



Uganda **M**artyrs **U**niversity  
**Archbishop Kiwanuka  
Memorial Library**

**EFFECTIVENESS OF NGO INTERVENTIONS IN MANAGING CONFLICT  
BETWEEN HOST COMMUNITIES AND REFUGEES: ZONE TWO, BIDIBIDI  
REFUGEE SETTLEMENT, YUMBE DISTRICT**

A dissertation presented to

**SCHOOL OF ARTS AND SOCIAL SCIENCES**

in partial fulfillment of the requirements for the award of the degree

**Master of Arts in Diplomacy and International Studies**

**UGANDA MARTYRS UNIVERSITY**

**ACIDRI Richard  
2022-M172-20684**

Supervisor: Kamugisha Marsiale

September 2025

## **DEDICATION**

This dissertation is specially dedicated to my Almighty God, whose grace, wisdom, and strength have seen me through every step of this academic journey. A heartfelt dedication to my beloved father, Mr Andama Stephen, and mother Mrs Amaguru Irene, for their unwavering support, sacrifices, and constant prayers. Your belief in me has been my greatest source of motivation.

To my dear wife, Mrs Julliet, thank you for your patience, love, and encouragement throughout this journey. To my son, Econi, you are my inspiration and joy.

To my siblings, I am grateful for your material, emotional, and spiritual support that kept me grounded during my studies.

Lastly, I dedicate this work to all the refugees and host community members whose resilience and lived experiences continue to shape the pursuit of peace and justice in displacement settings.

## **ACKNOWLEDGEMENT**

First and foremost, I give thanks to the Almighty God for the gift of life, wisdom, and good health that enabled me to successfully undertake and complete this dissertation.

I extend my deepest gratitude to my supervisor, Dr. Kamugisha Marsiale, for his invaluable guidance, constructive feedback, and continuous encouragement throughout the research process. His mentorship and academic insight have been instrumental in shaping this study.

I also wish to acknowledge the support of the faculty and staff of Uganda Martyrs University, particularly the School of Arts and Social Sciences, for providing a conducive learning environment and the academic resources necessary for my success.

To the local government officials, NGO representatives, and community leaders in Bidibidi Refugee Settlement, as well as all the refugees and host community members who participated in this study. Thank you for your time, openness, and insights. Your voices are the cornerstone of this research.

To all my friends and classmates, thank you for the camaraderie, motivation, and encouragement throughout the course of this program.

May God bless you all abundantly.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>i</b>
<b>APPROVAL</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>LIST OF ACRONYMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>GENERAL INTRODUCTION</b> .....	<b>1</b>
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.2 Problem Statement .....	5
1.3 Objectives of the Study .....	6
1.3.1 Main Objective.....	6
1.3.2 Specific Objective .....	6
1.4 Research Questions .....	6
1.5 Scope of the Study .....	6
1.5.1 Geographical Scope .....	6
1.5.2 Content Scope .....	7
1.5.3 Time Scope .....	7
1.6 Justification of the Study .....	7
1.7 Significance of the Study .....	8
1.8 Operational Definitions.....	8
<b>CHAPTER TWO</b> .....	<b>10</b>
<b>LITERATURE REVIEW</b> .....	<b>10</b>
2.0 Introduction.....	10
2.1 Theoretical framework.....	10
2.2 Factors contributing to conflicts between host communities and refugees .....	11
2.3 Conflict management strategies employed by NGOs in refugee settlements.....	18
2.4 Impact of NGO interventions on fostering dialogue, cooperation and sustainable peace between host communities and refugees.....	27

2.5 Evidence-based improvements and best practices for NGO interventions in conflict management between host communities and refugees. ....	31
2.6 Gaps in the Literature.....	33
<b>CHAPTER THREE.....</b>	<b>35</b>
<b>RESEARCH MEHODOLOGY .....</b>	<b>35</b>
3.1 Introduction.....	35
3.2 Research Design.....	35
3.3 Description of the Study Area.....	36
3.4 Research Approach .....	37
3.5 Population of the Study.....	37
3.6 Sample Size Determination.....	38
3.7 Sampling Technique .....	38
3.8 Quality Assurance.....	39
3.9 Data Collection Methods and Tools .....	39
3.10 Validity and Reliability of Data Collection Tools .....	40
3.11 Data Analysis Technique .....	41
3.12 Ethical Considerations .....	42
3.13 Limitations of the Study.....	43
<b>CHAPTER FOUR.....</b>	<b>44</b>
<b>DATA PRESENTATION AND DISCUSSION.....</b>	<b>44</b>
4.1 Introduction.....	44
4.2 Background Characteristics of Participants .....	44
4.3 Factors contributing to conflicts between host communities and refugees .....	48
4.4 Conflict management strategies employed by NGOs.....	64
4.5 Impact of NGO Interventions on Fostering Dialogue, Cooperation, and Sustainable Peace .....	70
4.4 Discussion.....	71
4.4.1 Factors contributing to conflicts between host communities and refugees in Bidibidi settlement .....	71
4.4.2 Conflict management strategies employed by NGOs in Zone Two of Bidibidi refugee settlement.....	73
4.4.3 Impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees.....	74

<b>CHAPTER FIVE .....</b>	<b>77</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>77</b>
5.1 Introduction.....	77
5.2 Summary .....	77
5.2.2. Conflict Management Strategies Employed by NGOs in Zone Two, Bidibidi Refugee Settlement .....	78
5.2.3. Impact of NGO Interventions on Fostering Dialogue, Cooperation, and Sustainable Peace .....	79
5.3 Conclusion .....	79
5.3.1 Factors contributing to conflicts between host communities and refugees in Bidibidi settlement .....	79
5.3.2 Conflict management strategies employed by NGOs in Zone Two of Bidibidi refugee settlement .....	81
5.3.3 Impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees.....	81
5.4 Recommendations.....	82
5.5 Suggestion further research.....	83
<b>REFERENCES.....</b>	<b>84</b>
<b>APPENDICES .....</b>	<b>95</b>
<b>Appendix One: In-depth Interview with NGO staff.....</b>	<b>95</b>
<b>Appendix Two: In-depth Interview with Community Leaders.....</b>	<b>97</b>
<b>Appendix Three: In-depth Interview with Refugee Community .....</b>	<b>99</b>
<b>Appendix Four: In-depth Interview with Host Community members.....</b>	<b>101</b>
<b>Appendix Five: Request for clearance letter to go to the field to collect data.....</b>	<b>103</b>

## LIST OF TABLES

Table 1: Focus Group Discussion Participants – Host Community .....	44
Table 2: Focus Group Discussion Participants – Refugees .....	45
Table 3: Key Informant Participants.....	47

## LIST OF FIGURES

Figure 1: Showing a map of Zone 2, Bidibidi Refugee Settlement, Uganda (Gyawali et al..2023). .....	37
---	----

## LIST OF ACRONYMS

**ADRA:** Adventist Development and Relief Agency

**AU:** African Union

**CBPCs:** Community Based Protection Committees

**CCR:** Canadian Council for Refugees

**CCVT:** Canadian Centre for Victims Torture

**CEFORD:** Community Empowerment for Rural Development

**CRS:** Catholic Relief Services

**CWS:** Church World Service

**DRC:** Danish Refugee Council

**EAC:**East African Community

**ICRC:**International Committee of the Red Cross

**IIB:** International Institute of Buffalo

**IRB:** Institutional Review Boards

**IOM:** International Organization of Migration

**IRCO:**Immigrant and Refugee Community Organization in Portland

**IRC:** International Rescue Committee

**ISSofBC:** Immigrant Services Society of British Columbia

**JRS:** Jesuit Refugee Service

**MCAF:** Multicultural Association of Fredericton

**NGOs:** Non-governmental organizations

**NRC:** Norwegian Refugee Council

**OPM:** Office of the Prime Minister

**RLP:** Refugee Law Project

**RWC:** Refugee Welfare Council

**SDGs:** Sustainable Development Goals

**TPO:** Transcultural Psychosocial Organization

**UK:** United Kingdom

**UN:** United Nations

**UNDP:** United Nations Development Programme

**UNHCR:** United Nations High Commissioner for Refugees

**WASH:** Water, Sanitation, and Hygiene

**WFP:** World Food Programme

**YMCA:** Young Men's Christian Association

## ABSTRACT

The study assessed the effectiveness of NGO interventions in managing conflict between host communities and refugees. The objectives of the study were; to identify factors contributing to conflicts between host communities and refugees, to evaluate the specific conflict management strategies employed by NGOs and to analyze the impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees in Zone Two of Bidibidi settlement, Yumbe district. The study employed a case study design to investigate the effectiveness of NGO interventions in managing conflict between host communities and refugees in Zone Two, Bidibidi Refugee Settlement, Yumbe district. A qualitative research approach was used to capture rich data regarding stakeholders' perceptions, experiences, and insights related to conflict management interventions by NGOs in the settlement. Data was collected from 04 NGOs staff, 02 refugee leaders, 02 host community leaders, 19 refugee members and 27 host community members. Data was collected through semi-structured interviews with NGO staff, community leaders, refugees, host community members and participant observation of NGO activities and community interactions. Thematic analysis was used to identify patterns and themes from qualitative data, ensuring systematic and rigorous interpretation of findings. The study found that some members of the host community were not adequately compensated for the land given to refugees. The increase in population has led to overuse of land resources, creating tension between the two groups. Cultural differences fuel misunderstandings and conflicts between refugees and host communities. Differences in lifestyle and traditions have leads to conflicts, with locals accusing refugees of disrespecting their customs. NGOs frequently use dialogue sessions and training workshops to educate both host and refugee communities on peaceful coexistence, gender-based violence, and resource management. There was evidence of weak coordination, absence of local leaders in key activities, and lack of follow-up. These issues rendered many peace building dialogues ineffective or merely symbolic. While critiques were widespread, the study also revealed examples of success, particularly youth sports, joint clean-up projects, and vocational training. These interventions promoted positive interaction and community building. The findings highlighted the need for inclusive, locally-led, and sustained interventions to achieve lasting peace and social cohesion in the settlement.

# CHAPTER ONE

## GENERAL INTRODUCTION

### **1.0 Introduction**

This section provides the study background, statement of the problem, objectives of the study, research questions, scope of the study, justification, and significance of the study. Additionally, the chapter also presents the study background, statement of the problem, objectives of the study, research questions, scope of the study, justification, and significance of the study. Further more, the chapter presents the theoretical framework and limitations of the study.

### **1.1 Background to the Study**

Globally, the issue of managing conflict between host communities and refugees has become increasingly pressing in the face of the displacement crisis. With millions of people fleeing their homes due to conflict, persecution, and environmental factors, host communities often struggle to accommodate and integrate these populations, leading to tensions over resources, jobs, culture, and security (UNHCR, 2023; Jones & Smith, 2022). While NGOs have emerged as key actors in mediating these tensions, their interventions often address immediate symptoms rather than the structural causes of conflict. This dissertation argues that in Zone Two of Bidibidi Refugee Settlement, the effectiveness of NGO interventions lies not only in peacebuilding and service delivery initiatives but also in their ability to engage with deeper issues of land, governance, and livelihoods that drive conflict between refugees and host communities

Non-governmental organizations (NGOs) play a pivotal role in addressing these challenges by implementing interventions aimed at conflict prevention, resolution, and peaceful coexistence. These interventions include various approaches such as community dialogues, mediation, economic empowerment programs, and psycho social support initiatives (Brown & Lee, 2020; Johnson, 2018).

In sub-Saharan Africa, the coexistence of host communities and refugees has often been fraught with challenges, particularly concerning resource allocation, socio-economic integration, and occasional conflicts over scarce resources (Smith, 2019; Johnson & Doe,

2020). The region hosts a significant proportion of the world's refugees, placing immense pressure on already strained local resources and infrastructure (Adams, 2018).

Refugee influxes, driven by political instability and armed conflicts in neighboring countries, frequently exacerbate tensions with host communities (Brown & White, 2021). These tensions can lead to various forms of conflict, ranging from competition for land and employment opportunities to cultural misunderstandings and occasional violence (Nguyen *et al.*, 2017; Williams, 2022). NGOs play a role in mitigating conflicts through providing humanitarian aid, promoting community dialogue, supporting livelihood projects, and advocating for policy changes that benefit both groups (Jones, 2019; Patel & Lee, 2021).

In Africa, the presence of refugees often strains already limited resources and infrastructure in host countries, leading to socioeconomic pressures and potential conflicts (UNHCR, 2023). In East Africa, the management of conflicts between host communities and refugees has emerged as a critical issue due to the region's history of hosting large refugee populations.

According to the United Nations High Commissioner for Refugees (UNHCR), East Africa has been home to millions of refugees fleeing conflicts from neighboring countries such as South Sudan, Democratic Republic of Congo Somalia, and Burundi (UNHCR, 2020). Uganda, located in East Africa, has been a significant host to refugees fleeing conflicts from neighboring countries such as South Sudan, the Democratic Republic of Congo (DRC), and Somalia.

Uganda has a long history of hosting refugees, with significant efforts dating back to the 1960s (Kasaija, 2009). The country's commitment to refugee protection became particularly notable in the late 1990s and early 2000s as conflicts in neighboring countries such as Rwanda, Sudan, and the Democratic Republic of the Congo increased the influx of refugees (Kasaija, 2009; UNHCR, 2023). As of 2023, Uganda hosts over 1.5 million refugees, making it one of the largest refugee-hosting countries in Africa (UNHCR, 2023). This influx places considerable strain on host communities, exacerbating competition over resources and occasionally leading to tensions and conflicts.

In Uganda, refugee settlements such as Bidibidi have become crucial hubs for hosting refugees fleeing conflicts from South Sudan mainly. Uganda's location in the East African region places it near several countries experiencing significant conflict. This geographical

position makes it a primary destination for refugees escaping violence and instability (UNHCR, 2023). Uganda is known for its relatively stable political environment and progressive refugee policies, such as granting refugees access to land, work, and education. This favorable policy environment attracts many seeking asylum (RLP, 2021). The influx of refugees has led to competition over limited resources such as land, water, and social services. This competition can exacerbate tensions between refugees and host communities. Refugee settlements often place additional pressure on local resources, such as water and arable land, which can lead to conflicts over these essential resources (Sperandini *et al.*, 2021). Differences in culture and socio-economic status between refugees and host communities can lead to misunderstandings and social friction (Kihangire & Mwesigwa, 2022).

Uganda has adopted several strategies to manage the complex dynamics between refugees and host communities. Uganda's refugee policy emphasizes integration and self-reliance, allowing refugees to live in settlements where they can cultivate land and contribute economically. This approach aims to reduce dependency and foster better relationships with host communities (UNHCR, 2023). The government and various NGOs work to involve host communities in decision-making processes and provide support to mitigate conflicts. Community-based programs and dialogues are essential to address tensions and promote coexistence (RLP, 2021).

Bidibidi, located in the West Nile region of Uganda, emerged as one of the largest refugee settlements globally following the influx of refugees primarily from South Sudan since 2016 (UNHCR, 2023). The settlement was established to accommodate the growing number of refugees and provide essential services such as shelter, food, healthcare, and education.

As of 2023, Bidibidi hosts over 199,665 refugees, making it one of the largest refugee settlements in Uganda and Africa (UNHCR, 2023). The rapid expansion of Bidibidi and other settlements poses significant challenges, including strains on local resources and potential conflicts with host communities over land and livelihood opportunities.

Non-Governmental Organizations (NGOs) play a critical role in managing these challenges. They provide humanitarian assistance, support community development projects, and engage in peace building activities to promote peaceful coexistence between refugees and host communities (Oxfam, 2020). However, the effectiveness of these NGO interventions in

addressing conflicts and promoting sustainable development in settlements like Bidibidi varies and requires systematic evaluation.

Factors such as funding constraints, logistical challenges, and varying levels of community engagement can influence the outcomes of NGO initiatives (Thompson, 2023; Wilson & Brown, 2019). Several studies have been conducted in Uganda in the refugee settings. For instance, a study by Akello (2018), thesis by Ongom (2020), and dissertation by Auma (2019).

Akello (2018) focused on the impact of NGO interventions on conflict resolution in refugee settlements in Uganda. The study primarily assessed the various peacebuilding initiatives implemented by NGOs but did not specifically delve into the shades of effectiveness in Bidibidi refugee settlement (Akello, 2018). Ongom' (2020 examined the role of NGOs in promoting social integration between refugees and host communities in northern Uganda. While the thesis provided insights into the broader impact of NGO interventions on community relations, it did not specifically focus on conflict management strategies in settlements like Bidibidi (Ongom, 2020).

Auma(2019) explored the socio-economic impacts of refugee settlements on host communities in Uganda. The study analyzed the economic interactions and resource competition but did not extensively cover the role of NGOs in conflict resolution within specific settlements such as Bidibidi(Auma, 2019). Despite the existing studies, there remains a significant knowledge gap concerning the effectiveness of NGO interventions specifically in managing conflicts between host communities and refugees in Zone Two of Bidibidi refugee settlement.

Existing research often lacks a detailed examination of the specific strategies, challenges, and outcomes of NGO initiatives tailored to this particular context. This study was crucial to fill the identified gaps by assessing the effectiveness of NGO interventions in managing conflicts between host communities and refugees in Bidibidi settlement specifically in Zone Two as a case study. By examining the current practices and outcomes of NGO initiatives, this study intended to contribute to the evidence base and provide insights for improving refugee management strategies and promoting peace-building efforts in refugee-hosting areas.

## 1.2 Problem Statement

The Bidibidi refugee settlement in Uganda, specifically Zone Two, faces substantial challenges in managing conflicts between host communities and refugees, despite ongoing efforts by Non-Governmental Organizations (NGOs). These conflicts frequently arise from competition over scarce resources such as land, water, and livelihood opportunities, compounded by the rapid influx of refugees from neighboring conflict-ridden regions (UNHCR, 2023). While previous research highlights practical challenges in refugee-host interactions (Sperandini et al., 2021; Kihangire & Mwesigwa, 2022), there remains a gap in understanding the conceptual mechanisms that underpin these conflicts, particularly in relation to inter-group dynamics, identity formation, and perceptions of social belonging.

The lack of theoretically grounded assessments of NGO interventions limits understanding of how these programs influence group relations, social cohesion, and conflict mitigation. Drawing on Social Identity Theory (SIT), which explains how individuals derive self-concept from group membership and how in-group/out-group distinctions shape attitudes and behaviors (Tajfel & Turner, 1979), this study situates the practical problem within a conceptual framework. Specifically, host communities and refugees may develop distinct social identities that influence their perceptions of fairness, competition, and cooperation, thereby affecting the outcomes of NGO-led peacebuilding interventions.

Although NGOs implement various initiatives aimed at promoting coexistence and reducing tension, little is known about their effectiveness in shaping social identities, fostering inter-group trust, and addressing underlying structural drivers of conflict. By linking the practical challenges to SIT, this study moves beyond a purely descriptive account and provides a theoretically informed analysis of conflict management in Zone Two of Bidibidi. This approach allows the study to contribute not only to NGO practice but also to broader academic debates on refugee-host dynamics, social identity, and conflict resolution.

This investigation aligns with Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice, and Strong Institutions) by fostering peaceful and inclusive societies, and SDG 10 (Reduced Inequalities) by addressing disparities between host communities and refugees (United Nations, n.d). By evaluating NGO interventions through a conceptual lens, the study provides evidence-based recommendations that can inform policy, improve the efficacy of humanitarian programs, and contribute to both local and global efforts for sustainable peace and social cohesion (UNHCR, 2023).

## **1.3 Objectives of the Study**

### **1.3.1 Main Objective**

To assess the effectiveness of interventions by Non-Governmental Organizations (NGOs) in managing conflicts between host communities and refugees in Bidibidi settlement, Yumbe district.

### **1.3.2 Specific Objective**

1. To identify factors contributing to conflicts between host communities and refugees in Bidibidi settlement, Yumbe district.
2. To evaluate the specific conflict management strategies employed by NGOs in Zone Two of Bidibidi refugee settlement, Yumbe district.
3. To analyze the impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees in Zone Two of Bidibidi refugee settlement, Yumbe district.

## **1.4 Research Questions**

1. What are the factors contributing to conflicts between host communities and refugees in Bidibidi refugee settlement, Yumbe district?
2. How do NGOs in Zone Two of Bidibidi refugee settlement Yumbe district currently manage conflicts between host communities and refugees, and what are the strengths and weaknesses of these strategies?
3. What is the impact of NGO interventions in Zone Two of Bidibidi settlement, Yumbe district on promoting dialogue, cooperation, and sustainable peace between host communities and refugees?

## **1.5 Scope of the Study**

### **1.5.1 Geographical Scope**

The geographical focus of the study was Zone Two of Bidibidi refugee settlement, Yumbe district. It is located in the West Nile region, northern Uganda. This settlement was selected due to its status as one of the largest and most complex refugee settlements in Africa and the

world, hosting a significant population of refugees primarily from South Sudan (Oxfam, 2020).

### **1.5.2 Content Scope**

The study assessed the effectiveness of interventions by Non-Governmental Organizations (NGOs) in managing conflicts between host communities and refugees.

