



THE EFFECT OF BUILDING TRUST STRATEGIES ON THE PERFORMANCE OF COMMUNITY-BASED PEACE BUILDING PROJECTS INITIATIVES BY NON-PROFIT MAKING ORGANIZATIONS IN NORTHERN KENYA

Beatrice Atieno Okeyo, Prof. Evangeline Gichunge, PhD & Dr. Dorothy Kirimi, PhD

THE EFFECT OF BUILDING TRUST STRATEGIES ON THE PERFORMANCE OF COMMUNITY-BASED PEACE BUILDING PROJECTS INITIATIVES BY NON-PROFIT MAKING ORGANIZATIONS IN NORTHERN KENYA

¹ Beatrice Atieno Okeyo, ² Prof. Evangeline Gichunge, PhD & ² Dr. Dorothy Kirimi, PhD

¹MBA (Project Management) Student, Kenya Methodist University, Kenya

²Lecturer, Kenya Methodist University, Kenya

Accepted: August 18, 2025

DOI: <http://dx.doi.org/10.61426/sjbc.v12i3.3340>

ABSTRACT

This research examined the effect of building trust strategies on the performance of community-based peace building projects initiative in Northern Kenya. The main anchorage theory was Stakeholder Theory. The study adopted descriptive research design. Research population was all NGOs involved in peace building initiative in Kenya. The target population of interest comprised of 44 NGOs that are involved in peace building in Northern Kenya. Two representatives (Reconciliation Program Officer and Community Outreach Officer) from each of the 44 NGOs were involved in the research. There were 44 non-governmental organizations (NGOs) in Northern Kenya, and the research used a purposive sampling approach to pick one Reconciliation Program Officer and one Community Outreach Officer from each of the NGOs. This gave a population of 88 respondents. In data collection, structured questionnaire were used to gather primary data. The data was analyzed quantitatively by use of descriptive statistics such as frequencies, percentage ratings, mean and standard deviation. The study adopted inferential analysis to correlation and regression values showing the relationship of variables. Findings were presented by use of statistical Table. The data indicated a significant correlation between building trust strategies and performance of community-based peace building projects with ($r=0.520$; $p\text{-value}=0.000$). 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. Many localities in the area lack the institutional frameworks, expertise, and skills needed to maintain peace initiatives.

Kenya Words: Transparency in communication, Consistency and Reliability, Relationship Building, Psychological Safety

CITATION: Okeyo, B. A., Gichunge, E., & Kirimi, D. (2025). The effect of building trust strategies on the performance of community-based peace building projects initiatives by non-profit making organizations in northern Kenya. *The Strategic Journal of Business & Change Management*, 12 (3), 487 – 504. <http://dx.doi.org/10.61426/sjbc.v12i3.3340>

INTRODUCTION

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, Tesfaye & Abate, 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.

A publication from the Manderu 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. Manderu 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, Manderu 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. This peace building forum is perceived by donors as more effective, efficient, adaptable, and inventive than governmental responses to conflict resolution. 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.

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. By actively involving a diverse range of stakeholders in their processes, NGOs can enhance their effectiveness, build trust, and empower marginalized voices. This approach not only leads to better outcomes but also strengthens the overall impact of the organization within the communities they serve (Safapour, Kermanshachi & Kamalirad, 2021).

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 the Kenya National Bureau of Statistics (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 (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.

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.

Akali (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.

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.

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 building trust strategies. Lastly, Odallo, Onyango, Odhiambo and Ochieng (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 was no particular research that addressed building trust 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 building trust strategies and performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

Objective of the study

The objective of the study was to determine the effect of building trust strategies on the performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya. The study was guided by the following hypothesis;

- H_0 Building trust strategies have no significant effect on performance of community based peace building projects initiatives by Non-Profit Making Organizations in Northern Kenya.

LITERATURE REVIEW

Theoretical Review

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, Wicks, Purnell and De Colle (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.

