

**FACTORS INFLUENCING INTRA- GROUP CONFLICTS AMONG  
HIV/AIDS COMMUNITY BASED ORGANIZATIONS: A CASE OF NYERI  
TOWN CONSTITUENCY, NYERI COUNTY, KENYA**

**BY  
RANJI LEONARD KIBE**

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## DECLARATION

This research project report is my original work and has not been presented anywhere for consideration for the award of a degree in any other University

Signature: -----

Date-----

**RANJI LEONARD KIBE**

L50/78355/09

This research project has been submitted for examination with my approval as the university supervisor.

Signature: -----

Date-----

**Prof. David Macharia, EBS.**

**Department of Distance Studies**

**University of Nairobi.**

## **DEDICATION**

This work is dedicated to my daughters Harriet Njambi Kibe and Harriet Wambui Kibe whose desire to study and become a Medical Doctor and a Lawyer respectively in future gives much joy.

## **ACKNOWLEDGMENTS**

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## ABBREVIATIONS AND ACRONYM

APHIA,	Aids Population and Health Integrated Assistance Program
ARV	Anti Retroviral drugs
CACC:	Constituency Aids Control Committee
CSW	Commercial Sex Worker
CT	Counselling and Testing
DFID	Department of International Development
HBC	Home Based Care
ICVA	Independent Compliance Verification Agency
JICA	Japan International Cooperation Agency
JAPR	Joint Aids Program Review
KAIS	Kenya Aids Indicator Survey
KDHS:	Kenya demographic and Health Survey
KNASP	Kenya National HIV/AIDS Strategic Plan II & III
KNASA	Kenya National Aids spending Analysis
MDGs:	Millennium Development Goals
NACC:	National Aids Control Council
PLWAH	Persons Living With HIV and Aids
PWC	Price Waterhouse Coopers
SPSS:	Statistical Package for Social Scientist
TOWA	Total War On AIDS
UNAIDS:	Joint United Nation on HIV and Aids



## ABSTRACT

The prevalence of HIV and AIDS in Kenya remains a matter of great concern to the Kenyan people especially the policy makers. The Government of Kenya has initiated a number of measures to curb the epidemic since it was declared a national disaster in the year 1999. In an effort to implement prevention, care and treatment, mitigation of social economic impact of HIV and AIDS, the National AIDS Control Council was established in 2000 to spear head the fight against HIV and AIDS and to coordinate a multi sectoral response bringing together Government and non Government actors like the Community Based Organisation hereby referred to as CBOs. The study aimed at establishing factors influencing Intra Group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency, Nyeri County. To this end, the study scrutinized the influence of how competition of monetary resources, communication, incompatibility of goals and power struggle result to intra group conflict. Descriptive research design was adopted with systematic random sampling method applied when analysing the target population. Structured and unstructured design Questionnaires were developed and used for data collection. The data that was gathered was analysed using SPSS package. The target population of the study was sixty CBOs domiciled in Nyeri Town Constituency. The study established that HIV needs far outweigh available resources, there is selective release of information to CBO members by the CBO leaders, CBOs priorities are in conflict with non CBO members, CBO members do undermine their leaders decisions, CBOs share documents freely, there is adherence to work plans and proposals and there is adequate consultations when key decisions are made. This study has recommended on need to capacity build CBOs on leadership and management and this recommendation should be taken up by NACC as the primary Government body mandated to capacity build CBOs. The study recommends the need for further research to be done on whose priorities CBOs respond to when implementing HIV and AIDS activities since community members priorities and group members priorities do not agree as the study found out. There is need for a study on leadership and factors influencing high leadership turnover among CBOs.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of Study

Conflict as a term denotes different meanings and contextual descriptions all threading through a common meaning as we shall see later. Johnson and Johnson, (1995) explains this scenario of diversity in the meaning arising because of its application in diverse disciplines. The duo argues that conflict management and resolution as an emerging discipline is gaining space in the project-development, organizations and even countries. Mwagiru, (2004), Deutsch, (1973) and Johnson and Johnson, (1995), agree conflicts may take international concept like the USA Iraq inter country conflict of 2008, to major or minor inter or intra-national border disagreement, for example, the disagreements between North Sudan and Southern Sudan over the placement of Abyei region (Sunday Nation 16<sup>th</sup> January 2011:pg.27), to disagreements within CBOs.

This study is limited in that the researcher did not endeavour to uncover conflict but was guided by Johnson and Johnson, (1995) definition of conflict within an organization, such as a CBO, as an intense interpersonal or intra-personal tension, or antagonism between people in the same or different organizations based on incompatible goals, desires, values, beliefs, practices or attitudes and reinforced by Stagner, 1996, who argues conflict is a situation in which members in the same or differing organizations desires goals which they perceive as being attainable by one or the other but not by both thus the research narrowed to conflicts within CBOs and specifically, CBOs that undertake HIV and AIDS interventions in Nyeri Town constituency and how this conflict affects HIV and AIDS service delivery.

Community organizations (sometimes known as community-based organizations) are civil society non-profits that operate within a single local community. They are essentially a subset of the wider group of nonprofits. Like other nonprofits they are often run on a voluntary basis and are self funding. Within community organizations there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and are more informal.

These groups have done tremendous work in the fight against HIV and AIDS since it was declared a national disaster in our Country in 1999, (KNASP II, 2005). The World Bank Report of 2004 describes CBOs as typical grassroots organizations that draw partial or whole support from grassroots population. They have a common understanding of helping their communities overcome certain identified objective which mostly has to do with societal welfare. They are not as structured as NGOs who got complete Board of Governors and the membership of these CBOs lack in capacity like proper accounting and book keeping, but nevertheless, the Government has continued to register these Organizations. Another key characteristic of these Organizations is that they represent the network of beneficiaries themselves such as youth groups, women associations, pastoralists associations and Faith based organizations. As noted by UNAIDS ,2004 report, these CBOs got lots of influence at the grassroots level hence the best vehicles for fighting HIV and AIDS at the community level.

According to NACC COBPAR M/E data base, there are 60 CBOs implementing HIV and AIDS Activities in Nyeri Town constituency. NACC, (2008) JAPR report identifies HIV and AIDS as not only being a clinical and a medical condition but also

a social condition. To target the social perspective, CBOs come into play and thus their importance cannot be over emphasized in the fight against HIV and AIDS.

The constituency is found in Nyeri County. It covers an area of 163 square kilometres and has a population of 137, 493 persons (Ministry of Planning and Development and Vision 2030, Nyeri Town constituency profile, 2009).

Like in any other area in Kenya, Nyeri Town constituency is equally affected by the pains and burdens of HIV and AIDS and these effects are felt socially and economically. The Kenya AIDS Indicator Survey(KAIS) 2007 carried jointly by Kenya National Bureaus of Statistics(KNBS), Ministries of Health(MOH) and the National AIDS Control Council(NACC) revealed a prevalence of 3.6% in Central Province. This means that approximately 144,000 persons are living with the virus that causes AIDS in Central Province.

According to the Joint AIDS Programme Review Report (JAPR) by NACC, (2008) majority of those infected and affected are residents of Nyeri Town Constituency, a factor attributed to fast growth of Nyeri Town, emergence of shanties and informal settlements in Nyeri Town, and Commercial Sex workers, CSWs ( NACC-JAPR, 2008).

## **1.2 Statement of Problem**

The United Nations General Assembly Special Session on HIV and AIDS of June 2001 unequivocally identified HIV and AIDS as a major threat to human development and advocated a multi sectoral approach to its control especially through Community Based Organisations. However, according to UNAIDS (2004) Global HIV and AIDS Report, these CBOs have been reported to experience internal conflicts which need to be addressed for effective implementation of HIV and AIDS programmes.

The Nyeri Town CACC office has documented evidence of group wrangles affecting quality service delivery and implementation of HIV and AIDS activities by CBOs registered and operating in Nyeri Town constituency, (CACC, Nyeri Town, 2009). Majority of these groups are involved in internal wrangling and especially after funding from NACC.

