



UNIVERSITY of
RWANDA

COLLEGE OF ARTS AND SOCIAL SCIENCES

CENTRE FOR CONFLICT MANAGEMENT

**CONFLICT RESOLUTION IN PROMOTING EFFECTIVE PROJECT
MANAGEMENT:**

A CASE OF LAKE TURKANA WIND POWER PROJECT IN KENYA

Dissertation Submitted to the University of Rwanda in Partial Fulfillment for the
Requirements of the Award of the Degree of Master of Arts in Peace Studies and Conflict
Transformation

Submitted By: Bianca Ndanu NZIOKI

Registration Number: 221027825

Supervised By: Dr. John Peter MUGUME

Musanze, June, 2021



COLLEGE OF ARTS AND SOCIAL SCIENCE (CASS)

CENTER FOR CONFLICT MANAGEMENT (CCM)

AUTHORIZATION TO SUBMIT THE CORRECTED DISSERTATION

I, undersigned, DR. CELESTIN HATEGEKIMANA member of the panel of examiners of the dissertation done by MS. BIANCA NDANU NZIOKI entitled:

**CONFLICT RESOLUTION IN PROMOTING EFFECTIVE PROJECT
MANAGEMENT:**

A CASE OF LAKE TURKANA WIND POWER PROJECT IN KENYA

Hereby testify that, she successfully entered the suggested corrections by the panel of examiners and stands with my authorization to submit required copies to the administration of the CCM for administrative purpose.

Done at: Musanze

Date: 15/June/ 2021

Name and Signature of the Main Examiner

DR. CELESTIN HATEGEKIMANA

EMAIL: ccm@ur.ac.rw

P.O. Box 56 Huye

WEBSITE: ur.ac.rw



COLLEGE OF ARTS AND SOCIAL SCIENCE (CASS)

CENTER FOR CONFLICT MANAGEMENT (CCM)

AUTHORIZATION TO SUBMIT THE DISSERTATION FOR EVALUATION

I, undersigned DR. JOHN PETER MUGUME

Hereby testify that under my supervision, MS. BIANCA NDANU NZIOKI

Has successfully completed writing her MA Dissertation entitled:

**CONFLICT RESOLUTION IN PROMOTING EFFECTIVE PROJECT
MANAGEMENT**

A CASE OF LAKE TURKANA WIND POWER PROJECT IN KENYA

Therefore, she stands with my authorization to submit required copies to the
Administration of CCM for evaluation

Done at: Musanze

Date: 08/June/ 2021

Name and Signature of the Supervisor,

DR. JOHN PETER MUGUME

DECLARATION

I declare that this Dissertation is the result of my own work and has never been submitted to the University of Rwanda or any other institution for the award of any degree, diploma or certificate whatsoever.

Bianca Ndanu NZIOKI

Signature

Date

ABSTRACT

The study sought to understand conflict resolution in promoting effective project management. It utilized a case of the Lake Turkana Wind Power project in Kenya. Specific study objectives included: to find out how often mediation is used in promoting effective project management; to examine how mediation promotes effective project management and to identify challenges of mediation in promoting effective project management at the LTWP project. The study employed the use of qualitative research methodology. Respondents were purposively selected from the different departments of the LTWP project. The study undertook document review of relevant materials including books, journals and credible websites. Data from in-depth interviews was analyzed using thematic analysis technique and presentation done based on emerging key study themes. Study findings indicated that mediation was a significant conflict resolution mechanism; it was largely applied in relationship and task-oriented conflicts within the LTWP project structure. Prompt resolution of conflicts using mediation ensured minimal interference in project tasks thus encouraging achievement of project objectives. In promoting effective project management, mediation facilitated transformative processes among disputants, building and restoring positive personal and working relationships that provided for collaborative teams. Despite numerous benefits in the implementation of conflict resolution, structural challenges involving interdepartmental handling of mediation thus limiting consistency and coherence in procedure were identified among other case specific challenges. The study recommends training of technical personnel in mediation to enable their intervention in task related conflicts. Additionally, capacity building in other alternative dispute mechanisms should be incorporated since different conflicts demand redress by diverse conflict resolution mechanisms.

Key words: conflict resolution, mediation, effective project management

TABLE OF CONTENT

DECLARATION	i
ABSTRACT.....	ii
TABLE OF CONTENT.....	iii
LIST OF TABLES.....	vi
LIST OF FIGURES	vii
ACKNOWLEDGMENT.....	viii
DEDICATION.....	ix
CHAPTER ONE: GENERAL INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Statement of the Problem.....	4
1.4 Study Objectives.....	5
1.5 Research Questions.....	5
1.6 Significance of the Study.....	5
1.7 Scope of the Study	6
1.8 Operationalization of Significant Concepts.....	6
1.9 Organization of the Study	7
CHAPTER TWO: LITERATURE REVIEW.....	8
2.1 Introduction.....	8
2.2 Study Variables.....	8
2.2.1 Conflict Resolution	8
2.2.2 Mediation	9
2.2.3 Effective Project Management.....	12
2.3 Lake Turkana Wind Power Project.....	13
2.4 Theoretical Literature Review	15
2.4.1 The Conflict Triangle Approach.....	15
2.4.2 The Transcend Approach.....	17
2.5 Empirical Literature Review.....	18
2.5.1 Application of Mediation.....	18

2.5.2	Efficacy of Mediation	20
2.5.3	Challenges of Mediation	21
2.6	Summary of Literature Review and Gaps	21
CHAPTER THREE: RESEARCH METHODOLOGY		23
3.1	Introduction.....	23
3.2	Research Design	23
3.3	Area of Study	24
3.4	Target Population.....	26
3.5	Determination of Study Sample.....	26
3.5.1	Sampling Design.....	26
3.5.2	Sample Size.....	27
3.6	Data Collection Procedure and Instruments	27
3.6.1	Individual In-Depth Interviews.....	28
3.6.2	Document Review.....	29
3.6.3	Reliability of Instruments	29
3.7.1	Data Preparation and Organization.....	30
3.7.2	Data Categorization and Coding.....	30
3.7.3	Data Presentation and Analysis	30
3.8	Research Ethics.....	30
3.9	Limitations.....	31
3.10	Summary.....	31
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION		32
4.1	Introduction.....	32
4.2	Demographic Characteristics of Study Respondents.....	32
4.2.1	Gender of Study Respondents.....	32
4.2.3	Level of Expertise of Study Respondents.....	33
4.2.4	Departmental Representation of Study Respondents.....	34
4.2.5	Ethnic Community Representation of Study Respondents.....	35
4.3	Study Findings	35
4.4	Use of Mediation in Effective Project Management	36
4.4.1	Nature of Conflicts at the LTWP Project.....	36

4.4.2	Frequency and Relevance of Mediation at the LTWP Project	38
4.5	Efficacy of Mediation in Effective Project Management	41
4.5.1	Application of Mediation at the LTWP Project.....	42
4.5.2	Outcome of Mediation at the LTWP Project	43
4.6	Challenges of Mediation in Effective Project Management.....	44
4.6.1	Challenges of Mediation at the LTWP Project	45
4.6.2	Mechanisms to Improve Mediation at the LTWP Project	46
4.7	Other Key Study Findings	47
4.7.1	Conflict Situations in which Mediation is not Applied at the LTWP Project.....	47
4.7.2	Conflict Resolution Strategies Applied at the LTWP Project	48
4.8	Relation of Study Findings to Theory	48
4.9	Summary	50
CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION AND CONCLUSION		51
5.1	Introduction.....	51
5.2	Summary of Study Findings	51
5.2.1	Use of Mediation in Promoting Effective Project Management.....	51
5.2.3	Efficacy of Mediation in Promoting Effective Project Management	52
5.2.3	Challenges of Mediation in Promoting Effective Project Management	52
5.4	Conclusion	54
5.5	Recommendations.....	55
5.6	Recommendations for Further Study.....	55
REFERENCES		56
APPENDICES		62
Appendix 1: Letter of Introduction		62
Appendix 2: Interview Guide.....		63
Appendix 3: Turnitin Antiplagiarism Check		64

LIST OF TABLES

Table 1: Gender of Study Respondents	33
Table 2: Age Group of Study Respondents	33
Table 3: Level of Expertise of Study Respondents.....	34
Table 4: Departmental Representation of Study Respondents	34
Table 5: Ethnic Community of Study Respondents.....	35

LIST OF FIGURES

Figure 1: Lake Turkana Wind Powered Turbines.....	13
Figure 2: Lake Turkana Wind Power Turbine.....	14
Figure 3: Map of Marsabit County	25
Figure 4: Conflict Resolution Process at the LTWP Project	40
Figure 5: Internal Mediation Process at the LTWP Project.....	41

ACKNOWLEDGMENT

I express my sincere gratitude to the Kenya National Police Service leadership, specifically the Inspector General of Police Mr. Hilary Nzioki Mutyambai, MGH and the Deputy Inspector General of the Administration Police Service Mr. Noor Gabow, EBS for granting me the opportunity to further my studies.

I appreciate the leadership of the National Police College, Rwanda for the conducive learning environment accorded to the class of PSCSC 09/20-21. I hold in esteem each of my colleagues for making learning such a wonderful and memorable journey.

I remain indebted and with gratefulness acknowledge my supervisor Dr. John Peter Mugume for taking his time to provide me with guidance and feedback throughout the process of researching and documenting this Dissertation.

DEDICATION

To my sister Adeline & nephews Allan and Andrew

To my daughter Ashley

For being the unending inspiration and motivation in my career journey

I love you Family

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

This study focused on a review of conflict resolution within the context of effective project management. It was grounded on the premise of peace research. It was designed to understand how projects deal with conflicts within the framework of conflict resolution. It was examined from a global perspective narrowing down to Africa and finally to Kenya. A specific case was identified by the researcher for use in studying the research problem.

The main objective of the study was to understand conflict resolution in promoting effective project management. It utilized a case of the Lake Turkana Wind Power project in Kenya. Chapter one details the background of the study, statement of the problem, research objectives and questions, significance, scope, limitations and organization of the study.

1.2 Background of the Study

According to Verma (2016), conflict is inevitable in a project environment; that where there are people with diverse backgrounds, skills and norms working together to make decisions, meet common goals and objectives, conflict is bound to happen.

Increasingly, projects are becoming large and complex, involving multiple participants located at different places, with overly strained resources and operations. The wide range of stakeholders and multiple objectives, coupled by complexities and dynamisms in perceptions, professions, expertise and experience certainly lead to conflict.

Implemented by highly heterogenous teams, working with different timelines, using divergent software and technologies, can be challenging if not properly coordinated. When the timing of tasks is not well matched with available resources, teams could informally alter the master schedule in order to accommodate their desires. This could result into conflict because in controlled project frameworks any alteration affects the logical flow and interdependence of activities. In most cases, these conflicts cannot easily be resolved

simply by delaying the succeeding tasks; such a move could extend project completion beyond the set deadline.

In Asia, Alternative Dispute Resolution (ADR) mechanisms are mostly preferred in projects due to their ability to maintain confidentiality and promote working relationships. Specifically in China, conflicts emanating from construction and industrial projects are settled internally using conflict resolution processes. This is rarely due to the ineffectiveness of legal and administrative procedures but mostly so, due to the fact that Chinese culture and tradition discourage judicial processes in resolving conflicts based on tendencies of exposing integral business matters (Fox et al 2005).

According to Mpangala (2004), conflict resolution has become very topical in debates and discussions in Africa. This is due to the realization that in most cases the conflicts have negative impacts on Africa's social, economic and political development. Conflicts disrupt implementation of development projects and achievement of intended goals as scarce resources are reassigned to the management of conflicts. Fenn (2002) argues that whereas projects are implemented within limited budgets and timelines, in addition to meeting specified quality standards, conflicts inevitably divert such valuable and constrained resources from the overall goal.

Conflict resolution in projects identifies with legal frameworks in achieving redress; these involve use of litigation that follows prescribed rules and techniques notwithstanding the litigious language. In Kenya, litigation processes are largely limited by exorbitant legal fees and inaccessibility of courts occasioned by distant physical locations. These are seen to precipitate the delay of justice to parties in court (Muigua, 2018).

Notably, court processes drag to several years before pronouncement of judgements. As such, project implementation is delayed if not terminated; the completion of projects in respect to set performance criteria is threatened. Such factors, undoubtedly, characterize litigation as slow and insensitive to the prudent utilization of project resources. This has made the process lose credibility necessary in effective project management.

Shyllon (2017 p. 130) affirms that “litigation of any kind is expensive; the expenses are prohibitive”. He opines that litigation should only be used as a last resort as such a redress mechanism is not based on the premise of peace research. Galtung (1969) recognizes peace research as an interdisciplinary effort aimed at the prevention, de-escalation and identification of conflict solutions by peaceful means thereby seeking satisfaction for all parties involved in the conflict.

The legal system is structured in a way that it seeks to identify the omission or commission of acts with a view of identifying a victor or loser (Muigua, 2018). The win-win situation that peace research promotes is overlooked. The importance of empowering the weak while disempowering the strong; determining alternative options that enhance peaceful resolution of conflicts is seldom a matter of precedence (Galtung, 2000). As such, empowerment, as an ingredient of conflict resolution in peace research is disregarded.

