

# **FACTORS INFLUENCING SUCCESS OF COLLABORATIVE RESOURCE-BASED CONFLICT RESOLUTION PROJECTS IN ISIOLO COUNTY, KENYA**

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## **ABSTRACT**

Success of collaborative resource-based conflict resolution projects is still poor despite various actors that include the government, civil society and religious organizations making several efforts to bring peace in the region through efforts such as preaching peace, prosecuting perpetrators, declaring illicit fire-arm surrender amnesties and establishing peace committees, the people living in the district have seen the area come closer to the prospects of peace, and perhaps just that. The study investigated factors influencing success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study was guided by the following objectives to assess the influence of resource adequacy, cattle rustling, community leadership and government policy on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study was grounded on game theory and games, cooperation and competition theory and conflict resolution theory. The study adopted a descriptive research design. The target population for this study was 339 comprising of Community leaders Project Management Committee and County officials. The study used a sample of 101 selected using stratified random sampling technique. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. Data was analyzed using Statistical Package for Social Sciences

(SPSS Version 25.0). After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables. Inferential data analysis was done using multiple regression analysis. Information was presented in form of tables. The study found that resource adequacy influence success of collaborative resource-based conflict resolution projects. The study established that availability of funds; accountability and financial structure greatly influence success of collaborative resource-based conflict resolution projects. The study found that cattle rustling influence success of collaborative resource-based conflict resolution projects greatly. The study established that number of cattle stolen and prevention measures against raid greatly influence success of collaborative resource-based conflict resolution projects. The study concluded that resource adequacy having the greatest effect on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya followed by community leadership then government policy while cattle rustling having the least effect on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study recommends that the government should formulate and implement policies on conflict management and peace building, that there is need for mainstreaming conflict and conflict mitigation into the planning and implementation process of all actors in ASAL areas and that the government should secure all illegal arms as a way of reducing hostilities and take up their legal duty of providing security for pastoral communities.

**Key Words:** *success, collaborative projects, Isiolo County, Kenya resource-based, conflict resolution*

## **INTRODUCTION**

Collaborative resource-based conflict resolution projects are put in place to solve conflicts in many communities. Conflict is viewed as a process of adjustment, which itself can be subject to procedures to contain and regularize conflict behavior and assure a fair outcome. Notably, conflicts can be managed, transformed, resolved or settled depending on the approach adopted. Conflicts and disputes that arise from these factors are not something that can be avoided or suppressed. Conflicts are as old as human societies themselves. Historically, individuals, social groups and societies have disputed and competed against one another over scarce commodities and resources, for instance, land, money, political power, and ideology. They have even fought one another and bitterly sought the elimination and/or subjugation of rivals, in order to control these resources and commodities. But at the same time, human societies and groups have found their own ways and means for averting and/or resolving conflicts. Collaboration between organizations from different sectors (business, governments and civil society) has been emerging rapidly on different levels whether as on strategic level or relational level. The following factors have been found to be critical in impacting the performance of the collaboration: partnership attributes, communication, conflict resolution, partner-company selection process (Carroll & Buchholtz, 2014).

Collaborative resource-based conflict resolution projects highlights the importance of addressing the underlying conditions which have played a role in the rise of the conflict. This approach can be seen as more comprehensive compared to traditional conflict resolution or management approaches, which have a narrower focus on reducing outbreaks of hostility. Conflict transformation attempts to understand the existing social structures and then change the destructive patterns. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met or when the need for the project no longer exists. Collaborative resource-based conflict resolution projects tend to fail because the team does not take time to ensure that they have developed a proper definition of the problem being solved (Kotter, 2012).

Conflict destroys a society's social fabric and coping mechanisms when civilians are direct targets or affected bystanders, returning to normal community life can take years following the deliberate destruction of social institutions and ways of life (Stavenhagen, 2016). Globally, collaborative resource-based conflict resolution projects fail to achieve their mission within cost and time constraints. United Kingdom (UK) in 2010 statistics showed that 52% of projects had cost overruns in excess of 10% while 45% of projects had time overruns of over 25% (Burrow, 2011). Projects were initiated by kings and other leaders to undertake monumental projects to build a name for themselves and their generations to come (Mbatha, 2011). Ancient structures did not have time limitation or cost limitation (Kululanga & Kuotcha, 2010). However, causes of delays have been identified in various parts of the world recently such as Malaysia, Saudi Arabia, Jordan, Kuwait, Hong Kong and Thailand.

The results reveal that there are differences and similarities as to the causes of delays. Thus, the consultants work out a project to fit within the said amount, and not beyond. This limits creativity and innovation, unlike in the past as stated (The Quantity Surveyor, 2011).

Collaborative resource-based conflict resolution projects success depends on time, budget and deliverables. One of the vital torrents is by association of project manager which defines project management as planning, organizing, monitoring and controlling of all involved to achieve project objective safely and within well-defined time, cost and performance. The governance process is defined, stake holders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews (Plummer, 2011). The design of community projects to overtly contribute to resolving conflict and building peace is part of the new strategic thinking of a number of donor agencies, including the Swedish International Development Co-operation Agency (SIDA), the Canadian International Development Agency (CIDA), the UK Department for International Development (DFID) and the World Bank. The approach can also be related to the new 'Framework for Co-operation' between the World Bank and the United Nations High Commissioner for Refugees (UNHCR), which argues for conflict resolution strategies that 'bridge humanitarian aid and sustainable development

Regionally, performance of collaborative resource-based conflict resolution projects depends on resources, leadership and deliverables among others. One of the vital torrents is by association of project manager which defines project management as planning, organizing, monitoring and controlling of all involved to achieve project objective safely and within well-defined time, cost and performance. The governance process is defined, stake holders identified and reporting frequency and channels agreed. The most common tools or methodologies used in the planning stage are project Plan and Milestones Reviews. Many development projects have impacted negatively on their intended beneficiaries and ended up being abandoned thereby making their benefits unsustainable. The abandonment of these projects is largely due to lack of ownership of the projects by the beneficiaries, which comes as a result of failing to involve them in the project cycle (Abrahamsson, Salo, Ronkainen & Warsta, 2017).