According to PWC report of 2009, an audit firm contracted by NACC to externally audit CBOs receiving funding from NACC, it was found the first two months after funding had the highest levels of internal wrangles within CBOs. This then affects programming in that funding is usually meant to last for 6 months hence CBOs fail to meet their service delivery deadlines due to this wrangling.

UNAIDS (2004), has also reported internal fights in the CBOs contributes the most towards inability to prevent new infections and mitigate effects of HIV and AIDS at the community or grass roots level. This study then sought to investigate factors influencing these intra group conflicts among Nyeri Town Constituency HIV/AIDS CBOs.

## **1.3 Purpose of the study**

The purpose of the study was to investigate factors influencing intra-group conflict among HIV and AIDS CBOs operating in Nyeri Town Constituency.



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

The objectives of the study were:

1. To investigate how competition for monetary resources influences Intra-Group Conflicts among HIV and AIDS CBOs in Nyeri Town Constituency
2. To investigate how communication influences intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency
3. To identify how incompatibility of goals influences on intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency
4. To investigate how power struggle influences intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency.

#### **1.5 Research questions**

The following research questions guided the study:

1. How does competition of monetary resources influence intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency?
2. How does communication influence intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency?
3. How does incompatibility of goals influence intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency?
4. How does power struggle influences intra- group conflicts among HIV and AIDS CBOs in Nyeri Town Constituency?

#### **1.6 Significance of the study**

This study is important in investigating factors that influence intra group conflict and how to address them for effective operationalization and management of CBOs dealing with HIV and AIDS. Government and NGOs dealing with CBOs will also

benefit from this study in that the findings will be replicated elsewhere while dealing with Intra-group conflict and CBO management. Students and scholars dealing with the issue of Intra- Group Conflict among CBOs will also greatly benefit from this study.

### **1.7 Basic Assumptions of the study**

In the study the assumptions were that the respondents would make time to fill in the questionnaire and that they would provide accurate and honest responses. A response rate of 100% was attained meaning that the respondents were very cooperative.

### **1.8 Limitations of the study.**

The major limitation to the study was time and finances.

The research was carried out over a period of one month to cover CBOs engaged in HIV and AIDS in the constituency. As a result, the study was limited to a sample of 60 CBOs which was considered as a representative of the population.

The researcher engaged government officers to assist in the distribution and collection of the questionnaire which saved on the time spent in the field collecting the data.

### **1.9 Delimitation of the study**

This study was limited to only CBOs operating in Nyeri Town Constituency registered by the Nyeri Town CACC as HIV and AIDS implementers operating in Nyeri Town constituency. This is in line with the NACC regulation that all HIV and AIDS implementers should be in a data bank kept and updated by the CACC office.

### **1.10 Definition of Significant Terms Used in the Study**

**Competition of Resources**-This means the way in which CBOs prioritize their activities and how they allocate resources to these deserving activities. The issue of availability and adequacy of resources also contributes to completion of resources which in turn leads to Intra-Group conflicts.

**Communication**-The flow of information from the group leaders to group members and other group beneficiaries and how feedback is affected constitutes what we shall refer to as communication within and without a group.

**Power Struggle**-This will be taken to mean wrangling occurring as a result of group members competing for group leadership and how authority is respected or abused by the group leaders. When a group experiences a high turnover in leadership, this may be a show of a power struggle within a group.

**Incompatibility of Goals**-When group leader's goals and priorities are not in conformity with the group members or group beneficiaries, this incompatibility tends to lead to intra group conflicts. Varying opinions and aims may also lead to incompatible goals.

**Intra Group Conflict**-This is taken to mean wrangles among group members within the same CBO.

### **1.11 Organization of the Study**

The study has being organised into five chapters with Chapter One dealing with the background of the study, Chapter Two deals with the literature review while Chapter Three focussing on research methodology. Chapter Four presents the data analysis, presentation, interpretation and discussions while Chapter Five presents summary of findings of the study, discussions of these findings, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter deals with review of literature on conflict theory and presents a conceptual framework on which the whole study is based.

#### **2.2 Intra Group Conflict**

Intra group conflict refers to conflict between two or more members of the same group or team. The several social theories that emphasize social conflict have roots in the ideas of Karl Marx (1818-1883), the great German theorist and political activist. The Marxist, conflict approach emphasizes a materialist interpretation of history, a dialectical method of analysis, a critical stance toward existing social arrangements, and a political program of revolution or, at least, reform. The materialist view of history starts from the premise that the most important determinant of social life is the work people are doing, especially work that results in provision of the basic necessities of life, food, clothing and shelter. Marx thought that the way the work is socially organized and the technology used in production will have a strong impact on every other aspect of society. He maintained that everything of value in society results from human labor. Thus, Marx saw working men and women as engaged in making society, in creating the conditions for their own existence.

Conflict is defined as a consequence of the incompatibility of goals of different parties about a particular thing, (Mitchell, 1998). This incompatibility may rise because the parties involved may have different perceptions, goals and ideas about how to achieve them, (Mwagiru, 2000). John Burton also argued that, fundamental human needs if not met could lead to conflict. These include basic human needs like food, water and shelter as well as more complex needs for safety, security, self esteem

and personal fulfillment. Conflicts are defined as situations in which two or more parties perceive that their goals and/or interests are in direct contradiction with one another and decide to act on the basis of this perception. This definition suggests two conditions for eruption of the conflict: identification of the contradiction and the decision to act on this basis. Accordingly, it is not enough that each of the parties will identify the contradiction in goals and/or interests: In order for a conflict to erupt, it is necessary that at least one party will decide to act upon this contradiction and bring it into the light, at least in a verbal expression. This means that conflicts may erupt also when in the first stage only one side perceives that its goals and/or interests are in direct contradiction with the goals or interests of another party and decides to act on the basis of this perception. Such a move causes the other side to note the contradiction and act as well, leading to the surge of the conflict.

Conflicts are inseparable and significant part of human life on every level of interaction; there are interpersonal conflicts, intra-group, intergroup, inter-organizational, intra-societal, and interethnic as well as international conflicts and even inter-civilization conflicts - to note the most salient ones as we move from the micro to mega conflicts (Galtung, 2004). They take place constantly and continuously because it is unavoidable that human beings will not have disagreements over goals, interests, values and/or beliefs. It is just simply natural that people, as individuals and groups, who differ in aspects such as belief systems that include aspirations, values, goals, needs, as well as in ways of socialization, cultural environments, or political and economic systems will have conflicts over almost every tangible or non-tangible element of desire. In a study titled "Investigating media conflict in Africa", Onadipe and Lord, (2008) concluded conflict exist almost in all places. Using this conclusion, it therefore follows CBOs in Nyeri Town constituency are not immune to conflicts.

This view of universal presence of conflict by Onadipe and Lord is shared by Munene and Mwangi (1994) in their paper entitled "Understanding conflicts and its Management". The two points out that, the level and sophistication of international and global conflicts seems to be increasing with increasing technology and developments. According to a study by Steadman (2007), the causes of current conflict in most parts of the world go beyond struggles for power, ethnicity, militarism, alienation of people, and deep-rooted historical, socio-economic and cultural elements. Groom further argues conflict is important in human society as it is a spur to learning and human kind great characteristic is the ability to understand complex phenomena and to master them in such a way that one can put such learning into use for good or for ill. A study by Wanjala H. M on the effects of organizational conflicts among the employees that sampled 20 companies in Nairobi found workplace and organizational conflicts are equally taking a "strange" turn, hence requiring better management skills. In the study, Wanjala, (2000) concludes that, there is a direct relationship between the levels of conflicts and employee productivity in a company. For example, in one mail Delivery Company, Wanjala, (2000) found in one month when more conflicts were recorded at HR departments, relatively fewer mails were delivered on time. This study further revealed that customers/users tended to stay away from companies that were reported or known to have persistence wrangles. Wanjala gives an example of Cabarcid Limited and Hillcrest group of schools. The study can be used to conclude that, the higher the conflict levels, the lower the productivity. When taken to the CBOs, this then means conflict lowers service delivery levels in CBOs. In existence is numerous studies done on the area of conflict management and resolutions. In the course of the project, the researcher reviewed both academic and non-academic research papers of various writers and scholars

touching on conflict resolution, causes and management. Much emphasis was put on the works of Makumi Mwagiru, Macharia Munene, and Okello Oculi. Works of experts in organization conflicts was also reviewed among them C.R Mitchell, D. Johnson, R. Johnson and M. Deutsche among many more. The researcher further perused many reports that targets Community Based Organizations that are involved in HIV and AIDS Service Delivery. The internet sites that touch on Community Based HIV and AIDS programme implementation and how such implementation is affected by intra-group conflict were browsed for information.