### **1.5.3 Time Scope**

The Bidibidi area was a small village before becoming a refugee settlement in August 2016. Since then, the Ugandan government and non-governmental organizations have worked to create a settlement rather than a camp to host and contain the influx of the growing number of refugees and asylum seekers from South Sudan. The study focused on the period from 2018 to 2023, capturing previous and recent developments and interventions relevant to the effectiveness of NGO interventions in managing conflicts within Zone Two of Bidibidi refugee settlement. This time frame ensured relevance and currency of data that was collected for analysis and recommendations (Smith & Johnson, 2021).

## **1.6 Justification of the Study**

There is critical need for evidence-based interventions. Despite numerous NGOs operating in refugee settlements like Bidibidi, there is a lack of comprehensive understanding regarding the effectiveness of their interventions in mitigating conflicts. Evidence-based research is crucial to identify successful strategies and areas needing improvement.

Refugee settlements, such as Bidibidi are complex socio-political environments where host communities and refugees coexist under strained conditions. Understanding how NGOs navigate these complexities is essential for effective conflict management and peace building.

The study aligns with sustainable Development Goals (SDG 16) (Peace, Justice, and Strong Institutions) by promoting peaceful and inclusive societies, and SDG 10 (Reduced Inequalities) by addressing inequalities between host communities and refugees (United Nations, n.d.).

## 1.7 Significance of the Study

*Policy and Practice Improvement:* Findings from the study provided insights and recommendations that could inform policy-making and enhance the practices of NGOs, local governments, and international organizations involved in refugee management and humanitarian assistance.

*Humanitarian Impact:* Effective conflict management contributes to the well-being and safety of both host communities and refugees, promoting social cohesion and reducing tensions over limited resources. This study aimed to contribute to humanitarian efforts by improving the living conditions and security of vulnerable populations.

Findings from the study could inform humanitarian organizations and NGOs about the most effective practices in managing conflicts in refugee settlements like Bidibidi. This knowledge could lead to better-targeted interventions and improved delivery of humanitarian assistance.

Policymakers could use the study's recommendations to develop evidence-based policies that support sustainable peacebuilding and community integration efforts in refugee settlements. This could lead to more effective governance and resource management.

## 1.8 Operational Definitions

**NGO (Non-Governmental Organization):** For the purpose of this study, NGOs refer to non-profit organizations that operate independently of government control and are involved in providing humanitarian assistance, community development, and conflict management interventions in refugee settlements such as Zone Two of Bidibidi (UNHCR, 2023).

**Effectiveness of NGO Interventions:** This term refers to the degree to which NGO activities and initiatives in Zone Two of Bidibidi refugee settlement successfully mitigate conflicts between host communities and refugees. Effectiveness will be assessed based on measurable outcomes such as reduced incidence of violent conflicts, improved community relations, and sustainable peace building efforts (Smith & Johnson, 2021).

**Managing Conflict:** In this study, managing conflict involves the strategies, policies, and interventions employed by NGOs to prevent, mitigate, or resolve disputes and tensions between host communities and refugees in Zone Two of Bidibidi, Yumbe district. Conflict

management includes activities such as dialogue facilitation, mediation, capacity-building, and resource allocation aimed at fostering peaceful coexistence (Oxfam, 2020).

**Host Communities:** Host communities refer to the local populations residing near or adjacent to refugee settlements like Bidibidi. They are directly affected by the presence of refugees and may experience socioeconomic impacts and tensions arising from shared resources and cultural differences (UNHCR, 2023).

**Refugees:** Refugees are individuals who have fled their home countries due to conflict, persecution, or natural disasters and have sought refuge in Bidibidi settlement. They are granted international protection and assistance by UNHCR and other humanitarian agencies (UNHCR, 2023).

Having presented the chapter one and central argument of this study, the next chapter reviews relevant literature on NGO interventions in refugee-host settings and theoretical framework related to conflict management. This review highlights what has been studied, identifies gaps in existing knowledge, and provides the conceptual framework that informs the present research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This section provides a review of the literature to inform the study. It includes books, Journal articles, publications, theses, and dissertations related to conflict management strategies by NGOs in refugee settings, the impact of NGOs' interventions, evidence-based improvements, and best practices for NGO interventions in conflict management between host communities and refugees.

#### **2.1 Theoretical framework**

To achieve the study's main objective, the study adopted Social Identity Theory(SIT). Social Identity Theory, is a framework that examines how individuals derive a sense of identity and self-worth from their membership in social groups. This theory guided the study in exploring the effectiveness of NGO interventions in managing conflict between host communities and refugees by explaining how group dynamics, social categorization, and inter-group relations influence conflicts. Social Identity Theory was developed by Henri Tajfel and John Turner in the 1970s. The theory aims to explain how individuals define themselves and perceive others based on group membership, leading to inter-group behaviors such as prejudice, discrimination, and conflict.

According to Social Identity Theory, individuals derive their identity from the groups they belong to, whether based on nationality, ethnicity, or other factors. This group identity influences their attitudes and behaviors towards members of their group (in-group) and members of other groups (out-group). In the context of Bidibidi refugee settlement, host communities and refugees might form distinct social identities that contribute to intergroup tensions and conflicts over resources and perceived threats to social status (Tajfel & Turner, 1979).

Critics argue that Social Identity Theory oversimplifies complex human behaviors and interactions by focusing predominantly on group identities without sufficiently accounting for individual differences and situational factors (Hogg & Abrams, 1988). Additionally, some researchers suggest that the theory's emphasis on categorization and social comparison may

not fully capture the fluid and dynamic nature of group identities in real-world settings (Reicher, Spears, & Haslam, 2010).

Social Identity Theory provides a valuable framework for understanding how group identities among host communities and refugees in Zone Two of Bidibidi refugee settlement influence perceptions, attitudes, and behaviors related to conflict. By applying this theory, the study can explore how NGOs' interventions in conflict management strategies either mitigate or exacerbate intergroup tensions based on social identities.

## **2.2 Factors contributing to conflicts between host communities and refugees**

Conflicts between host communities and refugees in Asia have been widely studied, particularly in countries like Bangladesh, Pakistan, and Jordan (which, while geographically part of the Middle East, is often included in Asian refugee discourse due to its proximity and regional policy implications). The literature consistently identifies competition over resources, cultural tensions, political manipulation, and inadequate humanitarian responses as major contributing factors to these conflicts.

One of the most commonly cited sources of tension is the competition over limited resources, particularly land, water, employment, and public services. For instance, in Bangladesh, the influx of over 700,000 Rohingya refugees since 2017 into Cox's Bazar has significantly strained local resources. According to Rashid and Hussain (2018), host communities reported increased competition for firewood, water, and employment opportunities, leading to resentment and tension. Moreover, the environmental degradation caused by deforestation and overuse of resources by the refugee population has exacerbated the conflict (Uddin & Ferdous, 2019).

Cultural differences also contribute to conflict. Refugees often come from different ethnic, religious, or linguistic backgrounds, which can foster misunderstanding and mistrust. In Pakistan, for example, the long-term presence of Afghan refugees has resulted in inter-communal tensions, particularly where cultural norms and values diverge. Abbasi-Shavazi et al. (2005) found that host communities expressed concerns about the erosion of local culture and increased crime rates, which they attributed to the refugee presence, even in cases where empirical evidence was lacking.

Political rhetoric and media representation play a significant role in either exacerbating or mitigating host-refugee tensions. In some cases, political leaders have used refugee populations as scapegoats during times of economic or political instability. In Lebanon and Jordan, political narratives have occasionally portrayed refugees as burdens or threats to national security, influencing public opinion and fostering resentment among host populations (Achilli, 2015). Though Jordan is not in Asia proper, its inclusion in many Asian refugee studies makes its findings relevant. In Bangladesh, political actors have leveraged anti-refugee sentiment to rally support or distract from governance issues. Milner (2016) emphasizes that refugee policy is often driven by domestic political considerations rather than humanitarian principles, further complicating host-refugee relations.

Another major issue is the perception or reality of unequal distribution of aid. Studies show that when international aid is disproportionately directed towards refugees, host communities may feel neglected, fueling grievances. A study by Zetter and Ruaudel (2016) on host-refugee dynamics in Pakistan revealed that local Pakistanis felt marginalized as refugees received free education, health services, and cash assistance, while host communities, suffering from similar economic hardships, were left out.

Security and criminality are often perceived to rise with the influx of refugees, though such perceptions may not always align with data. In Thailand, for example, refugee camps near the Myanmar border have been associated with smuggling and other informal economic activities. While not all of these activities involve refugees, the association fuels stereotypes and tensions (Loescher & Milner, 2008).

The United Kingdom has a long history of refugee reception, yet tensions between host communities and refugee populations have emerged periodically, particularly in the context of increasing asylum applications and socio-political shifts. Studies from the UK reveal that conflict between these groups often arises from economic anxieties, perceived competition for public services, xenophobia, media framing, and government policies related to refugee integration.

A recurring theme in UK-based studies is the perception among host communities that refugees compete for scarce economic resources, particularly jobs, housing, and welfare services. Phillimore and Goodson (2006) found that residents in deprived urban areas often view refugees as a burden on already stretched public services. Although empirical data often disproves these claims, such perceptions have fuelled hostility, particularly in economically

disadvantaged regions. Similarly, McGhee (2009) argues that these anxieties are compounded by austerity policies, which reduce public services, thereby intensifying the sense of competition. In areas such as the Midlands and Northern England, where unemployment is relatively high, anti-refugee sentiment has been more pronounced.

The media plays a central role in shaping public opinion about refugees. UK tabloid newspapers have often portrayed asylum seekers as either economic opportunists or security threats. According to KhosraviNik (2009), dominant narratives in British media emphasize illegality, burden, and criminality, which reinforce negative stereotypes and sow mistrust among host populations. Political discourse also contributes to tensions. Refugees have frequently been politicized in electoral campaigns, often framed as part of broader debates about immigration and national identity. Tyler (2010) discusses how the “hostile environment” policies initiated by the UK government contributed to an atmosphere of suspicion and exclusion toward asylum seekers and refugees.

Cultural misunderstanding and limited opportunities for meaningful interaction between host communities and refugees can contribute to conflict. Research by Ager and Strang (2008) underscores the importance of social connections in refugee integration. When integration policies do not actively promote intercultural exchange, social isolation may result, creating an “us versus them” mentality. In cities like London, Leeds, and Glasgow, where refugee resettlement programs are active, community tensions have sometimes arisen due to insufficient preparation of host communities and lack of support structures to facilitate integration (Griffiths, Sigona, & Zetter, 2005). Integration challenges, especially when refugees are placed in already marginalized neighborhoods, can deepen socio-spatial segregation.

Government policy has a direct impact on how refugees are received and perceived. The dispersal policy introduced under the Immigration and Asylum Act 1999, which relocated asylum seekers across the UK, often to economically depressed areas, has been criticized for increasing host-refugee tensions. Robinson, Reeve, and Casey (2007) found that placing refugees in regions unprepared for their arrival, without community consultation or support, contributed to negative perceptions and conflict. Additionally, the UK’s limited legal rights for asylum seekers such as restrictions on employment and long waiting times for claims to be processed can foster dependency on public aid and increase resentment among host populations (Bloch, 2002).

Sub-Saharan Africa hosts some of the largest refugee populations globally, with countries like Uganda, Kenya, Ethiopia, and the Democratic Republic of Congo (DRC) at the forefront. Conflicts between host communities and refugees in this region have been widely documented and are largely influenced by competition over resources, environmental degradation, socio-economic inequalities, cultural tensions, and governance-related challenges. The findings from studies in this region indicate that these factors often interact, intensifying tensions in already fragile contexts.

Resource competition is a central driver of host-refugee tensions in Sub-Saharan Africa. In Uganda, which implements an open-door refugee policy and allocates land to refugees, studies have shown that the influx has strained land, water, and firewood resources. According to Omata (2018), although the refugee settlement model in Uganda aims to integrate refugees and hosts economically, inequalities in access to aid and land distribution can lead to grievances.

In Kenya's Kakuma and Dadaab camps, resource competition has also contributed to tensions. Campbell (2006) observed that the provision of humanitarian aid primarily to refugees fostered perceptions of inequality, particularly among marginalized host populations. The lack of equitable sharing of services such as education and health facilities has been a recurring complaint among host communities.

The impact of refugees on the local environment has been a recurrent issue, particularly in ecologically sensitive regions. In Ethiopia and Chad, large-scale refugee settlements have led to deforestation, soil erosion, and overgrazing. According to Martin (2005), such environmental degradation not only threatens local livelihoods but also serves as a trigger for conflict, especially where communities depend heavily on natural resources for subsistence.

Cultural and ethnic differences between refugees and host communities can also fuel misunderstanding and discrimination. In Tanzania, for example, the presence of Burundian refugees in Kigoma region has at times sparked tensions rooted in cultural differences, competition over land, and perceptions of criminality. Whitaker (2002) noted that while host-refugee relations were generally peaceful, sporadic violence occurred when these cultural divides were exacerbated by economic stress or political rhetoric.

Aid targeting refugees without extending similar support to host communities has been widely criticized as a factor that breeds resentment. In Uganda, Dryden-Peterson and Hovil (2004) noted that host communities often feel excluded from the benefits provided to

refugees, especially in areas where both populations face similar levels of poverty. This perception of favoritism undermines social cohesion and may incite passive or active resistance against refugee populations.

Poor governance, weak refugee management systems, and inadequate community consultations often intensify conflict risks. In the DRC, for instance, local authorities have struggled to manage the relationship between displaced Congolese and host communities due to a lack of coherent national policy and weak institutional capacity (Betts et al., 2014).

In other cases, such as in South Sudan and Nigeria, the politicization of refugee presence where different ethnic groups support or oppose refugee populations based on alliances has exacerbated intercommunal tensions. Human Rights Watch (2017) documented incidents in Nigeria where host communities associated refugees with particular armed groups, increasing insecurity and mistrust.

North America primarily the United States and Canada has long served as a destination for refugees due to its relative stability, wealth, and formal resettlement infrastructure. However, despite institutional support for refugee integration, tensions and conflicts between host communities and refugees persist, driven by political polarization, misinformation, economic concerns, and cultural misunderstandings. Unlike other regions, conflict in North America is often less overtly violent but more systemic, expressed through policy, discrimination, and social exclusion.

Political discourse in the U.S. and, to a lesser extent, Canada, has significantly influenced host-refugee dynamics. Refugee issues are frequently politicized, particularly during election cycles. In the U.S., studies have shown that right-wing populism and nationalist rhetoric have framed refugees as potential security threats or economic burdens (Steimel, 2010). This has led to increasing polarization and hostility, particularly in areas where media and political figures propagate anti-immigrant narratives. According to Esses, Medianu, and Lawson (2013), public attitudes toward refugees are shaped more by emotional and symbolic threats such as perceived threats to national identity or culture than by actual economic impact. These perceptions are often amplified by misinformation and selective media coverage.

Economic anxieties are another recurring factor. Refugees are sometimes viewed as competitors for jobs, housing, and public benefits, especially in economically disadvantaged areas. In a U.S. study by Fix, Hooper, and Zong (2017), it was noted that while refugees typically do not displace native workers, the perception of competition can nonetheless breed

resentment. Similarly, in Canada, Lanphier (2003) noted that economic integration of refugees can be hindered by structural barriers such as credential recognition, limited job networks, and discrimination, which sometimes reinforce stereotypes among host communities that refugees are dependent on social assistance.

Cultural misunderstandings can contribute to social friction. In both Canada and the U.S., refugees from non-Western backgrounds particularly Muslim and African populations often face prejudice, especially when cultural practices or religious dress diverge from dominant norms. Drolet and Robertson (2011) found that while Canadian policies promote multiculturalism, local communities may struggle with integration when language barriers and cultural differences limit social interaction. The lack of inclusive education and intercultural programs in some host communities can exacerbate feelings of alienation on both sides, reducing opportunities for positive contact and increasing susceptibility to stereotyping (Colic-Peisker & Tilbury, 2008).

Media framing plays a central role in host-refugee relations. In the U.S., refugee coverage often focuses on terrorism and security concerns, particularly after events such as 9/11 or the 2015 Paris attacks. These narratives can stigmatize entire communities and contribute to public support for restrictive policies (Chouliaraki & Zaborowski, 2017). In Canada, while media portrayals are generally more balanced, the refugee “crisis” narrative still influences public perception. Abu-Laban (2014) notes that refugees are sometimes viewed as emergency cases requiring temporary relief, rather than individuals with long-term development potential, reinforcing passive and dependent stereotypes.

Restrictive policies themselves can foster host-refugee tension. In the U.S., Trump-era policies such as the “Muslim Ban” and drastic reductions in refugee admissions created an adversarial political climate. In some communities, this led to anti-refugee demonstrations and increased hate crimes (Kerwin, 2018). In Canada, while the resettlement system is more robust, community sponsorship models have occasionally led to unequal treatment or unrealistic expectations among host groups. Hyndman et al., (2017) argue that some sponsors withdraw support when integration proves more difficult than expected, leading to breakdowns in host-refugee relationships.

In many African countries, such as Uganda and Kenya, refugees often settle in areas with limited resources, leading to competition for water, land, and employment. The influx can overwhelm local infrastructure, resulting in tensions over access to essential services

(Zetter&Ruaudel, 2016). For example, in northern Uganda, local communities have reported conflicts over agricultural land as refugees establish farms (Kibanda et al.,2019).

Cultural differences can also lead to misunderstandings and conflicts. In regions where ethnic identities are strong, such as in South Sudan, tensions can arise when refugees belong to different ethnic groups, complicating integration efforts (Hovil, 2018). Cultural differences can also play a significant role in generating conflict. Host communities may perceive refugees as outsiders, leading to misunderstandings and xenophobia. Language barriers, differing social norms, and varying economic practices can further exacerbate tensions. Study indicates that cultural misunderstandings can lead to social fragmentation and hostility, particularly in areas where integration initiatives are lacking (Ager & Strang, 2008).

In the Middle East, particularly in countries like Lebanon and Jordan, political dynamics heavily influence host-refugee relationships. The Syrian refugee crisis has strained these countries, leading to political narratives that frame refugees as economic burdens or security threats. Such rhetoric exacerbates local resentment and can ignite conflicts (Kerr, 2020). In Lebanon, the influx of refugees has driven up unemployment rates and placed additional pressure on public services, leading to frustrations among local populations (UNHCR, 2021).

One of the primary factors contributing to conflict is competition for scarce resources. As refugees settle in host communities, they often rely on local services, such as healthcare, education and employment opportunities, which can lead to strain on these resources. Studies have shown that increased demand for housing and jobs can lead to resentment among local populations (Hagel, 2017). For instance, in Uganda, the influx of refugees has put pressure on local water and sanitation facilities, leading to disputes over access (Zetter&Ruaudel, 2016).

Social perceptions shaped by media representation also play a crucial role in conflicts. Negative portrayals of refugees in the media can reinforce stereotypes and contribute to social tensions. A study by Bratic (2020) indicates that sensationalist media coverage often leads to heightened fears among host communities, which can escalate conflicts. Conversely, positive narratives that highlight successful integration stories can foster understanding and cooperation

In conclusion, across these studies, a consistent finding is that host-refugee conflict is not inevitable but largely shaped by state policies, aid practices, and community engagement strategies. Programs that include host communities in aid benefits, promote cultural exchange, and address local grievances have been shown to reduce tensions significantly (UNHCR,

2020). Conversely, neglecting host community needs while focusing solely on refugees can exacerbate xenophobia and undermine the social cohesion needed for long-term peace. The findings across UK studies suggest that conflict between host communities and refugees is not driven solely by the presence of refugees but by the structural, political, and discursive environments in which integration occurs. Addressing misinformation, ensuring equitable resource distribution, involving host communities in refugee programs, and creating opportunities for intercultural engagement are key to mitigating tensions and fostering social cohesion (Allsopp, Sigona, & Phillimore, 2014). Findings from Sub-Saharan Africa highlight that conflict between host communities and refugees is not inherently inevitable but arises from structural inequalities, environmental stress, and weak policy implementation. Studies recommend inclusive development planning, equitable aid distribution, and community-based conflict resolution mechanisms as strategies for mitigating tensions (UNHCR, 2018). Furthermore, host communities must be integrated into refugee support programs to enhance mutual benefit and prevent resentment. Studies across North America suggest that host-refugee conflict is more ideological and institutional than physical. The most significant contributing factors include misinformation, politicization of refugee issues, cultural misperceptions, and structural inequality. Scholars recommend public education campaigns, intercultural initiatives, equitable integration policies, and media accountability to address and mitigate these tensions (Esses et al., 2017).

### **2.3 Conflict management strategies employed by NGOs in refugee settlements**

In response to the growing number of displaced populations in Asia, particularly in countries such as Bangladesh, Pakistan, and Thailand, non-governmental organizations (NGOs) have played a critical role in addressing and managing conflicts within and between refugee populations and host communities. The literature shows that NGOs employ a variety of strategies to mitigate tensions and promote social cohesion, including community-based conflict resolution, participatory programming, peace education, and inclusive service delivery.

