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**EFFECT OF TRUST-BUILDING STRATEGIES ON COLLABORATIVE PEACE
INITIATIVES IN KENYA: A CASE OF THE INTERNATIONAL ORGANIZATION
FOR PEACEBUILDING (INTERPEACE) IN NAIROBI, KENYA**

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171409

**A DESSERTATION SUBMITTED IN PARTIAL FULFILMENT OF
REQUIREMENTS FOR THE DEGREE OF MASTER OF COMMERCE OF
STRATHMORE UNIVERSITY**

**STRATHMORE BUSINESS SCHOOL
STRATHMORE UNIVERSITY
NAIROBI, KENYA**

MAY, 2025

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

SIGNED

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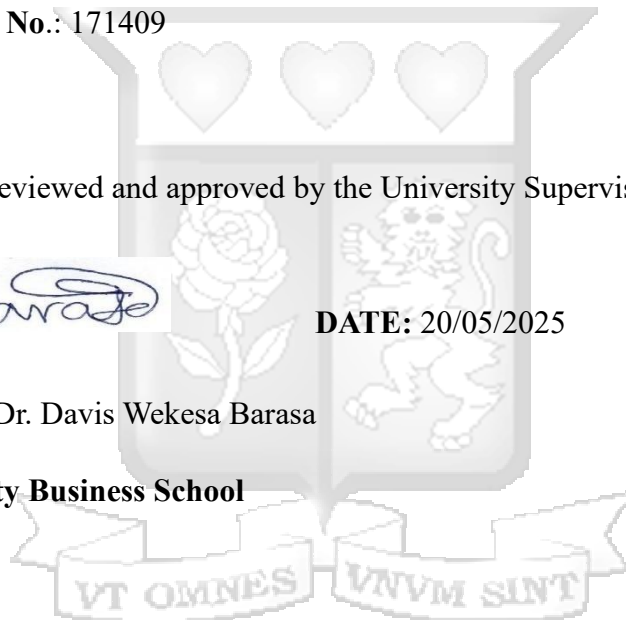
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DATE: 20/05/2025

Supervisor's Name: Dr. Davis Wekesa Barasa

Strathmore University Business School



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I am deeply grateful for God's guidance throughout this journey. His support and intervention have been evident in numerous ways.

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To my supervisor, Dr. Davis Wekesa, your guidance has been instrumental in reaching this milestone. I offer my heartfelt thanks for your invaluable support and contribution.



DEDICATION

I dedicate this work to my dad, mom, sisters, and beloved son, whose unwavering support and encouragement have been both my foundation and inspiration throughout this journey.



TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENT	ii
DEDICATION	iii
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
ABBREVIATIONS AND ACRONYMS	x
DEFINITION OF TERMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.1.1 Trust Building Strategies	2
1.1.2 Collaborative Peace-Building.....	4
1.1.3 International Organization for Peacebuilding, Nairobi, Kenya (Interpeace).....	5
1.2 Problem Statement	6
1.3 Research Objectives	8
1.3.1 General Objectives	8
1.3.2 Specific Objectives.....	8
1.4 Research Questions	8
1.5 Scope of the study	9
1.6 Significance of the study	9
1.7 Chapter Summary	10
CHAPTER TWO: LITERATURE REVIEW.....	11
2.1 Introduction	11
2.2 Theoretical Review.....	11
2.2.1 The Contingency Theory	11
2.2.2 The Trust Theory	12

2.3 Empirical Review	13
2.3.1 Transparency and Its Role in Collaborative Peace-Building.....	13
2.3.2 Accountability Mechanisms in Enhancing Collaborative Peace-Building.....	15
2.3.3 Cultural Sensitivity and Its Influence on Peace-Building Success.....	16
2.3.4 Involvement of Local Peace-Building NGOs in Project Planning and Implementation	17
2.4 Research Gaps	19
2.5 Conceptual Framework	23
2.5.1 Linking Theories to the Framework	24
2.6 Operationalization of Study Variables	25
2.7 Chapter Summary	26
CHAPTER THREE: METHODOLOGY	27
3.1 Introduction	27
3.2 Research Philosophy	27
3.3 Research Design	28
3.4 Target Population	28
3.5 Data Collection	29
3.6 Research Quality	29
3.7 Data Analysis	31
3.8 Diagnostic test	32
3.8.1 Multicollinearity Test	32
3.8.2 Heteroscedasticity Test.....	32
3.9 Ethical Considerations.....	32
CHAPTER FOUR: PRESENTATION OF RESULTS/FINDINGS	34
4.1 Introduction	34
4.2 Response Rate	34
4.3 Demographic Information	34

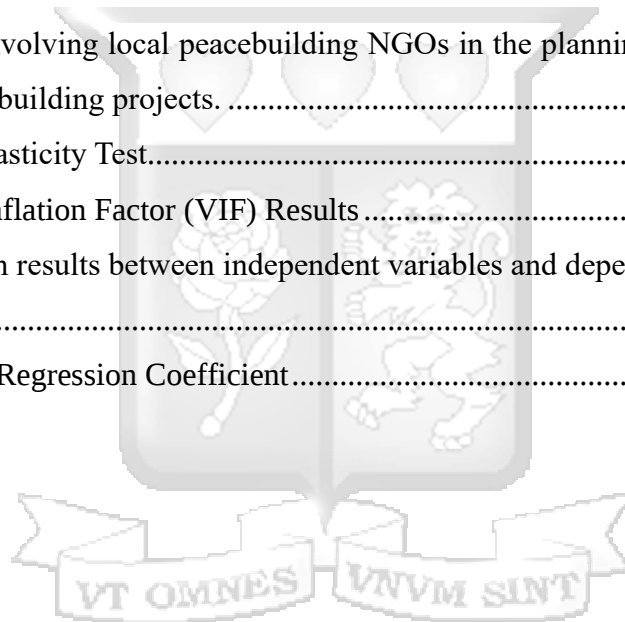
4.4 Descriptive Statistics	35
4.4.1 Transparency and Peacebuilding Initiatives	35
4.4.2 Accountability mechanisms in Peacebuilding initiatives	37
4.4.3 Cultural sensitivity in Peacebuilding Initiatives	38
4.4.4 Involvement of local peacebuilding NGOs in Peacebuilding Initiatives	40
4.5 Diagnostic Tests	42
4.5.1 Heteroscedasticity Test	42
4.5.2 Multicollinearity Test	42
4.6 Regression Analysis	43
CHAPTER FIVE: DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS....	47
5.1 Introduction	47
5.2 Summary of Key Findings	47
5.3 Discussion of Key Findings	47
5.3.1 The role of transparency in enhancing collaborative peace-building initiatives.	47
5.3.2 The effectiveness of accountability mechanisms in enhancing collaborative peace-building initiatives.	48
5.3.3 Cultural sensitivity influences the success of collaborative peace-building efforts.	49
5.3.4 Effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peacebuilding projects.	51
5.4 Conclusion.....	52
5.5 Recommendation.....	53
5.5.1 Policy Recommendations	53
5.5.2 Recommendation for Theory	53
5.5.3 Recommendation for Practice	54
5.5.4 Recommendations for Further Research	54
5.6 Limitations of the Study	55
REFERENCES.....	56

APPENDICES	63
APPENDIX I: QUESTIONNAIRE	63
APPENDIX II: PARTICIPANT INFORMATION AND INFORMED CONSENT SECTION.....	69
APPENDIX III: INTRODUCTION LETTER.....	72
APPENDIX IV: ETHICS RESEARCH APPROVAL	73
APPENDIX V: NACOSTI PERMIT	74



LIST OF TABLES

Table 2.1: Summary of Knowledge Gaps	19
Table 2.2 Operationalization of Study Variables	25
Table 3.1: Reliability Results	31
Table 4.3: Demographic Information of the Respondents	34
Table 4.4: The role of transparency in enhancing collaborative peace-building initiatives at Interpeace, Nairobi, Kenya.	36
Table 4.5: Effectiveness of accountability mechanisms in enhancing collaborative peace-building initiatives.	37
Table 4.6: Evaluate how cultural sensitivity influences the success of collaborative peace-building efforts.....	39
Table 4.7: Effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peacebuilding projects.	40
Table 4.8: Heteroscedasticity Test.....	42
Table 4.9: Variance Inflation Factor (VIF) Results	42
Table 4.10: Regression results between independent variables and dependent variable	43
Table 4.11 ANOVA.....	44
Table 4.12 : Multiple Regression Coefficient.....	44



LIST OF FIGURES

Figure 2.1 Conceptual Framework	23
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ABBREVIATIONS AND ACRONYMS

CDF: Community Development Fund

CEPA: Comprehensive Economic Partnership Agreement

DMEAL: Design, Monitoring, Evaluation, Accountability, and Learning

GCC: Gulf Cooperation Council

INGO: International Non-Governmental Organization

Interpeace: International Organization for Peacebuilding

NACOSTI: National Commission for Science, Technology, and Innovation

NCIC: National Cohesion and Integration Commission

NEPCOH: Network for Peace, Cohesion and Heritage Trust

NGO: Non-Governmental Organization

NGOBureau: NGO Coordination Bureau

NHS: National Health Service

PBO: Public Benefit Organization

SPSS: Statistical Package for the Social Sciences

UN: United Nations

UNDP: United Nations Development Programme



DEFINITION OF TERMS

Non-Governmental Organizations (NGOs): Non-governmental organizations are self-governing, possibly non-profit organizations that possess institutional facilities and act locally, nationally, and internationally to solve social, economic, and natural problems without government interference (McCormick, 2023).

International Non-Governmental Organizations (INGOs): Those NGOs that are international in character and are mainly based in a given country other than the host country. Their quest reflects on development and peacebuilding interventions in Kenya (Nyakundi, 2023).

Trust-Building Strategies: These are the conscious strategies used by the organizations, especially the INGOs, to build and sustain credibility with the local actors. They include the strategy of transparency, accountability, engagement of locals, and cultural reliability (Fjaeran & Aven, 2021).

Community Engagement: The practice of engaging key, local actors, particularly peacebuilding non-governmental organizations in deliberation, formulation, and practice. Community participation fosters confidence, empowers communities, and ensures projects' buy-in by the targeted community (United Nations, 2020).

Sustainability of Interventions: According to Lewis et al. (2020), the durability extended by an INGO's program or project to a community in a particular way once the outside support or funding has disappeared.

Transparency: The extent to which INGOs report their findings, intentions, and resources to the local people without bias and in a comprehensible way. Transparency reinforces accountability and reduces the possibility of developing suspicion (Girei, 2023).

Accountability: Obligation on INGOs to address the call by local peacebuilding INGOs and other local stakeholders to deliver on the commitments they make to meet prospective needs, act to redress perceived wrongs and complement the priorities of local actors (Morrow, 2017).

ABSTRACT

This study examined the effect of trust-building strategies on collaborative peace-building at the International Organization for Peacebuilding (Interpeace), Nairobi, Kenya. Specifically, the study aimed to determine the role of transparency in enhancing collaborative peace-building initiatives, determine the effectiveness of accountability mechanisms, evaluate how cultural sensitivity influences peace-building success, and determine the impact of involving local peace-building NGOs in the planning and implementation of peace-building projects. The study was guided by Contingency Theory and Trust Theory. The study adopted a positivist research philosophy and a descriptive cross-sectional research design, a census approach due to the small population size of 32 respondents. Primary data was collected using structured questionnaires. Data collection followed a pick-and-drop method, where questionnaires were distributed in the first week of April 2025. The data was analyzed using SPSS v27, with descriptive statistics (mean and standard deviations) used for summarization and inferential statistics (multiple linear regression). The regression results revealed that transparency, accountability mechanisms, cultural sensitivity, and local NGO involvement are significant contributors to successful collaborative peace-building. The regression model showed a high proportion of variance explained, indicating that these factors are key drivers of successful outcomes. All four predictors were confirmed as statistically significant, with transparency, accountability, cultural sensitivity, and local NGO involvement each having a positive and significant effect on collaborative peace-building. The study concluded that transparency, accountability mechanisms, cultural sensitivity, and the involvement of local NGOs all significantly enhance collaborative peace-building initiatives at Interpeace. Each of these factors had a positive and significant effect on the success of peace-building efforts, demonstrating their crucial role in fostering effective collaboration and project outcomes. The study recommends strengthening transparency by regularly sharing financial and project updates, and institutionalizing accountability mechanisms like performance audits and grievance redress systems. Cultural sensitivity training should be enhanced, and local NGOs should be more actively involved in decision-making to ensure their perspectives are included in peace-building efforts. Further research should explore how Contingency Theory can be applied to peace-building in varying local contexts and examine how Trust Theory can be expanded to better understand how transparency and accountability influence trust-building across peace-building phases. The study advises enhancing community participation in all stages of peace-building projects and institutionalizing cultural sensitivity training for staff. Future research should examine the long-term impact of transparency and cultural sensitivity on peace-building, the role of local NGOs in sustaining outcomes, and conduct comparative studies of accountability mechanisms in different peace-building contexts to identify best practices.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

According to McCormick (2023), Non-Governmental Organizations (NGOs) address numerous worldwide social, economic, and humanitarian problems. At the global level, through peace-building initiatives, International Non-Governmental Organizations (INGOS) help different stakeholders in conflict zones develop trust while building collaborative relationships. The success of their peace-building interventions relies on how well INGOs can build trust with local peacebuilding NGOs and relevant actors. (Baim & Chaudhuri, 2020).

INGOs in post-war Colombia experienced trust issues as donors maintained different key priorities than community members, leading to both poor local cooperation and active refusal. (Naumann-Montoya, 2024). The effectiveness of INGOs in peacebuilding across Ukraine suffered due to high political tensions, and so did the skepticisms of foreign intervention. (Pospieszna & McMahon, 2024).

The Balkan Museum Network (BMN), a collaboration of cultural institutions from Albania, Bosnia and Herzegovina, Montenegro, Kosovo, Macedonia, Serbia, and Greece, demonstrates the power of social capital defined as trust and shared knowledge among its members. Despite the low frequency of interactions, the network's success lies in the quality of relationships, emphasizing that trust and willingness to engage are more important than the number of interactions. This approach challenges the idea that frequent contact is essential for strong networks, highlighting the importance of commitment and cooperation in post-conflict settings (Perez Lozano, 2016).

In Sudan, the INGOs face the difficulty of restoring trust in Sudanese society in a short period due to the widespread violations that accompanied the war; however, this can be achieved through unconventional strategies and mechanisms that draw on international and regional experiences while considering Sudan's unique context. The process of building trust and restoring social cohesion will take a long time, requiring sustained efforts to achieve these goals, as well as adopting comprehensive monitoring and evaluation mechanisms to measure progress or setbacks in achieving the desired objectives, and continuously identifying areas for improvement (Gaily & Makkawi, 2025).

