

**"FACTORS DETERMINING THE ROLE OF  
COMMUNITY LEADERS IN CONFLICT RESOLUTION  
IN MANDERA DISTRICT IN KENYA."**

**BY**

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**A RESEARCH PROJECT RPEORT SUBMITTED IN PARTIAL  
FULFILLMENT FOR THE AWARD OF DEGREE OF MASTER OF ARTS  
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**2010**

## DECLARATION

This research project report is my original work and it has not been presented to any university for academic award.

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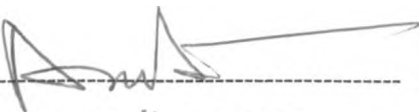
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## DEDICATION

I sincerely dedicate this project to my beloved brother Adan and the entire family for their selfless contribution towards setting a firm background for my education.

## ACKNOWLEDGEMENT

I wish to extend my sincere gratitude to my brother who was very fundamental in my education and am thankful for his love, care and kindness. Am indebted to his selfless contribution and outstanding support.

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## ABBREVIATIONS AND ACRONYMS

D.R.C	Democratic Republic of Congo
N.E.P	North Eastern Province
KANU	Kenya Africa Nation Union
ITDG	Intermediate Technology Development Group
CBO`S	Community Based Organization`s
G.N.P	Gross National Product
UN	United Nation
SOAS	School of oriental and Africa studies
SPSS	Statistical package for social science
SALW	Small arms and light weapon
ICJ	International court of justice

## ABSTRACT.

This study examines factors determining the role of community leaders in conflict resolution in Mandera. In the past three decades alone, an onslaught of increased clan hostility has transformed the Mandera district into a grisly crime zone. The wars that first started in Mandera in the late 80's had resumed with revenge and the hopes for lasting unity hanging in the balance. In late 2008, rival clan members of Garre and Murulle went on the rampage a broad daylight, maiming their own kin and relatives just in order to settle selfish tribal scores. About 21 were killed and scores of others injured. The purpose of the study was to examine factors determining the role of community leaders in conflict resolution whose objective was to determine the early warning indicators of conflict, determine the knowledge and skills of community leaders in conflict resolution, Identify the strategic leadership of community leaders in conflict resolution, determine the level of acceptance by the community in conflict resolution.

The study adopted descriptive survey design to achieve the research objective from a population of 105 community leaders through purposeful sampling with a sample size of 40. Questionnaire, interview guides, observation schedule and document analysis was used to collect data. Research permit was obtained from the ministry of higher education science and technology, department of research management and development before proceeding to the field to collect data with the help trained research assistant. The data in the questionnaires were tabulated, coded and processed by use of a computer statistical package for social scientist (SPSS) programme to analyse the data.

Research found that 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. Community leaders in Mandera can use their conflict resolution skills to reduce the chances of violence or to consolidate the cessation of violent conflict which provide the foundation in which communities realize their potential prosperity whilst enriching the fibres that facilitate conflict prevention.

Community participation in conflict resolution promotes inter-community dialogue and formulation of policy framework and policing with a view to regulate the grazing pattern with the aim of resolving the current conflict. Strengthen security presence along the borders and all conflict prone areas through establishment of well-resource police posts and patrol bases, posting of competent officers to these areas. Effort should also be made to harmonize the common structure of all security agencies.

The study proposes further studies on the following areas: Examine the factors influencing recurrent conflicts in North Eastern Province of Kenya, Examine the factors that impede sustainable peace, public safety and security with specific focus on areas prone to cattle rustling in the arid and semi-arid areas, Identify the factors that encourage the youth to engage in banditry and cattle rustling in the arid and semi arid in Kenya.

## CHAPTER ONE: INTRODUCTION.

### 1.1. Background of the Study

Conflict resolution is a contentious issue whose aim is to create a synergy with those civil society groups that are bridge-builders, truth finders, watchdogs, human rights defenders, and agents of social protection and economic revitalisation. UN Secretary, General Koffi Annan, quoted in *The Washington Times*; 23 June 2004.

Conflict exists in all countries and in every level of society. Racial and ethnic violence takes many forms. Genocides, ethnic cleansing, civil wars, and violent separatist movements are the most obvious and extreme expressions, but less organized violence such as rioting, and hate crimes by individuals or small groups are products of racial and ethnic conflict as well. Also, the distribution of criminal violence within societies, which may or may not be aimed at members of another group, is in some places a by-product of ongoing conflicts between superior and subordinated racial or ethnic groups. Although estimates of the number of deaths attributable to ethnic violence vary widely, range of eleven to twenty million given for the period between 1945 and the early 1990s show the gravity of this type of conflict (Williams 1994, 50). Such conflicts are a central feature of contemporary social life and have been for centuries in places where heterogeneous populations live, or people from different ethnic or racial groups come into contact, (Horowitz 2001). These conflicts are central to the histories of the three nations of North America, as well as of the Caribbean islands. Colonialism is sometimes cited as an underlying cause of racial and ethnic violence in Africa and Asia, and while this is certainly a credible argument, ethnic conflicts existed before European invasions occurred.

Since 1970, more than thirty wars have been fought in Africa the vast majority of them are intra-state in origin. In 1996 alone fourteen of the thirty-three countries of Africa were afflicted by armed conflicts, accounting for more than half of all war related deaths world wide and resulting in more than eight million refugees, returnees and displaced persons. The consequences of those conflicts have seriously undermined Africa's efforts to ensure long-term stability, prosperity and peace for its people (Ernest, 2003).

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 .( Shah, A. 2009).

Some of these nations that are still involved in civil wars while others are in the road to stability. Conflicts in Africa—Introduction by Shah (May, 2010) quoted to have said When the missionaries came to Africa they had the Bible and we had the land. They said, “Let us pray.” We closed our eyes. When we opened them we had the Bible and they had the land, Bishop Desmond Tutu (2002). 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, (Jonah J, 2009).

In Kenya, the feelings and opinion of many is that the social cohesion developed in the past decades among Kenyans was eroded by the pre-election propaganda, post-election violence and the destruction of public and private property, hundreds were rendered homeless and destitute, children orphaned and woman widowed, schools and churches were also burnt. These acts of hate and lawlessness are indications of a society whose foundation metaphorically speaking may be just 'sinking sand.' All these remind us that social infrastructures are made of delicate substances, (Apollos, M, 2008).

In North Eastern province (N.E.P) conflicts involving pastoralists have become widespread and increasingly severe in the North Eastern region of Kenya. The study involved 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 resource and under increasing pressure. Conflicts involving pastoralists associated with resource competition resulting cattle rustling and clan conflict fuelled by wide availability of small arms are of increasing concern. This study thus provides a useful case to examine in depth factors contributing to conflict, issues and priorities for conflict prevention, Masinde et al (2003).

The region around Mandera, known as the Mandera triangle, is prone to conflicts between the Somali clans who dominate the area. Ethnic conflicts between the Garre and Murulle

who inhabit Mandera district have so far claimed at least 1,000 or more lives, since they first erupted in December 1984. The conflict was first triggered by the alleged killing of a Garre relief worker by Murulle gunmen at Fino-Elwak road junction. This killing led to growing hostility between the two clans, which eventually degenerated into full-scale overt confrontation in January 2004. A number of issues have been advanced to explain the cause and genesis of this conflict.

In 1988, Mandera Central constituency was carved out from the then larger Mandera East where Murulle dominate following devastating clashes between Murulle and Garre clans in early 1980's. The creation of a new constituency was envisaged at mitigating growing tensions between the two clans over political representation was solved another problem but gave birth to another problem. The emergence of growing hatred and suspicion between the two clans on administrative boundaries began to widen to the extent clan leadership and chiefs started to openly mobilize their clan members for the domination of the other, worsening the already fragile situation.

Sectional paper no. 2 of 1992 Development plan for the period 1984 to 1988 created many administrative units (sub locations, locations and divisions) in hitherto community-grazing areas in the district, mainly for political mileage. The disputed Alungu location ( both clans claiming ownership of the two locations, one in Mandera East and the other in Mandera Central constituencies) is a good example of conflict arising from creation and/or competition over administrative units. Leaders including chiefs in the location have been clamouring that their boundaries have been interfered with thus explaining recurrent conflict in the region.

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 in N.E.P 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, (Fittro, J. 1984).

## **1.2. Statement of the Problem**

In the past three decades alone, an onslaught of increased clan hostility has transformed the Mandera district into a grisly crime zone. The wars that first started in Mandera in the late 80's had resumed with revenge and the hopes for lasting unity hanging in the balance. In late 2008, rival clan members of Garre and Murulle went on the rampage a broad daylight, maiming their own kin and relatives just in order to settle selfish tribal scores. About 21 were killed and scores of others injured.

Mandera district is prone to recurrent conflicts between the Somali communities who dominate the area. Ethnic conflicts between the Garre and Murulle which has so far claimed several lives and unknown properties has been destroyed since its inception in December 1980's. The conflict was triggered by devastating clashes between Murulle and Garre clans which led 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 this eventually degenerated into full-scale overt confrontation in past two decade.

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 in Mandera.

### **1.3. Purpose of the Study**

The purpose of the study was to examine factors determining the role of community leaders in conflict resolution in Mandera district.

### **1.4. Objectives of the study**

The objective of this study was to;

1. Determine the knowledge of early warning indicators of conflict in Mandera district.
2. Determine the knowledge and skills of community leaders in conflict resolution.
3. Identify the knowledge of strategic leadership of community leaders in conflict resolution.
4. Determine the level of acceptability of community leaders by the community.

## **1.5. Research Questions.**

The study has been guided by the following research questions:

1. What is the level of knowledge of early warning indicators of conflict by the community leaders?
2. What is the knowledge and skills of community leaders in conflicts resolution?
3. Determine the level of strategic leadership of community leaders in conflict resolution?
4. What is the level of acceptability of community leaders by the community?

## **1.6. Significance of the Study**

Conflict resolution is very important in instituting community based order to ensure that the inhabitants of that particular area enjoy benefit peace in which the community leaders needed to address. The study examines factors determining role of the community leaders in conflict resolution by addressing long-term peace building initiative and the necessary structural improvement needed to ensure sustainable peace and accelerate conflict resolution mechanism in Mandera.

Conflict resolution provides the foundation in which communities realize their potential prosperity whilst enriching the fibres that facilitate conflict prevention. Effective and efficient conflict resolution is aimed at improving service delivery system which helped stakeholders engaged in grass root conflict resolution to overcome factors that hindered long-term conflict resolution. The study also highlights the critical contribution of leaders in conflict resolution which may also lead to the realization of the alternative dispute resolution through participation, supportive and consultative conflict resolution that determined the control and the allocation of scarce resources without influencing its direction.

### **1.7. Scope of the study**

The study involved collecting data from the community leaders by examining factors determining the role of community leaders in conflict resolution. Targeted group included members of parliament, district commissioners, religious leaders, councillors, chiefs, council of elders and the leaders of the herders in Mandera District.

### **1.8. Delimitation of the Study**

The study covered factors determining the role of community leaders in resolving in conflict resolution. The targeted group was the community leaders in Mandera district.

### **1.9. Limitation of the Study**

The major limitation of this study included budget constraints, long distance to cover wide geographical terrain, poor road network, insecurity, language barrier and poor communication network in the region. However, this has formed a basis for future and further research in the field of conflict resolution.

The limitation of the study has been minimized by engaging competent translator where needed, taking water and other necessary food stuff and to overcome the large geographical terrain and the researcher has made several stop over to various places within the Mandera district, in communication field notes has been recorded from important element in the research.

### **1.10. Assumption of the Study.**

The study has assumed that conflict is a natural phenomenon that requires leadership skills. Conflict resolution is the primary goal of responsible community leader who should have extensive knowledge of local politics and hotspot in order to address the needs and aspiration of the people. Leaders should be concerned with the social wellbeing of the society, their direction and participation is very important in conflict resolution. Leaders should understand the community as they are acquainted with the strategies of resolving the difference among the conflicting parties. Community leaders should play strategic role in addressing the issues affecting the community as a whole. Leadership involvement is a critical component in the advancement of communities in the 21<sup>st</sup> century.

### **1.11. Definition of Significant Terms.**

The key terms which were used in the study included:

Conflict, Conflict resolution, Conflict management, Community, Leadership, Ethnic group and Pastoralist.

**Conflict** -is a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralize, injure, or eliminate their rivals.

**Conflict resolution**- A process that transforms conflicts in an enduring manner rather than settling disputes or suppressing differences, by addressing basic human needs and building qualities of sustainable relationships between groups through creating structural mechanisms involving equality among identity groups, multi culturalism, and federalism as appropriate to each situation.

**Conceptual Framework** is representation of an idea or body of knowledge based on the own understanding of certain field of study.

**Conflict management** -is the process of planning to avoid conflict where possible and organizing to resolve conflict where it does happen, as rapidly and smoothly as possible.

**Community**-is a group of people sharing common values, beliefs and norm that live in a particular geographical location and nationality.

**Ethnic group**- is a population which is largely biologically self perpetuating, share fundamental cultural values make up a field of communication and interaction and has membership which identifies itself and is identified by others as constituting categories of some order.

**Early warning** is defined as the communication of information on a crisis area, analysis of that information, and development of potential, timely, strategic response options to the crisis.

**Leadership** -refers to the quality of the behaviours of individuals, whereby they guide people of their activities in organized effort.

**Strategic leadership** is the ability to anticipate, envision, and maintain flexibility, and empower others to create strategic changes as necessary.

**Pastoralists** - Nomadic livestock-keepers who derive more than 50% of their income from livestock.

**Pastoralism** is the name given to the subsistence practice in which people care for and domesticate animals, usually ungulates such as camels, cattle, sheep, and goats. They are People whose main source of livelihood is livestock, with which they move seasonally in search of fresh pasture and water.

## CHAPTER TWO: LITERATURE REVIEW.

### 2.1. Introduction

This chapter deals with the factors determining the role of community leaders in resolving in conflicts resolution, highlighting early warning signs/ indicators of conflict, the level of acceptability by the community, knowledge of conflict resolution mechanism and the knowledge and the skill of strategic leadership in conflict resolution.