### **2.2.2 Nature of CBOs Dealing with HIV/AIDS in Nyeri Town Constituency**

A report by the Nyeri Town Constituency AIDS Control office revealed an inventory of all of CBOs operating in the constituency, key activities undertaken included; safe sex promotion through use of condoms, BCC campaigns, CT Services, provision of food and other material support to those affected and infected, HBC, promotion of drug adherence to those on ARVs and ARV defaulter tracing

NACC (2008, 2009) óJAPR reports revealed that the constituency is experiencing high proliferation of female CSWs partly due rapid growth of Nyeri Town. The presence of immigrant workers in form of road constructors, Nyeri Town being the Provincial headquarters of Central Province and such like factors fuels the spread of HIV and AIDS in Nyeri Town Constituency. HIV and AIDS continues to be a burden both socially and economically as attested by a report prepared by World Bank, (2004) which painted a grim picture of the whole situation. According to the report, by the beginning of 2004, more than 20 million persons in Sub Saharan Africa had died of HIV related cases while another 27 million were living with virus, majority of who were in the prime of their lives as workers and parents. Similarly, in the same period, the disease had left a trail of more than 10 million AIDS orphans.

“Life expectancy continues to drop, family incomes are being decimated, and agricultural and industrial efficiency is declining because of the epidemic,” (World Bank, global HIV/AIDS program, 2004). In yet another similar report by UNAIDS(2004), in 16 countries(Kenya included), more than one out of every 10 adults was HIV positive and the rate of new infection had towered to above 10,000 persons per day.

In Kenya, statistics indicated a HIV prevalence of 7.1 % translating to about 1.4 million persons living with the HIV virus, (Kenya AIDS Indicator Survey, 2008). Among this, women- who are major component of human capital that drives rural economy were found to have the highest prevalence rate than men. This situation was also confirmed by KDHS 2008 survey which showed HIV prevalence increasing in the rural areas.

Nyeri North district (which forms Nyeri Town constituency) carries the highest burden of the HIV prevalence in Nyeri County. This can be attributed to the earlier factors enumerated which included presence of CSWs, migrant workers, Nyeri Town being the Provincial Headquarters, presence of very many Universities and Colleges, economic empowerment of the people through a vibrant coffee and tea sector and presence of tourist attraction sites like Boden Powell burial site that brings all types of people in Nyeri Town as per the NACC JAPR (2008) report.

### **2.3 Incompatibility of Goals within CBOs**

Perceived goal incompatibility appears in a couple of forms. First, the conflict parties may want the same thing ó for example, leadership in the cbo, the attention of the CBO Patron. Members then struggle and jockey for position in order to attain the desired goal. They perceive the situation as one in which there "isn't enough to go around." Thus, they see their goal as "incompatible" with the other person's because



they both want the same thing. Second, sometimes the goals are different. In the cbo, one person may want to see seniority rewarded, whereas another may want to see work production rewarded. They struggle over which goal should be rewarded. This creates a relational struggle over who gets to decide. Regardless of whether the group members see the goals as similar or different, perceived incompatible goals are central to all conflict struggles.

According to Coleman, conflicts over group identity arise when group members feel that their sense of self is threatened or denied legitimacy or respect. A high level of in group identification, together with a high degree of perceived threat from the other group, leads to a basic impulse to preserve oneself and destroy the opponent. According to Grobbel J and Hinde RA, modern conflict is not an expression of innate aggression but an economic and social construction. It is an attempt to settle, by violence, disputes over political power, territorial and ethnic issues, and societal stresses such as injustice and poverty. Conflicts that develop around issues of ethnicity, religion or culture are often grounded in unmet human needs.

#### **2.4 Communication**

In their published works dealing with conflicts in the learning institutions entitled, *Teaching students to be peace makers* Johnson, D. W and Johnson, R.T Johnson describes organizational conflict as an intense interpersonal and or intrapersonal dissonance, tension or antagonism between people in the same or different organizations based on incompatible goals, needs, desires, values, beliefs practices or attitudes. In this paper, Johnson and Johnson, (1995) compares relationship between inadequate communication among group members in the organization and the level of conflicts. Poor communication leads to conflicts between teachers and their students.

In this study Johnson and Johnson (1995) argues conflicts between student and teachers on one hand and between teachers/tutors and management on the other hand can be reduced by 30% with introduction of effective communication and feedback. The study was carried in sample institutions in Boston. This study is significant in that it will help the researcher during investigation on factors influencing Intra-group conflicts among CBOs in Nyeri Town, by posing, does poor communication has a role to play in intra group conflicts?

### **2.5 Competition of Resource Allocation**

Resource allocation has being cited as yet another cause of conflict in a group. Shortage of resources, mis-allocation of resources or lack of prioritization by managers when allocating resources; this is according to the unpublished paper by Ross Stagner (1996), causes conflicts in a group. In the paper entitled "Organizational conflicts versus organizational resources", Stagner (1996) argues conflicts will be there when members in the same organization desires resources which they perceive as being availed to one or the other but not to all. The fact that financial resources are limited to the HIV and AIDS programmes in sub-Saharan Africa cannot be over emphasized.

This can be affirmed by Kenya National AIDS Spending Analysis, KNASA (2008) report that shows Kenya government allocates only 0.34% of national budget to HIV and AIDS Programmes, the rest of the bulk of HIV and AIDS resources is sourced from development partners and donors like UNAIDS, World Bank, DFID, JICA and USAID. This shortage of HIV and AIDS resources could be attributed to intra group conflicts among CBOs and this study will endeavour to assert or demystify this factor. On possible impact of conflicts among CBOs, a study was done by Johnson (1970) and he found out that depending on the conflict level/stage, conflicts lowered the

production capacity, compromised the quality of the products, re-directed the organizational energy and affected the management system; hence, he concluded organizations prone to conflicts found it difficult to meet their targets. As per the KNASP III and TOWA Operational Manual on Community Based implementers receiving WB funding through CACCs, they have set target to meet and report on using COPBAR M/E tool to NACC, the researcher will use this study to check whether conflicts within CBOs implementing HIV and AIDS programs in Nyeri Town Constituency hindered achievements of the targeted results.

Wanjala (2000) and Yegon (2002) did studies on workplace conflict. The two agreed conflict greatly affected workers morale and hence lowered the productivity. Targeting industries situated in Nakuru, Yegon concluded that regular conflicts among workers compromised the product quality.

In financial institutions, conflict leads to mistakes in computations and accounting, deliberate sabotage and even frauds. It can lead to massive losses. It is even worse for health providers and surgeons—Conflicts interferes with precision and accuracy (Johnson, 1970).

Johnson and Johnson (1995) classifies conflicts in organizations into the following broad groups, conflicts between service providers (organization) and beneficiaries, Conflicts between formal or informal groups in the same organization, conflicts between two organizations, managerial conflicts, conflicts between workers and organizational authorities or management, donors and other key stakeholders and conflicts between organization and larger outside authorities such as established systems and governments.

## **2.6 Power struggle**

Power is often associated with violence, either as a method of control by elites, or as acts of rage by those who violently demand "respect" or act out feelings of despair, self-hate, and powerlessness, most often against their own families and neighbors. Although most movements to transform power relations have been characterized by violence used to maintain or remove dominant elites, the logic of collaborative (working together) change obviously requires that violence not be an acceptable part of the process. In general, the greater the use of violence to bring about change, the more likely that violence will be used to limit further change. While this is true to a greater or lesser extent in specific cases, such a relationship seems clear. The use of violence also greatly restricts the possibilities for creating a new basis for personal and community relationships and experimentation with necessary new institution building.

