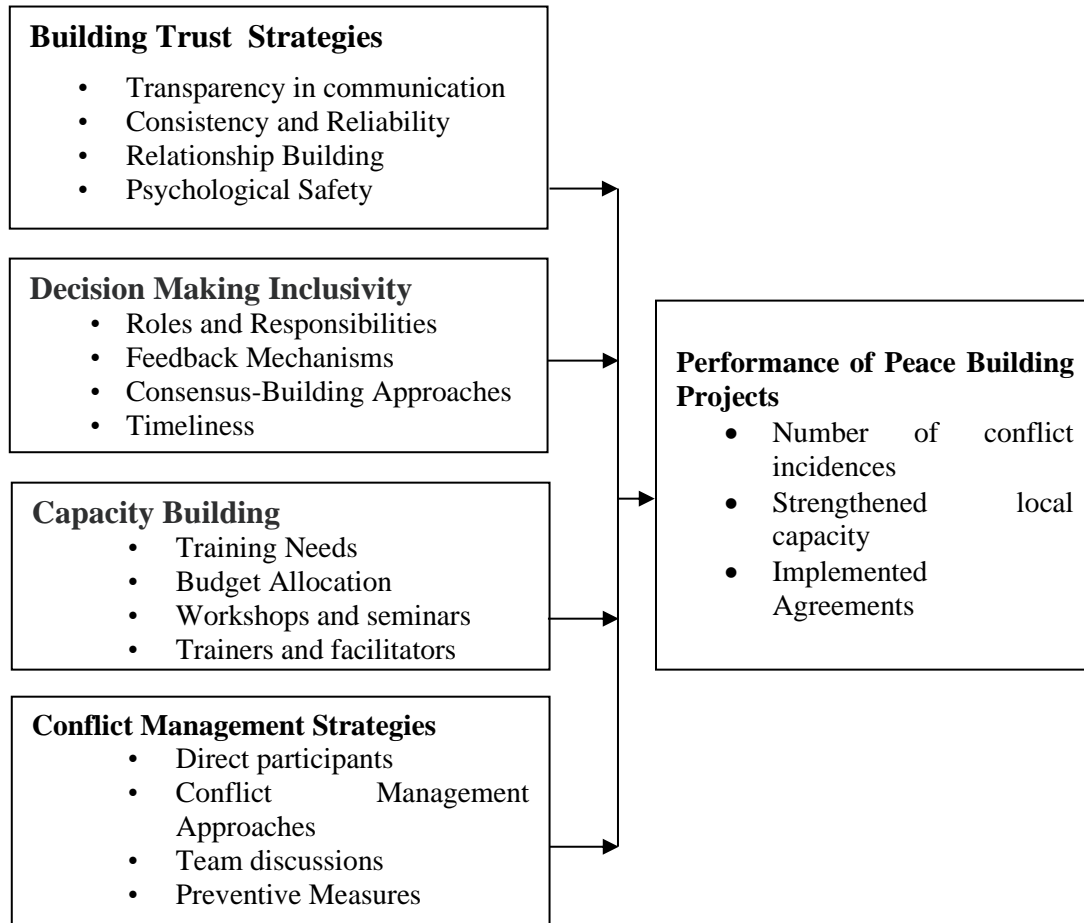
This method is a systematic strategy that specifies the important concepts, variables, and correlations that are relevant to a study. It is generated from the available literature and acts as a blueprint for how the study was carried out (Glass & Hopkins, 2021).

**Figure 2.3**

*Operational Framework*

**Parameters & Independent Variables**

**Dependent Variable**



Source: Author (2025)

Building trust strategies enhance cooperation, transparency, and accountability among stakeholders, which are essential for successful peace building projects. Trust promotes open communication, encourages participation, and strengthens community ownership. The, projects with deliberate trust-building efforts are more likely to achieve lasting outcomes and face less resistance (Fukuyama, 2025).

Effective decision making ensures that peace building initiatives address real community needs and adapt to changing contexts. Participatory and transparent processes improve local ownership and the quality of interventions. An inclusive decision making reduces implementation gaps and strengthens stakeholder commitment, which boosts project performance (Bryson et al., 2023).

Inclusivity brings diverse voices together and ensures that marginalized groups are actively involved in peace processes. This strengthens legitimacy and reduces feelings of exclusion that can fuel conflict. From this perspective, inclusive approaches produce more sustainable and widely accepted project outcomes (Paffenholz, 2025).

Capacity building equips communities and institutions with the skills and structures needed to sustain peace efforts. It empowers stakeholders to manage conflicts independently and adapt to emerging challenges. Thus, projects that invest in capacity building create stronger local ownership and long-term impact (Lederach, 2021).

Conflict management strategies help addresses disputes constructively during project implementation. Approaches such as mediation and dialogue prevent escalation and keep activities on track. There is effective conflict management as key to maintaining stakeholder cooperation and improving project outcomes (Deutsch, 2022).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design, target population of study, sampling design, data collection instrument, data collection procedures and data analysis method.

#### **3.2 Research Design**

This is described as comprehensive plan or framework that establishes the methodology employed in a study to address certain research inquiries or evaluate hypotheses. It offers a systematic framework that directs the gathering, measurement, and interpretation of data (Glass, L. & Hopkins, 2021).

This research adopted descriptive research design. According to Cooper and Schindler (2020) defines descriptive research design as a sort of research approach that is utilized to systematically describe the traits, behaviors, or situations of a population or phenomenon that is being examined without the use of any variables that are being manipulated. Kitchenham and Pflieger (2020) descriptive research design approach emphasizes on delivering answers to the question "what" rather than the questions "why" or "how," and it does so by offering a comprehensive overview through the use of techniques such as surveys, observations and case studies to collect quantitative information that assists in recognizing patterns, trends, and linkages.

According Mugenda and Mugenda (2003), justified use of descriptive research by stating that it is applied when the primary purpose of the research is to systematically characterize a phenomena, population, or situation without modifying factors, the descriptive research design is utilized in the research to accomplish this objective. When one is looking to gather information on the present status of a subject, such as behaviors, attitudes, beliefs, or demographic features, it is especially important to do so in order to provide an accurate and detailed picture of the situation. For this case, to examine stakeholders' engagement strategies and performance of community-based peace building projects initiative in Northern Kenya.

### **3.3 Target of Study**

In the context of research, the term target population refers to the entire group of people, events, or things that the researcher aims to investigate and form conclusions about. In accordance with Krishnaswami (2021) a target population is defined as the group of individuals or elements that share common features and to which the findings of a study are meant to be generalized following the completion of the research. The target population is defined in a similar manner by Trochim (2019) as a group from which a researcher picks a sample and to whom the findings of the investigation are intended to apply. Therefore, the population of study was all NGOs involved in peace building initiative in Kenya.

The population of interest for this study comprised of 44 NGOs as unit of observation that are involved in peace building in Northern Kenya as per Peace NGOs Kenya (2025). Two

representatives (Reconciliation Program Officer and Community Outreach Officer) from each of the 44 NGOs were involved in the research study giving 88 respondents as unit of analysis. This was represented on appendix v: Target Population Table.

### **3.4 Sampling Design**

Sampling is described as the process of selecting a portion of a population for the purpose of research in a manner in which the information obtained is representative of the entire group, as stated by Kothari (2019).

#### **3.4.1 Sampling Procedure**

According to Orodho and Kombo (2021) sampling methods are a set of organized procedures that guide the selection of elements or respondents from an overall population for the purpose of inclusion in a study. According to Lehman and Hatcher (2020), the rules and methods that are followed in the procedure of choosing a sample among a population are referred to as sampling procedures, According to Kothari (2019). These processes assure reliability and reduce biases in the method of selection.

This study incorporated purposive sampling design. This involved selecting reconciliation Program Officer and one Community Outreach Officer from each of the 44 NGOs in Northern Kenya involved in peace keeping initiatives. As a result, there were 88 respondents that participated in the survey. Purposive sampling design is a non-probability sampling strategy in which the researcher makes a deliberate selection of persons or things based on certain characteristics or attributes that are relevant to the subject's study (Glass

& Hopkins, 2021). Purposive sampling is a strategy that is described by Mugenda and Mugenda (2003) as a technique during which the investigator selects participants who are thought to be the most appropriate for the study based on their expertise, experience, or relevance to the subject of the investigation.

Purposive sampling design was justified in academic research by Trochim (2019), who indicated that when the study aims to gain deep insights from individuals or cases that are particularly knowledgeable, experienced, or relevant to the research topic. This method allows researchers to focus on key informants who can provide rich, meaningful, and context-specific data, making it ideal for exploratory research, case studies and studies involving specialized populations. By intentionally selecting participants who meet predefined criteria, purposive sampling ensures that the data collected is both relevant and informative to the research objectives.

### **3.5 Instrumentation**

Data collecting instruments are the tools or methodologies employed by investigators to systematically and consistently obtain data, evidence, or answers from respondents to address research questions or evaluate hypotheses (Folde, 2021). The instruments may comprise of questionnaires, interview guides, observations checklist, surveys, or standardized assessments, dependent upon the study's nature and objectives. They are crucial for guaranteeing that the collected data is dependable, valid and appropriate for analysis (Patton, 2022).



### **3.5.1 Method of Data Collection**

This research adopted structured questionnaires to collect primary data. Structured questionnaires are a data collection instrument consisting of a pre-determined set of questions with fixed response options, designed to gather specific information from respondents in a consistent and systematic manner. Krishnaswami (2021) affirms that questionnaires typically follow a standardized format, ensuring that each participant is asked the same questions in the same order, which helps to minimize variation in responses and enhances the reliability of the data.

Structured questionnaires are commonly used in quantitative research, as they facilitate easy comparison of responses and statistical analysis, making them ideal for large sample sizes and research aiming to quantify attitudes, behaviors or opinions (Kitchenham & Pfleeger, 2020). This depended on how well the community-based peace building projects program in Northern Kenya performs and how stakeholders participate with it.

Questionnaire was divided into two different sections. The initial section was referred to as the general information, and it included demographic data such as age, gender, level of education and years of work history. Within the initial (I) section, this was included. The next sections were as follows: section II: strategies for building trust; section II: inclusive decision making; section III: section IV: capacity building; and section V: strategies for managing conflicts. The section VI: on performance of community-based peace building initiatives initiative served as the dependent variable from this point forward.

Structured questionnaires were used for the research project. On account of this, a Likert scale with five points was utilized in the process of question formulation by providing possibilities. The options are in form of 5=strongly agree (SA), 4=Agree (A), 3=Neutral (N), 2=Disagree (D) and 1=Strongly Disagree (SD).