Africa continues to have the greatest number of conflicts in the world. These conflicts are a result of complex factors including dispute over power relations, ethnic and cultural values, wealth, or natural /environmental resources. The human and physical consequences are enormous, especially for the poor and marginalized people. There have recently been numerous civil wars and conflicts in Africa, such as Angola, Burundi, Congo, The Democratic Republic of Congo, Cote d'Ivoire (Ivory Coast), Eritrea/Ethiopia, Liberia, Nigeria, Rwanda, Sierra Leone, Sudan and South Sudan/Darfur, Uganda, Zimbabwe and Somalia (Dickman, 2010).

In East Africa the majority of those living in the border region of Kenya, Sudan, and Uganda are pastoralists, whose livelihoods are dictated by the upkeep and size of their herds. Harsh environmental conditions force pastoralists to migrate in search of water and pasturelands during the dry season, with limited access to water and competing rights to land, inter-tribal conflict arises when pastoralists from one tribe enter the territory of another. The increased

availability of small arms in the region from past wars increasingly makes ordinary clashes fatal. Governments in the region have responded with heavy-handed coercive disarmament operations. These have led to distrust and subsequent violent clashes between communities and security (Leff, 2009).

Kenya's successive development plans since independence in 1963 to present, emphasize the centrality of popular participation in the development activities. In Kenya, project performance has been measured through project cost, quality, customer or stakeholder's satisfaction, timeliness and achieving of project objective as effective indicators to measure project performance (Nyikal, 2011). Lekunze (2011) established that the institutions that used a stakeholder participatory approach while involving the youth had greater chances of success than others that did not consider such an approach. The interests and roles of the key stakeholders were very critical to the operations; however, stakeholder management was found to be characterized by casual and ad-hoc actions and predominantly not institutionalized.

In North Kenya conflicts involving pastoralists have become widespread and increasingly severe. The study involves communities in this region who are largely nomadic. They live in arid and semi-arid areas and depend on livestock (cattle, sheep, goats and camels) for their livelihood. The livestock largely depend on pasture and water which are scarce resources and under increasing pressure. Conflicts involving pastoralists associated with resource competition resulting in cattle rustling and clan conflict fuelled by wide availability of small arms are of increasing concern (Ogutu, Piepho, Said, Ojwang, Njino, Kifugo & Wargute, 2016).

Isiolo County is located in the northern part of the former Eastern Province, 285 kilometers north of Nairobi. Isiolo County, Kenya covering an area of 25,336.1 square kilometers, is expansive when compared to other counties. The county borders seven other counties: Samburu to the east, Garissa to the east, Tana River to the south east, Kitui and Meru to the south west, Marsabit to the North West and Wajir to the north east. Isiolo town came about after the First World War. The Somali ex-army officers who participated in the war settled in Isiolo, intermarrying with the local Samburu and Cushitic pastoralists. Scarcity of arable land and pasture is a daily challenge for the people of Isiolo, a phenomenon that is witnessed from the constant community conflicts that plague the county. The Borana are nomadic pastoralists, moving from one area to another - within the county and in neighboring counties in search of pasture and water for their goats, camels and cows.

Pastoralists move from one area to another in search of pasture and water for their livestock. These movements are not restricted to one area or even country as the pastoralists move into and out of neighboring countries. Pastoral livelihoods have always been exposed to the vagaries of climate and harsh environmental conditions. However, in recent years, pastoralists have faced a myriad of new problems, including inter-ethnic and cross-border conflicts. These conflicts are linked to competition for water and pasture in the context of decreased access to land, political and economic marginalization, lack of appropriate responses to the deteriorating security situation, and the proliferation of weapons. Conflicts

negatively affect pastoralist livelihoods and efforts directed at addressing these conflicts are important (Massoi, 2015).

## **STATEMENT OF THE PROBLEM**

One of the primary challenges confronting world today is the performance of collaborative resource-based conflict resolution projects. Legitimate project administration has been fundamental for fruitful project conveyance. In spite of the developing interest worldwide for qualified project chiefs, there are not an extensive number of project administrators who have the applicable abilities nor does the important project administration rehearse for effective project conveyance. More than Kshs 100 billion is lost because of absence of project administration aptitudes and related innovations. One path in which poor project administration aptitudes as a rule shows itself is fizzled projects or delays in project execution (Githenya & Ngugi, 2014). Performance of collaborative resource-based conflict resolution projects in Isiolo County is still poor despite various actors that include the government, civil society and religious organizations making several efforts to bring peace in the region through efforts such as preaching peace, prosecuting perpetrators, declaring illicit fire-arm surrender amnesties and establishing peace committees, the people living in the district have seen the area come closer to the prospects of peace, and perhaps just that (Kimweli, 2018). This is because despite all these efforts, insecurity and violent conflicts associated with resource competition, livestock raids, and human wildlife conflicts prevails, and have become widespread and of increasing security concern. The main reason for the causes of the conflict between the two communities who are pastoralists, is how to share scarce resources like pastures and water points in the vast region, which is arid during dry spells, both community travel long distances in search of pasture and water, where they encounter one another and has increased the level of cattle rustling (ole Saitabau, 2014). It's during this time that fighting erupts thus most of the tribal conflicts can be traced to problems of water and pasture which lead to loss of property, human life, displacements of large segments of the community, disruption of socio-economic activities and livelihoods, which resulted into increased hatred between communities leading to economic, starvation and malnutrition among the displaced groups and unprecedented dependency syndrome on relief food became the common and widespread (Njiru, 2012). In addition to displacements, many women have also been widowed by the conflicts further increasing their vulnerabilities to poverty and human right abuses. Lack of adequate resources, poor community leadership and ineffective government policies have greatly challenged conflict resolution (Massoi, 2015). A number of studies had been done on conflict resolution projects such as Chepkoiywo (2010) who established the impact of community-led strategies on conflict resolution and peace building among pastoralist communities in Kenya: a case study of Olmorani Division of Laikipia West District, Kituku (2015) examined the influence of conflict resolution strategies on project implementation a case of titanium base limited Kwale County Kenya. However, the study reviewed did not specifically focus on collaborative resource-based conflict resolution projects. The current study focused on factors influencing success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. Therefore, this study seeks to fill this research gap.

## **PURPOSE OF THE STUDY**

The study established the factors influencing success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.