Political interference is mostly manifested where politicians stage manage the election of Board of Governors for CBOs and NGOs. This way, the politicians ensure they get politically correct CBOs in their constituencies. Nyeri town constituency CBOs were not immune to this interference. This installation of politically correct officials leads to power struggle between the leaders and the led.

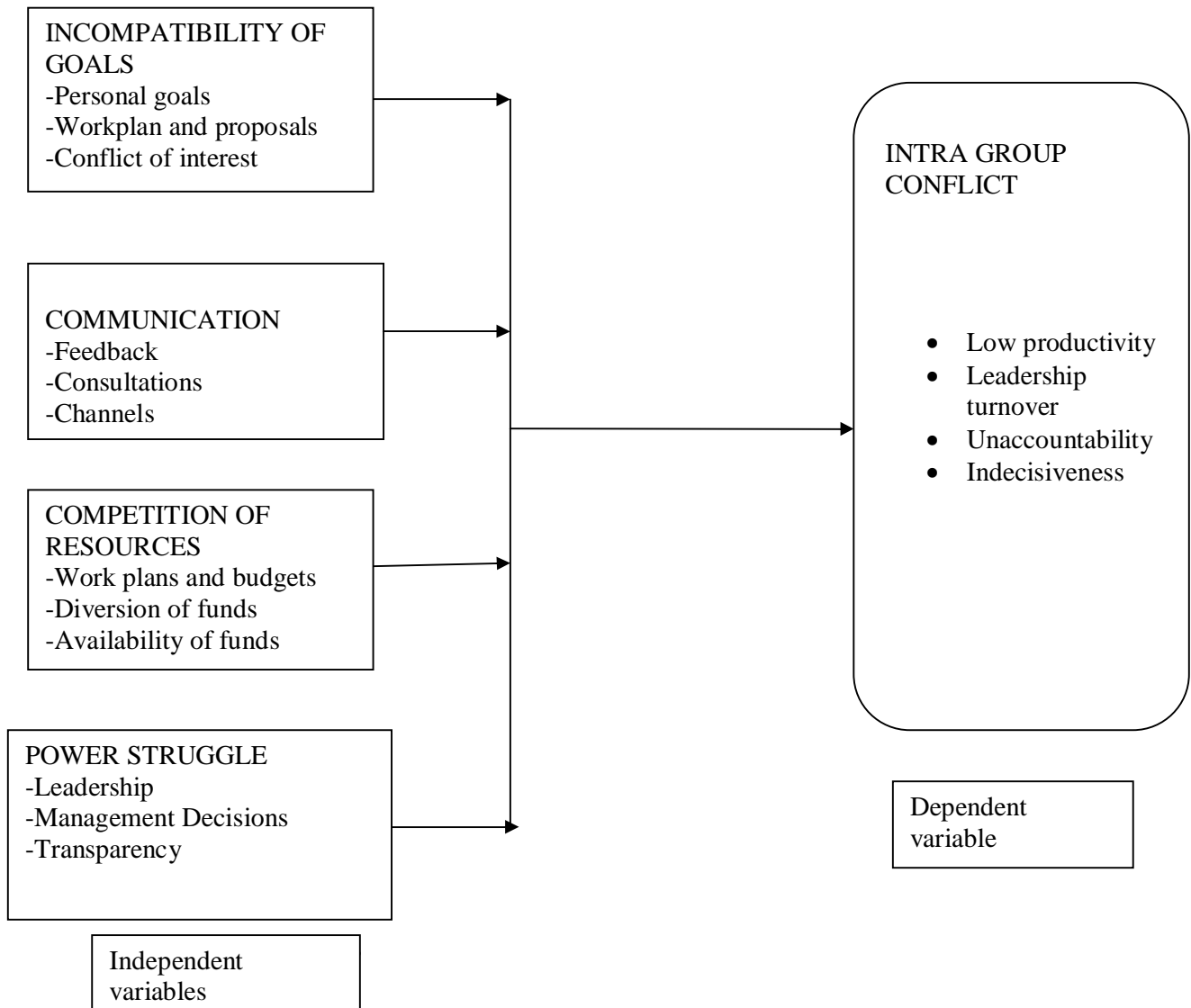
Okal (2006) identifies factors such as political interference and unwillingness to share information as among the causes of conflicts in the NGOs dealing with HIV and AIDS in Kenya. Unfortunately, the study targeted large NGOs and not CBOs. We should note there is a clear difference between CBOs and NGOs. A study by the World Bank (2004), on community implementers defined CBOs as typically grassroots organizations that have the following characteristics; remarkably diverse and draws grassroots membership support, registered by relevant departments/ministries, represents implementation channel and also beneficiaries themselves for example women, widows, Persons Living with HIV (PLWHA) and AIDS and Orphans and Vulnerable Children, lacks or have weak formal structures and financial systems, employees are mainly on voluntary basis, includes youth

groups, farmers associations and women organizations and operates in a specific locality.

In a 2007 report by NACC, the report avers CBOs wield a considerable ground influence and grass root support hence are best suited in implementing community programs. They represent the target group itself. They are dynamic and diverse and are found in all the remotest parts of the country where Government and Donor efforts could be or are limited (NACC, 2007).

## 2.7 Conceptual Framework

Figure 1 presents the conceptual framework on which the study is based



For the purpose of this study, intra-group conflict was conceptualized as the dependent variable while competition of resources, communication, power struggle and incompatibility of goals was conceptualized as the independent variables. This study investigated how these four independent variables influence the dependent variable.

## **2.8 Summary**

This chapter dealt with the literature review on conflict and other dimensions that contributed to intra-group conflicts and especially on CBOs that deal with HIV and AIDS in Nyeri Town Constituency. The conceptual frame work is discussed with competition of resources, communication, power struggle and incompatibility of goals as the dependant variables while intra group conflict is the independent variable. The chapter dealt with review of literature on conflict from a global perspective and narrowed down to intra group conflict and especially targeting groups dealing with HIV and AIDS service delivery in Nyeri Town constituency.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research design, target population, sample and sampling procedure, research instruments, data collection and data analysis procedure. It also presents the operationalization of the dependent and independent variables.

#### **3.2 Research Design**

Descriptive research design was used for the purposes of this research. The study aimed at investigating various factors influencing intra-group conflicts among the HIV and AIDS implementers in Nyeri Town Constituency. Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject or a phenomenon without influencing it in any way. Many scientific disciplines, especially social science and psychology, use this method to obtain a general overview of the subject (Orodho, 1998, Mugenda and Mugenda, 1999 Kerlinger, 2007). It has an advantage for studies being undertaken in their natural unchanged natural environment. The researcher intended to study the CBOs in Nyeri Town constituency in their natural environment and hence a choice for this research designs.

#### **3.3 Target Population**

According to Mugenda and Mugenda, (2003), the target population is the entire set of units for which the survey data is to be used to make inferences. Nyeri Town Constituency has 60 (sixty) CBOs implementing HIV and AIDS programmes as



documented in the NACC M/E data bank of HIV and AIDS Implementers.(see Appendix 3). These CBOs constituted the target population of this study.

**Table 3.1 Nyeri Town CACC CBOs by Intervention.**

<b>Intervention</b>	<b>No. of CBOs</b>
BCE	20
OVC Support	14
HBC	8
Condom Distribution	10
VCT	8
<b>Total</b>	<b>60</b>

(Source: Nyeri Town CACC) 11/02/2010

### **3.4 Sampling and Sampling Procedure**

A systematic sampling method was used. According to Trochim, (1998) systematic sampling is a probability type of sampling in which individuals are chosen at regular intervals from a systematically arranged list of items.

A sample size of 25% is convenient according to Gheuri and Kjell (2005), Mugenda and Mugenda, (1999) and Trochim, (1999). Accordingly, this study took 25% of the target population equal to 15 NGOs as shown on Table 3.2.