### **3.5.2 Data Collection Procedures**

The technique for collecting data, particularly with regard to issues of peace-building initiatives, comprised a methodical approach to the acquisition of pertinent information through a variety of sources of the target population. These sources included chosen non-governmental organizations (NGOs) that are participating in peace-building initiatives. A variety of approaches to data collecting, including questionnaires, conversations with focus groups, and document analysis, was utilized, depending on the aims of the research goal. For the purpose of complying with ethical issues, the researcher obtained an introduction letter from KEMU graduate school in order to obtain clearance and apply for the permit (NACOSTI) to meet informed consent. The questionnaire was delivered by the investigator through Google forms, which provided for the opportunity for online information gathering strategies.

### **3.6 Validity and Reliability of the Research Instrument**

Questionnaire was subjected to validity tests and reliability tests.

### **3.6.1 Validity of the Research Instrument**

The degree to which the conclusions drawn from the analysis of primary data in research appropriately reflect the topic under investigation is known as validity, according to Mugenda & Mugenda (2003). According to Glen (2020), the validity of research instruments is the extent to which they accurately measure what they are intended to measure. This ensures that the data gathered accurately reflects the concept or variable under investigation. Therefore, validity is critical elements of high-quality research, providing many benefits that enhance the trustworthiness, credibility and applicability of research outcomes. The questionnaire underwent assessment for various validity tests as shown;

Test-retest reliability assesses the consistency of a test or assessment over different time points. It assesses whether the identical instrument produces comparable outcomes when administered to the same individuals on multiple occasions under analogous conditions. This form of reliability is crucial in evaluation and research contexts to guarantee the consistency and trustworthiness of assessments. This was aided by the researcher's immediate supervisor.

Construct validity was adopted. In order to establish construct validity, the investigator made certain that the concept being measured is the conceptual idea that it is supposed to be assessed. The researcher conducted pilot tests to verify that measurement items correlate well with the construct and not with unrelated constructs.

Content validity: In order to ensure that the measure encompassed all pertinent parts of the subject that is was examined; content validity was taken into consideration. In order to review and improve the measuring tool, the researcher worked in conjunction with experienced professionals in the field. This ensured that the tool incorporates all of the necessary components of the construct.

Criterion validity is for concurrent validity, thus, compares the measure to an established measure of the same construct taken simultaneously. The researcher sought to use statistical tests, like correlation coefficients **or** regression analysis, to assess the strength of association with criterion measures.

Face validity: There was an examination of face validity, which sought to determine the degree to which the instrument measures what it is meant to measure, based on the personal opinion of the people who are using it. This entailed conducting informal evaluations by asking a sample of participants or experts if the items appear relevant and straightforward. Although face validity is more subjective, it can help identify items that might not be understood or perceived as relevant by respondents. The respondent's feedback was acknowledged, and pertinent modifications were made to the questionnaires prior to their distribution to the remaining respondents.

### **3.6.2 Reliability of the Research Instrument**

Reliability test sought to identify uniformity of a tool for measurement, which include surveys, tests, or any device intended for data collection. A reliability test is a statistical procedure to evaluate whether or not the instrument delivers consistent outcomes under

consistent conditions over a period of time (Glass & Hopkins, 2021). The accuracy of the responses from respondents is a prerequisite for the data's trustworthiness. The Cronbach's alpha was used to determine the instrument's reliability. When using this method, Cronbach's alpha offers a helpful lower constraint on the trustworthiness of the measurements.

According to Lehman and Hatcher (2020), a rule of thumb that is generally acceptable is that an alpha value of 0.7 shows that the reliability is adequate, while an alpha value of 0.8 or greater suggests that reliability is exceptional. Having a reliability that is extremely high (at least 0.95), suggests that the items may be completely redundant. To create a trustworthy instrument, the objective is to ensure that scores on items that are comparable are related to one another (both internally consistent), while also ensuring that each item provides some information that is unique to itself.

The pilot test was carried out on 9 staff at Nairobi Peace Initiative Africa (NPI-Africa), Amani Kibera, the Center for Sustainable Conflict Resolution being NGOs whose functional role is to promote peace initiative similar to NGOs in Northern Kenya. According to Mugenda and Mugenda (2019) guidelines which suggest that pilot study should involve at least 10% of the sample size (88) to evaluate the reliability of the questionnaire. However, it is noteworthy that this number of respondents was not involved in the actual data collection exercise.

### **3.7 Methods of Data Analysis**

A method of data analysis entails organizing and structuring the data that has been acquired in order to ease the transmission of findings in a way that is both clear and effective (Glass & Hopkins, 2021). Data coding entails an analytical procedure wherein quantitative data, such as questionnaire responses, is organized to enable analysis in a format comprehensible by computer software, specifically SPSS vol. 26.

The quantitative analysis was conducted utilizing data obtained from the closed-ended questions in the questionnaire. The data was analyzed using descriptive statistics, including mean and standard deviation, employing the SPSS software program. The study adopted correlation and regression analysis for inferential analysis to ascertain the relationship between variables. Correlation analysis assessed the strength and direction of the linear association between two or more variables. It assists researchers in ascertaining whether a rise or decrease in one variable correlates with a rise or fall in another. Regression analysis measures the nature and strength of the relationship between a dependent variable and one or more independent variables. It helps determine how changes in the independent variables influence or predict the value of the dependent variable. The results was displayed in the tables.

To assess the effect of each independent variable on the dependent variable, a bivariate regression model was applied. This model examined the relationship between a single independent variable and the dependent variable at a time, allowing the researcher to determine the individual influence of each engagement strategy on project performance.

The bivariate regression model was expressed as:

$$Y = \beta_0 + \beta_1 X_i + \varepsilon$$

Where:

Y = Performance of community-based peace building projects

$\beta_0$  = Constant (intercept)

$\beta_1$  = Regression coefficient of the independent variable

$X_i$  = Independent variable (Building Trust Strategies, Decision Making Inclusivity, Capacity Building, or Conflict Management Strategies )

$\varepsilon$  = Error term

This model helped to determine whether changes in each stakeholder engagement strategy significantly influenced project performance, as indicated by the p-values and the strength of the regression coefficients.

The regression analysis model is;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where;

Y = is the dependent variable, performance of community-based peace building projects initiative in Northern;

Whereas, X is a set of independent variables.

$\alpha$  = Constant term,

$\beta_1, \beta_2, \beta_3, \beta_4$  = Regression coefficients of  $X_1, X_2, X_3$  and  $X_4$

$X_1$  = Building trust strategies;

$X_2$  = Decision Making Inclusivity;

$X_3$ = Capacity Building,

$X_4$ = Conflict Management Strategies,

$\varepsilon$  = Error term

### **3.8 Diagnostic Test**

The diagnostics tests were shown as follows;

#### **3.8.1 Normality Tests**

The purpose of normality tests is to determine if or not a dataset reflects the normal distribution through the application of statistical methods. It is essential for statistical procedures, such as parametric analyses like t-tests, statistical analysis of variance (ANOVA), linear regression and correlational analysis, to make the presumption that the data is normally distributed. When the data deviate significantly from normality, is likely to influence accuracy and validity of statistical analyses. Therefore, test for normality are conducted to determine whether the assumption of normality is reasonable and whether adjustments to the analysis are necessary (Holborn & Langley, 2020). The visual inspection was carried out by visually inspecting the data using histograms, Q-Q plots (quantile-quantile plots), or box plots. These graphical tools allow researchers to observe the shape of the distribution and identify departures from normality, such as skewness or heavy tails.



### **3.8.2 Test for Auto-Correlation**

When referring to the correlation between observations of a time series or panel data at various time points, auto correlation which is also known as serial correlation, is the term that is used. When conducting regression analysis, the presence of auto-correlation in the residuals violates the premise of independence. This, in turn, results in inaccurate parameter values and misleading statistical inferences. For the purpose of assuring the validity of regression results, it is essential to identify auto-correlation, particularly in the context of time-series or panel data analysis (Holborn & Langley, 2020). The Durbin Test shall be utilized in the research project in order to compute a test statistic that contrasts the total number of squared differences between adjacent residuals to the sum of squared residuals. In the range of 0 to 4, the test statistic has values that are near to 2 suggesting that there is no auto-correlation, values that are significantly below 2 indicating that there is positive autocorrelation, and values that are significantly higher than 2 indicating that there is a negative auto-correlation.

### **3.8.3 Test for Multicollinearity**

Assessing for multi-collinearity is essential in the analysis of regression, particularly when working with numerous predictor variables. These issues can arise as a result of inflated standard errors, unstable parameter estimations, and challenges in interpreting the impact of particular predictors (Wooldridge, 2020).

The investigation utilized a correlation matrix. This was accomplished by computing the coefficients of correlation for every combination of predictor variables. Correlation values

of +1 or -1 suggest robust linear associations between variables, which suggest the presence of multicollinearity.

### **3.9 Ethical Consideration**

This involves guidelines that provide a framework for researchers to uphold principles such as autonomy, beneficence, non-maleficence, justice, integrity, and respect for participants (Cooper & Schindler, 2020). Before involving the participants in any research activity, the researcher first obtained informed consent from the organization that represents the respondents in Northern Kenya. Presenting respondents with straightforward details regarding the goal, steps, risks, and advantages of the study as well as assuring that they comprehend their rights and have the ability to independently choose on whether or not to engage in the data collection session.

The accountability and oversight required that researchers adhere to relevant ethical guidelines and regulations governing research conduct and ensuring appropriate oversight and accountability for the research activities. In order to accomplish this, permission from the ethical review board affiliated with Kenya Methodist University was required. Lastly, NACOSTI permit was obtained and all regulation followed about complying with any applicable laws or regulations regarding research conduct and participants' protection.

As the researcher, there was need to ensure the confidentiality and privacy of participants' data. To accomplish this, measures to protect private data from being accessed were taken into account and were not to be disclosed without authorization. The researcher ensured

that there was transparency about how data was handled, stored or obtain total consent for any data sharing or publication.

Regardless of criteria like race education or various statuses, it was necessary to ensure that all participants are treated in an equitable manner throughout the implementation of this plan. This entailed avoiding any form of discrimination or bias during participant selection, treatment, and being sensitive to the diverse perspectives and backgrounds of research participants.

The integrity in research requires the researcher to conduct the research with honesty, transparency, and objectivity and adhere to the highest standards of academic integrity. The reporting of research findings in an accurate manner, the disclosure of any conflicts of interest or biases that would have an impact on the research and the avoidance of plagiarism and other forms of academic misconduct were all included in this undertaking.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The introduction constitutes the description about the respondents' demographics, as well as information on the response rate, reliability and validity tests, descriptive and inferential statistics.