The experiences of INGOs operating in Tanzania demonstrate their inability to gain local community acceptance because stakeholders perceived their operations as being unduly

influenced by outsiders and their hierarchical management structure. (Erdilmen & Sosthenes, 2020). The absence of local peace actors and traditional leaders in INGO programs in South Sudan led Tanner & Moro (2016) to recognize poor sustainability due to limited program ownership. The research demonstrates that transparency coupled with accountability and cultural sensitivity alongside participatory engagement serves as fundamental strategies for INGOs to strengthen their legitimacy while boosting their peace-building performance.

In Kenya, the work of INGOs encounters skepticism in addition to political barriers as well as cultural challenges. (Otieno, 2021). Mukanga (2020) demonstrated how Nairobi's urban INGOs encounter three distinct challenges, including its multicharged ethnic populations alongside economic imbalances and complex political situations that undermine their trust-building programs. The ability of INGOs to establish collaborative peace-building in Kenya is affected by political rivalry and governance problems, along with the exclusion of local peace activists, according to Nyakundi (2023). The research of Mbui (2018) showed cultural sensitivity creates better INGO-local community trust, yet this knowledge lacks extensive examination during global peace-building operations.

Trust formation becomes especially hard in multicultural environments because of historical conflicts, cultural variations, and perceptions about outside parties' involvement. (Pallas & Nguyen, 2018). The level of trust inhibiting effective cooperation between local communities and INGOs increases when local communities have endured exploitation or marginalization. To build authentic partnerships between INGOs and local peacebuilding NGOs trust-building approaches which emphasize transparency along with accountability combined with cultural sensitivity and local participation prove essential (Erdilmen & Sosthenes, 2020).

Lack of trust and collaboration in peace initiatives causes resources to get misused while marginalizing important stakeholder participation and maintaining unequal power distribution in communities, undermining peace-building outcomes (Lewis et al., 2020). Project sustainability along with increased stakeholder ownership and enhanced initiative outcomes results from INGOs' effective implementation of trust-building strategies (Cobigo et al. 2018). Given these challenges and opportunities, this study seeks to examine the effect of trust-building strategies on collaborative peace-building at Interpeace, Nairobi, Kenya.

1.1.1 Trust Building Strategies

The development of effective trust-building strategies is crucial for organizations aiming to establish authentic credibility and foster strong partnerships with local stakeholders. The

conceptualization of trust-building strategies in this study is primarily based on the work of Fjaeran and Aven (2021) and Baim and Chaudhuri (2020), who explore trust within organizational and cross-sectoral collaboration contexts. Trust-building is central to enhancing relationships and ensuring the success of peace-building initiatives (Fjaeran & Aven, 2021). International peacebuilding NGOs (INGOs) employ various strategies to improve their connections with local partners and ensure the sustainability of their projects. These strategies are essential for overcoming skepticism and building long-term peace within conflict-prone areas (Schmitz & Mitchell, 2022).

Key trust-building strategies commonly identified in the literature include transparency, accountability, cultural sensitivity, and the involvement of local peace-building NGOs. These elements were selected based on their recurring presence in peace-building studies and their proven effectiveness in fostering trust among local stakeholders.

Transparency is considered a fundamental strategy for trust-building. By sharing project objectives, financial management details, and decision-making processes, INGOs can reduce stakeholder uncertainty and promote confidence in their operations (Muchilwa & Okoth, 2021). Transparent operations demonstrate to local communities that INGOs are accountable and committed to delivering on their promises, which in turn fosters trust and credibility (Fjaeran & Aven, 2021).

The establishment of accountable systems is another critical strategy. Accountability mechanisms, such as periodic reporting, stakeholder dialogues, and complaint resolution processes, ensure that INGOs remain answerable to their local partners and stakeholders (O'Leary, 2017). These practices help strengthen partnerships with local peace-building NGOs and foster trust by demonstrating that INGOs are not only present in the community but are also responsive and responsible for their actions (Girei, 2023).

Cultural sensitivity is a vital aspect of trust-building. INGOs that understand and respect local customs, traditional beliefs, and ethical standards are better able to engage with communities and gain their cooperation (Wanjiru, 2021). By incorporating cultural elements into their projects, INGOs can avoid the imposition of foreign ideals and instead promote trust through mutual respect and understanding, which enhances community acceptance (Baim & Chaudhuri, 2020).

Involvement of local peace-building NGOs in the planning and implementation of projects offers two key benefits: it strengthens community connections through ownership and

promotes inclusion. Local peace-building NGOs are integral to ensuring that projects meet the needs of the community, which helps strengthen the legitimacy of INGOs (Wanjiru, 2021). Participatory engagement through collaborative decision-making, co-creation workshops, and other inclusive approaches allows INGOs to build enduring partnerships that are rooted in mutual respect and shared goals (McCormick, 2023).

The selection of transparency, accountability, cultural sensitivity, and local NGO involvement as the focus of this study is based on their prominence in existing peace-building literature and their recognized importance in fostering trust between INGOs and local communities. These strategies were chosen because they directly address common challenges faced in peace-building efforts, such as skepticism, exclusion, and misalignment of goals. While other factors, such as economic incentives, political stability, and security conditions, can also influence trust-building efforts, these four strategies were selected because they are more directly within the control of INGOs and are specifically related to the relational dynamics central to successful peace-building (Baim & Chaudhuri, 2020; Fjaeran & Aven, 2021).

The focus on these variables is intended to provide a comprehensive understanding of how INGOs can build and maintain trust in a challenging environment like Nairobi, Kenya, and to identify strategies that can be implemented across other similar conflict-prone regions. While other potential factors may exist, such as the role of external actors or the impact of media, the selected strategies are central to the immediate challenges facing INGOs in Kenya's complex socio-political landscape.

1.1.2 Collaborative Peace-Building

The conceptualization for collaborative peacebuilding in this study draws on the work of O'Leary (2017) and Waddell (2017), who emphasize multi-stakeholder engagement and collective ownership in peace processes. The study adopts this perspective to examine how INGOs and local peacebuilding organizations in Kenya co-create solutions and share responsibilities to achieve lasting peace. Collaborative peace-building refers to the joint efforts of multiple stakeholders in conflict resolution and sustainable peace initiatives. (Lederach, 2019). INGOs drive essential functions between conflicting parties through dialogue practices while performing mediation roles together with enabling capacity-building work. (Bachmann & Inkpen, 2018).

Acceptable collaboration involves three essential elements, which include building mutual trust alongside shared decision-making processes and inclusive participation from all actors

participating in operational peace-building (Lindqvist, 2018). Through practices which merge transparency with accountability and cultural awareness with the involvement of local actors, INGOs establish higher success and trustworthiness in peace-building activities. (Lindqvist, 2018).

To achieve sustainability and widespread acceptance of peace initiatives throughout the long term, INGOs should establish dual partnerships with local non-governmental organizations (Naumann-Montoya, 2024). Peace-building approaches which successfully collaborate depend on governance methods that involve people as well as support their empowerment and resolution frameworks that match local culture (Minko, 2024).

1.1.3 International Organization for Peacebuilding, Nairobi, Kenya (Interpeace).

International non-governmental organizations (INGOs) in Kenya operate within a dynamic environment shaped by legal requirements, socio-political conditions, and opportunities for strategic partnerships. The Public Benefit Organizations (PBO) Act of 2023, regulated by Kenya's NGO Coordination Board, sets out clear guidelines for INGOs, emphasizing transparency, accountability, and alignment with community needs (Ochieng, 2020). This regulatory framework ensures that INGOs contribute meaningfully to national development goals while maintaining credibility with both local communities and international partners.

Interpeace, a global peacebuilding organization with three decades of experience, has been active in Kenya since 2014. Its entry into the Kenyan context was formalized through a Memorandum of Understanding with the National Cohesion and Integration Commission (NCIC), a government body tasked with promoting national unity and managing ethnic tensions. This partnership began with interventions in Mandera County, where successful peace initiatives significantly reduced intercommunal violence and laid the foundation for sustainable local peace structures (Interpeace, 2023).

Building on these gains, NCIC and Interpeace expanded their operations to Wajir and the North Rift region in 2019. Areas like Turkana, West Pokot, Baringo, and Samburu had long suffered from recurring violence driven by unresolved grievances and social inequalities. The peacebuilding model developed in Mandera, later recognized in NCIC's *Footprints for Peace* (2018) report, served as a blueprint for these expanded efforts. Notably, the Orwa I Peace Accord of 2021 helped end decades of conflict in the Kapedo-Lokori corridor, signaling the impact of structured local engagement and trust-based collaboration.

Despite these positive developments, the peace in northern Kenya remains fragile, underscoring the importance of effective and sustainable interventions. Nairobi, as the capital and a regional hub for many INGOs, provides a strategic location for examining how these organizations collaborate with local actors. The city offers access to national institutions, civil society groups, and international partners, making it an ideal setting to explore the factors that influence successful peacebuilding partnerships.

This study is anchored in this broader context, focusing on how trust-building strategies such as transparency, accountability, cultural sensitivity, and inclusive engagement affect collaboration between INGOs and local peacebuilding organizations. By situating the research within the regulatory framework and operational realities of INGOs in Kenya, the study aims to provide practical insights that can strengthen peacebuilding efforts and improve stakeholder cooperation in complex environments.

1.2 Problem Statement

International Non-Governmental Organizations (INGOs) play a critical role in global peacebuilding efforts by fostering collaboration and trust among stakeholders in conflict-prone areas (Baim & Chaudhuri, 2020). However, the pursuit of enduring peace in these regions is often obstructed by challenges in building trust among INGOs, local peace-building NGOs, government entities, and communities. Trust gaps manifest in various forms, such as a lack of transparency in decision-making processes (Donais, 2009), limited community involvement in project design and planning (Lederach, 1997), inadequate accountability mechanisms (OECD, 2008), and cultural insensitivity from external organizations (Mac Ginty, 2008). Such issues create skepticism among local populations and weaken the legitimacy of peace initiatives. These trust gaps complicate the implementation of peace-building programs, leading to limited success in achieving sustainable peace outcomes.

In countries like Colombia and Ukraine, INGOs face difficulties in building trust with local actors due to mismatched objectives between donors and locals, political conflicts, and skepticism toward foreign intervention (Naumann-Montoya, 2024; Pospieszna & McMahon, 2024). Similarly, in Africa, INGOs encounter trust-related challenges that limit their effectiveness. For example, in Tanzania, community skepticism toward INGOs is prevalent, as their initiatives are often perceived as externally driven and disconnected from local realities (Erdilmen & Sosthenes, 2020). In South Sudan, the absence of local peace actors in INGO programs led to poor sustainability and limited program ownership (Tanner & Moro, 2016).

These findings highlight the critical importance of trust-building strategies such as transparency, accountability, cultural sensitivity, and participatory engagement as key elements for enhancing the legitimacy and effectiveness of INGOs' peace-building efforts.

In Kenya, INGOs operating in Nairobi face unique challenges in building trust due to political, cultural, and governance issues. The urban context, characterized by ethnic diversity, economic disparities, and political power struggles, presents complexities that hinder trust-building efforts (Lansing et al., 2023). Additionally, political polarization and rivalry, governance challenges, and the exclusion of local peace actors further weaken INGOs' ability to foster collaborative peace initiatives (Nyakundi, 2023). While some studies have discussed the role of cultural sensitivity in trust-building (Mbui, 2018), there is limited empirical research on how specific trust-building strategies, such as transparency, accountability, and local NGO involvement, affect collaborative peace-building in Nairobi.

Contextually, most research into peace-building approaches takes place in turmoil-prone territories including Ukraine, South Sudan, Somalia and Congo (Pallas & Nguyen, 2018; Lewis et al., 2020) despite their location. Few studies examination exist on how international peacebuilding NGOs operate within Kenyan borders in distinct partnerships with local peacebuilding groups. By selecting Nairobi as its research site this study addresses a missing aspect since Nairobi is strategically positioned as a base for numerous international peacebuilding organizations that engage in risky environments.

Methodologically, research methods applied in previous INGO collaboration studies mostly employed qualitative interviews and case studies (Girei 2023; Wanjiru 2021). These research approaches deliver deep analysis but fail to achieve statistical validity between studies. A mixed-methods research design combines qualitative analysis with quantitative testing to present a complete view of the influences that trust-building approaches have on peace-building cooperation.

Knowledge-wise, extensive research exists on peace-building initiatives alongside stakeholder collaboration (O'Leary, 2017; Waddell, 2017), but few studies have analyzed how local peacebuilding NGO participation affects international peace organizations' success rates. Research supporting trust-building strategies as direct contributors to collaborative peace-building initiatives' success remains scarce. This research adds to existing knowledge by testing these relationships through empirical analysis and offering strategic guidance for international non-governmental organizations.

This study aims to fill these gaps by examining how trust-building strategies influence collaborative peace-building at Interpeace in Nairobi, Kenya. By analyzing the role of transparency, accountability, cultural sensitivity, and local NGO engagement, this study provides empirical insights that can enhance INGOs' strategies in fostering sustainable peace initiatives. The findings are valuable to INGOs, policymakers, and peace practitioners in designing more effective and contextually relevant trust-building approaches for peace-building efforts in Kenya and beyond.

1.3 Research Objectives

1.3.1 General Objectives

The general objective of this study was to determine the effect of trust-building strategies on collaborative peace-building at Interpeace, Nairobi, Kenya.

1.3.2 Specific Objectives

The specific objectives of this study were:

- i. To determine the role of transparency in enhancing collaborative peace-building initiatives at Interpeace, Nairobi, Kenya.
- ii. To establish the effectiveness of accountability mechanisms in enhancing collaborative peace-building initiatives at Interpeace, Nairobi, Kenya.
- iii. To determine how cultural sensitivity influences the success of collaborative peace-building efforts at Interpeace, Nairobi, Kenya.
- iv. To determine the effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peacebuilding projects at Interpeace, Nairobi, Kenya.

1.4 Research Questions

- i. What is the effect of transparency on enhancing collaborative peace-building initiatives at Interpeace, Nairobi, Kenya?
- ii. What is the effect of accountability mechanisms on improving collaborative peace-building initiatives at Interpeace, Nairobi, Kenya?
- iii. What is the effect of cultural sensitivity on the success of collaborative peacebuilding efforts at Interpeace, Nairobi, Kenya?
- iv. What is the effect of involving local peacebuilding NGOS in the planning and implementation of collaborative peacebuilding projects at Interpeace, Nairobi, Kenya?

1.5 Scope of the study

The study was conducted at Interpeace based in Nairobi, Kenya and it focused on determining the effect of transparency, accountability mechanisms, cultural sensitivity, and the involvement of local peacebuilding NGOs on collaborative efforts within the organization. The target population comprised of 17 staff members directly involved in peacebuilding programs at Interpeace and 15 staff members of the local NGO, NEPCOH, Interpeace's implementing partner. Given the relatively small population size, a census approach was adopted to include all eligible respondents. The unit of analysis and observation were the individual staff members engaged in peacebuilding activities.