**Table 3.2 Sampling Table**

	<b>Population</b>	<b>Sample</b>
BCE	20	5
OVC Support	14	3
HBC	8	2
Condom Distribution	10	3
VCT	8	2
<b>Total</b>	<b>60</b>	<b>15</b>

### **3.5 Research Instruments**

Data was collected using questionnaires. The questionnaires consisted of both open and close ended questions, that is, structured and unstructured questions. The questionnaire aimed at investigating factors influencing intra group conflict among HIV and AIDS CBOs and was sub divided into four parts that aimed at investigating how competition of resources, communication, incompatibility of goals and power struggle affects intra group conflict. According to James.P.Key (1997), a questionnaire has much value since each respondent receives the same set of questions phrased in exactly the same way thus they yield data more comparable than information obtained through an interview.

#### **3.5.1 Validity of Instruments**

According to Trochim, (1996) validity has to do with how much accurate the data obtained in a study represents the variable of study. The validity is compromised positively or negatively depending on the tools used to gather data. To increase validity of the tools used during the study, the University Supervisor was consulted for expert opinion.

#### **3.5.2 Reliability of the Instruments**

A reliable tool should not vary according to the environment of use. Mugenda and Mugenda, (1996) defines reliability as a measure of consistency. To ensure reliability of the research instruments, the researcher used straight forward questions to avoid ambiguity and also pre-tested the research tools during the pilot stage of the study where the researcher administered the questionnaires to CBOs in Nyeri town constituency with similar characteristics as those of the target group.

### **3.6 Data Collection Procedures**

Data was collected using questionnaires within the sampled population. This was preceded by obtaining authority from the University of Nairobi. Similar authority was sought from the National AIDS Control Council (NACC) and the Constituency AIDS Control Committee (CACC) of Nyeri Town.

Two research assistants were recruited and trained to assist in data gathering. Any research logistics needed by the RAs was the responsibility of the researcher during the course of the study. Since the research was based in Nyeri Town constituency, the researcher zoned the constituency with each RA given an area of data collection. Overall supervision was given by the researcher during the period of data collection. This exercise took two weeks.

### **3.7 Data Analysis Techniques**

Data was collated from the field and the researcher recorded on a manual the number of returned questionnaires from the field and having been satisfied all the tools were returned, the work of analysing the descriptive data begun. The descriptive statistics obtained was analysed using SPSS software.

### **3.8 Data Presentation**

The collected data has being presented using statistical technique in form of frequency distribution tables. The tables represent each of the questionnaire items that the researcher sought information on. The table has the frequency calculated out of forty five (45) representing number of respondents and the percentage calculated out of a hundred.

### **3.9 Ethical Issues**

An informed consent was sought from all respondents. The respondents were made aware of voluntary participation and the information collected was made confidential and used for the purposes of the study.

### **3.10 Operationalization of Variables**

Table 3.3 shows the operationalization of the independent and dependent variables that were used in the study.

**Table 3.3 Operationalization of Variables**

<b>Objectives</b>	<b>Independent Variable</b>	<b>Indicators</b>	<b>Measures</b>	<b>Scale</b>
To investigate how competition for monetary resources influence intra group conflict among HIV and AIDS CBOs in Nyeri Town Constituency	Competition for monetary resources	<ul style="list-style-type: none"> <li>i. Work plan and budget</li> <li>ii. Diversion of funds</li> <li>iii. Availability of funds</li> </ul>	<ul style="list-style-type: none"> <li>i. Adherence to budgets</li> <li>ii. Funds availability</li> <li>iii. Conformity to planned priorities and proposed activities.</li> </ul>	Ordinal
To investigate influence of communication in intra-group conflict among HIV and AIDS CBOs in Nyeri Town Constituency	Communication	<ul style="list-style-type: none"> <li>i. Feedback</li> <li>ii. Consultations</li> <li>iii. Channels of communication</li> </ul>	<ul style="list-style-type: none"> <li>i. Correspondences and replies</li> <li>ii. Minutes</li> <li>iii. Complaints by members</li> </ul>	
To identify how incompatibility of goals influence intra-group conflicts among HIV and AIDS CBOs in Nyeri Town constituency	Incompatibility of goals	<ul style="list-style-type: none"> <li>i. Personal goals</li> <li>ii. Conflict of interest</li> <li>iii. Work plans versus proposals</li> </ul>	<ul style="list-style-type: none"> <li>i. Complaints register</li> <li>ii. Performance framework</li> <li>iii. Complaints of members</li> </ul>	Ordinal
To investigate how power struggle influence intra-group conflicts among HIV and AIDS CBOs in Nyeri Town constituency	Power struggle	<ul style="list-style-type: none"> <li>i. Leadership</li> <li>ii. Management decisions</li> <li>iii. Transparency</li> </ul>	<ul style="list-style-type: none"> <li>i. Leadership turnover</li> <li>ii. Division of responsibilities</li> </ul>	Ordinal

<b>Objective</b>	<b>Variable</b>	<b>Indicator(s)</b>	<b>Measurement</b>	<b>Scale</b>
To determine the factors influencing Intra Group Conflict among HIV/AIDS CBOs	<b><u>Dependent Variable</u></b> Intra Group Conflict	<ul style="list-style-type: none"> <li>i. Competition of resources</li> <li>ii. Communication</li> <li>iii. Power struggle</li> <li>iv. Incompatibility of goals</li> </ul>	Frequency of intra group conflicts as a result of budgets and work plans, communication barriers, conflict of personal and group goals and leadership wrangles among the HIV/AIDS CBOs	Nominal

### 3.11 Summary

This chapter has dealt with the Research Methodology. Descriptive survey design was adopted. The research was conducted in Nyeri Town Constituency. The target population was CBOs implementing HIV and AIDS projects. Data was collected by use of questionnaires and analyzed using SPSS.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter deals with analysis, presentation and interpretation of data obtained in the study.

#### 4.2 Questionnaire Return Rate

Out of the forty five (45) questionnaires distributed to the CBOs operating in Nyeri town constituency, all of them were returned giving a return rate of 100%. According to Peil (1995), questionnaires return rate above 50% is considered good for a study.

#### 4.3 Analysis of the Respondent's Bio Data

The study looked into the gender, position in the CBO and what nature of HIV intervention respondents' individual CBO dealt in.

##### 4.3.1 Response by Gender

HIV and AIDS need to be fought by all members of the society and Table 4.1 presents response by gender.

**Table 4.1 Distribution of respondents by gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	22	48.9
Female	23	51.1
<b>Total</b>	<b>45</b>	<b>100</b>

The female gender had a higher response rate than the male gender.

### 4.3.2 Response by Position in the CBO

Most CBOs run their affairs through their elected representatives and Table 4.2 presents response by position in the CBO.

**Table 4.2 Distribution of respondents by position**

<b>Position</b>	<b>Frequency</b>	<b>Percentage</b>
Chairman	15	33.3
Treasurer	9	20.0
Secretary	11	24.4
Patron	2	4.4
Member	8	17.8
<b>Total</b>	<b>45</b>	<b>100</b>

Majority of the respondents were officials at 77% with ordinary members and patrons at 17.8% and 4.4% respectively.

### 4.3.3 Response by Intervention

Five critical areas of interventions were looked at and Table 4.3 presents response by intervention in the CBO.

**Table 4.3 Distribution by intervention**

<b>Intervention</b>	<b>Frequency</b>	<b>Percentage</b>
BCC	19	42.2
Condom Distribution	7	15.6
VCT	5	11.1
HBC	11	24.4
OVC	3	6.7
<b>Total</b>	<b>45</b>	<b>100</b>



BCC followed by HBC got the highest number of registered CBOs in Nyeri Town Constituency engaged in HIV and AIDS services with OVC service having the least.

#### **4.4 Competition for Resources and Intra Group Conflict**

Competition of resources may end up creating intra group conflict and the questionnaire sought to seek how this influences intra group conflicts in Nyeri town constituency and Table 4.4 to 4.8 below presents the findings.

##### **4.4.1 Work plan and Budget Adherence**

The respondents gave their opinion on whether or not they adhere to work plan and budget and Table 4.4 presents that particular finding.

**Table 4.4 Adherence to work plan and budget**

<b>Adherence to work plan and budget</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	20	44.4
Agree	25	55.6
<b>Total</b>	<b>45</b>	<b>100</b>

It's important to note that the group members agreed that the CBOs adhere to work plan and budget and this is one area of convergence among the CBO members.