#### **4.2 Pilot Results**

The pilot test was carried out on 9 staff at Nairobi Peace Initiative Africa (NPI-Africa), Amani Kibera, the Center for Sustainable Conflict Resolution being NGOs whose functional role is to promote peace initiative similar to NGOs in Northern Kenya. According to Mugenda and Mugenda (2003) guidelines which suggest that pilot study should involve at least 10% of the sample size (88) to evaluate the reliability of the questionnaire. However, it is noteworthy that these numbers of respondents were not involved in the actual data collection exercise.

##### **4.2.1 Reliability Test Results**

The reliability test results were presented in Table 4.1.

**Table 4.1***Reliability Results*

<b>Variables</b>	<b>Number of Items</b>	<b>Values of Cronbach <math>\alpha &gt; 0.7</math></b>	<b>Recommendations</b>
Performance of community-based peace building projects	7	0.931	Reliable
building trust strategies	7	0.951	Reliable
decision making inclusivity	7	0.918	Reliable
capacity building	7	0.951	Reliable
conflict management strategies	7	0.931	Reliable

Source: Research Data (2025)

The following findings obtained from the research were presented in Table 4.1, which details the reliability tests that were conducted: The outcome provided showed that a coefficient result for performance of community-based peace building projects was 0.931, a coefficient of 0.951 was generated by the building trust strategies, for decision making inclusivity the coefficient values produced was 0.918. Furthermore, it was determined that capacity building yielded a coefficient of 0.951, whereas the Cronbach alpha coefficient for conflict management strategies was 0.931. The results demonstrated that all indicators were satisfactory, as their internal consistency measurements exceeded 0.7. As a result, they were all accepted, and this finding is in agreement with the argument provided by Taber (2018) who claimed that Cronbach's alphas that are greater than 0.7 indicate that the results are reliable for use in final analysis.

### 4.2.2 Validity Test Results

The questionnaire reviewed by consultant in matters of research and my immediate project supervisor that aided in refining and improving constructing of the questionnaire to capture useful inquiries. According to the expert as well as my immediate supervisor, they all approved the questionnaires. This was justifiable by Trochim (2019) who claim that expert reviews and pilot testing help determine if the tool adequately covers all relevant aspects of the subject.

### 4.3 Response Rate

The table below shows the response rate as follows;

**Table 4.2**

*Response Rate*

<b>Category</b>	<b>Frequency</b>	<b>Percentage%</b>
Response	76	<b>86</b>
Non-response	12	<b>14</b>
<b>Total</b>	<b>88</b>	<b>100</b>

Source: Research Data (2025)

Table 4.2 illustrates the response rate, indicating that 88 questionnaires were given to respondents. Seventy-six questionnaires were successfully completed and returned, indicating an 86% success rate. Conversely, 12 surveys, including 14% of the total, were not submitted. Mugenda and Mugenda (2003) determined that a response rate exceeding 70% is considered exceptional for final analysis.

## 4.4 Demographic Analysis

Analysis on demographic focused on the descriptions related to respondents involved in the study.

### 4.4.1 Gender

This study presentation addressed gender response to illustrate total number of male and female participants.

**Table 4.3**

*Gender of Respondents*

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	41	53.9
Female	35	46.1
<b>Total</b>	<b>76</b>	<b>100.0</b>

Source: Research Data (2025)

Table 4.3 shows that 53.9 percent of the respondents were male and 46.1 percent were female, indicating a fairly balanced representation of both genders. This balance is important as it ensures that the views captured reflect diverse perspectives, which strengthens the validity of the findings. Gender representation is particularly relevant in community-based peace building, where men and women often contribute differently to decision-making and conflict resolution. According to UN Women (2015), the inclusion of women in peace processes leads to more comprehensive and lasting outcomes. Creswell and Creswell (2018) also emphasize that demographic data, such as gender, provides essential context for interpreting findings and understanding variations across groups.

#### 4.4.2 Work Experience of Respondents

During the presentation, the focus was on the period of work experience provided below.

**Table 4.4**

*Work Experience of Respondents*

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 1 year	8	10.4
1-4 years	16	20.8
5-7 years	16	20.8
8-10 years	24	31.2
Over 11 years	12	15.78
<b>Total</b>	<b>76</b>	<b>100.0</b>

Source: Research Data (2025)

Table 4.4 shows that the majority of respondents (31.2 percent) had between 8 and 10 years of work experience, followed by those with 1–4 years and 5–7 years at 20.8 percent each. Respondents with over 11 years formed 15.8 percent, while those with less than one year accounted for 10.4 percent. This distribution indicates that most respondents had substantial work experience, which enhances the credibility of the data since experienced individuals are likely to provide informed insights about stakeholder engagement strategies and project performance. According to Gujaraji (2020), respondents with longer experience offer more reliable and contextually grounded information due to their prolonged exposure to organizational practices. Similarly, Creswell and Creswell (2018) emphasize that collecting demographic data, such as work experience, helps contextualize responses and identify patterns that may influence perceptions and outcomes. In the context of community-based peace building, experienced respondents are more likely to



understand the historical, cultural, and operational challenges faced by NGOs in Northern Kenya, which enriches the quality of the study findings.

#### 4.4.3 Highest Level of Education

Presentation of findings addressed level of education for each respondent as shown.

**Table 4.5**

*Highest Level of Education*

<b>Category</b>	<b>Frequency</b>	<b>Percentage%</b>
Certificate Level	5	6.5
Diploma Level	18	23.3
Bachelor’s Degree	37	48.1
Postgraduate Degree	7	9.2
Other Certifications	9	11.8
<b>Total</b>	<b>76</b>	<b>100.0</b>

Source: Research Data (2025)

Table 4.5 indicates that most respondents (48.1 percent) had a bachelor’s degree, followed by 23.3 percent with a diploma, 11.8 percent with other certifications, 9.2 percent with a postgraduate degree, and 6.5 percent with a certificate. This shows that the majority of participants were well educated, which is beneficial for the study since respondents with higher education levels are generally more capable of understanding survey questions and providing informed feedback. Orodho and Kombo (2021) note that educational attainment can influence how individuals interpret and respond to research instruments, affecting the quality and reliability of data collected. Similarly, Holborn and Langley (2020) emphasize the importance of collecting demographic information such as education to contextualize responses and examine variations that may influence perceptions and experiences. In the

context of peace building, respondents with higher education are likely to have broader exposure to participatory approaches and organizational strategies, which enriches the depth and accuracy of the findings.

#### **4.5 Descriptive Analysis**

Prior to analysis, data from the Likert scale questions were transformed into numerical values to allow for statistical computation. Each response option was assigned a numeric code on a five-point scale as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. This transformation enabled the use of descriptive and inferential statistical techniques to analyze the variables. The coded responses were entered into SPSS, where descriptive statistics such as mean, minimum, maximum, and standard deviation were generated. Mean scores were then interpreted to reflect the general level of agreement with each statement, with higher mean values indicating greater agreement and lower mean values indicating disagreement. The variables were subjected to descriptive analysis based on study objectives;

##### **4.5.1 Building Trust Strategies**

Analysis addressed the influence about employee coaching based on Table 4.6.

**Table 4.6***Descriptive Statistics Results for Building Trust Strategies*

<b>Statement</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Clearly communicating responsibilities with timelines has enabled all parties to remain committed to the peace process	76	1.00	5.00	3.82	1.55
Trust in communication channels has made it easier to resolve future conflicts without resorting to violence.	76	1.00	5.00	2.18	1.19
Consistency and Reliability in delivering promised support (reconciliation efforts) assures communities that peace initiatives are genuine.	76	1.00	5.00	3.93	1.47
Consistency and reliability in engagement, funding, and communication ensures long-term community buy-in.	76	1.00	5.00	4.17	1.33
When stakeholders build relationships, they develop empathy, making them more willing to collaborate.	76	1.00	5.00	4.00	1.00
Strengthening relationships helps people see each other as partners rather than adversaries.	76	1.00	5.00	3.61	1.29
When individuals feel safe to participate in peace talks, they develop trust in the process and mediators.	76	1.00	5.00	3.92	1.28

Source: Research Data (2025)

Analysis presented in table 4.6 revealed that a significant majority of the respondents, who agreed to the statement, with (mean=3.82, std. dev. 1.55), expressed that clearly communicating responsibilities with timelines has enabled all parties to remain committed to the peace process. Majority disagreed as indicated by of 2.18 and std. dev. of 1.19 that trust in communication channels has made it easier to resolve future conflicts without resorting to violence. The study also established that many residents view NGOs with skepticism, often perceiving them as biased, temporary, or externally driven. This lack of

trust is further compounded by the failure of some projects to produce tangible results, lack of inclusivity in planning processes, and limited local ownership. As a result, frequent insecurity, political interference, and inter-community rivalries have made it difficult for NGOs to engage impartially and sustainably with all stakeholders, hindering the effectiveness of peace building efforts. This is similar to findings by Gitau (2020) who claimed that only the breakdown of insurgent leadership has a noticeable effect on financial livelihood, not strategic communication.

From the analysis, results revealed that building trust strategies had notable influence on performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya. The results implied that in Northern Kenya, non-profit-making organizations (NGOs) had faced significant challenges in building trust while promoting community-based peace building project initiatives. Historical grievances, ethnic tensions, competition over natural resources, and a legacy of marginalization have created deep-rooted mistrust among communities and toward external actors, however results were contrary to Safapour et al.'s (2021) who indicated that project objectives, bureaucracy, location, and coordination all affect the caliber of internal communication among owner entities.

#### **4.5.2 Effect of Decision Making Inclusivity on Performance of Employee**

Results were based on influence of decision making inclusivity on performance of community-based peace building projects as shown in table 4.7.