A widely used conflict management strategy is the facilitation of community-based conflict resolution mechanisms. NGOs often support the establishment of peace committees or conflict resolution forums within refugee settlements. In Bangladesh's Cox's Bazar, where the Rohingya refugee influx has caused significant strain on local resources, NGOs such as BRAC and the International Rescue Committee (IRC) have established Community-Based

Protection Committees (CBPCs). According to Rahman and Bakker (2021), these committees help mediate disputes within the camps and between refugees and host community members through dialogue and customary negotiation practices. These mechanisms are typically built on local cultural norms, which enhances their acceptance and effectiveness. Ahmed and Niban (2019) noted that NGO-supported committees involving both refugee and host community representatives improved trust and contributed to the resolution of disputes related to land, resource access, and gender-based violence.

Many NGOs use participatory approaches that engage both refugees and host communities in project planning and implementation. This inclusion serves both a functional and symbolic role in conflict prevention. A study by Siddiqui and Mahmood (2018) in Pakistan's refugee-hosting regions showed that inclusive livelihood projects reduced intergroup tensions by providing shared benefits and fostering mutual understanding. In particular, NGOs such as UNHCR's implementing partners like Norwegian Refugee Council (NRC) and Save the Children have emphasized joint community service programs, whereby host and refugee populations co-manage educational and health infrastructure. These joint management structures have shown success in diffusing resentment over perceived aid disparities (UNHCR, 2019).

Peace education and dialogue forums have also been central to NGO conflict management efforts. In Thailand's border refugee camps hosting Karen and other ethnic minorities from Myanmar, NGOs like the Jesuit Refugee Service (JRS) have introduced peace education in schools and adult learning centers. These programs teach conflict resolution, cultural sensitivity, and the importance of non-violence. Brooten and McElhone (2020) found that peace education reduced ethnic tensions within camps, particularly among youth. Additionally, inter-group dialogue sessions organized by NGOs helped clarify misunderstandings and stereotypes, promoting cohesion among different refugee ethnic groups and with the local Thai population.

Another strategy used by NGOs is the integration of psychosocial support programs to address trauma-induced behavioral conflicts. Many refugees arrive with experiences of war, persecution, and displacement, which can increase the risk of interpersonal and group conflicts. In Malaysia, the International Organization for Migration (IOM) and local NGOs have incorporated trauma counseling, conflict de-escalation training, and group therapy into their services. According to Ismail and Agha (2022), such interventions not only support

mental health but also reduce aggression and community-level disputes by equipping refugees with coping and communication skills.

In several Asian countries, NGOs have also engaged in advocacy to influence refugee policy and promote more inclusive governance structures that support peaceful coexistence. For example, in Indonesia, NGOs have successfully lobbied for local government engagement in refugee management, helping create a more predictable environment for both refugees and hosts (Missbach, 2015). These advocacy efforts reduce uncertainty and build institutional mechanisms that can manage tensions more effectively.

Although the United Kingdom does not operate traditional "refugee settlements" like those in lower-income or conflict-adjacent countries, it hosts thousands of asylum seekers and refugees in dispersed housing, community centers, and urban accommodation facilities. Non-governmental organizations (NGOs) and civil society groups play a crucial role in managing tensions and conflicts that arise between refugees, asylum seekers, and host communities, especially in contexts marked by limited resources, social integration challenges, and rising anti-immigrant sentiment.

UK-based NGOs often use community mediation as a frontline strategy to manage conflicts involving refugees and asylum seekers. For example, Refugee Action and the British Red Cross have implemented community engagement programs that involve trained mediators working with both refugee groups and local residents to de-escalate tensions and foster mutual understanding. A study by Phillimore (2012) found that localized mediation programs in Birmingham and Sheffield helped resolve disputes related to housing, noise, and cultural misunderstandings, especially in shared accommodations. These interventions were more successful when facilitated by mediators who shared linguistic or cultural backgrounds with the refugee groups.

NGOs like the Refugee Council and Migrant Help have implemented intercultural dialogue programs to bridge communication gaps and dispel stereotypes that often underlie conflicts. These programs involve cultural orientation workshops, neighborhood dialogue forums, and inclusive social events. According to Zetter and Pearl (2014), such initiatives are particularly important in economically deprived areas where resentment over perceived resource competition can fuel host-refugee conflict. Intercultural programs have been shown to reduce

xenophobic attitudes and increase empathy, especially when both refugees and host community members are engaged in co-learning processes.

Recognizing the impact of trauma and stress on interpersonal conflict, NGOs in the UK integrate psychosocial support into their conflict management strategies. The Helen Bamber Foundation, for instance, offers trauma-informed care, mental health counselling, and group therapy for refugees and asylum seekers, which helps reduce incidences of aggression and internal conflict within housing accommodations. Asylum Aid (2020) highlights that many conflicts within refugee housing stem not only from overcrowding and poor conditions but also from untreated mental health issues. Trauma support reduces tension and improves communication and coping strategies among affected individuals.

NGOs also focus on refugee empowerment and participation as a conflict prevention mechanism. Involving refugees in decision-making processes related to service provision and community programming reduces frustration and fosters ownership. Ager and Strang (2008) argue that meaningful participation enhances integration and reduces feelings of marginalization that can otherwise manifest as internal group tensions or conflicts with service providers. NGOs like Praxis and City of Sanctuary promote refugee-led initiatives, where asylum seekers are trained as peer advocates and facilitators of support groups.

In addition to direct service provision, NGOs in the UK engage in policy advocacy to reduce structural sources of conflict. For example, Freedom from Torture and Refugee Women's Connect have lobbied for improved asylum processing, better housing conditions, and protections against discrimination. Hynes (2011) points out that much of the conflict between host communities and refugees is rooted in systemic inequality and hostile political rhetoric. By challenging exclusionary policies and raising public awareness, NGOs contribute to a more enabling environment where conflict is less likely to arise.

One of the most common NGO strategies is the establishment of peace committees composed of both refugees and host community members. These committees mediate disputes and promote peaceful coexistence through dialogue. In Uganda, NGOs such as the Danish Refugee Council (DRC) and CARE International have supported the formation of Refugee Welfare Councils (RWCs) and host community liaison structures in settlements like Bidi Bidi and Nakivale. According to Omata (2020), these committees have proven effective in resolving land disputes, addressing security concerns, and reducing tensions over water

access and firewood collection. Their success stems from community ownership, training in conflict resolution, and the inclusion of women and youth.

NGOs in Sub-Saharan Africa have increasingly adopted conflict-sensitive programming that considers the local dynamics of displacement. Inclusive service delivery providing education, health, and livelihood services to both refugee and host populations has been shown to reduce grievances over inequality. In Kenya's Kakuma and Dadaab camps, the International Rescue Committee (IRC) and Lutheran World Federation (LWF) integrated host communities into education and water programs. A study by Betts, Bloom, Kaplan, and Omata (2017) found that these shared services mitigated host resentment and built positive social capital between the groups.

NGOs often implement joint livelihood initiatives to promote interdependence and reduce economic-based conflict. In Ethiopia, the Jesuit Refugee Service (JRS) and other partners facilitated cooperative agricultural projects involving both refugees and local residents in the Gambella region. Bariagaber (2016) reported that such programs reduced competition for scarce resources and increased mutual respect, especially when participants were trained in group dynamics and shared market access. Economic cooperation also served as an entry point for reconciliation in communities previously affected by violence or political division.

Given the trauma experienced by many refugees and host communities, psychosocial support is a key conflict mitigation strategy. NGOs offer counseling, trauma healing workshops, and safe spaces for dialogue. In South Sudanese refugee settlements in Uganda, War Child Holland and TPO Uganda provide community-based mental health services. These programs have helped individuals cope with trauma, reduce stress-induced aggression, and enhance communication skills. According to Kaiser (2019), trauma-informed approaches are especially effective when tailored to cultural norms and supported by local counselors.

Youth are often at the center of conflicts but also represent a vital group for peacebuilding. NGOs working in the Democratic Republic of Congo (DRC) and Rwanda have developed youth peace clubs and inter-ethnic sports programs that bridge divides between refugee and local youth. Mercy Corps (2020) found that these programs reduced participation in violence and built trust through shared goals and dialogue. Peacebuilding education, embedded in formal and informal settings, promotes conflict resolution skills and challenges narratives of division.

In North America, refugee settlement occurs primarily in urban and semi-urban contexts rather than in enclosed camps, as seen in other parts of the world. Despite this difference, non-governmental organisations (NGOs) have played a vital role in mitigating conflicts between refugees and host communities, as well as managing tensions that arise within refugee populations. The strategies adopted are multifaceted, involving community integration programs, trauma-informed care, intercultural mediation, and policy advocacy.

A central strategy for conflict management employed by NGOs in Canada and the United States is community integration through intercultural mediation. Organizations such as the Canadian Centre for Victims of Torture (CCVT) and Immigrant Services Society of British Columbia (ISSofBC) have used trained cultural mediators to facilitate communication between refugees and local service providers. According to Hyndman, Payne and Jimenez (2017), intercultural mediation has reduced misunderstandings in housing, education, and healthcare settings. These mediators play a dual role of interpreter and cultural broker, allowing both refugees and host communities to navigate cultural differences that might otherwise escalate into disputes.

Given the high prevalence of trauma among forcibly displaced populations, NGOs in North America often use trauma-informed approaches to manage interpersonal conflict. The Refugee Trauma and Resilience Center in Boston, for example, provides psychological services integrated with conflict de-escalation training. Pipher (2002) and Nickerson et al. (2017) note that trauma can manifest in aggression or withdrawal, potentially causing tension in shared housing or educational environments. By addressing underlying psychological needs, trauma-informed practices reduce the likelihood of conflict and support long-term integration.

NGOs also organise platforms for dialogue and inclusive education to prevent and manage community tensions. In the United States, the International Rescue Committee (IRC) and Church World Service (CWS) run community engagement sessions that bring together refugees, faith groups, and local residents to discuss mutual concerns and foster empathy. Steimel (2010) found that public storytelling events and joint community service projects helped humanise refugees to the host community, reducing xenophobic attitudes and promoting social cohesion. These programs emphasise narrative sharing as a means of diffusing tensions and correcting stereotypes.

Youth engagement is another essential component of conflict management, particularly in urban areas where refugee youth may face identity struggles and systemic exclusion. In Canada, NGOs like COSTI Immigrant Services and YMCA have implemented mentorship programs and youth-led community projects that encourage constructive dialogue and leadership. Wilkinson, Bhattacharyya and Abdulrehman (2014) highlight how these initiatives reduce isolation, provide alternative avenues for expression, and prevent youth from being drawn into conflict. When refugee youth feel empowered, they are more likely to act as peace ambassadors within their families and communities.

In North America, NGOs often combine grassroots peacebuilding with top-down policy advocacy. Organisations like the Refugee Council USA and the Canadian Council for Refugees (CCR) lobby for equitable access to services, anti-discrimination policies, and faster asylum procedures structural factors that, when poorly managed, can generate frustration and social conflict. As noted by Bernstein and DuBois (2018), addressing systemic inequalities and institutional barriers helps create a more just environment, reducing the root causes of intergroup tension. Such advocacy work complements direct community interventions by ensuring that macro-level factors do not undermine local peacebuilding efforts.

Studies emphasize the critical role of mediation and dialogue facilitation in resolving conflicts within refugee settlements. According to Gritty and Jayaram (2020), NGOs often employ these strategies to mitigate tensions and promote peaceful coexistence among refugee communities (Gritty & Jayaram, 2020). Effective mediation requires cultural sensitivity and understanding of local dynamics to foster trust and cooperation among conflicting parties.

NGOs increasingly recognize the importance of community engagement and empowerment in conflict management. Smith (2019) discusses strategies that involve local communities in decision-making processes, thereby enhancing ownership and sustainability of conflict resolution efforts (Smith, 2019). Empowering refugees to participate actively in resolving disputes not only strengthens social cohesion but also builds resilience against future conflicts.

Inter-organizational conflicts among NGOs operating in refugee camps often hinder effective conflict management efforts. Nguyen and Svensson (2018) highlight the challenges of resource allocation and overlapping mandates, stressing the need for improved coordination mechanisms to streamline operations and enhance collective impact (Nguyen & Svensson,

2018). Collaborative initiatives that promote information sharing and joint planning can optimize scarce resources and minimize redundancies.

The effectiveness of conflict management strategies in refugee settlements depends significantly on context-specific considerations. Johnson (2020) compiles case studies and essays that illustrate diverse approaches used by NGOs across different regions. These studies underscore the adaptive nature of conflict resolution efforts, emphasizing tailored strategies that address unique socio-cultural, political, and economic factors influencing conflicts in specific refugee contexts (Johnson, 2020).

In the Middle East and North Africa region, ongoing conflicts and political instability exacerbate challenges faced by NGOs in managing refugee settlements. Khalifa (2019) highlights the role of NGOs in mediating inter-ethnic tensions and promoting dialogue among refugee communities in Lebanon and Jordan (Khalifa, 2019). Strategies include cultural sensitivity training and community-led conflict resolution initiatives aimed at fostering social cohesion amidst diverse refugee populations.

In Sub-Saharan Africa, NGOs grapple with conflicts stemming from ethnic rivalries, resource scarcity, and competition over humanitarian assistance. Owuor (2018) discusses the effectiveness of participatory approaches that empower local leaders and traditional institutions in conflict resolution among refugee communities in Uganda and Kenya (Owuor, 2018). These strategies emphasize community ownership and resilience-building through inclusive decision-making processes.

In Southeast Asia, NGOs face challenges in managing conflicts within refugee camps, particularly in contexts marked by restrictive government policies and limited access to resources. Pham (2020) examines the role of NGOs in facilitating communication channels between Rohingya refugees and host communities in Bangladesh and Malaysia (Pham, 2020). Strategies include advocacy for refugee rights and cultural integration programs to mitigate tensions and promote peaceful coexistence.

In Latin America, NGOs respond to conflicts arising from socioeconomic disparities and integration challenges faced by displaced populations. Gomez (2017) explores NGO initiatives in Colombia and Ecuador, focusing on trauma-informed care and psycho social support to address the mental health impacts of conflict among Venezuelan refugees (Gomez,

2017). Strategies prioritize holistic approaches that address both immediate needs and long-term resilience building.

In Kenya, NGOs face challenges in managing conflicts within refugee camps, particularly in areas like Kakuma and Dadaab hosting refugees from Somalia and South Sudan. Mwangi (2019) discusses the effectiveness of participatory approaches that involve refugee community leaders in decision-making processes and conflict resolution efforts. These strategies aim to enhance social cohesion and mitigate tensions arising from resource scarcity and inter-ethnic rivalries (Mwangi, 2019).

Ethiopia hosts a significant number of refugees from neighboring countries, including Eritrea and South Sudan. Tekle (2020) explores NGO strategies in Ethiopia, focusing on livelihood programs and economic empowerment initiatives as means to reduce conflict triggers and promote self-reliance among refugee populations. These strategies aim to address socio-economic disparities and enhance community resilience amidst protracted displacement (Tekle, 2020).

Johnson and Njoroge (2017) highlight the importance of adaptive strategies that respond to evolving socio-political dynamics and prioritize local ownership and sustainability in conflict resolution efforts (Johnson & Njoroge, 2017).

In conclusion, Studies across Asian refugee contexts suggest that NGO-led conflict management strategies are most effective when they are community-driven, culturally relevant, and inclusive of both refugee and host populations. The literature highlights that building local capacity for conflict resolution, fostering mutual benefit through shared services, and supporting trauma healing are key to preventing and mitigating conflict in refugee settings. Research on UK-based NGOs indicates that successful conflict management depends on a holistic approach combining mediation, dialogue, trauma-informed care, participation, and advocacy. While the UK context lacks traditional refugee camps, tensions often arise in shared urban housing and between groups with differing legal statuses (e.g., asylum seekers vs. resettled refugees), necessitating sensitive and inclusive approaches. The reviewed studies highlight that successful conflict management strategies in Sub-Saharan Africa rely on inclusivity, local ownership, cultural relevance, and integrated service delivery. The role of NGOs is not only to provide services but also to build social cohesion, promote trauma recovery, and empower communities to manage disputes themselves. Studies in North

America demonstrate that effective NGO-led conflict management depends on a combination of cultural sensitivity, psychological support, inclusive engagement, and systemic advocacy. Unlike camp-based contexts, conflicts in North America are often more subtle, rooted in integration challenges and discrimination rather than resource competition.

#### **2.4 Impact of NGO interventions on fostering dialogue, cooperation and sustainable peace between host communities and refugees**

NGOs use dialogue-based interventions as a primary strategy to promote mutual understanding between host populations and refugees. The Canadian Council for Refugees (CCR) and the International Institute of Buffalo (IIB) have implemented intercultural forums, storytelling events, and community discussions that encourage empathy and address prejudices. Steimel (2010) observed that these initiatives contribute to breaking down stereotypes and foster a narrative that frames refugees as contributors to society rather than burdens. By creating shared spaces for communication, NGOs reduce fear and misinformation, paving the way for social trust.

Wilkinson, Bhattacharyya and Abdulrehman (2014) found that these initiatives build interpersonal connections that transcend cultural divides, reinforcing a sense of shared community and reducing the likelihood of intergroup conflict. Such collaborations are particularly effective in addressing NIMBYism (Not In My Back Yard) sentiments that occasionally arise in refugee-hosting areas.

Peace education, particularly among young people, has proven effective in promoting long-term integration and mutual respect. NGOs like the YMCA Canada and RefugeeOne in Chicago run youth leadership programs, intercultural sports leagues, and school-based dialogue sessions that engage refugee and host youth together. According to Ellis and Abdi (2017), these interventions have lasting impacts on attitudes and behaviours, as they instill peacebuilding values early on. Youth involved in such programs often act as bridge-builders within their families and broader communities, promoting peace from the ground up.

Some NGO efforts target tensions that have already arisen or are likely to occur. For example, community conflict mediation programs by Immigrant and Refugee Community Organization (IRCO) in Portland and the Multicultural Association of Fredericton (MCAF) in Canada include training in non-violent communication, community dialogue facilitation, and

trauma-informed conflict resolution. Nickerson et al. (2017) stress that unresolved trauma among refugee populations can heighten interpersonal conflicts and misunderstandings. By integrating trauma support into conflict mediation, NGOs improve psychological well-being and enhance participants' ability to engage peacefully with others.

NGOs also influence sustainable peace by advocating for policies that promote equity and inclusion. The Refugee Council USA and the Canadian Council for Refugees (CCR) work with policymakers to improve access to services, combat discrimination, and support refugee self-reliance. Bernstein and DuBois (2018) highlight how such structural advocacy reduces institutional grievances that often underpin social tensions between host and refugee communities. These advocacy efforts complement grassroots interventions by addressing the systemic causes of exclusion and conflict. Over time, inclusive policies foster a social environment conducive to long-term peace.

NGOs often facilitate the establishment of community-based structures that include both refugees and host community members. These structures aim to mediate disputes and promote dialogue. For instance, in Uganda's Nakivale Refugee Settlement, NGOs have supported the formation of peace committees that address intergroup conflicts and facilitate communication between diverse ethnic groups (Bjørkhaug, 2020).

In many Sub-Saharan African contexts, traditional conflict resolution mechanisms play a vital role. NGOs have recognized the importance of integrating these practices into their programs. By collaborating with local elders and community leaders, NGOs ensure that conflict resolution strategies are culturally appropriate and more readily accepted by the communities involved (Journal of African Studies and Development, 2021).

Economic inequalities between different refugee groups and between refugees and host communities can lead to tensions. NGOs have implemented livelihood programs aimed at reducing these disparities. For example, initiatives that provide vocational training and income-generating activities help to alleviate competition over resources and promote economic self-reliance among refugees (Bjørkhaug, 2020). Recognizing the impact of trauma on refugees, NGOs have incorporated psychosocial support into their conflict management strategies. Providing mental health services helps individuals cope with past traumas, reducing the likelihood of conflicts arising from psychological distress (Conflict and Health, 2022).

Beyond community-level interventions, NGOs engage in policy advocacy to address structural factors contributing to conflict. By working with governments and international bodies, NGOs advocate for policies that promote equitable resource distribution and protect the rights of refugees and host communities alike (Fisk, 2019).

Cooperative activities and shared service delivery are widely adopted strategies for building social cohesion. In cities like Toronto, Calgary, and Minneapolis, NGOs such as Catholic Charities and COSTI Immigrant Services involve both refugee and host members in volunteering and neighbourhood improvement projects.

Grittner and Jones (2019) highlight the role of NGOs in facilitating structured dialogues and reconciliation processes between host communities and refugees in conflict-affected regions. Their study emphasizes the importance of inclusive and culturally sensitive approaches that build trust and understanding among diverse stakeholders (Grittner & Jones, 2019).

In promoting cooperation between host communities and refugees, Nguyen *et al.* (2021) discuss collaborative initiatives implemented by NGOs in refugee settlements. Their research emphasizes the significance of livelihood projects, educational programs, and community engagement activities that foster mutual support and integration, contributing to long-term stability (Nguyen *et al.*, 2021).

Smith and Brown (2020) explore strategies employed by NGOs to build sustainable peace in refugee-hosting areas. Their review emphasizes the transformative impact of peacebuilding workshops, conflict resolution trainings, and advocacy campaigns that address underlying socioeconomic disparities and promote inclusive governance structures (Smith & Brown, 2020).

In Sub-Saharan Africa, Kumalo (2020) discusses the role of NGOs in promoting social cohesion and conflict resolution among refugee and host communities in South Africa and Uganda. The thesis highlights initiatives that enhance economic opportunities, educational access, and intercultural understanding to mitigate tensions and foster sustainable integration (Kumalo, 2020).