##### **4.4.2 Diversion of Funds to Unplanned and Unbudgeted Activities**

The respondents gave their opinion on whether or not there was diversion of funds to unplanned and unbudgeted activities in the CBO and responded as shown on Table 4.5

**Table 4.5 Diversion of funds to unbudgeted activities**

<b>Diversion of funds</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	5	11.1
Agree	8	17.8
Disagree	12	26.7
Strongly Disagree	20	44.4
<b>Total</b>	<b>45</b>	<b>100</b>

The results shows at 71.1% majority of respondents disagreed that there is diversion of funds to unbudgeted activities.

#### **4.4.3 Prioritised Activities Exceeding Available Funds**

Table 4.6 presents the respondents response to whether or not prioritised activities exceed available funds in the CBO.

**Table 4.6 Prioritised activities exceeding available funds**

<b>Activities exceeding available funds</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	13	28.8
Agree	21	46.7
Disagree	7	15.6
Strongly Disagree	4	8.9
<b>Total</b>	<b>45</b>	<b>100</b>

The results show that majority of respondents agreed that prioritised activities exceed the available funds at 75.5%.

#### 4.4.4 Funds Getting Finished Before Projected Project Period

Funds should be utilised in the life span of a project if well projected and Table 4.7 presents the respondents response on if or not funds get finished before projected project period in the CBO.

**Table 4.7 Funds getting finished before projected project period**

<b>Funds getting finished before project period</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	7	15.6
Agree	12	26.7
Disagree	18	40.0
Strongly Disagree	8	17.8
<b>Total</b>	<b>45</b>	<b>100</b>

The results show that a slight majority of respondents at 57.8% disagreed that funds get finished before the project period meaning funds last through the project lifespan.

#### 4.4.5 Group Member's Monetary Desires in Conformity With Priorities Funded

CBO members should be in agreement with the priorities funded since it is expected that the group members first come together and agree on what needs to be done. Table 4.8 presents response to if or not group member's monetary desires are in conformity with priorities funded in the CBO.

**Table 4.8 Group member’s monetary desires conformance with priorities funded**

<b>Monetary desires conformance with priorities funded</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	11	24.4
Agree	31	68.9
Disagree	3	6.7
<b>Total</b>	<b>45</b>	<b>100</b>

The results show that at 93.3%, majority agreed that the members’ monetary desires are in conformity with priorities funded.

#### **4.5 Communication and Intra Group Conflict**

Communication may end up creating intra group conflict and the questionnaire sought to seek how this influences intra group conflicts in Nyeri town constituency. In dealing with this communication influence, responses were sought based on various aspects of communication and Tables 4.9 to 4.13 presents the findings.

##### **4.5.1 Feedback Adequate and Timely**

Communication is judged to be effective when feedback is adequate and timely and this should not be exceptional when it comes to CBOs. Table 4.9 presents response of whether or not feedback is adequate and timely in the CBO.

**Table 4.9 Feedback adequate and timely**

<b>Feedback adequate and timely</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	16	35.6

Agree	18	40.0
Disagree	9	20.0
Strongly Disagree	2	4.4
<b>Total</b>	<b>45</b>	<b>100</b>

At 75.6% majority agreeing that there is adequate feedback which is adequate and timely, this shows communication among CBOs is elaborate.

#### 4.5.2 Selective Release of Information

The respondents were asked to give their opinion if or not there is selective release of information and Table 4.10 presents the responses.

**Table 4.10 Selective release of information by group leaders**

<b>Selective release of information by group leaders</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	8	17.8
Agree	20	44.4
Disagree	9	20.0
Strongly Disagree	8	17.8
<b>Total</b>	<b>45</b>	<b>100</b>

The results show that majority of respondents at 62.2% agreed that there is selective release of information by the group leaders and only 37.8% disagreed. This means majority of group members in CBOs believe their group leaders release information selectively and this needs to be addressed.

### 4.5.3 Delayed Communication

Once information is availed to the CBO group leaders, this should trickle down to all the group members promptly with no delay at all. Table 4.11 presents response sought on delayed communication.

**Table 4.11 Delayed communication**

<b>Delayed communication</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	4	8.9
Agree	10	22.2
Disagree	15	33.3
Strongly Disagree	16	35.6
<b>Total</b>	<b>45</b>	<b>100</b>

Majority of respondents at 68.9% disagreed there is delayed communication within the CBOs. This means communication is effective among the CBOs though there is need to take into considerations the 31.1% who were of a contrary opinion.

### 4.5.4 Adequate Consultations When Making Key Decisions

Consultations which are adequate lead to consensus especially when making key decisions affecting a CBO and Table 4.12 presents responses sought on the same.

**Table 4.12 Adequate consultations when key decisions are made**

<b>Adequate consultations</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	17	37.8
Agree	24	53.3
Disagree	4	8.9
<b>Total</b>	<b>45</b>	<b>100</b>

The results show that majority of respondents at 91.1% agree there is adequate consultations when key decisions affecting the CBO are made.

#### 4.5.5 Unwillingness to Share Information

Information pertaining to any one CBO should be shared willingly without coercion. When information is not shared willingly, this leads to internal conflict. Table 4.13 presents responses on whether or not information is shared willingly.

**Table 4.13 Unwillingness to share information**

<b>Adequate consultations</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	5	11.1
Agree	6	13.3
Disagree	22	48.9
Strongly Disagree	12	26.7
<b>Total</b>	<b>45</b>	<b>100</b>

The results show 75.6% of the respondents disagreed there is unwillingness to share information with 24.4% however agreeing there is unwillingness to share information.

#### 4.6 Power Struggle

Power struggle may end up creating intra group conflict and the questionnaire sought to seek how this influences intra group conflicts in Nyeri town constituency. In dealing with this power struggle influence, responses were sought based on several parameters of power struggle and Tables 4.14 to 4.18 below presents the findings.

##### 4.6.1 Certain Group Members Taking Over All Key Group Activities

All members of a CBO should adequately be involved and feel involved when it comes to carrying out group activities without certain members monopolising certain

key activities of the group. Table 4.14 presents responses on if or not certain group members take over all key group activities.

**Table 4.14 Certain group members taking over all key group activities**

<b>Certain group members taking over all key activities</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	4	8.9
Agree	13	28.9
Disagree	17	37.8
Strongly Disagree	11	24.4
<b>Total</b>	<b>45</b>	<b>100</b>

The results show 63.2% of the respondents disagreed that certain group members take over all key group activities showing inclusivity.

#### **4.6.2 There is Group Coup d'état on Leadership**

Group leaders should be elected democratically and last for the entire term of their office with no coup d'état on their leadership so that they can carry out their mandate.

Table 4.15 presents response on group coup d'état on leadership in the CBO.

**Table 4.15 Group coup d'état on leadership**

<b>Group coup d'état on leadership</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	3	6.6
Agree	7	15.6
Disagree	26	57.8
Strongly Disagree	9	20.0
<b>Total</b>	<b>45</b>	<b>100</b>



The findings show that majority of respondents at 77.8% disagreed there is coup d'état on leadership with 22.2% agreeing on presence of coup d'états on CBO leadership. This shows respect to authority among the CBOs and should be built on.

#### **4.6.3 Group Members Undermine Management Decisions**

When group leaders are elected, they get the mandate to make decisions on behalf of the group members and these decisions should be upheld and respected and not undermined. Table 4.16 presents responses on group members undermining management decisions in the CBO.

**Table 4.16 Group members undermining management decisions**

<b>Group members undermining management decisions</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	1	2.2
Agree	19	42.2
Disagree	15	33.3
Strongly Disagree	10	22.2
<b>Total</b>	<b>45</b>	<b>100</b>

The findings show that 44.4% of respondents agreed group members undermine management decisions. This should be a point of concern to the authorities dealing with CBOs since this undermining is a potential source of intra group conflict.

#### **4.6.4 There is High Turnover in Leadership**

Leadership that is changed now and then shows there is a problem in the governance structure of the CBO since leaders should not be changed before completing their mandate. Table 4.17 presents responses on leadership turnover in a CBO.