**Table 4.7***Descriptive Statistics Results for Decision Making Inclusivity*

<b>Statement</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Roles and responsibilities promote sense of ownership ensuring long-term commitment to peace initiatives.	76	1.00	5.00	3.92	1.467
Clearly assigned roles and responsibilities prevent confusion and conflict over authority.	76	1.00	5.00	4.09	1.22
Open feedback channels give communities a <b>voice</b> , making them feel valued in the peace process.	76	1.00	5.00	4.02	1.31
Feedback mechanisms identify emerging grievances early, preventing them from escalating into renewed conflict.	76	1.00	5.00	4.01	1.06
Consensus-building encourages dialogue over confrontation, reducing the likelihood of renewed violence.	76	1.00	5.00	2.90	1.65
Consensus-building has established a mechanism for future dispute resolution.	76	1.00	5.00	3.51	.94
Timeliness ensures that peace agreements, humanitarian aid, and reconciliation efforts address current realities.	76	1.00	5.00	3.69	1.36

Source: Research Data (2025)

Results on table 4.7 demonstrated majority of respondents who agreed that clearly assigned roles and responsibilities prevent confusion and conflict over authority (M=4.09, Std. Dev. 1.22). Analysis provided aimed at confirming whether paid time off has contributed to fresh ideas which leads to better performance in the workplace. The majority of respondents who disagreed as represented (M=2.90, Std. Dev. 1.65) claimed that consensus-building encourages dialogue over confrontation, reducing the likelihood of renewed violence. The results implied that in Northern Kenya, non-profit-making organizations (NGOs) have struggled with achieving inclusive decision-making while promoting community-based peace building initiatives. Many peace building efforts have

historically been top-down, with project plans and strategies often designed without sufficient input from all segments of the community. However, this was contrary to Ntinyari and Nyanga'u (2024) who concluded that the implementation of peace building tactics in Turkana County, Kenya, is positively and significantly impacted by women's input

The study noted that there is exclusion of key stakeholders such as women, youth, minority clans, and persons with disabilities, whose voices are often marginalized due to cultural norms or power imbalances. Projects aimed at promoting peace may therefore lack local credibility and neglect to deal with the underlying causes of conflict. The objectives of cooperation and unity can be undermined when a small number of elite or clan leaders control decision-making processes. This can also breed animosity and widen gaps between and within communities. However, these findings were contrary to Niyitunga (2023) whose findings revealed that a culture of peace may be established, relationships can be repaired, and communication failures can be addressed by implementing the public involvement approach in peace building.

#### **4.5.3 Effect of Capacity Building on Performance of community-Based Peace Building Projects**

Analysis about influence of capacity building and performance were shown on table 4.8.

**Table 4.8***Descriptive Statistics Results for Capacity Building*

<b>Statement</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Training in negotiation, mediation, and reconciliation equips peace builders with practical skills to manage disputes peacefully.	76	1.00	5.00	4.23	1.39
Training in early warning systems and crisis response has enabled communities to respond to conflicts before they escalate.	76	1.00	5.00	3.81	1.46
Budget allocation for investment in continuous learning programs sustains long-term peace efforts.	76	1.00	5.00	4.02	1.27
Budget allocations for community-led peace initiatives empowers local groups to take ownership of conflict resolution processes	76	1.00	5.00	3.06	1.25
Community workshops provide a platform for local voices to be heard, ensuring that peace building efforts are inclusive	76	1.00	5.00	2.64	1.49
Public seminars is raising awareness on human rights, mobilizing support for peace initiatives.	76	1.00	5.00	3.19	1.21
Trainers have empowered local leaders with skills in peace program management.	76	1.00	5.00	2.42	1.63

Source: Research Data (2025)

This study findings provided in table 4.8 showed based on highest mean of (M=4.23, Std. Dev. 1.39) that training in negotiation, mediation, and reconciliation equips peace builders with practical skills to manage disputes peacefully. Further analysis revealed that majority who disagreed with (M=2.64, Std. Dev. 1.49) that community workshops provide a platform for local voices to be heard, ensuring that peace building efforts are inclusive as well as those who disagreed that trainers have empowered local leaders with skills in peace program management (M=2.42, Std. Dev. 1.63). The study's analysis using an aggregate

mean= 3.33, revealed that there was a significant impact of capacity building on performance of community-based peace building project in Northern Kenya. The results therefore implied that capacity building has been a persistent challenge for non-profit-making organizations (NGOs) promoting community-based peace building initiatives in Northern Kenya. Many communities in the region lack adequate skills, knowledge, and institutional structures necessary for sustaining peace efforts.

Results were similar to Ahmadzai (2024) amidst corruption and destitution, efforts at reconciliation and governance reform face challenges. Even with some improvement, there is still a long way to go before there is enduring peace. Due to high levels of illiteracy, poverty, and limited exposure to formal training, community members often struggle to effectively participate in peace building processes or implement conflict resolution strategies. The NGOs sometimes fail to tailor capacity-building programs to the specific local context, relying instead on generic approaches that do not resonate with the community's realities. This is contrary to findings by Odallo et al.'s (2023) who claimed that the idea of "local turn" has been elevated by these policies into practical steps for promoting peace. In this analysis, limited resources, high staff turnover within NGOs, and inadequate follow-up further weaken the long-term impact of training and skills development initiatives.



#### 4.5.4 Effect of Conflict Management Strategies on Performance of Community-Based Peace Building Projects

Presentation of findings sought to address influence of conflict management strategies on performance of community-based peace building projects as provided in table 4.9.

**Table 4.9**

*Descriptive Statistics Results for Conflict Management Strategies*

<b>Statement</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Direct participants who engage in dialogue and reconciliation initiatives.	76	1.00	5.00	4.17	1.33
Direct engagement in peace building exposes individuals to nonviolent conflict resolution	76	1.00	5.00	3.47	.94
Conflict management strategies ensure peace agreements are comprehensive and enforceable.	76	1.00	5.00	3.61	1.32
Approaches like community-based conflict resolution empower local actors	76	1.00	5.00	3.68	1.38
Regular team discussions strengthen interpersonal relationships for long-term peace	76	1.00	5.00	3.56	1.23
Team discussions leads victims and perpetrators engage towards restorative justice processes	76	1.00	5.00	3.98	1.05
Preventive measures through community dialogue forums and intergroup discussions	76	1.00	5.00	3.31	1.62

Source: Research Data (2025)

Results in table 4.9 indicated that direct participants who engage in dialogue and reconciliation initiatives restores relationships trust among conflicting parties. This was strongly agreed by respondents as evidenced by (M=4.17, Std. Dev. 1.33). While the lowest mean of (M=3.98, Std. Dev. 1.05) showed that preventive measures through community dialogue forums and intergroup discussions foster trust between conflicting

parties (M=3.98, Std. Dev. 1.05). It was therefore established that Non-profit-making organizations in Northern Kenya are actively utilizing conflict management strategies to promote community-based peace building project initiatives. These strategies often include dialogue facilitation, mediation, reconciliation forums, and early warning systems aimed at reducing tensions and fostering peaceful coexistence among rival communities.

Given the region's history of resource-based conflicts, inter-ethnic rivalries, and political marginalization, NGOs work to create neutral platforms where community members can voice grievances, build mutual understanding, and negotiate solutions. By training local peace committees and engaging traditional leaders, youth, and women in conflict resolution processes, NGOs strive to empower communities to take ownership of peace efforts. However, the sustainability of these interventions is frequently hampered by recurrent violence, political interference, and limited resources, which constrain the impact of conflict management strategies in the long term. This is consistent with the results of Challa (2020), who found that resource mobilization had a weakly significant beneficial effect on the durability of peace-building programs while arbitration had a considerably positive significant influence on the lifespan of reconciliation activities.

#### **4.5.5 Performance of Community-Based Peace Building Projects**

The analysis was aimed at establishing the state of performance of community-based peace building projects at Kenyan Judiciary-particularly Community-based peace building projects initiative in Northern Kenya.

**Table 4.10***Descriptive Statistics Results for Performance of Community-Based Peace Building Projects*

<b>Statement</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
A decline in conflict incidences suggests that peace building efforts are yielding positive results.	76	1.00	5.00	3.89	1.56
A significant decrease in conflicts incidences influence policymakers to invest more in successful peace models.	76	1.00	5.00	4.00	1.11
A strong local capacity reduces reliance on external peace actors, making peace building efforts more sustainable.	76	1.00	5.00	3.60	1.47
Locally-led initiatives are often more accepted and respected than those imposed by external	76	1.00	5.00	3.55	1.18
Effective implementation of agreements builds confidence among conflicting parties	76	1.00	5.00	3.59	1.44
Implemented agreements create a framework for conflict prevention, reducing the frequency of conflicts.	76	1.00	5.00	3.55	1.34
Community-driven implementation enhances compliance and long-term sustainability of peace efforts.	76	1.00	5.00	2.40	1.63

Source: Research Data (2025)

The study findings provided on table 4.10 with reference to highest mean revealed that a significant decrease in conflicts incidences influence policymakers to invest more in successful peace models as depicted by (M=4.00, Std. Dev. 1.11). However, those who disagreed showed that community-driven implementation enhances compliance and long-term sustainability of peace efforts (M=2.40, Std. Dev. 1.63). From the analysis, respondents were an agreement as depicted by (M=3.59, Std. Dev. 1.44). The analysis still established that majority of respondents agreed that implemented agreements create a framework for conflict prevention, reducing the frequency of conflicts as noted by

(M=3.55, Std. Dev. 1.34). Lastly, majority strongly disagreed that community-driven implementation enhances compliance and long-term sustainability of peace efforts. (M=2.40, Std. Dev. 1.63).

The analysis revealed based on an overall mean=3.51, the state of performance of community-based peace building project in Northern Kenya. The results implied that stakeholders' engagement strategies are playing a critical role in shaping the success of community-based peace building project initiatives by non-profit-making organizations in Northern Kenya. The engagement strategies foster collective ownership of peace initiatives and help align interventions with the community's cultural values and needs. Moreover, active stakeholder participation improves communication, facilitates the resolution of grievances, and strengthens networks for early warning and response to conflict. However, inconsistent engagement, favoritism, or exclusion of certain groups can still undermine these efforts, highlighting the need for balanced, transparent, and continuous involvement of all relevant stakeholders. Results were in relations to those provided by Molu and Kakai (2023) who noted that via partnerships, livelihood support, capacity building, community engagement, conflict resolution, and sustainability efforts, Concern International has made a substantial contribution to peacekeeping.

#### **4.6 Diagnostic Tests**

The following comprised of diagnostic tests.

### 4.6.1 Normality Test

The diagnostic tests were carried out to ascertain that the data does not violate the requirement of normality. Testing for normality was necessary to determine whether the dataset met the assumptions required for the application of parametric statistical techniques. Many inferential analyses, such as t-tests, ANOVA, and multiple regressions, assume that the variables or model residuals follow a normal distribution. Violation of this assumption can lead to biased estimates, incorrect p-values, and reduced statistical power, thereby compromising the validity of the findings (Ghasemi & Zahediasl, 2012). Assessing normality also guided the choice between parametric and non-parametric methods, and where necessary, informed the use of data transformation to correct deviations from normality.

Data is deemed to be normally distributed when the P-Values of the corresponding variables are greater than 0.05. The following results were obtained as shown in Table 4.11.