## **OBJECTIVES OF THE STUDY**

1. To establish the influence of resource adequacy on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.
2. To establish influence of cattle rustling on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.
3. To determine the influence of community leadership on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.
4. To determine influence of government policy on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.

## **LITERATURE REVIEW**

### **Success of Collaborative Resource-Based Conflict Resolution Projects**

Project success is a subject in management of project that has been discussed among authors without reaching to an agreement and as a result the definition of project performance remains vague and differs from one author to another. In addition, the variation in the definition of project performance also leads to variations in the measures of project performance among different authors. The users' perception of project performance may differ from that of the contractors and donors. Nevertheless, there is a general agreement among others that the performance of a project involves both effectiveness and efficiency (Walker, 2015).

Project success has been defined by the criteria of time, budget and deliverables. Project performance can be measured and evaluated using a large number of performance indicators that could be related to various dimensions (groups) such as time, cost, quality, client satisfaction, client changes, business performance, health and safety. Time, cost and quality are, however, the predominant performance evaluation dimensions. Another interesting way of evaluating project performance is through common sets of indicators. A project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended. In recent years, stakeholder's role has gained importance in projects. Participation is an instrument in the promotion of ideological or normative development goals such as social justice, equity and democracy (Rummler & Brache, 2012). The ultimate importance of project success is achieved through avoiding the project's failure to keep within cost budget, failure to keep within time stipulated for approvals, design, occupancy and failure to meet the required technical standards for quality, functionality, fitness for purpose, safety and environment protection (Flanagan & Norman, 2013).

Success of collaborative resource-based conflict resolution project is considered good when it meets technical specifications and if satisfaction is achieved among stakeholders such as end users, project team members, parent organization managers and donors or financiers. According to Otim and Alinaitwe (2011), the performance of a project is considered good if its completion is within schedule, within budget, achieves the set goals and ensures user satisfaction. Therefore, even if the traditional performance measures such as quality, cost and budget are important in measuring performance; other measures have also to be used. These measures include user satisfaction, client satisfaction and environmental impact. Mbaabu (2012) argues that the measures of project performance should include completion time, completion within budget, efficiency, effectiveness, meeting stakeholder's expectations, minimum conflicts and disputes and safety.

The current global economy has led to competitiveness in the economy, both in the local and global arena. With the increased competition, companies have been forced to change their strategies to remain competitive so as to retain their market share. To deliver business value, projects must be managed well against the three major project constraints: scope, budget and time. A project is said to have been delivered successfully if it has been delivered as per the clients' scope, in good time and finally, within the specified budget. Generally, a successful project is one that deemed successful by the stakeholders. To achieve successful project delivery, project management requires certain tools, which include social media tools.

For conflict transformation to be successful, it requires a collaborative approach to negotiations. Furthermore, for a long-term agreement to be possible, the real needs and interests of the parties need to be identified, rather than just their positions. When a project is experiencing social-psychological problems and as such; coordination is becoming difficult, communication within the team and with project leaders is beginning to suffer, absenteeism is on the rise and team members complaining about one another instead of task problems. This kind of issues often signals people problems. As with task problems, dealing with social-psychological problems early in their development is far easier than dealing with them later. According to Snyder (2010), Team performance assessment can be used to evaluate individuals, a portion of the team, or the team as a whole. The information along with performance reports for the projects provide insight into where the project manager should focus his or her attention to improve performance at the resource level, and how well that will correspond to improved performance on scope, schedule, cost or other project objectives.

Collaborative resource-based conflict resolution trends point to different avenues for conflict resolution and prevention. The first two trends for example, suggest that priority attention to sound management of environmental and natural resource usage factors could prevent conflicts. The trans-boundary nature of many of these issues places emphasis for the mitigation of environmental degradation on international institutions. Stewardship of these environmental factors requires the commitment and effort of governmental and non-governmental bodies and communities at national and local levels. The third trend suggests that the level of technical ingenuity and capacity to overcome deteriorating environmental conditions could be an important factor in addressing environmental conditions in the developing world and reduce pressures that lead to conflicts (Kahl, 2018).

## **Resource Adequacy and Success of Collaborative Resource-Based Conflict Resolution Projects**

Resources are the focal point for a project to succeed or fail (World Bank, 2010). Since projects are capital intensive, virtually all the resources attached to it sourcing for equipment, software, personnel, trainings and galvanization of stakeholders, all point to use of funds. With the allocation of adequate funds, project quality and durability is guaranteed. However, inadequate funds, mismanagement of funds, political bigotry and failure to pay contractors in time apart from budgetary deficits and the over reliance for funds from the national government has hindered the smooth implementation of infrastructure projects at the county level in Kenya. This has been aggravated by delays in disbursement of the funds thus bringing projects and services to the citizens to a halt because of non-payment of salaries or contractual fees (Opiyo, 2017).

Budgets can be prepared and public participation conducted but if funds are not released in good time, execution of projects can be adversely affected. The CoB, in Kenya, for example in their yearly report for 2014/2015 fiscal year, calls for strict budgetary controls to be put in place and high adherence to be observed to avoid diversion of exchequer issues to other projects/purpose rather than approved ones. The Nepalese government in a bid to seal loopholes and improve financial discipline in its projects undertook to adopt the Public Financial Management (PFM) system. The PFM was specifically to be used to enhance increased accountability in public expenditure, financial management, and addressing fiduciary and governance weaknesses in utilization of public resources. Country issues potentially impacting PFM such as significant fiscal activities outside stipulated budgets, weak absorption of funds and delays in release of funds for projects (GoN, 2014).

Project Financing includes the processes required to ensure that the implementation of prison health project is completed within the approved budget (PMBOK, 2008). The major processes are: Resource Planning, Cost Estimating, Cost Budgeting and Cost Control. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. The principle objectives of which profit-oriented business organizations tend to pursue are wealth enhancement, maximization of profit, maximization of return on investment of shareholders and satisfying stakeholders. Though wealth enhancement may not be a perfect description of what businesses seek to achieve, it is almost certain that wealth is something which business cannot ignore. A particular business only has a certain amount of wealth (capital) and it will take only a limited number of “wrong” decisions to see the business collapse. Therefore, business needs decisions such that it would be worth more as a result of the decision. When valuing businesses, managers need to take into account future profitability, both long-term and short-term, and the risk attached with the investment.