Empirical Review

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, Kermanshachi, and Kamalirad's (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

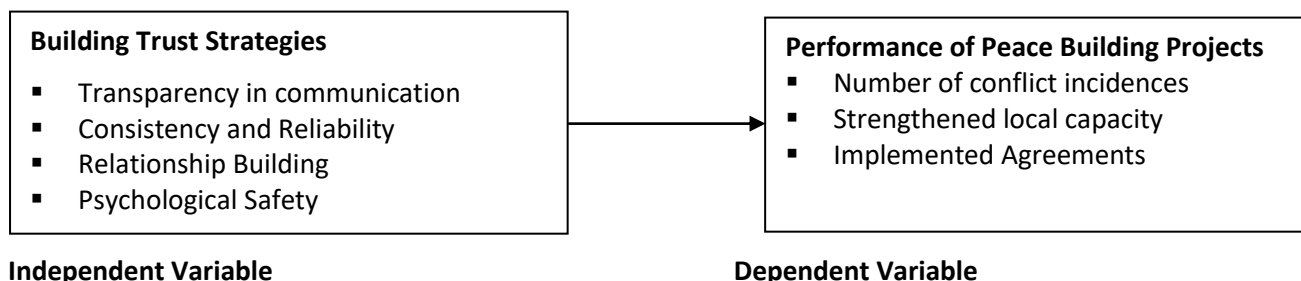
financial livelihood, not strategic communication. However, each has a beneficial impact. The study's focus on the components of trustworthiness and crumbling insurgency leaders revealed a conceptual gap. In order to close this conceptual gap, the current study focuses on how Northern Kenyan non-profit making organizations undertake community-based peace-building projects.

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, 2021).

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.

Conceptual Framework



Independent Variable

Dependent Variable

Source: Author (2025)

Figure 1: Conceptual Framework

METHODOLOGY

This researcher adopted descriptive research design. 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 the data on Peace NGOs of Kenya (2024). 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 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.

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.

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.

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.

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.

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.

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.

FINDINGS AND DISCUSSION

Response Rate

Out of 88 questionnaires, 76 questionnaires were successfully completed and returned, representing an 86% completion rate. Mugenda and Mugenda

(2019) found that a response rate of more than 70% was regarded excellent to warrant final analysis.

Descriptive Analysis

Building Trust Strategies

Table 1: Descriptive Statistics Results for Building Trust Strategies

Statement	N	Minimum	Maximum	Mean	Std. Deviation
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)

The analysis presented in table 1 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, Kermanshachi, and Kamalirad's (2021) who indicated that project objectives, bureaucracy, location, and coordination all affect the caliber of internal communication among owner entities.

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 2: Descriptive Statistics Results for Performance of Community-Based Peace Building Projects

Statement	N	Minimum	Maximum	Mean	Std. Deviation
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 2 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 building trust 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. 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.

Inferential Analysis

Correlation Analysis

The correlation coefficient ranges from -1 to 1 where +1: perfect positive correlation, 0: No

correlation and -1: Perfect negative correlation. For the strength of correlation, 0 to ± 0.3 : Weak correlation, ± 0.3 to ± 0.7 : Moderate correlation and ± 0.7 to ± 1.0 : Strong correlation.

Table 3: Correlation Analysis

Statement		Building trust strategies	Performance of community based peace projects
Building trust strategies	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	76	
Performance of community based peace projects	Pearson Correlation	.520**	1
	Sig. (2-tailed)	.000	
	N	76	76

Source: Research data (2025)

The data indicate a significant correlation between building trust strategies and performance of community-based peace building project in Northern Kenya ($r=0.520$; $p\text{-value} = 0.000$). The relationship was statistically significant considering that the $p\text{-value}$ of 0.000 was lower against the predetermined level of significance of 0.05.

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: Regression Coefficient Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.131	.480		-.272	.786
	Building trust strategies	.277	.097	.275	2.847	.006

a. Dependent Variable: Performance of community based peace projects

Source: Research data (2025)

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.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

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.

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.

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

Recommendations for Further Research

From the findings of the model summary, the variance on building trust strategies in performance of community-based peace building projects initiative by non-profit making organizations in Northern Kenya, the R square was found to be 0.533, which was equivalent to 53.3%. As a result, the remainder of the percentage, represented by 46.7%, contributing 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. This gave room for further analysis or research in which other researchers may consider pursuing. Therefore, there is need for further research to be carried out to establish what other factors represented by 46.7% could be affecting performance of community-based peace building projects.