**Table 4.11**

*Normality Test*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Y	.053	76	.200*	.991	76	.499
X <sub>1</sub>	.094	76	.002	.982	76	.051
X <sub>2</sub>	.094	76	.003	.976	76	.012
X <sub>3</sub>	.066	76	.200*	.991	76	.456
X <sub>4</sub>	.055	76	.200*	.984	76	.088

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Research data (2025)

From the findings of this study, performance of community-based peace building projects initiative (Y) which is the dependent variable was found to be normally distributed. Komogrov-Smirnoff test was used. Other variables that are normally distributed are  $X_3$  (capacity building) and  $X_4$  (conflict management strategies).

However,  $X_1$  (building trust strategies) and  $X_2$  (decision making inclusivity) were found not normally distributed but observing them from their box plots and were tending to be normal. Based on the findings of this study and since the dependent variable (Y) is normally distributed can be conclude that data was normally distributed.

#### **4.6.2 Test for Auto correlation -Durbin-Watson Statistic**

The Komoglov-Smirnoff test was used for this test since the sample size was sufficiently large and included more than thirty objects ( $n > 30$ ). The regression model's residuals were examined for autocorrelation using the Durbin-Watson statistic. When the residuals in an ordinary least squares regression exhibit correlation with one another, it is known as autocorrelation and goes against the concept of independence. Biased standard errors, faulty test statistics, and deceptive significance findings can result from this infraction (Field, 2024). While values significantly less than 2 indicate positive autocorrelation and values significantly more than 2 indicate negative autocorrelation, a Durbin-Watson value near 2 suggests no autocorrelation. For the regression analysis to be accurate and reliable, autocorrelation testing was therefore crucial.

**Table 4.12***Test for Autocorrelation*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.983	.982	.17048	1.658

a. Predictors: (Constant), X<sub>4</sub>, X<sub>2</sub>, X<sub>1</sub>, X<sub>3</sub>

b. Dependent Variable: Y

Source: Research data (2025)

The findings of this study presented in Table 4.12 shows that The Durbin–Watson statistic for the regression model is 1.658, which falls within the generally acceptable range of 1.5 to 2.5. This indicates that there is no significant autocorrelation in the residuals, meaning the errors are largely independent from one another. In the context of the study on the effect of building trust strategies, decision making inclusivity, capacity building and conflict management strategies on performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya, this suggests that the regression model does not suffer from bias due to serial correlation. Therefore, the statistical inferences drawn from the model, such as significance tests on predictors, can be considered reliable.

#### **4.6.3 Test for Multicollinearity – Variance Inflation Factor (VIF)**

Multicollinearity was tested using the Variance Inflation Factor and the results are shown in Table 4.13.

**Table 4.13***Multicollinearity Test*

Model		Unstandardized Coefficients			Collinearity Statistics	
		B	Std. Error	Sig.	Tolerance	VIF
1	(Constant)	.152	.231	.513		
	X <sub>1</sub> (building trust strategies)	.322	.068	.000	.753	1.328
	X <sub>2</sub> (decision making inclusivity)	.222	.081	.007	.557	1.795
	X <sub>3</sub> (capacity building)	.274	.086	.002	.533	1.877
	X <sub>4</sub> (conflict management strategies)	.128	.085	.136	.482	2.074

Source: Research data (2025)

Table 4.13 shows the results of multicollinearity. The multicollinearity test results show that all the predictor variables in the model, building trust strategies (X<sub>1</sub>), decision-making inclusivity (X<sub>2</sub>), capacity building (X<sub>3</sub>), and conflict management strategies (X<sub>4</sub>) have tolerance values well above the threshold of 0.1 and Variance Inflation Factor (VIF) values below the critical cut-off point of 10. Specifically, tolerance values range from 0.482 to 0.753, while VIF values fall between 1.328 and 2.074. These results indicate that there is no serious multicollinearity among the independent variables, meaning that each predictor contributes unique explanatory power to the model without excessive overlap. The implication for the study is that the regression coefficients generated can be interpreted with confidence since the independent variables are not strongly correlated with one another. This strengthens the validity of the findings on how different stakeholder engagement strategies influence the performance of community-based peace building projects in Northern Kenya.



## **4.7 Inferential Analysis**

The inferential analysis entails the correlation analysis and regression analysis.

### **4.7.1 Bivariate Correlation Analysis**

Bivariate correlation analysis was conducted to examine the strength and direction of the linear relationships between the independent variables and the dependent variable. This analysis was essential for determining whether changes in stakeholder engagement strategies were associated with variations in the performance of community-based peace building projects. The Pearson Product-Moment Correlation Coefficient ( $r$ ) was used. According to Pallant (2020), Pearson's correlation is appropriate for assessing the degree of association between two continuous variables. Correlation coefficients range from -1 to +1, where values close to +1 indicate a strong positive relationship, values close to -1 indicate a strong negative relationship, and values near zero suggest little or no linear relationship. Statistical significance was tested at the 0.05 level to determine whether the observed correlations were unlikely to have occurred by chance.

**Table 4.14***Bivariate Correlation Analysis*

		Y	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>
Y	Pearson Correlation	1				
	Sig. (2-tailed)					
X <sub>1</sub>	Pearson Correlation	.520**	1			
	Sig. (2-tailed)	.000				
X <sub>2</sub>	Pearson Correlation	.618**	.515**	1		
	Sig. (2-tailed)	.000	.000			
X <sub>3</sub>	Pearson Correlation	.526**	.438**	.615**	1	
	Sig. (2-tailed)	.000	.000	.000		
X <sub>4</sub>	Pearson Correlation	.650**	.350**	.738**	.575**	1
	Sig. (2-tailed)	.000	.002	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=76

Source: Research data (2025)

The data indicate a significant correlation between building trust strategies (X<sub>1</sub>) and performance of community-based peace building project in Northern Kenya ( $r=0.520$ ;  $p$ -value =0.000). The relationship was statistically significant considering that the  $p$ -value of 0.000 was lower against the predetermined level of significance of 0.05. The results show that Decision making inclusivity (X<sub>2</sub>) have a significant impact on performance of community-based peace building projects ( $r=0.618$ ;  $p$ -value =0.000). The relationship was statistically significant considering that the  $p$ -value of 0.000 was lower against the predetermined level of significance of 0.05.

The research findings indicate significant correlation between capacity building (X<sub>3</sub>) and performance of community-based peace building project in Northern Kenya where

( $r=0.526$ ;  $p\text{-value}=0.000$ ). The observed association was deemed statistically significant, as the  $p\text{-value}$  of 0.000 was found to be lower than the predetermined significance level of 0.05 in this particular investigation. The study's results show that the community-based peace building projects initiative ( $X_4$ ) had a significant impact on performance of community-based peace building projects ( $r=0.650$ ;  $p\text{-value}=0.000$ ). Results showed that the relationship observed was statistically significant with a  $p\text{-value}$  of 0.000 being lower than the predefined significance level of 0.05. The findings were in corroboration with those provided by Molu and Kakai (2023) who noted that via partnerships, livelihood support, capacity building, community engagement, conflict resolution, and sustainability efforts, concern international has made a significant contribution to peacekeeping.

#### 4.7.2 Regression Analysis

Regressions analysis aids in understanding the model relationships between variables. It is used to predict the value of a dependent (target) variable based on one or more independent (predictor) variables.

**Table 4.15**

*Regression Analysis*

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change
				R Square Change	F Change	df1 df2	
1	.730 <sup>a</sup>	.533	1.09746	.533	20.268	4 71	.000

a. Predictors: (Constant), Conflict management strategies, Building trust strategies, Capacity building, Decision making inclusivity.

Source: Research data (2025)

According to the findings of the model summary, the variance on stakeholders' engagement strategies may be confirmed by building trust strategies, decision making inclusivity, capacity building and conflict management strategies. The R square was found to be 0.533, which is equivalent to 53.3%. As a result, the remainder of the percentage, represented by 46.7%, contributes to the revelation that there were some more factors that were not captured by the model but still affected performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya. The results implied that various factors that determine stakeholders' engagement strategies and the performance of community-based peace building projects include the level of trust among stakeholders, the inclusivity of the engagement process, availability of financial and human resources, and the degree of community ownership of the initiatives. Effective communication channels and the cultural sensitivity of strategies also play a key role, ensuring that diverse voices are heard and respected. Results were contrary to Gitau (2020) whose findings revealed that only the breakdown of insurgent leadership has a noticeable effect on financial livelihood, not strategic communication.

#### **4.7.3 Analysis of Variance**

The primary aim of Analysis of Variance (ANOVA) is to determine if there are statistically significant differences between the means of three or more independent groups.

**Table 4.16***Analysis of Variance*

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	97.644	4	24.411	20.268	.000 <sup>b</sup>
	Residual	85.514	71	1.204		
	Total	183.158	75			

a. Dependent Variable: Performance of community-based peace projects

b. Predictors: (Constant), Building Trust Strategies, Decision Making Inclusivity, Capacity Building, Conflict Management Strategies.

Source: Research data (2025)

According to the data presented in table 4.16, the variables comprising of building trust strategies, decision making inclusivity, capacity building and conflict management strategies each showed a significant impact on the performance level of community-based peace building projects initiative in Northern Kenya. The result showed that F-value was equal to 20.268 and the P-Value equal to 0.000. This makes it possible for predictor variables comprising of building trust strategies, decision making inclusivity, capacity building and conflict management strategies account for reasonable proportions of the variation in Performance of community based peace projects. The established stakeholders' engagement strategies can be expressed further by comparing the regression sum square 97.644 and the residual sum of squares with 85.514, which confirms that the model of regression constitutes a significant share of the overall variance (183.158) in relations to performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya. These findings were considered related to Ahmadzai (2024) who claimed that amidst corruption and destitution, efforts at reconciliation and governance reform face challenges. Even with some improvement, there is still a long way to go before there is enduring peace.

#### 4.7.4 Regression Co-efficient Tests

Testing regression coefficients is essential in regression analysis to determine if the relationships between the independent and dependent variables are statistically significant. If the coefficient of a predictor is not statistically significant, this suggests that the variable may not be an essential contributor to the model and might be excluded in some cases.