**Table 4.17 Turnover in leadership**

<b>Turnover in leadership</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	8	17.8
Agree	16	35.6
Disagree	17	37.8
Strongly Disagree	4	8.9
<b>Total</b>	<b>45</b>	<b>100</b>

The findings show that there is a very small gap between those agreeing and disagreeing on high turnover in leadership and this therefore needs to be given attention and addressed.

#### **4.6.5 Group Documents Open to All Group Members**

Group documents should be open to all members without some documents being under lock and key and not available to some or all of the group members. Table 4.18 presents responses on whether or not group documents are open to all group members in the CBO.

**Table 4.18 Group documents open to all members**

<b>Group documents open to all members</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	20	44.4
Agree	18	40.0
Disagree	6	13.3
Strongly Disagree	1	2.2
<b>Total</b>	<b>45</b>	<b>100</b>

The findings show that there is a high level of transparency in the CBOs when it comes to documentation with 88.4% of respondents agreeing documents are open to all members.

#### **4.7 Incompatibility of Goals**

Incompatibility of goals can create intra group conflict and the study sought to seek how this influences intra group conflicts in Nyeri town constituency. In dealing with this incompatibility of goals influence, responses were sought based on different aspects of incompatibility of goals and Tables 4.19 to 4.22 below presents the findings.

##### **4.7.1 Group Leader’s Priorities in Agreement with the Group Members**

It is expected that a CBO should be in harmony within itself thus the leaders priorities are in agreement with the group members and priorities are discussed and agreed by all members. Table 4.19 presents responses on if or not group leader’s priorities are in agreement with group members in the CBO.

**Table 4.19 Group leader’s priorities in agreement with the group members**

<b>Group leaders priorities in agreement with the group members</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	21	46.7
Agree	17	37.8
Disagree	6	13.3
Strongly Disagree	1	2.2
<b>Total</b>	<b>45</b>	<b>100</b>

The findings show that 84.5% of the respondents agree that group leader's priorities are in conformity with group members. This is good for it shows majority agree with their leaders.

#### **4.7.2 Work Plan Activities in Conformity With Proposal Funded**

Activities in the CBO work plan should be in total conformity with the proposal funded which means both the proposal and the work plan have being debated upon by the group members and agreed upon .Table 4.20 presents response on work plan activities in conformity with proposal funded in the CBO.

**Table 4.20 Work plan activities in conformity with proposal funded**

<b>Work plan activities in conformity with proposal funded</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	21	46.7
Agree	17	37.8
Disagree	6	13.3
Strongly Disagree	1	2.2
<b>Total</b>	<b>45</b>	<b>100</b>

The findings show that 84.5% of the respondents agreed work plan activities are in conformity with proposal funded. This is good since it shows funds don't get diverted to activities outside work plan.

#### **4.7.3 Group Elites in Conflict With Other Group Members**

Group elites should not be in conflict with the other group members not considered as elites. Both the elites and the ordinary group members should be in harmony. Table

4.21 presents response on whether or not group elites are in conflict with other group members.

**Table 4.21 Group elites in conflict with other group members**

<b>Group elites in conflict with other group members</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	6	13.3
Agree	7	15.6
Disagree	21	46.7
Strongly Disagree	11	24.4
<b>Total</b>	<b>45</b>	<b>100</b>

The findings reveal that 71.1% disagreed that group elites are in conflict with group members. This is a good sign which should be built on in strengthening CBOs on management and group dynamics.

#### **4.7.4 Non Group Members Priorities in Conformity With Group Members**

HIV and AIDS affect the whole community and the society alike whether one belongs to a CBO or not. This then means the CBO priorities should be in conformity with the larger community priorities. Table 4.22 presents responses on whether or not non group members' priorities are in conformity with group members.

**Table 4.22 Non group members' priorities in conformity with group members**

<b>Non group members priorities in conformity with group members</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	2	4.4

Agree	16	35.6
Disagree	19	42.2
Strongly Disagree	8	17.8
<b>Total</b>	<b>45</b>	<b>100</b>

The findings reveal that a majority of respondents at 60% disagree non group members priorities are in conformity with group members. This then means there is need to align group and non group members priorities so as to respond to community needs effectively.

#### **4.8 Summary**

This chapter has dealt with interpretation and presentation of the data collected with frequency tables used to present the same. The findings were based on responses availed after administering the questionnaires which aimed at investigating the factors causing intra group conflicts among the CBOs in Nyeri town constituency.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of key findings of the research and then discusses these findings against literature. The chapter then offers a conclusion before giving recommendations and also suggests areas of further research.

#### **5.2 Summary of Findings**

This section presents the key findings of the study based on the objectives of the study.

##### **5.2.1 Competition of monetary resources**

The study revealed that CBOs adhere to their work plans and budgets and funds are utilised for what they were meant without the same getting finished before the project lifespan.

##### **5.2.2 Communication**

The study established that communication was adequate and timely and that there were adequate consultations when making decisions affecting the CBOs.

##### **5.2.3 Power Struggle**

The study showed leaders do complete their terms due to openness and harmony in the CBOs. However, a considerable attempt by the group members was noted in

undermining management decisions leading to a considerable high turnover in leadership among CBOs.

#### **5.2.4 Incompatibility of goals**

The study brought out that goals and priorities responded to both by group members and their leaders are in conformity and harmony not only among the group but also to non group members.

### **5.3 Discussion**

The following section discusses the findings of this study and relates these to other research previously done on the same.

#### **5.3.1 Competition for Monetary Resources and Intra Group Conflict**

The study revealed that CBOs adhere to their work plans and budgets and funds are utilised for what they were meant for without the same getting finished before the project lifespan. This finding is in conformity with the NACC TOWA Funding Guidelines (2010) and NACC TOWA Operational Manual (2010) on CBOs receiving World Bank funds that states that, implementers should adhere to work plans and budgets without any diversion of funds. The study revealed that CBOs engaged adhere to these guidelines.

#### **5.3.2 Communication and Intra Group Conflict**

The study established that communication was adequate and timely and that there were adequate consultations when making decisions affecting the CBOs. This adequacy was noted to be both vertically and horizontally where the leadership consults the group members and the group members get adequate feedback from their



leaders. This is reinforced by Johnson and Johnson (1995) argument that conflicts among students, teachers and management can be reduced by 30% with introduction of effective communication and feedback. Among the CBOs, this effectiveness was found to be paramount in that the study revealed intra group conflicts were minimal as a result of adequate and timely communication.

### **5.3.3 Power Struggle and Intra Group Conflict**

The study established leaders do complete their terms due to openness and harmony in the CBOs but however a considerable attempt by the group members was noted in undermining management decisions leading to a considerable high turnover in leadership among CBOs. When group leader's decisions are undermined, conflicts are bound to arise and this was noted as an area that led to conflict among CBOs and is reinforced by Johnson and Johnson (1995) and Okal (2006) who identified factors such as political interference and managerial sabotage as causes of conflicts among CBOs.

### **5.3.4 Incompatibility of Goals and Intra Group Conflict**

The study established that goals and priorities responded to both by group members and their leaders are in conformity and harmony not only among the ordinary group members but also the group elites though it was established non group members priorities don't concur with group members and this was revealed as a source of conflict. This non conformity that bleeds conflict was noted in a study done by Steadman (2007) who argues the causes of current conflict in most parts of the world go beyond struggles for power, ethnicity, militarism, alienation of people and deep-rooted historical, socio-economic and cultural elements. Non CBO members may feel

alienated thus create conflicts among CBO members due to that entitlement of inclusivity. Mitchell (1998) again concluded that incompatibility of goals of different parties about a particular thing leads to conflicts.

## **5.7 Conclusions**

The study established in general there was harmony among HIV and AIDS Community Based Organisations in Nyeri County. They shared information freely with adequate feedback and they also utilized the funds available according to laid down work plans and budgets. However, these CBOs are still bogged down by negative factors that lead to intra group conflict, key among these being membersØ undermining management decisions and responding to priorities which are not in line with non-CBO membersØ priorities. There is also the negative influence of high turnover in leadership.