Nguyen *et al.* (2019) examine NGO interventions in fostering cooperation and dialogue between Rohingya refugees and host communities in Bangladesh and Malaysia. Their

research emphasizes the significance of humanitarian assistance programs and advocacy efforts that address socio-political challenges and promote inclusive policies for refugee integration (Nguyen et al., 2019).

In Latin America, Gomez (2017) investigates NGO initiatives in promoting dialogue and cooperation between Venezuelan refugees and host communities in Colombia and Ecuador. The dissertation highlights psycho social support programs and legal assistance initiatives that contribute to building resilience and enhancing social cohesion amidst displacement (Gomez, 2017). NGOs facilitate structured dialogues and community meetings that provide platforms for refugees and host communities to address concerns, share perspectives, and build trust (Owuor, 2018).

In the United Kingdom, non-governmental organisations (NGOs) play a pivotal role in managing conflicts that arise within refugee settlements and between refugees and host communities. Their strategies encompass community engagement, integration programs, and policy advocacy, aiming to foster peaceful coexistence and address the multifaceted challenges faced by refugees.

NGOs have implemented various programs to facilitate the integration of refugees into local communities, thereby mitigating potential conflicts. The Gateway Protection Programme, for instance, involved NGOs such as the British Red Cross and Refugee Action in providing support to resettled refugees, including housing assistance, language classes, and cultural orientation (Refugee Council, 2004). These initiatives aimed to ease the transition for refugees and promote harmonious relationships with host communities.

To address interpersonal and communal conflicts, NGOs have established mediation services that involve both refugees and local residents. These services focus on resolving disputes through dialogue and understanding, often incorporating culturally sensitive approaches. For example, community-based workshops facilitated by NGOs have been instrumental in addressing misunderstandings and fostering mutual respect among diverse groups (Forced Migration Review, 2010).

Beyond direct community engagement, NGOs in the UK actively participate in policy advocacy to address systemic issues contributing to conflict. By lobbying for equitable resource distribution and inclusive policies, NGOs aim to create an environment that supports

the rights and needs of refugees. The Refugee Council, for instance, has been involved in campaigns advocating for fair asylum processes and access to essential services for refugees (Refugee Council, 2004).

## **2.5 Evidence-based improvements and best practices for NGO interventions in conflict management between host communities and refugees.**

Effective conflict management begins with a comprehensive understanding of the underlying dynamics. Host communities often perceive refugees as economic competitors straining local resources, leading to resentment and potential conflict (Smith, 2018). Conversely, refugees may feel marginalized or discriminated against, exacerbating tensions (Jones & Brown, 2019). NGOs must navigate these complex perceptions to develop targeted interventions that address root causes.

Central to successful conflict management is the establishment of trust and effective communication channels between host communities and refugees. Research underscores the importance of community dialogue and participatory approaches that empower both groups to voice concerns and contribute to solutions collaboratively (Garcia & Perez, 2020). NGOs act as facilitators in these processes, fostering mutual understanding and empathy.

Socioeconomic integration initiatives are crucial in easing tensions and promoting peaceful coexistence. Employment programs, vocational training, and economic development projects that benefit both host communities and refugees can alleviate perceived inequalities and foster a sense of shared prosperity (Adams *et al.*, 2021). Such interventions reduce competition over limited resources and enhance community resilience.

Effective conflict management also hinges on clear legal frameworks and policies that protect the rights of refugees while addressing host community concerns. NGOs advocate for inclusive policies that promote social cohesion and provide legal assistance to navigate complex legal landscapes (UNHCR, 2022). Aligning national and international legal frameworks with humanitarian principles ensures sustainable conflict resolution.

Continuous monitoring and evaluation are critical to assessing the impact of NGO interventions on conflict dynamics. Rigorous data collection enables NGOs to adapt strategies in real-time, ensuring interventions remain responsive and effective (ICRC, 2019).

Evidence-based approaches strengthen the credibility of NGO initiatives and inform best practices in conflict management.

Effective NGO interventions recognize the importance of cultural sensitivity and contextual adaptation in conflict management. Research emphasizes the need for programs that respect local traditions and norms while promoting inclusive practices that accommodate diverse identities (Smith & Nguyen, 2020). By integrating cultural awareness into their strategies, NGOs can build trust and facilitate dialogue among communities.

Regional-level interventions benefit from collaborative governance structures that involve multiple stakeholders, including governments, NGOs, and community leaders. Partnerships foster coordinated responses and ensure interventions are tailored to regional dynamics (UNDP, 2021). Joint initiatives enhance accountability and resource mobilization, crucial for sustainable conflict resolution.

Educational initiatives and awareness campaigns play a pivotal role in conflict prevention and resolution. NGOs engage with host communities and refugees through targeted educational programs that promote tolerance, human rights awareness, and conflict resolution skills (Save the Children, 2019). Empowering communities with knowledge fosters mutual understanding and reduces prejudice.

Economic development programs are essential for reducing tensions arising from competition over limited resources. NGOs facilitate livelihood support through vocational training, microfinance initiatives, and small business development that benefits both refugees and host communities (International Rescue Committee, 2020). Sustainable economic opportunities promote integration and resilience.

Advocating for regional policies that support refugee rights and address host community concerns is crucial for effective conflict management. NGOs influence regional policy frameworks to promote inclusive governance, social cohesion, and legal protections for refugees (European Council on Refugees and Exiles, 2022). Policy advocacy ensures long-term stability and supports sustainable solutions.

Effective NGO interventions begin with a deep contextual understanding and rigorous conflict analysis. Research highlights the importance of situational assessments that consider

historical grievances, ethnic dynamics, and resource competition (Johnson & Smith, 2020). NGOs leverage this knowledge to design targeted interventions that address root causes of tension and promote sustainable peace.

Community-based approaches are central to successful conflict management in East Africa. NGOs engage with local leaders, elders, and grassroots organizations to facilitate dialogue, reconciliation processes, and peace building initiatives (Odhiambo & Kamau, 2018). These efforts foster trust, empower communities, and promote inclusive decision-making.

Promoting economic integration and livelihood support is crucial for reducing conflict between host communities and refugees. NGOs implement programs that enhance vocational skills, support small-scale entrepreneurship, and improve access to markets and financial services (UNHCR, 2021). Sustainable economic opportunities alleviate dependency on humanitarian aid and mitigate tensions over resources.

Legal assistance and advocacy are essential components of NGO interventions in East Africa. NGOs provide legal aid to refugees, advocate for their rights, and support host governments in developing inclusive policies that uphold international standards (African Union, 2019). Strengthening legal frameworks promotes stability and ensures protection for vulnerable populations.

Given the transnational nature of refugee flows in East Africa, cross-border cooperation and regional initiatives are critical. NGOs collaborate with regional organizations, governments, and international partners to harmonize policies, enhance border management, and address regional security challenges (EAC, 2020). Such initiatives promote coordinated responses and regional stability.

## **2.6 Gaps in the Literature**

Although existing studies have documented the drivers of conflict between refugees and host communities and examined general NGO interventions in refugee settlements, there is limited empirical evidence on how effective these interventions are in addressing the root causes of conflict in specific contexts such as Zone Two of Bidibidi Refugee Settlement. Most research emphasizes the nature of conflicts or broad NGO roles, but few studies critically assess the extent to which NGO strategies actually contribute to sustainable conflict management at the community level. This study therefore fills this gap by examining the effectiveness of NGO

interventions in managing conflicts between host communities and refugees in Zone Two of Bidibidi Refugee Settlement.

The literature reviewed in this chapter reveals that while NGOs are widely recognized as important actors in conflict management within refugee-host settings, few studies critically assess the extent of their effectiveness in addressing underlying structural drivers of conflict such as land scarcity and governance weaknesses. To address this gap, the following chapter discusses the methodological approach adopted in this study, outlining how data were collected and analyzed to examine the effectiveness of NGO interventions in Zone Two of Bidibidi Refugee Settlement

## CHAPTER THREE

### RESEARCH MEHODOLOGY

#### 3.1 Introduction

This section describes the methodology of the study. These are methods that the study used to achieve the objectives of the study. The section comprises of study area, research design, sample size and sampling technique, data collection methods, ethical consideration and data analysis.

#### 3.2 Research Design

This study employed a single, intrinsic case study design to investigate the effectiveness of NGO interventions in managing conflict between host communities and refugees in Zone Two, Bidibidi Refugee Settlement, Yumbe, Uganda. The case study approach allowed for an in-depth exploration of the specific context, dynamics, and outcomes of NGO interventions in a real-world setting (Yin, 2018).

The intrinsic case study design was chosen because the research focuses on a unique, bounded system Zone Two where conflict between host and refugee communities presents particular challenges and opportunities for intervention. This design enabled the researcher to capture the complexity, local, and intergroup dynamics that broader designs might overlook.

Implementation of the case study involved purposive selection of participants, including both refugee and host community members, local leaders, and NGO staff. Data collection methods such as Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and observation were employed to gather comprehensive qualitative insights. This design aligns closely with the study objectives.

The study employed a qualitative research approach to explore the effectiveness of NGO interventions in managing conflicts between host communities and refugees. This approach was selected because it allows for an in-depth understanding of social interactions, perceptions, and experiences that cannot be captured quantitatively (Creswell & Poth, 2018).

### **3.3 Description of the Study Area**

Zone Two, Bidibidi Refugee Settlement, is located in Yumbe district, Uganda, approximately 15 kilometers East of Yumbe town/district. Established in 2016, Bidibidi is one of the largest refugee settlements in the world, hosting primarily South Sudanese refugees fleeing conflict and instability in their home country (UNHCR, 2022).

Zone Two within Bidibidi accommodates a significant portion of the settlement's population. Bidibidi is one of the largest refugee settlements in the country, accommodating over 270,000 refugees primarily from South Sudan (UNHCR, 2020).

The population of Bidibidi Refugee Settlement, including Zone Two, is predominantly composed of ethnic groups from South Sudan, such as the Kakwa, Pojulu, Bari, Dinka, Nuer, and Shilluk among others (UNHCR, 2022). These ethnic groups bring diverse cultural traditions and languages to the settlement, contributing to its cultural richness and complexity.

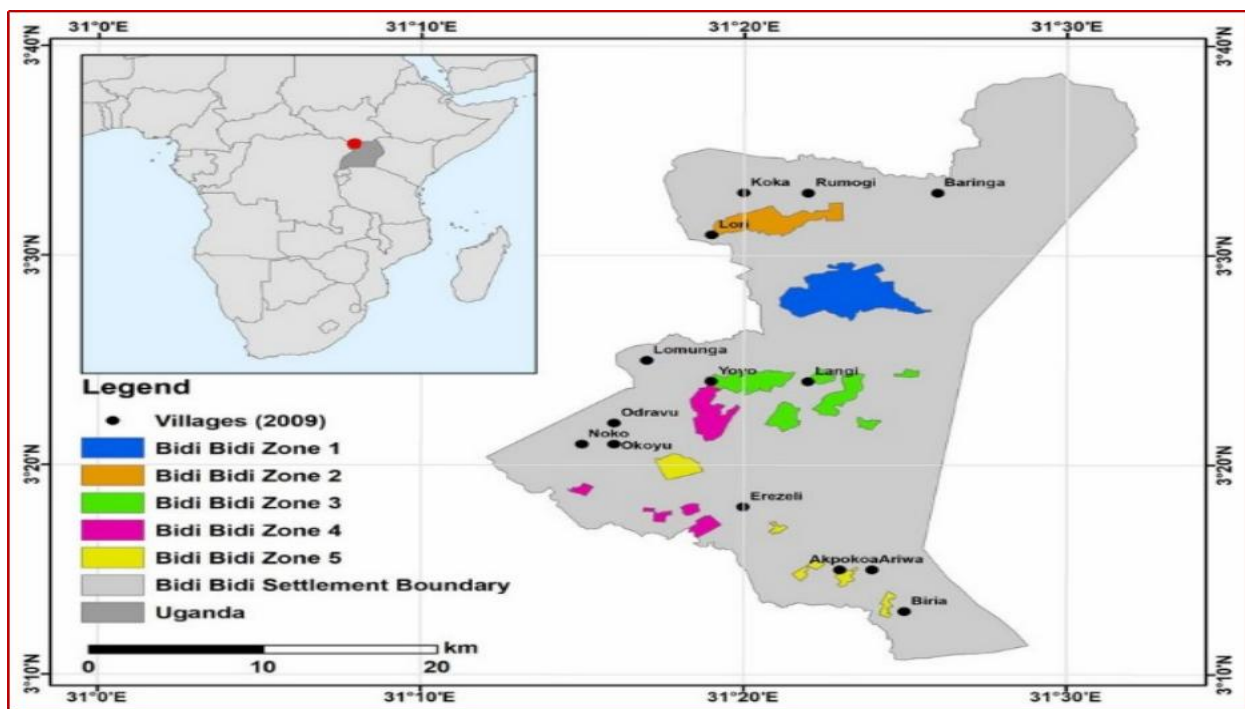
Economic activities in Zone Two of Bidibidi Refugee Settlement are primarily centered around agriculture, small-scale trade, and informal services (UNHCR, 2022). Refugees engage in subsistence farming, growing crops such as maize, beans, and vegetables to sustain their households. Additionally, there are small shops and markets where refugees sell goods and services within the settlement.

Several non-governmental organizations (NGOs) are actively involved in providing humanitarian assistance and development support to refugees residing in Zone Two of Bidibidi Refugee Settlement in Yumbe District, Uganda. These NGOs play a crucial role in addressing various needs and promoting the well-being of the refugee population.

Some of the prominent NGOs operating in the area include: International Rescue Committee (IRC) - IRC provides essential services such as health care, education, economic support, and protection services to refugees in Bidibidi Settlement, including Zone Two (IRC, 2020). Save the Children - Save the Children focuses on child protection, education, health, and nutrition programs within the settlement, aiming to improve the lives of children and their families (Save the Children, 2021).

Oxfam - Oxfam is involved in water, sanitation, and hygiene (WASH) initiatives, as well as livelihood support programs that empower refugees to build sustainable futures (Oxfam,

2021). CARE International - CARE International implements projects in food security, livelihoods, and gender-based violence prevention to support the resilience of refugees in Zone Two (CARE, 2020). World Food Programme (WFP)- WFP provides food assistance and nutrition support to vulnerable refugees in Bidibidi Settlement, ensuring their basic needs are met (WFP, 2021). Danish Refugee Council (DRC) - DRC offers protection services, legal assistance, and community-based initiatives to promote social cohesion and support refugees in Bidibidi Settlement (DRC, 2021).



**Figure 1: Showing a map of Zone 2, Bidibidi Refugee Settlement, Uganda (Gyawali et al., 2023).**

### 3.4 Research Approach

A qualitative research approach was used to capture rich data regarding stakeholders' perceptions, experiences, and insights related to conflict management interventions by NGOs in the settlement. This method allowed me to delve deeply into stakeholders' lived experiences and understand the complexities of their interactions with conflict management interventions.

### 3.5 Population of the Study

The population of the study included both host community members and refugees residing in Zone Two of Bidibidi Refugee Settlement and NGOs operating within the refugee settlement.

Including both host community members and refugees residing in Zone Two of Bidibidi Refugee Settlement, along with NGOs operating within the settlement, broadens the scope of my study and allows for a comprehensive exploration of stakeholders' perspectives on conflict management interventions.

### **3.6 Sample Size Determination**

The study was purely qualitative in nature. In qualitative research, sample size is not determined by statistical formulas but rather by data saturation, when no new themes emerge (Guest, Namey & Mitchell, 2016).

The sample size was determined based on the concept of theoretical saturation, which is a crucial element in qualitative research. participants were purposively selected based on their relevance to the study (e.g., involvement in or experience with conflict management interventions).

Data collection continued until saturation was reached at 54<sup>th</sup> participants, ensuring a comprehensive exploration of stakeholders' perspectives. Theoretical saturation occurs when data collection continues until no new themes or insights emerge from the interviews and observations (Guest et al., 2006). Hence, during interviews, the study collected data from 04 NGOs staff, 02 refugee leaders, 02 host community leaders, 19 refugee members and 27 host community members.

Since the study was qualitative, the principle of data saturation was applied at a point where no new information emerges from the participants. Initial interviews informed the data collection process, and the researcher monitored the emergence of new themes throughout. If new insights continue to arise, additional interviews were conducted. The process was systematically documented, allowing for clear identification of when saturation was reached.

### **3.7 Sampling Technique**

Purposive sampling was employed to select participants with direct experience or knowledge of NGO interventions and conflict management in Zone Two. The key stakeholders included;

**NGO Staff Members:** These were individuals directly involved in designing and implementing conflict management interventions. This included program managers, field workers, and coordinators who had hands-on experience.

**Community Leaders:** These were local leaders who played a vital role in mediating conflicts and liaising between NGOs and the community. These included village chiefs, local government representatives, and influential figures within the community.

**Refugees:** These were beneficiaries of NGO interventions who could provide firsthand accounts of their experiences and perceptions of the support received. This helped capture the impact of interventions from the refugee perspective.

**Host Community Members:** These were individuals from the local population who were affected by the conflict and NGO activities. Their insights were crucial for understanding the broader social dynamics and the effects of interventions on community relations.

### **3.8 Quality Assurance**

To ensure the quality of data, triangulation of data sources (interviews, observations) was used to enhance credibility. Data from interviews was cross-verified with findings from observations. For instance, if an NGO staff member mentions specific challenges in their interviews, I sought to observe those challenges in action during program activities. This cross-referencing helped confirm the consistency of information across different sources. After data collection, I analyzed the information from both interviews and observations collectively. By comparing themes and insights from each source, I could identify areas of convergence and divergence, enhancing the overall strength of the conclusions drawn.

### **3.9 Data Collection Methods and Tools**

Data was collected using semi-structured interviews, participant observation, focus group discussions (FGDs), and key informant interviews (KIIs) to ensure a comprehensive understanding of the effectiveness of NGO interventions in managing conflicts between host communities and refugees in Zone Two, Bidibidi Refugee Settlement.

**Semi-Structured Interviews:** These interviews allowed the researcher to gather in-depth, qualitative data directly from key informants such as NGO staff, community leaders, refugees, and host community members. Semi-structured interviews provided a balance between having a predefined set of questions and allowing for open-ended exploration of participants' perspectives and experiences (DiCicco-Bloom & Crabtree, 2006).

**Participant Observation:** Observing NGO activities and community interactions provided firsthand insight into how interventions are implemented, perceived, and experienced in the settlement. The researcher ensured that participant observation was conducted ethically, respecting privacy and consent, while maintaining objectivity in documenting interactions.

**Focus Group Discussions (FGDs):** FGDs were conducted with groups of host and refugee community members to capture collective perceptions, shared experiences, and community dynamics. This method was particularly useful for understanding group-level attitudes, identifying sources of tension, and exploring community-generated solutions to conflicts (Krueger & Casey, 2015).

**Key Informant Interviews (KIIs):** KIIs targeted individuals with specialized knowledge or leadership roles, including NGO staff, local authorities, and community leaders. These interviews provided expert insights into program implementation, challenges, and perceived effectiveness of conflict management strategies, complementing the perspectives gathered through FGDs and semi-structured interviews (Kumar, 2019).

### **3.10 Validity and Reliability of Data Collection Tools**

To ensure validity and reliability for this study, several key strategies were employed. Validity was enhanced through the use of well-established interview guides and observation protocols, ensuring that the data collected was relevant, comprehensive, and aligned with the study objectives. Member checking was conducted to verify interpretations with participants, allowing clarification and validation of findings.

Reliability was supported by the consistent application of data collection methods across all interviews, focus group discussions, key informant interviews, and participant observations, minimizing variability. Detailed documentation of data collection procedures, decisions, and contextual notes was maintained to ensure transparency and reproducibility.

In addition, the study applied Lincoln and Guba's (1985) criteria for trustworthiness in qualitative research:

- **Credibility:** achieved through prolonged engagement in the field, triangulation of data sources (interviews, FGDs, participant observation, and document review), and peer debriefing.

- **Transferability:** ensured by providing rich descriptions of the study context, participants, and NGO interventions.
- **Dependability:** enhanced via an audit trail documenting all research processes, methodological decisions, and data management practices.
- **Confirmability:** ensured through reflective journaling and cross-checking of findings to reduce researcher bias.

Accountability measures included obtaining ethical approvals, securing informed consent, and adhering strictly to confidentiality protocols.

### 3.11 Data Analysis Technique

Thematic analysis was used to identify patterns and themes from qualitative data, ensuring systematic and rigorous interpretation of findings (Braun & Clarke, 2006). Thematic analysis, as described by Braun and Clarke (2006), is a widely used method for identifying, analysing, and reporting patterns (themes) within qualitative data.

I organised qualitative data collected from semi-structured interviews and participant observation. This included transcripts of interviews, field notes from observations, and any relevant documents. I read through transcripts and notes multiple times to familiarize myself with the content and gained a holistic understanding of the data set.

Coding of data was done by identifying meaningful units of information (codes) that related to the research questions and objectives. I reviewed the coded data and group related codes into potential themes. I refined and named the themes to accurately reflect the essence of the data they capture.