**Table 4.17**

*Regression Coefficient Test Results*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.131	.480		-.272	.786
	Building trust strategies	.277	.097	.275	2.847	.006
	Decision making inclusivity	.154	.154	.526	3.150	.003
	Capacity building	.111	.121	.099	.920	.361
	Conflict management strategies	.490	.145	.417	3.366	.001

a. Dependent Variable: Performance of community based peace projects

Source: Research data (2025)

The regression analysis model developed is specified as follows;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4.$$

$$Y = -0.131 + 0.277X_1 + 0.154X_2 + 0.111X_3 + 0.490X_4$$

Based on the equation of regression provided, the analysis showed that building trust strategies, decision making inclusivity, capacity building and conflict management strategies when held in constant state of zero, performance of community-based peace building project in Northern Kenya would be -0.131. From the analysis, it was noted that there was a positive and significant relationship between building trust strategies and

performance of community based peace projects ( $B=0.277$ ,  $Beta=0.275$ ,  $t=2.847$ ,  $p=0.006$ ). The analysis implied that a unit change in building trust strategies increases employee performance by 0.277 units when holding other factors constant. The findings revealed that there was a positive and significant relationship between decision making inclusivity and performance of community based peace projects ( $B=0.154$ ,  $Beta=0.526$ ,  $t=3.150$ ,  $p=0.003$ ). The analysis implied that a unit change in decision making inclusivity increases level of performance of community based peace projects by 0.154 units when holding other factors constant. However, this was contrary to Ntinyari and Nyanga'u (2024) who concluded that the implementation of peace building tactics in Turkana County, Kenya, is positively and significantly impacted by women's input

It was established that there was a positive but insignificant relationship between capacity building and performance of community based peace projects in Northern Kenya ( $B=0.111$ ,  $Beta=0.099$ ,  $t=0.920$ ,  $p=0.361$ ). The regression coefficient test result for capacity building yielded a p-value greater than 0.05, indicating that the relationship between capacity building and the performance of community-based peace projects is statistically insignificant at the 5% significance level. This suggests that, within the context of the current study, capacity building does not have a meaningful direct influence on the performance outcomes of these peace initiatives. Although capacity building is often regarded as a critical enabler of sustainability and local ownership in peace projects, the findings imply that other factors such as building trust strategies, decision making inclusivity, conflict management strategies may be more influential in driving project performance. These findings corroborated with Odallo et al.'s (2023) who found that local

peace building committees (PBC) gained legislative and constitutional legitimacy as a result of recognition. Due to backing of legislators who saw how organizations could further advance their reconciliation agenda.

The analysis in the study revealed that there was a positive and significant relationship between conflict management strategies and performance of community based peace projects in Northern Kenya where ( $B=0.490$ ,  $Beta=0.417$ ,  $t=3.366$ ,  $p=0.001$ ). The analysis implied that a unit change in conflict management strategies increases level of performance of community based peace projects by 0.490 units when holding other factors constant. This is in conformance to Challa (2020) whose findings indicated that whereas mediation had a moderately positive significant impact on the longevity of reconciliation initiatives; resource mobilization had a weakly positive significant impact on the durability of peace-building programs.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The chapter presents discussion of findings, conclusion, recommendations, implication to human resource and room for further research based on a study that covered stakeholders' engagement strategies and performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya.

#### 5.2 Summary of Findings of the Research Study

The summary provided was based on study objectives;

##### **5.2.1 To determine the effect of building trust strategies on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.**

In the summary, it was noted that building trust strategies had notable influence on performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya. The results implied that in Northern Kenya, non-profit-making organizations (NGOs) had faced significant challenges in building trust while promoting community-based peace building project initiatives. Historical grievances, ethnic tensions, competition over natural resources, and a legacy of marginalization have created deep-rooted mistrust among communities and toward external actors. Many

residents view NGOs with skepticism, often perceiving them as biased, temporary, or externally driven. This lack of trust is further compounded by the failure of some projects to produce tangible results, lack of inclusivity in planning processes, and limited local ownership. Additionally, frequent insecurity, political interference, and inter-community rivalries have made it difficult for NGOs to engage impartially and sustainably with all stakeholders, hindering the effectiveness of peace building efforts.

### **5.2.2 To establish the effect of decision making inclusivity on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.**

The summary drawn from the study shows that decision making inclusivity had notable influence on performance of community-based peace building project in Northern Kenya. The results implied that in Northern Kenya, non-profit-making organizations (NGOs) have struggled with achieving inclusive decision-making while promoting community-based peace building initiatives. Many peace building efforts have historically been top-down, with project plans and strategies often designed without sufficient input from all segments of the community. This has led to the exclusion of key stakeholders such as women, youth, minority clans, and persons with disabilities, whose voices are often marginalized due to cultural norms or power imbalances. As a result, peace building projects may lack local legitimacy and fail to address the root causes of conflict. The dominance of a few elites or clan leaders in decision-making processes can also create resentment and deepen divisions within and between communities, undermining the goals of unity and collaboration.

### **5.2.3 To determine the effect of capacity building on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.**

According to the summary, the performance of the community-based peace building project in Northern Kenya was significantly impacted by capacity building. The results therefore implied that capacity building has been a persistent challenge for non-profit-making organizations (NGOs) promoting community-based peace building initiatives in Northern Kenya. Many communities in the region lack adequate skills, knowledge, and institutional structures necessary for sustaining peace efforts. Due to high levels of illiteracy, poverty, and limited exposure to formal training, community members often struggle to effectively participate in peace building processes or implement conflict resolution strategies. Additionally, NGOs sometimes fail to tailor capacity-building programs to the specific local context, relying instead on generic approaches that do not resonate with the community's realities. Limited resources, high staff turnover within NGOs, and inadequate follow-up further weaken the long-term impact of training and skills development initiatives.

### **5.2.4 To establish the effect of conflict management strategies on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.**

In the summary from findings, it established that conflict management strategies had a notable influence on performance of community-based peace building projects. It was

therefore established that Non-profit-making organizations in Northern Kenya are actively utilizing conflict management strategies to promote community-based peace building project initiatives. These strategies often include dialogue facilitation, mediation, reconciliation forums, and early warning systems aimed at reducing tensions and fostering peaceful coexistence among rival communities. Given the region's history of resource-based conflicts, inter-ethnic rivalries, and political marginalization, NGOs work to create neutral platforms where community members can voice grievances, build mutual understanding, and negotiate solutions. By training local peace committees and engaging traditional leaders, youth, and women in conflict resolution processes, NGOs strive to empower communities to take ownership of peace efforts. However, the sustainability of these interventions is frequently hampered by recurrent violence, political interference, and limited resources, which constrain the impact of conflict management strategies in the long term.

#### **5.2.5 Bivariate Summary**

The bivariate correlation matrix produced various values showing relationships between independent variables and dependent variables. The results of the correlation study indicated that there was a statistically significant positive correlation between building trust strategies ( $X_1$ ) and the performance of community-based peace building projects in Northern Kenya ( $r = 0.520$ ,  $p = 0.000$ ). This indicates that as trust-building initiatives improve, project performance also increases. The p-value of 0.000 is lower than the predetermined significance level of 0.05, confirming the statistical significance of this

relationship. Similarly, decision-making inclusivity ( $X_2$ ) showed a strong and significant relationship with project performance ( $r = 0.618, p = 0.000$ ). This suggests that when stakeholders are more actively involved in decision-making processes, the effectiveness and outcomes of peace building projects improve. The results also demonstrate a significant positive correlation between capacity building ( $X_3$ ) and project performance ( $r = 0.526, p = 0.000$ ).

The strength of this relationship implies that enhancing community skills, knowledge, and institutional capacity is closely associated with improved project outcomes. The p-value further confirms that this association is not due to random chance. Finally, conflict management strategies ( $X_4$ ) were found to have a strong and significant relationship with project performance ( $r = 0.650, p = 0.000$ ). This indicates that the effective application of conflict resolution mechanisms, such as mediation and dialogue facilitation, plays a critical role in enhancing the success of community-based peace building initiatives. These findings are consistent with the observations of Molu and Kakai (2023), who highlighted that partnerships, capacity-building efforts, community engagement, and conflict resolution strategies significantly contribute to the effectiveness and sustainability of peace building interventions.

### **5.3 Conclusion of the Research Study**

In conclusion, the performance of community-based peace building projects organized by non-profit groups in Northern Kenya was significantly impacted by trust-building tactics. The findings suggested that when supporting community-based peace building project

initiatives in Northern Kenya, non-profit-making organizations (NGOs) have encountered considerable difficulties in fostering trust. Deeply ingrained mistrust amongst communities and toward outside actors has been brought about by historical grudges, ethnic tensions, competition for natural resources, and a legacy of marginalization. Many locals have a skeptical opinion of NGOs, believing them to be prejudiced, transient, or outside-driven. Lack of inclusivity in planning processes, limited local ownership, and the failure of some programs to yield measurable benefits all contribute to this lack of trust.

According to the study's conclusion, the efficacy of community-based peace building programs at the Northern Kenyan initiative was significantly impacted by decision-making inclusion. The findings suggested that when supporting community-based peace building projects in Northern Kenya, non-profit-making organizations (NGOs) have had difficulty attaining inclusive decision-making. Historically, a lot of peace building initiatives have been top-down, with project plans and tactics being created without enough community engagement. As a result, important stakeholders have been left out, including women, young people, minority clans, and people with disabilities, whose views are frequently silenced because of cultural norms or power disparities.

Conclusion drawn from the summary shows that performance of community-based peace building projects at the Northern Kenyan initiative was significantly impacted by capacity building. Therefore, the findings suggested that for non-profit organizations (NGOs) supporting community-based peace building projects in Northern Kenya, capacity building has been a recurring obstacle. Many localities in the area lack the institutional frameworks, expertise, and skills needed to maintain peace initiatives. Community

members frequently find it difficult to engage in peace building processes or put conflict resolution techniques into practice because of high rates of illiteracy, poverty, and a lack of formal training.

The study concluded that effectiveness of community-based peace building initiatives was significantly impacted by conflict management tactics. Thus, it was determined that Northern Kenyan nonprofits are actively promoting community-based peace building project initiatives through the use of conflict management techniques. In order to lower tensions and promote harmonious cohabitation between competing communities, these tactics frequently involve dialogue facilitation, mediation, reconciliation forums, and early warning systems. NGOs strive to establish impartial forums where community members can air complaints, foster understanding, and negotiate solutions in light of the region's history of resource-based wars, interethnic rivalry, and political marginalization.

#### **5.4 Recommendations of the Research Study**

The study provides the following recommendations;

##### **5.4.1 Building Trust Strategies**

The study recommends that to overcome constraints related to peace building projects initiative, NGOs should adopt participatory approaches that prioritize inclusive dialogue and long-term relationship-building. First, engaging local leaders, elders, youth, and women in all phases of project design and implementation can foster ownership and build credibility. Consistent communication, cultural sensitivity, and transparency in decision-

making are essential to demystify the intentions of peace building projects. NGOs should also invest in training and employing local peace ambassadors who understand community dynamics and can bridge divides. Still, building partnerships with faith-based organizations, community-based organizations, and local governments can help institutionalize trust and enhance project sustainability. By shifting from a donor-driven to a community-led approach, NGOs can foster lasting peace and build resilient, trusting relationships in Northern Kenya.