This study adopted a descriptive study design with primary data being collected by the use of structured questionnaires with predominantly closed-ended questions, which were designed to accumulate quantitative data. The study was conducted between the months of March and April 2025. The scope of research was limited to the Nairobi office of Interpeace, and the findings are therefore contextualized within this operational and geographical setting.

1.6 Significance of the study

This study was significant as it addresses the effect of trust-building strategies on collaborative peace-building efforts, with implications for policy, theory, and practice. Its findings provided valuable insights into fostering more effective, inclusive, and sustainable peace-building initiatives at Interpeace, Nairobi, Kenya.

On the policy contribution, the research strengthens peace-building program development and execution through revealed trust-building approaches that focus on building transparency and cultural understanding along with accountability measures. The findings helped policy makers create evidence-based recommendations for implementing these methods as integral components of peace-building initiatives at the national and regional levels to enhance relationship dynamics along with operational outcomes. The study demonstrated that active local peace-building NGO participation in decision-making sustains progress towards creating strong international-local partnerships through policies. This approach established standardized trust-building methods which support inclusive cooperation between various stakeholder demographics.

On the theory contribution, this study provided academic value to peace-building science by studying trust-building approaches in collaborative actions that receive limited scholarly focus. The research presents a conceptual structure to reveal transparency along with accountability

and cultural awareness and community organizations as approaches which affect peace-building program success rates. This research filled the current gaps in knowledge by examining cultural and geopolitical dynamics which can serve as a base for ongoing research in various contexts. Moving forward, this research enhanced academic scholarship as it exposed methods to strengthen peace-building outcomes through trust-building practices motivated further scholarly investigation across similar subject areas.

On practice contribution, the research presented direct useable outcomes for stakeholder groups. This study directed Interpeace to develop operational recommendations that boost collaborative initiative success through the implementation of trust-building techniques. The study provided local peace-building NGOs with directions for enhancing their function in peace-building project planning and delivery while maximizing their specialized knowledge along with local relationships. Payees and financiers received greater value by learning how information disclosure and oversight practices create improved results and sustainability within their peace-building fund allocations. Affected communities found benefits from approaches that maintain cultural sensitivity since these methods match their unique requirements and promote enduring reconciliation and ongoing collaboration.

1.7 Chapter Summary

This chapter has provided an overview of the study, including the background, problem statement, objectives, research questions, scope, and significance. The following chapter delved deeper into the literature review. Chapter three focused on the methodology of the study and was outlined by the research design, target population, sampling, data collection methods and procedures, data analysis and ethical considerations. Chapter four presented and gave an analysis of the data collected. Finally, Chapter five set out the discussions, conclusion and recommendation following the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature on which this study is built, It contains the theoretical foundation, empirical literature review, summary of knowledge gaps, conceptual framework, operationalization of study variables, and chapter summary.

2.2 Theoretical Review

This study was guided by the Contingency Theory and Trust Theory both of which provide a foundational understanding of how organizational and interpersonal dynamics influence collaborative peacebuilding initiatives. These theories are discussed in length below as to how they support the study.

2.2.1 The Contingency Theory

The Contingency Theory, developed by Fred Fiedler in 1964, posits that there is no universal approach to organizational management; rather, strategies should be adapted based on contextual factors such as environment, task nature, and stakeholder characteristics (Fiedler, 1964). In the context of INGOs, transparency mechanisms must be tailored to fit local cultural, social, and political realities to effectively foster trust and collaboration. Contingency Theory is particularly relevant to INGOs because peace-building efforts occur in diverse settings, each presenting unique challenges and opportunities (Paffenholz, 2014).

Contingency Theory emphasizes the need for strategies to adapt to local environmental, cultural, and political factors. INGOs must tailor transparency and cultural sensitivity to local conditions to foster trust and collaboration effectively. For instance, transparency in decision-making and financial management should align with local governance systems, while cultural sensitivity ensures better community engagement (Deng & Smyth, 2013).

According to Hellmüller et al. (2018), INGOs must tailor their transparency mechanisms to accommodate local governance structures, donor requirements, and community expectations. For instance, an INGO operating in a region with strong traditional leadership structures may need to incorporate customary decision-making processes to maintain legitimacy, while another working in an area with a high prevalence of government regulation may need to comply with stringent accountability policies.

Several studies have adopted contingency theory to develop their theoretical frameworks. Drazin and Van de Ven (1985) found that NGOs' success depends on aligning strategies with

situational demands. Muchilwa & Okoth (2021) adopted the contingency theory and showed that adaptive transparency policies improve NGO credibility and local engagement in Kenya. Lawrence and Lorsch (1967) demonstrated that NGOs operating in dynamic environments achieve better outcomes when they adopt flexible, context-driven strategies rather than rigid structures.

Critics argue that Contingency Theory lacks a clear framework for determining the best strategic fit, making it difficult for INGOs to operationalize transparency effectively (Donaldson, 2001). Additionally, its emphasis on context-specific solutions may limit generalizability across different peace-building projects. Furthermore, the theory assumes that organizations always have the flexibility to adapt, which may not be possible in rigidly structured NGOs with strict donor guidelines and hierarchical decision-making processes. (Wood, 1979). Moreover, the lack of prescriptive recommendations within the theory makes it challenging for practitioners to determine when and how to implement transparency measures effectively (Deng & Smyth, 2013).

2.2.2 The Trust Theory

Trust Theory, articulated by Mayer, Davis, and Schoorman in 1995, defines trust based on three key dimensions: ability, benevolence, and integrity (Schoorman et al., 2016). In the context of INGOs, accountability mechanisms such as financial disclosure, performance monitoring, and stakeholder reporting enhance trust by demonstrating competence (ability), ethical commitment (integrity), and stakeholder concern (benevolence) (Schoorman et al. 1996). These mechanisms not only promote transparency but also help INGOs establish long-term relationships with local partners, ensuring that resources are utilized effectively and that stakeholders remain engaged in peace-building initiatives (Hardin, 2002).

Trust Theory defines trust through ability, benevolence, and integrity. In INGOs, accountability mechanisms like financial disclosure and stakeholder reporting promote trust by demonstrating competence and ethical commitment. The selected variables, transparency, accountability, cultural sensitivity, and fit within these theories as they directly influence trust. Transparency and accountability align with Trust Theory by enhancing ability and integrity, while cultural sensitivity fosters benevolence (Taddeo, 2009).

Several studies have adopted trust theory to develop their theoretical frameworks. McKnight & Chervany (2001) demonstrated that transparent accountability fosters stakeholder trust in NGOs. Otieno (2021) found that Kenyan INGOs with clear accountability measures had higher

levels of trust and local NGO participation. Dirks and Ferrin (2002) established that trust within organizations enhances cooperation and collaboration in cross-cultural partnerships. Schnackenberg & Tomlinson (2016) highlighted that perceived transparency strengthens organizational credibility and stakeholder confidence. Bachmann & Inkpen (2011) explored the role of trust in inter-organizational relationships, emphasizing its importance in international collaborations.

However, trust theory faces several limitations. Trust Theory oversimplifies trust dynamics and does not fully account for external influences, such as political interference, funding constraints, and cultural biases (Hardin, 2002). It also assumes that all stakeholders perceive trust-building efforts similarly, which is often not the case. Additionally, trust is difficult to measure objectively, making it hard to quantify the impact of accountability mechanisms on peace-building efforts (Bozic, 2017).

Furthermore, INGOs operate in complex environments where trust-building is a gradual and dynamic process, often affected by external socio-political factors beyond their control. The theory also does not sufficiently address trust erosion, which can occur due to past organizational failures or external misinformation (Taddeo, 2009). Additionally, INGOs often work in volatile regions where trust-building must be continuously reinforced, as initial trust gains can be easily lost due to external shocks such as conflict escalation or governance failures (Erdilmen & Sosthenes, 2020).

2.3 Empirical Review

This section presents a review of previously published empirical studies relating to the study variables including transparency, accountability mechanisms, cultural sensitivity and the involvement of local non-governmental organizations. By analyzing previous research, this section helped in identifying gaps in knowledge relating to variables and underscores the significance and relevance of the current research.

2.3.1 Transparency and Its Role in Collaborative Peace-Building

Transparency is a fundamental component of trust-building, as it fosters credibility and openness in peace-building initiatives. According to Bachmann & Inkpen (2018), companies whose operations and decisions are communicated and made and who involve stakeholders in the allocation of resources are usually given more trust by local individuals and other NGO partners. Some of the previous research conducted include a study done in Turkey where Yilmaz and Ergun (2018) observed that the existence of transparency foster the flow of trust

between the INGOs and the local NGOs to enhance stability and improvement of the projects that are carried out in the society.

However, the level of transparency tends to be elusive owing to the bureaucratic, donor and political perpetration interferences. According to Erdilmen and Sosthenes (2020), INGOs have reported challenges on issues to do with both the public reporting mechanisms and the confidentiality as some of the challenges including in conflict areas. Bebbington et al. (2017) also notes that mining companies that do not engage with the locals and ignore their complaints or fail to keep them informed usually engender their resistance culminating to project failure.

In Kenya, Muchilwa & Okoth (2021) recommend that communication plans should be well-articulated, decision-making procedures must be open, and key documents including financial and operating statements should be shared publicly. Such measures as the ones described above making the process transparent and developing trust between different parties, thus helping in the achievement of the overall goal of establishing and maintaining peace.

Mburu (2017) critiqued the peacebuilding efforts in Kibera following the 2008 Post-Election Violence, focusing on NPI-Africa's peacebuilding project from 2008 to 2015. The aim is to recommend improved strategies for engaging in peace organizations in urban informal settlements like Kibera. The study uses qualitative data, including literature reviews on conflict early warning systems and interviews with key informants. Findings contribute to the peacebuilding discourse and provide insights into addressing the 2008 violence in Kibera. The research recommends empowering communities in hostile environments like Kibera for better conflict response and suggests that NPI-Africa and other peace organizations develop a shared, context-specific monitoring and evaluation plan.

JumaAgaya et al., (2021) examined the challenges faced by grassroots organizations in promoting peace and cohesion in Kibra informal settlements, Kenya. Grounded in intergroup contact, functionalism, and conflict transformation theories, it explored the relationship between these organizations and community development. The study focused on three areas Sarang'ombe, LainiSaba, and Kibra and sampled 13 active grassroots organizations, with a sample size of 384 participants. Data was collected through interviews, Focus Group Discussions, and questionnaires. The findings revealed that these organizations struggled due to a lack of transparency, an enabling framework, and sustainable funding. The study recommended creating a policy framework to support grassroots efforts and facilitating transparency to address the root causes of recurrent conflicts.

2.3.2 Accountability Mechanisms in Enhancing Collaborative Peace-Building

Accountability is another crucial trust-building strategy that determines the legitimacy and effectiveness of INGOs in peace-building initiatives. Fjaeran & Aven (2021) argue that strong accountability mechanisms, including monitoring and evaluation frameworks, grievance redress systems, and performance audits, increase local confidence in INGOs and their projects.

A study by Baim and Chaudhuri (2020) in India found that participatory budgeting and joint evaluation committees, which are community-initiated accountability mechanisms, played a key role in enhancing the sustainability of rural development projects. These mechanisms allowed local communities to have direct control over how resources were being utilized and how projects were being assessed, which resulted in a feeling of ownership and responsibility among the participants. This active engagement not only made the projects more attuned to the actual needs of the community but also facilitated in the long-run success and viability of such efforts.

Moreover, Wallerstein and Duran (2006) presented that when local NGOs in urban society were directly involved in monitoring and evaluating projects, their incentive to preserve the outcomes of these projects was significantly higher. Local NGOs, being endemic to the societies with which they interact, could provide constructive feedback, keeping projects topical and adapting to changing community requirements. Encouraging as these findings are, however, much more obstacles to accountability still exist.

Hurlbert and Gupta (2017) observed that power imbalances between donors and indigenous organizations tend to distort accountability mechanisms. Donor agendas usually dominate agendas of the needs of the people most of the time, and the projects produced are poorly supported and not acceptable to the local people. Also, tokenistic participation of local NGOs, in which they are included in processes for the sake of appearances and without influence, can contribute to distrust and ultimately project failure. Local organizations and people are not likely to be fully engaged in decisions if they are not meaningfully involved in decision-making, where accountability structures are weak, and project outcomes are unlikely to be sustainable. These issues underscore the necessity for genuinely inclusive accountability systems that allow local stakeholders and better coordinate projects with community agendas.

Chebet (2024) examined the conflict resolution processes in Uasin Gishu County, Kenya, focusing on efforts to address recurring inter-ethnic violence since independence, particularly after the 2008 post-election violence. Using historical research methodology, the study

analyzes primary data from government reports, interviews, judicial rulings, and secondary sources such as academic literature. Findings show that both international and local actors have worked to combat the culture of violence in the region. The study recommends a multifaceted approach by all stakeholders to address the root causes of conflict and prevent future outbreaks. The research offers valuable insights for historians, policymakers, and organizations aiming to promote peace and justice in Uasin Gishu and similar regions.

2.3.3 Cultural Sensitivity and Its Influence on Peace-Building Success

Culture is a key and core component in establishing cooperation and trust in peace-building processes, as it dictates how communities perceive and tackle various initiatives. In peace-building, especially in post-conflict societies, the understanding and respect of cultural values play a pivotal role in intervention success. Guntrum et al. (2024) examined the role of cultural sensitivity in the activities of international non-governmental organizations (INGOs) in post-conflict Colombia. They also pointed out that INGOs that fitted their strategies to the local cultural practices and patterns observed that they had higher community participation and succeeded in establishing more effective and sustainable peace-building processes. By being sensitive to the unique cultural setting of the communities they work with, INGOs were better at building rapport and trust, which are central to the long-term success of any peace-building venture.

On the other hand, INGOs working in urbanized contexts, especially Nairobi, have more challenging issues to contend with. As per Otieno (2021), INGOs in Nairobi struggle with achieving cultural sensitivity and donor requirements. Whereas rural communities tend to be more culturally homogeneous, cities such as Nairobi are diverse with a presence of ethnic groups, economic classes, political orientations, and varying social identities. These make it much harder to engage communities in culturally responsive and effective ways. The city's multiculturalism can offer contradictions when seeking the interests of various groups and aligning them, which is a challenge to INGOs' efforts towards pursuing peace-building efforts appealing to all sections of society.

Wanjiru (2021) also highlighted how the peace-building issues in Nairobi are further exacerbated by its socio-political richness, whereby its peace-building becomes a task not only of facing cultural diversity but also issues on economic disparity and political polarization. These overlapping areas can be barrier to peace-building if cultural insensitivity is left unaddressed. Mukanga (2020) confirmed this by mentioning that collaboration among partners,

including INGOs, local organizations, and local leaders is key to overcoming such challenges. However, cultural differences tend to complicate trust building among these diverse partners, further making peace building a more challenging task. Failure to establish trust among partners may hinder decision-making and the effectiveness of interventions.