The important issue for the project is not to whom specific responsibilities have been assigned, but rather that these functions are addressed in a timely fashion and are handled effectively. The functions of finance should be handled in accordance with the goal and objectives of the organization. In a profit-oriented enterprise, this goal should be maximization of the wealth of the shareholders. Cost is often measured in monetary terms. In

assessing the project duration, the duration of individual activities and resource usage have been optimized and further reduction of project duration must increase the direct cost of the project due to overtime and uneconomic use of the plants and machineries. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates. The line supervisors who are responsible for getting the job done and who are experienced and familiar with the work should be asked to develop the estimates at this level (Heagney, 2016).

The advantage is that the line supervisors will be responsible to ensure that the implementation of prison health project as estimated by them would be achievable. There are two practical problems in estimating. First, you are simply too optimistic. It is human nature at the beginning of a new project to ignore the difficulties and assume best-case scenario - in producing your estimates (and using those of others) you must inject a little realism. In practice, you should also build-in a little slack to allow yourself some tolerance against mistakes. This is known as defensive scheduling. Second, you will be under pressure from senior management to deliver quickly, especially if the project is being sold competitively or the project is fast track as specified within the terms and conditions of contract (Brown, 2011).

### **Cattle Rustling and Success of Collaborative Resource-Based Conflict Resolution Projects**

Cattle rustling affect success of collaborative resource-based conflict resolution projects. The problem persists through more frequent cross border cattle raids leading to loss of lives and livelihoods, injuries, interruptions of local trade and education. Across the border, life is characterized by fear and uncertainty. Many pastoralists are forced to be on alert all the time to fend off any incursions. Cross border raids have impacted negatively on the already fragile ecosystems, economic growth, and on the key social and livelihood sectors such as education often observed through high drop -out rates due to displacements, interference in local trade and markets (Odhiambo, 2016).

Livestock raiding has a long history in northern Kenya. Raids were an important strategy of wealth accumulation that also served to cultivate relations with neighbors. For example, this enabled Turkana to expand by assimilating new groups. Pre-colonial raiding could also have been redistributive, transferring animals across social boundaries in situations of need, such as during drought or when young men sought animals to pay out as bride price. There was loss of life, but on a smaller scale than now. In the last two decades the nature of raiding and levels of violence associated with it have changed dramatically. As the availability and possession of small arms has increased, guns are now almost always used during raiding. As a result, the numbers of livestock stolen and the loss of human life associated with raiding have risen enormously (Abbink, 2016).

Politicians and wealthy entrepreneurs, whose intention is 'to procure cattle in vast quantities either to feed warring armies or to sell on the market for profit, organize and equip the large

gangs of young men who do the raiding. Evidence of this appears in the Kenya popular media, which has reported with alarm several deadly raids in Turkana District and neighboring areas. Kenya's leading daily paper, the Nation, reported in July 1999 that a criminal cartel, including well-connected traders, politicians and officials from the Rift Valley provincial administration (that covers Turkana District), was coordinating raids in Turkana and surrounding districts ostensibly to obtain livestock to sell to abattoirs in Nairobi and other urban centres, thus the commercialization of cattle raiding has introduced a significant new criminal element with negative consequences for the pastoralist economy (Menkhaus, 2015).

According to local opinion armed violence associated with livestock raiding has increased since the early 1980s, and this pattern is borne out elsewhere. Although the number of large raids varies from one year to another, typically there may be up to five large raids in southern Turkana in a given year. These raids require sophisticated planning to time the surprise of the attacks and the capture and escape of many thousand animals. They also require well planned ways of guarding the secrecy of the operation and the building of a wider network of support among villagers for the safe passage of raiders and contraband livestock. In turn, this requires clear leadership and command structures to coordinate multiple groups of attackers. While elders are sometimes complicit by sanctioning some livestock theft, renowned warriors, sharpshooters or seers undertake the actual organization of raids.

In the north-west of the district, large-scale raiding is usually perpetrated by pastoralists from across the border - the Karimojong from Uganda, the Toposa and Nyang'atoin from Sudan and the Merille from Ethiopia. Thus, the regional dimension to violence and livestock raiding in Turkana is critical. Turkana district shares borders with Uganda, Sudan and Ethiopia, all of which have had, or are currently experiencing violent civil wars. Not only does this fuel the flow of arms, it also contributes to an environment of lawlessness and impunity in which opportunistic and criminal livestock raiding can flourish. Understanding the balance of power between different ethnic groups, particularly cross-border, is critical to understanding the pattern of violent livestock raiding within Turkana district. The balance of power is directly related to the holdings of arms (Le Billon, 2017).

The availability of small arms means that raids are now feasible when carried out by small numbers of men. This was not the case when traditional weapons were used. However, few are ever apprehended; most disregard traditional institutions and act with impunity. The strategy of these home-based robbers is opportunistically to attack vulnerable homesteads or small clusters of travelling along isolated stretches of road. The role of the state has been minimal, which is typical of most of the northern arid districts of Kenya. Pastoralist people have usually had limited contact with government which, in turn, has failed to provide security. A culture of impunity has prevailed and a distrust of government has built up over many years. Even when the security forces have attempted to control raiding, in very large raids the number of raiders easily outstrips the security forces (Nolasco, 2017).

## **Community Leadership and Success of Collaborative Resource-Based Conflict Resolution Projects**

Leadership involvement is a critical component in conflict resolution by increasing cooperation among communities and deepens their relationship by addressing the conditions that led to dispute, fostering positive attitudes and allaying mistrust through reconciliation initiatives, peace building or strengthening the institutions and processes through which the parties interact. Leaders can use their conflict resolution skills to reduce the chances of violence or to consolidate the cessation of violent conflict which provides the foundation in which communities realize their potential prosperity whilst enriching the fibres that facilitate conflict prevention (Lake, 2016).

The role of leadership is very important in conflict resolution since they are concerned with the social wellbeing of the society, their direction and participation is very important in conflict resolution. They understand the community as they are acquainted with the strategies of resolving the difference among the conflicting parties thus they play strategic role in addressing the issues affecting the community as a whole hence their involvement in conflict resolution is a critical component in the advancement of communities. Leaders also need to manage the intellectual, physical and emotional challenges they face. They need to contain hunger for control and importance, which can lead us to avoid contentious issues. It's important to maintain a distinction between the personal and professional self to minimize defensiveness. Personal attacks can unwittingly conspire to make a personal issue as the leader becomes the problem (Lasswell, 2017).