#### **5.4.2 Decision Making Inclusivity**

The management from the NGOs dealing with peace building initiative should prioritize inclusive and participatory decision-making structures that reflect the diversity of the communities they serve. This involves conducting stakeholder mapping to ensure broad representation and creating platforms where marginalized groups can actively participate and express their perspectives. NGOs should facilitate capacity-building workshops to empower underrepresented groups with the skills and confidence to engage in dialogue and negotiation. Still, integrating local conflict resolution mechanisms and respecting cultural practices, while promoting equity and fairness, can foster inclusive ownership of peace building initiatives. Transparent and continuous engagement, coupled with monitoring tools that track inclusivity, will help NGOs build stronger, more representative peace building efforts in Northern Kenya.



### **5.4.3 Capacity Building**

The management in the NGOs should consider adopting a localized, context-driven approach to capacity building by first conducting thorough needs assessments to understand the unique capabilities and gaps within each community. Training programs should be practical, culturally appropriate, and delivered in local languages to ensure inclusivity and comprehension. NGOs should also prioritize mentorship and peer-to-peer learning by engaging local champions and leaders who can model and reinforce new skills within the community. Strengthening local institutions such as peace committees through consistent support, funding, and technical assistance will enhance sustainability. Moreover, building long-term partnerships with educational institutions, government agencies, and other stakeholders can help reinforce capacity-building efforts and ensure continuity in promoting effective community-based peace building initiatives

### **5.4.4 Conflict Management Strategies**

The recommendations drawn from the findings suggest that to strengthen community-based peace building, the management in NGOs should deepen collaboration with local governance structures and integrate indigenous conflict resolution practices into their interventions. Building the capacity of local actors to independently manage conflicts is essential, and this can be achieved through regular training, mentorship, and technical support. NGOs should also work to establish more robust early warning and response mechanisms that are community-led and technologically supported. Ensuring consistent funding and long-term commitment to peace building projects, rather than short-term

interventions, is critical for achieving lasting results. Finally, NGOs should advocate for supportive government policies and engage in multi-stakeholder partnerships to enhance the legitimacy and effectiveness of their conflict management and peace building strategies.

#### **5.4.5 Recommendations to the Body of Literature**

Based on the findings of this study, several recommendations can be made to enrich the existing body of literature on community-based peace building projects in Northern Kenya. Future studies should place greater emphasis on understanding the interplay between trust-building strategies, inclusive decision-making, capacity development, and community engagement, since these factors emerged as strong predictors of project performance. Scholars could also explore how these elements interact over time, using longitudinal or mixed-method approaches to capture both the quantitative impact and the qualitative experiences of communities involved. Additionally, comparative studies across different regions or contexts would provide broader insights into how these strategies can be adapted or scaled. Expanding research in this way will help strengthen theoretical frameworks and offer practical guidance for organizations engaged in peace building efforts.

#### **5.5 Recommendations for Further Studies**

The model summary findings confirmed that the variance in stakeholders' engagement strategies in the performance of community-based peace building initiatives by non-profit organizations in Northern Kenya was influenced by trust-building strategies, inclusive

decision-making, capacity building, and conflict management strategies. The R-squared value was determined to be 0.533, or 53.3%. Consequently, the remaining percentage of 46.7% indicates that additional factors, not accounted for by the model, still influenced the performance of community-based peace building initiatives undertaken by non-profit organizations in Northern Kenya. This allowed for additional study or research that other scholars may choose to undertake. Consequently, further research is required to identify the additional elements, accounting for 46.7%, that may influence the efficacy of community-based peace building initiatives.

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## APPENDICES

### Appendix I: Questionnaire

My names are Beatrice Atieno Okeyo, a master's student at Kenya Methodist University. I am conducting an academic research on the **“Stakeholders’ Engagement Strategies and Performance of Community-based peace building projects initiative in Northern Kenya”** Please respond to the question taking into account the instruction given. The information that you provide will be kept in strict confidence and will only be used for academic purposes

#### SECTION A: GENERAL INFORMATION

Please tick in the boxes per your choice;

##### 1. Gender

Male

Female

##### 2. How long have you worked at this Organization?

Less than 1 year

1-4 years

5-7 years

8-10 years

11 years and over

##### 3. Highest Level of education

Diploma Level

Bachelors’ degree

Master’s degree

Postgraduate degree

Other qualifications



**SECTION B: BUILDING TRUST STRATEGIES**

The study sought to examine effect of building trust strategies on performance of community-based peace building projects initiative in Northern Kenya.

**KEY.... 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree**

S/no	Statements	1	2	3	4	5
1	Clearly communicating responsibilities with timelines has enabled all parties to remain committed to the peace process					
2	Trust in communication channels has made it easier to resolve future conflicts without resorting to violence.					
3	Consistency and Reliability in delivering promised support (reconciliation efforts) assures communities that peace initiatives are genuine.					
4	Consistency and reliability in engagement, funding, and communication ensures long-term community buy-in.					
5	When stakeholders build relationships, they develop empathy, making them more willing to collaborate.					
6	Strengthening relationships helps people see each other as partners rather than adversaries.					
7	When individuals feel safe to participate in peace talks, they develop trust in the process and mediators.					

Suggest building trust strategies that you consider beneficial towards enhancing successful performance of community-based peace building projects initiative in Northern Kenya.....

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**SECTION C: DECISION MAKING INCLUSIVITY**

The study sought to establish effect of decision making inclusivity on performance of community-based peace building projects initiative in Northern Kenya.

**KEY.... 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree**

S/no	Statements	1	2	3	4	5
1	Roles and responsibilities promote sense of ownership ensuring long-term commitment to peace initiatives.					
2	Clearly assigned roles and responsibilities prevent confusion and conflict over authority.					
3	Open feedback channels give communities a voice, making them feel valued in the peace process.					
4	Feedback mechanisms identify emerging grievances early, preventing them from escalating into renewed conflict.					
5	Consensus-building encourages <b>dialogue over confrontation</b> , reducing the likelihood of renewed violence.					
6	Consensus-building has established a mechanism for future dispute resolution.					
7	Timeliness ensures that peace agreements, humanitarian aid, and reconciliation efforts address current realities.					

Suggest how decision making inclusivity strategies can be enhanced to support successful performance of community-based peace building projects initiative in Northern Kenya.....  
 .....  
 .....  
 .....

**SECTION D: CAPACITY BUILDING**

The study sought to evaluate effect of capacity building on performance of community-based peace building projects initiative in Northern Kenya.

**KEY.... 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree**

S/no	Statements	1	2	3	4	5
1	Training in negotiation, mediation, and reconciliation equips peace builders with practical skills to manage disputes peacefully.					
2	Training in early warning systems and crisis response has enabled communities to respond to conflicts before they escalate.					
3	Budget allocation for investment in continuous learning programs sustains long-term peace efforts.					
4	Budget allocations for community-led peace initiatives empowers local groups to take ownership of conflict resolution processes					
5	Community workshops provide a platform for local voices to be heard, ensuring that peace building efforts are inclusive					
6	Public seminars is raising awareness on human rights, mobilizing support for peace initiatives.					
7	Trainers have empowered local leaders with skills in peace program management.					

Suggest how capacity building strategies can be enhanced to support successful performance of community-based peace building projects initiative in Northern Kenya.....

.....  
 .....  
 .....

**SECTION E: CONFLICT MANAGEMENT STRATEGIES**

The study sought to establish effect of conflict management strategies on performance of community-based peace building projects initiative in Northern Kenya.

**KEY.... 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree**

S/no	Statements	1	2	3	4	5
1	Direct participants who engage in dialogue and reconciliation initiatives restores relationships trust among conflicting parties.					
2	Direct engagement in peace building exposes individuals to nonviolent conflict resolution methods					
3	Conflict management strategies ensure that peace agreements are comprehensive, inclusive, and enforceable.					
4	Approaches such as community-based conflict resolution empower local actors to take charge of peace efforts.					
5	Regular team discussions strengthen interpersonal relationships essential for long-term peace					
6	Team discussions leads victims and perpetrators engage towards restorative justice processes					
7	Preventive measures through community dialogue forums and intergroup discussions foster trust between conflicting parties					

Suggest how to handled conflict management strategies to achieve successful performance of community-based peace building projects initiative in Northern Kenya.....

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.....

## SECTION F: PERFORMANCE OF COMMUNITY BASED PEACE BUILDING PROJECTS

The study sought to assess state of performance of community-based peace building projects initiative in Northern Kenya.

**KEY.... 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree**

S/no	Statements	1	2	3	4	5
1	A decline in conflict incidences suggests that peace building efforts are yielding positive results.					
2	A significant decrease in conflicts incidences influence policymakers to invest more in successful peace models.					
3	A strong local capacity reduces reliance on external peace actors, making peace building efforts more sustainable.					
4	Locally-led initiatives are often more accepted and respected than those imposed by external					
5	Effective implementation of agreements builds confidence among conflicting parties					
6	Implemented agreements create a framework for conflict prevention, reducing the frequency of conflicts.					
7	Community-driven implementation enhances compliance and long-term sustainability of peace efforts.					

## Appendix II: Ethical Clearance Letter



### KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200, KENYA  
TEL: 254-064-30301/31229/30367/31171

FAX: 254-64-30162  
EMAIL: [info@kemu.ac.ke](mailto:info@kemu.ac.ke)

Our Ref: KeMU/ISERC/BUS/53/2025

May 30, 2025

BEATRICE ATIENO OKEYO  
BUS-3-3054-3/2023

Dear Beatrice,

**SUBJECT: STAKEHOLDERS' ENGAGEMENT AND PERFORMANCE OF COMMUNITY-BASED PEACE BUILDING PROJECTS INITIATIVES BY NON-PROFIT MAKING ORGANIZATIONS IN NORTHERN KENYA**

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/53/2025. The approval period is 30<sup>th</sup> May, 2025 – 30<sup>th</sup> May, 2026.

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.

- VI. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



### Appendix III: Letter of Introduction to NACOSTI



#### KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

Tel: 254-064-30301/31229/30367/31171

Email: [deanrd@kemu.ac.ke](mailto:deanrd@kemu.ac.ke)

#### DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KEMU/NACOSTI/BUS/53/2025

May 30, 2025

Commission Secretary  
National Commission for Science, Technology and Innovations  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

**RE: BEATRICE ATIENO OKEYO-BUS-3-3054-3/2023**

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's degree in Business Administration. She is conducting research on: *"Stakeholders' Engagement and Performance of Community-Based Peace Building Projects Initiatives by Non-Profit Making Organizations in Northern Kenya"*.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

A circular official stamp of the Kenya Methodist University Directorate of Postgraduate Studies is overlaid with a handwritten signature in blue ink. The stamp contains the text '30.5.2025' and 'D. RINTARI'.