On the other hand, cultural integration has been shown to raise trust in specific areas like infrastructure development. Mbui (2018) noted that cultural problems integrated into water infrastructure programs in Kenya greatly boost the trust of local communities in INGOs. This is particularly important in those areas where access to resources like water is based on shared practice and values, and where local residents may be wary of outsiders imposing solutions that do not respect their cultural preference.

As complexity in peace-building rises in cities, Otieno (2021) called for the fact that trust is impossible to create unless one comprehends cultural motivators on how people view conflict resolution, authority, and governance is essential. He emphasized that INGOs should pay attention to local tolerance, cultural reference, allegiance, language, and indigenous conflict-resolution practices. These elements are often deeply rooted in local societies and ought not to be overlooked in peace-building activities.

2.3.4 Involvement of Local Peace-Building NGOs in Project Planning and Implementation

The active participation of local peace-building NGOs in planning and implementation enhances the legitimacy and sustainability of peace initiatives. Lewis et al. (2020) highlight that local NGOs are crucial to peace-building efforts due to their deep understanding of local contexts, strong community networks, and long-term commitment. Their familiarity with local dynamics enables them to design relevant interventions, while their established relationships help mobilize support, build trust, and ensure the sustainability of peace initiatives. This long-term engagement ensures that peace-building efforts are community-led and not seen as temporary or external.

Baim and Chaudhuri (2020) found that participatory approaches in rural India, such as joint needs assessments and co-created project plans, significantly enhanced local ownership and contributed to the long-term sustainability of community development initiatives. By involving community members in the decision-making process, these approaches not only addressed the specific needs of the population but also fostered a sense of responsibility and commitment to the success of the projects.

Similarly, Wallerstein and Duran (2006) emphasized that empowering local NGOs as equal partners in project implementation was crucial for effective and durable peace-building interventions, particularly in urban U.S. communities. Their research demonstrated that when local organizations are given agency and included as active contributors in the planning and execution phases, peace-building efforts are more likely to be successful and sustainable, as they are better suited to the unique needs and contexts of the communities they serve. Both studies underscore the importance of collaboration, local empowerment, and inclusive planning in fostering lasting social change.

Despite the benefits, challenges remain in ensuring meaningful participation of local NGOs. Power imbalances between INGOs and local NGOs, limited financial resources, and competing priorities often hinder genuine collaboration. Hurlbert and Gupta (2017) note that these issues can restrict local NGOs' agency and limit their involvement in decision-making. Additionally, Erdilmen & Sosthenes (2020) observed that INGOs in Tanzania that engaged local NGOs superficially struggled with community buy-in and project sustainability. These challenges highlight the need for more equitable and inclusive partnerships to ensure lasting impact.

Leboo (2014) examined the effectiveness of peace-building efforts in divided societies, focusing on Kenya and Rwanda, both affected by ethnic violence, the 1994 genocide in Rwanda and the 2007/2008 post-election violence in Kenya. It analyses the role of justice, reconciliation, and civil society's engagement in restoring peace. The study is based on Burton's human needs theory and Lederach's conflict transformation theory. Findings indicate that justice and reconciliation are crucial for long-term peace and that civil society plays a significant role in peacebuilding. The study recommends full implementation of the TJRC report and other reconciliation-related recommendations from various commissions of inquiry.

Kirimi (2018) examined the role of local networks in peacebuilding in Kenya, regarding PeaceNet Kenya and Rural Women Peace Link (RWPL). It lays out their peacebuilding and community cohesion initiatives, particularly in response to the 2007-2008 post-election violence. The study emphasizes advantages of networks such as pooling resources, networking information, and ownership by community members, while it also includes limitations such as resource sustainability and internal conflict. It ends by making recommendations for building networks by dialogue, building capacity, and enhancing financial sustainability to ensure effectiveness in peacebuilding in the long term.

2.4 Research Gaps

Although there has been extensive research on trust building strategies within INGOs and NGOs, notable gaps remain in understanding how these strategies operate within the peace-building contexts in Kenya. For example, while Schmitz (2020), emphasizes on the importance of engaging local population to gain legitimacy, the study does not fully address the need to understand local, cultural, political and historical contexts.

Other studies such as those by Mukanga (2020) and Otieno (2021) explore stakeholder partnerships and community participation, but do not isolate the trust building strategies as their central focus nor do they specifically focus on INGOs involved in peacebuilding activities. Moreover, Guntrum et al. (2024) and Erdilmen & Sosthenes (2020) underscore the value of cultural sensitivity and local engagement in post-conflict settings, but their findings are drawn from different national contexts (Colombia and Tanzania, respectively), limiting their direct applicability to Kenya.

These gaps highlight a need for localized research that critically examines how INGOs such as Interpeace implement trust-building strategies to enhance collaborative peace-building efforts in Nairobi. Table 2.1 below summarizes key empirical studies, their findings, limitations, and how the current research addresses these knowledge gaps.

Table 2.1: Summary of Knowledge Gaps

Study	Title	Methodology	Focus of Study	Findings	Research Gap	Focus of Current Study
Hans Peter Schmitz (2020)	Challenges and Opportunities for INGOs in Gaining and Maintaining Legitimacy	Qualitative analysis of case studies and organizational data	Challenges and opportunities faced by INGOs in gaining and maintaining legitimacy, fulfilling their mandates, and implementing strategic innovations in the international arena	The study found that it is important to engage local populations to gain trust and legitimacy.	The study highlighted the importance of engaging local populations but did not emphasize the need to understand their diverse cultural, political, and historical contexts.	The current study examines how INGOs tailor trust building strategies transparency, accountability, cultural sensitivity, and local participation to specific community contexts in Nairobi.

Mukanga (2020)	Sustainability Strategies Adopted by INGOs in Nairobi	A mixed methods approach combining interviews and survey data	Sustainability strategies adopted by INGOs in Nairobi	Building strong partnerships with various stakeholders contributes to sustainability.	The study considered a smaller sample size and focused broadly on sustainability strategies rather than trust-building approaches.	This study focuses on Interpeace, an INGO operating in peace-building within Nairobi, Kenya, examining trust-building strategies specifically as a sustainability mechanism in peace-building.
Baim and Chaudhuri (2020)	Community Engagement for Sustainable Rural Development in India	Case study approach examining participatory development practices	Examined the role of community engagement in supporting sustainable rural development initiatives in India.	The study found that adopting participatory, capacity-building, and community-aligned approaches to engagement can significantly enhance the community's sense of ownership and commitment.	Study was conducted in India, which has different socio-political and cultural dynamics from Kenya.	The current study focuses on Interpeace, assessing how local participation and cultural sensitivity impact trust-building and collaborative peace-building.
Otieno (2021)	Community Participation and Perceived Legitimacy in Community-Driven Development Projects in Kenya	Mixed methods study combining surveys and interviews	Role of community participation and perceived legitimacy in the success of community-driven development projects in Kenya.	Local NGOs were more active in CDF projects that they perceived as legitimate.	The study focused on Community Development Fund (CDF)---funded projects in Kenya but did not examine INGO-led peace-building initiatives funded by international donors.	The current study focuses on trust-building strategies and investigates how transparency and accountability affect perceived legitimacy and trust in collaborative peace-building efforts.

Mbui (2018)	Trust and Community Participation in Water Infrastructure Projects in Kenya	Case study approach focusing on specific water infrastructure projects	Factors that influence the level of community trust in the implementing organizations and the subsequent impact on community participation and project outcomes.	The study found that context-specific and culturally sensitive approaches to building trust and fostering community participation are more effective than one-size-fits-all approaches.	The study was limited to water infrastructure projects in Kenya and did not assess trust-building strategies across multiple sectors.	This study focuses on trust-building strategies, exploring how trust-building strategies enhance peace-building efforts in governance, conflict resolution, and community development.
Bachmann & Inkpen (2018)	Transparency in Organizational Trust-Building	Case study approach analyzing corporate and NGO transparency strategies	Explored how transparency fosters credibility and trust in NGOs and private organizations.	Organizations that practice transparency in decision-making gain more trust from local stakeholders and project partners.	The study focused on corporate settings and general NGO partnerships but did not specifically analyze INGOs in peace-building contexts.	This study examines the role of transparency as a trust-building strategy at Interpeace an INGO operating in peace-building within Nairobi, Kenya.
Yilmaz & Ergun (2018)	The Impact of Transparency on NGO-Community Trust in Turkey	Mixed methods study using surveys and focus groups	Assessed how transparency influences trust between NGOs and local communities.	Transparency was found to be a key factor in fostering local NGO and community trust.	The study was conducted in Turkey and did not examine INGOs in conflict-sensitive settings.	This study applies transparency trust-building frameworks to Interpeace an INGO operating in peace-building within Nairobi, Kenya.
Erdilmen & Sosthenes (2020)	INGOs and Community Resistance in Tanzania	Qualitative interviews with INGO staff and local stakeholders	Investigated reasons behind local resistance to INGOs in Tanzania.	INGOs faced resistance due to a lack of transparency, top-down approaches,	The study focused on general NGO operations in Tanzania but did not analyze how	This study examines how specific trust-building strategies (transparency, accountability, cultural sensitivity, and local

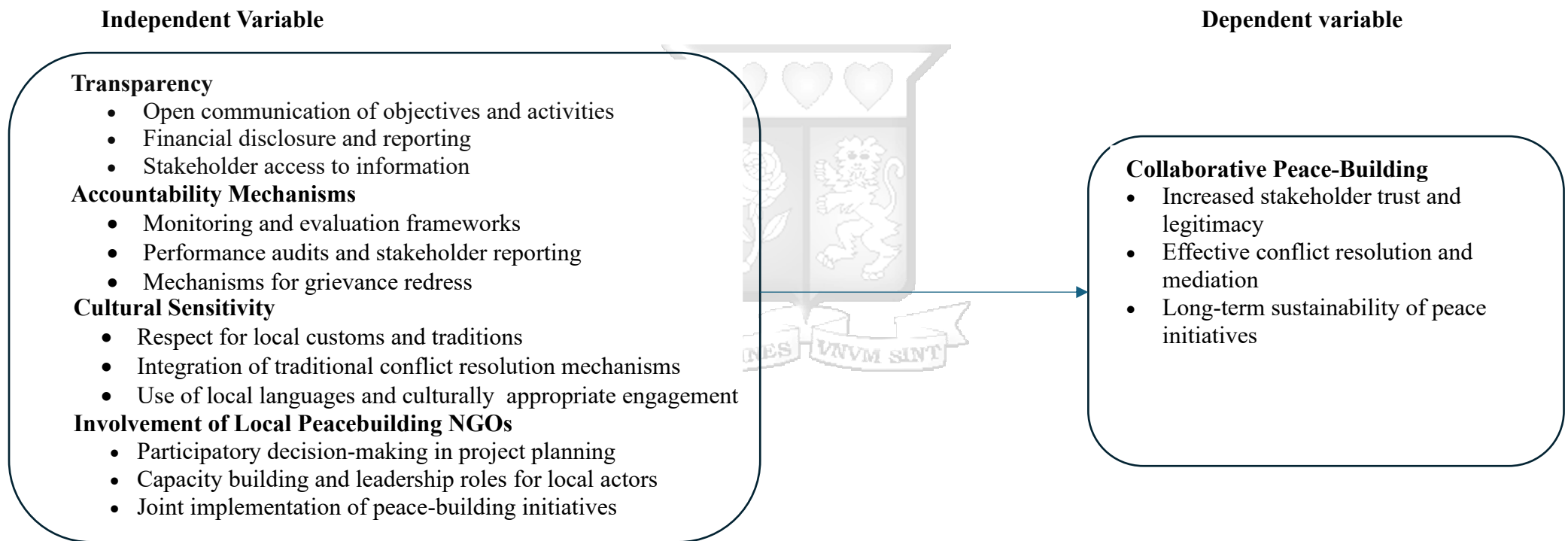
				and limited local involvement.	trust-building strategies can mitigate these challenges.	involvement) improve peace-building effectiveness at Interpeace an INGO operating in peace-building within Nairobi, Kenya.
Lewis et al. (2020)	Local Peace-Building NGOs and INGOs: A Relationship Analysis	Comparative study of INGO-local NGO relationships across multiple countries	Explored factors that enhance or hinder cooperation between INGOs and local peace-building NGOs.	Successful INGOs incorporated local participation and culturally sensitive approaches, leading to higher legitimacy and sustainability.	The study was broad and did not focus on Nairobi or the unique governance and political factors influencing INGO-local NGO collaboration in the city.	The current study focuses on Interpeace an INGO operating in peace-building within Nairobi, Kenya, analyzing trust-building mechanisms in INGOs engaged in peace-building initiatives.
Guntrum et al. (2024)	Cultural Sensitivity in INGOs Operating in Colombia	Case study approach analyzing post-conflict settings	Investigated the role of cultural sensitivity in INGOs' success in post-conflict Colombia.	Culturally sensitive INGOs had higher levels of community acceptance and cooperation.	The study was conducted in Colombia and did not explore similar dynamics in Kenya.	The current study applies cultural sensitivity frameworks to Interpeace an INGO operating in peace-building within Nairobi, Kenya.

(Researcher, 2025)

2.5 Conceptual Framework

The conceptual framework illustrates the relationships between independent variables, dependent variables. It shows how the independent variables (Transparency, Accountability Mechanisms, Cultural Sensitivity and Involvement of Local Peacebuilding NGOs) instigate change on the dependent variable (Collaborative Peace-building).

Figure 2.1 Conceptual Framework

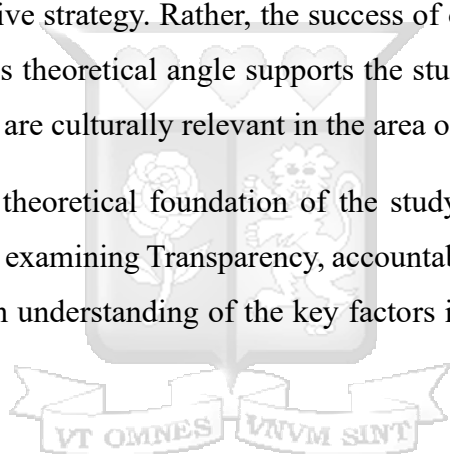


Source: Researcher (2025)

2.5.1 Linking Theories to the Framework

The relationship between the variables in the conceptual framework is supported by several theories. The Trust theory explains the importance of building trust between organizations and communities for successful collaboration. This theory supports the inclusion of transparency, accountability mechanisms, cultural sensitivity and local NGO involvement as important strategies in collaborative peace-building initiatives. Further, these variables are conceptualized as mechanisms through which INGOs like Interpeace can enhance trust with local communities and other stakeholders. The contingency theory points out that there is no one size fit all approach. This implies that strategies must be adapted to fit specific contexts and that there is no universally effective strategy. Rather, the success of outcomes depends on the alignment between strategies and specific environmental or situational contexts. This theoretical angle supports the study's focus on contextual adaptation such as respecting local customs and involving local actors to ensure they are culturally relevant in the area of operation.