Leadership at the grassroots level represents the masses, those ordinary citizens who form the base of a society. In settings of protracted and violent conflict, life at this level is largely characterized by a survival mentality. People struggle daily to find adequate food, water, shelter, and safety. Grassroots leaders included people involved in local communities, members of indigenous groups who are carrying out local relief projects, health officials, and refugee camp leaders. These leaders understand the fear and suffering experienced by the people, but also has extensive knowledge of local politics, and knows the local leaders of government and their adversaries. The only people who could enlighten the communities the needs for staying together are the elders and the leaders because they belonged to the community, they are in a position to help mobilize peace by put into consideration when solving conflicts especially between different communities (Dunn, 2018).

The community leaders play the role of sending messages of peace and reconciliation through the media to both sides of the conflicting parties to demonstrate their impartiality by rallying support of the civil society organisation and mobilizing to influence of the conflicting party to negotiate and agree to resolve their disagreement amicably. Community leaders employ diverse methods of resolving conflict which includes lobbying public advocacy and listening the grievances of the parties in conflict while at the same time expressing their condemnation of human rights abuses that they had committed against humanity thereby convincing them to come out and lay down their arms to end the conflict. Community leaders are mediators, who seek good process without preference for any disputant, seeking a jointly determined, win-

win resolution involving all stakeholders. Leaders are mediators who must be acceptable to all parties and possess mediator's skills which includes facilitating, negotiating, organizing, communicating, seeking additional resources and packaging a settlement, for example parent with children (Altunisik & Çuhadar, 2010)

Community leaders are facilitators who have the role of making decision concerning conflict resolution thereby generating options and reach an agreement that aims at smoothening procedures and processes for a productive interaction, while at the sometime they play role of the mediator who may actually suggest agreements, alternatives dispute resolution and options that are relevant to conflict. For example, Consultant to run a meeting thus leaders act as consultant in the conflict resolution process. Community leaders are independent or semi-independent observer who give and provide objective base descriptions of conflict situations, using skills in observation, data collection, and written communication. For instant in data collection for Evaluation, leaders in this case collect data from the disputant, research from similar sources, analyse the data and use it for productive purpose in the conflict resolution (Nolasco, 2017).

Community leaders are interveners who have the authority to decide the settlement of the conflict based on authority granted either by the parties or by law. Unlike the enforcer, the leaders have the power to implement the agreement in dispute resolution processes thus their role is critical in conflict resolution. Community leaders also operate from an independent base and have the power to impose conditions on conflicting parties, since they are able bring formal coercive power to the situation, specifying behaviour or imposing sanctions that may favor the interest of none, one, or all of the parties in the conflict resolution processes (Jongman, 2017).

### **Government Policy and Success of Collaborative Resource-Based Conflict Resolution Projects**

Government policy can be defined as the basic principles by which a government is guided. It's declared objectives that a government seeks to achieve and preserve in the interest of national community. A definite course or method of action selected (by government, institution, group or individual from among alternatives and in the light of given conditions to guide and, usually, to determine present and future decisions. Governance in the Horn of Africa is dominated, by manipulation of ethnicity, patronage and a political culture of exclusion. This has continued, in large part, from the period prior to independence. Although the governments of the Horn of Africa have made some efforts to include pastoralists in the civil service, cabinet ministries, and the army, they are still not adequately represented in political life. Pastoralists are not represented according to their numbers in parliament or in high-level civil service posts, nor do they have education rates in line with the majority of the population. In many of the semi-arid and arid areas of the Horn of Africa, pastoralists have very little formal education. Politicians exploits the situation to advance their interests at the expense of peace building (Freund, 2016).

When cooperative relations predominate, public policy-making agencies use joint decision-making processes that are inclusive of stakeholders. When relations between government and citizens is competitive or worse, policy-making and implementing agencies show increasingly exclusive, executive decision-making. Exclusive decision-making further serves to heighten community tensions, and stakeholder demands for substantive and procedural changes. In the competition through crisis stages of the continuum, government's trustee role, or at least, the interpretation of that role by the implementing agencies is seen as increasingly illegitimate. The goal is not just to produce more satisfying substantive agreements (policies), but also to create more cooperative policy and implementation processes, which in turn will improve community relations

Although laws enabling secure tenure and ownership of land are in many ways beneficial, they have been implemented in parts of Turkana and Pokot counties with little regard for the needs of nomadic pastoralist communities. Politicians fail more often to advance interests of the local people as rights entrenched in legislations. In terms of security as a function advocated by higher political office, the national and district police and security services have lacked the capacity to provide security to pastoralist and other communities. This has increased insecurity and the tendency towards self-defense and retaliation. Inappropriate arming by state authorities of local militias in response to security problems also appears to have exacerbated the problem. Government policy will always depend on the political culture of the moment. Policy crafted in a politically stable country will be different that formed in an unstable country. A stable political system can make business-friendly decisions that promote local businesses and attract foreign investors. Unstable systems present challenges that jeopardize the ability of government to maintain law and order. This has a negative effect on the business environment (Falkner, 2017).

Policies pursued by successive colonial and post-colonial governments in Kenya have tended not only to neglect the needs of pastoralists but also often to run directly counter to pastoralist interests with a bias instead towards ranchers, horticulturalists, and other resource users. This has exacerbated problems and insecurities of pastoralist communities, particularly in relation to access to scarce water and pasture. Bryan (2013) examined the impact of government policy on economic growth. through a review of the literature, this paper examined the consequences of government policy uncertainly and sought to identify gaps in the related literature, especially those arising from the application of new policy tools. The research found that contemporaneous monetary policy may be having a greater impact upon business activity than previously identified and is an area in need of further study. While the policy uncertainty and its impact on business expansion discussed in this paper are principally associated with the U.S., the implications can be readily applied across borders.