**Dr. Nancy Rintari (PhD)**  
**Director, Board of Postgraduate Studies**


Cc: Dean, School of Business  
CoD, Business Administration  
Postgraduate Coordinator - BA  
Supervisors






Appendix IV: Research Permit

  
REPUBLIC OF KENYA

  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION

RefNo: **920561** Date of Issue: **25/June/2025**

**RESEARCH LICENSE**




**This is to Certify that Miss. Beatrice Atieno Okeyo of Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Garissa on the topic: STAKEHOLDERS' ENGAGEMENT STRATEGIES AND PERFORMANCE OF PEACE BUILDING PROJECT INITIATIVES BY NON-PROFIT MAKING ORGANIZATIONS IN NORTHERN KENYA. for the period ending : 25/June/2026.**

License No: **NACOSTI/P/25/4175367**

**920561**  
Applicant Identification Number

*Galenz*  
Deputy Director  
NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document,  
Scan the QR Code using QR scanner application.

See overleaf for conditions

## Appendix V: Peace NGOs Associated with Peace Building in Northern Kenya

	NGO Name	Telephone	Email	Main Objective
1	ACTION FOR CHILDREN IN CONFLICT UK IN KENYA	+254 - 067 22604/ 07	kenya@actionchildren.org	To relieve poverty, sickness and diseases among destitute children through various ways including Education, Counseling and Health care.
2	ACTION FOR PEACE JUSTICE AND DEVELOPMENT	+254 0735 622633/072	APJD@yahoo.com	CIVIC EDUCATION
3	ACTION FOR PEOPLE IN CONFLICT	254 721 652559		To provide support to programmes, projects working with victims of conflict in order to enable communities to cope with the aftermath of Conflict.
4	AFRICA WELFARE PROGRAMME	254-2-749496/740174		To put in place institutions and procedures for Conflict.
5	ACTIVE IN DEVELOPMENT AID	+254 - 0722 - 458120	activedevl-gedo@yahoo.com	To ensure people driven development in the eradication of poverty, support education, environmental conservation, sanitation, peaceful coexistence and good neighborliness of the communities, gender issues
6	ADAKAR PEACE AND DEVELOPMENT INITIATIVES	+254 - 054 - 32010	apedi.project@gmail.com	To work towards the achievement of the people supported, owned and sustainable peace that will enhance security and development between the Turkana of Kenya and their topesa covsin of S. Sudan
7	AFRICA LEADERSHIP & RECONCILIATION MINISTRIES, INC	+254 020 729174		TO PROMOTE THE FURTHERANCE OF CHRISRIAN TEACHING IN A ACCORDANCE WITH THE BIBLE IN AND BEYOND KENYA THROUGH LOCAL INVOLVEMENT AND TRAINING AS PARAGRAPH 2 OF THE CONSTITUTION
8	AFRICA PEACE FORUM	+254 - 020 - 387409	apfo@amaniafrika.org	To undertake research on peace issues in the Religion.
9	AFRICA PEACE INITIATIVE	254-722-773635		To promote a culture of peace among young people

	NGO Name	Telephone	Email	Main Objective
10	AFRICA PEACE POINT	254 20 575288	app@shalomhouse.co.ke	Provide safe and empowering environment among society members and peace practitioners working in the field of peace.
11	AFRICA POPULATION CONTROL,PROMOTION OF PEACE AND DEVELOPMENT			
12	AFRICAN PEACE AGENDA (APA)			
13	AFRICAN POPULATION CONTROL,PROMOTION OF PEACE DEVELOPMENT	+254 - 020 - 725175		To control population, conserve environment, provide formal and Informal education, Advocate for peace
14	AFRICAN RESCUE COMMITTEE	254 20 245416	abdi.raghe@afrec.org	To empower the community out of dependence, enhance sustainable development and cultivate peaceful co-existence.
15	AFRICAN YOUTH FOUNDATION	+254 0733 951927/073	ambudo@ayparliamnet.org	To harness through education and welfare the cumulative Energy of African Youth to build a peaceful and equitable Africa
16	AGENCY FOR PEACE AND DEVELOPMENT	+254 - 020 - 218358	rapdevelop@yahoo.com	To achieve development and better social responsibility with peace and stability
17	AL - IHSAN PEACE AND DEVELOPMENT ORGANIZATION	+254 - 046 - 2147		The promotion and establishment of programme and projects that target the children, youth and vulnerable groups with the aim of creating a peaceful and developed society
18	ALFA FAMILY CARE INTERNATIONAL	+254 20 214036		Achievement of development and prosperity through promotion of peace and reconciliation, rehabilitation of the bereaved and counseling of the youth supported sponsors.

	NGO Name	Telephone	Email	Main Objective
19	AMERICAN FRIENDS SERVICE COMMITTEE	+254 - 020 - 2728289	info@fecclaha.org	AFSC works with people of various faiths who are committed to social justice peace and humanitarians service it works on the basis of the Quaker belief in the worth of every person and faith in the power of love to overcome violence and injustice
20	ARC PEACE KENYA	254-20-714214		To organize Architects, Designers and Planners Worldwide for protection of the natural Environment, responsible development of the built environment and non-violent conflict resolution amongst nations.
21	BOY'S ESSENCE ORGANIZATION	+254 - 020 - 253034/	boysessence@gmail.com	To promote responsible behaviour among boys so as to achieve peace and non - violence as a means of conflict resolution
22	CENTRE FOR CONFLICT SENSITIVE DEVELOPMENT	+254-020-313908	owinon@yahoo.com	To inform and influence the national debate in the principle and practice of conflict sensitive development and peace building
23	CENTRE FOR HEALTH, POPULATION, ENVIRONMENT AND RESEARCH ORGANIZATION	+254-337-30741		To help reduce the future risk as a result of HIV/AIDS by involving improved programmatic respond towards the epidemic, promote environmental and economic development and support the peace and social society
24	CENTRE FOR PEACE ADVOCACY AND DEVELOPMENT ORGANIZATION	+254 - 020 - 8025821	cpadorg@gmail.com	To promote peaceful co- existence among various communities and improve welfare or living standards of the people especially the vulnerable
25	CENTRE FOR PEACE AND DEVELOPMENT	254-20-742161/4		To provide conflict resolution and peace Education Services and Research in Africa
26	Centre for Peace and Strategic Policy Research	0202710791		To conduct Research and Analysis to inform the process and preservation of peace promotion of productive life and prosperity

	NGO Name	Telephone	Email	Main Objective
27	CENTRE FOR PEACE AND DEMOCRACY	+254 20 553407/720 7	cepac-kenya@yahoo.co.uk	To promote and protect the welfare of Kenyans irrespective of their cultural differences, political affiliations, race, convictions, gender, ethnicity, geographical location or religion
28	CENTER FOR REGENERATION AND EMPOWERMENT OF AFRICANS THROUGH AFRICANS	+254 - 020 - 6751850	regenerationofafrica@yahoo.com	A friendly, peaceful and transformed society where the integrity of creation and human dignity are held upmost to the promotion of sustainable development
29	CENTRE FOR REHABILITATION AND EDUCATION OF ABUSED WOMEN AND CHILDREN	+254 - 020-3860640/3	info@creaw.org/www.creaw.org	TO PROVIDE A SAFE HAVEN FOR THE PHYSICALLY ,EMOTIONALLY BATTERED WOMEN AND CHILDREN WHERE PEACE AND SOLITUDE IS PROVIDED TO ENABLE THEM GO THROUGH A HEALING PROCESS AND TAKE THEIR RIGHTFUL PLACE IN SOCIETY.
30	CHAIN OF GRACE FOUNDATION	+254 - 0729 - 600333		To promote education among the local communities in order to enhance peace and realize better livelihoods in the region
31	CHANGE AGENTS FOR PEACE INTERNATIONAL	254 20 6752492	cappregional@yahoo.com	To offer services to equip and network local peacemakers (individuals and organizations) to strengthen local capacities for peace.
32	CHILDREN'S INTERNATIONAL SUMMER VILLAGES, KENYA	254 20 253542/722 30	CISKenya@yahoo.com	Promoting peace education and cross cultural friendship
33	CHILDRENS' RIGHTS INFORMATION NETWORK	+254 - 0720 - 681360	crinkenya@yahoo.com	TO ENGENDER PEACE AND MITIGATE THE PLIGHT OF VULNERABLE GROUPS THROUGH AWARENESS CREATION,RESEARCH,TRAINING,ADVOCACY,DOCUMENTATION AND SYNERGY
34	COLLECTIVE BARAINING ADVISORY CENTRE			To enhance industrial peace by offering training, research and consultancy.

	NGO Name	Telephone	Email	Main Objective
35	COMMUNITY CONCERN FOR DEVELOPMENT	+254 - 0720 - 407498	info@ccfordevelopment.org	Promote and encourage community development by improving economic diversification, re store peace and harmony
36	CONCER WOMEN ACTION FOR PEACE			
37	CONSERVE INTERNATIONAL	0736949231	clara@sokoni-online.com	To improve the standard of life in communities living in human wildlife conflict areas by establishing partnership in management of resources
38	CONVERGENT INTERNATIONAL	+254 - 020 - 6752918	info@gonzagaconsultants.com	Catalyzing public/private sector alliance and interfaces to enhance peace, poverty, research, technology and commerce.
39	Cooperazione Per LoSviluppo Paesi Emergenti	020 7126933	cospe@wanachi.com	To Educate Towards Sustainable Growth Peace Intercultural Relation and Anti - Racism
40	COUNSELORS AND SOCIAL WORKERS COMMUNITY BASED INITIATIVE	+254 - 0722 - 571820	joegitau50@yahoo.com	To offer psychosocial support services, life skills training and conflict resolution in our society
41	COVENANT OF PEACE	254 733 854358, 254	covenantopkenya@gmail.com	Formal education, resettle and provide education to orphans agricultural inputs, medical, community based projects.
42	COVENANT OF PEACE KENYA	05630285	covenantopkenya@gmail.com	Promote and encourage formal education among the adult population in rural areas
43	CRISIS ASSESSMENT AND RECOVERY CENTRE	+254 - 020 - 2384884	carcentre.kenya@yahoo.com	Promote and practice peace building conflict management and reconciliation in communities
44	CROSS STYLE PEACE PROCLAMATION MINISTRIES	254 57 34367/722 654	krostael@swiftkisumu.com	To preach, teach, support missionaries, religious counseling develop sponsor gospel based seminars, open bible schools and to support charitable and educational purposes.

Source: Peace NGOs Kenya (2025)