REFERENCES

- Adan, K. and Pkalya, B. (2018), *A Snapshot Analysis of Peace Committees in Relation to Peace Building Initiatives in Kenya: A Practical Action*; CORDAID, Nairobi.
- Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853–886. <https://doi.org/10.5465/amr.1997.9711022105>
- Ahmadzai, I. . (2024). Peace building and Capacity Efforts in Civil War-Affected Countries in Afghanistan . *Journal of Conflict Management*, 4(2), 11 – 22. <https://doi.org/10.47604/jcm.2623>
- Akali, G. (2021). Effects of development interventions on pastoral livelihoods in Turkana County, Kenya; Research Policy and Practice. Available; <https://pastoralismjournal.springeropen.com/articles/10.1186/s13570-021-00197-2>
- Avruch, K. (1998). *Culture and conflict resolution*. United States Institute of Peace Press.
- Barash, D. P., & Webel, C. P. (2014). *Peace and conflict studies* (3rd ed.). SAGE Publications.
- Barry, T.R. (2023). Top 10 Qualities of a Project Manager. Project Smart. Retrieved December 3, 2015, from: <http://www.projectsman.co.uk/pdf/top-10-qualities-of-a-project-manager.pdf>
- Budde, V., & Eickoff, K. (2022). Fostering Constructive Relations: Approaches to Trust-Building in Peacebuilding Interventions in A case study in Iran: Institute for Peace Research and Security Policy at the University of Hamburg (IFSH).: <https://www.ssoar.info/ssoar/handle/document/79058#>
- Carnegie Endowment for International Peace (2023). Civil Society under Assault: Repression and Responses in Russia, Egypt, and Ethiopia. Available; <https://carnegieendowment.org/?lang=en>
- Centre for Human Rights and Policy Studies (2018). Confronting Violent Extremism in Kenya | Debates, Ideas and Challenges: Available; <https://chrips.or.ke/wp-content/uploads/2019/10/Confronting-Violent-Extremism-in-Kenya.pdf>
- Challa, A. (2020). 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. *Journal of Peace Research*, 51(2), 315–327
- Chikati, U. (2020). A Practical use of key success factors to improve the effectiveness of project management. *International Journal of Project Management*, 17(3), 139- 145.
- Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20(1), 92–117. <https://doi.org/10.2307/258888>
- Collier, P., & Hoeffler, A. (2004). Greed and grievance in civil war. *Oxford Economic Papers*, 56(4), 563–595.
- Community Development and Humanitarian Network [CoDHNet] (2022). Peace building and Reconciliation: Available; <https://codhnet.or.ke/peace-building-and-reconciliation/>
- Cooper N. and Schindler, B. (2020). *Introduction to Scientific Research Methods*. Grief Publishers, New Jersey USA.
- Crawford, P. & Bryce, P. (2020). Project monitoring and evaluation: a method for enhancing the efficiency and effectiveness of aid project implementation. *International Journal of Project Management*, 21(5), 363-373

- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20(1), 65–91. <https://doi.org/10.2307/258887>
- Earnest, J. (2020). Managing projects in war-torn societies: A case study from Kosovo principles, practices and challenges of “project management” in conflict zones. *Journal of Management History*, Vol. 25 No. 4, pp. 585-602. <https://doi.org/10.1108/JMH-02-2019-0007>.
- Eriksen and Lind (2020). *The Impacts of Conflict on Household Vulnerability to Climate Stress: Evidence from Turkana and Kitui District in Kenya.* Human Security and Climate Change, an International Workshop, Asker: Oslo.
- Evan, W. M., & Freeman, R. E. (1993). A stakeholder theory of the modern corporation: Kantian capitalism. In T. L. Beauchamp & N. E. Bowie (Eds.), *Ethical theory and business* (4th ed., pp. 75–93). Prentice Hall.
- Fischer, D. (2013). Johan Galtung: Pioneer of peace research. Springer. <https://doi.org/10.1007/978-3-642-32481-9>
- Fisher, S., Abdi, D. I& Williams, S. (2000). *Working with conflict: Skills and strategies for action*. Zed Books.
- Folde, C. (2021). *Interpretation and the Hypothetico-Deductive Method: A Dilemma*". *Journal of Literary Theory*. 10 (1): 58–82
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman Publishing.
- Galtung, J. (1969). Violence, peace, and peace research. *Journal of Peace Research*, 6(3), 167–191. <https://doi.org/10.1177/002234336900600301>
- Galtung, J. (1996). *Peace by peaceful means: Peace and conflict, development and civilization*. SAGE Publications.
- Glass, L. & Hopkins, E. (2021). *Qualitative Methods for Intervention Research*, 4th Edition Pearson publishers, Mumbai India.
- Golicha, T. D. (2022). *Assessment of stakeholder’s participation in projects formulation: a case of NGOs supporting secondary education projects in Garissa District*. Retrieved from: <http://researchkenya.or.ke/37007>
- Gujaraji, P. (2020). *Research Sociology: Themes and perspective*, Collins Educational, London UK.
- Hariawan, M. A. (2024). Indigenous People Participation As A Representation of the Inclusive Development in the New Capital City of Indonesia. *Jurnal STIA Bengkulu : Committe to Administration for Education Quality*, 10(1), 23–32. Available; <https://jurnal.stiabengkulu.ac.id/index.php/jsb/article/view/132>
- Hocker, J. L., & Wilmot, W. W. (2021). *Interpersonal conflict* (10th ed.). McGraw-Hill Education.
- Holborn, M. and Langley, P. (2020). *Research Sociology: Themes and perspective*, Collins Educational, London UK.
- Hussein, S. (2020). Community participation and success of development projects in Bosaso District Puntland, Somalia. *Central European Journal of International and Security* 13(4), 259-274.
- Ibrahim, G. & Jenner, B. (2023). *Turkana Community Based Conflict Management*, Paper presented to the USAID Conference on Conflict Resolution in the Great Horn of Africa, June 2023.
- Jones, T. M. (1995). Instrumental stakeholder theory: A synthesis of ethics and economics. *Academy of Management Review*, 20(2), 404–437. <https://doi.org/10.2307/258852>

- Jugdev, K., & Müller, R. (2022). A Retrospective Look at Our Evolving Understanding of Project Success. *Project Management Journal*, 36(4), 19–31
- Juma, K. (2020). *Institutional Factors Influencing Implementation of Community based peace building projects in Turkana County, Kenya*: Unpublished Project Report submitted in partial fulfillment of The Requirements for the Award of a Degree of Master of Arts In Project Planning and Management of the University of Nairobi
- Kefelegn, U., Tesfaye, R, & Abate, A. (2024). The quest for sustainable peace building in GujiBurji protracted interethnic conflict. *Cogent Social Sciences*, doi: 10.1080/23311886.2024.2327136
- Kitchenham, A. and Pfleeger, K. (2020). *Understanding Research Methods*, 2nd edition, Longman Publishers, Nairobi.
- Kothari M. (2019). *Research Techniques*, 2nd Edition, Pearson Publishers New Delhi.
- Krishnaswami, O.R (2021). *Methodology of Research in Social Sciences*, Himalaya Publishing House, Brussels Germany.
- Kubasu, N. L. & Munene, M. (2022). *Armed pastoralists in North Rift Valley – a shift towards reintegration, demobilization and disarmament*, *Horn of Africa Bulletin*, February-March 2022 pp5-9
- Lederach, J. P. (1995). *Preparing for peace: Conflict transformation across cultures*. Syracuse University Press.
- Lederach, J. P. (1997). *Building peace: Sustainable reconciliation in divided societies*. United States Institute of Peace Press.
- Lederach, J. P. (2003). Conflict transformation. *Beyond Intractability*. Retrieved from <https://www.beyonintractability.org/essay/transformation>
- Lederach, J. P. (2021). *Building Peace: Sustainable Reconciliation in Divided Societies*. United States Institute of Peace Press.
- Lehman A., R. O. N., Hatcher L., (2020). Strategy Research, Governance and Competence Perspectives. *A journal of research Studies, Leicester University* 3(34-45).
- Lyon M. (2020). *Research Note: Shear Value Ranges*, 3rd Edition by Instron, Warner Publishers, New York, USA.
- Mbugua, J. (2020). Inter-Communal Conflicts in Kenya: The Real Issues at Stake in the Tana Delta. *International Peace Support Training Centre*, 2020
- Mckinney, E.H, Barker, J.R, & Smith, D.R. (2024). The role of communication values in swift starting action Teams: IT insights from flight crew experience, *Journal of Information & Management*, 41(8), 1043-1056.
- Miall, H. (2004). *Conflict transformation: A multi-dimensional task*. Berghof Research Center for Constructive Conflict Management.
- Molu, A. D & Kakai, P. W. (2023). Peacebuilding and Conflict Management among Pastoral Communities: An Assessment of Contribution of Concern Worldwide in Northern Kenya. *Journal of African Interdisciplinary Studies*, 7(7), 35 – 47.
- Mugenda O. & Mugenda M. (2003). *Research Methods – Quantitative & Qualitative Approaches*. ACTS publishers, Nairobi, Kenya.