Whereas hydropower has been the largest generation source for grid electricity in Kenya, low rainfall has led to reduced power production and fluctuating energy costs. The call to diversify the country’s energy generation mix has continued to be amplified, considering the enhancement of power reliability, stabilization of costs and the protection against vulnerabilities including variations in hydrology and climate change. To promote climate resilience while mitigating environmental changes, energy diversification from low carbon technologies has become a matter of necessity (Cookson et al, 2017). It is on such grounds that the Lake Turkana Wind Power (LTWP) project was conceptualized.

The LTWP project is a consortium bringing together different investors and stakeholders, at both the national and international levels. Dahir (2019) posits that the goal of the government was to create a group of African and European companies that would fund the project with the aim of boosting Kenya’s electricity supply, moving the country away from the dependence of fossil fuels and meeting the ambitious goal of 100% green energy use by the year 2020.

H.E. President Uhuru Kenyatta of the Republic of Kenya inaugurated the Lake Turkana Wind Power project on July 19, 2019. He referred to it as a “monumental feat” (Achiba, 2019 p. 7), noting that it showcased Kenya’s commitment in pursuing clean sources of

energy and decreasing greenhouse emissions. Being Africa's largest single installation wind energy power plant, the LTWP project demonstrates the pain points and challenges that characterize multi-diverse vast investments. Additionally, it puts into perspective conflict resolution mechanisms that are applied in order not to derail the successes of this important investment. It is on these grounds that the LTWP project was identified as an important case for this study.

1.3 Statement of the Problem

According to the Kenya Vision 2030, energy is identified as a key pillar and enabler to economic, social and political growth of the country. As such, it was the intention of the government to have fully transitioned to 100% green energy use by the year 2020, decreasing the increasing consumption of the current use of fossil fuels that when burnt emit large quantities of carbon dioxide to the atmosphere leading to climate change. This impacts on rainfall, minimizing the water levels which affects hydropower production, the dominant generation source of electricity in Kenya (Cookson et al. 2017). The largest wind power generation company in Africa, the LTWP project was commissioned to address this gap.

In 24 months since operation began, the LTWP project is producing at a capacity factor of 70% of anticipated volume of clean, reliable, low-cost electric power (LTWP, 2021). Though seemingly commendable, the project still lags behind in achievement of its overall goal target. At full capacity, the project was aimed at transmitting 18% to the national grid in its effort of contributing to the supply of clean renewable energy thus reducing dependence on the polluting and expensive fossil fuels.

With a wide range of stakeholders, coupled by a vast heterogeneity of project participants, implementing a multiplicity of objectives while integrating diverse professions and expertise, culture and personality complexities, conflict situations are certain. Without proper redress mechanisms, this could threaten the achievement of the important goal of contributing to green energy optimization in Kenya. Gumba et al. (2020) are of the opinion that the achievement of the goal of the LTWP project is dependent on the use of alternative dispute resolution mechanisms that promote diversity, tolerance and empowerment of all actors.

This study sought to understand conflict resolution in promoting effective project management. It utilized the case of the LTWP project to address this knowledge vacuum. To the best knowledge of the researcher, literature detailing conflict resolution while promoting effective project management is limited in the current available body of published academic literature, especially in the field of peace research.

1.4 Study Objectives

The broad objective of the study was to understand conflict resolution in promoting effective project management at the LTWP project.

Specific study objectives entailed:

- i. To find out how often mediation is used in promoting effective project management at the LTWP project
- ii. To examine how mediation promotes effective project management at the LTWP project
- iii. To identify challenges of mediation in promoting effective project management at the LTWP project

1.5 Research Questions

The researcher sought to answer the following questions through the study:

- i. How often is mediation used in promoting effective project management at the LTWP project?
- ii. How does mediation promote effective project management at the LTWP project?
- iii. What are the challenges of mediation in promoting effective project management at the LTWP project?

1.6 Significance of the Study

This study may contribute to the scholarly body of knowledge by increasing academic literature in the area of peace research with a focus on conflict resolution in promoting

effective project management. Further, the identified findings could provoke follow-up studies on the study subject.

1.7 Scope of the Study

The study focused on understanding conflict resolution in promoting effective project management. It utilized a case of the LTWP project located in Marsabit County with data analysis provided across a single situation. The study narrowed on internal conflict resolution within the project. As such data collection was limited to internal workplace conflicts. The study findings thus cannot be generalized to other organizations.

Whereas different conflict resolution techniques exist, including mediation, negotiation and arbitration, the study focused on mediation. This was based on limited available time that could not allow for a comprehensive study on all the alternative dispute resolution mechanisms. The choice of mediation was based on reviewed empirical literature; though minimally available demonstrated a concurrence on findings that third party mechanisms were effective in resolving workplace conflicts.

1.8 Operationalization of Significant Concepts

For the purpose of this study, the following concepts were applied as is indicated:

Conflict resolution: the researcher used conflict resolution to refer to mechanisms through which two or more parties find a peaceful agreement to a dispute.

Mediation: it was used in the study to refer to a process through which parties discuss their disputes with the assistance of an impartial third person who assists them in reaching a settlement. It may be an informal meeting among parties or a scheduled settlement conference. The aim of the mediator is to apply a peaceful process embedded in trust and that promotes efficiency, empowerment and outcome.

Effective project management: it entails the task of keeping a project on target in order for it to meet set goals within controlled parameters of budget, time and scope. It involves the application of skills and techniques in order to secure work from conflicts so that the project team can execute duties professionally as possible.

1.9 Organization of the Study

This study is organized into five chapters. Chapter one has provided the general introduction including the background of the study, statement of the problem, research objectives and questions, significance, scope, operationalization of significant terms and organization of the study.

Chapter two presents the literature review as explained by different scholarship in the field of conflict resolution and project management. The researcher defines the methodology used in conducting the research in Chapter three. Chapter four provides data analysis, presentation and interpretation while Chapter five outlines a summary of the findings, discussions, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the literature on the study subject is presented. This is done in line with the broad study objective: conflict resolution in promoting effective project management at the Lake Turkana Wind Power Project in Kenya. Mediation in relation to the specific study objectives is discussed. The chapter is outlined as follows: review of study variables, theoretical literature review and empirical literature review. A summary of the literature review and study gaps is provided.

2.2 Study Variables

The study variables are reviewed in line with available academic published literature. Conflict resolution and mediation as the focus of the specific objectives are discussed. The concept of project management is also examined.

2.2.1 Conflict Resolution

According to Wani (2015), conflict resolution refers to all process-oriented activities that aim to address the underlying causes of direct and structural violence. Galtung (1969) identifies direct conflict as the notion of violence whereby an individual or group suffers physical or emotional pain as a result of direct action. He explains structural violence as caused by institutions and structures in society which result in inequality and or oppression among individuals.

Conflict resolution entails a situation “where the conflicting parties enter into an agreement that solves their central incompatibilities, accept each other’s continued existence as parties, and cease all violent action against each other” (Wallensteen, 2015, p. 8).

Jeong (2016) explains conflict resolution as the process of ending a conflict or dispute by satisfying at least partially the needs of each party and addressing their interests. He

advocates for peaceful and non-contentious methods of resolving conflicts that depart from aggressive tendencies which could instead aggravate the situation.

Conflict resolution through alternative dispute methods seeks to facilitate settlement of differences in a cooperative way. Manning (2010 p. 4) defines conflict resolution as a “problem solving process which is designed to offer actors an opportunity to resolve their differences collaboratively. It involves third parties who employ techniques and methods that are aimed at facilitating communication between actors engaged in conflict”. This is opposed to adversarial institutions such as courts and tribunals where a settlement is imposed on the disputants by an external authority.

The researcher used conflict resolution in the study to refer to mechanisms through which two or more parties find an amicable agreement to a dispute among them. With the multi-diversity of the LTWP project population, consisting of dynamisms and complexities in multiple objectives, implemented within constraints of resources and time, conflict resolution ought to be accepted as a positive influence; an important mechanism for minimizing and mitigating dispute situations and contributing to peace processes.

The cornerstone of conflict resolution is the recognition that disputes and disagreements between individuals and teams represent an opportunity for value creation, paving way for durable commitments. This contributes to cohesiveness within the project teams, thus working together towards a common goal of providing reliable, low-cost energy to Kenya’s national grid.

2.2.2 Mediation

Cheung (2010, p. 135) recognizes mediation as a preferred method of conflict resolution in projects. He posits mediation as an economical, faster and more amicable alternative to either arbitration or litigation in resolving project conflicts. He explains mediation as “a form of assisted negotiation, wherein a mediator can bridge the communication gap between the disputants, thereby facilitating a settlement.”

The flexible process in mediation allows for creativity and innovativeness in the generation of alternatives while seeking for solutions. Cheung cites the lack of resistance in using

mediation by practitioners in the project management profession owing to its emphasis on confidentiality, opportunity to salvage business relationships, clarity of the third-party neutral's role and the flexibility of procedures.

According to Hategan (2020 p. 305), mediation promotes the peaceful resolution of conflicts which promotes efficiency and effectiveness in the management of projects. He defines mediation as a “process based on communication between parties, which is part of the collaborative strategy for resolving conflicts that can result in both parties winning when the mediation process ends by reaching a mutually beneficial agreement of a win-win situation”.

Loghin (2016 p. 6) asserts that unlike litigation, mediation is confidential, non-competitive, taking into consideration the different project needs and interests. “Mediation is a private, voluntary and integrative part of the conflict resolution process; relatively informal but structured on the collaborative and efficient interpersonal communication, in which one or more specially trained and accredited professionals assist the parties in the dispute resolution process, taking into account their needs and interests”.

Dorin, et. al., (2018) opine that mediation is geared at establishing the root causes of a conflict through a thorough conflict analysis procedure which brings to the fore the causes, history, effects and probable solutions. The authors highlight the fact that any project conflict can be transformed into a mediation process through communication that is reworked by a specialist who is concerned with identifying the needs and interests of conflicting parties. The mediator supports them to overcome and eliminate existing divergences and create a convergence, which can take the form of an agreement, so that the solution found by the parties involved is a win-win for each person. This is important in promoting effective project management.

According to Merrills (2015, p. 33), mediation is the “best preferred choice of peaceful resolution of project conflicts; when parties realize that they are hurting each other, hence the need for a peaceful way of resolving conflicts”. He highlights the fact that disputing parties realize that “keeping on with the conflict does not guarantee or justify the end which could prove to be costlier than ending it”. Of importance in a mediation process is for

mediators to be neutral and acceptable to both conflicting parties. They must also approve of mediation as their preferred method of resolving the conflict. The timing and parties' willingness to make compromises contributes towards having a successful mediation process.

Martynoga et. al (2018) categorize mediation into different types.

- i. Facilitative mediation: parties are encouraged to negotiate based on their needs and interests instead of their strict legal rights. Focus is on the development of new ideas and alternatives that lead to identification of a favorable acceptable outcome. A win-win negotiation strategy is chosen and implemented; it provides parties with cooperation intended to reach an agreement.
- ii. Transformative mediation: parties are inspired to deal with underlying causes of their problems with a view to repairing their relationship as the basis for settlement. This mediation process purposes to change the character of relationships emerging from a broken communication situation. The mediator prompts the parties to be clear of their objectives and undertake actions intended to make their own well thought decisions.
- iii. Humanistic mediation: parties are persuaded to dialogue, communicating emotions present in the conflict situation to the mediator. The role of the mediator is to meet each party separately, obtain necessary information and be capable of shifting the emotions and change the perception of the conflict. This promotes emotional healing as well as provides for an agreement to be reached by the parties.
- iv. Evaluative mediation: parties reach a settlement based to their rights and entitlements. The mediator assists the parties to assess the strengths and weaknesses of their dispute, including the financial and legal implications.

These types of mediation are not independent but rather integrate and overlap each other. According to Harkavy (2009, p.156) “mediation provides a comfortable forum for all parties and thus is more likely to facilitate a workable resolution to a dispute than more adversarial processes that involve rights adjudicated in a formal setting under a fixed set of rules.” Harlos (2014) opines that employees involved in interpersonal disputes often desire

cessation and reconciliation rather than retribution. The possibility of an apology is possible in mediation than in litigation where it could be considered an admission against interest or evidence of liability (Bingham, 2004).

As such, the conception of conflict resolution within a project environment is to mitigate the impact of disputes by filtering through a hierarchy of alternatives. Mediation empowers individuals, restores and or maintains relationships and provides acceptable outcomes through a process oriented on inclusiveness.

2.2.3 Effective Project Management

PMI (2021). Project management refers to the application of knowledge, skills, tools and techniques to project activities in order to meet project requirements. A project is thus explained as a series of tasks that are undertaken within the constraints of budget, time, quality and scope. A project is unique in that it entails a specified set of operations that are designed to accomplish a defined goal.

Effective project management means having a firm grasp on the scope, budget, resources, personnel, quality controls and timeline dedicated to a project. An effective project manager is able to manage conflicts and maintain focus on tasks in progress and overall organization goals.