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, In the Standard of 23rd January 2006, quoted the “during dry spells, both community travel long distances in search of pasture and water, where they encounter one another”. It's during this time that fighting erupts thus Most of the tribal conflicts can be traced to problems of water and pasture.

The causes of armed conflict in the Greater Horn of Africa are numerous and interconnected, ranging from individual or group violation to structural inequality and injustice. Some causes of conflict are local while others are as a result of transformations in the international structure since the end of the Cold War. Although the quality of governance in a few states in the Greater Horn has improved in the last decade, state structures are steadily eroding. Continuing economic decline and material insecurity are accompanied in many countries in the region by increasing political instability and conflict.

Causes or sources of conflict can be many and varied. The most common causes are the following: Scarcity of resources (water, food, grazing land) ,different attitudes, values or perceptions ,Disagreements about needs, goals, priorities and interests ,Poor communication

,value differences ,Competition over resources ,Unmet expectations. In this case the main causes of conflict in Mendera are Pasture, Land for grazing and settlement and Water, (Halake, 2008)

Scarcity of basic resources has had disastrous and long lasting effects on the social, economical and political situation of these communities. 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 (Luckham, R. 2001).

## **2.2. Early warning indicators of conflict.**

Conflict is a natural disagreement and a clash of interests, ideas, goals, and values of individuals and groups, once any form of dispute or difference arises, conflict is bound to occur. Indicators are useful in this respect, as they help reduce a complex reality to a few concrete dimensions and represent valuable pointers to monitor change. The conflict analysis will have looked at the relationship between specific actors, causes and profile, in order to gain an understanding of the conflict dynamics. Indicators will then be developed in order to reflect these relationships and how they evolve over time. It is important to have a mix of perception-based and objective indicators, each of which should reflect qualitative and quantitative elements.

The specific indicator of conflict in Mendera includes the following;

Some the community members are grouping themselves along the tribal lines which is a clear indication that there was looming danger of conflict in the region.



The scarcity of basic natural resources in the region showed that the community will one time stand up compete for these scarce resource which was not been adequately distributed amongst themselves hence a clear indication that conflict will is inevitable.

Colonial land policy has placed these communities in different geographical location which limited their freedom of movement and imposed restrictive in the gazing land thus indicating possible outcome of inevitable conflict in the region.

Competing clans increasingly view control over locations not merely in administrative terms but as a means for establishing exclusionary zones within which they can evict or block other clans from access to pasture and business activities. The result is misuse of locations to engage in localized ethnic cleansing, which in turn greatly increases the political stakes for control over locations.

Communities believe a given geographical area of land is their ancestral land and no other person can access it without their consent. These affected immigrant pastoralist communities thus leading to conflict in the region.

Disequilibrium environment that has been adversely affected by human settlements encroaching into livestock grazing areas continues to reduce the viability of traditional livestock husbandry hence emergence of conflict is inevitable.

Increased youth population with no corresponding economic opportunities in the area to exploit their talent, strength and have remained to be a good recipe for violent conflict.

Construction of Alungu dam in September 2008, a livestock watering point was constructed which has often resulted in confrontations and armed violence is a good example of conflict arising from creation and or competition over administrative units.

Each conflict is unique; there is no standard list of indicators applicable to all contexts. The following table provides some examples of sample perception-based and objective indicators for the four key elements.

**Table 2.1: Sample of conflict analysis indicators**

Key element	Example	Sample Indicator (a)objective and (b) perception-based
<b>Profile</b>	Geographical mobilization around natural resources	(a)What is the price of timber? How has it evolved over time? (b)How has conflict intensity changed around this particular area?
<b>Causes</b>	Human rights abuse	(a)Has the number of political prisoner risen or fallen? (b)To what extent can you/others openly criticize the government?
<b>Actors</b>	Diaspora	(a)Have overseas remittances increased or decreased? (b) To what extent does the Diaspora support or undermine the peace process?
<b>Dynamics</b>	Increased commitment to resolve conflict	Has the frequency of negotiations increase or decreased among conflict parties? Do you believe that Murulle and Garre are committed to the peace process?

**Source: *conflict sensitive approach to development, Humanitarians assistance.***

### **2.3. Knowledge and skills of conflict resolution.**

Increased competition for scarce resource and other factors place tremendous pressure on leaders. Conflicts emerge as stakeholders take positions. Community leader's need excellent conflict management skills if they are to guide their community through successful conflict resolution mechanism.

Leaders benefit from an ability to see things as they really are and level with their community while maintaining optimism.

Leaders must mobilize thoughtful discussions around challenges and develop a plan to galvanize action.

Leaders should identify strategies by looking outward at the community, yet inward at their own leadership needs. Leaders should,

Maintain perspective and the capacity for reflection, acting as both observer and participant;

Court the uncommitted and the undecided; and

Monitor and manage the level of conflict or dissatisfaction to encourage healthy percolation of issues without a destructive eruption of emotions and resistance.

They must keep a delicate balance between exerting pressure to change and offering reassurance that change is in capable hands.

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.

Our individual disposition toward conflict affects dispute resolution. Leaders create the context and tone for how the community approaches conflict. Accordingly, we need to be both reflective and reflexive - that is, what role do we play in furthering strife? We need self-awareness of conflict reactions, emotional content, our conflict-management skill set, prior experiences, conflict anticipation skills and the willingness to confront issues.

Leaders must separate the people from the problem, focus on interests, not positions, and look for options to create win-win scenarios. A probing technique can help determine what is important and why.

Focusing on three ways to improve conflict-resolution skills. First, you balance optimism with reality. Optimism needs to be coupled with strategies to monitor performance and

address negative outcomes. These are called a cheerleader, so I have to be careful not to let my enthusiasm blind me to reality.

Second, you need to recognize when situations require technical change vs. adaptive (fundamental) change. How can we approaching the change process? This might be the problem, resisting change to maintain my own comfortable status quo?

Third, you must guard against taking attacks personally, thus becoming an unwitting part of the problem. They should resolve their issues to separate the person from the issue and strive to see how my decisions will affect others, (Bernard, B. 1990),

#### **2.4.1. Essential Steps to Conflict Resolution**

There are several essential steps of conflict resolutions which Weeks Dudley has propounded, these include the following;

Create an effective atmosphere,

- determine an appropriate time and place (i.e. do not meet in your office)
- establish ground rules (i.e. take risks, maintain confidentiality, listen with respect)

Clarify perceptions,

- talk to the right person, agree to be direct, open and honest

Focus on individual and shared needs

- allow for give and take

Build positive shared power

- use “I” messages and practice active listening

Look to the future, then learn from the past,

- talk about dealing with conflict in advance

Generate options.

Develop “Doables”: The stepping-stones to action.

Make mutual-benefit agreements.

The key is to view conflict as an opportunity to implement change in the way people interact and improve their problem solving skills.

Successful conflict resolution can result in innovations and strengthened relationships for your organization. Leaders do not always have to provide the solution to the conflict, but they should be skilled in how to facilitate, negotiate, or communicate conflict resolutions. Before considering models and strategies to resolve conflict, it is important to reflect on your own personal experiences with conflict. Reflecting on past experiences when you anticipate or experience conflict can result in increased confidence.

**Table 2.2: Teams roles**

Action Oriented Roles	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

Source: [www.belbin.com](http://www.belbin.com).

#### **2.4. Strategic leadership of the community leaders.**

The field of conflict analysis and resolution has historically focused on the role of individuals and groups in the promoting, sustaining and resolution of conflict. Individuals and groups engage in conflict in a number of settings: the home, the work place, communities, and political realms. Individuals, acting singularly or in teams attempt to resolve conflict utilizing a variety of approaches, (Holland CC, 2008).

It is necessary to acknowledge that every community has its own traditional strategies for conflict resolution, and that these are always at hand for peace building. For example, in Kenya, elders from a given clan can exert their traditional authority to coerce parties to a settlement. The parties in a conflict are the experts in defining their needs and even on how

to satisfy these where the entire community of stakeholders - government, civil society, men and women, the private sector, CBOs, among others that participate in seeking solutions especially where violent conflict has already occurred.

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. If Peace Net came in directly without going through community members, they probably could not understand how they were coming in to solve there problems yet we don't belong to there community, (Mutuku, 2006).

The community leaders (religious) position in Somali society nevertheless remains strong. They are trusted, respected and still seen as important mediators, who have a God given duty to solve disputes (Abdille, M. 1995). There are a number of distinct roles that can be played by leaders who are serving the community at various levels. This includes;

Community leaders enforce clan identity that provides security while collectively enforcing the relevant property rights of all its members, this can be done through compensation



system(Diya) which serves as a mechanism of solving conflict arising among members of different clans,(Murithi ,2007).

They establish rules of self-governance within units which are adopted and based upon principles of consensus among the community elders. They constitute as covenants (xeer) governing relations among members of different clan units, particularly with respect to sharing of common pool resources such as grazing land and water resources.

Community leaders impose sanctions which can be handed out to those violating the covenants with the aim of monitoring and reinforcement control by inter-clan councils (Guunti) thus resolving the conflict, (Hagmann, 2005).

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, (Solomon ,2005).

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. Leader's 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.

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.

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 favour the interest of none, one, or all of the parties in the conflict resolution processes.

Leaders are communicators. They openly and effectively communicate essential issues in conflict by developing and maintaining good relationships between parties who are working through important difference. they need to assert his/her own perspective clearly and fully while listening actively to the perspectives in complex public policy dispute, a skilled communicator plays a key role in instructing the communication between parties in the most constructive ( Fisher and Brown,1988,pp 84-106), (Bolton ,1979,pp205-231).

Kenneth Thomas and Ralph Skillman (1976) identified five main styles of dealing with conflict that vary in their degrees of cooperativeness and assertiveness. They argued that people typically have a preferred conflict resolution style. However they also noted that different styles were most useful in different situations. Five basic ways of addressing conflict were identified by Thomas and Skillman.

**Accommodation** – surrender one's own needs and wishes to accommodate the other party. This style indicates a willingness to meet the needs of others at the expense of the person's own needs. The accommodator often knows when to give in to others, but can be persuaded to surrender a position even when it is not warranted. This person is not assertive but is highly cooperative. Accommodation is appropriate when the issues matter more to the other party, when peace is more valuable than winning, or when you want to be in a position to collect on this “favour” you gave. However people may not return favours, and overall this approach is unlikely to give the best outcomes

**Avoidance** – avoid or postpone conflict by ignoring it, changing the subject, etc. voidance can be useful as a temporary measure to buy time or as an expedient means of dealing with

very minor non-recurring conflicts. In more severe cases, conflict avoidance can involve severing a relationship or leaving a group.

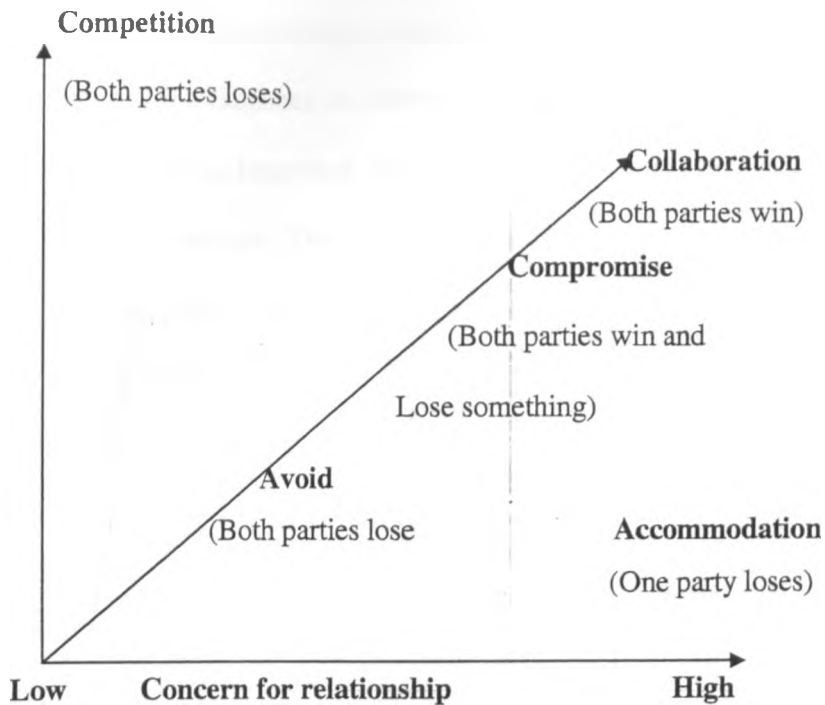
**Collaboration** - work together to find a mutually beneficial solution. While the Thomas Kilman grid views collaboration as the only win-win solution to conflict, collaboration can also be time-intensive and inappropriate when there is not enough trust, respect or communication among participants for collaboration to occur.

**Compromise** – find a middle ground in which each party is partially satisfied. People compromise if they know they will not achieve all their goals. They negotiate, bargain and promote relationships without it costing either side too much. They see the need for both sides to gain something. But sometimes the result is that everyone feels the outcome is unsatisfactory or that neither side is committed to the solution.

**Competition** – assert one's viewpoint at the potential expense of another. It can be useful when achieving one's objectives outweighs one's concern for the relationship.

The Thomas Kilman Instrument can be used to assess one's dominant style for addressing conflict. Study will begin on the premise that the level of participation of parties in finding a solution to their conflict determines to a large extent the co-operation in enforcing the agreed method of resolution. It was agreed that methods in which there is mutual participation are the best.

Basic ways of addressing conflict were identified by Thomas and Skillman has been summarized in the diagram below.



**Figure 1: Basic Ways of Addressing Conflict.**

**Source: Willot and hoeckoer**

Conflict has traditionally been viewed as something to be avoided and with a somewhat negative connotation (Jan, 1997; Pondy, 1967). Conflict can therefore be resolved through;

Negotiation by employing standard diplomatic technique used by states to harmonize their interests or live with their differences by taking into account respective needs and power potential. Negotiation takes place with a view to achieving either identification of common interests and agreement on joint or parallel action; recognition of conflicting interests and agreement on compromise; or, more often than not, some combination of both.