## **THEORETICAL FRAMEWORK**

### **Game Theory and Games**

The theory is well explained by Schelling's (1960) phrase: the mixed-motive nature of conflict. The cooperative aspect emphasizes on bargaining and negotiation where the

conflicting parties arrive at a mutually satisfactory agreement that improves the outcome of each party. This theory has made a great contribution to the work of social scientists by formulating in mathematical terms the problem of conflict of interests. It emphasizes on the fact that the two groups involved in a conflict have interdependent interests and their fates are tied together. Game theory recognizes that the cooperative as well as competitive interests may be intertwined in conflict. On the other hand, the competitive aspect focuses on how one party can use bargaining tactics so as to win or at least do better than the other (Deutsch, 1990). According to Rapoport (1992), this theory is therefore taken as a theory of rational decision making in conflict situations. Models of such situations as conceived in game theory involve: a set of decision makers called players, a set of strategies available to each player, a set of outcomes which results from the choice of particular choices of strategies made by the players on a given play of the game and a set of payoffs accorded to each player in each of the possible outcomes.

The theory assumes that each player is rational and his choices are ordered according to the outcomes and magnitude of the expected returns. Since each player is viewed as rational, he utilizes the knowledge of the other player's payoff in guiding his choice of strategy because it gives him information about how the other player's choices are guided. Since the payoffs for each party are different, this becomes a game of strategy where the situation involves conflict of interests. When a player chooses his strategies through probability, they are called mixed strategies. They determine a probability distribution of the outcomes, hence influencing the payoffs accruing to a player.

This theory is relevant to the study as it helps in understanding cooperative aspect emphasizes on bargaining and negotiation where the conflicting parties arrive at a mutually satisfactory agreement that improves the outcome of each party. This theory has made a great contribution to the work of social scientists by formulating in mathematical terms the problem of conflict of interests. It emphasizes on the fact that the two groups involved in a conflict have interdependent interests and their fates are tied together.

### **Cooperation and Competition Theory**

This theory was initially developed by Deutsch (1949) and elaborated by Johnson and Johnson (1989). This theory has two basic ideas. The first is the interdependence among goals of the people involved in a conflict. The other is the type of action taken by the two people involved. He identifies two types of goal interdependence. The first is positive and the other negative. The positive is where the probability of a person's goal attainment is positively correlated with the amount of another attaining his goal. The negative is where the goal is linked in such a way that the amount of the goal attainment is negatively correlated with the amount of the other's goal attainment. This means, if you are positively linked with another person, then you sink or swim together. Therefore, if the other sinks, you swim and if the other swims, you sink.

In this theory, there are two basic types of action by a person. These are effective actions which improve a person's chances of attaining a goal and bungling actions, which worsens a

person's chances of obtaining a goal. The findings in this theory are similar to those by Morton, Coleman and Marcus (2006) who concluded that either the cooperative or the competitive nature of the participants in a conflict determines the course of the outcome. They further noted that people have an inborn tendency to act positively to the beneficial and negatively to the harmful and these act as the foundation for human potentials for cooperation and love as well as competition and hate.

According to Folger, Poole and Stutman (2015), cooperation process leads to greater group productivity, more favorable interpersonal relationships, better psychological health and higher self-esteem. His research has further proven that more constructive resolution of conflict results from cooperation as opposed to competitive processes. The studies further suggest that constructive processes of conflict resolution are similar to cooperative processes of problem solving and destructive processes of conflict resolution are similar to competitive processes. Therefore, cooperative-constructive processes of conflict resolution leads to outcomes like mutual benefit and satisfaction, strengthening relationships, positive psychological effects while competitive –destructive process leads to material losses and dissatisfaction, worsening relationships and negative psychological effects in at least one party (Johnson & Johnson, 1989). According to Alper, Tjosvold and Law (2000) cooperative instead of a competitive approach to conflict resolution leads to conflict efficacy that in turn results in effective performance.

This theory helps in understanding influence of community leadership on the success of collaborative resource-based conflict resolution projects. These are effective actions which improve a person's chances of attaining a goal and bungling actions, which worsens a person's chances of obtaining a goal.

### **Conflict Resolution Theory**

Sandole (1993) notes that conflict resolution requires a problem-solving approach, direct participation by the parties in the conflict in jointly shaping the solution and facilitation by a third party trained in the process of conflict resolution. According to Deutsch (2011), this theory suggests that the constructive process of conflict resolution is through effective cooperative problem-solving process. It also equates the process of conflict resolution with a competitive process in which the competing parties are involved in a competition to determine the person who wins and the one who loses. Usually, the outcome of the struggle is a loss for both parties. The norms of cooperative behaviour are similar to those of respect, responsibility, honesty, empowerment and caring behaviour towards friends or fellow group members.

This theory notes that good cooperative relations facilitate constructive management of inevitable conflicts. The norms in this theory are: placing the disagreements in perspective by identifying common ground and common interests, addressing only the issues when there are disagreements and refrain from making personal attacks. Also, in disagreements, seek to understand the other's views from their perspective and build on the ideas of the other fully, acknowledging their value. Emphasize on the positive on the other party and the possibilities

of constructive resolution of the conflict, limit and control expressions of your negative feelings so that they are primarily directed at the other's violation of cooperative norms or at the other's defeatism, take responsibility for the harmful consequences (intended or unintended) of what you do and say and seek to undo the harm and make sincere apology. Also, if the other harms you, be willing to forgive, seek reconciliation rather than nurturing an injury or grudge. Be responsive to the other's legitimate needs. Empower the other to contribute effectively to the cooperative effort, solicit the other's views, listen responsively, share information and help the other, where necessary, to be an active effective participant in the cooperative problem-solving process.

There is cultural and structural conflict. In cultural conflict, parties bring to their relationship important differences in values while structural conflict deals with power deficiencies of one or both parties within an organization, community, state or region that hinders them from satisfying their needs. Burton (1993) is concerned with transforming structurally violent structures which impact people's lives to the extent that they are quite prepared to explode their way into their consciousness if not their lives. In modern era, human conflict has been biologized most famously.

This theory explains conflict resolution and how government policy on the success of collaborative resource-based conflict resolution projects. Conflict is deeply internalized, instinctual and part of the animal nature of homo sapiens. It also equates the process of conflict resolution with a competitive process in which the competing parties are involved in a competition to determine the person who wins and the one who loses. Usually, the outcome of the struggle is a loss for both parties.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study adopted a descriptive research design. According to Shuttleworth (2008) descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables (Lewis, 2015). Thus, this approach is suitable for this study, since the study intends to collect comprehensive information through descriptions which was helpful for identifying variables. Creswell and Creswell (2017) assert that a descriptive design seeks to get information that describes existing phenomena by asking questions relating to individual perceptions and attitudes.