Effective project management encompasses the application of processes and skills, knowledge and experience in order to achieve specific project objectives according to project acceptance criteria within agreed parameters which have final deliverables that are constrained to a finite timescale and budget (Murray, 2019).

Effective project management ascertains the evaluation of projects on the basis of timeliness, completion at the specified budget and envisioned scope. Projects must be able to satisfy defined goals and or objectives while ensuring appropriate quality controls are put in place (Rasid et al., 2014).

The PMP (2017) describes project management as the process of leading the work of a team with the aim of achieving specified goals and meeting set success criteria within given

constraints of scope, time and budget. The optimization of allocated inputs and allocation to predefined objectives is a matter of priority in project management.

The execution of activities within the LTWP project, prudently assigning resources and time, applying appropriate knowledge and skills to tasks, with an aim of meeting the goal of producing clean renewable energy, while minimizing conflicts that could derail the project success entails effective project management.

2.3 Lake Turkana Wind Power Project

The Lake Turkana Wind Power project is a flagship project in the Kenya Vision 2030, symbolic of the drive to develop arid and semi-arid parts of the country including the northern region. This is championed by the development of vast infrastructural facilities including pipelines, electricity supply, railway lines and road networks.



Figure 1: Lake Turkana Wind Powered Turbines

Source: LTWP Project (2021)

The LTWP project is a consortium that spearheads the development of the largest privately owned investment in the history of the country. Costed at \$800 million, the project saw

365 turbines constructed in 2017. However, the line evacuating the power generated was not completed until July 2019 (LTWP, 2021).

Beyond commercial returns, the goal of the LTWP project is to provide reliable, low-cost energy to the Kenyan population. Investors assert that at total capacity, the LTWP project will generate 310 megawatts. Considering the country's electricity demand, this will translate to an estimated 18% energy transmitted to the national grid. The project is engaged in different corporate social responsibility activities that aim to uplift the socio-economic welfare of communities living in and around the project area (LTWP, 2021).



Figure 2: Lake Turkana Wind Power Turbine

Source: LTWP Project (2021)

The LTWP project has a 20-year Power Purchase Agreement with the Kenya Power and Lighting Company. At the end of this period the technology in use is expected to have become obsolete. As such the project will consider options including an upgrade of the wind farm which will necessitate a new contract with the government of Kenya, demolition or sale to a willing buyer.

2.4 Theoretical Literature Review

Varied scholarship has produced a range of insightful analysis on the trajectories and dynamics of conflict resolution theories and their application in the continued developing body of academic literature. As much as the understanding of conflict resolution is narrated by multiple academic authorities, the principles and practices ascribed remain relatable.

In the pursuit of presenting peaceful resolves to disputes, herein this study referred to as conflict resolution, two pertinent theories are discussed: the conflict triangle and transcend approaches by Johan Galtung. The theories advocate for the peaceful resolution of conflict that promotes empowerment of parties, builds relationships, are efficient and process driven while providing long lasting outcomes. Such are important criteria of promoting effective project management. Further, the theories are premised on the tenets of peace research as put forth by Galtung (1969) which is the focus of this study.

2.4.1 The Conflict Triangle Approach

The conflict triangle approach resonates most with this study. It best explains the context of the LTWP project, particularly on how the three aspects portrayed by Galtung (1969) could lead to conflict. It further elaborates how conflicts can be peacefully resolved while maintaining the integrity of projects.

Commonly referred to as the ABC triangle, the conflict triangle was developed by Johan Galtung (Galtung, 1969). Based on the three sides of a triangle, the approach has three aspects: attitudes (A) of actors involved, behavior (B) and contradiction (C). Conflict is defined by the incompatibility of goals by involved actors (Smith et. al., 1966). The three aspects of the conflict triangle are interrelated and any of them can be at the start of a conflict.

Incompatibility of goals could lead to hostile attitudes thus causing aggressive behavior; antagonistic attitudes between actors could result in behavior that creates incompatibility of goals (Fink, 1968). In as much as a conflict can start at any of the components, it must involve the interrelation of all the three.

According to Galtung (2007), the conflict triangle is used in conflict resolution to analyze the root causes of a conflict. It provides an understanding of what the underlying contradiction is, the attitudes of actors involved and their behavior as a result of demonstrated contradictions and attitudes. The triangle provides opportunity and potential for the analyst to identify factors accelerating the conflict and possible mechanisms of deescalating it.

The conflict triangle can be applied to all types of conflict including those with multiple actors. Thus, it is a more relatable model in its application to conflict situations. It is also adaptable as it encourages the analyst to consider exactly what the nature of attitudes, behavior and contradictions are, thus enabling the application of expert knowledge; for the purpose of this study, mediation.

The significance of the conflict triangle approach in studying the LTWP project is underlined. The project is a consortium bringing together different investors and stakeholders, at both the national and international levels. It comprises of persons from different professions, with diverse expertise and experience all contributing to the achievement of the project goal and wide-ranging multiple objectives. Their respective culture, perceptions and social behavior notwithstanding.

The wide range of diversified stakeholders, complexities in multiple objectives and expectations in the largest wind power project in Africa, coupled by different personality dynamisms are certainly catalysts that could lead to contradictions. An array of attitudes is sufficient to trigger varied and intricate behaviors. If not well handled, such attitudes and behaviors could escalate, causing conflict thus affecting the objectivity of the LTWP project and the achievement of the project goal within the set success criteria.

The conflict triangle approach becomes important in analyzing the perceived and actual contradictions. It analyzes the root causes of the conflict thereby creating an opportunity for amicable resolution through an empowering, efficient, process driven intervention. It provides opportunity to build relationships, settling at long-lasting outcomes based on the agreement of disputing parties. In turn, this promotes effective project management.

2.4.2 The Transcend Approach

The focus of the transcend approach is on the peaceful transformation of a conflict (Galtung, 1996). The basis of understanding this theory is on the acknowledgement that the root cause of a conflict is incompatible goals; either applied simultaneously or concurrently, mostly within the limitation of scarce resources.

This explanation underscores the relevance of the transcend approach to this study. Effective project management ensures that projects are timely delivered within constraints of controlled budgets, defined scope and set quality standards to a specified goal. Resources are generally scarce requiring prudence in their utilization against competing interests and expectations.

The LTWP project consists of a highly internal heterogeneous population implementing project schedules at similar timings using different software and techniques. The project comprises an array of expertise, knowledge and experience equally important and interdependent in the project cycle. The multiplicity of implicit and explicit interests thus contends for the limited resources and control in decision making.

Galtung (2000) underlines the need to analyze the root causes of conflict and seek to transform it through an evaluation of cultures, structures and actors involved. This he notes, is achieved through the identification of positive goals for all actors involved and finding creative ways of combining them.

In order to resolve a conflict, transcending the goals of the parties involved is paramount; where parties to a conflict are facilitated to define new goals (Galtung, 1996). He calls this a process of disembedding the conflict from its original situation and embedding it in a more promising place. The process requires respectful dialogue based on empathy, non-violence and joint creativity that explores the root causes of the conflict. To Galtung, the transcend approach is geared at bringing parties together in a self-sustaining process. Burton et. al., (1990) emphasizes on the creation of cooperative relationships as an outcome of conflict resolution through the facilitation of favorable environments for diffusing conflict situations.

For effective project management to be realized, the creation of new goals, agreeable to disputing parties is of essence. While the need to engage in alternate actions resulted in conflict, through a mediator and respectful dialogue among the parties, the creation of new agreeable ideals is achieved. This ensures that earlier independent interests that resulted in the conflict are terminated and the parties work towards common agreed upon goals. Through mediation, the success of the project becomes the main focus that supersedes other interests; teams collectively work together towards the maximization of the efficient use of constrained resources in order to meet set performance criteria. This is the basis of the transcend approach as spelt out by Galtung (1996) and its application in promoting effective project management.

2.5 Empirical Literature Review

This section presents empirical literature review based on the specific study objectives.

2.5.1 Application of Mediation

PMI (2019) asserts that it is imperative projects reduce unproductive conflicts as much as possible while also seeking to resolve explicit disputes efficiently and effectively. It notes that early resolution of conflicts is cost effective and beneficial to all parties involved. It opines that this kind of conflict resolution can only be applied through the application of alternative dispute resolution mechanisms.

Specifically, the PMI affirms that mediation results in a binding agreement which demonstrates satisfactory resolution. That it is empowering since each party is provided an opportunity to present the dispute in their own way. Through joint meetings and confidential discussions, the mediator tests positions and clarifies objectives, encourages new perspectives and mutually beneficial agreeable options. These are paramount in promoting effective project management.

Kagwiria (2019) conducted a study on workplace conflict resolution strategies and performance of the telecommunication industry in Kenya. She focused on case studies of Safaricom PLC and Airtel limited in Kenya. Quantitative research design was used with 130 questionnaires distributed; a response rate of 95.4% was recorded. The study

concluded that third party intervention techniques including mediation, conciliation and arbitration were most effective in resolving conflicts at the work place; that they were best suited in restoring communication among conflicting parties.

Muruiki et al. (2017), using a case of state corporations in Kenya conducted research on conflict resolution strategies and their effects on workplace performance. Quantitative research strategy was used with 375 questionnaires distributed to respondents. A response rate of 82.4% was attained with alternative dispute resolution mechanisms identified as the predominant way of resolving conflicts. The study recommended the application of mediation, negotiation and arbitration strategies in state corporations for effective and efficient service delivery.

Sammy (2016) used the Kenya Power and Lighting company in Nairobi county as a case in investigating how conflict resolution strategies impact on employees' output at work. The researcher applied the mixed method approach whereby from a target population of 1055 employees, 290 were purposively selected. The response rate for distributed questionnaires was at 95%. The study established that employee performance was positively influenced by the use of mediation and negotiations strategies thus leading to achievement of mutual optimal solutions.

Kibe (2014) conducted a study on factors affecting settlement of industrial disputes by the Kenya National Union of Teachers. The study concluded that the acquisition of skills on alternative dispute resolution, specifically on mediation had contributed to a very large extent on the peaceful settlement of industrial disputes at the Kenya National Union of Teachers trade union.

Following the 2007/2008 post-election violence in Kenya, mediation was used in settling the acrimonious political situation evident in the country. It resulted in having the two opposing political coalitions sign a peace agreement that detailed constitutional, judicial, electoral, security and parliamentary reforms among others. The mediation exercise was used to not only address the then post-election violence but also the root causes of the systemic electioneering conflicts in Kenya (Govender et al. 2009).

2.5.2 Efficacy of Mediation

The process of mediation in conflict resolution has demonstrated significant benefits and effectiveness. Oyombe (2020) asserts that mediation promotes ease of doing business by releasing funds that would have otherwise being tied by the court system during litigation. The timeliness in resolving conflicts allows for continued implementation of activities thus enhancing achievement of project objectives. In addition, it promotes the building of relationships and acceptance of conflict resolution outcomes. The flexible nature of mediation takes into consideration the feelings of disputants, allowing parties to craft their own acceptable solutions. These are critical ingredients in effective project management.

According to Kagwiria (2019), the presence of a third party enables organizations to refocus on substantive issues such as salvaging sunk costs while demonstrating confidence and satisfaction in the conflict resolution process and outcomes. Third party mechanisms enable the organization to save on time used to resolve conflicts, thus focusing more on organization business.

Muigua (2018) credits mediation for the promotion of communication in projects. He asserts that mediation promotes ongoing while restoring affected relationships between parties. Compared to litigation, he identifies mediation to be economical while also flexible and faster in determination of settlements. It allows for creativity in the identification of new alternative options for addressing the conflict. The process of mediation promotes personal empowerment while remaining confidential. It is thus suitable for settling disputes while ensuring effective project management.

In the application of mediation, disputing parties feel empowered and in control of the outcome as opposed to the court system; additionally, mediation does not award a winner nor loser (Muriuki et al. 2017). All parties in the conflict have an entitlement to the outcome. Mediation process in itself is involving, parties relieve their emotions during the detailed discussion. There is acceptance of both the process and outcome leading to sustainability of the result. The non-competitive nature of mediation builds relationships.

Kibe (2014) asserts that mediation is both cost and time effective. Disputes take shorter timings to conclude compared to the court system which in turn saves money. This is critical for project management since objectives and action plans are based on strict budgets and set timelines. Court delays would impact on the entire project cycle leading to incurrence of losses and subsequent project failure.

2.5.3 Challenges of Mediation

Mediation faces challenges that could impede its performance and outcomes. Oyombe (2020) cites the lack of standardized mediation training in Kenya. She notes that most mediators handle disputes largely informed by their respective professional backgrounds. This leads to a varied approach towards dispute resolution.

Muigua (2018) explains that the mediation process in Kenya can be indefinite. The uncertainty of timelines based on prolonged negotiations could be limiting particularly when parties take long to agree on outcomes. This restrains effective project management considering constrained periods in meeting assigned objectives. Additionally, he makes reference to the fact that an elaborate and all-inclusive policy guideline to govern the implementation of ADR in resolving conflicts is lacking in Kenya. As such, the application of mediation differs from project to another and more so with each independent dispute.