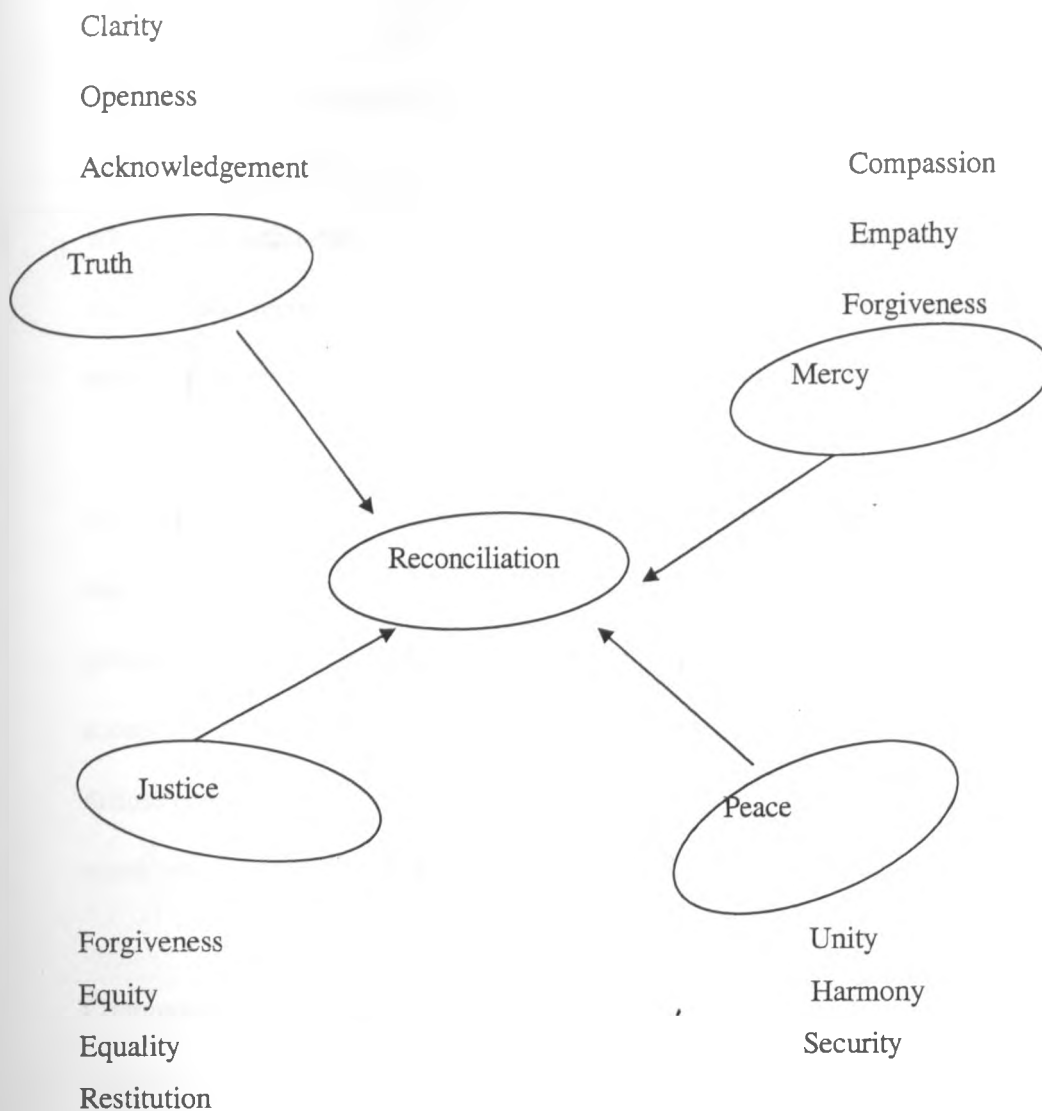
Reconciliation is a process through which conditions that lead to conflict are addressed and adversarial relationships are transformed into more harmonious ones. Sustainable peace is

maintained as communities use non-violent channels to resolve conflict, a sense of nationhood is established or restored, and social capital is enhanced.

Reconciliation is long-term inclined process in which both honesty and truthfulness are important for success. The following components are essential.

- The guilty acknowledging responsibility,
- Repentance,
- Asking forgiveness,
- Paying compensation/restitution,
- Reconciliation with victims, his /her family and relatives,
- Peace.

Moreover, four steps are involved in Reconciliation; reconciliation with God, reconciliation with self, reconciliation with neighbours and reconciliation with nature. These form the four pillar of reconciliation as shown in the figure below.



**Figure 2: pillars of reconciliation.**

Source: working for peace by Machira Apollo's

*"Peace and justice have come together.....*

*Truth and mercy have kissed"—Psalm 85:12.*

Conciliation is a process by which two sides in a dispute agree to a compromise. The agreement has to be voluntary; the process of conciliation, unlike arbitration, does not compel the disputants to accept the proposed solution.

Arbitration is a traditional method of dispute settlement whereby the conflicting parties voluntarily seek out a single arbiter or arbitration court to arrive at a final judgment. The arbiter is an authoritative and legitimate third party, superior in strength to the parties to the dispute. The recommendation reached by a (neutral) arbiter is considered binding thus resolving the conflict amicably.

Neutralizing is thought to prevent or preclude the emergence of socially unacceptable emotions possibly through diversion tactics, buffering is used to encapsulate or segregate potentially disruptive emotions from other activities, prescribing is used to specify socially acceptable means of experiencing and expressing emotions, and normalizing is used to diffuse or reframe unacceptable emotions, such as the use of humour in order to preserve the status quo-Ashforth and Humphrey (1995), Barsade (2002),

Communication of differences Judgment through cognitive Feedback, the use of the cognitive analysis approach resulted in more agreement among the parties in conflict. Cognitive feedback provided information on reasons why the disagreement occurred among the parties and on areas that needed to be addressed to reach an agreement. This approach allows the communities involved in the conflict to concentrate on the real differences that provoked the disagreement rather than only discussing the effects of the conflicting situation.

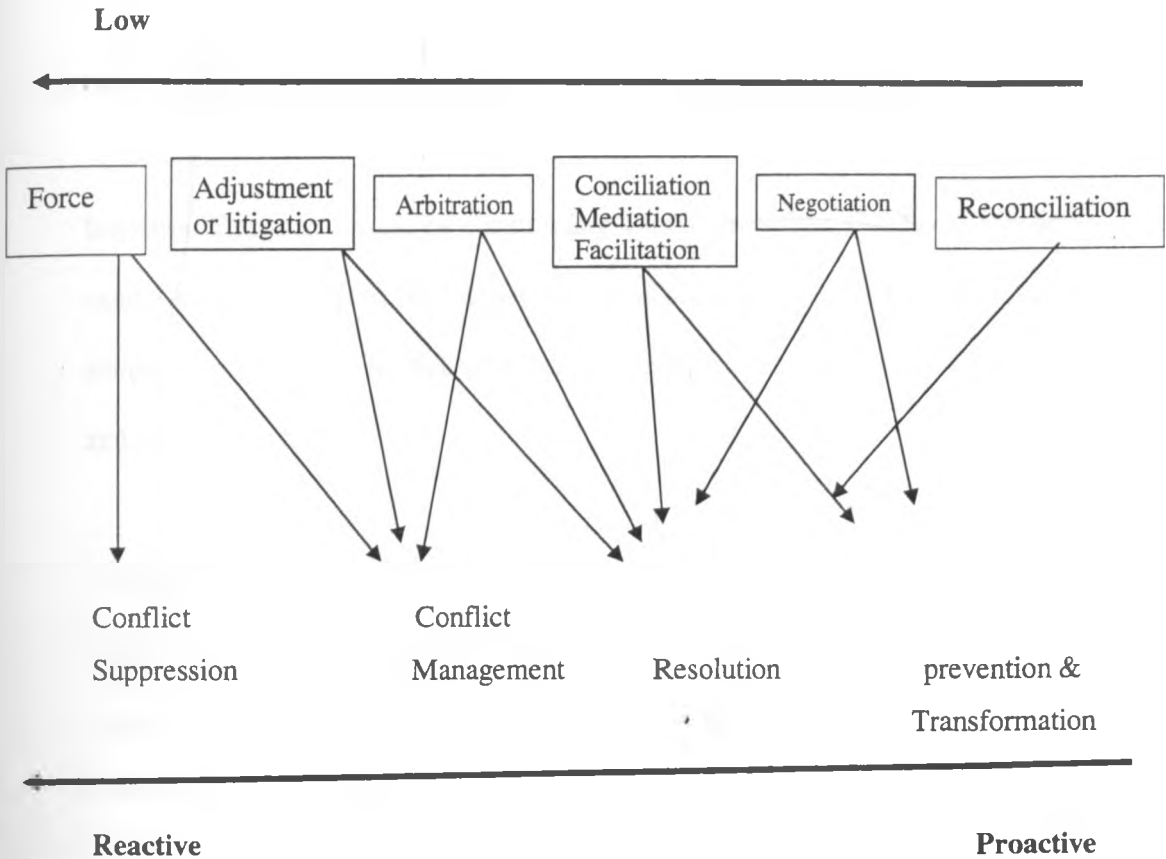
#### **2.4.1. Strategies for containing conflicts.**

Conflict resolution has become a familiar adaptation of the consensus process everywhere.

Community participation is used to resolve social conflicts, which has changed the way



people relate to each other in schools, government, business, and community groups. While its immediate goals sound good, its ultimate goal is to conform young and old to the collective society where conflict and individualism has been replaced with compromise and collective thinking, (Kjos, B. 2000).



**Figure 3: Level of Community Participation**

*Source: working for peace by Machira Apollo's.*

Dadacha, G. L. (2009) argued that Key attention and specific actions must be taken in respect to the following areas;

Poor road networks inhibit movement of people from one place to another, hamper timely and effective dispatch of security personnel to apprehend rustlers and constraints the provision of social services to the communities. Construction of feeder roads will facilitate trade, the general development of the area and mobility of the security personnel during security operation missions. The supply of electricity to these areas will also boost development of the area and this will go a long way in solving conflicts.

Improved Transport system by constructing Tarmac road from Garissa to Mandera. This is capital-intensive projects, but the positive social and economic spin-offs that will accrue are simply unimaginable. The lack of transport infrastructure is the biggest source of insecurity and conflict in Mandera.

Maintain adequate security along the strategic sections and known trouble-spots on our dangerously porous border with Ethiopia and Somalia. The security forces must be well equipped and oriented on how to handle the local people with respect and dignity rather than militarization and operation as mean of resolving conflict.

The whole issue of gross human rights abuses, genocide, and massacre must be brought before the Truth, Justice and Reconciliation Commission so that the victims can be accorded reparations and the perpetrators identified, tried and charged according to the law.

Resolve border dispute through the system of land demarcation in the region and open land registries in every district, this can be done through development of community-based early warning system for early action.

Strengthening traditional conflict resolution mechanisms and linking them with formal police, court and government agencies through Sensitisation and awareness creation in issues pertaining to conflict resolution and combating influx of illicit arms.

Introduce and fund projects that use improved technologies for water harvesting, sinking boreholes, small-scale irrigation and improved management of wells and dams in the district with aim addressing scarcity water resource.

Introduce new livestock and range management techniques and disease prevention and control measures, and establish abattoirs in select districts with easy access to markets in the rest of Kenya.

Use existing networks of women's groups to raise awareness about conflict resolution and prevention issues, consult with them regularly to learn about conflict trends at the community level, their impact on women and potential roles in mitigating complex and violent conflicts.

Identify a range of indicators including gender based indicators that highlight trends in society that will develop a common strategy to address root causes of conflict.

Work with other groups with a potential for involvement in conflict prevention which including religious institutions, business community and mobilise their resources and expertise to promote non-violence conflict resolution system.

Organise dialogues within communities or among different sectors of the population like the youth, women and minority on issues of concern and provide possible solutions to the conflict resolution strategies.

Identify traditional conflict resolution mechanisms and explore ways of using them to de-escalate tensions and Commission surveys in conflict-affected communities to identify demands for non-violent strategies of conflict resolution. This will lead to Promotion and facilitation of inter-community dialogues, peace meetings, exposure tours and compensation schemes including trauma-healing sessions.

Identify and consult with key international actors to gain awareness of their concerns and strategies for conflict prevention by advocating for wider interaction and support of women's groups and use of gender-based indicators. Using international networks and interaction with the UN and national diplomats, call for a UN fact-finding mission and lobby for the presence of gender experts in the conflict resolution process.

Recognition and empowerment of the deprived and marginalized groups so that they can start the process of their own emancipation with a view of freeing themselves from the constraints of the exploitative and suppressive relationships that exist in society, so as to reach their full potential.

Putting the appropriate pressure on actors of conflict to end violence and hence enter into good faith negotiations through arranging meetings, setting agendas, and guiding productive discussions that leads to conflict resolution.

Direct the huge resources now wasted in violent conflict into productive ventures to end human suffering that is widely acknowledged as the root cause of most violent conflict where all communities without discrimination feel that they belong and are able to satisfy their normal needs by their own effort and without the need to resort to extra-judicial means to lead a decent life.

Introduce alternative livelihoods project apart from pastoralist like better farming method, small business enterprises, and establishments of industrial businesses like Jua kali projects (artisans).

Promote and implement peace building and post conflict reconstruction activities to consolidate peace and prevent the resurgence of violence by encouraging democratic practices, good governance and upholding the rule of law, protect human rights and freedom within the region.

This view that the protracted violent conflicts are a primarily results of unequal and suppressive social and political structures which points to three possible solutions, recognition and empowerment of the deprived and marginalized groups so that they can start the process of their own emancipation; putting the appropriate pressure on actors in conflict to end violence and hence enter into good faith negotiations; and directing the huge resources now wasted in violent conflict into productive ventures to end human suffering that is widely acknowledged as the root cause of most violent conflicts Where all communities without discrimination feel that they belong and are able to satisfy their normal needs by their own effort and without the need to resort to extra-judicial means to lead a decent life ,Jenner J.and Ibrahim A. D (2000).