### **Target population**

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification. Also, a population is the total collection of elements about which we wish to make inferences (Lewis, 2015). Therefore, the target

population for this study composed of 339 community leaders Project Management Committee and County officials.

### **Sample Size**

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Gorard, 2013). Kratochwill (2015) observes that sampling involves selecting a given number of subjects from a defined population so as to represent the entire population. Stratified and simple random sampling technique was used in this study. From each category, representative samples were drawn through simple random methods. In this case the researcher selected randomly the respondents keeping in mind that every item in the strata has an equal chance of being selected into the sample. This method ensures that all the individuals in the target population have an equal chance of being included in the sample. This helped to eliminate the biasness.

To obtain the desired sample size for the study with the population of 339, Nassiuma (2000) formula was used since its more precise than other formulas. The computation was as shown;

$$n = \frac{N (cv^2)}{Cv^2 + (N-1) e^2}$$

Where:  $n$  = sample size;  $N$  = population (339);  $Cv$ = coefficient of variation (take 0.6);  $e$  = tolerance of desired level of confidence (take 0.05) at 95% confidence level)

$$n = \frac{339 (0.6^2)}{0.6^2 + (339-1) 0.05^2} = 101.06 \text{ (rounded to 101)}$$

The ration was therefore  $101/339 = 0.298$ . This was used across all the strata to get the sample for each stratum.

### **Sampling Procedures**

Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represents the large group from which they are selected. A sample size of between 10% and 40% is considered adequate for detailed or in-depth studies. The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then selecting within the individual subset to ensure representativeness. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Creswell & Creswell, 2017). The study used simple random sampling to pick the respondents in each stratum.

## **Research Instruments**

Data can be categorized into two groups: secondary data and primary data. Instruments of research are tools which were used in primary data collection that they included questionnaires, interview guides, observation checklists and focused group discussions guides. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. Lewis (2015) indicated that the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form.

## **Data Collection Procedures**

Data collection is the precise, systematic gathering of information relevant to the research problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories (Curry, Nembhard & Bradley, 2009). The researcher obtained an introduction letter from the university which was presented to each respondent so as to be allowed to collect the necessary data from the respondents. The drop and pick method were preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents. This enabled the researcher to establish rapport, explain the purpose of the study and the meaning of items that may not be clear.

## **Data Analysis Techniques**

The study expected to produce quantitative and qualitative data since investigative types of questions to be used to collect data. Data was entered into the computer and using SPSS, the frequencies were generated. Descriptive statistics (measures of central tendency) was used to give the expected summary statistics of variables being studied. The study generated responses at both nominal and ordinal scale levels which entailed use of non-parametric tools of analysis that is Pearson Correlation which was the most appropriate inferential analysis tool for the level of measurement. The data was analyzed using inferential statistics (Pearson Correlation) because it is a better statistical tool for analyzing the data. On the other hand, qualitative analysis was operationalized by arranging the data according to the emerging themes or patterns which was assigned numbers to make them measurable. The data was presented in tables. Inferential data analysis was also done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it is the procedure that uses two or

more independent variables to predict a dependent variable. The multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: **Y**= Success of collaborative resource-based conflict resolution projects;  **$\beta_0$** =constant;  **$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$**  = Regression coefficients;  **$X_1$** = Resource adequacy;  **$X_2$** = Cattle rustling;  **$X_3$** = Community leadership;  **$X_4$** = Government policy;  **$\varepsilon$** =Error Term

## **RESEARCH RESULTS**

The study sought to assess the influence of resource adequacy on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study found that resource adequacy influence success of collaborative resource-based conflict resolution projects. The study established that availability of funds, accountability and financial structure greatly influence success of collaborative resource-based conflict resolution projects. The respondents however indicated that financial allocation moderately influence success of collaborative resource-based conflict resolution projects.

The study sought to establish influence of cattle rustling on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study found that cattle rustling influence success of collaborative resource-based conflict resolution projects greatly. The study established that number of cattle stolen and prevention measures against raid greatly influence success of collaborative resource-based conflict resolution projects. The respondents also indicated that people injured during the raid while occurrence of raids lowly influence success of collaborative resource-based conflict resolution projects.

The study sought to explore influence of government policy on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study found that government policy greatly influence success of collaborative resource-based conflict resolution projects. The study established that fostering cooperation among communities, positive attitudes and addressing the conditions that led to dispute greatly influence success of collaborative resource-based conflict resolution projects. The study further revealed that respondents further showed that peace building greatly influence success of collaborative resource-based conflict resolution projects. The study also established that allaying mistrust through reconciliation initiatives lowly influence success of collaborative resource-based conflict resolution projects.

The study sought to determine the influence of community leadership on the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The study found that community leadership greatly influence success of collaborative resource-based conflict resolution projects. Further, the study found that conflict resolution procedures and formal procedures and informal conflict grievance procedures influence success of collaborative resource-based conflict resolution projects greatly. The study also found that operation and compliance of policy influence success of collaborative resource-based conflict resolution projects moderately.

## **MULTIPLE REGRESSION ANALYSIS**

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya. The researcher applied the statistical package for social sciences (SPSS V 23.0) to code, enter and compute the measurements of the multiple regressions for the study.

### **Model Summary**

The model summary provides information about the regression line’s ability to account for the total variation in the dependent variable (success of collaborative resource-based conflict resolution projects in Isiolo County Kenya). The table below demonstrates how observed y-values are highly dispersed around the regression line.

**Table 1: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.834	0.696	0.681	1.247

The adjusted  $R^2$  was found to be 0.681 inferring that variations on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya which are explained by resource adequacy, cattle rustling, community leadership and government policy were 68.1% which implies that the other remaining 31.9% was explained by other uncovered factors in this study that affect success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.

### **ANOVA Results**

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance.

**Table 2: ANOVA Results**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	302.34	4	75.585	46.912	0.000
	Residual	132.12	82	1.611		
	Total	434.46	86			

In predicting the effects of resource adequacy, cattle rustling, community leadership and government policy on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya, the regression model test was found to be significant since p-value was less than 0.05 and the calculated F (46.912) was larger than the F critical value of 2.49. This implies that the regression model was significant.