In conclusion, the conceptual framework reflects the theoretical foundation of the study by aligning the four variables of the study with the principles of both the Trust and Contingency theory. By examining Transparency, accountability mechanisms, Cultural sensitivity and involvement of local peacebuilding NGOs, this framework offers an understanding of the key factors influencing the success of collaborative peace building initiatives.



2.6 Operationalization of Study Variables

Table 2.2 Operationalization of Study Variables

Variable	Measurement	Measurement Scale	Source	Supporting theory
Collaborative peace-building (Dependent variable)	- Increased stakeholder trust and legitimacy - Effective conflict resolution and mediation - Long-term sustainability of peace initiatives	Ordinal (Likert) scale	(Lederach, 2019), (Mbui, 2018), (Wallerstein & Duran, 2006)	Trust Theory
Transparency (Independent variable)	- Open communication of objectives and activities - Financial disclosure and reporting - Stakeholder access to information	Ordinal (Likert) scale	(Lansin et al.2023) , (Lewis et al. 2020), (Erdilmen & Sosthenes, 2020)	Contingency Theory
Accountability Mechanisms (Independent variable)	- Monitoring and evaluation frameworks - Performance audits and stakeholder reporting - Mechanisms for grievances redress	Ordinal (Likert) scale	(Cobigo et al. 2018), (Girei, 2023), (Lindqvist, 2018), (O’Leary, 2017)	Trust Theory
Cultural Sensitivity (Independent variable)	- Respect for local customs and traditions - Integration of traditional conflict resolution mechanisms - Use of local languages and culturally appropriate engagement	Ordinal (Likert) scale	(Bozic, 2017), (Mbui, 2018) (Wallerstein & Duran, 2006),	Contingency Theory
Involvement of Local Peacebuilding NGOs (Independent variable)	- Participatory decision-making in project planning - Capacity building and leadership roles for local actors - Joint implementation of peace-building initiatives	Ordinal (Likert) scale	(Baim & Chaudhuri, 2020), (Cobigo et al. 2018) (Nyakundi, 2023), (Wanjiru, 2021), (Tanner & Moro, 2016)	Contingency Theory, Trust Theory

Source: Researcher (2025)

2.7 Chapter Summary

This chapter discussed the theories in which this study was anchored and provided an empirical review of prior studies. The chapter also gave a summary of some research gaps identified from previous studies. A conceptual framework is also derived showing the interrelationship of the variables identified. The next chapter discusses the methodology of the study.



CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter focused on the methodology of the study and outlines the research design, target population, sampling, data collection methods and procedures, data analysis and ethical considerations.

3.2 Research Philosophy

Research philosophy is the implicit belief system or approach that guides how a researcher conducts research, shapes methodology, and interprets findings. It is part of research design because it impacts the choice of research methods and techniques. Four primary research philosophies are typically considered: pragmatism, interpretivism, post-positivism, and positivism.

Creswell (2013) states that pragmatic researchers are "concerned with 'what' and 'how' to study since they are interested in the practical purposes that the research aims to fulfil." Pragmatism does not belong to a specific system of reality, and as such, researchers can employ mixed methods, combining quantitative and qualitative methods. Rather than adhering to a pre-set strategy, pragmatists select the most appropriate tools for data collection and analysis based on the research questions and study goals (Christensen, 2022).

Interpretivism, however, aims at understanding subjective realities, particularly in social existence. Interpretivism focuses on human experience and the meanings individuals place upon their experiences. Rather than searching for universal principles, interpretivism seeks to grasp the richness of social phenomena by reaching out to the different perspectives of the actors involved (Pervin & Mokhtar, 2022).

Post-positivism is a mixture of positivism and interpretivism. Post-positivists do subscribe to an objective reality but acknowledge that human knowledge is fallible and bounded. They are critical realists, accepting that while we try to grasp the world by way of quantifiable data, our conclusions are always at risk of revision and refinement. Post-positivism encourages the use of both quantitative and qualitative methods, aware that combining sources and methods yields a richer explanation of a phenomenon (Alharahsheh & Pius, 2020).

This study was based on the positivist research philosophy. Positivism is based on the corpus of 'objective' reality and uses quantitative data. (Ryan, 2018). This research philosophy was favorable for this study because it supports the use of quantitative data collected by

questionnaires with predominantly closed-ended questions, is designed to accumulate quantitative data.

3.3 Research Design

Research design is a systematic method of investigating scientific questions based on the nature of the research problem (Rezigalla, 2020). Different research designs are selected based on study goals, including experimental, descriptive, correlational, and mixed methods. Experimental design establishes causality by manipulating independent variables and observing their effect on dependent variables while controlling confounding factors (Huntington-Klein, 2021). Correlational design examines relationships between variables without manipulation, focusing on their strength and nature (Huntington-Klein, 2021). Mixed research design combines both quantitative and qualitative methods, providing a more comprehensive exploration of a phenomenon through qualitative methods (e.g., case studies) and statistical analysis (Silver, 2016).

This study adopted a descriptive cross-sectional design. A descriptive cross-sectional design is typically used when the aim is to describe the characteristics of a phenomenon at a specific point in time. Descriptive cross-sectional design research is most commonly conducted through surveys, observations, or case studies, where the researcher is going to gather information from participants or settings without actively intervening (Creswell et al., 2018). This study used questionnaires for data collection; hence descriptive cross-sectional design is appropriate for the study.

3.4 Target Population

According to Nyakundi (2023), population refers to the collection of elements that possess information sought by the researcher. The target population of this research consisted of individuals directly involved in the planning and implementation of collaborative Peacebuilding initiatives with Interpeace, Nairobi Kenya. Specifically, the target population for this study were the 17 staff members of Interpeace, Nairobi, Kenya (Interpeace, 2023) and 15 staff of the local NGO, Network for Peace and cohesion Trust (NEPCOH) who mainly implement with Interpeace. The direct involvement of this population in the peacebuilding activities make them well positioned to provide relevant and informed responses to the research questions.

3.5 Data Collection

The study adopted a census approach. This method is highly suitable when the study population is small since it guarantees adequate coverage and minimizes sampling errors or bias (Lohr, 2021).

Therefore, the respondents of this study were divided by department, with 7 staff members from Operations (including Finance, IT, HR, and Administration) and 10 staff members from Program Management (covering DMEAL, Program Implementation, Communications, and Program Development) and all the 15 NEPCOH Staff members ranging from Administration to program implementation teams.

The study used primary data collected using structured questionnaires. A structured questionnaire is a data collection tool that uses a set of close ended questions that allows for consistency and ease of analysis across respondents. Franker (2006) asserts that questionnaires are less expensive and require less time to collect data. The questionnaires are subdivided into two sections. Section one of the questionnaire captures the demographic details of the respondents, and sections two, three, four and five cover the objectives of the study. The questionnaire was designed in a 5 point Likert scale format, with questions ranging from 1 to 5 with a series of statements to which respondents indicated their level of agreement or disagreement on a fixed scale (e.g., 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 Neutral, 4 = Agree and 5 = Strongly Agree). This format allowed for the quantification of perceptions related to variables under study.

A pick-and-drop structure was adopted for the collection of the data. The questionnaires were dropped at the respondents' offices in the first week of April 2025, and respondents were requested to have their feedback ready for collection by the second week. The researcher used telephone correspondence to help clarify issues as needs arose to ensure clarity of the questions being answered. Further, telephone follow-ups were used to check on the respondent's feedback that may not have been received after one month.

3.6 Research Quality

Research quality refers to the extent to which a study is designed and conducted in a way that ensures results are credible, reliable and valid. According to Bryman (2016), high-quality research is marked by precision in data collection, consistency in measurement, and the ability of the findings to accurately represent the phenomenon under investigation. In this study,

research quality was ensured through careful attention to validity, reliability, and ethical considerations throughout the research process

3.6.1 Validity of Research Instruments

In research, validity tests are important to ensure that questionnaires measure what they are intended to measure. Johnstone (2014) identified Content validity, construct validity, and criterion validity as validity measures. Content validity is the extent to which a measurement instrument covers all relevant aspects of the concepts it wants to measure. It includes the judgments of the field's experts as to whether the test items are logical to the study. Construct validity assesses whether the research instruments measure the theoretical construct intended by the study (Tavakol & Wetzel, 2020). It checks on the logical relationships between variables and how they align with the existing theory. Lastly, criterion validity refers to the extent to which a test measures a specific outcome (Johnstone, 2014). This study adopted construct and content validity with the help of the experts in the field and the supervisor to ensure the quality of the research. While criterion validity is adopted in many studies, it was not a primary focus for this research due to the absence of widely accepted external benchmarks for measuring trust in peace building contexts.

3.6.2 Reliability of Research Instruments

Cronbach (1951) defines reliability as the degree to which a measurement yields consistent results when the same subjects are measured under identical conditions. Cronbach's alpha, a statistical measure for reliability of a set of items, especially with multiple Likert-scale questions, was used to ensure reliability. This measures how closely the questions asked are related. According to Cooper and Chindelr (2016), as cited by Nyakundi (2023), a Cronbach's alpha coefficient ranging between 0.7 and 0.9 is regarded as good. For this study, a coefficient of 0.7 was regarded as acceptable. The Cronbach Alpha Test was calculated and analysed using SPSS and the results were that all the coefficients were reliable as presented in the table below, therefore, no adjustments were made to the data collection tool.

Table 3.1: Reliability Results

Variable	Cronbach's Alpha Coefficient	Interpretation of the study
Transparency	0.721	Reliable
Accountability Mechanisms	0.790	Reliable
Cultural Sensitivity	0.824	Reliable
Involving local peacebuilding NGOs	0.811	Reliable

Source: Researcher (2025)

All the variables were found to have good reliability with values above the 0.7 threshold. Specifically, transparency had a coefficient of 0.721, accountability mechanisms 0.790, cultural sensitivity 0.824, and involving local peacebuilding NGOs 0.811, all of which were deemed reliable, and no adjustments were needed to the tool.

3.7 Data Analysis

Data collected was analyzed using SPSS v27 software. These data was coded and classified appropriately to ensure responses are processed correctly. Descriptive statistics including mean and standard deviations were used in analyzing the data. Inferential statistics was also conducted using multiple linear regression analysis with the regression equation of;

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

Where: Y is the dependent variable (Collaborative Peace-building)

β_1 , β_2 , β_3 and β_4 are the slopes of the regression equations,

X1 is Transparency,

X2 is the Accountability Mechanisms

X3 is Cultural Sensitivity

X4 is the Involvement of Local Peacebuilding NGOs

3.8 Diagnostic test

A diagnostic test was used to review the methods used to analyze the data collected in the study. This ensured the transparency, quality, and relevance of the findings. Multicollinearity and heteroskedasticity tests were performed.

3.8.1 Multicollinearity Test

Multi-collinearity is a sectional problem that arises when independent variables are correlated (Lindner et al., 2022). A robust method for detecting multi-collinearity is the Variance Inflation Factor (VIF), which measures how much the variance of a regression coefficient increases due to collinearity between predictors (Pandey & Pandey, 2021). A VIF value exceeding 10 indicates serious multi-collinearity, whereas values between 5 and 10 indicate moderate multi-collinearity, which might require further investigation. A VIF below five is typically considered acceptable (Pandey & Pandey, 2021). Multi-collinearity was assessed by calculating the variance inflation factor (VIF) using SPSS V27 software.

3.8.2 Heteroscedasticity Test

Heteroscedasticity occurs when the standard deviation is non-constant for different values of independent variables (Munir, 2023). To detect heteroscedasticity, this study used the Modified Wald test.

3.9 Ethical Considerations

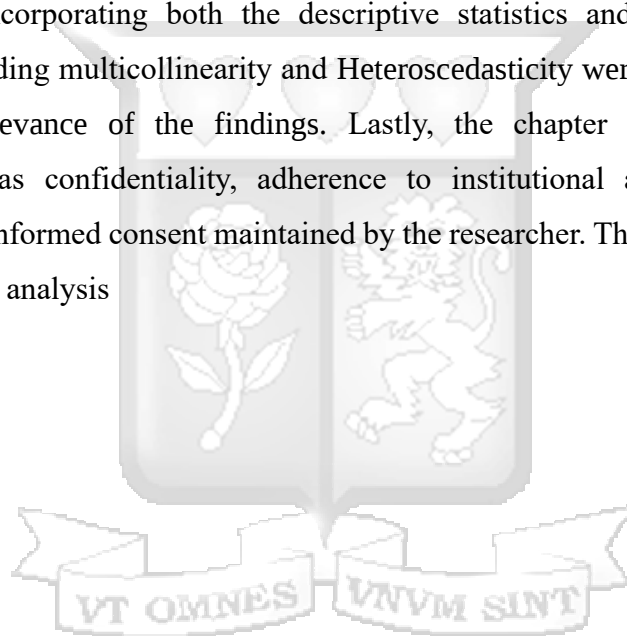
Ethics in research is important in enhancing the aims of the study. More often than not, research involves learning and getting information from people independent of the researcher and the researcher's affiliation (University). The researcher was keen on ethical considerations such as confidentiality, anonymity, privacy, and informed consent in carrying out this study. Further, the conduct of the study was guided by the Strathmore University Institutional Scientific Ethics Review Committee (SU-ISERC). Permission to carry out the research, code of ethics approval and NACOSTI permit were obtained before the commencement of the study. Lastly, published and unpublished materials used in the study were fully acknowledged by referencing to avoid the chances of plagiarism.

3.10 Chapter Summary

This chapter outlined the research methodology adopted for the study. The research adopted a positivist research philosophy guided by quantitative data collected through structured

questionnaires. A descriptive cross sectional research design was used to enable the collection of data at a specific point in time to describe and analyze the relationships between key variables. The target population consisted of 32 staff members from Interpeace and its local partner, NEPCOH. A census approach was adopted due to the small but well-defined population. Data was collected using structure questionnaires divided into thematic sections aligned with the research objectives.

To ensure research quality, a pilot study was conducted, and this allowed for an in depth evaluation of the questionnaire for validity and reliability. Content and construct validity were assessed with input from experts and the supervisor while reliability was confirmed using Cronbach's alpha with a threshold of 0.7 considered acceptable. The study used SPSS V27 for statistical analysis incorporating both the descriptive statistics and inferential statistics. Diagnostic tests including multicollinearity and Heteroscedasticity were carried out to ensure transparency and relevance of the findings. Lastly, the chapter addressed the ethical considerations such as confidentiality, adherence to institutional and national research guidelines as well as informed consent maintained by the researcher. The next chapter presents the findings from data analysis



CHAPTER FOUR: PRESENTATION OF RESULTS/FINDINGS

4.1 Introduction

This study sought to examine the effect of trust-building strategies on collaborative peacebuilding at the Interpeace, Nairobi, Kenya.