In article by John Bavoso for Diplomatic Courier Magazine argued the Conflict resolution, as a coherent term, real-life process, and field of study, is at once strikingly simple and staggeringly complex. Its simplicity is in its definition and intent: put a stop to violent and political conflicts in a way in which all parties are satisfied and everyone's needs are met. The complexity stems from nearly every other aspect of its implementation. While general principles of conflict resolution do exist, the players, circumstances, and provisions of each conflict necessarily dictate the means which must be employed to bring it to a close. The intricacies associated with each conflict, however, also ensure that there is much to be learned from each one and hopefully applied to other disputes in the future. Conflict is inevitable among people who live together and share common resources. People have differing styles of communication, ambitions, political or religious views and different cultural backgrounds. In our diverse society, the possibility of these differences leading to conflict between individuals is always there, and we must be alert to preventing and resolving situations where conflict arises.

#### **2.4.2. Factors that influence role of community leaders in conflict resolution**

There are some factors that can impact how we respond to conflict are listed below with explanations of how these factors might affect us as argued by, (Bates S, 2003).

**Gender** -some of us were socialized to use particular conflict modes because of our gender. For example, some males, because they are male, were taught "always stand up to someone, and, if you have to fight, then fight." If one was socialized this way he will be more likely to use assertive conflict modes versus using cooperative modes.

**Self-concept-** how we think and feel about ourselves affect how we approach conflict. Do we think our thoughts, feelings, and opinions are worth being heard by the person with whom we are in conflict?

**Expectations-** Do we believe the other person or our team wants to resolve the conflict.

**Situation** -Where is the conflict occurring, do we know the person we are in conflict with, and is the conflict personal or professional.

**Position (Power)** what is our power status relationship, (that is, equal, more, or less) with the person with whom we are in conflict.

Practice involves being able to use all five conflict modes effectively, being able to determine what conflict mode would be most effective to resolve the conflict, and the ability to change modes as necessary while engaged in conflict.

Determining the best mode- Through knowledge about conflict and through practice we develop a “conflict management understanding” and can, with ease and limited energy, determine what conflict mode to use with the particular person with whom we are in conflict.

Communication skills -The essence of conflict resolution and conflict management is the ability to communicate effectively. People who have and use effective communication will resolve their conflicts with greater ease and success.

Life experiences -As mentioned earlier, we often practice the conflict modes we saw our primary caretaker(s) use unless we have made a conscious choice as adults to change or adapt our conflict styles. Some of us had great role models teach us to manage our conflicts and others of us had less-than-great role models. Our life experiences, both personal and professional, have taught us to frame conflict as either something positive that can be worked through or something negative to be avoided and ignored at all costs.

Discerning how we manage our conflict, why we manage conflict the way we do, and thinking about the value of engaging in conflict with others is important. With better understanding we can make informed choices about how we engage in conflict and when we will engage in conflict

## **2.5. Acceptance by the community.**

Leadership is based on earned trust. Trust is earned "up close and personal" and, excepting extraordinary circumstances, requires an extensive investment of time .There are some clear characteristics that are found in good leaders which earn them social acceptance. These qualities can be developed or may be naturally part of their personality, (Bottles K, 2001)



A good leader has an exemplary character. It is of utmost importance that a leader is trustworthy to lead others. A leader needs to be trusted and be known to live their life with honesty and integrity. A good leader "walks the talk" and in doing so earns the right to have responsibility for others. True authority is born from respect for the good character and trustworthiness of the person which earn them acceptability in the community.

A good leader is enthusiastic about their work or cause and also about their role as leader. People will respond more openly to a person of passion and dedication. Leaders need to be able to be a source of inspiration, and be a motivator towards the required action or cause. Although the responsibilities and roles of a leader may be different, the leader needs to be seen to be part of the team working towards the goal. This kind of leader will not be afraid to roll up their sleeves and get dirty.

A good leader is confident. In order to lead and set direction a leader needs to appear confident as a person and in the leadership role. Such a person inspires confidence in others and draws out the trust and best efforts of the team to complete the task well. A leader who conveys confidence towards the proposed objective inspires the best effort from team members.

A leader also needs to function in an orderly and purposeful manner in situations of uncertainty. People look to the leader during times of uncertainty and unfamiliarity and find reassurance and security when the leader portrays confidence and a positive demeanor.

Good leaders are tolerant of ambiguity and remain calm, composed and steadfast to the main purpose. Storms, emotions, and crises come and go and a good leader takes these as part of the journey and keeps a cool head.

A good leader, as well as keeping the main goal in focus, is able to think analytically. Not only does a good leader view a situation as a whole, but is able to break it down into sub parts for closer inspection. While keeping the goal in view, a good leader can break it down into manageable steps and make progress towards it.

A good leader is committed to excellence. Second best does not lead to success. The good leader not only maintains high standards, but also is proactive in raising the bar in order to achieve excellence in all areas.

Honest Leading people and being followed by people has a lot to do with trust. You don't just receive trust from others, you have to earn it., You earn it by being honest; by doing what you say, by being trustworthy.

A leader doesn't have to be a specialist, but he must be capable of guiding and judging his people through his professional skill and insight

A positive attitude .From the preceding point it is evident that a good person, and especially a leader, radiates a positive attitude in a very natural and obvious manner. He is optimistic, has ideas, always sees a way out and will not give up easily.

Consistent .A leader not only has a clear picture of the goals he wishes to achieve the manner in which he strives for those goals must also be clear to him. This 'clarity' becomes a framework for decision-making. Being consistent and able to say 'no' becomes much easier when the goal and the procedure are crystal-clear. Living, working, and acting consistently create a predictable behaviour which gives the community a sense of security.

Perseverance .Leading a group of people to reach a goal can be a very tough road. Mountains needs to be conquered and valleys crossed. It's not simple. Only when someone is able to "put their teeth into it" can they reach the finish line.

Love for people .That sounds a bit 'soft', but it works. Everyone likes to be appreciated and respected, including your co-workers. A good leader sympathizes with his people and is available to help them in fulfilling their task.

Some these characteristics may be more naturally present in the personality of a leader. However, each of these characteristics can also be developed and strengthened. A good leader whether they naturally possess these qualities or not, will be diligent to consistently develop and strengthen them in their leadership role.

Leaders are generally respect by the community. Somali culture for instance which takes its root from the teaching of the Quran ordains the community to respect their leaders and encourages following their leaders under all circumstances. Leadership involvement is a critical component in conflict resolution in any given society.

Leaders has been viewed both locally and internationally as a symbol of unity thus their leadership influence units the community towards common goal, therefore their presence is heavily felt by the community thus they earn social acceptance even when they do not measure their expectation and are always seen as a role model that provides guidance towards successful conflict resolution process while using the knowledge and skills of conflict resolution mechanism

## **2.8. Theories of conflict**

Conflict theory was propounded by Karl Marx which states that society functions so that each individual participant and its groups struggle to maximize their benefits, which inevitably contributes to social change such as political changes and revolutions. Conflict theory successfully describes instances where conflict occurs between groups of people for variety of reasons. It is questionable whether this represents the ideal human society. Karl Marx claimed that growth and development occur through the conflict between opposing parties, cooperation is also a source of healthy growth. It needs to be determined under which situations, if any, conflict is necessary to produce change, as compared to those under which cooperation and harmony lead to the greatest advances.

In understanding conflict theory, competition between social classes plays a key part. The following are four primary assumptions of modern conflict theory:

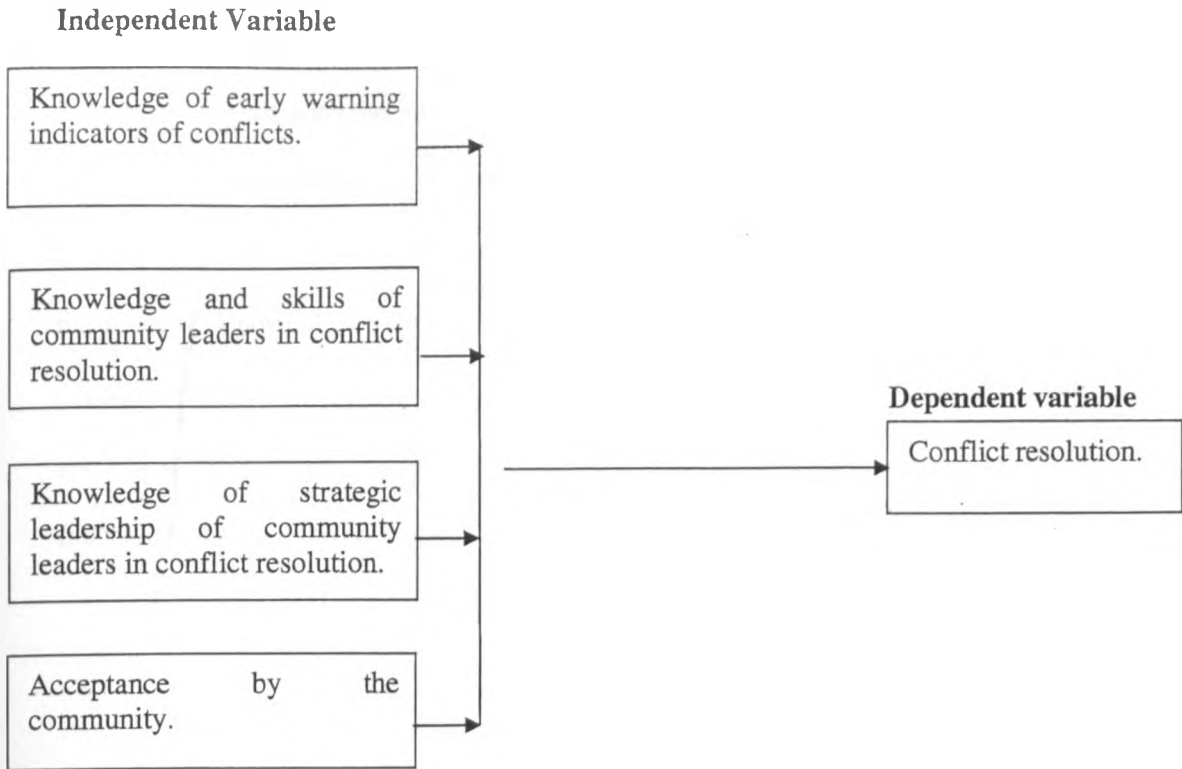
1. **Competition:** Competition over scarce resources (money, leisure, sexual partners, and so on) is at the heart of all social relationships. Competition rather than consensus is characteristic of human relationships.

2. **Structural inequality:** Inequalities in power and reward are built into all social structures. Individuals and groups that benefit from any particular structure strive to see it maintained.
3. **Revolution:** Change occurs as a result of conflict between social class's competing interests rather than through adaptation. It is often abrupt and revolutionary rather than evolutionary.
4. **War:** Even war is a unifier of the societies involved, as well as war may set an end to whole societies. This information is available in the web conflict [http://www.newworldencyclopedia.org/entry/conflict theory](http://www.newworldencyclopedia.org/entry/conflict_theory).

## **2.9. Conceptual frame work.**

Conceptual framework for the study forms the basis for the research package and provides conceptual tools to critically analyse and promote more fruitful approaches to the given variables. In this research the independent and dependent variable are interrelated approach.

Conceptual frameworks are a type of intermediate theory that attempt to connect to all aspects of inquiry such as dependent variable, independent variable and moderating which act like maps that give coherence to empirical inquiry, they take different forms depending upon the research question.



**Figure 4: Conceptual Framework**

Independent variables are the Knowledge of early warning indicator of conflict, Knowledge and skills of conflict resolution, knowledge of strategic leadership and level of acceptance by the community while dependent is conflict resolution. Role of community leaders has been viewed as a tool to resolve the current conflict in Mandera. If the leaders play critical role of conflict resolution, have the Knowledge of early warning indicators of conflict will help them to avert possible causes of conflict that adversely affects the socio-economic activities of the warring communities.

## **2.10. Summary.**

This chapter dealt with the introduction to the factors determining the role of community leader's in conflict resolution in Mandera, early warning indicators of conflicts, Knowledge and skills of conflict resolution, essential steps of used by the community leaders in conflict resolutions, Knowledge strategic leadership of the community leaders, strategies of containing conflicts, factors determining the role of community leaders in conflict resolution, acceptance by the community, theory of conflict as well as conceptual framework that was the building block of the study.

## CHAPTER THREE: RESEARCH METHODOLOGY.

### 3.1. Introduction.

This chapter outlined the methodology which was used in carrying out the study. Aspects covered in the study included research design, population, sampling design, data sources and collection, data instruments, data analysis so as to achieve proper and maximum information related to the subject of the study.

### 3.2. Research design.

The study adopted both qualitative and quantitative approach. The study employed descriptive survey research design which according to Churchill (1991) is appropriate where the study described the factors determining the role of community leaders in conflict resolution was employed. Qualitative and quantitative data was collected from the community leaders on their role to resolve conflict in certain groups, estimate proportion of people who have certain characterises and make predictions. The study aimed at investigates the factors determining the role of the community leaders in conflict resolution, more specifically it sought to collect information on the indicators of conflict, determine the knowledge and skills of community leaders in conflict resolution, Identify the strategic leadership of community leaders in conflict resolution and determine the level of acceptability by the community in conflict resolution and the development of appropriate conflict resolution mechanism. Bord and Gall (1998) recommend descriptive survey design for its ability to produce statistical information about aspects of education that interest policy makers and researchers. The design was chosen for this study due to its ability to ensure minimisation of bias and maximisation of reliability of the evidence collected from the field.



Furthermore descriptive survey design raises the concern for economical completion of the study, the method is rigid and focuses on objective of the study.

### **3.3. Target population**

The target population consisted 40 community leaders in Mandera district who are currently serving the community in various levels and capacities such as Members of Parliament, District Commissioners, Divisional officers, Councillors, Religious leaders, Chiefs, Assistant chiefs, Council of elders, Head of community policing and leader of herders.