## **5.8 Recommendations**

The following are the recommendations of the study:

- 1) The NACC and the Ministry of Sports, Culture and the Arts as the key Government agents dealing with CBOs should take leadership and capacity build the CBOs on group relations and power dynamics.
- 2) The NACC as agent of the Government responsible for HIV and AIDS resource mobilization should give adequate resources to the CBOs and enhance the funding from the current Kshs. 350,000.

- 3) The NACC and its Regional capacity building agencies should capacity build groups on leadership and effective communication within and without the CBO.
- 4) The NACC and the Ministry of Sports, Culture and the Arts as Government agents should sensitise the general population when it comes to conflicts between the group and non group members.

### **5.9 Suggestions for Further Research**

The following are suggestions on areas for further study:

1. Influence of CBO members and non members on priorities responded to in the fight against HIV and AIDS in the community.
2. Factors that cause high turnover in leadership among HIV and AIDS CBOs.

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## **Appendix 1: Letter of Transmittal**

Date-----

Dear Respondent

### **REF: A Study of Factors Influencing Intra- Group Conflict among CBOs in Nyeri Town Constituency**

I am a post-graduate student of University of Nairobi pursuing a Master's degree in project Planning and Management. I am carrying out a study on the above subject. You have been selected to take part in the study as a respondent.

Attached is a questionnaire aimed at gathering information, which will be vital for the above research. I am kindly requesting you to respond to the questionnaire items as honestly as you can and to the best of your knowledge. The questionnaire is for the purpose of research only and therefore the responses shall be absolutely confidential and anonymously given.

In case the study will be of interest to your organization it can be availed once the study is complete.

Your participation in this survey is highly appreciated.

Yours Faithfully

Ranji Leonard Kibe  
University of Nairobi.

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## Appendix 2: QUESTIONNAIRE FOR RESEARCH

This questionnaire is intended to gather general information about your CBO. The study focuses on factors influencing Intra-Group Conflict among CBOs implementing HIV and AIDS activities in Nyeri Town Constituency. Kindly respond to all questionnaire items. Thank you.

### SECTION A:

Date í í / í í / 2011.

Questionnaire No í í í í

#### 1. CBO

Name í í í í í í .....

Gender Male..... Female.....

#### 2. What's your position in the CBO (tick appropriately)

- i. Chairman
- ii. Treasurer
- iii. Secretary
- iv. Patron
- v. Member

#### 3. What area of HIV intervention is your CBO involved in (tick appropriately)

- i. BCC
- ii. Condom Distribution
- iii. VCT
- iv. HBC
- v. OVC



SECTION B:

**A. Competition of Resources**

To what extent do you agree that the following competition of resources factors influence your CBO. (Please circle the number on the right of the statement)

**(1-Strongly Agree 2-I Agree 3- I Disagree 4- I Strongly Disagree)**

- |  |   |   |   |   |
|--|---|---|---|---|
| 1. Work plans and budget adhered to                                    | 1 | 2 | 3 | 4 |
| 2. There is diversion of funds to unplanned and unbudgeted activities  | 1 | 2 | 3 | 4 |
| 3. Activities prioritized exceed available funds                       | 1 | 2 | 3 | 4 |
| 4. Funds get finished before projected project period                  | 1 | 2 | 3 | 4 |
| 5. Group members monetary desires in conformity with priorities funded | 1 | 2 | 3 | 4 |

**B. Communication**

To what extent do you agree that the following communication factors influence your CBO? (Please circle the number on the right of the statement)

**(1-Strongly Agree 2-I Agree 3- I Disagree 4- I Strongly Disagree)**

- |   |   |   |   |   |
|---|---|---|---|---|
| 1. Feedback adequate and timely                                   | 1 | 2 | 3 | 4 |
| 2. There is selective release of information by the group leaders | 1 | 2 | 3 | 4 |
| 3. There is delayed communication                                 | 1 | 2 | 3 | 4 |

4. There is adequate consultations when key decisions are made 1 2 3 4
5. There is unwillingness to share information 1 2 3  
4

### **C. Incompatibility of Goals**

To what extent do you agree that the following incompatibility of goals influence your CBO? (Please circle the number on the right of the statement)

**(1-Strongly Agree 2-I Agree 3- I Disagree 4- I Strongly Disagree)**

1. Group leaders priorities in agreement with the group members 1 2 3 4
2. Work plan activities in conformity with proposal funded 1 2 3 4
3. Group elites in conflict with other group members 1 2 3 4
4. Non group members priorities in conformity with group members 1 2 3 4

### **D. Power Struggle**

To what extent do you agree that the following power struggle factors influence your CBO? (Please circle the number on the right of the statement)

**(1-Strongly Agree 2-I Agree 3- I Disagree 4- I Strongly Disagree)**

1. Certain group members taking over all key group activities 1 2 3 4
2. There is group coup d'état on leadership 1 2 3 4
3. Group members undermine management decisions 1 2 3 4

4. There is a high turnover in leadership 1 2 3 4

5. Group documents open to all group members 1 2 3 4

**E. Other Factors (please list)**

1.-----

2.-----

3.-----

4.-----

5.-----

6.-----

7.-----

8.-----

9.-----

10.-----

Thank you for your cooperation.

APPENDIX 3: LIST OF NYERI TOWN CACC CBOs

NO.	ORGANIZATION	HIV/AIDS INTERVENTION
1	Artistes by Nature	BCC
2	Beta Life for Women Project	Condom Distribution
3	Central Kenya Creative Youth SHG	Condom Distribution
4	Central Kenya Region Deaf Dev.	OVC
5	Chania Wiiyui Ciiko SHG	Condom Distribution
6	Citizen for Destiny	VCT
7	Coalition Against AIDS and Stigma	OVC
8	Coalition of HIV Infected and Affected	BCC
9	Community Empowerment through Art	BCC
10	Courageous PLWHA	BCC
11	Eagle NEEMA SHG	HBC
12	Environment Conservation Health and Poverty Eradication	BCC
13	Falimi Group	Condom Distribution
14	Furaha Tosha SHG	Condom Distribution
15	Gatitu Galaxy SHG	HBC
16	Gatitu Ward Mercy Women Grp	BCC
17	Gatitu Young Mothers	BCC
18	Gitathi Dairy Goat	OVC
19	Good Hope Tuonane SHG	VCT
20	Gracious Welfare Group	OVC
21	Help Line United SHG	OVC
22	HI-Tech SHG	OVC
23	Hopeful Youth Consultants	VCT
24	Kagongo AIDS Affected and Afflicted SHG	BCC
25	Kambigi SHG	BCC
26	Kamuyu Women Group	Condom Distribution
27	Karingaini Tumaini SHG	BCC
28	Kenya Network of Women with AIDS	OVC
29	Kenya Red Cross Children Home	OVC
30	Kiahiti Jawabu SHG	BCC
31	Kiganjo AIDS affected and afflicted	OVC
32	Kiganjo Disabled SHG	BCC
33	Kiganjo PLWHA Support group	HBC
34	Kihatha Youth Against AIDS Motivators	BCC
35	Little Angels SHG	OVC
36	Machawiki Fighters of AIDS SHG	HBC
37	Makena Deaf W Omen Group	BCC
38	Mt. Kenya Dev. Initiative	Condom Distribution
39	Mt. Kenya Focus on HIV/AIDS Programmemes	BCC
40	Mukaro Orphans and Vulnerable Children	VCT
41	Muringa Women Group	OVC
42	Mutitutini Githima Women Group	HBC
43	Nasisi Yetu	BCC

44	NCCK	BCC
45	Nyaribo PLWHA SHG	BCC
46	Nyeri Disability Network	BCC
47	Nyeri District Residents Association	VCT
48	Nyeri People Living with HIV	HBC
49	Nyeri Town Health Centre Ambassadors of Hope	Condom Distribution
50	OVC Hope restoration Group	OVC
51	Pambazuko Community Based Organization	OVC
52	Promoters of Hope	VCT
53	Prosperity Hope Women group	OVC
54	Rware De. Initiative Group	Condom Distribution
55	Slum Dvt Network Initiative	Condom Distribution
56	St. Camillas SHG	HBC
57	Tender Care of People Living with HIV/AIDS	BCC
58	Today's Visionary Group	VCT
59	Transparency SHG	VCT
60	Tumaini Majengo Clinic	HBC