4.2 Response Rate

The study achieved a high response rate, with 30 out of 32 distributed questionnaires completed and returned, resulting in a response rate of 93.75%. This is considered excellent in survey research and reflects a high level of participant engagement and interest in the subject matter. According to Mugenda and Mugenda (2003), a response rate of 50% or more is adequate for analysis and reporting, while a response rate of 70% or above is considered very good.

4.3 Demographic Information

Table 4.3 shows the demographic information of the respondents.

Table 4.4: Demographic Information of the Respondents

Question	Response Option	Frequency (n)	Percentage (%)
1. What is your age group?	18–25	4	13.3%
	26–35	10	33.3%
	36–45	7	23.3%
	46–55	5	16.7%
	56 and above	4	13.3%
2. What is your role in the organization?	INGO Staff	18	60.0%
	Local Peacebuilding NGO Staff	12	40.0%
3. Duration in peace-building initiatives	Less than 1 year	3	10.0%
	1–3 years	11	36.7%
	4–6 years	9	30.0%
	More than 6 years	7	23.3%

Source: Researcher (2025)

According to the findings in Table 4.3, the age distribution of the largest segment, comprising 33.3% of participants, falls within the 26–35 age group. This suggests that peacebuilding initiatives are attracting a significant number of young professionals who are likely bringing fresh perspectives and energy to the field. The 36–45 age group follows at 23.3%, representing a core group of experienced practitioners in their mid-career stages. Meanwhile, the youngest (18–25) and the oldest (56 and above) age groups each account for 13.3%, showing a mix of

emerging actors and senior figures. The 46–55 group comprises 16.7%, contributing to an overall balanced and diverse age composition.

In terms of organizational roles, the majority (60%) of the respondents are the INGO staff, while the remaining 40% are the local NGOs focused on peacebuilding staff.

Regarding the duration of involvement in peacebuilding, the most represented group has been active for 1–3 years (36.7%), indicating a growing and relatively new but committed group of peacebuilders. Meanwhile, 30.0% have been involved for 4–6 years, suggesting sustained engagement and deeper familiarity with peace processes. A further 23.3% of the respondents have over 6 years of experience, signifying a seasoned and knowledgeable segment of the workforce. Only 10.0% have less than one year of experience, which could indicate the inclusion of newly engaged individuals or those just entering the field.

4.4 Descriptive Statistics

In this section, the descriptive analysis of the variables in this study is presented. The section presents the descriptive analysis on transparency, accountability mechanisms, cultural sensitivity and involvement of local NGOs.

4.4.1 Transparency and Peacebuilding Initiatives

Table 4.4 presents the findings on the role of transparency in enhancing collaborative peacebuilding initiatives at Interpeace, Nairobi, Kenya. Each statement was evaluated across a Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree with a mean Likert score indicating the distribution of responses for the statement.

Table 4.5: The role of transparency in enhancing collaborative peace-building initiatives at Interpeace, Nairobi, Kenya.

<i>Statement</i>	<i>Number of Respondents</i>	<i>Mean Likert Score</i>	<i>Standard Deviation</i>
<i>The organization provides open and clear information about its objectives and activities.</i>	30	4.07	0.21
<i>The organization regularly shares financial reports and budgets with stakeholders.</i>	30	4.14	0.16
<i>Stakeholders have unrestricted access to relevant project documents and reports.</i>	30	4.01	0.17
<i>Transparency in decision-making has improved collaboration with local NGOs.</i>	30	4.02	0.06
<i>Lack of transparency has led to mistrust in previous peace-building initiatives.</i>	30	4.19	0.09

Source: Researcher (2025)

The highest-rated statement was "Lack of transparency has led to mistrust in previous peace-building initiatives", with a mean score of 4.19 and a standard deviation of 0.09. This suggests a strong consensus among respondents that past experiences of opacity have negatively impacted stakeholder trust. The low standard deviation further implies that this opinion is shared widely with minimal variation, underscoring the critical importance of transparency in building and maintaining trust.

The second-highest score was "The organization regularly shares financial reports and budgets with stakeholders", with a mean of 4.14 and a standard deviation of 0.16. This reflects a general perception that financial transparency is well-practiced within the organization, reinforcing credibility and openness with stakeholders.

The statement "The organization provides open and clear information about its objectives and activities" followed closely, with a mean score of 4.07. This indicates that respondents believe the organization communicates its goals and activities effectively. The low standard deviation (0.21) reflects a fairly uniform agreement.

Furthermore, "Transparency in decision-making has improved collaboration with local NGOs" received a mean of 4.02, highlighting the positive effect of inclusive and transparent decision-

making processes on fostering partnerships with local actors. Although this item had the lowest standard deviation of 0.06, it suggests very strong agreement across all respondents, reinforcing the value of shared decision-making.

Lastly, the statement "Stakeholders have unrestricted access to relevant project documents and reports" had a mean of 4.01, indicating that while access to information is generally seen as adequate, there may still be slight variations in perceptions, as reflected by a standard deviation of 0.17.

4.4.2 Accountability mechanisms in Peacebuilding initiatives

Table 4.5 presents the findings on the effectiveness of accountability mechanisms in enhancing collaborative peace-building initiatives. Each statement was evaluated across a Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree, with a mean Likert score indicating the distribution of responses for the statement.

Table 4.6: Effectiveness of accountability mechanisms in enhancing collaborative peace-building initiatives.

<i>Statement</i>	<i>Number of Respondents</i>	<i>Mean Likert Score</i>	<i>Standard Deviation</i>
<i>The organization has clear mechanisms for monitoring and evaluating peace-building activities.</i>	30	3.64	0.37
<i>The organization provides feedback to stakeholders on project performance and results.</i>	30	4.10	0.27
<i>Accountability measures have improved stakeholder trust in the organization.</i>	30	3.50	0.19
<i>There is a formal grievance redress mechanism for community concerns.</i>	30	3.77	0.16
<i>Failure to ensure accountability has negatively impacted past peace-building projects.</i>	30	1.23	0.19

Source: Researcher (2025)

The statement "The organization provides feedback to stakeholders on project performance and results" received the highest mean score of 4.10 and a standard deviation of 0.27. This indicates that most respondents agree the organization actively shares information with stakeholders regarding the outcomes and progress of peace-building initiatives. The relatively

low standard deviation suggests a generally consistent perception among respondents, which is critical for transparency and participatory development.

The next highest mean score was recorded for “There is a formal grievance redress mechanism for community concerns”, with a mean of 3.77 and a standard deviation of 0.16. This shows a positive perception of the organization's efforts to institutionalize mechanisms that allow communities to voice concerns and seek redress. The very low variation in responses highlights strong agreement among participants that such mechanisms are in place and functional.

The statement “The organization has clear mechanisms for monitoring and evaluating peace-building activities” received a mean of 3.64, with a standard deviation of 0.37 a relatively higher variation compared to other items. This suggests that while many respondents acknowledge the existence of M&E (Monitoring and Evaluation) systems, perceptions differ somewhat on how clear or consistently implemented these mechanisms are.

On the other hand, the statement “Accountability measures have improved stakeholder trust in the organization” yielded a mean of 3.50. This moderate rating indicates that while accountability efforts are somewhat effective in building trust, there is still room for improvement. The standard deviation of 0.19 implies that although responses were generally consistent, some stakeholders may not yet fully associate accountability practices with improved trust.

The most striking result is found in the statement “Failure to ensure accountability has negatively impacted past peace-building projects”, which received the lowest mean score of 1.23. This strongly suggests that respondents disagree with the notion that accountability failures have been a significant issue in previous projects. The low standard deviation of 0.19 indicates that this view is shared across the board, possibly reflecting an organizational history of reliable accountability or a lack of awareness about past failures.

4.4.3 Cultural sensitivity in Peacebuilding Initiatives

Table 4.6 presents the findings on the evaluation of how cultural sensitivity influences the success of collaborative peace-building efforts. Each statement was evaluated across a Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree with a mean Likert score indicating the distribution of responses for the statement.

Table 4.7: Evaluate how cultural sensitivity influences the success of collaborative peace-building efforts.

<i>Statement</i>	<i>Number of Respondents</i>	<i>Mean Likert Score</i>	<i>Standard Deviation</i>
<i>The organization respects and integrates local customs and traditions in peace-building activities.</i>	30	4.48	0.11
<i>The organization uses local languages and culturally appropriate engagement methods.</i>	30	4.31	0.15
<i>Cultural sensitivity improves the success of peace-building interventions.</i>	30	4.93	0.28
<i>A lack of cultural sensitivity has contributed to the failure of past peace-building initiatives.</i>	30	1.16	0.12
<i>The organization provides cultural sensitivity training for staff working in local communities.</i>	30	4.17	0.32

Source: Researcher (2025)

The statement “Cultural sensitivity improves the success of peace-building interventions” received the highest mean Likert score of 4.93, with a standard deviation of 0.28. This overwhelming agreement indicates that respondents believe cultural awareness and integration are essential to the effectiveness of peace-building initiatives. It affirms that respecting cultural differences and aligning efforts with community values enhances trust and participation, leading to more sustainable outcomes.

Similarly, “The organization respects and integrates local customs and traditions in peace-building activities” was rated with highly agreed, with a mean of 4.48 and a very low standard deviation of 0.11. This suggests that there is a strong consensus among respondents that the organization makes deliberate efforts to honor local customs, which will likely strengthen community relationships and increases local ownership of peace processes.

The statement “The organization uses local languages and culturally appropriate engagement methods” also agreed on a high mean score of 4.31, with a standard deviation of 0.15. This reflects the organization’s commitment to inclusive communication and community engagement. The use of local languages and culturally sensitive methods is key to eliminating barriers in dialogue and promoting meaningful participation from all stakeholders.

Interestingly, the statement “A lack of cultural sensitivity has contributed to the failure of past peace-building initiatives” received the lowest mean score of 1.16, suggesting that respondents strongly disagree with this assertion. This implies that cultural insensitivity is not viewed as a current or historical challenge within the organization’s peace-building approach. The low standard deviation (0.12) further supports this finding, indicating shared perceptions among respondents.

Lastly, “The organization provides cultural sensitivity training for staff working in local communities”, the respondents also agreed, receiving a mean score of 4.17 and the standard deviation of 0.32, the highest in the table, indicates some variation in respondent views. This may suggest that while training is offered, there may be inconsistencies in how often it is delivered or how thoroughly it is implemented across all teams.

4.4.4 Involvement of local peacebuilding NGOs in Peacebuilding Initiatives

Table 4.7 presents the findings on the effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peacebuilding projects. Each statement was evaluated across a Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree with a mean Likert score indicating the distribution of responses for the statement.

Table 4.8: Effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peacebuilding projects.

<i>Statement</i>	<i>Number of Respondents</i>	<i>Mean Likert Score</i>	<i>Standard Deviation</i>
<i>Trust between INGOs and local NGOs has improved due to effective trust-building strategies.</i>	30	4.58	0.11
<i>Collaborative peace-building efforts have resulted in long-term conflict resolution in your community.</i>	30	4.34	0.14
<i>Peace-building initiatives have improved inter-community relationships.</i>	30	4.83	0.21
<i>Stakeholder collaboration has led to more sustainable peace efforts.</i>	30	4.22	0.26
<i>The current peace-building approaches should be improved to enhance effectiveness.</i>	30	3.29	0.31

Source: Researcher (2025)

The statement “Peace-building initiatives have improved inter-community relationships” received the highest mean score of 4.83, with a relatively low standard deviation of 0.21. This indicates a near-unanimous agreement among respondents that collaborative peacebuilding, particularly with local NGO involvement, has led to strengthened relationships between different communities. This outcome highlights the important social fabric benefits that arise when local organizations are included, as they often have deep-rooted connections and an understanding of the communities they serve.

Closely following, the statement “Trust between INGOs and local NGOs has improved due to effective trust-building strategies” scored a high mean of 4.58 and a very low standard deviation of 0.11, suggesting both strong and consistent agreement. This reflects the growing confidence and mutual respect between international and local actors, which is essential for aligned objectives and smooth collaboration in project implementation.

The statement “Collaborative peace-building efforts have resulted in long-term conflict resolution in your community” received a mean score of 4.34, with a standard deviation of 0.14. This indicates broad agreement that involving local NGOs contributes to deeper, more durable peace outcomes, likely because these organizations are contextually grounded and maintain ongoing presence even after project cycles end.

Similarly, the statement “Stakeholder collaboration has led to more sustainable peace efforts” respondents agreed with a mean score of 4.22, suggesting that inclusive, multi-stakeholder approaches are widely perceived as enhancing the longevity of peace. However, the slightly higher standard deviation (0.26) suggests some variability in respondent perceptions potentially due to differences in regional experiences or levels of stakeholder involvement.

Interestingly, the only moderately rated item is “The current peace-building approaches should be improved to enhance effectiveness”, with a mean score of 3.29. While not indicating strong disagreement, this neutral-to-agree level response suggests that although respondents recognize the benefits of the current approaches, they also acknowledge room for improvement. The standard deviation of 0.31 further supports the view that experiences and expectations around peacebuilding effectiveness vary among respondents.

4.5 Diagnostic Tests

This section contains the results of the heteroscedasticity test and the multicollinearity test.

4.5.1 Heteroscedasticity Test

The Modified Wald test produced a chi-square value of 92100.220 with a p-value of 0.532, which is much greater than the 1% significance level (0.01). A p-value greater than the significance level indicates that there is no heteroscedasticity thus, there is no evidence of heteroscedasticity. This is shown in Table 4.8 below.

Table 4.9: Heteroscedasticity Test

Test	Statistic Value	p-value	Significance Level (α)	Conclusion on Heteroscedasticity
Modified Wald Test	92100.220	0.532	0.01	No heteroscedasticity (p-value > α)

Source: Researcher (2025)

4.5.2 Multicollinearity Test

The Variance Inflation Factors (VIF) was used to check the multicollinearity. A VIF value exceeding 10 indicates serious multicollinearity, whereas values between 5 and 10 indicate moderate multicollinearity, which might require further investigation. A VIF below five is typically considered acceptable (Pandey & Pandey, 2021). A VIF below 5 was generally considered acceptable. Table 4.9 shows the VIF results

Table 4.10: Variance Inflation Factor (VIF) Results

Predictor Variable	VIF	Interpretation
Transparency	2.10	No Multicollinearity
Accountability Mechanisms	2.82	No Multicollinearity
Cultural Sensitivity	3.13	No Multicollinearity
Involving local peacebuilding NGOs	2.98	No Multicollinearity

Source: Researcher (2025)

Since all VIF values are below 5, the results confirm that multicollinearity was not a concern in the dataset. Consequently, the assumption of non-multicollinearity in regression analysis was upheld, ensuring the reliability of coefficient estimates in the model.