### **3.4. Sample and sampling procedure**

This section deals with the samples and the sampling procedure which was used in the research process.

#### **3.4.1. Sample.**

In this case the researcher sampled 40 community leaders through purposeful sampling which includes the members of parliament, councillors, senior government officials and other civil servants in each location has been requested to respond to questionnaires.

#### **3.4.2. Sampling procedure.**

The study used Purposeful sampling of the key participant supported by the rule of thumb since the population of the study is heterogeneous living wide geographical location. The researcher purposefully sampled of 40 community leaders within the district. Based on his

knowledge in Mandera, The researcher has sampled a group of community leaders in a sample size of 40 from the community leaders which provided useful information.

### 3.4.3. Sampling Frame.

The sampling frame was developed from the 40 community leaders who are currently serving the community at various levels and capacity within the region.

**Table 3.1: Sample Frame**

<b>Sample</b>	<b>Total number</b>	<b>Sample number</b>
Members of parliament	3	1
District commissioners	3	1
Division officer	11	3
Councillors	20	7
Chiefs	13	7
Assistant chiefs	24	10
Council of elders	13	4
Religious leaders	18	7
<b>Total</b>	<b>105</b>	<b>40</b>

### 3.5. Data collection instruments.

For the purpose of collecting primary data, the researcher used several data collection instrument which include,

### **3.5.1. Questionnaire.**

The questionnaire contained open ended and closed questions. The questionnaire had four (4) parts .part 1 has been the role of community leaders, part 2 the early warning signs, part three causes of conflict and part four was existing conflict resolution mechanism.

### **3.5.2. Interview guide.**

The researcher interviewed 40 the community leaders who complemented the data obtained from the questionnaires.

### **3.5.3. Observation schedule.**

The researcher observed the available resources like water holes, grazing fields, settlement pattern and dams which have been the bond of contention over a long period in this region.

### **3.5.4. Document analysis.**

For the secondary data, document sources has been employed whereby the researcher used previous document or material to support the data received from question and information from interview that included, books and journals available in the libraries, researcher has also been visited as well as information from the websites.

### **3.6. Instrument of validity and reliability.**

This is a research instrument which determined the soundness, accuracy, clarity and suitability of the research to test the measurement of the research instrument.

### **3.6.1. Validity.**

The study adopted content validity which is the extent to which measuring instruments provide adequate coverage's of the topic under study. Kothari (2004) state that if the instrument contains representative sample of universe the content validity is good.

To ensure validity the questionnaire was examined by experts in this field to ensure that all the relevant information regarding the topic was covered, in addition the research supervisors assessed the relevancy of the content using developed questionnaires. The feedback was used in the revision and modification of the instrument to ensure validity.

### **3.6.2. Reliability**

Reliability of instruments measures consistency of the instrument. Best and Khan (2001), consider reliability to be the degree of consistency that the instruments or procedure of measurement demonstrates. For all the data collection tools, a pilot study of three locations within the district has been done before actual process to test the instruments and familiarise with the community leaders. The location included Alungu, Gari and Warangara where conflict has mainly occurred.

Reliability estimated the consistency of your measurement, or more simply the degree to which an instrument measured the same way each time it is used in under the same conditions with the same subject. To ensure the reliability and consistency of the information the researcher used test - retest method which gave an estimated result of 0.85.

### **3.7. Data collection procedures.**

The researcher first obtained a research permit from the ministry of higher education science and technology, department of research management and development and paid courtesy call to the Mandera District Commissioners to get permission to collect data from the community leaders. The researcher also used trained and qualified research assistant to assist in the questionnaire distribution and interview session. The researcher interviewed 40 community leaders from the region using structured interview guide where systematic questions were asked systematically to different respondents in the targeted sample size

Document analysis was used throughout the study in order to compare the findings. The study heavily relied on secondary data where systematic qualitative description of documents relating to the topic under study was used. The researcher made observation throughout the study where the researcher interacted with the respondents and made observations about the problem under study.

### **3.8. Data analysis.**

The process of data analysis involved several stages namely; data clean up, data reduction, data differentiations and explanation. Data clean up involved editing, coding and tabulation in order to detect any anomalies in the responses and assign numerical values to the responses for further analysis.

Responses in the questionnaires were tabulated, coded and processed by use of a computer statistical package for social scientist (SPSS) programme to analyse the data. The responses

from the open ended questions were listed to obtain proportions appropriately and then the response was reported by descriptive narratives.

Descriptive analysis, that is the descriptive mean and standard deviation were used for likert scale responses. Descriptive statistics (mean, mode and standard deviations) and inferential statistics (correlation, kysquare) were used in the analysis.

### 3.9. Operational definition of variables.

This section deals with the operationalization of the key variables used in the study.

**Table 3.2: Operational Definition of Variables**

Concept	Variables	Measurement	Measurement Scales	Tools of analysis
Independent variable Conflict resolution	Agreement on peace pact.	Number of Agreements.	Nominal.	Measure of central tendency
Independent variable Knowledge on early warning indicators of conflict.	Participation in the identification of indicators of conflict.	Number of indicators of conflict identified.	Intervals.	Measure of dispersion
Knowledge and skills of conflict resolution.	leadership skills used in conflict resolution	Number of conflict resolved.	interval	Measure of central tendency
Knowledge of strategic leadership	Participation in conflict resolution leadership forum.	Role played by leaders to combat conflict	Nominal	Measure of central tendency.
Acceptability by the community	Recognition earned in conflict resolution.	Number of peaceful resolution influenced	nominal	Measure of central tendency.

### 3.10. Summary.

This chapter addressed Research design which adopted qualitative and quantitative paradigm, descriptive survey combined with naturalistic design to achieve the research objective, research design ,population of the study, sampling procedure, data collection procedures, data collection instruments which dealt with the validity and reliability testing, Operational definition of variables, Data analysis was used which is a process of gathering, modelling and transforming data with the goal of highlighting useful information, suggesting conclusions to supporting decision making.

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION.**

### **4.1. Introduction**

This chapter presents the data findings and analysis data from the respondents on the factors determining the role of community leaders in conflict resolution in North Eastern Province of Kenya in respect to Mandera district. The data has been organised through sub-section which includes analysis of general information from the respondents, early warning conflicts and knowledge and skills of conflict resolution with emphasis on the current situation in the region, strategic leadership of community leaders in conflict resolution which has had devastating effect onto the economic and social wellbeing of the communities living in Mandera.

#### **4.1.1. Analysis of General Information.**

The study had targeted 40 respondents out of which 33 respondents filled and returned their questionnaire constituting 82.5% response rate. Data analysis was done through Statistical Package for Social Scientists (SPSS) and percentages were used to display the results which were presented in tables.

#### **4.1.2. Distribution of respondents by gender.**

This section analysis the data from the respondents by genders.the respondents were distributed according to gender.



**Table 4.1: Distribution of Respondents by Gender**

Gender	Frequency	Percent
Male	18	54.5
Female	15	45.5
<b>Total</b>	<b>33</b>	<b>100</b>

The results in Table 4.1 reveals that out of 3 community leaders who participated in the study 54.5% were males where as 45.5% were females. This may be explained by the fact that most of the respondents in the area of study were male. This is because male were thought to be taught and always stand up to fight and protect the community from external evasion.

#### **4.1.3. Distribution of Respondents by Designation.**

This section analysis data from the respondents by designation. The respondents were distributed by designations.

**Table 4.2: Distribution of Respondents by Designation**

Designation	Frequency	Percent
Clan leaders	4	12.1
Head of community policing	3	9.1
Chiefs	3	9.1
Others	23	69.7
<b>Total</b>	<b>33</b>	<b>100</b>

The results in the Table 4.2 show the distribution of respondents by designation. From the finding the study found that majority of the respondents as shown by 69.7% were community leaders, 12.1% of the respondents were clan leaders while those who indicate that they were chiefs and head of community policing were shown by 9.1% in each case.

#### 4.1.4. Distribution of Respondents by Marital Status

The respondents were distributed by their marital status, the study found that majority of the respondents were married as shown by 51.5%, where as 48.5% of the respondents were single. This clearly indicates that some of the respondents have lost their spouses or separated while others have voluntarily remain single having attained the maturity age thus questioning their marital status.

#### 4.1.5. Distribution of Respondent by Education Level.

This section analysis data from the respondents 'according to their education level. The respondents were distributed by their education levels.

**Table 4.3: Distribution of Respondent by Education Level**

Education level	Frequency	Percent
Primary	7	21.2
Secondary	6	18.2
College	13	39.4
University	7	21.12
<b>Total</b>	<b>33</b>	<b>100.0</b>

The results in Table 4.3 indicate that community leaders were distributed according to the highest level of education. The result showed that 21.2% had primary education while 78.7% had over secondary education level. This implies that community leaders in Mandera are highly educated, however, there were unable to identify the early warning indicators of conflict in the early stage before they develop into full scale conflict.

#### 4.1.6. Distribution of Respondent by the numbers of years in current location.

This section analysis data from the community leaders on how long they have been in their current location. They were been distributed according to how long they have been in their current location.

**Table 4.4: Number of years in current location**

Years	Frequency	Percent
1 to 2 years	13	39.4
3 to 4 years	7	21.2
More than 5 years	13	39.4
<b>Total</b>	<b>33</b>	<b>100</b>

The result in the Table 4.4 shows the respondents distribution in terms of how long the respondents were in their current location. The study found that 40.4% of the respondents lived in the current location for more than five years and while others indicated that they lived there between 1 to 2 years were shown by 39.4% in each case and 21.2% of the respondents indicated that they had been in their current location for 3 to 4 years.

### 4.3. Early Warning Signs.

The researcher requested the respondents to indicate the early signs of conflicts. From the findings 22% the respondents gave early sign of conflict as lack of water, land, and pasture leading herder fighting for the scarce resource available in the region which lead to the increased cases of human right violation. This implies that the warring communities were fighting over the scarce resources from the region which perpetuated killings, human suffering and loss of livestock's through cattle rustling, robbery and violence from organized group leading communication breakdown and community mobilizing their forces influenced the availability of small arms and light weapons from the porous borders affecting the stability in the region

Basing on the respondents experience in the last two years, the early warning indicators of conflicts is that community members were grouping themselves along the tribal lines and there was general believe that a given geographical area of land is their ancestral land, The scarcity of basic natural resources which is the primary factor for their fight, Colonial land policy and land demarcation placed this communities in different geographical locations. Increased youth population with no corresponding economic opportunities in the area to exploit their talent, strength and have remained to be a good recipe for violent conflict. this factors lead to disequilibrium environment that has been adversely affected by human settlements encroaching into livestock grazing areas continues to reduce the viability of traditional livestock husbandry hence emergence of conflict is inevitable.

#### **4.4. Knowledge and skills of conflict resolution.**

The researcher requested the respondents to indicate the knowledge and skills of community leaders in conflicts resolution. They stated that increased competition for scarce resource and other factors place tremendous pressure on leaders. Community leader's need excellent conflict management skills if they are to guide their community through successful conflict resolution mechanism.

Some of the knowledge and skills leaders need to possess are ability to see things as they really are and level with their community while maintaining optimism, mobilize thoughtful discussions around challenges and develop a plan to galvanize action, identify strategies by looking outward at the community, yet inward at their own leadership needs and monitor and manage the level of conflict or dissatisfaction to encourage healthy percolation of issues without a destructive eruption of emotions and resistance

#### **4.5. Strategic leadership of community leaders in conflict resolution.**

There are a number of distinct roles that are played by community leaders who are serving the community at various levels. When asked to discuss the role they play in resolving conflicts, they stated they play the following roles in resolving conflicts. These are peace building and mediation which need intellectual, physical and emotional ability to manage the challenges of conflicts which can lead to the avoidance of contentious issues, enforce clan identity that provides security while collectively enforcing the relevant property rights of all its members. They establish rules of self-governance within their units, sending messages of peace and reconciliation through the media to both sides of the conflicting

parties, they employ diverse methods of resolving conflict which includes lobbying public advocacy, listening the grievances of the parties in conflict, while at the same time expressing their condemnation of human rights abuses. They 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.

**Table 4.5: Existing Conflict Resolution Mechanism.**

Resolution mechanism	Very often	Often	Not at all	Mean
How often does tradition arbitrations method voluntarily resolve disputes between conflicting parties	26	0	7	2.57
How often does employing standard diplomatic techniques of addressing conflicts between warring communities in Mandera	12	21	0	2.36
How often does conflict resolution implementation process successful in the region	18	15	0	2.54
How often does maintenance of sustainable peace using non violent channels does is the best methods of conflict resolution	15	12	6	2.38

There are various conflict resolution mechanisms used by the community leaders in conflict resolution. The study found that the tradition arbitrations method voluntarily resolve disputes between conflicting parties and successful conflict resolution implementation process in the region. Maintenance of sustainable peace using non violent channels is the

best method of conflict resolution while employing standard diplomatic techniques of addressing conflicts between warring communities in Mandera. The importance of leadership in the promoting sustainable peace cannot be over emphasized.

There are various strategies that enables communities to work together to find mutually beneficial solution through avoidance of misleading political engagement ,respect and equal treatment for all, educating the local communities on the importance of living and enhancing security for their common interest which in turn empowers them. provision of state security and equitable distribution of resources, infrastructural development through the establishing of social projects that leads clear land ownership, creation of employment opportunities, gender equality and trust among warring communities, encouraging intermarriage among communities enhances better and uniformed style of leadership.

During the time of conflict, community leaders should address the situation by encourage peaceful co-existence, initiate peace and dialogue' among the community, resolve the emerging conflict, increase security situation in the region and peace mediation through which the government address the grievance of communities, deploy of security forces to protect the porous borders, beef up the security in the region through strategic leadership to the warring community leading to the provision good governance.