- Munene M, (2019). *The Study Practice of Peace and Security in Africa*: United Nation Publishers, Nairobi.
- Mushagalusa, M., & A. (2023). East Africa Community and Conflict Resolution in North Kivu Province, Eastern Democratic Republic of Congo. *International Journal of Disaster Risk Reduction, Volume 41*, 101275, ISSN 2212-4209
- National Cohesion and Integration Commission [NCIC] (2022), Mandera Peace building Programme.
- National Democratic Institute (2020). A Strategy for Peace in Iraq A Gender-Sensitive National Reconciliation Platform. Access: <https://www.ndi.org/publications/strategy-peace-iraq-gender-sensitive-national-reconciliation-platform>
- National Democratic Institute (2020). A Strategy for Peace in Iraq a Gender-Sensitive: National Reconciliation Platform:
www.ndi.org/sites/default/files/A%20Strategy%20for%20Peace%20in%20Iraq_EN%20%28v.3%29%2C%20Final.pdf
- Niyitunga, E. B. (2023). Climbing the Journey to Successful Peace building in Africa through the Public Participation Model: Lessons for the Tana River Conflict, Kenya. *Journal of Conflict and Social Transformation* Vol. 12, No. 2.
- Ntinyari, R. & Nyanga'u, S. (2024). Women Participation and the Implementation Of Peace Building Strategies In Turkana County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(2), 378-393.
- Odallo, O. A., Onyango, Odhiambo, Ochieng, L. (2023). Sustainable Peace building Opportunities through capacity building : An Analysis of Sub-County Peace building Committees in Mombasa County. *International Journal of Multidisciplinary Academic Research, (ISSN:- 2582-8452)*
- Odendaal, A., (2018), 'Local peace building forums: Rationale and methodological hypotheses', UNDESA-DPADM and BCPR Ad Hoc Expert Group Meeting on Reconstructing Governance and Public Administration Capacities for Conflict Prevention and Development, Accra, 2–4 October.
- Odhiambo M. O. (2020) *Impact of Conflict on Pastoral Communities' Resilience in the Horn of Africa: Case Studies from Ethiopia, Kenya and Uganda Nakuru*: RECONCILE/FAO.
- Opiyo, K. O., Onkware, K., & Iteyo, C. (2024). The Capacity Building Challenges and Opportunities facing United Nations Mission and Peace Building Strategies in South Sudan. *African Journal of Empirical Research*, 5(3), 58–74. <https://doi.org/10.51867/ajernet.5.3.6>
- Orodho, I. & Kombo, W. (2021). *Research Methodology in Social Sciences*, Daya Publishing House, Dodoma, Tanzania.
- Parmar, B. L., Wicks, A. C., Purnell, L., & De Colle, S. (2010). Stakeholder theory: The state of the art. *The Academy of Management Annals*, 4(1), 403–445. <https://doi.org/10.1080/19416520.2010.495581>.
- Patton, M. Q. (2022). *Qualitative research & evaluation methods* (3rd edition). Sage Publications, Thousand Oaks, California.
- Peace building and State building; Priorities and Challenges, A Synthesis of Findings from Seven Multi-Stakeholder Consultations.
- Peace Insight (2024). Challenges to peace in Kenya's Mandera County: a grassroots perspective; A joint National Cohesion and Integration Commission (NCIC) and Inter peace Building Initiative.