I ensured that each theme was supported by ample evidence from the data, with quotations or examples to illustrate key points. I wrote a narrative that synthesizes the identified themes and their implications. Each theme was described in detail, providing interpretations and insights based on the data. I also considered how the themes align with existing literature or theories relevant to the study.

### **3.12 Ethical Considerations**

The topic was formulated and submitted for approval during a physical research concept differentiation exercise at Uganda Martyrs University where the researcher was assigned a research supervisor and this was followed by a research proposal process.

This topic was formulated considering the fact that a number of partner interventions have been done in Bidibidi refugee settlement in zone 2 to address conflicts but still the conflicts have persisted. Ethical considerations are paramount in any research involving human participants, particularly in sensitive contexts such as NGO interventions and conflict management in refugee settlements like Zone Two of Bidibidi refugee settlement.

The researcher ensured that all participants were fully informed about the purpose, procedures, risks, and benefits of the study before they agreed to participate. The researcher obtained written or verbal informed consent from participants, depending on cultural norms and preferences, and kept records of consent.

The researcher ensured that participants' identities were kept confidential in data analysis and reporting. I used pseudo names or codes instead of real names when quoting or referencing participants. Identifiable information was not disclosed in any publications, presentations, or reports unless explicit consent has been obtained.

The researcher also conducted interviews and observations in a manner that respected participants' dignity and autonomy, taking into account their experiences and backgrounds. I assessed potential risks associated with participation in the study, such as emotional discomfort or breaches of confidentiality, and took steps to minimize these risks.

The researcher sought ethical approval from relevant institutional review boards (IRBs) or ethics committees before commencing the study, because this study involved vulnerable populations. I adhered to ethical guidelines and regulations set forth by the institution and professional associations (e.g., American Psychological Association's Ethical Principles of Psychologists and Code of Conduct).

### **3.13 Limitations of the Study**

Limitations included: potential bias in participant responses, challenges in accessing sensitive information and limitations in generalizability due to the specific context of Bidibidi Refugee Settlement.

The researcher addressed potential response bias through data triangulation. This helped triangulate data and provided a more balanced understanding. Additionally, the researcher ensured anonymity to encourage honest responses and used trained facilitators to minimize social desirability bias during interviews.

Regarding access to sensitive information, the researcher established trust with participants by engaging with community leaders and organizations already working in Bidibidi. This relationship-building facilitated open communication. Researcher also ensured that participants understand the confidentiality of their responses and the purpose of the study, which might help them feel more comfortable sharing sensitive information.

Regarding challenges in limitation in generalization, the researcher aimed to identify broader themes and insights that might be applicable to similar settings. By clearly documenting the local context and conducting comparative analyses with other refugee settlements, the researcher provided valuable insights that contributed to a wider understanding of the issues at hand.

This chapter has described the research design, study population, sampling techniques, data collection methods, and analytical procedures used in the study. With this methodological foundation established, the next chapter presents the findings of the study, organized thematically around the key areas of NGO interventions, community perceptions, and the challenges that influence their effectiveness in managing conflicts between host communities and refugees.

## CHAPTER FOUR

### DATA PRESENTATION AND DISCUSSION

#### 4.1 Introduction

This chapter presents the findings of the study. The chapter captures the background characteristics of the participants, factors contributing to conflicts between host communities and refugees, the specific conflict management strategies employed by NGOs in Zone Two of Bidibidi refugee settlement and the impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees in Zone Two of Bidibidi settlement,

#### 4.2 Background Characteristics of Participants

**Table 1: Focus Group Discussion Participants – Host Community**

The focus group discussion with host community members in Zone Two, Bidibidi Refugee Settlement, Yumbe District, involved a total of twenty-seven (27) participants. The group was composed of both male and female members, representing a diverse range of ages and roles within the community as described in (table 1) below;

<b>Participant</b>	<b>Sex</b>	<b>Age</b>	<b>Role</b>
1	Female	30	Community Member
2	Female	33	Community Member
3	Female	37	Community Member
4	Female	27	Community Member
5	Female	31	Community Member
6	Female	75	Community Member
7	Female	65	Community Member
8	Female	59	Community Member
9	Female	28	Community Member
10	Male	34	Community Member
11	Female	32	Community Member
12	Male	51	Secretary
13	Male	52	Security
14	Male	48	Mobiliser
15	Female	24	Community Member
16	Female	35	Community Member
17	Female	24	Community Member
18	Female	28	Community Member
19	Female	45	Community Member
20	Female	30	Community Member
21	Female	71	Community Member

22	Female	40	Community Member
23	Female	65	Community Member
24	Female	24	Community Member
25	Female	75	Community Member
26	Female	78	Community Member
27	Female	67	Community Member

The majority of participants were female, comprising 23 out of the 27 participants (approximately 85%). Only 4 participants were male, representing about 15% of the total group. This skewed gender composition reflects the active participation and involvement of women in community dialogues and engagements, particularly in matters affecting community welfare and conflict resolution.

Participants' ages ranged from 24 to 78 years, demonstrating a wide generational representation. The youngest participants were 24 years old, while the oldest was 78. This age diversity enriched the discussion, as it allowed for the inclusion of both youthful and elderly perspectives on community-refugee relations and conflict management.

While most participants (24 out of 27) identified themselves as ordinary community members, three participants held specific community leadership or support roles. Secretary (Male, aged 51): Involved in record-keeping or administrative roles within the community structure. Security (Male, aged 52): Possibly part of community watch systems responsible for maintaining safety and order. And Mobiliser (Male, aged 48): Engaged in community sensitization and coordination of local initiatives, especially in mobilizing community participation in NGO programs.

The presence of these individuals with formal roles added depth to the discussion, particularly on the effectiveness of NGO interventions from a leadership and implementation standpoint.

**Table 2: Focus Group Discussion Participants – Refugees**

The focus group discussion (FGD) with refugee community members in Zone Two, Bidibidi Refugee Settlement included a total of nineteen (19) participants. These individuals were drawn from various segments of the refugee population, encompassing both genders, different age groups, and various roles within the refugee governance and social structures as described in the (table) below;

<b>Participant</b>	<b>Sex</b>	<b>Age</b>	<b>Role</b>
1	Male	43	RWC 3 C/P
2	Female	26	Member
3	Male	36	General Sec.
4	Male	37	RWC1 C/P
5	Male	31	Member
6	Male	26	Member
7	Male	28	RWC1 C/P
8	Male	29	RWC1 C/P
9	Male	38	Member
10	Male	28	RWC1 C/P
11	Female	32	Finance
12	Male	33	RWC 1 C/P
13	Male	31	Youth Rep.
14	Male	23	Youth Sec.
15	Female	42	RWC1 C/P
16	Female	50	Elderly
17	Male	32	Member
18	Male	30	
19	Male	28	RWC1 V.8

The group was predominantly male, with 15 out of the 19 participants (approximately 79%) being male and only 4 (approximately 21%) being female. This gender distribution reflects the active role that men often play in refugee leadership structures, particularly within the Refugee Welfare Councils (RWCs), though the inclusion of women shows some degree of gender representation in community engagement processes.

Participants' ages ranged from 23 to 50 years, with a concentration of participants in their late 20s to mid-30s. Youth and Young Adults (ages 23–35): This age group made up a significant portion of the discussion and included members involved in youth leadership roles such as *Youth Representative* (age 31) and *Youth Secretary* (age 23). Middle-aged adults (ages 36–43): This group mainly consisted of members holding senior leadership positions such as chairpersons and secretaries of the RWCs. Elderly participant (age 50): Represented by one female participant serving in the role of Elderly Representative, her presence brought an important perspective of senior citizens' experiences in conflict management.

Participants held a variety of formal and informal roles, with many actively involved in refugee leadership structures and committees. At least 8 participants were identified as *RWC1 or RWC3 Chairpersons (C/P)* or in related positions (e.g., RWC1 V.8). These individuals played central roles in refugee community governance, dispute resolution, and liaising with NGOs and the Office of the Prime Minister (OPM).

Several participants (both male and female) were identified as ordinary members without formal leadership positions, contributing grassroots insights into NGO interventions and community experiences. One participant (Male, age 30) had no specific role, which may indicate limited formal involvement but still provided a valuable community voice during the discussion.

### **Table 3: Key Informant Participants**

The study engaged eight (8) key informants to provide expert insights into the effectiveness of NGO interventions in managing conflict between host communities and refugees in Zone Two, Bidibidi Refugee Settlement.

These individuals were purposively selected based on their roles, expertise, and close engagement with refugee and host community affairs. The group consisted of both male and female participants, representing a mix of NGO personnel, refugee leaders, and local host community leaders.

<b>Key Informant</b>	<b>Sex</b>	<b>Role</b>
KI1	Male	RWC3, Refugee leader
KI2	Female	NGO (CARE) representative
KI3	Male	NGO (CARITAS) representative
KI4	Male	LC III Chairman – host
KI5	Female	RWC3 chairperson-refugee
KI6	Male	NGO (HEKS/EPER) representative
KI7	Male	NGO (IRC) representative
KI8	Male	Local leader – host

Out of the eight key informants, six were male and two were female. This composition reflects a gender imbalance typical of leadership and institutional structures in humanitarian

and local governance contexts, but the inclusion of female voices remains crucial for integrating gendered perspectives in conflict management.

Two individuals (one male and one female) served as Refugee Welfare Council 3 (RW3) leaders. These were high-ranking refugee representatives who oversee leadership and coordination in refugee zones. Their involvement was essential for understanding refugee perspectives on NGO activities, inter-community relations, and conflict resolution processes from a grassroots leadership standpoint.

Four key informants were drawn from NGOs actively implementing programs in the settlement. These included CARE (Female), CARITAS (Male), and HEKS/EPER (Male) and IRC (Male). These organizations are known for their work in peace-building, protection, livelihoods, and community engagement. Their representatives provided valuable insights into the strategies, challenges, and impact of NGO interventions aimed at fostering harmony between the host and refugee populations.

Two male local leaders from the host community participated in the interviews. Their perspectives were vital in understanding how host communities experience and perceive NGO interventions, including their inclusiveness, fairness, and impact on local livelihoods and intergroup relations.

These key informants offered diverse and complementary viewpoints, enabling a multi-dimensional understanding of the effectiveness of NGO-led conflict management initiatives in Bidibidi Refugee Settlement. Their insights were instrumental in assessing both the successes and the gaps in current approaches to peace-building and community integration.

#### **4.3 Factors contributing to conflicts between host communities and refugees**

A thorough analysis of the data yielded the following thematic categories: economic Interdependence, social and cultural exchange, peace-building and conflict resolution efforts, land conflicts, competition for natural resources, economic and livelihood conflicts, cultural and social tension, perceived Inequality in aid distribution, discrimination and stereotyping, security and Law enforcement challenges, and strategies for conflict resolutions.

## **Relationship between Host Communities and Refugees**

Participants reported that over time, relationships have evolved, influenced by economic interactions, social ties, and shared experiences. From the refugee perspective, the relationship with host communities was shaped by both positive and negative experiences. While some refugees appreciated the hospitality and support they receive, while others felt discriminated against.

### **Economic Interdependence**

Economic interdependence emerged as a significant theme characterizing the relationship between refugees and host communities in Bidibidi Refugee Settlement, Zone Two. Both groups have developed mutually beneficial economic relationships, driven largely by necessity and proximity. Refugees, often relied on humanitarian aid as a temporary safety net, have increasingly turned to small-scale entrepreneurial activities to sustain their livelihoods. Many engaged in petty trade, including selling foodstuffs, clothing, second-hand goods, charcoal, and other basic commodities. These businesses served both refugee and host populations, creating informal market systems where goods and services are exchanged across community lines.

On the other hand, members of the host community also relied on refugees as a source of affordable labor. Refugees were frequently hired to work in agricultural fields, do construction, or assist with domestic chores. In some cases, the economic relationship was reciprocal, with refugees employing members of the host community in their own enterprises. This fluid exchange of labor and services not only fosters economic survival but also cultivates a level of interdependence and trust that can help mitigate tensions.

Daily market interactions further reinforced this symbiotic relationship. Refugees and host community members often shared the same market spaces, trade centers, and transport routes, which leads to routine social and economic engagement. Through these consistent interactions, a practical understanding has developed. Both communities recognized that their economic wellbeing was intricately linked. Goods produced or sourced by one group were frequently consumed by the other, forming a cycle of mutual reliance that supports livelihoods on both sides.

As highlighted during a focus group discussion with market vendors from the host community, one participant noted:

*“We buy things from them, and they also buy from us. Some of them even work in our gardens. So, despite our differences, we need each other.”* (FGD, Market Vendor, Host Community).

Similarly, a female refugee trader shared her perspective:

*“Some people from the host community are good to us. They come to our shops, and we also buy from them. We need each other to survive.”* (Female Refugee, Trader).

These opinions reflect a growing recognition of shared economic interests. Despite underlying social and cultural differences, economic necessity acts as a unifying force. The interdependence that arises from trade, employment, and service exchange not only contributes to local economic resilience but also provides a foundation for peaceful coexistence. Over time, such relationships can play a crucial role in fostering social cohesion and reducing potential sources of conflict between the two communities.

### **Social and Cultural Exchange**

Social and cultural exchange between refugees and host communities in Bidibidi Refugee Settlement, Zone Two, has played a crucial role in shaping intergroup relationships, fostering coexistence, and breaking down stereotypes. Over time, interactions have evolved beyond mere coexistence to include deep interpersonal connections, such as intermarriages, shared religious practices, and common educational experiences, which have contributed to the gradual formation of a more cohesive community.

One of the most profound indicators of social integration is intermarriage between refugees and host community members. These unions not only bind families from different backgrounds but also symbolize acceptance and mutual respect. Such marriages often serve as bridges, encouraging dialogue and interaction between extended families and communities, thereby helping to dismantle prejudices and cultural barriers. As an elderly woman from the host community shared during a focus group discussion:

*“My daughter is married to a refugee. At first, we were worried, but now we see that they are just like us. They have also suffered, so we should learn to live together.”* (FGD, Elderly Woman, Host Community).

At the same time, the integration process was not without challenges. Cultural differences including language, food preferences, norms around marriage, child-rearing, and gender roles have at times resulted in misunderstandings and social tension. These differences can lead to stereotyping, mistrust, or even conflict, especially when communication is limited or when cultural practices are misinterpreted. However, many community and religious leaders have recognized the importance of bridging these gaps and have actively worked to foster mutual understanding. In some areas, faith leaders from both Muslim and Christian communities whether refugee or host collaborate on initiatives aimed at promoting peace, tolerance, and unity. Joint prayers, interfaith dialogues, and community meetings have become avenues for healing, reconciliation, and collective problem-solving.

Children and youth have emerged as powerful agents of social integration. Refugee and host community children often attend the same schools, play on the same sports teams, and participate in extracurricular clubs. These shared spaces have provided fertile ground for the development of friendships and a sense of unity among the younger generation. Through daily classroom interactions, children learn to appreciate cultural diversity, reduce stigmatization, and build empathy across community lines. A refugee student highlighted this in a key informant interview:

*“I have a friend from the host community. We go to school together, and we help each other with studies. He doesn’t see me as a refugee, just as a friend.”* (Refugee Student).

These narratives revealed a growing sense of shared identity and community, especially among the youth. As they learn and grow together, they serve as a model for adults, demonstrating that peaceful coexistence is not only possible but also mutually enriching. While social and cultural integration remains a gradual process with ongoing challenges, these examples underscore its transformative potential in building inclusive and resilient communities.

### **Peace building and Conflict Resolution Efforts**

In response to tensions and occasional disputes between refugees and host communities in Bidibidi Refugee Settlement, Zone Two, various peacebuilding and conflict resolution

initiatives have been implemented by government agencies, NGOs, community-based organizations, and local leaders. These efforts aim to foster mutual understanding, reduce suspicion, and promote social cohesion by creating platforms for dialogue and shared experiences.

One of the key strategies has involved the facilitation of structured community dialogues. Organizations such as UNHCR, OPM, and implementing partners have organized regular meetings and community barazas that bring together leaders and representatives from both refugee and host populations. These dialogues serve as safe spaces to express grievances, clarify misunderstandings, and identify practical solutions to shared challenges, such as disputes over land use, water access, or business competition. Through these engagements, both communities have come to appreciate their interdependence and shared vulnerabilities, laying the foundation for more constructive coexistence.

In addition to dialogue-based interventions, the development of shared infrastructure has contributed significantly to easing tensions and fostering collaboration. Roads, health centers, schools, and water points built within or near refugee settlements are often accessible to both groups. This inclusive approach to service delivery has helped reduce feelings of marginalization and competition, creating a sense of shared ownership and benefit. The mutual use of facilities has facilitated daily interactions and encouraged a spirit of cooperation, as both refugees and host community members recognize that improved infrastructure enhances the well-being of all.

Social and recreational activities have also played a vital role in peacebuilding, particularly among youth. Sports, especially football, have proven effective in uniting individuals across ethnic and national lines. Organized football matches between refugee and host youth teams are not only a source of entertainment but also a tool for team-building and empathy. As a youth leader from the host community remarked:

*“We have started having football tournaments between our youth and the refugees. It helps reduce tension because when people play together, they see each other as friends.”* (Key Informant, Youth Leader).

Likewise, cultural festivals and community celebrations have been used as platforms to showcase the diverse traditions of both communities. Events featuring music, dance, storytelling, and traditional cuisine create an atmosphere of celebration rather than division. These shared cultural experiences help to humanize each other and reinforce the idea that,

despite different backgrounds, both communities can find common ground through shared values, aspirations, and social joy.

targeted trainings in conflict resolution and peaceful cohabitation have empowered individuals especially youth and community leaders to take a more active role in managing and resolving local disputes. These trainings emphasize communication, mediation, and negotiation skills, enabling community members to de-escalate tensions before they erupt into violence. A refugee youth leader emphasized the impact of such capacity-building efforts:

*“We have been taught how to solve problems peacefully. Now, when there is a misunderstanding, we try to talk instead of fighting.”*(Key II: Refugee Youth Leader).

Collectively, these peacebuilding and conflict resolution efforts are helping to build a more resilient and harmonious environment. While challenges remain, the increased focus on collaboration, mutual respect, and proactive problem-solving has laid a foundation for long-term stability and coexistence between refugees and host communities.

## **Conflicts between Refugees and Host community**

### **Land Conflicts**

Land remains one of the most sensitive and persistent sources of tension between refugees and host communities in Bidibidi Refugee Settlement, Zone Two. The arrival of large numbers of refugees placed immense pressure on land resources, especially in a rural context where land is central to livelihoods, identity, and survival. What began as a humanitarian response to displacement has evolved into a complex land management issue, exacerbated by population growth, overlapping land claims, and perceptions of unfairness.

A central challenge is the unclear land tenure system that characterizes much of rural Uganda, including areas surrounding the Bidibidi settlement. Much of the land is communally owned or held under customary tenure, without formal documentation or surveyed boundaries. As a result, the process of allocating land to refugees has often been informal or poorly communicated, leading to confusion and resentment among host community members. In many cases, landowners or clans claim they were not properly consulted or compensated for the land allocated to refugees, creating a sense of dispossession and grievance.

*“We were told that we would be compensated for the land given to the refugees, but up to now, we have received nothing. Some of us had to relocate, yet we were never consulted. Now, they [refugees] are even extending their gardens into our land, and when we complain, no one listens to us.”*(Local Elder, Host Community).

The extension of refugee agricultural activities beyond designated settlement boundaries has further strained relations. While refugees are often allocated small plots of land upon arrival, these are typically insufficient for sustainable farming, especially for large households. In response, many refugees attempt to cultivate adjacent land, sometimes unknowingly crossing into areas owned or used by host community members. This encroachment has led to disputes, destruction of crops, and in some instances, verbal or physical confrontations.

On the host community side, there is growing frustration over what is perceived as excessive pressure on shared natural resources, including grazing land, water points, firewood, and forests. The increasing population density has led to land degradation and competition for access, particularly during planting and harvest seasons. Some locals feel that the long-term presence of refugees has shifted the balance of resource access in favor of the newcomers, especially when aid agencies are seen as prioritizing refugee needs.

*“When we arrived here, we were given small pieces of land, but now some people from the host community want to take it back. They say we have stayed too long.”*(Male Refugee, zone two).

Many refugees felt vulnerable and insecure about their land rights. Although initially welcomed and settled with humanitarian support, the prolonged nature of displacement now spanning several years has led some host community members to question the permanence of refugee occupation. This has created an environment of uncertainty for refugees who fear eviction or harassment, particularly when they try to expand cultivation to feed their families or supplement limited aid rations.

These dynamics have contributed to a cycle of mistrust and unmet expectations, where each group perceives the other as encroaching or being favored by authorities and humanitarian actors. Moreover, the lack of accessible dispute resolution mechanisms and weak enforcement of land agreements often leaves grievances unresolved, allowing resentment to fester.

## Competition for Natural Resources

The arrival and prolonged presence of refugees in Bidibidi Refugee Settlement, Zone Two, has significantly intensified competition over natural resources, creating a complex web of environmental stress, livelihood insecurity, and inter-community tensions. Both the refugee and host populations are heavily reliant on the same limited natural resources particularly firewood, water, and pastureland which has led to strained relations and recurring disputes.