#### **4.6. Level acceptance by the community.**

Leadership is based on earned trust. Trust is earned "up close and personal" and, excepting extraordinary circumstances, requires an extensive investment of time .when the respondents were asked how the community get acceptance from the community. They study found that good leaders can earn social acceptance by having exemplary character of been trustworthy

to lead others, honestly and integrity a good leader "walks the talk" and in doing so earns the right to have responsibility for others thus earning acceptability in the community. A good leader is enthusiastic about their work or cause and also about their role as leader. People will respond more openly to a person of passion and dedication they are a source of inspiration, motivator towards the required action or cause and is as seen to be part of the winning team working towards common goal. A good leader appears confident as a person and in the leadership role achieving recognition that inspires the best effort from team members.

The study found that leader functions in an orderly and purposeful manner in situations of uncertainty and unfamiliarity and finds reassurance and security when the leader portrays confidence and a positive demeanor, tolerant of ambiguity and remains calm, composed and steadfast to the main purpose. Storms, emotions, and crises come and go and a good leader takes these as part of the journey and keeps a cool head, well as keeping the main goal in focus, is able to think analytically, view a situation as a whole, but is able to break it down into sub parts for closer inspection. While keeping the goal in view, a good leader can break it down into manageable steps and make progress towards it which earns them acceptability.

The study found that good leader maintains positive attitude. Leaders honestly lead people and being followed by people has a lot to do with trust and doesn't have to be a specialist, but he must be capable of guiding and judging his people through his professional skill and insight, Consistent, Perseverance leading a group of people to reach a goal can be a very tough road. Mountains needs to be conquered and valleys crossed. It's not simple. Only when someone is able to "put their teeth into it" can they reach the finish line.



#### 4.7. Summary.

This chapter deals with the data presentation, analysis and interpretation. The data from the study were analyzed in the following ways; introduction from the main element of the study, analysis of information from the respondents in general perspective, distribution of respondents by gender, designation, marital status , education level and their presence in the current location. The chapter also dealt with the knowledge of early warning signs of conflict, knowledge and skills of community leaders in conflict resolution, knowledge of strategic leadership of the community leaders in conflict resolution and the level acceptance by the community.

## CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.

### 5.1 Introduction.

This chapter discusses the findings of the study making the necessary conclusions and recommendation to the factors determining roles of community leaders in conflict resolution in the case of Mandera. The chapter is organized into the following sub-sections; the summary of findings against the research problems, the objective of the study, research questions, the variables of the study and the research methodologies. This followed by the discussion of conclusion and recommendation under each of the findings and lastly looks at the possible area of further research.

### 5.2 Summary of Findings.

The main focus of this study examines factors determining the role community leaders in conflict resolution whose objectives was determine the knowledge and skills of community leaders in conflict resolution, Identify the strategic leadership of community leaders in conflict resolution and determine the level of acceptability by the community in resolving the recurrent conflicts in Mandera which had devastating and severe impacts on the communities' livelihood and their general development with a scope of collecting data from the community leaders who are serving in various capacities. Chapter two provides the literature review of the previous studies carried out in the past in the field of conflict resolution.

The research used questionnaires, interview guides and observation method to gather the data and the method are explained in chapter three. The data analysis was done using SPSS and the findings are presented in chapter four. Chapter two had explored views of other authors and it is against these views that he researcher discussed the findings in this chapter.

### **5.3. Early Warning Signs.**

From early indicators of conflict were lack of water, land, and pasture forcing herder fighting for the scarce resource available in the region which lead to the increased cases of human right violation. This implies that the warring communities were fighting over the scarce resources from the region which perpetuated killings, human suffering and loss of livestock's through cattle rustling, robbery and violence from organized group leading communication breakdown and community mobilizing their forces influenced by the availability of small arms and light weapons from the porous borders affecting the stability in the region

Basing on the respondents experience in the last two years, the early warning indicators of conflicts is that community members were grouping themselves along the tribal lines due to the believe that a given geographical area of land is their ancestral land, The scarcity of basic natural resources was the primary factor for their fight, Colonial land policy and land demarcation placed this communities in different geographical locations. Increased youth population with no corresponding economic opportunities in the area to exploit their talent, strength and have remained to be a good recipe for violent conflict. this factors lead to disequilibrium environment that has been adversely affected by human settlements encroaching into livestock grazing areas continues to reduce the viability of traditional livestock husbandry hence emergence of conflict is inevitable.

#### **5.4. Knowledge and skills of conflict resolution.**

Increased competition for scarce resource and other factors place tremendous pressure on leaders. Community leader's need excellent conflict management skills if they are to guide their community through successful conflict resolution mechanism.

Some of the knowledge and skills leaders need to possess are ability to see things as they really are and level with their community while maintaining optimism, mobilize thoughtful discussions around challenges and develop a plan to galvanize action, identify strategies by looking outward at the community, yet inward at their own leadership needs and monitor and manage the level of conflict or dissatisfaction to encourage healthy percolation of issues without a destructive eruption of emotions and resistance

#### **5.5. Strategic leadership of community leaders in conflict resolution.**

Community leaders play strategic roles in resolving conflicts, these are peace building and mediation which need intellectual, physical and emotional ability to manage the challenges of conflicts which can lead to the avoidance of contentious issues, enforce clan identity that provides security while collectively enforcing the relevant property rights of all its members. They establish rules of self-governance within their units, sending messages of peace and reconciliation through the media to both sides of the conflicting parties, they employ diverse methods of resolving conflict which includes lobbying public advocacy, listening the grievances of the parties in conflict, while at the same time expressing their condemnation of human rights abuses, they 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.

The study found that there are various conflict resolution mechanisms used by the community leaders in conflict resolution which includes the tradition arbitrations method that resolves disputes between conflicting parties leading to successful conflict resolution implementation process in the region. Maintenance of sustainable peace using non violent channels is the best method of conflict resolution while employing standard diplomatic techniques of addressing conflicts between warring communities in Mandera. The importance of leadership in the promoting sustainable peace cannot be over emphasized.

There are various strategies that enables communities to work together to find mutually beneficial solution through avoidance of misleading political engagement ,respect and equal treatment for all, educating the local communities on the importance of living and enhancing security for their common interest which in turn empowers them. Provision of state security and equitable distribution of resources, infrastructural development through the establishment of social projects, clear land ownership, creation employment opportunities, gender equality and trust among warring communities, encouraging intermarriage among communities enhances better and uniformed style of leadership.

During the time of conflict, community leaders should address the situation by encouraging peaceful co-existence, initiate peace and dialogue among the communities, resolve the emerging conflict, increase security situation in the region and peace mediation and the government address the grievance of communities through the deployment of security forces, protect and improve the porous borders and to boost the security in the region,

The possible ways of resolving the recurrent conflict are peace building, enhancing state security, economic empowerment, solving cross border conflicts, peace rallies, organizing social events, establishment of recreational facilities and educating the local communities on the importance of peace and security in the region. The study also revealed that the interviewee's life was affected by loss of animal, loss of friend, displacement, economic decline, victimization and tribalism leading to increased insecurity in the region. The study further established that there were peace committees that monitor the security situation in the region and they are the peace steering committees that preach peace in the region, the state security did border patrol, peace mediation, harmonization which resulted into increased security and provided good leadership.

The possible ways of bringing justice between the warring communities is by providing equal opportunities to all the community in the region through economic empowerment and equitable distribution of resources, and the development infrastructure. The continuing economic decline in the region can be addressed by injecting economic stimulation programme through empowerment, education and training, creation of employment opportunity, creating of good investment climate in the region and empowerment of women. Well educated, empowered, enlightened and just leaders are the primary factor for the provision of sustainable peace and stability in the region.

The communities can work together to enjoy fruits of peace through peaceful coexistence, equal sharing of the scarce resource, training and education thus they can therefore live together work harmoniously leading to successful implementing of conflict resolution process in our region through peace and mediation forum, peace building initiative, peace promotion which enhances peaceful co-existence thus bringing the warring community

together hence leading to equal political representation and protecting the sovereignty of all the people.

### **5.6. Level acceptance by the community.**

The level of acceptance by the community can be earned through exemplary character that build trustworthy to lead others, honest and integrity a good leader "walks the talk" and in doing so earns the right to have responsibility for others thus earning acceptability in the community. A good leader is enthusiastic about their work or cause and also about their role as leader. People will respond more openly to a person of passion and dedication, they are a source of inspiration, motivator and is seen to be part of the team working towards goal. A good leader appears confident as a person and in the leadership role achieving recognition that inspires the best effort from team members.

A leader functions in an orderly and purposeful manner in situations of uncertainty and unfamiliarity and gains reassurance and security, when the leader portrays confidence and a positive demeanor, tolerant of ambiguity and remains calm, composed and steadfast to the main purpose. Storms, emotions, and crises come and go and a good leader takes these as part of the journey and keeps a cool head, as well as keeping the main goal in focus, is able to think analytically, view a situation as a whole and is able to break it down into sub parts for closer inspection.

A good leader is committed to excellence, maintains positive attitude. Leaders honestly lead people and being followed by people has a lot to do with trust and doesn't have to be a specialist, but he must be capable of guiding and judging his people through his professional

skill and insight, Consistent, Perseverance leading a group of people to reach a goal can be a very tough road. Mountains needs to be conquered and valleys crossed. It's not simple. Only when someone is able to "put their teeth into it" can they reach the finish line.

### **5.7. Discussion of Findings.**

Statistics shows that the majority of the community leaders in Mandera were male representing challenges to their rightful roles of resolving conflict due to the gender gap leading to leadership vacuum in the region. The role of resolving conflict has been left the hands of man, a field dominated by men the in the past, an ongoing struggle that portrayed the advent journey to peace in Mandera.

Community leaders are still using traditional methods of healing processes to resolve conflicts among the war victims and these traditional strategies to realize unity is the epitome of non-violence, the groundwork for development.

Clan wars has degenerated the herding communities, the worst affected are women, children and the aged leading to sheer grinding poverty, widespread displacement and increased number of orphans, particularly within the periphery of the border town is a clear testimony to the bottomless insecurity in Mandera largely due to unequal and unbalanced distribution of resources-infrastructure and other social amenities that has made the area to be less viable hence conflict.

The study found that most community leaders in Mandera have above secondary education level implying that they had adequate knowledge and skills. However they failed to detect early warning signs of conflict despite having the knowledge and skills of conflict resolution



thus failing to devise the necessary conflict resolution mechanism probably due to lack of lifelong transformation of peace processes and to set a broad based conflict resolution strategy in the area of jurisdiction.

The study also found that the community leaders lived in the present location for 3 to 4 years which suggest that most of them might have migrated from the region to the urban centre's to seek for better and improved living standards and security, an important element in the lives of human being.

The study also found that the current leaders played significant role in fueling the recurrent conflict in Mandera where rival clan members of Garre and Murulle went on the rampage a broad daylight, maiming their own kin and relative just in order to settle selfish tribal scores and political goals.

Poor road networks inhibited movement of people from one place to another, hampering timely and effective dispatch of security personnel to apprehend rustlers and constraints the provision of social services to the communities. Poor infrastructure, education, health and other social amenities have made the mobility of security personnel and peace development almost impossible.

It was attested that harsh climatic conditions and other socio-economic problems like high levels of poverty, poor social relations and raising levels of unemployment creates mix forces that necessitate demand and use of small arms and light weapons(SALW) in pastoral communities.

The study found that conflict in the region has been caused by unemployment. Idle and unemployed youth who have no value for human life with a growing culture of impunity threatened the security situation in the volatile region of Mandera.

Inadequate presence of security forces along the porous border has made influx of armed militias and proliferation of small arms and light weapon found their way into the region which eased fighting between the warring communities.

Socialization process-Children were normally informed historical injustice between the communities with expectation of creating and instilling permanent enmity hence they become war mongers due to fear of losing their clan identity and livestock when one group crosses into another territory leading to escalation of ethnic mistrust, suspicion, prejudice and stereotyping among the conflicting communities in Mandera.

Non recognition and violation of traditional resource management by the community entering into the territory forcefully is common due to lack of clear land policy, land demarcation and compliancy to regulations among pastoralist in the use of resource. Excision and encroachment of pasture land without consulting custodian communities due to scarcity of pasture and water in the region has been contributory factor in the escalation of conflict in Mandera.

Lack of proper information management whereby propaganda has been able to take precedence due to lack of proper mentorship, counseling, guidance and communication breakdown due to tribalism and clannism in the region made peaceful dialogue in the region almost impossible.

The patterns of conflict in the Mandera regions are complex. There are many factors contributing to the risk of violent conflict involving pastoralists and these have tended to become mutually reinforcing. Some conflicts within and between pastoralist communities, such as raiding and cattle rustling have a long history and had to some extent become an aspect of traditional culture of pastoralist. However, such 'traditional' conflicts have become increasingly destructive and less manageable. The major causes of conflict among the pastoralist include but not limited to intensified cattle rustling, proliferation of illicit arms, inadequate state policing diminishing role of traditional governance systems, competition over control and access to natural resources such as pasture and water, land issues, political incitements, ethnocentrism, increasing levels of poverty and idleness amongst the youth.

The above factors have compounded and complicated the whole conflict management process, especially when remoteness and the nomadic nature of the pastoralists are taken into account. With this kind of scenario, the positive impacts made by development agencies and the government in these areas are being affected negatively. Unless conflicts are managed properly, development and pastoral livelihoods will continue to deteriorate,

Finally, conflict resolution experts and scholars have propounded many theories of conflict resolution such as Wikstrom (2009), Pondy (1967), Luckham (1994) found that scarce resources, different goals and power communities are the source of conflict which the study concurs with. However, Conflict occurs in different geographical settings which requires different conflict resolution strategies under different circumstances. The case of Mandera is not different from this situation where members of the same community under same geographical location are fighting over scarce resources which demands specific conflict

resolution mechanism therefore conflict resolution has become a familiar adaptation of the consensus process where community participation is used to resolve social conflict.

## **5.8. Conclusions.**

The researcher concludes that early warning indicators of conflicts were lack of water, pasture and land leading tension between the pastoralists communities who shifting to various settlement patterns in the search of pasture and water for their livestock. This and more reason has necessitated conflict between the herding communities that has resulted into human right abuse such as increased rape case, killings, stealing and loss of livestock's through cattle rustling characterised by banditry and robbery in the region.