2.6 Summary of Literature Review and Gaps

Pursuant to the first specific objective that examined how often mediation was utilized, the researcher reviewed literature on mediation at the workplace. Empirical findings and conclusions showed that mediation is used in resolving workplace conflicts among teams.

On the second specific objective, the researcher has outlined empowerment, building relationships, economic soundness, process oriented and acceptable outcome as factors that promote the use of mediation at workplaces. This is based on both cited literature and empirical reviews.

In respect to specific objective three, to identify challenges of mediation, lack of standardized mediation training was underscored. Additionally, the fact that Kenya lacks

an elaborate, all-inclusive policy guideline to govern the implementation of ADR in resolving conflicts was emphasized.

The empirical literature review brought to the fore several pertinent gaps:

- i. The empirical literature review exposed a resounding gap on the inadequacy of published academic writings in the area of conflict resolution and effective project management. Empirical literature studied was based on large corporate organizations and government parastatals. Based on the researcher's knowledge, no published academic writing was available specific to a project situation, much less the LTWP project.
- ii. All studies identified for review used the quantitative strategy; questionnaires were administered during data collection. In as much as such findings can be generalized, they lack the in-depth understanding detailing actual scenarios and situations depicting why certain methods are preferred to others; their efficacy and challenges.
- iii. While a number of studies concluded by advocating third party mechanisms in conflict resolution, variations exist in their application. Example: application of mediation and arbitration is different; their use could be determined by different conflict situations and individual demands. Thus, a conclusion that third party mechanisms are preferred in organizations is vague.
- iv. Of studies reviewed by the researcher, none zeroed on a particular conflict resolution method to identify how often to which it was used, its efficaciousness and possible challenges.

This study sought to address these pertinent gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology provides the framework within which a study is conducted, detailing the collection of data, analysis and interpretation of surveyed facts. It outlines particular methods and tactics that are employed in the process of collecting, assembling, evaluating and presenting data.

This chapter outlines the research design for the study. It details specific procedures that were used to address the study objectives and describes the area of study. The target population and the determination of study sample are identified. Data collection procedure and instruments, analysis and presentation are discussed. Research ethics that governed the study are elaborated.

3.2 Research Design

According to Creswell et al. (2017 p. 37), a research design entails “the plan, structure and strategy to be utilized in investigating the research problem and obtaining answers to research questions”. The study applied Qualitative Research design because it embodies the view of social reality as a constantly shifting emergent property of individuals thus emphasizing on data collection and analysis techniques that are based on words as opposed to quantification (Bryman, 2012). Qualitative research provided for in-depth understanding of human behavior while focusing on selected participants within the area of study.

According to McKeown et. al. (2004, p. 59), the use of the qualitative design enables the researcher to have “a more natural, contextual and holistic understanding of human beings in society”. The qualitative research methodology was appropriate for this study because it allowed participants to voice their experiences in a more detailed way as opposed to the quantitative design (Creswell, 2007). Using the qualitative approach provided a better understanding of the lived experiences of individuals being studied.

3.3 Area of Study

Area of study refers to the geographical, economic, social and cultural settings that define an area within which a research is conducted (Umair, 2018).

The LTWP project is located in Laisamis constituency, Marsabit County, Northern Kenya. The county is one of the arid and semi-arid lands in the country. Being the largest county in Kenya, it covers a surface area of 66,923.1 square kilometers. According to the 2019 Kenya census, the county has a population of 459,785. To the north, the county borders Ethiopia, Turkana county to the West, Samburu county to the South and Wajir county to the East. Important topographical features in the county include the Ol Donyo ranges, Mount Marsabit, Hurri hills, Mount Kulal, the Sololo-Moyale escarpment and the Chalbi desert. The county is largely pastoralist consisting of the Rendille, Borana, Gabra, El Molo, Turkana and Samburu communities (GoK, 2019).

Laisamis constituency is LTWP's area of influence. It has a total population of 65,669 people and covers an area of 20,290.5 square kilometers. It is divided into five wards, namely Loiyangalani, Kargi/South Horr, Korr/Ngurunit, Logologo and Laisamis. The constituency has 11 locations and 30 sub-locations.

Within the area of influence is a catchment area that is the most exposed to the impacts of the project. It covers Loiyangalani in the northwest (a mixed settlement with a large number of Turkana), Mt. Kulal in the north (comprising mainly of the Rendille community), and South Horr in the south (mainly populated by the Samburu). There are four main ethnic groups in the project area; El Molo, Rendille, Samburu and Turkana. The main livelihoods in Marsabit County are nomadic pastoralism, agriculture and fishing. Other livelihoods include businesses, especially amongst pastoralists that have over the years adopted a sedentary lifestyle, mining of salt, gemstones and sand (GoK, 2019).

Figure 3 shows the geographical position of Marsabit county in Kenya. It outlines the administrative boundaries in the county as well as the location of the LTWP project.

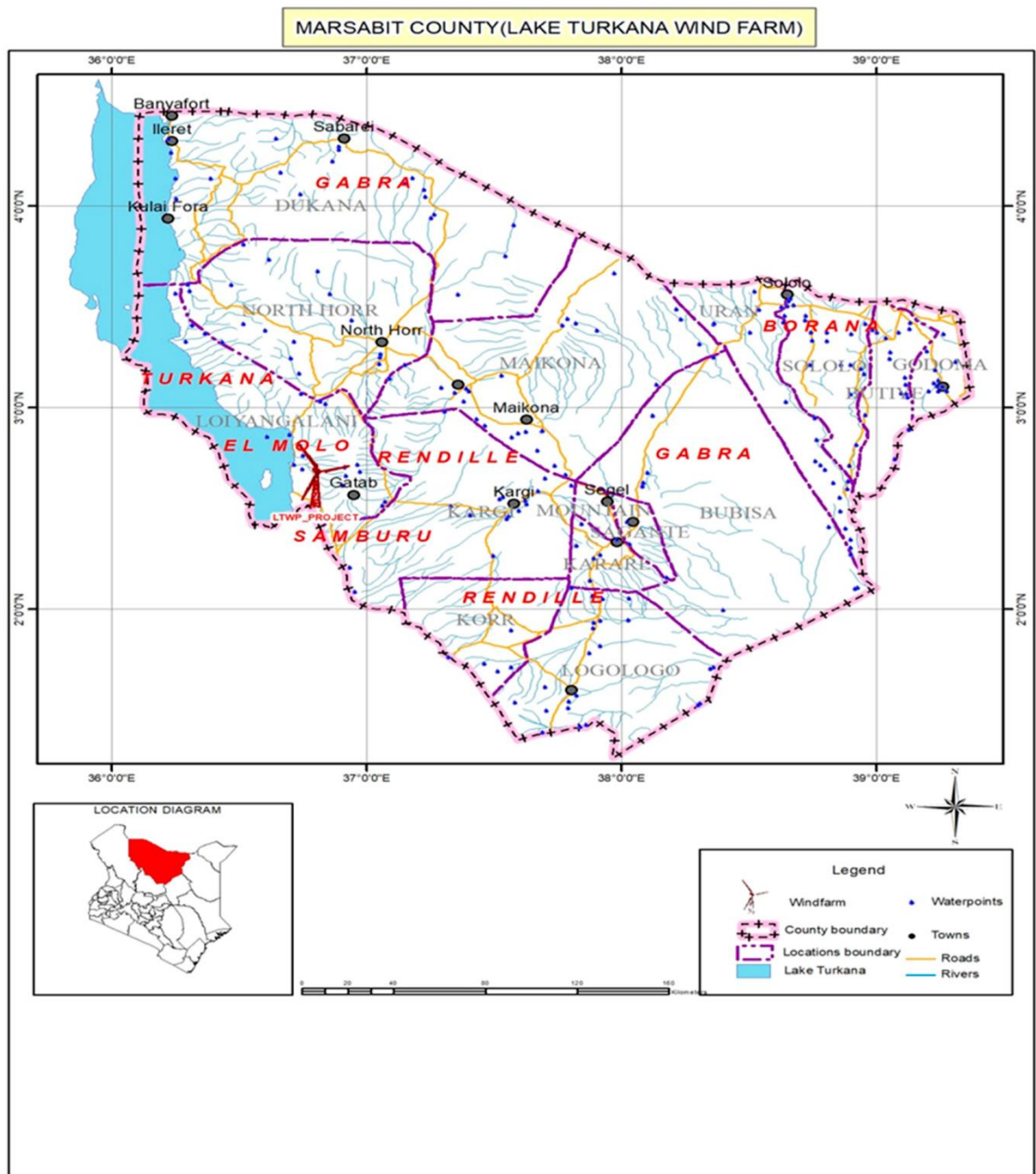


Figure 3: Map of Marsabit County

Source: Achiba, (2019)

3.4 Target Population

Target population refers to an entire group of individuals within the area of study (Mugenda et al. 2003). Ngechu (2006) explains target population as a well-defined set of people, services, elements and events, group of things or households that are being investigated.

Employees of the LTWP project, located in Marsabit county, were identified to be the target population for the study. Each of the 340 employees working in the project had a defined chance of being selected in the sample of interest.

3.5 Determination of Study Sample

Considering the need for in-depth data collection, the researcher engaged a representation of the target population in the data collection. A study of the entire population would have demanded immense logistics while consuming limitless time and resources. In addition, it would be counterproductive as it would lead to the generation of repetitive information. As such, focusing on a sample to address the research questions was necessary.

Mujere (2016) explains a study sample as a defined constituent of a statistical grouping whose characteristics are analyzed in order to provide representative information about the entire population. In studying human behavior, it can be used to refer to participants selected from a target population using a specified sampling criterion for the purpose of a study.

According to Glaser et al. (1967) the goal of sampling in qualitative research is the attainment of saturation. The authors explain saturation as a situation that occurs when the inclusion of more participants or respondents to a study do not result in additional perspectives or information.

3.5.1 Sampling Design

Sampling, is explained as the “act, process or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population” (Mujere, 2016 p.122).

Based on the study problem, non-probability sampling was identified to be appropriate. As such, individuals in the identified target population did not possess equal chance of being selected; the researcher's discretion was used in identifying respondents perceived to be informative in respect to the research questions.

Purposive sampling technique was applied. Respondents were selected from the different departments of the LTWP project. Consideration was also based on the diversity of ethnic communities and level of expertise. The need to have experienced a conflict situation at the workplace was necessary. The aim was to ensure a variety in the resulting sample.

Kabir (2016) posits that the main aim of purposive sampling is to focus on particular characteristics of a population that are of interest and informative to the researcher in answering the study questions. It is best suited for studies where the objective is to identify information-rich phenomenon.

3.5.2 Sample Size

Sample size is used in empirical studies with the aim of making inferences about a population from a representation. While making in-depth interviews, a researcher should aim for a sample size of between 20 to 30 participants (Creswell et. al, 2013).

The sample size for the study was determined by the amount of data generated. Collection of data continued until content under each of the research questions was saturated. Termination of data collection was made when the researcher was unable to gather new descriptions and interpretations from the study participants (Glaser, et al., 1967). A sample size of 37 was interviewed. Saturation guaranteed trustworthiness and credibility of information provided by the respondents.

3.6 Data Collection Procedure and Instruments

Bryman, (2012). Data collection entails the process of gathering data from the identified sample so that the research questions can be answered. A survey was used in data collection. Nzioki (2013) asserts that a survey is resourceful in collecting primary data

because it allows for the gathering of abstract information from a sample of uniquely identified respondents who are qualified to provide the desired information.

According to Saunders et al. (2009), survey is more efficient and economical than observation. Information can be gathered using a few well-chosen questions that would take much more time and effort if observed. For the purpose of this study, in-depth interviews were used to collect primary data.

3.6.1 Individual In-Depth Interviews

In-depth interviews are part of data collection methods in qualitative research that involve direct, one-on-one engagement with individual participants. The purpose is to elicit the interviewee's knowledge or perspective on a topic or issue. Important is that the interviewer can establish communication and rapport with respondents enabling the generation of insightful responses.

The researcher prepared an interview guide that directed the process of data collection. It was formulated based on reviewed literature and designed to address the research questions. The aim was to gather understanding on how conflict resolution promotes effective project management within the LTWP project.

Key information was communicated to respondents including potential risks and benefits related to engaging in the study. The researcher reiterated the fact that participation was voluntary and respondents could decline to answer questions or stop the interview at any time. Interviews lasted an average of 45 minutes. Documentation of information was done using note taking. Interview iteration continued until saturation for each research question was reached. Where applicable, multiple evidence collection method was used to validate data.

While conducting the interviews, adherence to the Ministry of Health guidelines in respect to the Covid-19 pandemic was a matter of priority. The study Interview Guide is shown in Appendix 2.

3.6.2 Document Review

Documentary includes the use of official or personal documents as sources of information; secondary research. Scott (2014) asserts that while using documents to gather information, their quality should be assessed in terms of authenticity, credibility, representativeness and meaning. The study employed the use of government and institution documents. Journals and published academic literature by different scholarship under the area of study were relevant. Credible internet websites that were resourceful were cited and referenced.