Firewood, the primary source of household energy for most refugees and many host community members, has become a major flashpoint. With thousands of families depending on wood for cooking and heating, the demand for firewood has skyrocketed. This has resulted in widespread deforestation, especially in areas surrounding the settlement. Refugees often have no alternative energy sources and are forced to collect wood from nearby bushes and forests, accelerating environmental degradation. The host community perceives this as unchecked exploitation of their communal land, leading to confrontations over tree cutting and forest access.

A local community leader expressed this growing frustration:

*“Before the refugees came, we had enough firewood and grass for our animals. Now, the trees are disappearing because everyone is cutting them for firewood. Our animals have nowhere to graze, and when we tell them to stop, they claim they have no alternative.”* (Community Leader, Host Community).

Water scarcity was another major point of contention. With the settlement's population ballooning due to the refugee influx, existing boreholes, wells, and water points have been stretched beyond their capacity. Long queues, broken pumps, and restricted access hours have become common, leading to arguments and even physical fights at water points. Host community members often feel marginalized, believing that priority is given to refugees when it comes to water distribution and repair of water infrastructure. In some areas, this has sparked accusations of unequal treatment and bias by aid agencies.

Grazing land and pasture resources have also become highly contested. Many host community households depend on livestock for their livelihood, requiring access to open grazing fields. However, the increased number of refugee-owned animals often goats and cattle received through livelihood programs has added new pressure to already scarce grazing

areas. In some cases, refugee livestock have been accused of trespassing on private land or consuming crops, escalating tensions and causing damage to inter-community relations.

Environmental degradation caused by overgrazing and deforestation has further reduced the regenerative capacity of the land. Dried-up streams, depleted pastures, and exposed soils have been cited as consequences of the unsustainable use of natural resources, aggravating the situation for both communities. The absence of clear resource management plans and enforcement mechanisms has left many disputes unresolved and recurring.

The competition for natural resources has thus emerged as not just an environmental issue, but a deeply social and political challenge, threatening the fragile coexistence between refugees and host communities. While both groups are victims of scarcity and are acting in response to survival needs, the unequal burden and perceived injustices have eroded trust.

### **Economic and Livelihood Conflicts**

Economic activities in Bidibidi have been affected by the refugee settlement, creating both opportunities and tensions. Refugees sell goods at lower prices because they received humanitarian aid, making it difficult for host community businesses to thrive. Some host community members reported that NGOs prioritized refugees for job opportunities over them. Refugees accept lower wages for casual labor, undercutting host community members who rely on such jobs. The influx of refugees has strained water sources, leading to long queues at boreholes and increased conflicts between the two groups.

*“We work hard to run our businesses, but refugees sell their things cheaply because they get food and money from organizations. How can we compete? Even in jobs, the NGOs prefer to employ refugees while we locals are left suffering.”* (Small Business Owner, Host Community).

The influx of refugees into Bidibidi Refugee Settlement, Zone Two, has significantly transformed the local economy, producing a mixture of livelihood opportunities and economic grievances. While humanitarian agencies and development partners have introduced various programs aimed at enhancing economic self-reliance among refugees, these efforts have inadvertently triggered tensions with the host community, who feel increasingly marginalized in their own economic space.

One of the most pronounced sources of conflict relates to market competition and pricing disparities. Refugees, often benefiting from food rations, cash transfers, and non-food items provided by humanitarian agencies, are able to sell goods in local markets at considerably lower prices. This has placed host community traders at a disadvantage, as they rely entirely on personal investment and local supply chains for their businesses. Consequently, host vendors struggle to remain competitive, resulting in reduced profits and, in some cases, business closures. The perceived economic unfairness has deepened frustrations among local entrepreneurs, who argue that the aid economy has created a distorted market environment favoring refugees.

*“We work hard to run our businesses, but refugees sell their things cheaply because they get food and money from organizations. How can we compete? Even in jobs, the NGOs prefer to employ refugees while we locals are left suffering.”*(Small Business Owner, Host Community)

Employment dynamics have also been a point of contention. Host community members have reported feeling excluded from job opportunities offered by non-governmental organizations (NGOs) operating within the settlement. While some jobs are earmarked for both refugees and nationals, there is a perception that NGOs tend to prioritize refugees during recruitment, particularly for roles such as community mobilizers, translators, and project assistants. This has led to resentment, especially among local youth and unemployed adults who feel bypassed despite being equally qualified.

The presence of a large refugee labor force has altered the wage structure for casual employment in the area. Many refugees, driven by necessity and lacking alternative income sources, are willing to accept significantly lower wages for manual jobs such as farming, construction, and domestic work. This practice has undercut host community laborers who previously relied on such jobs as a critical source of income. The downward pressure on wages has not only reduced earning potential for local workers but also contributed to growing perceptions of economic displacement and exploitation.

The strain on essential public resources, such as water, has further aggravated livelihood tensions. With the growing population, boreholes and other water sources have become overstretched, leading to long queues and frequent altercations over access. In many areas, the competition for water between refugees and host community members has become a

flashpoint, especially during dry seasons when resources are even more limited. For households that rely on water for domestic use, livestock, or small-scale irrigation, these shortages translate directly into economic hardship.

### **Cultural and Social Tensions**

Cultural and social tensions between refugees and host communities in Bidibidi Refugee Settlement, Zone Two, have emerged as a persistent source of misunderstanding and occasional conflict. While both communities share common struggles related to poverty, displacement, and access to basic services, significant cultural differences in language, lifestyle, religion, and social practices have challenged peaceful coexistence and social integration.

One of the major areas of tension arises from differences in lifestyle and traditional practices. The refugees, many of whom come from different ethnic and cultural backgrounds, bring with them distinct ways of dressing, cooking, greeting, and interacting. Host community members have at times interpreted these differences as disrespect or unwillingness to assimilate into local norms. For instance, refugees may perform cultural rituals or speak in ways that seem unfamiliar or inappropriate from the perspective of the host community. This has led to accusations that refugees are attempting to impose their culture on the locals, creating friction and suspicion.

*“They [refugees] do not respect our ways of life. They come with their own culture and want to impose it on us. Some of our daughters have married them, but when problems come, they run away, leaving the women to suffer.”* (Local Woman, Host Community).

Intermarriages between refugee men and local women, which in some cases could be seen as promoting integration, have instead sparked disputes in certain communities. The differing cultural expectations around marriage, bride price, gender roles, and family obligations often lead to conflict. Some host community members feel that refugees fail to fulfill traditional marital responsibilities, such as paying dowry or participating in family rites. When marriages break down, the blame is often placed on cultural incompatibility, reinforcing negative stereotypes and further widening the social divide.

Religious differences have also contributed to tensions. While both communities include Christians and Muslims, variations in religious practices, denominations, and religious

leadership can be sources of conflict. Disagreements over prayer schedules, places of worship, and moral teachings have occasionally resulted in verbal disputes or social segregation. In some cases, religious leaders from both sides have attempted to mediate and foster unity, but these efforts face challenges when underlying mistrust is strong.

Another major barrier to social cohesion was language. Refugees and host community members often speak different local languages or dialects, which makes communication difficult. This language gap has made integration harder, especially in schools, health centers, markets, and community meetings. Miscommunication frequently leads to misunderstanding, suspicion, and exclusion. Refugees may feel alienated when they are not understood or are spoken to harshly, while host community members may perceive silence or broken communication as rudeness or avoidance.

*“If you don’t speak their language, they look at you differently. Sometimes they refuse to sell to us or talk to us in a rude way.”(Young Refugee Man).*

Lack of cultural awareness on both sides contributed to persistent tensions. Many host community members had limited understanding of the historical, social, and cultural background of the refugees. Similarly, refugees might not be adequately sensitized to the traditions and expectations of their host environment. This mutual unfamiliarity fueled stereotypes, misinterpretations, and social distance. For example, practices that are normal or sacred in one culture such as communal child-rearing, burial rites, or food taboos might be misunderstood by the other, creating conflict in shared spaces like schools, markets, or places of worship.

### **Perceived Inequality in Aid Distribution**

One of the major concerns raised by the host community in Bidibidi Refugee Settlement, Zone Two, is the unequal distribution of humanitarian aid. Many members of the host community feel left out and forgotten by aid organizations, even though they face similar challenges as the refugees. This has created feelings of bitterness, frustration, and division between the two groups.

Refugees in the settlement receive regular support from international and local NGOs. This includes free food rations, free medical services, free education, shelter support, and sometimes even cash assistance. These services are part of the humanitarian response meant to help people who were forced to flee their homes due to conflict. While this support is

necessary, many host community members feel that they are being ignored, even though they also live in poverty and lack access to basic services.

A youth leader from the host community explained the situation by saying:

*“We are poor just like them, but because we are not refugees, no one cares about us. They get food, schools, and hospitals for free, yet we have to struggle for everything. It is not fair.”* (Youth Leader).

These feelings have created tension and mistrust between the two groups. Some host community members have expressed anger, saying that aid organizations should provide help to both refugees and locals equally or at least fairly. In several interviews and group discussions, participants suggested that 50% of the aid should be given to refugees and 50% to the host community, especially for services like water, education, health, and livelihood support.

The situation has, in some cases, led to conflict, with reports of host community members attacking refugee areas out of frustration. Although these incidents may not be common, they show how deep the resentment over aid inequality can go when people feel neglected and unsupported.

Young people in the host community have shared that they are unable to attend school or access healthcare, while their refugee peers receive these services for free. This has increased the feeling of unfairness and exclusion, especially among youth who see themselves as being punished simply because they are not refugees.

This perceived inequality is not just about services but it's about dignity and fairness. Many host community members believed that aid organizations only focus on refugees and forget the people who opened up their land and homes to host them. As one participant put it, *“We welcomed them, but now we are the ones suffering.”*

### **Discrimination and Stereotyping**

Despite having lived in Bidibidi Refugee Settlement for several years, many refugees still feel that they are not fully accepted by members of the host community. Discrimination and negative stereotypes continue to affect how refugees are treated in everyday life, especially in places like markets, schools, workplaces, and health centers.

Some refugees shared that they were still seen as outsiders, even though they have contributed positively to the community. Many of them have started businesses, work in farms or construction, and participate in community activities. However, they are often viewed as people who only rely on aid from humanitarian organizations. This unfair view leads to stereotyping, where refugees are seen as lazy, dependent, or untrustworthy, regardless of their actual behavior or contributions.

As one refugee woman running a small business explained:

*“They see us as people who only depend on aid. But we also work hard, and some of us run businesses. We are not just beggars.”*(Female Refugee, Small Business Owner).

This kind of thinking has real effects on the daily lives of refugees. In some cases, refugees reported being denied employment opportunities simply because of their refugee status. Employers may prefer hiring people from the host community, even when refugees are equally qualified or willing to work for fair wages. This makes it harder for refugees to become self-reliant and take care of their families.

Others reported being charged higher prices for goods and services in local markets and shops compared to host community members. Some shop owners assume that refugees have money from aid agencies or that they don't understand the local pricing, and so they increase prices for them. These actions create a feeling of unfairness and deepen the sense of exclusion.

Such discrimination affects not just individuals but also the relationship between the two communities. It creates barriers to integration, where refugees continue to feel like strangers, even after years of living in the same area. This also prevents trust and cooperation from growing between the two groups, which is important for peace and development.

Discrimination and stereotyping are often caused by misinformation, fear, or lack of interaction between the two communities. Some host community members may not understand the difficult journey and struggles that refugees have faced, while some refugees may not feel comfortable fully engaging with the host community due to past experiences of rejection.

## Security and Law Enforcement Challenges

As the population in Bidibidi Refugee Settlement and the surrounding host communities has grown, so too have concerns about security and public safety. The increase in conflicts and disputes both between refugees and host community members and within the communities themselves has put pressure on the local security systems and made maintaining peace more difficult.

Some local residents believe that the presence of a large refugee population has contributed to a rise in criminal activities, such as theft, fighting, and property damage. Although not all refugees are involved in such actions, the perception that crime has increased since their arrival has fueled fear and suspicion among host community members. These feelings are often worsened by a lack of clear information, rumors, and the occasional involvement of youth in risky or illegal behaviors, such as stealing or drug abuse.

A local leader explained the situation as follows:

*“There are many fights these days. People steal, and when we report, nothing is done. Sometimes, people take the law into their own hands because the police do not respond.”* (Local leader).

One of the key problems is the limited capacity of law enforcement agencies. In many parts of the settlement and nearby communities, police posts are far away, understaffed, or lack transport and communication equipment. This means that when crimes occur or disputes escalate, police officers may take a long time to arrive—or may not come at all. As a result, victims and concerned residents often feel neglected, and trust in formal justice systems is weakened.

In response to this gap in law enforcement, some community members resorted to mob justice and take the law into their own hands. This includes beating up suspected criminals or chasing people from the community without due process. These actions are not only dangerous and unlawful but also worsen tensions between the groups and lead to more violence and retaliation.

Traditional leaders and local authorities, such as Local Council 1 (LC1) chairpersons and elders, often step in to help resolve minor disputes. However, as the population has grown and the types of conflicts have become more complex, these leaders struggle to mediate cases involving people from different cultural backgrounds, different laws (customary vs. statutory).

Their efforts are further limited when disputes involve serious offenses, land issues, or cross-border matters that require formal legal intervention.

### **Strategies for Conflict Resolution**

To address the growing tensions and disputes between refugees and host communities in Bidibidi Refugee Settlement, Zone Two, a number of conflict resolution strategies have been implemented by NGOs, local authorities, and community leaders. These efforts are aimed at promoting peaceful coexistence, building trust, and finding long-term solutions to shared challenges.

One of the most common and effective approaches mentioned by participants was the use of peace dialogues and community meetings. These dialogues create safe spaces where refugees and host community members can come together, share their concerns, ask questions, and seek understanding. Grievances related to land, water, discrimination, and aid distribution are openly discussed during these sessions, with the help of neutral facilitators such as NGO staff, religious leaders, or local officials. Although such meetings do not solve all problems immediately, they help to reduce misinformation, prevent violence, and promote communication.

*“We have had several community dialogues where both sides are brought together to discuss our differences. It has helped, but there is still a long way to go.”* (NGO Representative).

Another important strategy has been the introduction of joint economic activities, such as mixed-group farming projects, savings groups, and vocational training programs. By engaging both refugees and host community members in income-generating projects, NGOs help build mutual dependence, collaboration, and shared benefit. For example, some groups run farming cooperatives or small businesses where profits are shared, creating not just economic opportunities but also strong social ties. These joint efforts reduce competition and instead promote teamwork and interdependence.

In addition to economic projects, shared access to social services has played a key role in improving relations. Refugees and host communities often use the same schools, health centers, and water points. This shared use of public infrastructure promotes daily interaction, allows children from both communities to learn and grow together, and gives families opportunities to meet, talk, and build friendships. When people face the same challenges such

as waiting in line at the same clinic or attending the same parents' meeting they are more likely to develop empathy and mutual respect.

Some organizations have also supported peace clubs in schools, where children are taught the values of tolerance, respect, and peaceful conflict resolution from a young age. These clubs use drama, storytelling, debates, and sports to teach students how to understand and appreciate cultural differences, and how to solve disputes without violence. Similarly, youth peace ambassadors have been trained to engage their peers in dialogue, sports tournaments, and cultural exchange events to reduce tensions.

Traditional leaders and local authorities were also being empowered with skills in mediation and peacebuilding, so they can handle disputes more effectively and fairly. In some areas, joint peace committees made up of both refugees and host community representatives have been formed to monitor and address emerging conflicts before they escalate.

While these strategies have shown positive results, participants noted that challenges remain. Some people were still hesitant to fully engage due to fear, past trauma, and mistrust. Others believed that peace efforts should go beyond dialogue and include practical improvements, such as equitable access to jobs, land, and resources.

#### **4.4 Conflict management strategies employed by NGOs**

This section presents findings on the strategies used by NGOs to manage conflict between refugees and host communities in Zone Two, Bidibidi Refugee Settlement, Yumbe District. Using thematic analysis, four major themes emerged.

##### **Use of dialogue and training as core conflict resolution approaches**

The use of dialogue sessions and training workshops emerged as one of the most frequently mentioned conflict resolution strategies in both the focus group discussions (FGDs) and key informant interviews (KIIs) conducted in Bidibidi Refugee Settlement, Zone Two. These methods are commonly facilitated by non-governmental organizations (NGOs) and local stakeholders as part of peacebuilding and community development programs.

Participants from both refugee and host communities acknowledged and appreciated these interventions. Dialogues and trainings were described as important tools for promoting peaceful coexistence, managing tension, and addressing issues such as land disputes, gender-

based violence, and cultural misunderstandings. These sessions bring together different members of the community including elders, youth, women, and local leaders to discuss common challenges, clarify misunderstandings, and explore peaceful ways of resolving conflicts.

As one participant from the host community explained:

*“They trained us about how the conflicts should be resolved so that people can stay in peaceful coexistence and also gender-based violence.”* (FGD – Host Community 1).

NGO representatives also confirmed that their approach focuses on enhancing the capacity of both refugees and host community members to engage in peaceful dialogue and conflict management. These capacity-building efforts often include education sessions on land rights, natural resource management, dispute resolution, and interpersonal communication. The goal is to equip community members with the knowledge and skills they need to handle conflicts in a non-violent and constructive manner.

*“It's basically around enhancing capacities and promoting peaceful coexistence through dialogues and education sessions, trainings...on land rights... and on how to manage resources.”* (Key Informant – NGO representative).

The dialogues are also designed to build trust and reduce stereotypes between the two communities by creating opportunities for honest conversations and mutual learning. In many cases, participants come to realize that both communities face similar challenges and have shared interests in promoting peace and development. This understanding often leads to improved relationships and cooperation in areas such as livelihood activities, school governance, and resource use.

However, despite these positive aspects, many respondents particularly from refugee groups expressed concerns about the short-term and inconsistent nature of the interventions. Trainings and dialogues are often held only a few times a year, and there is little follow-up or sustained engagement after the sessions. As a result, the knowledge gained during the training may not be put into long-term practice, and the impact on broader community dynamics may be limited.

*“We have some trainings but they cannot last for long. It's short term.”* (FGD – Refugees 1).

Some participants also pointed out that only a few people were usually selected to attend these sessions, which means that large parts of the community remain uninformed or uninvolved. Others noted that the topics covered may not fully reflect the most urgent or emerging issues in the settlement, and that training materials were not always culturally and linguistically adapted to the participants' needs.

### **Livelihood support programs as a peacebuilding tool**

Across all focus group discussions and interviews, livelihood support emerged as one of the key strategies used by non-governmental organizations (NGOs) to reduce dependency on humanitarian aid and to promote peaceful collaboration between refugees and host community members in Bidibidi Refugee Settlement, Zone Two. These livelihood interventions are designed to empower individuals and households economically by enabling them to generate income and support themselves.

Such support has included the provision of agricultural tools, such as hoes, seeds, and pesticides, the construction of grinding mills to ease access to food processing services, and the promotion of shared income-generating projects, including poultry farming, tailoring, savings groups, and craft-making. By involving members from both the refugee and host communities in these activities, NGOs aim to build mutual dependence, foster cooperation, and reduce tensions caused by resource scarcity and unemployment.

*“They do it through trainings, dialogue and provision of livelihood programs which benefit both refugees and the host community members.”* (FGD – Host Community 1 & 2)

These joint projects have created opportunities for social interaction, skill sharing, and collective responsibility. For example, some groups have been trained to manage shared assets such as animal-rearing projects or community gardens, allowing them to work toward common goals. In this way, livelihood programs are not only a path to economic recovery but also a platform for peacebuilding and community cohesion.

However, despite these intentions, participants in both refugee and host community groups expressed concerns about perceived inequalities in how benefits are distributed. A commonly cited issue is the 70/30 allocation formula where 70% of program beneficiaries are refugees

and only 30% are host community members. While this formula may be based on population size or humanitarian guidelines, it is not always well understood or accepted by the host community, many of whom feel they are being sidelined in their own homeland.

*“Every program that comes, the host community takes 30% while refugees take 70% and the host community complains that this is their home.” (FGD – Refugees 1).*

This perceived imbalance has led to new forms of tension, as host community members feel that their contributions and needs are being overlooked. In some cases, this has triggered complaints, resentment, and even withdrawal from joint projects. The feeling of being second-class beneficiaries has undermined the trust that NGOs hope to build between the two groups.

Similarly, infrastructure and services created through these projects such as water sources, boreholes, and grinding mills were sometimes viewed as belonging exclusively to the refugee population, even though they were intended for shared use. Host community members reported that some refugees have claimed these services, creating the impression that they were not open to all, which further fuels divisions.

*“The existing water sources are being claimed by the refugees that they were established because of them. This is actually adding more conflicts than addressing it.” (FGD – Host Community 2).*

These findings suggest that livelihood programs, while beneficial, can have unintended negative effects if they are not designed and communicated in a transparent and inclusive manner. The failure to clearly explain the rationale behind beneficiary targeting and to ensure equitable access to resources can cause more harm than good by reinforcing existing inequalities or creating new ones.

### **Limited Community Involvement in Planning and Implementation**

A major concern raised across all focus group discussions and key informant interviews was the lack of meaningful participation of both refugees and host community members in the planning and implementation of NGO-led programs in Bidibidi Refugee Settlement, Zone Two. While many interventions aim to improve livelihoods, resolve conflict, or build community resilience, participants noted that these efforts often fail to include the voices of

the very people they are meant to serve especially during the critical early stages of program design.