From the findings of this study, the researcher concludes that the role of community leaders in conflict resolution was holding dialogue for peace, sending message for peace and reconciliation, their role also included making decision on conflict resolution as interveners of conflicts at the same time they enforce clan identity while condemning human right violation by ensuring property rights to all people. Community leaders identify early warning signs of conflicts ignorer to monitor security situation in the region by reporting the incidents of conflict to higher authority in the region. They encourage interactions through common places to sensitize people on the importance of keeping law and orders as they are mediators for peace in the region by establishing rules of self governances in the region.

The study concluded that there were inequitable distribution of resources, insecurity, gender imbalance and poor governance. Militaristic nature of local communities and arms trade, Economic declines, Fear of unknown, unclear ownership of property, Scarcity of resources (pasture, land and water), General feeling of marginalized and Historical legacies.

The researcher further concludes that tradition arbitrations method voluntarily resolve disputes between conflicting parties, conflict resolution implementation process successful in the region , Maintenance of sustainable peace using non violent channels is the best method s of conflict resolution and employing standard diplomatic techniques of addressing conflicts between warring communities in Mandera were used to solving conflict.

Findings of this study indicate that recent conflict in Mandera district could have been curtailed if early actions were taken by the community leaders from the region. However, it is difficult to place entire blame on any specific authority, institution, individual or group, it is evident that leaders played a major role in fuelling animosity between the primary actors in conflict, leading to the violent conflict in Mandera that claimed thousands of lives. The study established that there were clear early warnings of a looming violence, the leaders and the government machinery on the ground did not respond in good time which illustrates the state of inability to protect lives and property of the communities in Mandera.

From the foregoing discussion, we can infer that ethnicity if well harmonized is a lone strategy for promoting a sense of sustainable nationhood in Kenya. However, because of ineffective community leadership in the region, ethnic rivalry has been rife during the past few decades and there is a danger of perpetual inter-ethnic clashes on a large scale. The situation is made complex but the fact that peace education has not been disseminated to the general citizenship as a pre-requisite to peaceful co-existence. Given the Kenya's diverse ethnic and cultural features, the impact of the recent conflict in the region, there is an urgent need to examine the potential dangers of inter-ethnic animosity that has been fermented in this country.

The factors contributing to the pastoralist conflict are multidimensional, and have ramifications that affect livelihoods within and across borders. Community leaders have failed to invest sufficient human and financial capital in abating the conflict and the underlying underdevelopment in the pastoral regions. Lack of Pastoralist Development Policy Programme in Kenya is believed to have contributed largely to the general underdevelopment witnessed in the region, giving rise to intense competition for the scarce resources available and leading to conflict among the communities living in the area.

The efforts of local conflict mitigation strategies within the community have proved to be an effective alternative to the recent conflict resolution initiatives in Mandera. As a result, a culture of Pastoralism is emerging that relies more heavily on local instruments of conflict response, and their respective consequences, as opposed to confidence-eroding conflict resolution programs that prematurely resolve conflict among insecure communities thus raising arms against other in the region. When communities no longer face threats from neighbouring tribes and inadequate security providers, weapons will lose their utility and worth and voluntary disarmament will be an appropriate answer to the small arms dilemma in this pastoralist region.

The current conflict in Mandera, it is conclusive that identity crisis is deeply rooted in the way of life of two communities, the Murulle and the Garre, which thought they share common language and culture, have bottomless fears over their survival in a society where distribution of scarce resources such as water, pasture and land utilization, access to business, employment, education and investment opportunities are highly ethnicized and subsequently reinforced by divisive politics. This identity concern has its origin in the history of relations between the two communities, which the community leaders should

address and confront the twin challenges of sharing pasture, water and land issues in the district, thus it is utmost important to note that conflict and insecurity are key impediments to sustainable socio-economic development in pastoral areas. It is therefore necessary that these issues informing the clan skirmishes in Mandera district be adequately addressed otherwise the possibility of the clashes recurring in the near future is imminent.

Finally, Humanity requires a shift from the past to the future, from nationalistic or clan loyalties to a global concern for humanity. Simultaneously, we must develop values for a sustainable society and better future for all. This requires new attitudes, a new compelling sensitivity regarding human rights. Human dignity and a deep respect for nature and her infinite variety (preserve the planet). It calls for a sense of global responsibility and an awareness of the fundamental unity of all mankind. Wars, the source of untold sufferings and the seed to more wars is so demoralizing that it must be outlawed. Moreover, no sustainable development is possible without sustainable peace. As conflicts are part of human life, non-violence must lie at the bases of every culture and every one's life style.

### **5.9. Recommendations.**

The study recommends that the communities can work together to enjoy fruits of peace by peaceful coexistence, sharing of scarce resources to enable them live and work together harmoniously. The study also recommends successful implementing conflict resolution process in the region can done by training of the community through peace and mediation forum, peace building initiative, peace promotion which leads peaceful co-existence thus bringing the warring community together which in turn enhances equal political representation and protecting the sovereignty of all the people.

The study recommends that the following ways should be used to prevent conflict which includes; regular open workshop, unbiased and regular proper security, good governance and adequate provision of resources intervention. Equal distribution of resources, better and clear policies to help marginalized communities, educating the communities through social undertaking for communities, enhancing security measures in the region, provision of security, increase disciplined forces in the are, proper interaction and government involvement.

Strategies to prevent conflict includes, communities working together to find mutually beneficial solution are, avoiding of political involvement ,mediation of the government personnel, equal treatment for all, educating the local communities on the importance of living together enhancing security and economic empowerment among the communities, provision of security equitable distribution of resources, improved infrastructure, establishing of social projects, clear land ownership ,increasing police patrols, creating employments opportunities, gender equality, increase communication, trust among warring communities, intermarriage among communities and better and uniformed style of leadership.

Initiating development programmes: various development projects should be initiated to help improve the people's livelihoods and engage them in productive activities, which will dissuade them from engaging in conflict. The community should be involved in identifying the priority projects from which they will derive direct benefits the community.



When communities are aware of the potential damages conflicts have on these shared services and projects they will play an active role in maintaining peace and security.

iii) Livestock development: establish of livestock projects, which will entail treatment of livestock diseases, improvement of breeds and keeping the right number of animals. This will translate to enough milk for sale and consumption thus solving the problem of poverty and malnutrition. Effective marketing of both livestock and livestock products such as milk hides and skins, and meat should be promoted. Cooperative societies that deal with livestock and their products should deal with the revival Kenya Meat Commission.

iv) Agricultural projects in the region should be turned into very productive irrigated agriculture. The only problem is that active irrigation has either been affected by insecurity or displacement of people. There is therefore need to revive and enhance these irrigation activities through project loans and other funds. Some of the crops that can be grown could include maize, cassava, sorghum and millet; and fruits such as mangoes and paw paws.

Peace education in schools, Peace education in schools should be pursued at the policy level so that education policy entrenches peace education and activities in education curriculum. In this initiative, teachers and pupils will be sensitized to do drama and develop songs, poetry, and puppetry among others to be used in peace rallies. Through the same initiative, children will be engaged in drawing for peace competitions that will help in inculcating values/issues of peace in the minds of pupils. These posters will be used in assessing the pupils' understanding of the peace issues at the community level. According to Mitchell Stephen, a journalist professor, *"a nation that stops reading will eventually stop thinking"*. Likewise former USA president Bill Clinton said, *"Today, we can declare; government is not the problem, and government is not the solution. We, the Kenyan people, particularly from these regions are the solution. I have come to appreciate the fact that the answer for*

*all national problems-indeed the answer for all the problems of the world-come to a single ward, that ward is **Education.***” Education is a lifelong transformation process. One should have enough education so that you will have to look up to people; and then more education so that you will be wise enough not to look down on people. In life, success occurs when reality exceeds expectations.

Improvement of Education among the pastoralist’s communities under focus place high value on livestock, early marriages of girls and ownership of a gun. As a result, they place very little premium on education. The few girls who enrol in school are withdrawn for marriage while boys are mainly preoccupied with herding livestock, thus recommends the following:

- Sensitizing the communities on the value of education especially in the modern competitive world
- Establishing boarding primary and secondary schools.
- Enforcing Universal Primary Education’
- Injecting quality teaching and learning processes into the schools.
- Improvement of polytechnics, non-formal and formal education to rehabilitate former combatants and school dropouts.
- Creating awareness and educating the pastoralists on the importance of sharing scarce resources amongst communities to the communities priority needs.

Inter- community dialogue, Government should facilitate inter-community dialogue with a view to resolving resource based conflict and “do not harm “development policy. The deployment of military personnel to deal with insecurity along the common international

border and enhance diplomatic engagements with neighbouring countries and cross-border resource sharing.

Strengthen traditional mechanism of natural resource management, with security back-up and clear land policy through institutionalized declaration and agreements. Diversification of the economy through creation of investment opportunities and alternative livelihood and commercialization of livestock and livestock product, provision of water, de-stocking livestock during drought season. The process of policy formulation must be speeded up and the necessary legislation for peace building and conflict management process in the district be put in place to address both internal and external cross-border issues relating to conflict.

Resolve political and administrative boundary dispute (at the district, division, location and sub-location) and work with the communities and other stakeholders to ensure that a proper way of sharing communal resources are found. Boost the capacity of provincial Administration: the government should boost the capacity of the provincial administration and the police in Mandera district in order to facilitate the provision of security in the region.

Equitable distribution of resources- Ensure equitable distribution of resources amongst the communities in Mandera through the creation of equal opportunity to the communities living in the region.

Community participation through dialogue, there should be promotion of inter-community dialogue and participation in the policy framework and policing with a view to regulate the grazing pattern with the aim of resolving the current conflict. Strengthen security presence along the borders and all conflict prone areas through establishment of well-resource police

posts and patrol bases, posting of competent officers to these areas. Effort should also be made to harmonize the common structure of all security agencies

Strengthen peace committees through training, sensitization, motivation and reward in their peace building effort and deliberately funding peace and security activities in the region.

The process of healing needs to be kick-started through dialogue so as to build an infrastructure of peace that will encourage people to be tolerated to each other and live in diversity in one. Initiate long-term development strategies in the area through capacity building, investment in education, health, water service, roads, industries, market access for livestock and other products.

Effective Service delivery by the government, development agencies and non-government actors need to be done in an equitable manner that does not perpetuate dependency on external assistance. Creates a paradigm shift in development strategies must be initiated to make sure that they are responsive to the delicate and volatile ethnic tensions and rivalries.

Training and education of the community leaders is the primary factors that initiates and encourages responsible leadership role in the region. A trained and enlightened leader inspires vision that spurs and fast-track the development needs of the communities living in arid areas.

A good start could be made by taking measures directly aimed at conflict prevention such as developing mediation and conflict prevention capacities of the communities involved and establishing projects in support of pastoralists need to strategically invest in awareness raising (early warning for early action), training and indigenous peace building processes.

Displaced groups must be rehabilitated and re-oriented into mainstream society by aiding them with alternative livelihoods e.g. promotion of eco-tourism, small-scale business enterprise, basketry and provision of social amenities such as schools, health facilities and water.

Primary responsibility for developing and implementing the programmes and measures outlined above must rest with the community leaders, the government, local and international stakeholders. International community also has a responsibility to do what it can to assist manage the problem of insecurity, conflicts and the ensuing displacements. There are many windows and entry points to reduce the pressures generating conflict and to promote sustainable prevention and enhancement of the pastoralists' communities' resilience.

#### **5.10. Recommendation for further research.**

The researcher proposes further studies on the following areas that is to

1. Examine the factors influencing recurrent conflicts in North Eastern Province of Kenya.
2. Examine the factors that impede sustainable peace, public safety and security with specific focus on areas prone to cattle rustling in the arid and semi-arid areas.
3. Identify the factors that encourage the youth to engage in banditry and cattle rustling in the arid and semi arid in Kenya?

### **5.11. Summary.**

this chapter addressed the following areas of the study which included; the introduction of the study, summary of findings, knowledge of early warning indicators of conflict, knowledge and skills of community leaders in conflict resolution, knowledge of strategic leadership of the community leaders in conflict resolution, level of acceptance of the community leaders by the community, discussion of findings, conclusion and recommendation. The chapter has also provided recommendation for further research in the field of conflict resolution.

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## APPENDICES

### Appendix I: Letter of Introduction

Abdikarim Ibrahim Abdow  
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M.A.STUDENT.

### Appendix ii: Letter of Introduction

Date: -----

Dear participant,

#### **M.A RESEARCH PROJECT REPORT.**

This questionnaire is designed to study the role of community leaders in conflict resolution in Mandera. The study will be carried out for the management of research project paper to be submitted in partial fulfilment for award of the degree of Master of Arts in Project Planning and Management at the University of Nairobi. The information will help in providing an in-depth understanding of the factors determining roles community leaders in conflict resolution. Since you are member of the community responsible for the conflict resolution in the region around Mandera, you can give correct account of why and how community leaders play strategic role to resolve conflict in Mandera. Your responses will be used for academic purposes only and will be treated strictly confidential and in no instance will your name be mentioned in the report. Thank you very much for your assistance and time spent in responding to the questions. We truly appreciate the help provided in furthering the research.

Yours Sincerely,

*Abdikarim*

With kind regard  
Abdikarim Ibrahim Abdow

## Appendix ii: Questionnaire

### Section A: bio- data for participants.

Please answer the questions given below with a tick ( ✓ ) where applicable.

1. Name of the person providing the information

----- (Optional)

2. Gender

Male.

Female.

3. Designation.

Member of Parliament     councillor     chief     Religious leader

Assistant chief     Clan leader.     Head of community policing.

Council of elders.     Manyaraba (leader of herders)

Marital status.

Married     Single     Separated     Widow

4. Education level.

Primary.     Secondary.     College     University.

5. How long have been in your current location.

1-2 year     3-4 year     More than 5 year.

**Section B: Role of community leaders in conflict resolution.**

Please with show with tick (√) the extent t which you play the following roles.