3.6.3 Reliability of Instruments

According to McMillan et al. (2010), reliability of a study is often threatened by the instrumentation used. In qualitative research, Creswell (2014) and Patton (2012) affirm that the researcher is the key instrument. Creswell explains that “qualitative researchers collect data by examining documents, observing behavior and or interviewing participants” (p. 185). Credibility of the study and methods used are dependent on the skill, competence and rigor of the researcher (Patton, 2012).

Reliability measures the degree to which a research instrument yields consistent results or data after repeated trials. Research questions and literature review informed the interview guide. The research instrument was administrated in an appropriate and standardized manner. In triangulation, both literature review searches and interviews were used, thus ensuring that fundamental biases that could arise from the use of a single method were overcome.

Lincoln et al. (1985, cited in Robson 2009) proposed the use of credibility, transferability, dependability and confirmability as criteria to test for reliability in qualitative research. This was achieved through the attainment of deep saturation, where responses became more consistent during the interview process. Preceding the planned data collection at the LTWP project, the researcher piloted the interview guide for purposes of testing proficiency in note-taking, responsiveness of the tool and detecting of possible flaws. This was important in ascertaining reliability of the instrument (Creswell et al 2013).

3.7 Data Presentation and Analysis

Data from primary sources was analyzed using thematic analysis technique. The presentation and analysis put into consideration the key study themes. Data from interviews was organized and analyzed using the Creswell (2013) process: data preparation and organization for analysis; categorization and coding of emerging themes related to the study topic and thematic description of data.

3.7.1 Data Preparation and Organization

The researcher read the collected data repeatedly. This allowed for familiarization with the content, connecting with the data while ensuring consistency in the process of marking and grouping. Data demographics was conducted.

3.7.2 Data Categorization and Coding

Coding provides for the organization of data so that it can be examined and analyzed in a structured manner (Creswell, 2014). Key words and phrases, mostly repetitive, were noted by the researcher. These were identified in line with recurring expressions and opinion. Such were coded based on their responsiveness to the research questions.

3.7.3 Data Presentation and Analysis

The coded data was analyzed to identify patterns or similarities in interview responses thus providing for emergent themes stated as: use of mediation in effective project management, efficacy of mediation in effective project management and challenges of mediation in effective project management. A comprehensive thematic description of respondent experiences was developed.

3.8 Research Ethics

Research ethics govern the integrity and conduct of a researcher in a field of study. The researcher prioritized the protection of the dignity, rights and privileges of study participants. Relevant persons and organizations were informed of the intention, scope and significance of the study for ethical acceptance. Where necessary, letter of authority was

obtained. Respondent consent was sought prior to data collection. Participants were selected to engage in the study based on their willingness.

In considering ethical implications, the right to privacy of respondents was respected. Anonymity and confidentiality of respondents were safeguarded. No identifying information was sought from respondents. Each completed interview was assigned a number in the order to which information was received. In presenting, analyzing and interpreting data, language and words were carefully selected in order to avoid vocabulary that could be biased against persons based on gender, disability, ethnicity or other factors.

3.9 Limitations

During the process of data collection, the researcher encountered challenges related to the Covid-19 pandemic. Travelling restrictions including curfew guidelines were encountered. Safety measures as outlined by the government of Kenya in respect to the prevention of the pandemic were observed.

3.10 Summary

This chapter has presented the research methodology for the study. It has outlined Qualitative Research design as was used to inform the study objectives and specific questions. The area of study has been defined. The target population as well as the determination of study sample in consideration of the sampling procedure and sample size have been elaborated. Method of data collection including instruments used during the study, with focus on reliability have been discussed. The researcher has concluded this chapter by outlining the method of data presentation and analysis. Limitations encountered during the process of data collection as well as the research ethics that governed the study have been stated.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The broad objective of the study was to understand conflict resolution in promoting effective project management at the LTWP project. Qualitative research design was employed by the researcher in examining the specific research questions.

This chapter presents a detailed description on data presentation, analysis and interpretation of study findings. These were derived from respondents' feedback to questions posed during in-depths personal interviews.

4.2 Demographic Characteristics of Study Respondents

Data was collected from 37 purposively selected respondents, all employees of the LTWP project. The sample represented 11% of the 340-work force. Demographic categorization of respondents was meant to illustrate representativeness of the sample in terms of gender, age, level of expertise, department and ethnic community, thus eliminating perceived biasness from a single category of respondents.

4.2.1 Gender of Study Respondents

Gender representation of study respondents was considered. From the total number of selected respondents, 87% were male whereas 13% were female. This representation is shown in Table 1.

Table 1: Gender of Study Respondents

Gender	Frequency	Percentage
Male	32	87%
Female	5	13%
Total	37	100%

Source: Field Data (2021)

4.2.2 Age Group of Study Respondents

Age group of study respondents is represented in Table 2.

Table 2: Age Group of Study Respondents

Age Group	Frequency	Percentage
30 years and below	11	29%
31 – 35 years	10	26%
36 – 40 years	8	23%
41 – 45 years	6	16%
Above 46 years	2	6%
Total	37	100%

Source: Field Data (2021)

4.2.3 Level of Expertise of Study Respondents

The study respondents were categorized based on levels on expertise; either skilled thus referring to the possession of specific trainings or skills relevant to specific job descriptions or semi-skilled. 48% of the selected participants were skilled while 52% were semi-skilled. The respective representation is shown in Table 3.

Table 3: Level of Expertise of Study Respondents

Level of Expertise	Frequency	Percentage
Skilled	18	48%
Semi-skilled	19	52%
Total	37	100%

Source: Field Data (2021)

4.2.4 Departmental Representation of Study Respondents

To achieve inclusive feedback, respondents were drawn from the different on-site departments within the LTWP project as illustrated in Table 4.

Table 4: Departmental Representation of Study Respondents

Employee Category	Frequency	Percentage
Site Manager	1	2%
Community Liaison Officers	6	16%
Administration	2	6%
Civil Team	4	13%
Technical Team	9	23%
Workshop Team	4	10%
Security	11	30%
Total	37	100%

Source: Field Data (2021)

4.2.5 Ethnic Community Representation of Study Respondents

Study respondents' ethnic community representation is illustrated in Table 5.

Table 5: Ethnic Community of Study Respondents

Ethnic Community	Frequency	Percentage
Samburu	20	55%
Rendille	11	29%
Turkana	5	13%
El-Molo	1	3%
Total	37	100%

Source: Field Data (2021)

4.3 Study Findings

The broad objective of the study was to understand conflict resolution in promoting effective project management. It utilized a case of the LTWP project. Specific study objectives entailed:

- i. To find out how often mediation is used in promoting effective project management at the LTWP project
- ii. To examine how mediation promotes effective project management at the LTWP project
- iii. To identify challenges of mediation in promoting effective project management at the LTWP project.

Consequently, the study was planned to address the following research questions:

- i. How often is mediation used in promoting effective project management at the LTWP project?
- ii. How does mediation promote effective project management at the LTWP project?

- iii. What are the challenges of mediation in promoting of effective project management at the LTWP project?

In addressing the above research questions, the study examined respondents' feedback from the in-depth interviews. Interview questions had been designed to find out study respondents' views on key areas discussed in the literature review. Through the process of coding based on recurring language and opinions, significant themes that emerged from the interviews were identified. Subsequent sections of this chapter present the study findings under broadly categorized themes. This is done in coherence with the study research questions.

4.4 Use of Mediation in Effective Project Management

The researcher's intention in developing this theme was to address the research question, *how often is mediation used in promoting effective project management at the LTWP project*. Responding to the question was of importance because it informed the main study objective *conflict resolution in promoting effective project management at the LTWP project*.

The purpose of the theme therefore, was to discuss the study findings illustrating whether mediation was used at the LTWP project to promote effective project management. Responding, the researcher developed background information on the study findings. A review on the nature of conflicts and process of mediation at the LTWP project was necessary. Different scenarios as narrated by respondents were cited as was appropriate.

4.4.1 Nature of Conflicts at the LTWP Project

Probing into the nature of conflict at the LTWP project provided background information in understanding the need for conflict resolution and more specifically mediation as an alternative dispute resolution mechanism. The researcher used nature of conflicts to explain factors that triggered misunderstandings and disputes within the LTWP project.

Conflicts within the project were identified to include: interpersonal, individual/team and interdepartmental conflicts. Though the study sought to focus on internal conflicts,

respondents reiterated that external conflicts involving the outside community and the LTWP project were a challenge.

From the interviews, it was evident that conflict was a likely phenomenon within the life of the LTWP project. All study respondents confirmed that they had encountered a conflict situation during the execution of their tasks though attributing reasons remained varied. Respondent 007 observed:

The LTWP project is not an exception as relates to conflict situations. Just like we are exposed and further experience conflict in our personal and family lives, so is the same while we are at work. We differ based on the different expectations, assigned targets and capacity to deliver on time

Commenting on team conflicts Respondent 011 explained that "it is the resistance from cross functional teams within the project that sometimes makes it difficult for us to deliver 100 percent". Respondent 004 opined:

Certain tasks at the project, though done by different departments, remain complementary. As such, delay by one team necessarily affects the timing and schedule of the other. This inevitably leads to conflict. A team erecting pillars cannot meet its deadline if those assigned to dig holes or deliver steel bars have delayed in execution of their tasks

Citing delays and missed communication by project managers and supervisors as a cause of conflict, Respondent 030 asserted that, "it is unbearable to work in a constant state of emergency; the stress often results in arguments among teammates thereby affecting outcomes". This was corroborated by Respondent 002 who noted that miscommunication made team members feel "side-lined and insignificant".

Located in a multi-ethnic pastoralist community, it was evident during the interview process that a particular ethnic community sought to be more identified with the LTWP project based on the fact that it was perceived to be located on their ancestral land. This had led to ethnic divisions and perceived favoritism in project opportunities. Respondent 022 stated that "ethnic favoritism limits collaboration in performance of tasks within the project based on internal alliances".

Study findings revealed that underlying determinants for conflicts within the LTWP project were consistent and highly corroborated. Conflicts related to tasks and relationships were

evident within the project structure. While dynamics in meeting assigned objectives and allocation of scarce resources precipitated most task-oriented conflicts, stress and personality clashes were identified to be leading causes of relationship disputes within the LTWP project.

Additionally, it was evident from the interviews that although consequences of identified conflicts were largely negative, there were notable positive impacts. Respondent 011 observed that “people tend to view conflict as a negative force operating against successful completion of group or individual goals. Whereas conflict has negative implications, it may also lead to positive effects depending on the perception and resolution mechanism”. Respondents reiterated that there were times conflict had led to positive effects notably promoting involvement in the decision-making process, stimulating participation in discussions and enhancing group cohesion.

Similarly, there was concurrence in respondents’ feedback that conflicts were potentially destructive to groups. This was especially so when they consumed individual members’ energies instead of concentrating on productive activities. Respondent 002 stated that “conflicts can interfere with group processes and create so much interpersonal hostility that group members become unwilling or unable to work with each other in achieving project objectives”.

This insight into the nature of conflicts at the LTWP project, provided the researcher opportunity to probe the frequency and relevance of use of mediation as a conflict resolution mechanism.

4.4.2 Frequency and Relevance of Mediation at the LTWP Project

All study respondents affirmed that mediation was a predominant conflict resolution mechanism utilized by the LTWP project. From respondent accounts, the researcher gathered that a Community Liaison office was established by the project with a mandate of ensuring the amicable resolution of conflicts. With the multi-diversity and complexity of the project, both internally and externally, the likelihood of misunderstandings and disputes could not be ignored. Respondent 001 explained:

The Community Liaison office deals with conflicts within the wind farm (LTWP project), both internal and external. The multi-diversity of ethnic communities and perceived biases are seen to precipitate conflicts. Within the community liaison office is representation from predominant ethnic communities. Though dialogue is mostly encouraged in resolving conflicts, it rarely works especially in group conflicts thus need of mediation. The community liaison office seeks for peaceful resolution of conflicts, where each party is satisfied with the outcome. We however do not limit people from seeking alternative redress if dissatisfied with the process of resolving the conflict or its outcome

Respondent 017 recounted:

We have an elaborate 7 step process for resolving conflicts within the project. It is more comprehensive when assigned to external conflicts. However, internally, we seek for faster, explicit resolution of conflicts so as to salvage project time and resources. Disputing parties report the conflict. They are encouraged to apply objective reasoning so that the conflict does not affect delivery at work nor create strained relationships. We encourage maintaining healthy work relationships. People cannot work when hostile to each other. Again, if they do not talk and relieve emotions, the process and outcome may not be long-lived. This is especially so when touching on interpersonal conflicts. The process of resolving the conflict has to be seen and accepted as fair and impartial

According to respondent narrations, the internal mediation process at the LTWP project was clear and simplified. When conflicts are reported to the community liaison officials, they are recorded. One of the officials follows up for purposes of mediating between conflicting parties. As such, the process entails: introduction of the parties, statement of the problem, information gathering, identification of problem, negotiating and outcome or settlement. Respondent 001 affirmed:

It is the intention of the project to get disputes resolved soonest and amicably so as not to interfere with the set goals. The internal mediation process is left simple and convenient. A conflict in one department if not well managed could lead to inconveniences in another. These conflicts and the time spent in resolving them could be used in performance of project tasks. The internal mediation process is cognizant and responsive to this fact

Figure 4 shows the detailed conflict resolution process at the LTWP project while Figure 5 presents the simplified internal mediation process at the LTWP project.