## Regression Coefficients

Another output from the multiple regression analysis was the table of regression coefficient which is a key output of regression analysis. It is interpreted as the proportion of the variance in the dependent variable that is predictable from the independent variable. The results are as shown in the Table 3.

**Table 3: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.916	0.123		7.447	0.000
Resource adequacy	0.864	0.302	0.606	2.861	0.007
Cattle rustling	0.566	0.116	0.445	4.879	0.000
Community leadership	0.716	0.317	0.543	2.259	0.029
Government policy	0.654	0.236	0.531	2.771	0.008

The established model for the study was:

$$Y = 0.916 + 0.864X_1 + 0.566X_2 + 0.716X_3 + 0.654X_4$$

The results reveal that success of collaborative resource-based conflict resolution projects in Isiolo County Kenya will be 0.916 if all other factors are held constant. The study results also show that an increase in resource adequacy will lead to a 0.864 increase in success of collaborative resource-based conflict resolution projects in Isiolo County Kenya if all other factors are held constant. Again, as shown by  $r=0.566$ , the study reveals that increase in cattle rustling would lead to an increase in the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya if all other factors are held constant. Further the study showed that if there was a unit change in community leadership, a 0.716 increase in the success of collaborative resource-based conflict resolution projects in Isiolo County Kenya would be realized if all other factors are held constant. Also, a unit change in government policy would lead to 0.654 increases in the Success of collaborative resource-based conflict resolution projects in Isiolo County Kenya if other factors were constant.

Finally, the study showed that all variables were significant since p-values were less than 0.05 with resource adequacy having the greatest effect on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya followed by community leadership then government policy while cattle rustling having the least effect on success of collaborative resource-based conflict resolution projects in Isiolo County Kenya.

## CONCLUSIONS

The study concluded that resource adequacy influence success of collaborative resource-based conflict resolution projects in Isiolo County Kenya greatly and significantly. The study established that availability of funds, accountability and financial structure greatly influence success of collaborative resource-based conflict resolution projects. The respondents however

indicated that financial allocation moderately influence success of collaborative resource-based conflict resolution projects.

The study concluded that cattle rustling influence success of collaborative resource-based conflict resolution projects in Isiolo County Kenya significantly. The study revealed that number of cattle stolen and prevention measures against raid greatly influence success of collaborative resource-based conflict resolution projects. The respondents also indicated that people injured during the raid while occurrence of raids lowly influence success of collaborative resource-based conflict resolution projects.

The study concluded that government policy influence success of collaborative resource-based conflict resolution projects in Isiolo County Kenya significantly. The study established that fostering cooperation among communities, positive attitudes and addressing the conditions that led to dispute greatly influence success of collaborative resource-based conflict resolution projects. The study further revealed that respondents further showed that peace building greatly influence success of collaborative resource-based conflict resolution projects. The study also established that allaying mistrust through reconciliation initiatives lowly influence success of collaborative resource-based conflict resolution projects.

The study concluded that community leadership influence success of collaborative resource-based conflict resolution projects in Isiolo County Kenya positively and significantly. Further, the study found that conflict resolution procedures and formal procedures and informal conflict grievance procedures influence success of collaborative resource-based conflict resolution projects greatly. The study also found that operation and compliance of policy influence success of collaborative resource-based conflict resolution projects moderately.

## **RECOMMENDATIONS**

The government should formulate and implement policies on conflict management and peace building. Such policies could provide frameworks for understanding some of these conflicts, how to manage them, institutionalize and legalize the role of alternative dispute resolution mechanisms, check the proliferation of illicit arms, address the issue of displaced persons as well as strengthen the community policing. With this policy in place, it will provide guidelines for conflict management in the respective communities as well as entrench conflict management into existing and future national plans. The Policy will also promote linkages between local communities and national instruments/actors on conflict management

The poor State of service delivery to ASAL areas is central to the conflicts that destroy them. Raising the education, delivering other services such as health and infrastructure, provision of security services through increase deployments of security forces, and improving communication services such as Global Positioning System (GPS) in addition to radio calls are important in their indirect role of reducing conflicts.

Peace building activities include sports and dance festivals which form the basis of inter community friendship that brings together communities in a non-hostile setting. Eventually,

these activities should conclude in inter community negotiations over contentious issues. These negotiations and traditional authority structures should be incorporated into peace committees, where other stakeholders such as government and civil society actors can moderate and facilitate proceedings and ensure they comply with the law.

There is need for mainstreaming conflict and conflict mitigation into the planning and implementation process of all actors in ASAL areas. Subsequently, there should be established local structures at district levels, preferably under the District Development Committee, to review the plans of each actor and suggest ways of ensuring the maximum conflict mitigation impact is derived. This structure should also encourage the collection of data on the impact of conflict on their specific operations as a basis for mobilizing additional resources to stimulate development and thereby forestall conflict.

The government should secure all illegal arms as a way of reducing hostilities and take up their legal duty of providing security for pastoral communities. The government needs to be committed to this duty and gain trust and confidence from the pastoralist for them to surrender arms as one of the government programs to disarm the neighborhoods. Various stakeholders including the rural and pastoral communities, their indigenous organization, and other non-State actors should lobby and demand the governments provide and guarantee these people security as enshrined in the national constitution.

Innovative ways should be devised on how to involve and incorporate the politicians in conflict resolution processes, because they are at the heart of the conflicts. Traditional structures and approaches of conflict resolution should be supported. Extensive consultations should be made regarding, which traditional approaches need to be promoted as some of them are retrogressive and/or one community specific. Opinion leaders and elders in the community should be involved in any review of the traditional setup.

There is need to ensure that development activities in Counties use the County-based “conflict priority” documents that are to be shortly available to the public as the initial basis for designing programs, in whatever sector, to be mindful of the key conflict issues in that environment. “Negotiated democracy” should be conducted to understand the phenomenon and the extent to which it is a positive force for peace and stability, or whether it has a less favorable impact by preventing conflicts from being aired and addressed. Devolution of power to the County level should be used to enhance the active participation of pastoralists in development planning to ensure projects and programmes are supportive and relevant to their livelihoods.

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