4.6 Regression Analysis

The study undertook a multiple linear regression analysis to examine the effect of trust-building strategies on collaborative peace-building at the Interpeace, Nairobi, Kenya. The regression model is presented in Table 4.10 below:

Table 4.11: Regression results between independent variables and dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.793	0.628	0.597	0.287

a Predictors: (Constant) Transparency, Accountability Mechanisms, Cultural Sensitivity and Involvement of Local Peacebuilding NGOs, Source: Researcher (2025)

According to the results shown in Table 4.10, the analysis yielded an R value of 0.793, which indicates a strong positive correlation between the combined independent variables and collaborative peace-building. This suggests that as these trust-building strategies improve, there is a corresponding increase in effective peace-building collaboration within the organization. The R Square value of 0.628 means that 62.8% of the variation in collaborative peace-building efforts can be explained by the four predictor variables included in the model. This is a high proportion, especially in social science research, indicating that the chosen factors are strong and meaningful determinants of successful collaboration in peace-building initiatives.

The Adjusted R Square, which adjusts for the number of predictors and accounts for potential overfitting, stands at 0.597. This slightly lower value is expected in multiple regression models and still demonstrates a good model fit, reinforcing the reliability of the explanatory variables in predicting collaborative peace-building outcomes. The Standard Error of the Estimate (0.287) reflects the typical distance between the observed values and the regression line. A lower standard error, as seen here, suggests that the model's predictions are relatively precise and that the variance in residuals is limited. Table 4.11 shows the analysis of the variance (ANOVA) for the model.

Table 4.12 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	12.65	3	4.22	14.34	.000
1	Residual	7.49	27	0.288		
	Total	20.14	30			

Dependent Variable: Collaborative Peace-Building

Predictors: (Constant), Transparency, Accountability Mechanisms, Cultural Sensitivity and Involvement of Local Peacebuilding NGOs. Source: Researcher (2025)

The ANOVA table (Table 4.11) confirms that the combination of the four predictor variables significantly explains the variation in collaborative peace-building. This supports the conclusion that trust-building strategies such as transparency, accountability, cultural sensitivity, and local NGO involvement are important drivers of successful peace-building collaboration within the organization.

The regression sum of squares (12.65) represents the amount of variance in collaborative peace-building that is explained by the model. The residual sum of squares (7.49) represents the variance that is not explained by the model, and the total sum of squares (20.14) is the total variance observed in the dependent variable. The F-statistic is 14.34, which measures the ratio of the variance explained by the model to the variance unexplained. A higher F-value generally indicates a better-fitting model. In this case, the F-value is statistically significant, as shown by the p-value (Sig.) of .000. This p-value is well below the commonly accepted threshold of 0.05, indicating that the regression model as a whole is statistically significant. Table 4.12 shows the coefficients of Determination of the regression analysis.

Table 4.13 : Multiple Regression Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.035	.254		4.075	.000
	Transparency	.416	.081	.204	5.136	.000
1	Accountability Mechanisms	.302	.097	.117	3.113	.000
	Cultural Sensitivity	.267	.014	.112	2.342	.001
	Involvement of Local Peacebuilding NGOs.	.232	.110	.182	2.109	.001

a. Dependent Variable: Collaborative Peace-Building. Source: Researcher (2025)

Multiple regression analysis was conducted to determine the extent to which each independent variable influences the dependent variables. Table 4.12 shows that all the independent variables were significant predictors of the collaborative peace-building at $p < 0.05$, the regression equation is:

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

becomes:

$$\text{Collaborative Peace-Building} = 1.035 + 0.416X_1 + 0.302X_2 + 0.267X_3 + 0.232X_4 + \alpha$$

The constant, which is 1.035, represents the estimated baseline level of collaborative peace-building when all predictor variables are zero. It was statistically significant ($p = 0.00$), indicating that the intercept alone is a meaningful contributor to the model's explanatory power.

Focusing on the predictor variables, the coefficient for transparency is 0.416. This implies that, holding all else constant, a one-unit increase in transparency is associated with an increase of 0.416 units in collaborative peace-building. The p-value (0.000) is statistically significant, confirming that transparency is an influential and reliable predictor in this context.

Accountability mechanisms also contribute positively to collaborative peace-building, with an unstandardized coefficient of 0.302. This indicates that higher accountability within the organization fosters a 0.302 unit increase in peace-building efforts for each unit of improvement. The p-value of 0.000 reinforces that this variable significantly enhances collaborative outcomes.

Similarly, cultural sensitivity has an unstandardized coefficient of 0.267. This result means that an increase in cultural sensitivity by one unit is expected to raise the collaborative peace-building score by 0.267 units. The p-value of 0.001 confirms that cultural sensitivity is a statistically significant factor in promoting effective collaborative practices, ensuring that programs are contextually appropriate and locally acceptable.

Lastly, the involvement of local peacebuilding NGOs has an unstandardized coefficient of 0.232, suggesting that stronger engagement from these local organizations leads to an increase of 0.232 units in collaborative peacebuilding. With a statistically significant p-value of 0.001, this predictor demonstrates that local participation is also an important contributor to sustaining collaborative efforts.

4.7 Chapter Summary

Chapter Four presents the results of the study on trust-building strategies in collaborative peace-building at Interpeace, Nairobi. The study highlights key factors for success: transparency, accountability, cultural sensitivity, and local NGO involvement. Transparency was critical, with respondents linking a lack of it to mistrust in past projects. Accountability mechanisms were positively viewed, with feedback and performance reports strengthening stakeholder trust. Cultural sensitivity was seen as essential for effective peace-building, while local NGO participation was also a significant contributor to sustainable collaboration. Regression analysis confirmed that these factors are strong predictors of successful peace-building efforts. The next chapter contains the summary of findings, discussion, conclusion and recommendations.



CHAPTER FIVE: DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains the summary of findings, the study's discussion, conclusion, and recommendations, presented according to the study objectives.

5.2 Summary of Key Findings

The regression model established that the proportion of variance in collaborative peacebuilding that can be explained by these four independent variables (transparency, accountability mechanisms, cultural sensitivity, and the involvement of local peacebuilding NGOs) is notably high, which indicates that these factors are significant contributors to successful collaboration in peacebuilding initiatives. Additionally, the model's fit was found to be robust. Despite accounting for multiple predictors, the adjusted fit still shows a good level of accuracy in predicting collaborative peace-building outcomes. The analysis further confirmed that all four predictors (transparency, accountability mechanisms, cultural sensitivity, and local NGO involvement) are statistically significant contributors to collaborative peace-building efforts.

5.3 Discussion of Key Findings

The analysis further confirmed that all four predictors (transparency, accountability mechanisms, cultural sensitivity, and local NGO involvement) are statistically significant contributors to collaborative peace-building efforts. Transparency had a positive and significant effect on collaborative peacebuilding. Similarly, accountability mechanisms were shown to have a positive and significant effect on collaborative peacebuilding. Cultural sensitivity also played a critical role and had a positive and significant effect on collaborative peacebuilding. Finally, the involvement of local NGOs was found to be another crucial driver that had a positive and significant effect on collaborative peacebuilding.

5.3.1 The role of transparency in enhancing collaborative peace-building initiatives.

Descriptive findings highlight the strong consensus among respondents on the importance of transparency in peace-building initiatives. Respondents emphasized that the past lack of transparency led to mistrust while acknowledging the organization's commitment to sharing financial information and communicating its objectives. They also recognized that transparent decision-making has fostered stronger collaboration with local NGOs and that access to project documents is adequate, though with slight variations in perceptions. Transparency emerged as a key factor in building trust and effective collaboration.

The regression findings of this study established that transparency had a positive and significant role in collaborative peacebuilding. This findings are aligned to the findings of Yilmaz and Ergun (2018), who observed that the existence of transparency foster the flow of trust between the INGOs and the local NGOs to enhance stability and improvement of the projects that are carried out in the society.

Similarly, these findings are aligned to the findings of Bachmann & Inkpen (2018), companies whose operations and decisions are communicated and made and who involve stakeholders in the allocation of resources are usually given more trust by local individuals and other NGO partners.

Additionally, these findings support the contingency and trust theories. The contingency Theory suggests that organizational success depends on aligning strategies with the operating environment (Deng & Smyth, 2013). The study's focus on transparency supports this, as it shows that peace-building organizations must adapt their strategies to meet stakeholder expectations. Transparency, as a dynamic strategy, is crucial for building trust and influencing collaborative peace-building outcomes. Trust Theory, which highlights trust's role in fostering cooperation, is also reinforced by the study (Hardin, 2002). Findings show that past transparency failures led to mistrust, but transparency now fosters stronger collaboration with local NGOs. The regression analysis confirms that transparency is a key predictor of successful peace-building by building trust and enhancing collaboration.

5.3.2 The effectiveness of accountability mechanisms in enhancing collaborative peace-building initiatives.

Descriptive findings suggest that the organization is generally perceived as transparent and responsive. The highest-rated statement reflects the organization's strong practice of providing feedback on project performance, which is viewed consistently across respondents. The establishment of formal grievance redress mechanisms is also positively acknowledged, with little variation in responses, indicating strong agreement on its functionality. However, perceptions of monitoring and evaluation mechanisms show some variability, suggesting mixed views on their clarity and consistency.

Accountability measures were effective in building trust, though there is room for improvement. Interestingly, respondents disagreed with the idea that past accountability failures negatively impacted peace-building projects, suggesting that the organization has a history of reliable accountability. Similarly, the regression findings show that accountability

mechanisms have a positive and significant effect on collaborative peacebuilding. These findings align with the findings of Fjaeran & Aven (2021), who argued that strong accountability mechanisms, including monitoring and evaluation frameworks, grievance redress systems, and performance audits, increase local confidence in INGOs and their projects.

Similarly, these findings align with the findings of Baim and Chaudhuri (2020), who found that community-driven accountability mechanisms, such as participatory budgeting and joint evaluation committees, enhanced the sustainability of rural development projects. Similarly, Wallerstein and Duran (2006) demonstrated that when local NGOs in urban neighborhoods were involved in monitoring and evaluating projects, their commitment to sustaining project outcomes increased.

Additionally, the findings are in agreement with the findings of Girei (2023), who emphasized the need for collaborative, bottom-up approaches where local NGOs have a meaningful role in oversight processes. This approach ensures that peace-building initiatives align with local needs and priorities, enhancing long-term success.

Further, the findings of this study support both Contingency Theory and Trust Theory by demonstrating how organizational practices, such as transparency and accountability, adapt to and align with the needs of stakeholders, ensuring effective peace-building outcomes. According to the Contingency Theory, the organization's focus on providing feedback, establishing grievance redress mechanisms, and implementing accountability measures shows a strategic adaptation to stakeholder expectations, leading to successful collaboration (Donaldson, 2001). From the perspective of Trust Theory, the findings reinforce that transparency and accountability are essential in fostering trust among stakeholders (Taddeo, 2009). The consistent positive perception of feedback and grievance mechanisms, alongside the significant impact of accountability on collaborative peace-building, indicates that trust is a central factor in successful organizational collaboration and peace-building efforts.

5.3.3 Cultural sensitivity influences the success of collaborative peace-building efforts.

Descriptive findings suggest the strong belief that cultural sensitivity is crucial for successful peace-building, with respondents overwhelmingly agreeing that integrating local customs, using local languages, and employing culturally appropriate methods enhance trust and participation. There is a strong consensus that the organization respects local traditions, contributing to better community relationships and ownership of peace processes.

The use of culturally sensitive communication was also seen as essential for inclusive engagement. Interestingly, respondents strongly disagreed with the idea that cultural insensitivity contributed to past peace-building failures, indicating that this is not seen as a challenge. While the organization provides cultural sensitivity training, some variation in views suggests that its consistency and implementation may need improvement. Regression results show that cultural sensitivity played a critical role and had a positive and significant effect on collaborative peacebuilding.

The finding of this study aligns with the finding of Guntrum et al. (2024), observing that the culturally sensitive behavior of the INGOs improved the community response. Similarly, the findings of this study align with the finding of Mukanga (2020), who stated that stakeholder collaboration is crucial for INGOs, though cultural differences tend to hinder the formation of trust.

Additionally, the finding of this study aligns with the finding of Mbui (2018), who also pointed out that if cultural integration is adopted, then it increased the level of trust in water infrastructure programs in Kenya. Nevertheless, there are INGOs in operations in Nairobi in various sectors such as governance, health, and conflict resolution, hence calling for a cultural sensitivity.

Further, the findings of the study strongly support both Contingency Theory and Trust Theory. According to the Contingency Theory, the success of peace-building initiatives is contingent upon adapting strategies to fit the cultural context of the community (Deng & Smyth, 2013). The respondents' overwhelming agreement on the importance of cultural sensitivity, such as respecting local customs, using local languages, and employing culturally appropriate methods, demonstrates how the organization has successfully tailored its approaches to align with the cultural environment, thereby enhancing community relationships and ownership. From the perspective of Trust Theory, the positive impact of cultural sensitivity on trust and participation underscores the role of trust-building in collaborative peace-building (Hardin, 2002). The fact that respondents did not perceive cultural insensitivity as a barrier in the past suggests that trust was already established, and the organization's culturally sensitive approach further strengthened this trust (Lansing et al., 2023). Additionally, the regression results affirm that cultural sensitivity is a key driver in successful collaboration, validating the importance of trust and context-specific strategies in peace-building efforts.

5.3.4 Effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peacebuilding projects.

Descriptive findings show that the study indicates strong support for the effectiveness of collaborative peace-building, particularly with local NGO involvement. Respondents agreed that these initiatives have strengthened inter-community relationships and improved trust between international and local NGOs. They also noted that such efforts contribute to long-term conflict resolution and more sustainable peace. While stakeholder collaboration was generally seen as enhancing peace sustainability, there was some variation in perceptions, likely due to regional differences or varying levels of involvement. However, respondents also acknowledged that there is room for improvement in current peace-building approaches, suggesting a recognition of both successes and areas for further development.

Finally, the regression findings established that the involvement of local NGOs was another crucial driver that had a positive and significant effect on collaborative peacebuilding. These findings align with the findings of Lewis et al. (2020), which showed that local NGOs bring valuable contextual knowledge, community networks, and long-term commitment to peace-building efforts.

Similarly, these findings align with the findings of Wallerstein and Duran (2006), who highlighted that empowering local NGOs as equal partners in project implementation led to more effective and durable peace-building interventions in urban U.S. communities. Additionally, these findings align with the findings of Girei (2023), who established that fostering inclusive partnerships, respecting local knowledge, and ensuring that local NGOs have decision-making authority in peace-building projects. Such approaches enhance trust, cooperation, and long-term impact.

Further, these findings support the Contingency Theory and Trust Theory by demonstrating how peace-building strategies, particularly through collaboration with local NGOs, adapt to the context and environment of the communities involved. The Contingency Theory suggests that organizational success depends on the alignment of strategies with environmental factors, which is evident in the study as local NGO involvement strengthens community relationships and contributes to long-term peace, highlighting the importance of context-specific strategies (Deng & Smyth, 2013). Additionally, the study supports Trust Theory, which emphasizes the role of trust in fostering cooperation. The improvement in trust between international and local NGOs, as well as the positive impact on long-term conflict resolution, underscores the importance of trust-building strategies in effective peace-building (Hardin, 2002).