Study findings affirmed that different types of mediation were implemented at the LTWP project. Facilitative mediation enabled disputants to negotiate based on their needs and interests; transformative mediation was keen on repairing both personal and working

relationships while in humanistic mediation communication encouraged the exposure of emotions and feelings so they could be dealt with.

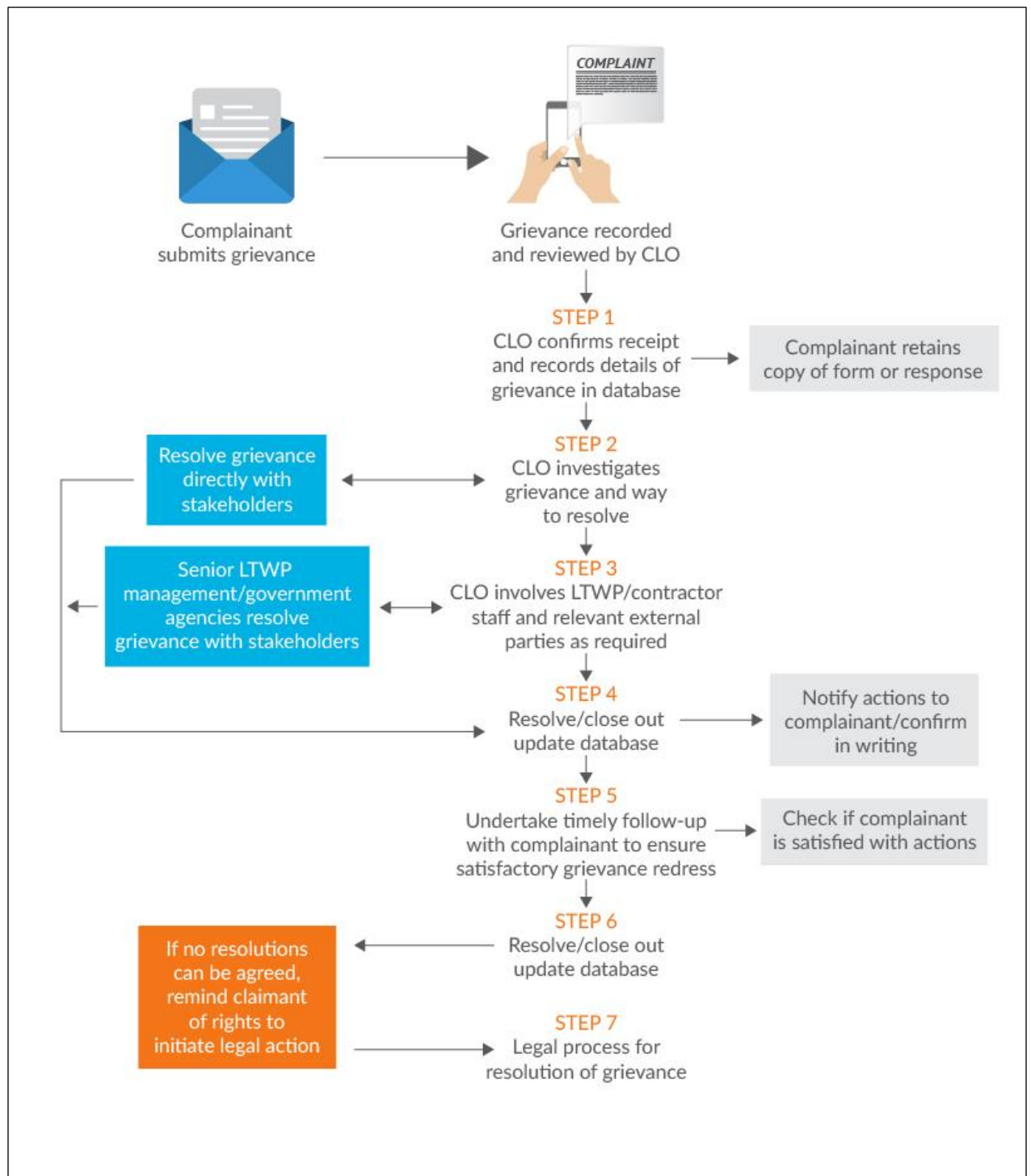


Figure 4: Conflict Resolution Process at the LTWP Project

Source: LTWP (2021)

Figure 5 presents the simplified internal mediation process at the LTWP project.

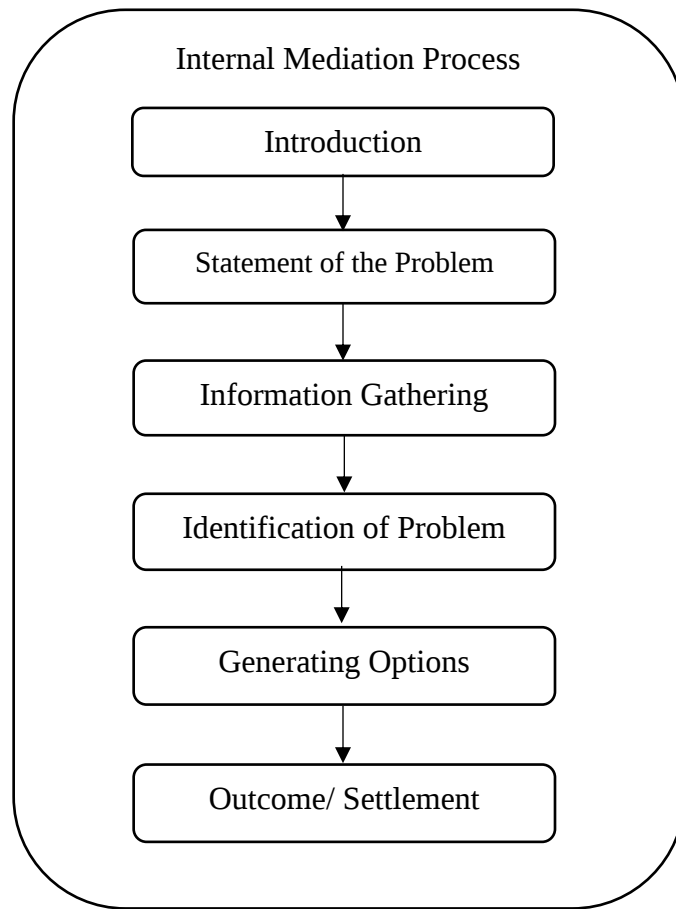


Figure 5: Internal Mediation Process at the LTWP Project

Source: Field Data (2021)

4.5 Efficacy of Mediation in Effective Project Management

The researcher formulated this theme with the aim of addressing the research question *how does mediation promote effective project management at the LTWP project*. The purpose of the question was to build on information already acquired on the use of mediation at the LTWP project. The question therefore probed on the effectiveness of mediation as a conflict resolution mechanism at the LTWP project. This theme presents a discussion of the study findings as a response to the stated research question. Consideration of mediation, both in terms of application and outcome is emphasized. The use of respondent narrations is included as is relevant.

4.5.1 Application of Mediation at the LTWP Project

The use of application of mediation by the researcher was intended to examine the perception and acceptability by respondents towards the process of mediation. Having already established that mediation was a dominant conflict resolution mechanism at the LTWP project, the need to find out its suitability and appropriateness in defining efficacy was underscored.

Study findings collectively indicated that mediation was a voluntary, empowering and confidential process that was enabled by an impartial facilitator. It was not coerced. This gave parties opportunity to dialogue freely and express emotions. From respondent reiterations, conflicts were exacerbated by feelings that were never vented; mediation provided an avenue to release deep seated emotions. Additionally, each party got to be heard which was paramount for conflict resolution. Respondent 017 explained:

Mediation is governed by informed consent. You cannot mediate against persons who are not willing. It is a voluntary process. When parties are ready for it, there is commitment in the conflict resolution process and acceptance of the outcome. Mediation is process driven. It must be seen and felt to be fair. A mediator's role is limited to the impartial facilitation of communication

On empowerment of conflicting parties, Respondent 011 opined:

I find mediation to be effective because it is not focused on finding who is right nor wrong. Rather, it is about seeking the best redress to the situation at hand. When there are interdepartmental differences, using mediation, collectively we craft new plans that facilitate the performance of tasks which is of benefit to the project. This is done in cognizant of the roles of each department. Mediation promotes fast decision making

Respondent 015 described confidentiality and working relationships:

I had an interpersonal conflict with a colleague. I was shocked when I was summoned by one of the community liaison officials. I never expected a good ending. Immediately I thought what had been a personal problem would end up in public. I was impressed by the approach of the official through his introduction to handling of the situation. It led me to voluntarily accept his support in helping us communicate better. On our own, we were then able to dialogue and reach an agreement. I waited to hear my situation in public but that was never the case. It was a confidential and empowering process both to my colleague and I. It restored our relationship.

The study findings showed that mediation was a transformative process that assisted respondents in building and restoring positive working relationships. It was also more economical and less time consuming than litigation processes. Respondent 001 observed:

Court systems are about finding the omission or commission of acts; punishing and rewarding. They do not focus on building nor restoring relationships. It is not in their framework to promote pardons. They are exceptionally time consuming and expensive. Within the project, we look for the fastest way of resolving conflicts peacefully, while taking care of working relationships. Hostile people cannot be productive. Time and resources are of essence in projects. Work on its own is demanding and therefore need to always seek for more collaborative teams. Conflicts are not an option, but we have one in ensuring that they are amicably resolved, in the fastest most productive and cost-effective way. That is where mediation becomes relevant

A note by Respondent 005 was worth acknowledging.

When you live in a group of people as large as this one (LTWP project), conflict and especially one involving groups or teams will rarely take you by surprise. You have worked with people so you know their behavior and character. You can mostly tell when there is disgruntlement or dissatisfaction. Mediation is the process that I know which allows for intervention in a group before a conflict situation is physically evident. Through well thought communication, you can identify the problem and its root causes thus ensuring redress before the situation affects the performance of tasks and achievement of set targets.

As such, mediation was credited for its ability to deal with conflicts before they escalated or became visible.

4.5.2 Outcome of Mediation at the LTWP Project

In explaining outcome of mediation, the researcher sought to exemplify satisfactoriness and sustainability of dispute resolutions. This section builds on the thematic area by demonstrating the efficacy of mediation in promoting effective project management at the LTWP project. The fact that mediation provides outcomes that are acceptable, implementable and can serve in the long-term is characteristic of its efficacy.

Review of study findings brought to the fore the near absolute settlement rates of conflicts resolved using mediation at the LTWP project. Additionally, respondent narrations indicated satisfaction with mediation outcomes; they had sufficed in addressing respective

conflicts. Notable also was the consideration of disputants' interests during the mediation process which enhanced acceptance of resultant outcomes. Respondent 017 explained:

The mediator directs negotiations in a way that the parties understand the interests of each other and realize what exactly needs to be done in order for the conflict to be fairly resolved. In so doing, the conflicting parties' true interests are considered, resulting in minimization of risk of recurrence of the conflict situation

Respondent 023 affirmed that "mediation outcomes are sustainable because they are not coerced agreements. By virtue of the fact that I participated in the mediation process and negotiated with my colleague I feel indebted to abide by the decisions we both agreed upon". Respondent 035 confirmed this by noting that "mediation brings forth mutually acceptable solutions; voluntary engagement in mediation justifies need to abide by its outcome".

Respondents lauded mediation for promoting the quality of resultant settlements. There was consensus that the voluntary entry into mediation necessitated the adherence to set outcomes. Respondent 018 enlightened:

Mediation increases the control parties have over the resolution. I was directly involved in negotiating my own agreement and therefore no settlement could be imposed on me neither to my colleague. This aspect of ownership is what leads to sustainable outcomes and voluntary implementation of settlements

The fact that mediation allows for the creation of acceptable and sustainable outcomes is integral for effective project management. Respondent 001 observed:

The goal of workplace mediation is for participants to resolve disputes, arriving at outcomes on their own through making of informed decisions that everyone can live with. What is essential to appreciate about mediation is its ability to promote a problem-solving culture in an organization. Mediation has changed the perception of how conflicts are viewed here; they are opportunities to see things from different perspectives, to generate diverse opinions and decisions. That attitude is necessary for enhancing team cohesiveness which is needed in project management. Projects are delivered by a multi-diversity of teams and not by individual effort

4.6 Challenges of Mediation in Effective Project Management

Chronologically, having identified that mediation is used in the promotion of effective project management at the LTWP project, and illustrated factors enabling its efficacy, this theme presents a discussion of study findings that depict challenges in the use of the conflict resolution procedure. In coherence with the study, the theme responds to the

research question *what are the challenges of mediation in promoting effective project management at the LTWP project*. Suggested factors for improving the use of mediation are included. The researcher incorporates respondent accounts to amplify the discussions as appropriate.