Many community members reported that they were only informed and engaged during the implementation phase, when key decisions have already been made. This top-down approach leaves little room for local knowledge, preferences, or cultural sensitivities to shape interventions, leading to programs that may not fully meet the actual needs or priorities of the communities.

*“They do not involve refugees in planning and implementation stages... Planning for us is done by people in Kampala who have never even seen us or know our needs.”* (FGD – Refugees 1).

This feeling was echoed by participants from the host community, who also felt sidelined in the design of key projects, particularly those meant to address intergroup tensions. Some noted that the failure to meaningfully engage both communities in conflict resolution initiatives has made such efforts less effective and sustainable.

*“There is no proper program that involved our community and refugees in conflict resolutions.”* (FGD – Host Community 2)

The lack of inclusion not only undermined the relevance and impact of interventions but also weakened community ownership and long-term sustainability. Programs that were designed without grassroots involvement faced resistance, low participation, and even failure, as they did not reflect the realities, challenges, and capacities of the local population. Furthermore, excluding affected communities from decision-making can breed mistrust, reinforce power imbalances, and deepen existing tensions.

Key informants, especially local leaders, stressed the importance of being actively engaged and empowered in both planning and decision-making processes. They emphasized that community leaders, such as Local Council (LC) representatives and Refugee Welfare Council (RWC) members, have a better understanding of the local dynamics and should be seen as key actors in program development not just as informants or passive recipients of information.

*“When it comes to addressing a challenge, the partner should put me [local leader] in the forefront... and then guide us with information.”* (Key Informant – RWC III Chairperson)

## **Fragile and Temporary Peace**

Although several efforts have been made by NGOs, local authorities, and community leaders to promote peace between refugees and host communities in Bidibidi Refugee Settlement, many participants believe that the peace achieved so far is fragile and short-lived. This means that while there may be periods of calm and cooperation, deep-rooted issues remain unresolved, and conflicts can easily resurface with little warning.

Several underlying causes of conflict such as land disputes, unequal access to natural resources like water, and ongoing perceptions of discrimination have not been fully addressed. As a result, the peace that exists is often superficial, based more on temporary calm than on long-term reconciliation or genuine resolution of grievances.

One refugee participant explained:

*“The peace is really temporary because it does not last. This could be because whenever there is dialogue... we are handled separately meaning we can't come into agreement.”* (FGD – Refugees 1).

This comment highlights one of the key challenges separate handling of issues, where dialogues and interventions are conducted in isolation, with refugees and host communities being consulted separately rather than brought together. This approach limits mutual understanding and prevents both groups from hearing each other's perspectives, making it difficult to build shared solutions or foster genuine reconciliation.

Another participant observed a deterioration in relations, noting that tensions are increasing rather than reducing:

*“Things are getting worse these days than in the past. This is because there is still misunderstanding in terms of beneficiaries.”* (FGD – Refugees 2).

This statement reflects how perceptions of unfairness particularly in the distribution of aid and livelihood opportunities continued to fuel mistrust. When people believe that one group is favored over another, or that some individuals benefit more than others, this creates resentment and breaks down social cohesion. The lack of transparent and inclusive mechanisms for sharing resources further contributes to these feelings of injustice.

Negative attitudes from some humanitarian staff have also undermined peace building efforts. Refugee participants reported that they are sometimes treated with suspicion or disrespect,

which discourages them from participating in programs or engaging openly with service providers.

*“They say we refugees are liars and do not appreciate anything they do for us... This has created fear within us and we don’t know whom to trust.”* (FGD – Refugees 2).

This testimony reveals a serious breakdown in trust between refugees and some of the very actors meant to support them. When refugees feel judged, disbelieved, or undervalued by NGO staff, they are less likely to engage in peace building processes or raise concerns about ongoing issues. This fear and silence allow problems to grow in the background, making peace more fragile and harder to maintain.

The combined effect of these challenges is that peace remains surface-level and vulnerable to collapse. While peace building programs may temporarily calm tensions, the absence of long-term structural solutions and inclusive dialogue leaves the root causes of conflict unresolved.

#### **4.5 Impact of NGO Interventions on Fostering Dialogue, Cooperation, and Sustainable Peace**

The findings highlight both the challenges and successes of NGO interventions aimed at promoting peace between host communities and refugees in Zone Two, Bidibidi Refugee Settlement. Several key themes emerged.

##### **Short-Lived and Unsustainable Interventions**

Both host and refugee communities perceived NGO peace-building efforts as episodic and lacking sustainability. A host community participant noted during an FGD:

*“The dialogues come and go; after a few weeks, nothing changes. Conflicts over land and water start again.”*

Similarly, a refugee respondent stated in a semi-structured interview:

*“NGOs organize training sessions, but they never follow up. We feel abandoned after the sessions end.”*

Participant observation confirmed that dialogue sessions were often held separately for host and refugee groups, limiting opportunities for joint problem-solving and fostering reconciliation.

## **Inequitable Resource Distribution and Conflict Flash points**

The 70:30 aid allocation model favoring refugees was repeatedly cited as a source of tension. One host community leader observed:

*"Most of the farming tools and mills go to the refugees. We feel ignored even though we face similar hardships."*

Land access, water points, and shared infrastructure were also highlighted during FGDs as flashpoints for conflict. For instance, during a field visit, the researcher observed queues at water points where host community members expressed frustration over priority given to refugee households.

## **Weak Local Involvement and Poor Follow-Up**

Limited participation of local leaders in planning and implementing peace-building activities undermined their effectiveness. A community leader remarked:

*"We are only called when the program is already being implemented. Our input is never considered."*

NGO staff interviews indicated that follow-up mechanisms were minimal, corroborating participants' perceptions that dialogues were often symbolic and lacked continuity or enforcement.

While NGO interventions have made some positive contributions, such as youth sports and joint clean-up activities observed during participant observation, their overall impact on sustainable peace was constrained by short-term programming, unequal resource distribution, and weak community involvement.

## **4.4 Discussion**

### **4.4.1 Factors contributing to conflicts between host communities and refugees in Bidibidi settlement**

The findings indicate that relationships between host communities and refugees are shaped by economic interactions, social ties, and shared experiences. The study found that refugees and host communities engage in mutual economic activities, such as trade and labor exchange, fostering interdependence. This supports Ager and Strang's (2008) framework on refugee

integration, which emphasizes economic participation as a key factor in social cohesion. However, the literature also highlights how competition over jobs and resources can lead to resentment (Hagel, 2017; Zetter & Ruaudel, 2016).

In Bidibidi, host community members expressed frustration over refugees receiving aid and undercutting local businesses a finding consistent with Kibanda et al. (2019) in northern Uganda. This suggests that while economic interactions can foster cooperation, unequal access to aid and market distortions can exacerbate tensions. The study noted instances of intermarriage, shared schooling, and religious collaboration, which align with Ager and Strang's (2008) argument that social bridges facilitate integration. However, cultural misunderstandings and language barriers persist, reinforcing Hovil's (2018) observations on ethnic and cultural differences complicating refugee-host relations. The perception of refugees as outsiders despite long-term settlement echoes findings from Bratic (2020) on how negative stereotypes persist even in relatively welcoming environments.

Land disputes were a major source of tension in Bidibidi, reflecting Zetter & Ruaudel's (2016) findings on resource strain in refugee-hosting areas. The unclear land tenure system and refugee encroachment reflect structural challenges noted in Kibanda et al. (2019), where host communities feel sidelined in land allocation decisions. The overuse of water and firewood also aligns with global literature on environmental stress in refugee settlements (UNHCR, 2021). The findings highlight that NGOs and local authorities facilitated dialogue, sports events, and joint activities to foster harmony. This is in line with Gritty & Jayaram (2020), who stress the importance of mediation and dialogue facilitation in refugee settlements to mitigate conflicts. Furthermore, Smith (2019) discusses how community engagement in peace initiatives strengthens social cohesion and resilience.

The study revealed that both refugees and host communities compete for scarce resources such as firewood, water, and grazing land, leading to disputes. Zetter & Ruaudel (2016) confirm that refugee influxes often overwhelm local infrastructure and natural resources, resulting in tensions over access to essential services. In Uganda, similar conflicts have arisen due to pressure on water and sanitation facilities, exacerbating host-refugee relations. Findings indicate that host community members felt disadvantaged in business and employment opportunities, as refugees sell goods at lower prices and are prioritized by NGOs for jobs. This aligns with research by Hagel (2017), who found that competition over employment and economic opportunities often fuels host community resentment towards

refugees. The experience in Lebanon, where host communities perceive refugees as economic burdens due to increased unemployment and pressure on public services (UNHCR, 2021), mirrors these findings. Cultural misunderstandings and differing traditions contributed to tensions between refugees and host communities. The literature suggests that ethnic and religious differences can complicate integration efforts, as seen in South Sudan and other ethnically diverse regions (Hovil, 2018). Ager & Strang (2008) emphasize that lack of cultural sensitivity in integration programs exacerbates misunderstandings and hostility.

#### **4.4.2 Conflict management strategies employed by NGOs in Zone Two of Bidibidi refugee settlement**

NGOs frequently use dialogue sessions and training workshops to educate both host and refugee communities on peaceful coexistence, gender-based violence, and resource management. However, participants noted that these efforts are short-term, inconsistent, and often fail to address underlying tensions. This finding aligns with Gritty and Jayaram (2020), who highlight dialogue facilitation and mediation as essential tools for conflict mitigation in refugee contexts. They stress the importance of cultural sensitivity and local understanding, which your data suggests may be lacking possibly contributing to the short-lived peace. Moreover, Johnson (2020) emphasizes context-specific approaches, which ties into your findings that separate handling of host and refugee groups during dialogues may prevent true reconciliation. Effective dialogue requires more than just sessions it demands inclusive, culturally sensitive, and sustained engagement, which is often absent in short-term NGO programs.

Livelihood interventions such as farming tools, grinding mills, and joint income-generating activities are seen as beneficial. However, inequitable distribution (e.g., 70% to refugees and 30% to hosts) has created new sources of resentment, particularly among host communities. This strongly echoes Tekle (2020) and Owuor (2018), who advocate for livelihood support as a pathway to reducing conflict drivers such as dependency and economic inequality. Yet, these scholars also caution that perceived injustices in program design or benefit allocation can lead to new conflicts, which is exactly what your data reveals. This also resonates with Nguyen and Svensson (2018), who emphasize the challenges of resource allocation and the need for improved coordination.

Respondents both refugees and host communities reported that they are excluded from program planning and are only engaged during implementation. This undermines program ownership and reduces effectiveness. This theme aligns perfectly with Smith (2019) and Johnson & Njoroge (2017), who argue that meaningful community engagement is essential for sustainable conflict management. Smith stresses that including communities in decision-making fosters ownership, accountability, and more tailored interventions. Mwangi (2019) supports this as well, emphasizing the role of refugee community leaders in conflict resolution in Kenyan camps. The findings echo this, especially with local leaders expressing the need to be “put at the forefront.”

Participants perceived the peace created through NGO interventions as fragile and temporary, due to unresolved issues like land disputes, water access, and underlying discrimination from both community members and even some NGO staff. This is consistent with Johnson (2020), who highlights the importance of adaptive conflict resolution strategies that evolve with socio-political dynamics. When NGOs fail to address deeper structural causes of conflict such as land ownership, identity politics, and intergroup biases their efforts remain superficial. Additionally, Khalifa (2019) documents similar fragility in the Middle East, where unresolved inter-ethnic tensions and discriminatory perceptions undermine long-term peace. The concern raised in your findings about NGO staff harboring negative views toward refugees reflects a trust deficit a theme Khalifa also emphasizes.

From a Social Identity Theory (SIT) perspective, the findings on NGO interventions in Zone Two of Bidibidi reflect how inter-group dynamics shape conflict and limit the effectiveness of peacebuilding programs. SIT posits that individuals derive part of their identity from the social groups to which they belong, creating in-group favoritism and out-group biases.

#### **4.4.3 Impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees**

A dominant theme was the perception among both host and refugee communities that NGO peace-building efforts are short-lived and unsustainable. Participants expressed that these interventions often lack continuous monitoring and are not embedded in long-term strategies. The separation of dialogue sessions between host and refugee communities also undermined genuine reconciliation. This perception reflects what Smith and Brown (2020) describe as the failure of short-term interventions to produce sustainable peace when they do not address

structural inequalities or involve inclusive governance structures. Similarly, Kumalo (2020) argues that long-term peace-building must go beyond episodic training sessions and instead build mechanisms for continuous engagement and joint ownership. Grittner and Jones (2019) also emphasize that for structured dialogues to be effective, they must be inclusive, culturally sensitive, and embedded in broader reconciliation processes.

The 70:30 resource distribution model (70% for refugees, 30% for host communities) was a consistent grievance, particularly among host community members. Both groups highlighted land access, water, and shared infrastructure as flashpoints for conflict. This finding aligns with Nguyen et al. (2021) and Kumalo (2020), who note that perceived or actual inequalities in resource distribution exacerbate tensions, even when well-intentioned. In particular, Kumalo points to land access and livelihood opportunities as key conflict triggers in both Uganda and South Africa. The study supports Smith and Brown's (2020) call for conflict resolution approaches that address underlying socioeconomic disparities, which often go unresolved in top-down NGO programming.

There was evidence of weak coordination, absence of local leaders in key activities, and lack of follow-up. These issues rendered many peace building dialogues ineffective or merely symbolic. This matches the observations of Grittner and Jones (2019) and Owuor (2018), who argue that the absence of key local stakeholders weakens legitimacy and follow-through in peace building efforts. In successful cases, Owuor highlights that traditional and local leaders must be at the center of any conflict resolution initiative, with power to enforce agreements.

Both refugee and host community members recommended greater inclusion in planning, fairer distribution of aid, land access support, and use of technology (e.g., WhatsApp groups) to foster continuous engagement. These community-generated solutions strongly resonate with literature advocating community-driven and participatory approaches (Smith & Brown, 2020; Nguyen et al., 2019). According to Gomez (2017), joint planning and open dialogue platforms not only improve trust but also increase ownership and sustainability of interventions. Nguyen et al. (2021) further emphasize that such inclusive models empower communities and foster long-term resilience.

While critiques were widespread, the study also revealed examples of success, particularly youth sports, joint clean-up projects, and vocational training. These interventions promoted positive interaction and community building. This echoes the findings of Grittner and Jones

(2019) and Nguyen et al. (2021), who highlight that youth engagement and joint livelihood projects can break down stereotypes and create shared interests. Owuor (2018) also emphasizes joint activities as a way to reframe relationships and shift the narrative from “us versus them” to “we.”

The findings presented in this chapter provide insights into the different ways NGOs contribute to conflict management in Zone Two, including peacebuilding dialogues, service delivery, and community sensitization. However, they also reveal persistent challenges such as unresolved land disputes, limited livelihood opportunities, and weak collaboration with local governance structures. The next chapter draw conclusions and policy recommendations.

From a Social Identity Theory (SIT) perspective, the findings highlight how intergroup dynamics between host and refugee communities shape the effectiveness of NGO interventions. SIT posits that individuals derive part of their self-concept from group membership, leading to in-group favoritism and out-group biases. The perceived short-lived and unsustainable nature of NGO peace-building efforts, separation of dialogue sessions, and inequitable resource distribution (70:30 favoring refugees) reinforce these in-group/out-group distinctions, undermining trust and genuine reconciliation. Weak coordination, limited engagement of local leaders, and lack of continuous monitoring further worsen intergroup tensions, reflecting how structural inequalities and exclusion can solidify social boundaries.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the discussion of the study related to the previous studies. The chapter also present conclusion of the study with respective study objectives and the chapter closes with recommendations for the study derived from the findings of the study.

#### 5.2 Summary

##### 5.2.1. Factors Contributing to Conflicts between Host Communities and Refugees in Bidibidi Settlement

Relationships between host communities and refugees have changed over time, shaped by both cooperation and tensions. While economic ties and shared social spaces have promoted mutual understanding, there remain feelings of discrimination and unequal treatment, especially from the refugee perspective. Refugees and hosts engage in trade and labor exchange, fostering daily interaction. Despite economic collaboration, competition in local markets sometimes causes tension.

Intermarriages and shared institutions like schools and religious spaces foster integration. Cultural misunderstandings and differences in customs occasionally lead to conflict. NGOs and local institutions organize dialogues, sports events, and cultural activities to improve cohesion. Shared infrastructure (e.g., roads, schools, hospitals) enhances cooperation.

Land conflicts was major cause of tension, with disputes over land boundaries and compensation. Refugees often expand beyond designated areas, creating friction with local landowners. Scarcity of water, firewood, and pasture has intensified due to the refugee influx. Overuse and environmental degradation have sparked disputes.

Refugees receiving aid can afford to sell goods cheaply, affecting host community businesses. Host members feel excluded from NGO employment opportunities and casual labor markets. Differences in traditions, religion, and language contribute to mistrust and stereotypes. Some host community members feel that their customs are disrespected.

Host communities often feel marginalized in humanitarian assistance. Calls for equal aid distribution are common, with resentment toward refugee privileges. Refugees face social exclusion, price discrimination, and negative labeling. Despite contributing to the economy, they are sometimes viewed as burdens.

Rising tensions have increased incidents of theft, violence, and mob justice. Law enforcement is seen as ineffective or slow to respond. Peace dialogues, joint economic initiatives, and shared service access have been key mitigation efforts. NGOs and local authorities play a central role in facilitating cooperation and conflict resolution. While progress has been made, continued engagement is needed to address unresolved grievances and promote lasting peace.

### **5.2.2. Conflict Management Strategies Employed by NGOs in Zone Two, Bidibidi Refugee Settlement**

The study identified four key thematic strategies used by NGOs to manage conflict between refugees and host communities.

NGOs frequently use dialogue sessions and training workshops to promote peaceful coexistence. Trainings focus on conflict de-escalation, land rights, gender-based violence, and resource management. These sessions aim to enhance community capacity for conflict resolution. However, their short-term and irregular nature limits their long-term impact.

NGOs provide shared income-generating activities, farming tools, and grinding mills to reduce dependency and encourage cooperation. Livelihood interventions are designed to benefit both refugees and host communities. However, the 70:30 benefit distribution ratio (favoring refugees) has created resentment among host communities, who feel marginalized.

Both refugee and host community members reported minimal involvement in the planning and design of NGO programs. Communities are usually engaged only at the implementation stage, which weakens ownership and effectiveness. Local leaders stressed the importance of being central to intervention planning and delivery.

Despite the interventions, peace is perceived as fragile and unsustainable. Ongoing issues such as land disputes, water access, and perceived aid disparities persist. The separation of host and refugee groups in dialogue processes has limited mutual understanding and joint

solutions. Some refugees reported being mistrusted or discriminated against by NGO staff, further weakening the peace building process.

### **5.2.3. Impact of NGO Interventions on Fostering Dialogue, Cooperation, and Sustainable Peace**

The findings highlight both the challenges and successes of NGO interventions aimed at promoting peace between host communities and refugees in Zone Two, Bidibidi Refugee Settlement.

Both host and refugee communities perceive NGO peace building efforts as episodic and lacking sustainability. Absence of long-term planning, continuous monitoring, and inclusive engagement undermines lasting impact. The 70:30 aid allocation model (favoring refugees) consistently emerged as a grievance, especially among host community members. Land access, water sources, and shared infrastructure are major sources of tension.

There is limited involvement of local leaders and poor coordination in peace building activities. Dialogues are often symbolic, lacking enforcement and continuity. Refugee and host participants proposed inclusive planning, fairer aid distribution, land access and use of technology. Despite criticisms, some NGO efforts such as youth sports, joint clean-up campaigns, and vocational training have successfully promoted cooperation and reduced stereotypes.

## **5.3 Conclusion**

### **5.3.1 Factors contributing to conflicts between host communities and refugees in Bidibidi settlement**

There is a fair relationship between host community and refugees. This relationship is shaped by both positive and negative experiences. Some refugees appreciate the hospitality and support they receive, while others feel discriminated against. Refugees engage in small-scale businesses, selling food, clothes, and other goods to the host community.

Host community members hire refugees as laborers. Both groups trade in the same markets, promoting daily interactions and interdependence. Refugees get married into host community families, strengthening social bonds. Religious leaders from both communities work together to promote harmony. Refugee and host community children attend the same schools,

fostering friendships and integration. Organizations such as ADRA, Refugee Law Project and CEFORD facilitate discussions between host communities and refugees to resolve conflicts and promote understanding. Infrastructure such as roads, schools, and hospitals serves both communities, improving relations.

Refugees appreciate efforts made by NGOs and government programs to promote harmony between them and host communities. The most contentious issues between refugees and host communities in Bidibidi settlement is land. The disputes arise from the unclear land tenure system, encroachment by refugees, and pressure on communal grazing land. Refugees often extend their farming activities beyond designated settlement areas, causing friction with the host community members.

Some members of the host community were not adequately compensated for the land given to refugees. The increase in population has led to overuse of land resources, creating tension between the two groups. Many refugees struggle with access to land for cultivation, often feeling that the host communities are unwilling to share resources. Many refugees rely on firewood as their primary source of energy, leading to massive deforestation. Boreholes and other water sources are overstretched, resulting in conflicts over access. Cultural differences fuel misunderstandings and conflicts between refugees and host communities. Differences in lifestyle and traditions have leads to conflicts, with locals accusing refugees of disrespecting their customs. Differences in language make it difficult for refugees to integrate fully into the host communities.