Scale: Great extent-4, some extent-3, little extent-2, Not at all.

	Great extent	Some extent	Little extent	Not at all
1.1.Roles/responsibility				
1.2. Establish rules of self-governance.				
1.3. Enforce clan identity.				
1.4. Ensure property of right to all people				
1.5. Sending message of peace and reconciliation.				
1.6. Listen to the grievance of the community in the region.				
1.7. Condemn human right violation.				
1.8. Mediators for peace in the region.				
Make decision on conflict resolution.				
1.9. Neutral observer of conflict.				
1.10. Intervener of conflict.				
1.11. Openly communicates for peace.				
1.12. Monitor security situation in the region.				
1.13. Track stolen/lost property within the region.				
1.14. Hold dialogue for peace				
1.15. Report the incidents of to higher authority in the region.				
1.16. Encourage peaceful co-existence among the communities.				
1.17. Identify early warning signs of conflict				
1.18. Sensitize people on the importance of keeping law and order.				
1.19. Encourage interaction through the common places.				
1.20. Oversee the signing of peace treaties in the region.				

1.21. Please give other roles that you play in conflict resolution?

-----  
-----

**Section c: Early warning signs.**

2.1. As a leader, you can smell a brewing conflict long before it occurs. Please list three (3) of the early warning signs as experienced in Mandera.

- 1. -----
- 2. -----
- 3. -----

2.2. What mechanism do you put in place to prevent conflict basing on the early warning signs?

- 1. -----
- 2. -----
- 3. -----
- 4. -----

2.3. Out of your experience in the last two years, please give an example of early warning indicators and how you can intervene to prevent the conflict.

Early warning signs

Early intervention (method)

- |          |       |
|----------|-------|
| 1. ----- | ----- |
| 2. ----- | ----- |
| 3. ----- | ----- |
| 4. ----- | ----- |

**Section D: Causes of conflict.**

Stated below are possible causes of conflict in Mandera district. Show with a tick (✓) the extent to which in your opinion each of these causes are applicable to your area.

**Scale:** Great extent =5, some extent=4, little extent =3, Not at all =2, D not know =1

	5	4	3	2	1
3.1. Possible causes of conflict.					
3.2. Poor governance.					
3.3. Economic decline.					
3.4. Material in security.					
3.5. Scarcity of resources (pasture, land and water).					
3.6. Poor communication.					
3.7. different feelings and attitudes					
3.8. Historical legacies.					
3.9. Unclear ownership of property.					
3.10. Ethnicity.					
3.11. Lack exposure.					
3.12. Gender imbalance					
3.13. Level of education.					
3.14. Un equitable distribution of resources.					
3.15. Militaristic nature of local community and arms trade.					
3.16. General feelings of marginalised					
3.17. Geopolitics (Ethiopia and Somali politic)					
3.18. Fear of unknown.					



3.19. Suggest two ways of preventing the causes above from leading violent conflict.

1: -----

2: -----

**Section E: Existing conflict resolution mechanism used by the community leaders.**

Below are conflict resolution mechanisms. Show with a tick (✓) the extent to which in your opinion of each these mechanisms is applicable to your area.

	3. Very often.	2. Often.	1. Not at all
4.1. How often does traditional arbitration method voluntarily resolve disputes between the conflicting parties?			
4.2. How often does employing standard diplomatic technique of addressing conflict between the warring communities in Mandera leads to sustainable peace			
4.3. How often does employing standard diplomatic technique of addressing conflict between the warring communities in Mandera leads to sustainable peace?			
4.4. How often does conflict resolution implementation process successful in the region?			
4.5. How often does maintenance of sustainable peace using non-violent channels is the best method of conflict resolution.			

4.6. Suggest some strategies that makes communities to work together to find a mutually beneficial solution to the everlasting conflict in Mandera.-----

-----

### Appendix iii: Interview guide.

1. How do the leaders in your community play their role of resolving conflict?
2. What can they do to ensure peace in the region?
3. What do you think causes conflict in the region?
4. Do you think government has a duty to provide peace and security to the community?
5. Suggest possible ways of resolving conflict in the region?
6. Does the recurrent conflict affect your life? If yes how?
7. Are there peace committees that monitor the security situation in your region? If yes how?
8. If there is a conflict, what do the community leaders do to address the situation?
9. Suggest ways in which government can address the grievance of communities?
10. What are influencers of this long standing conflict in the region?
11. Does the government sufficiently resolve the current conflict in the region? If no
12. What do you think is possible to bring justice to all the warring community?
13. Can you address the continuing economic decline in the region? How?
14. Does geopolitics influence conflict in the region? If yes how?
15. Does any community in Mandera have any specific entitlements over the use of scarce resources?
16. How can the communities work together to enjoy fruits of peace?
17. Suggest 4 ways of implementing successful conflict resolution process in your region?

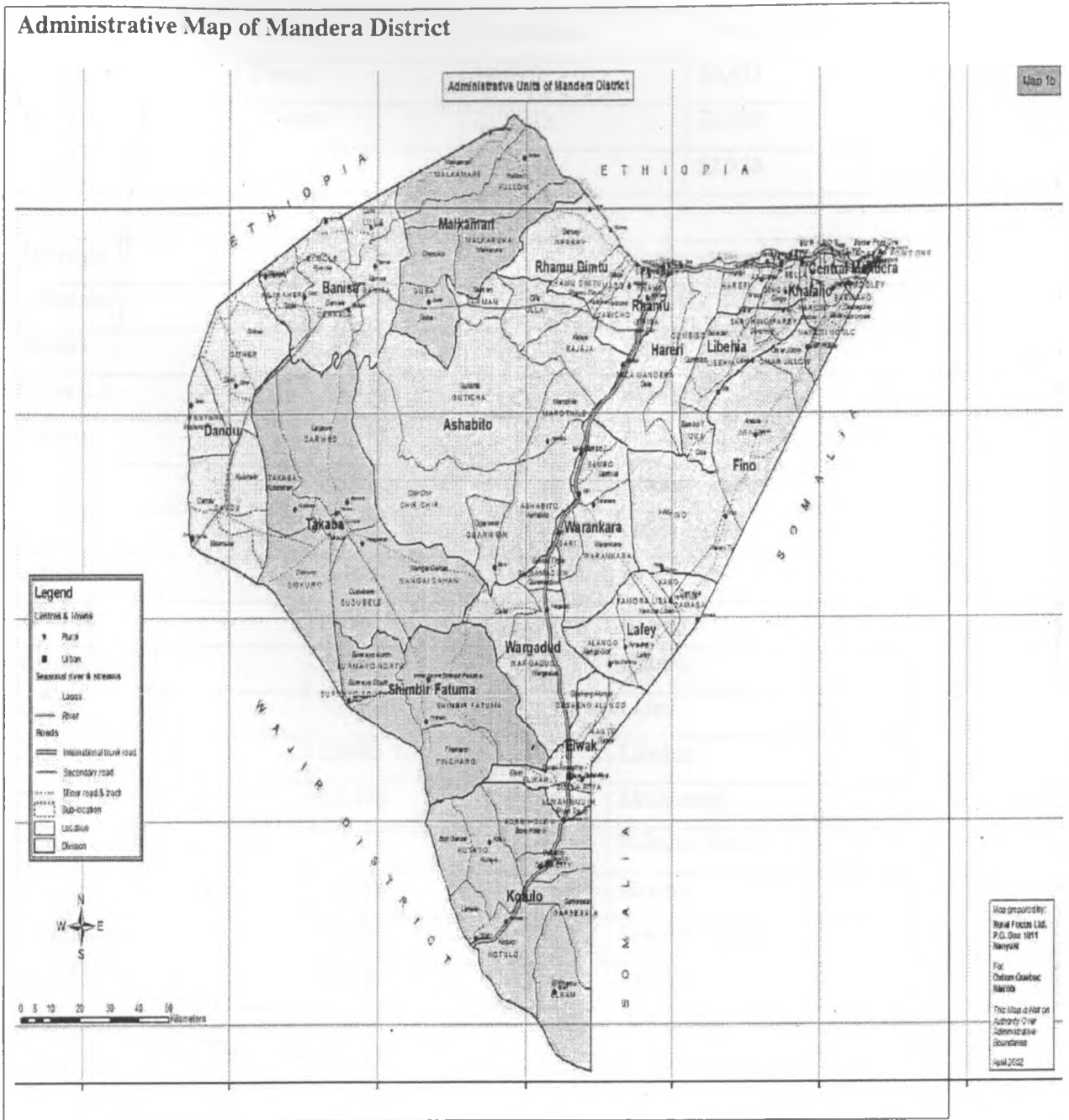
## **Appendix v: Document analysis**

The researcher has reviewed and analysed previous document or material from the District Steering committee's reports on conflict related books and journals available in the District commissioner's office at the district level.

## Appendix vii: Observation schedule.

The researcher observed the available resource within the region such as water holes, grazing fields, settlement pattern and dams which were the bond of contentious issues within the region

Appendix viii: Administrative units of Mandera.



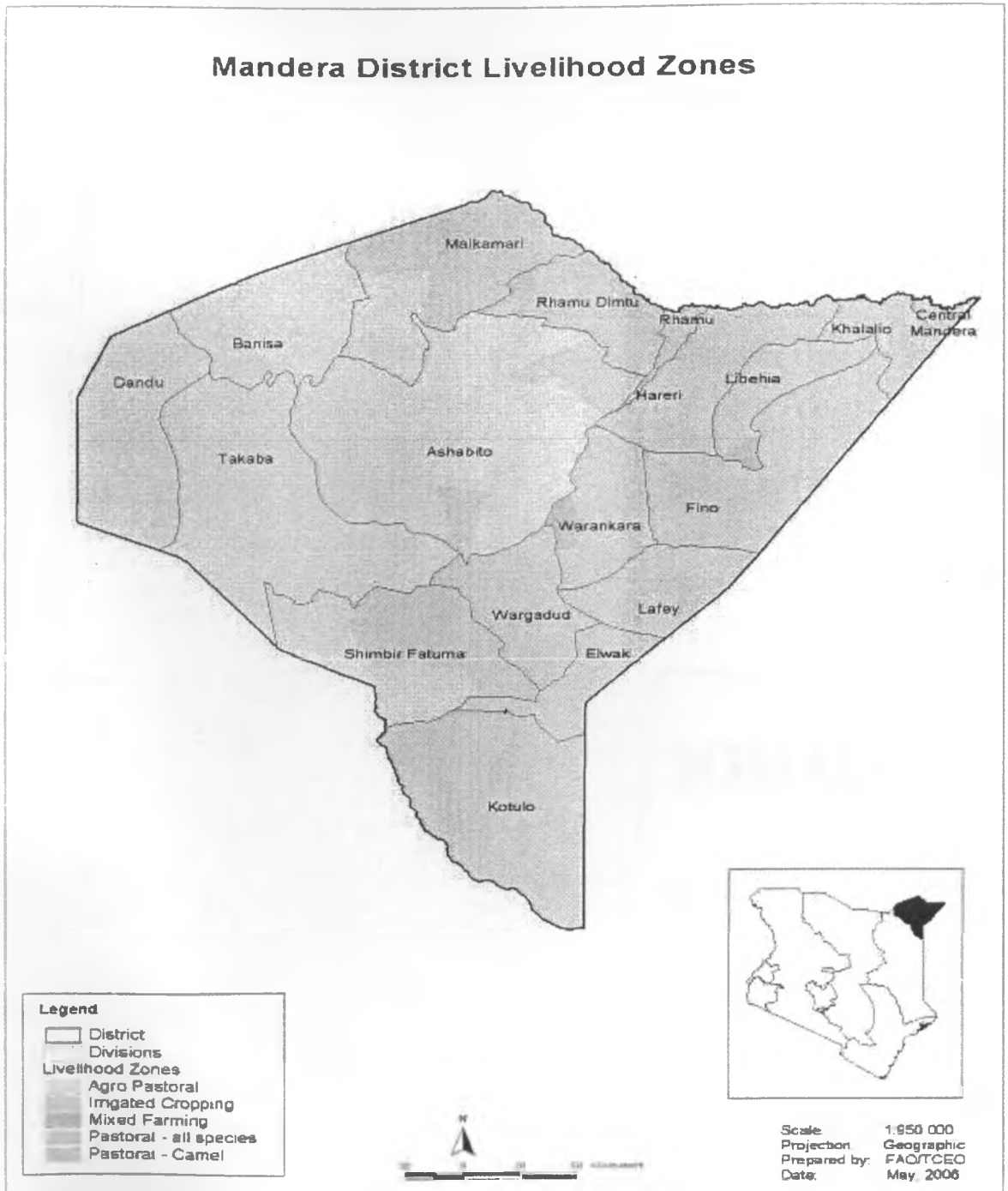
Appendix ix: Local authority.

Authority	Type	Population	Urban population
Mandera	Town	39,679	30,433
Mandera County	County	210,675	22,505
<b>Total</b>	-	<b>250,372</b>	<b>52,938</b>

Division	Population	Headquarters
Ashabito	33,034	Ashabito
Banisa	38,411	Banisa
Central	43,916	Central
Dandu	16,534	Dandu
Elwak	16,391	Elwak
Fino	7,910	Fino
Hareri	5,468	Hareri
Khalalio	7,948	Khalalio
Kutulo	12,955	Kutulo
Lafey	7,865	Lafey
Libehia	2,992	Libehia
Malkamari	12,498	Malkamari
Rahamu Dimtu	7,371	Rahamu dimtu
Rhamu	10,818	Rhamu
Shimbir Fatuma	5,179	Shimbir Fatuma
Takaba	9,668	Takaba
Warankara	3,042	Warankara
Wargadud	8,372	Wargadud
<b>Total</b>	<b>250,372</b>	<b>X</b>

Source: 1999 census ([http://www.cck.go.ke/html/final\\_annex1\\_cover\\_status.pdf](http://www.cck.go.ke/html/final_annex1_cover_status.pdf))

Appendix x: Map showing Mandera district livelihood



Appendix xi: Map showing Mandera –Gedo border conflict