4.6.1 Challenges of Mediation at the LTWP Project

The researcher probed to find out challenges that had been encountered in the implementation of mediation at the LTWP project. From respondents' feedback, challenges experienced were largely structural based and case specific. The former included issues such as training of mediators and the interdepartmental handling of conflicts. This was attributed to function specific technicalities thus incorporating intervention by not necessarily trained professionals in mediation.

Relating to case specific challenges, issues cited included disputants request for advice, recommendations and assistance in formulation of dispute decisions. This was seen to present limitations in the ownership of the mediation process and outcomes. The fact that certain disputants were keener on judgement as opposed to realizing mutually acceptable solutions was not reflective of mediation. Referring to case specific challenges Respondent 018 and 017 indicated respectively:

Winning is part of human nature. There are instances where disputing parties are more focused on the determination of judgements, accusing either party for wrongdoing. This is a fixation of blaming others. When encouraging communication that will lead to the creation of an outcome that is mutually acceptable, there are those pushing for the pronouncement of a ruling. That happens in courts and not in mediation

Mediation is highly reliant on cooperative and emotionally intelligent participants. This can be said to be a strength; nevertheless, during difficult workplace conflicts, it has proved uncertain for people to be positive, doing what is rational and is in the best interest for everyone. Cooperation with others is limited when negative perceptions and emotions set in during mediation

Power imbalances were also identified as challenges to the mediation process. This happened when certain disputants were seen to be skilled in negotiating thus seemingly having an undue advantage. This also presented itself when those involved in conflict had different hierarchical appointments thus posing negotiation challenges. Questionable

mediator neutrality and impartiality, including probable conflict of interest were also cited as impediments to successful mediation processes.

On structural-based issues relating to mediation at the LTWP project, Respondent 017 observed that “mediation is challenged by the lack of consistency and coherence in procedure. Certain conflicts are purely task related with identified technicalities. Involvement of mediators with such technical capacities promotes the conflict resolution process”. With different persons and departments conducting mediation synergy in the mediation procedure is compromised.

Noted by Respondent 036, mediation can be slow and time consuming. He explained that, “finding that time when the disputants and mediator are available at the same time was challenging thus delaying the mediation process”. Effective mediation therefore required proper planning both by the mediator as the facilitator and with involvement of the disputants.

4.6.2 Mechanisms to Improve Mediation at the LTWP Project

During the interview process, the researcher learnt from the study respondents what could be done so as to improve the mediation process thus promote effective project management. Training of mediators was underscored as most appropriate. “To improve the entire conflict resolution mechanism, we will have to invest in training. Apart from the specified office, we need someone trained from at least each of the technical teams. This will create synergy and consistency in the way conflicts are handled within the project” Respondent 001 remarked.

Additionally, well-defined strategies including the creation of an atmosphere of trust, tackling the root causes of disputes while using consolidative approaches for solution determination were cited as essential in reducing the gap between disputants and ensuring effective discussions. These were identified to be dependent on the tactics used by the mediator, which were varied based on the complexities of conflicts faced.

Of significance though was mediator impartiality and neutrality; respectively, this implied not taking sides and treating all parties equally. Competence and disclosure of any conflict

of interests with the parties were underlined. Mediator competence entailed a thorough comprehension of conflicts, negotiation and communication principles along with an understanding of the mediation process and regulations. Disclosure of conflict of interests would prove the intentions of the mediator did not favor or diminish the interests of a party with whom they could have had a past, existing or future relationship. The intensity, duration and frequency of such relationships were critical factors in determining whether the mediator needed to withdraw or continue with the mediation. Disclosing relationships prior to mediation was important in gaining parties' trust and guarantee to stable progress with acceptable permanent solutions.

On case specific challenges, a requirement for proper introduction and description of mediation was paramount. This would enable parties craft logical expectations. The development of lasting solutions to conflicts was dependent on the parties' willingness to elaborately negotiate. The role of the mediator was anchored on facilitating communication, being a neutral and impartial third party. Proper contracting of the mediation process would thus necessitate parties to remain focused and realistic, process and outcome oriented throughout the mediation process.

4.7 Other Key Study Findings

Outside the framework of the study problem, the researcher gathered other critical information. These included situations where mediation was not deemed to be the best approach to solve the conflict. The researcher also learnt of conflict resolution strategies employed at the LTWP project.

4.7.1 Conflict Situations in which Mediation is not Applied at the LTWP Project

Study findings revealed that not all conflicts within the LTWP project were subjected to mediation. When issues raised by a complainant or disputant involved serious allegations or gross violations that warranted investigations, such cases would not mostly be subjected to mediation immediately. Rather, investigations would be instituted and proper remedial measures employed. This encompassed issues that related to the conduct of other employees or on broader project interests.

Additionally, study findings showed that when there was evident risk of harm to a disputant's well-being or deep personal hostility was portrayed, mediation was thus not an appropriate mechanism to resolve the identified conflict. Also, significant disparity in the bargaining power of disputants, shelved mediation for another more elaborate conflict resolution mechanism. This similarly happened when both or either of the participants proved disengaged, insensitive and or not committed in understanding the other person's perspective. When evident that a disputant was keener on proving their case as opposed to reaching a mutually agreeable outcome, was fixed on convincing the mediator to make a determination and or was apparent the person was seeking for more aggressive mechanisms, mediation was deferred.

4.7.2 Conflict Resolution Strategies Applied at the LTWP Project

In the application of mediation within the LTWP project, the study findings revealed that compromise and collaboration were the dominant strategies that were applied during bargaining by the disputants. Mediation encouraged a situation where the outcome was mutually acceptable, thus creating a win-win situation. Whereas compromise was more of a give-and-take situation, collaboration ensured that all benefitted from the outcome, a win-win scenario. Thus, hard positions were abandoned as interests of both parties were put into consideration.

The study findings also showed that negotiation was a dominant conflict resolution mechanism. Employees of the LTWP project were largely encouraged to dialogue in cases of disputes or misunderstandings. Thus, mediation was used where negotiations had failed to yield notable outcomes though it was evident that the disputing parties were keen on reaching a settlement only that communication challenges were stalling them.

4.8 Relation of Study Findings to Theory

The study was grounded on two theories by Johan Galtung; the conflict triangle and the transcend approach. The use of the theories was based on their respective relevance to the field of peace research, notably the advocacy for amicable resolution of disputes.

According to Galtung (2007), the conflict triangle is used in conflict resolution to analyze the root causes of a conflict. It provides an understanding of what the underlying contradiction is, the attitudes of actors involved and their behavior in respect to particular conflict. The triangle provides opportunity and potential for the analyst to identify factors accelerating the conflict and possible mechanisms of deescalating it.

The internal mediation process at the LTWP project elaborated on a process that entailed: introduction of the parties, statement of the problem, information gathering, identification of problem, negotiating and outcome or settlement. This process was necessitated by the need to understand the underlying root causes of a dispute. This would enable the mediator encourage communication that would see the disputants address the conflict from its causes as opposed to the surficial symptoms. This would promote long lasting sustainable settlements.

Galtung (1996) explained the premise of the transcend approach as the peaceful transformation of a conflict; the acknowledgement that the root cause of a conflict is incompatible goals mostly within the limitation of scarce resources.

The study findings established that task-oriented conflicts within the LTWP project were as a result of distribution of scarce resources and dynamisms in meeting complex objectives. This resonates with the motivation behind the transcend approach. Further, that parties within the project were encouraged to negotiate based on interests as opposed to positions. This provided for the generation of new alternative solutions that would address the interests of both parties thus allowing for an empowering win-win situation.

The study findings echoed the assertions in the theories in that they illustrated that the application of the mediation process within the LTWP project was geared at enhancing peaceful resolution of conflicts; that empowering and provided enhanced team collaboration. This was necessary in the performance of tasks and achievement of set performance criteria. Such was in promoting effective project management.

4.9 Summary

In this chapter, the study findings were presented and analyzed. Respondent demographic characteristics were illustrated. Three broad themes were used to analyze the study findings, notably: use of mediation in effective project management, efficacy of mediation in effective project management and challenges of mediation in effective project management. The study findings were analyzed and interpreted in response to the specific research questions. Other key findings established by the researcher were outlined. The study findings were discussed in respect to earlier explained theory.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION AND CONCLUSION

5.1 Introduction

The study sought to understand conflict resolution in promoting effective project management. It utilized a case of the LTWP project in Kenya. This chapter provides a summary of the study findings with an elaborate discussion. It gives a conclusion and presents recommendations based on the study objectives. Recommendation for further study is outlined by the researcher.

5.2 Summary of Study Findings

In addressing the broad objective of the study, three specific objectives were factored. This section presents a summary of the study findings in line with the specific objectives.

5.2.1 Use of Mediation in Promoting Effective Project Management

The study findings ascertained that mediation was a predominant conflict resolution mechanism that was used at the LTWP project. It was largely used in relationship and task-oriented conflicts within the project structure. Dynamics in achieving assigned multi-diverse and complex objectives coupled with competition for the allocation of scarce resources precipitated task-oriented conflicts. Stress attributed to meeting tight work schedules and deadlines, personality clashes based on power and interpersonal relations including ethnic biases were major determinants of relationship conflicts.

A conflict resolution department was available at the LTWP project; notably the Community Liaison office. It detailed an elaborate 7 step process for resolving conflicts within the project; it was however more relevant to external conflicts. An internal conflict resolution mechanism was in place whose procedure entailed: introduction, statement of the problem, information gathering, identification of problem, bargaining and outcome or settlement. It was cognizant and responsive to project constraints and therefore created opportunity to salvage projects from conflict drawbacks. Prompt resolution of conflicts using mediation was intended to ensure that there was minimal interference in

implementation of project tasks thus promoting achievement of set performance criteria and the overall project goal.

5.2.3 Efficacy of Mediation in Promoting Effective Project Management

The study findings affirmed that mediation had been efficacious in promoting effective project management; both in terms of process and outcome. There was consensus that mediation was an appropriate and suitable mechanism of resolving conflicts at the LTWP project.

Mediation was identified to be a voluntary, empowering and confidential process that was enabled by an impartial facilitator. It provided opportunity for open and detailed dialogue. This was seen to promote emotional healing and manage hostile sentiments. It facilitated a transformative process that assisted respondents in building and restoring positive personal and working relationships that provided for collaborative teams.

Review of study findings identified mediation as a more economical and less time-consuming process than litigation. It brought to the fore the near absolute settlement rates of conflicts resolved using mediation at the LTWP project. Respondent narrations indicated satisfaction with the mediation outcomes; that they sufficed in addressing conflicts. Consideration of disputants' interests during the mediation process enhanced acceptance of resultant outcomes; this was paramount.

These factors were important in ensuring the execution of project tasks was minimally interrupted and that there was prudence in the allocation of scarce resources in order to meet set goals. This essentially promoted effective project management.

5.2.3 Challenges of Mediation in Promoting Effective Project Management

Challenges identified from the study findings were largely structural and case specific. Training of mediators and interdepartmental handling of mediation thus limiting consistency and coherence in procedure were identified as structural challenges. Disputants request for mediator involvement in influencing outcomes or even determining a winner and loser in the conflict were regarded as case specific limitations. Power imbalances

notably based unequitable negotiating skills among disputants was also identified as a challenge to the mediation process; so was questionable mediator neutrality and impartiality.

5.3 Discussion

The study findings were compared and contrasted with empirical findings discussed in chapter two of this dissertation. The study ascertained that there was a positive relationship between the application of conflict resolution mechanism and effective project management. The use of mediation had demonstrated positive effects that had enhanced effective management of the LTWP project.

The study findings concurred with Kagwiria (2019) who in her research concluded that third party intervention techniques including mediation, conciliation and arbitration were most effective in resolving conflicts at the work place; that they were best suited in restoring communication among conflicting parties. However, the researcher could only ascertain the conclusion of Kagwiria (2019) only to the extent to which mediation as a conflict resolution mechanism was involved. Additionally, the mentioned research work, having employed quantitative research design lacked in depth capacity to illustrate respondent affirmations that made mediation to be an effective conflict resolution mechanism. Nevertheless, this gap has been elaborately analyzed and addressed by the researcher in her findings.

Muriuki et al. (2017) in their research work noted that mediation, negotiation and arbitration were most suitable conflict resolution mechanisms that promoted effective and efficient service delivery in state corporations in Kenya. Similarly, still, the attributing factors based on respondent narrations to the preference of mediation by Muriuki et al. (2017) were lacking. Nonetheless, the findings of this study comprehensively addressed this gap albeit within the framework of effective project management.

The study findings were in concurrence with Sammy (2016) who established that employee performance was positively influenced by the use of mediation and negotiations strategies thus leading to achievement of mutual optimal solutions. This was true of the researcher's

findings when she analyzed that mediation allowed disputants to negotiate in consideration of new alternatives that subsequently led to the creation of mutually acceptable outcomes. This created collaborative teams that optimized on performance of tasks and achievement of set goals.