- Peace NGOs Kenya (2024): Peace Building NGOS in Northern Kenya: <https://static.csbsju.edu/Documents/Peace%20Studies/pdf/Peace%20NGOs%20in%20Kenya.pdf>
- Public Sector and Infrastructure Insight (2023): Challenges and opportunities for Kenya's Not for Profit sector
- Ramsbotham, O., Woodhouse, T., & Miall, H. (2011). *Contemporary conflict resolution: The prevention, management and transformation of deadly conflicts* (3rd ed.). Polity Press.
- Ramsbotham, O., Woodhouse, T., & Miall, H. (2016). *Contemporary conflict resolution: The prevention, management and transformation of deadly conflicts* (4th ed.). Polity Press.
- ReliefWeb (2024) How economic initiatives are helping to build peace in Ukraine: OCHA Press Services: Access: <https://reliefweb.int/report/ukraine/how-economic-initiatives-are-helping-build-peace-ukraine>
- Safapour, E., Kermanshachi, S. and Kamalirad, S. (2021), Analysis of effective project-based trust components within primary stakeholders in construction industry; Green City Kigali Rwanda: *Journal of Built Environment Project and Asset Management*, Vol. 11 No. 2, pp. 157-173. <https://doi.org/10.1108/BEPAM-02-2020-0026>.
- Gitau, R. (2020). The effect of collapsing insurgency leadership and trust on economic livelihood of households in Lamu County, Kenya, Kenya. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 2(3), 34-45: available; https://www.iajournals.org/articles/iajile_v2_i3_34_45.pdf
- Sarder, O., Ali, W. & Haider, G. (2023). Building Sustainable Peace in the Chittagong Hill Tracts of Bangladesh: The role of Inclusive Development in Addressing Armed Group Rivalry. *The eurasia proceedings of educational & social sciences*, doi: 10.55549/epess.135197
- Schirch, L. (2004). Strategic peacebuilding: State of the field. *Peacebuilding and Development Journal*, 2(2), 20-37.
- Shakeri, H. & Khalilzadeh, M. (2020). Exploring the Relationship between Communication and Success of Construction Projects: The Mediating Role of Conflict (A case study in Iran). *Volume 6, Issue 8e04430*.
- Siam, M. (2020), the effect of communication strategy on the relationship between strategy execution (organizational level) and organizational performance: a middle level managers' perspective at higher education institutions in Ghana. *Journal for Global Business Advancement* Vol. 10, No. 2.
- The Institute for Economics and Peace (2024): Positive Peace Report: Analysing the factors that build, predict and sustain peace: The eurasia proceedings of educational & social sciences, doi: 10.55549/epess.1351978
- Tilly, C. (2003). Inequality, democratization, and de-democratization. *Sociological Theory*, 21(1), 37–43.
- Trochim K. (2019). *Research Methods Knowledge Base*, Apexes Publishers, New York USA.
- UN General Assembly (2019). Report of the Secretary-General on Peace building in the Immediate Aftermath of a Conflict.
- United Nations (2020). A New Agenda for Peace: Political and Peace Building Affairs.
- United Nations (2023). Peace Building Highlights: Bridging Borders: Prevention and Conflict Resolution in the Sahel's Agro-Pastoral Communities.

Webel, C., & Galtung, J. (2007). Handbook of peace and conflict studies. Routledge.
<https://doi.org/10.4324/9780203089165>

World Urban Forum Report (2024). Ukraine Path to Recovery, Economic Growth and Housing Reformation in Kharkiv and Mykolaiv: United Nations Economic Commission for Europe Press. Access:
<https://wuf.unhabitat.org/event/wuf12/ukraine-path-recovery-economic-growth-and-housing-reformation-kharkiv-and-mykolaiv>

Yasmin, C.,. (2024). Constructing the local woman peacebuilder in the Women, Peace and Security agenda: Iraqi women's participation in local peacebuilding programmes. International Political Science Review, doi: 10.1177/0192512124125901

Zartman, I. W. (2022). Negotiation and Conflict Management: Essays on Theory and Practice." Routledge, United States.