5.4 Conclusion

The study concluded that the results indicated a significant and positive relationship between the independent variables and the dependent variable. Further, the study made the following conclusions regarding the study objectives:

The study concluded that transparency plays a crucial role in enhancing collaborative peace-building initiatives at the Interpeace, Nairobi, Kenya. Transparency had a positive and significant effect on collaborative peacebuilding initiatives at Interpeace, Nairobi, Kenya.

The study concluded that accountability mechanisms are effective in enhancing collaborative peace-building initiatives at Interpeace, Nairobi, Kenya. Accountability mechanisms were shown to have a positive and significant effect on collaborative peacebuilding initiatives at Interpeace, Nairobi, Kenya.

The study concluded that cultural sensitivity positively influences the success of collaborative peacebuilding initiatives at Interpeace, Nairobi, Kenya. Cultural sensitivity had a positive and significant effect on collaborative peacebuilding efforts at Interpeace, Nairobi, Kenya.

The study concluded that there is a positive and significant effect of involving local peacebuilding NGOs in the planning and implementation of collaborative peace-building projects at Interpeace, Nairobi, Kenya.

These findings support the propositions of the Trust Theory and Contingency Theory, which formed the theoretical foundation of the study. The study findings reinforce Trust theory by showing that when Interpeace implements trust-building strategies such as transparency and accountability, it fosters confidence and reliability among stakeholders, thereby strengthening collaborative peace efforts. Also, the study supports propositions of contingency theory by demonstrating that culturally sensitive approaches and partnerships with local NGOs significantly improve peacebuilding outcomes in the Nairobi context. These strategies were effective because they were adapted to the local environment and stakeholder dynamics.

5.5 Recommendation

5.5.1 Policy Recommendations

The study recommended that policies be developed to strengthen transparency practices within organizations. This would entail regular and systematic sharing of financial reports, project performance, and decision-making with all stakeholders, such that there would be enhanced accountability and trust.

The study recommended that policies should also be designed to institutionalize accountability mechanisms. These processes, such as performance audit, grievance redressal mechanisms, and participatory evaluation procedures, would ensure that peace-building activities meet local expectations, promote participation, and provide sustainability.

The study recommended that policies need to be established to further strengthen cultural sensitivity training for personnel as well as ensure that cultural factors are always considered in project design and implementation.

Lastly, the study recommended that policies must be tailor-made to promote the participation of local NGOs in decision-making to ensure that their experience and input find expression in the design and assessment of peace-building.

5.5.2 Recommendation for Theory

The study's findings highlight the importance of transparency, accountability, cultural sensitivity, and local NGO involvement, all of which align with Contingency Theory and Trust Theory. The study recommended that future research could expand on the application of Contingency Theory in peace-building by investigating how local contexts affect the success of different strategies. Such research would provide valuable insights into how adaptable strategies can be refined and tested in different environments.

In addition, the study recommended that Trust Theory could be further explored by examining how transparency and accountability directly influence trust-building among stakeholders. More focused studies could identify specific mechanisms that foster trust and explore how it can be sustained across different phases of peace-building initiatives. This deeper theoretical exploration could help refine these concepts and make them more applicable to real-world peace-building efforts.

5.5.3 Recommendation for Practice

The study recommended that Interpeace should enhance community ownership and participation in programs of peace-building organizations. This may be achieved through involving community members at all project levels, right from planning up to evaluation.

The study recommended that Interpeace should enhance cultural sensitivity training and be institutionalized. This would prevent employees in conflict zones being oblivious to local culture, customs, and languages, thereby more effectively interacting with communities.

The study recommended that Interpeace should improve Monitoring and Evaluation (M&E) systems. While the study found that there was general agreement among respondents regarding the importance of M&E, there were conflicting opinions on their clarity and consistency.

Lastly, the study recommended that Interpeace should facilitate collaborative partnerships among INGOs, local NGOs, and community-based organizations to enhance their partnership. Local NGOs have critical contextual knowledge and networks, and they can make peace-building interventions more relevant and sustainable by ensuring that even after the project has ended, the impacts are positive.

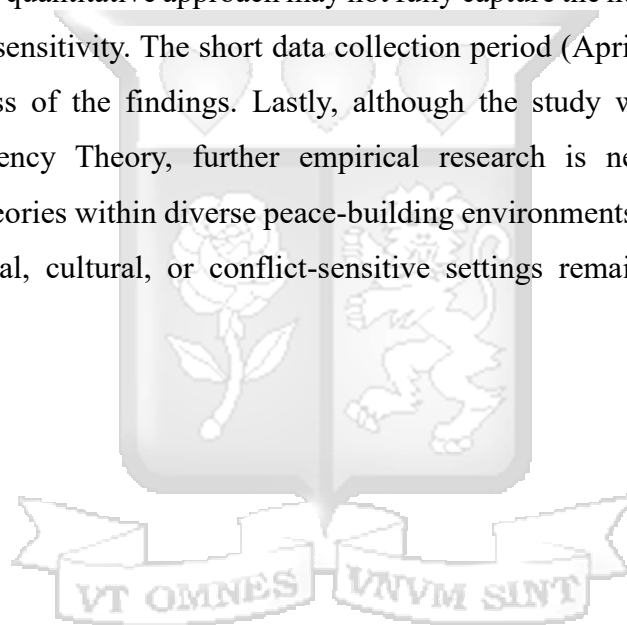
5.5.4 Recommendations for Further Research

For future research, it is recommended that the long-term impact of transparency in peace-building projects be studied. More specifically, research can investigate how transparency affects trust and collaboration in the long term and if the positive impact is sustained after the project closure. There also needs to be a focus on the long-term consequences of cultural sensitivity in peace-building. Research can investigate if culturally sensitive policies result in long-term peace or only short-term resolutions.

Another potential area of future research could be to assess the role of local NGOs in solidifying peace-building outcomes past the initial project phases. This could entail examining how local NGOs can maintain the momentum of peace-building initiatives and continue to address local needs. A comparative study of accountability mechanisms in different peace-building contexts could lastly be conducted. This would help identify the best practices in implementing accountability mechanisms and discover which approaches lead to more effective and sustainable peace-building outcomes.

5.6 Limitations of the Study

While the methodology adopted for this study provided valuable insights into the effect of trust-building strategies on collaborative peace initiatives, several limitations should be acknowledged. First, the small sample size of 32 respondents, although suitable for a census approach, limits the generalizability of the findings beyond the participating organizations. The results may not fully represent broader peace-building efforts in Kenya or similar contexts elsewhere. Secondly, the study was confined to Interpeace and its local partner, NEPCOH, within Nairobi, which may limit the contextual applicability of the findings. The dynamics of trust-building in other regions, conflict settings, or organizational structures may differ significantly. Third, the reliance on self-reported data through structured questionnaires may introduce bias, and the quantitative approach may not fully capture the nuanced aspects of trust-building and cultural sensitivity. The short data collection period (April 2025) may also limit the comprehensiveness of the findings. Lastly, although the study was grounded in Trust Theory and Contingency Theory, further empirical research is needed to expand and contextualize these theories within diverse peace-building environments. Their applicability in different organizational, cultural, or conflict-sensitive settings remains an area for future investigation.



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APPENDICES

APPENDIX I: QUESTIONNAIRE

Questionnaire for the Study on the effect of trust-building strategies on collaborative peace-building at the International Organization for Peacebuilding, Nairobi, Kenya (Interpeace).

Instructions.

Please answer each question as completely and clearly as possible by ticking only one answer from the choices given or writing your responses in the spaces provided.

Section A: General Information

Question

Response Options

1. What is your age group?
☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46–55 ☐ 56 and above
2. What is your role in the organization? ☐ INGO Staff ☐ Local Peacebuilding NGO Staff
3. How long have you been involved in peace-building initiatives?
☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ More than 6 years
4. In which county do you operate? _____

Section B: Transparency in Peace-Building Initiatives

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5. The organization provides open and clear information about its objectives and activities.	☐	☐	☐	☐	☐
6. The organization regularly shares financial reports and budgets with stakeholders.	☐	☐	☐	☐	☐
7. Stakeholders have unrestricted access to relevant project documents and reports.	☐	☐	☐	☐	☐
8. Transparency in decision-making has improved collaboration with local NGOs.	☐	☐	☐	☐	☐
9. Lack of transparency has led to mistrust in previous peace-building initiatives.	☐	☐	☐	☐	☐

Section C: Accountability Mechanisms in Peace-Building

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10. The organization has clear mechanisms for monitoring and evaluating peace-building activities.	☐	☐	☐	☐	☐
11. The organization provides feedback to stakeholders on project performance and results.	☐	☐	☐	☐	☐
12. Accountability measures have improved stakeholder trust in the organization.	☐	☐	☐	☐	☐
13. There is a formal grievance redress mechanism for community concerns.	☐	☐	☐	☐	☐
14. Failure to ensure accountability has negatively impacted past peace-building projects.	☐	☐	☐	☐	☐

Section D: Cultural Sensitivity in Peace-Building

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15. The organization respects and integrates local customs and traditions in peace-building activities.	☐	☐	☐	☐	☐
16. The organization uses local languages and culturally appropriate engagement methods.	☐	☐	☐	☐	☐
17. Cultural sensitivity improves the success of peace-building interventions.	☐	☐	☐	☐	☐
18. A lack of cultural sensitivity has contributed to the failure of past peace-building initiatives.	☐	☐	☐	☐	☐
19. The organization provides cultural sensitivity training for staff working in local communities.	☐	☐	☐	☐	☐

Section E: Involvement of Local Peacebuilding NGOs

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
20. Local peace-building NGOs actively participate in decision-making for peace initiatives.	☐	☐	☐	☐	☐
21. The organization provides opportunities for local peace-building NGOs to lead implementation efforts.	☐	☐	☐	☐	☐
22. Local NGO involvement improves the effectiveness of peace-building projects.	☐	☐	☐	☐	☐
23. There are clear guidelines for ensuring the participation of local peace-building NGOs.	☐	☐	☐	☐	☐
24. Limited local NGO involvement has led to project failure in some instances.	☐	☐	☐	☐	☐

Section F: Collaborative Peace-Building Outcomes

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25. Trust between INGOs and local NGOs has improved due to effective trust-building strategies.	☐	☐	☐	☐	☐
26. Collaborative peace-building efforts have resulted in long-term conflict resolution in your community.	☐	☐	☐	☐	☐
27. Peace-building initiatives have improved inter-community relationships.	☐	☐	☐	☐	☐
28. Stakeholder collaboration has led to more sustainable peace efforts.	☐	☐	☐	☐	☐
29. The current peace-building approaches should be improved to enhance effectiveness.	☐	☐	☐	☐	☐

The End!

Thank you for your participation.

APPENDIX II: PARTICIPANT INFORMATION AND INFORMED CONSENT SECTION

TITLE OF STUDY: EFFECT OF TRUST-BUILDING STRATEGIES ON COLLABORATIVE PEACE INITIATIVES IN KENYA: A CASE OF THE INTERNATIONAL ORGANIZATION FOR PEACEBUILDING (INTERPEACE) IN NAIROBI, KENYA

SECTION 1: INFORMATION SHEET

Investigator: Sheillah Kemunto Omare

Institutional affiliation: Strathmore Business School (SBS)

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

The aim of the study is to determine the effect of trust-building strategies on collaborative peace-building at the International Organisation for Peacebuilding (Interpeace), Nairobi, Kenya. The research seeks to offer evidence-based recommendations for trust building strategies that enhance successful collaborative peace building initiatives.

2.2: Do I have to take part?

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information on determinants of value-added tax compliance of startup in Kenya. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

2.3: Who is eligible to take part in this study?

1. Staff Members of the international Organization for Peace Building, Nairobi, Kenya (Interpeace)
2. Staff Members of Network for Peace and Cohesion Trust (NEPCOH)

2.4: Who is not eligible to take part in this study?

1. Anyone who is not a staff member of Interpeace or NEPCOH.

2.5: What will taking part in this study involve for me?

You will be approached by Mr. Sheillah Kemunto Omare and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

2.6: Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

2.7: Are there any benefits of taking part in this study?

The information will be helpful in

2.8: What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.9: Who will have access to my information during this research?

All research records will be stored in securely locked cabinets. That information may be transcribed into our database, but this will be sufficiently encrypted and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

2.10: Who can I contact in case I have further questions?

You can contact me, Sheillah Kemunto, at SBS, or by e-mail, omare.kemunto@strathmore.edu, or by phone, +254 724266416. You can also contact my supervisor, Dr. Davis Wekesa, at the Strathmore Business School, Nairobi, or by e-mail dbarasa@strathmore.edu.

If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857,
00200, Nairobi, email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I, _____, have had the study explained to me. I have understood
all that I have read and have had explained to me and had my questions answered satisfactorily.
I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

Participation in the research study

☐

AGREE to take part in this research

☐

DO NOT AGREE to take part in this research



APPENDIX III: INTRODUCTION LETTER

Ole Sangale Rd, Madaraka Estate
P.O. Box 59857 - 00200, Nairobi, Kenya
Cell: +254 703 034 414/6/7
X/Twitter/TikTok: @SBSKenya
Facebook/LinkedIn: Strathmore University Business School
Email: sbsinfo@strathmore.edu or visit www.sbs.strathmore.edu



1st April 2025

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – OMARE SHEILA KEMUNTO

This is to introduce Omare Sheila Kemunto who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/171409. As part of our MCOM Programme, Sheila is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Sheila would like to request appropriate data from your organization.

Sheila is undertaking a research paper on **“Effect of Trust-Building Strategies on Collaborative Peace Initiatives in Kenya: A Case of the International Organization for Peace building (Inter Peace).”** The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri
Manager – Graduate Programmes
Strathmore University Business School.

Association of African
Business Schools



Strathmore Business School is a Proud member of:



APPENDIX IV: ETHICS RESEARCH APPROVAL



25th March 2025

Ms Kemunto Sheillah,
omare.kemunto@strathmore.edu

Dear Ms Kemunto,

RE: Effect of Trust-Building Strategies on Collaborative Peace Initiatives in Kenya: A Case of the International Organization for Peacebuilding (Interpeace)

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2801/25**. The approval period is from **25th March 2025 to 24th March 2026**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

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

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC

APPENDIX V: NACOSTI PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 398106	Date of Issue: 04/April/2025
RESEARCH LICENSE	
	
This is to Certify that Ms. Sheillah Omare Kemunto of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECT OF TRUST-BUILDING STRATEGIES ON COLLABORATIVE PEACE INITIATIVES IN KENYA: A CASE OF THE INTERNATIONAL ORGANIZATION FOR PEACEBUILDING (INTERPEACE) for the period ending : 04/April/2026.	
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Applicant Identification Number	 Director General
	NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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