In demonstrating the importance of mediation, Kibe (2014) asserted that it had contributed to a large extent to the peaceful settlement of industrial disputes at the Kenya National Union of Teachers trade union in Kenya. The researcher's findings corresponded with that assertion considering that conflict resolution using mediation at the LTWP project had shown high settlement rates with acceptable processes coupled with suitable and sustainable outcomes.

The study findings were consistent with the stated empirical literature review on reiterating the use of mediation as an efficacious conflict resolution mechanism. However, quantitative research findings identified in the empirical literature review demonstrated gaps in exemplifying the notable gains of mediation. This in particular was based on the fact that multiple questionnaires were used in data collection thus limiting opportunity to provide respondent opinions through use of their own narrations. As such, the study findings remained just general statements. This study addressed the resounding vacuum though the generalization of the findings remains limited.

5.4 Conclusion

Mediation was a dominant conflict resolution mechanism that was used at the LTWP project. It was largely applied in relationship and task-oriented conflicts within the project structure. Prompt resolution of conflicts using mediation guaranteed minimal interference in project tasks thus ensuring achievement of project objectives. Mediation process was lauded for being cognizant of project constraints and the need for achievement of set performance criteria.

In promoting effective project management, mediation facilitated transformative processes among disputants, building and restoring positive personal and working relationships that provided for collaborative teams. Consideration of interests of all parties enhanced near

absolute settlement rates of conflicts implying satisfaction with outcomes. A remarkably peaceful environment promoted healthy teams that were able to achieve set targets and goals thus fulfilling the essence of effective project management.

Despite numerous benefits in implementation of conflict resolution, structural challenges that involved interdepartmental handling of mediation thus limiting consistency and coherence in procedure were identified. Case specific challenges were also evident.

The study concluded that conflict resolution promoted effective project management. This was in respect to the utilized case of the LTWP project.

5.5 Recommendations

In line with the identified benefits of conflict resolution at the LTWP project, modalities to improve the mediation procedure as well as enhance other alternative dispute resolution mechanisms should be instituted in order to further promote effective project management. As such, the Chief Executive Officer of the LTWP project should enhance:

- i. Training of technical personnel in mediation in order to enable their intervention in task related conflicts thus promote consistency and coherence in the resolution of disputes
- ii. Periodic review of conflict resolution strategies is conducted in order to identify and address gaps thus promote synergy among implementing officials
- iii. Training in other alternative dispute mechanisms since different conflicts demand diverse conflict resolution mechanisms

5.6 Recommendations for Further Study

The researcher recommends that a further study is carried out on the *Role of Corporate Social Responsibility in Peace Building*. The study would be suitable for students pursuing their Master's degree in Conflict/ Peace studies or Project Management. It would seek to find out whether corporate social responsibility can be used to promote peace building where communities are perceived or believed to have suffered social injustices.

REFERENCES

- Achiba, G. (2019). *Navigating Contested Winds: Development Vision and Anti-Politics of Wind Energy in Northern Kenya*. University of Bern, Mittelstrasse, Switzerland
- Bingham, L. (2004). *Employment Dispute Resolution: The Case of Mediation*. Available at <https://doi.org/10.1002/crq.96>
- Bryman, A. (2012). *Social Research Methods*. 4th Edition, Oxford University Press, New York
- Burton, J. & Frank D. (1990). *Conflict: Practices in Management, Settlement, and Resolution*. St. Martin's Press, New York
- Cheung, S. (2010). *Mediation for Improved Conflict Resolution*. City University of Hong Kong
- Cookson, P., Kuna, J. & Golla, E. (2017). *Benefits of Low Emission Development Strategies: A Case of Kenya's Lake Turkana Wind Power Project*. LEDS Global Partnership, London
- Creswell, W. & Creswell, D. (2017). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. Los Angeles: Sage Publications
- Creswell, W. (2014). *Research design: qualitative, quantitative, and mixed methods Approaches*. 4th ed. Thousand Oaks, California: Sage Publications
- Creswell, W. (2013) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 4th Edition, Sage Publications, Inc., London.
- Creswell, W. & Clark, P. (2007). *Designing and conducting mixed methods research*. Thousand Oaks, Sage Publications

- Dahir, A. (2019). *Africa's Largest Wind Power Project Now Open in Kenya*. Quartz Africa, Nairobi
- Dorin, I. & Dorin, P. (2018) *The Mediation Process: Conflict - Communication – Agreement in Romanian*. Universitara Publishing House, București
- Fenn, P. (2002). *Introduction to Civil and Commercial Mediation: Workbook on Mediation*. Chartered Institute of Arbitrators
- Fink, C. (1968). *Conceptual Difficulties in the Theory of Social Conflict*. Journal of Conflict Resolution
- Fox, J., Donhue, J., & Wu, J. (2005). “*The Arbitration of Labor Disputes in China today: Definition and Implication*”. Employee Responsibilities and Rights Journal
- Galtung, J. (1969). *Violence, Peace and Peace Research*. International Peace Research Institute, Oslo. Available at <https://doi.org/10.1177%2F002234336900600301>
- Galtung, J., (2000). *Conflict Transformation by Peaceful Means: the Transcend Method*. Work Pluto Press, London
- Galtung, J. (2007) *Introduction: Peace by Peaceful Conflict Transformation- The Transend Approach in C. Webel & J. Galtung Handbook of Peace and Conflict Studies*. Routledge: Abingdon
- Glaser, G. & Strauss, L. (1967). *The Discovery of Grounded Theory: Strategies for Qualitative Research*. Piscataway, New Jersey
- Govender, K. & Ngandu, Y. (2009). *Towards Enhancing the Capacity of African Union in Mediation*. African Union Commission, Addis Ababa
- Government of Kenya (2019). *Kenya Population and Housing Census*. Kenya National Bureau of Statistics, Nairobi

- Government of Kenya (2008). *Kenya Vision 2030: Globally Competitive and Prosperous Kenya*. National Economic and Social Council, Nairobi
- Gumba, D. & Turi, G. (2020). *Kenya's Ambitious Wind Turbines Battle Community Land Crosswinds*. Institute for Security Studies, Nairobi
- Harkavy, J. (2009). *Privatizing Workplace Justice: The Advent of Mediation in Resolving Sexual Harassment Disputes*. Wake Forest Law Review, Vol. 34 No. 135. Available at SSRN: <https://ssrn.com/abstract=2253753>
- Harlos, K. (2014). *Preferences for Mediating Personal Harassment at Work: A Theory Driven Approach*. McGill University, Montreal
- Hategan, V. (2020). *Communication Perspectives in Mediation and Conflict Resolution*. International Journal of Communication Research
- Jeong, H. (2016). *Conflict Management and Resolution: An Introduction*. Routledge Taylor & Francis Group, London
- Kabir, S. (2016). *Sample and Sampling Designs*. Bentley: Curtin University
- Kagwiria, B. (2019). *Workplace Conflict Resolution Strategies and Performance of Telecommunication Industry in Kenya*. Kenyatta University, Nairobi
- Kibe, J. (2014). *Factors Affecting Settlement of Industrial Disputes by the Kenya National Union of Teachers*. University of Nairobi, Nairobi
- Lake Turkana Wind Power (2021). <http://ltwp.co.ke/>
- Loghin, C. (2016) *Negotiation and Mediation of Disputes in Romanian*. Available at www.academia.edu/24204814
- Manning, C. (2010). *Defining Conflict Resolution*. Available at dialmformmediation.com.au

- Martynoga, M. & Sielenzak, M. (2018). *Mediation as a Conflict Resolution Process*.
Wroclaw University of Economics, Poland
- McKeown, S. & Timothy, J. (2004). *Case Studies and the Limits of the Statistical
Worldview in Rethinking Social Inquiry: Diverse Tools, Shared Standards*.
Rowman and Littlefield
- McMillan, J. & Wergin, J. (2010). *Understanding and Evaluating Educational Research*
2nd Edition. Merrill Prentice Hall, New Jersey
- Merrills, G. (2015). *Dispute Mediation in International Settlement*. Cambridge University
Press
- Mugenda, O. & Mugenda, A. (2003), *Research Methods: Quantitative and Qualitative
Approaches*, Longhorn Publishers, Nairobi
- Muigua, K., (2017). *Traditional Conflict Resolution Mechanisms and Institutions*.
University of Nairobi, Nairobi p. 13.
- Muigua, K. (2018). *Dealing with Conflicts in Project Management*. University of Nairobi,
Nairobi
- Mujere, N. (2016). *Sampling in Research*. University of Zimbabwe, Harare
- Muriuki, J., Cheruiyot, T. & Komen, J. (2017). *Effect of Conflict Resolution Strategies on
the Relationship between Corporate Governance and Organizational Performance
in State Corporations in Kenya*. Science Journal of Business and Management
- Murray, R. (2019). *Project Management Body of Knowledge*. 7th Edition. Association of
Project Managers, UK
- Ngechu, M. (2006). *Understanding the Research Process and Method*. University of
Nairobi, Star Bright Services Ltd

- Nzioki, B. (2013). *Influence of Total Quality Management on Job Satisfaction*. University of Nairobi, Nairobi
- Oyombe, J. (2020). *Court Annexed Mediation in Kenya: An Examination of Challenges and Opportunities*. University of Nairobi, Nairobi
- Patton, M. (2012). *Qualitative Research and Evaluation Methods*. 3rd Edition. Sage Publications; Thousand Oaks, CA
- Project Management Institute (2021). *Project Management*. McGraw-Hill Education, New York
- Project Management Institute (2019). *Conflict Resolution Manual for Maintenance of PMI Chapters*. Campus Blvd, Newtown Square, Pennsylvania
- Project Management Professionals (2017). *Project Management Study Guide*. McGraw-Hill Education, New York
- Rasid, A., Wan, W., Nor, M., & Choi, L. (2014). *Assessing Adoption of Project Management Knowledge Areas and Maturity Level: Case Study of a Public Agency in Malaysia*, Journal of Management in Engineering
- Robson, C. (2009). *Real World Research: A Resource for Social Scientists and Practitioners-Researchers*. Blackwell, Oxford, UK
- Sammy, C. (2016). *Influence of Implementation of Conflict Resolution Strategies on Employees Performance: A Case of Kenya Power Company, Nairobi County*. University of Nairobi, Nairobi
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Students*, 5th Edition. Financial Times, Prentice Hall, Edinburgh Gate, Harlow
- Scott, J., (2014). *A Matter of Record*. Cambridge: Polity

- Shyllon, F. (2017). *The Rise of Negotiation (ADR) in Restitution, Return and Repatriation of Cultural Property: Moral Pressure and Power Pressure*. *Art Antiquity & Law*, vol. 22, No. 2, p. 130
- Umair, M. (2018). *Research Fundamentals: Study Design, Population, and Sample Size* University of Toronto, Toronto
- Verma, K. V. (2016). *The Project Management Handbook*. Institute of Project Management, Pennsylvania State University
- Wallensteen, P. (2015). *Understanding Conflict Resolution: War, Peace and the Global System*. 4th Edition, Sage Publications, London
- Wani, H. (2015). *Understanding Conflict Resolution*. Government Degree College, Sopore

APPENDICES

Appendix 1: Letter of Introduction

RWANDA NATIONAL POLICE

Musanze, 14 DEC 20



NATIONAL POLICE COLLEGE

TEL: (+250)788311956

P.O.BOX: 23 Musanze

E-mail: npc@police.gov.rw

TO WHOM IT MAY CONCERN

This is to certify that **SSP Bianca N. NZIOKI** is a student at Rwanda National Police College, undertaking a Master's Degree in Peace Studies and Conflict Transformation for the academic year 2020-2021. She is conducting a research on: "CONFLICT RESOLUTION IN PROMOTING EFFECTIVE PROJECT MANAGEMENT. A CASE OF LAKE TURKANA WIND POWER PROJECT IN KENYA", for which she is required to collect data from relevant sources.

Any assistance rendered to her in this regard is highly valued by the College.


C BIZIMUNGU
CP
COMMANDANT



Appendix 2: Interview Guide

Objective I: To find out how often mediation is used to promote effective project management at the LTWP project

1. Which conflicts are most prevalent at the LTWP project?
2. Explain the conflict resolution process at the LTWP project.
3. Is mediation used in conflict resolution at the LTWP project?
4. Explain the mediation process at the LTWP project.

Objective II: To examine how mediation promotes effective project management at the LTWP project

1. Do you find mediation effective in promoting effective project management? Explain
2. Please give one example of a scenario you used mediation at the LTWP project and it turned out effective
3. Which other method of conflict resolution is used at the LTWP project? How do you find the method identified above in promoting effective project management at the LTWP project?

Objective III: To identify challenges of mediation in promoting effective project management at the LTWP project

1. In the application of mediation, what challenges arise that impact on effective project management at the LTWP project?
2. How would you want the use of mediation to be improved at the LTWP project in order to promote effective project management?
3. Are there times mediation has been deemed not to be the appropriate method to resolve the particular conflict at the LTWP project? Explain
4. Do you think mediation should be the principal method of resolving conflicts in order to promote effective project management at the LTWP project? Explain
5. Please explain your general opinion of conflict resolution at the LTWP project.

Appendix 3: Turnitin Antiplagiarism Check