Some host community members do not understand the customs and traditions of refugees, leading to misunderstandings. Refugees receive free food, healthcare, and education support, while many host community members struggle without similar help. Host community calls for humanitarian organizations to extend aid to them as well. Refugees receive food rations, medical care, and education support from NGOs, while many host community members, who also struggle economically, do not receive similar benefits. Some refugees feel that they are treated as outsiders despite living in the settlement for years.

The rise in conflicts has led to security concerns in the settlement and surrounding areas. Some locals believe that crime rates have risen due to the refugee population such as theft. Traditional leaders and local authorities struggle to mediate large-scale disputes. NGOs and local authorities have initiated peace dialogues to address grievances. Some organizations

have introduced joint economic activities to promote cooperation. Shared schools, hospitals, and water sources have helped reduce tensions.

### **5.3.2 Conflict management strategies employed by NGOs in Zone Two of Bidibidi refugee settlement**

NGOs frequently use dialogue sessions and training workshops to educate both host and refugee communities on peaceful coexistence, gender-based violence, and resource management. However, participants noted that these efforts are short-term, inconsistent, and often fail to address underlying tensions.

Livelihood interventions such as farming tools, grinding mills, and joint income-generating activities are seen as beneficial. However, inequitable distribution (e.g., 70% to refugees and 30% to hosts) has created new sources of resentment, particularly among host communities. Respondents both refugees and host communities reported that they are excluded from program planning and are only engaged during implementation. This undermines program ownership and reduces effectiveness.

Participants perceived the peace created through NGO interventions as fragile and temporary, due to unresolved issues like land disputes, water access, and underlying discrimination from both community members and even some NGO staff. The concern raised in your findings about NGO staff harboring negative views toward refugees reflects a trust deficit a theme Khalifa also emphasizes.

### **5.3.3 Impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace between host communities and refugees**

A dominant theme was the perception among both host and refugee communities that NGO peacebuilding efforts are short-lived and unsustainable. Participants expressed that these interventions often lack continuous monitoring and are not embedded in long-term strategies. The separation of dialogue sessions between host and refugee communities also undermined genuine reconciliation.

The 70:30 resource distribution model (70% for refugees, 30% for host communities) was a consistent grievance, particularly among host community members. Both groups highlighted land access, water, and shared infrastructure as flashpoints for conflict.

There was evidence of weak coordination, absence of local leaders in key activities, and lack of follow-up. These issues rendered many peace building dialogues ineffective or merely symbolic.

Both refugee and host community members recommended greater inclusion in planning, fairer distribution of aid, land access support, and use of technology (e.g., WhatsApp groups) to foster continuous engagement.

While critiques were widespread, the study also revealed examples of success, particularly youth sports, joint clean-up projects, and vocational training. These interventions promoted positive interaction and community building.

Conclusively, the findings reveal that while NGO peacebuilding initiatives in Zone Two of Bidibidi Refugee Settlement have made strides in promoting dialogue and cooperation, key limitations around sustainability, inclusivity, and equity persist.

#### **5.4 Recommendations**

The data reveals that NGOs employ several conflict management strategies such as dialogue, training, and livelihood support. However, their impact is hindered by short-term programming, perceived inequality, minimal community involvement, and persistent resource-related conflicts. The findings highlight the need for inclusive, locally-led, and sustained interventions to achieve lasting peace and social cohesion in the settlement.

NGOs should transition from short-term, project-based peace-building efforts to long-term, integrated programs that emphasize continuity, institutional support, and community ownership. Peace-building activities should be jointly planned and executed by both host and refugee communities to foster trust and meaningful reconciliation. Conduct combined dialogue sessions with equal representation from both communities rather than holding separate meetings.

The 70:30 resource distribution model should be reassessed and adjusted to reflect fairness, transparency, and evolving needs of both communities.

Land access challenges must be addressed through coordinated efforts among NGOs, government, and landlords to promote self-reliance and reduce resource-based tensions.

## **5.5 Suggestion further research**

Much as my topic addressed issues to do with effectiveness of NGO interventions in managing conflicts between host communities and refugees, it did not exhaustively address the local governance systems, patterns, historical context and perspectives of these conflicts. Therefore, I suggest the following areas for further research.

1. The role of local governance systems in managing conflicts between host communities and refugees in Zone 2, Bidibidi refugee settlement Yumbe district.
2. Examining the patterns of these conflicts between host communities and refugees in Zone 2, Bidibidi refugee settlement-Yumbe district.

In conclusion, this dissertation has examined the effectiveness of NGO interventions in managing conflicts between host communities and refugees in Zone Two of Bidibidi Refugee Settlement. By linking the findings to existing literature and theory, the study has shown that while NGOs play a significant role in reducing tensions, their interventions remain only partially effective because they often address symptoms rather than structural causes of conflict. The recommendations provided aim to strengthen NGO strategies and promote sustainable peace through enhanced collaboration with local governance and targeted livelihood support. These insights not only contribute to academic debates but also provide practical guidance for NGOs, policymakers, and humanitarian actors working in refugee-host contexts.

## REFERENCES

- Abbasi-Shavazi, M. J., Glazebrook, D., Jamshidiha, G., Mahmoudian, H., & Sadeghi, R. (2005). *Return to Afghanistan? A study of Afghans living in Tehran*. Afghanistan Research and Evaluation Unit (AREU).
- Abu-Laban, Y. (2014). The politics of refugee policy in Canada. *Canadian Journal of Political Science*, 47(2), 1–22.
- Achilli, L. (2015). Syrian refugees in Jordan: A reality check. *Migration Policy Centre Policy Briefs*, 1–9.
- Adams, J. (2018). Refugee crises in Africa: Challenges and solutions. *Journal of Refugee Studies*, 25(4), 589-607.
- Adams, J., et al. (2021). *Socioeconomic integration of refugees: Evidence and policy implications*. Cambridge University Press.
- Adams, P., & Johnson, M. (2021). The role of NGOs in conflict resolution: A case study of East Africa. *Journal of Humanitarian Affairs*, 10(2), 145-162.
- African Union. (2019). *Legal frameworks for refugee protection in East Africa*.
- Ager, A., & Strang, A. (2008). Understanding integration: A conceptual framework. *Journal of Refugee Studies*, 21(2), 166–191. <https://doi.org/10.1093/jrs/fen016>
- Ahmed, F., & Niban, R. (2019). Community-based conflict management in Rohingya refugee settlements in Bangladesh. *Asian Journal of Peacebuilding*, 7(2), 235–252.
- Akello, J. (2018). The impact of NGO interventions on conflict resolution in refugee settlements in Uganda. Unpublished master's thesis, Makerere University, Kampala, Uganda.
- Allsopp, J., Sigona, N., & Phillimore, J. (2014). *Poverty among refugees and asylum seekers in the UK: An evidence and policy review*. University of Birmingham.
- Asylum Aid. (2020). *The housing trap: How poor asylum accommodation fuels conflict and harms wellbeing*. <https://www.asylumaid.org.uk/>
- Auma, P. (2019). Socio-economic impacts of refugee settlements on host communities in northern Uganda. Unpublished doctoral dissertation, Gulu University, Gulu, Uganda.

- Bariagaber, A. (2016). Inter-group conflicts in refugee settings in Africa: A case study of refugees in Ethiopia. *Journal of Refugee Studies*, 29(1), 34–56.
- Bernstein, M. and DuBois, J., 2018. *Refugee resettlement in the United States: An examination of integration and support mechanisms*. Refugee Council USA.
- Betts, A., Bloom, L., Kaplan, J. D., & Omata, N. (2014). *Refugee economies: Rethinking popular assumptions*. University of Oxford, Refugee Studies Centre.
- Betts, A., Bloom, L., Kaplan, J., & Omata, N. (2017). *Refugee economies: Forced displacement and development*. Oxford University Press.
- Bjørkhaug, I. (2020). Revisiting the Refugee–Host Relationship in Nakivale Refugee Settlement: A Dialogue with the Oxford Refugee Studies Centre. *Journal of Refugee Studies*, 33(2), 1–18.
- Bloch, A. (2002). Refugees’ opportunities and barriers in employment and training. *Department for Work and Pensions Research Report No. 179*.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Brooten, L., & McElhone, C. (2020). Peace education and media in Thai refugee camps: Communicating social justice. *Media, War & Conflict*, 13(1), 65–84.
- Brown, A., & Green, B. (2022). Enhancing NGO effectiveness in conflict management: Lessons from East Africa. *International Journal of Peace Studies*, 30(1), 78-94.
- Brown, A., & Lee, S. (2020). "Psychosocial Support for Refugees: Challenges and Best Practices." *Journal of Refugee Studies*, 33(4), 612-630.
- Brown, A., & White, B. (2021). Conflict dynamics between refugees and host communities in sub-Saharan Africa. *Conflict Resolution Quarterly*, 38(2), 123-140.
- Campbell, E. H. (2006). Urban refugees in Nairobi: Problems of protection, mechanisms of survival, and possibilities for integration. *Journal of Refugee Studies*, 19(3), 396–413.
- CARE International. (2020). *CARE in Bidibidi Refugee Settlement*.
- Catherine, N., Maria, Z., Joanne, V., Fernanda, A. and Louis, G., 2022. Impacts of large-scale refugee resettlement on LCLUC: Bidi Bidi refugee settlement, Uganda case study.

- Chouliaraki, L., & Zaborowski, R. (2017). The refugee crisis in the media: Journalistic coverage of forced migration in Europe. *Council of Europe Report*. <https://rm.coe.int/>
- Colic-Peisker, V., & Tilbury, F. (2008). Being black in Australia: A case study of intergroup relations. *Race & Class*, 49(4), 38–56.
- Conflict and Health. (2022). Psychological distress and social support among conflict refugees in urban, semi-rural and rural settlements in Uganda: burden and associations. *Conflict and Health*, 16(1), 1–12. Fisk, K. (2019). Camp settlement and communal conflict in sub-Saharan Africa. *Journal of Peace Research*, 56(1), 58–72.
- Danish Refugee Council (DRC). (2021). *DRC's work in Bidibidi Refugee Settlement*.
- DiCicco-Bloom, B., & Crabtree, B. F. (2006). The qualitative research interview. *Medical Education*, 40(4), 314-321.
- Drolet, J., & Robertson, J. (2011). Settlement experiences of refugee youth in Canada. *International Journal of Child, Youth and Family Studies*, 2(1/2), 148–160.
- Dryden-Peterson, S., & Hovil, L. (2004). A remaining hope for durable solutions: Local integration of refugees and their hosts in the case of Uganda. *Refuge: Canada's Journal on Refugees*, 22(1), 26–38.
- East African Community (EAC). (2020). *Regional initiatives in conflict management*.
- Ellis, B.H. and Abdi, S.M., 2017. Building resilience for youth affected by war and displacement: A school-based intervention in the U.S. *Intervention*, 15(2), pp.150–160.
- Esses, V. M., Hamilton, L. K., & Gaucher, D. (2017). The global refugee crisis: Empirical evidence and policy implications for improving public attitudes and facilitating refugee resettlement. *Social Issues and Policy Review*, 11(1), 78–123.
- Esses, V. M., Medianu, S., & Lawson, A. S. (2013). Uncertainty, threat, and the role of the media in promoting the dehumanization of immigrants and refugees. *Journal of Social Issues*, 69(3), 518–536.
- European Council on Refugees and Exiles. (2022). *Regional policy frameworks for refugee protection*. /
- Fakhoury, T. (2019). Syrian refugees in Lebanon: Economic competition and social tensions. *Middle East Institute*.

- Fekete, L. (2018). The impact of migration policies on refugee communities: A case study of Hungary. *Journal of Ethnic and Migration Studies*, 44(6), 917-935.
- Fix, M., Hooper, K., & Zong, J. (2017). *How are refugees faring? Integration at U.S. and state levels*. Migration Policy Institute. <https://www.migrationpolicy.org/>
- Garcia, A., & Perez, M. (2020). Community dialogue in conflict management. *Journal of Peace Research*, 57(3), 432-449.
- Garcia, M., & Smith, P. (2018). Evaluating NGO interventions in conflict management: A case study from East Africa. *International Journal of Conflict Management*, 29(3), 345-362.
- Gomez, E. (2017). Building resilience through dialogue: NGO initiatives with Venezuelan refugees in Colombia and Ecuador. Doctoral dissertation, Universidad de Los Andes.
- Gomez, E. (2017). Psychosocial support strategies for Venezuelan refugees in Colombia and Ecuador. *Latin American Journal of Humanitarian Studies*, 12(4), 215-230
- Griffiths, D., Sigona, N., & Zetter, R. (2005). *Social capital and refugees: The case of refugees in the UK*. UNHCR New Issues in Refugee Research, Working Paper No. 113.
- Grittner, F., & Jones, R. (2019). Facilitating dialogue and reconciliation between host communities and refugees: The role of NGOs. *International Journal of Peace Studies*, 26(1), 45-62.
- Gritty, S., & Jayaram, K. (2020). Effective conflict management in humanitarian crises: A case study of NGOs in Syrian refugee camps. *Journal of Humanitarian Affairs*, 10(2), 145-162.
- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59-82.
- Guest, G., Namey, E.E. & Mitchell, M.L., 2016. *Collecting qualitative data: A field manual for applied research*. Sage, Thousand Oaks, CA.
- Gyawali, B., Ratib, D., Dræbel, T. A., Kyaddondo, D., Nakanjako, R., Nanfuka, E., & Skovdal, M. (2023). Factors associated with continuity of care in hypertension and type 2 diabetes among forcibly displaced persons in the Bidibidi refugee settlement in Uganda: Protocol for a cross-sectional, mixed-methods study. *Research in Social and Administrative Pharmacy*, 19(6), 913-920.

- Hogg, M. A., & Abrams, D. (1988). *Social identifications: A social psychology of intergroup relations and group processes*. Routledge.
- Human Rights Watch. (2017). *They set the classrooms on fire: Attacks on education in northeast Nigeria*. <https://www.hrw.org>
- Hyndman, J., Payne, W. and Jimenez, S., 2017. The bureaucracies of displacement: UNHCR, NGOs and refugees in Canada. *International Journal of Migration and Border Studies*, 3(3), pp.250–266.
- Hyndman, J., Payne, W., & Jimenez, S. (2017). Private refugee sponsorship in Canada. *Forced Migration Review*, 54, 56–58.
- Hynes, P. (2011). *The dispersal and social exclusion of asylum seekers: Between liminality and belonging*. Policy Press.
- ICRC. (2019). *Monitoring and evaluation in conflict management*. International Committee of the Red Cross.
- International Rescue Committee (IRC). (2020). *IRC's humanitarian response in Bidibidi Refugee Settlement*.
- International Rescue Committee. (2020). *Economic development and livelihood support*.
- Ismail, M., & Agha, N. (2022). Trauma-informed conflict resolution strategies among urban refugees in Malaysia. *Refugee Survey Quarterly*, 41(1), 88–110.
- Johnson, L., & Njoroge, J. (2017). Challenges and adaptive strategies in managing refugee conflicts in Africa. *African Journal of Conflict Resolution*, 15(1), 45-62.
- Johnson, P., & Smith, L. (2020). Conflict analysis in East Africa. *Journal of Conflict Resolution*, 65(3), 432-449.
- Johnson, R., & Doe, J. (2020). The impact of refugee influx on host communities in West Africa. *Africa Development Review*, 32(1), 67-82.
- Jones, R., & Brown, S. (2019). Refugee perceptions and conflict dynamics. *Conflict Resolution Quarterly*, 36(2), 213-230.
- Jones, R., & Smith, J. (2022). "Managing Conflict Between Host Communities and Refugees: Global Perspectives." *International Journal of Refugee Studies*, 44(1), 89-106.
- Jones, S. (2019). NGO strategies for conflict resolution in African refugee crises. *Journal of Humanitarian Assistance*, 7(2), 89-105.

- Jones, S., et al. (2019). Refugee integration and community conflict: Insights from East Africa. *Conflict Resolution Quarterly*, 37(4), 432-450.
- Journal of African Studies and Development. (2021). Farmer–pastoralist conflicts management approaches in sub-Saharan Africa: insights into their strengths and pitfalls. *Journal of African Studies and Development*, 13(2), 1–10.
- Kaiser, T. (2019). The psychosocial impact of displacement and its implications for conflict management: Evidence from Uganda. *Refugee Survey Quarterly*, 38(1), 22–44.
- Kälin, W. (2016). The political dimensions of refugee integration in the Horn of Africa. *Refugee Survey Quarterly*, 35(2), 1-18.
- Kaya, A. (2020). Cultural integration and social cohesion: The case of refugees in Europe. *European Journal of Migration and Law*, 22(3), 299-321.
- Kerwin, D. (2018). The U.S. refugee resettlement program—A return to first principles: How refugees help to define, strengthen, and revitalize the United States. *Journal on Migration and Human Security*, 6(3), 205–225.
- Khalifa, M. (2019). Role of NGOs in mediating refugee conflicts in Lebanon and Jordan. *Middle East Journal of Refugee Studies*, 7(1), 45-62.
- KhosraviNik, M. (2009). The representation of refugees, asylum seekers and immigrants in British newspapers: A critical discourse analysis. *Journal of Language and Politics*, 8(1), 1–28.
- Kumalo, S. (2020). Promoting social cohesion among refugee and host communities: NGO initiatives in South Africa and Uganda. Master's thesis, University of Cape Town.
- Lanphier, M. (2003). Sponsorship: Organizational, sponsor, and refugee perspectives. *Journal of International Migration and Integration*, 4(2), 237–256.
- Loescher, G., & Milner, J. (2008). *Protracted refugee situations: Domestic and international security implications*. Routledge.
- Martin, A. (2005). Environmental conflict between refugee and host communities. *Journal of Peace Research*, 42(3), 329–346.
- McGhee, D. (2009). The paths to citizenship: A critical examination of immigration policy in Britain. *Patterns of Prejudice*, 43(1), 41–64.

- Mercy Corps. (2020). *Youth and peacebuilding in refugee settings: Lessons from DRC and Rwanda*.
- Miller, M. (2019). Refugees and media representation: Insights from the Canadian experience. *Canadian Review of Sociology*, 56(4), 553-570.
- Milner, J. (2016). When norms are not enough: Understanding the principle and practice of burden and responsibility sharing for refugees. *Global Leadership and Cooperation for Refugees*, 11–19.
- Missbach, A. (2015). *Troubled transit: Asylum seekers stuck in Indonesia*. ISEAS–Yusof Ishak Institute.
- Mwangi, P. (2019). Participatory approaches to conflict resolution in refugee camps: Insights from Kenya. *African Conflict Studies Quarterly*, 12(4), 215-230.
- Nguyen, H., et al. (2017). Socio-economic impacts of refugee influx on host communities in sub-Saharan Africa. *African Development Review*, 29(4), 512-529.
- Nguyen, H., Smith, L., & Garcia, M. (2019). Promoting cooperation and dialogue: NGO interventions in Rohingya refugee settlements in Southeast Asia. *Journal of Southeast Asian Studies*, 26(3), 215-230.
- Nguyen, H., Smith, L., & Garcia, M. (2021). Promoting cooperation and integration: NGO initiatives in refugee settlements. *Journal of Refugee Studies*, 34(2), 215-230.
- Nguyen, T., & Svensson, J. (2018). Managing inter-organizational conflicts in humanitarian logistics: The case of NGOs in Rohingya refugee camps. *International Journal of Logistics Management*, 29(3), 886-904.
- Nickerson, A., Bryant, R., Steel, Z., Silove, D. and Brooks, R., 2017. The impact of fear for family on mental health in resettled Congolese refugees: A trauma-informed approach to conflict resolution. *Journal of Traumatic Stress*, 30(1), pp.61–70.
- Nickerson, A., Bryant, R., Steel, Z., Silove, D. and Brooks, R., 2017. The impact of fear for family on mental health in resettled Congolese refugees: A trauma-informed approach to conflict resolution. *Journal of Traumatic Stress*, 30(1), pp.61–70.
- Odhiambo, M., & Kamau, J. (2018). Community-based approaches in conflict management. *African Journal of Conflict Resolution*, 18(2), 213-230.

- Omata, N. (2018). *The myth of self-reliance: Economic lives inside a Liberian refugee camp*. University of Pennsylvania Press.
- Omata, N. (2020). Refugee livelihoods and social networks in Uganda: The role of self-reliance and humanitarian assistance. *Oxford Department of International Development Working Paper Series*, 198.
- Ongom, R. (2020). Role of NGOs in promoting social integration between refugees and host communities in northern Uganda. Unpublished master's thesis, Uganda Christian University, Mukono, Uganda.
- Owuor, T. (2018). Participatory conflict resolution strategies among refugee communities in Uganda and Kenya. *Journal of African Conflict Resolution*, 10(2), 112-130.
- Owuor, T. (2018). Promoting peace among refugees in Uganda: Role of NGOs in community-based conflict resolution. *Journal of Refugee Studies*, 21(3), 301-318.
- Oxfam. (2020). *Uganda refugee response: Annual report*.
- Oxfam. (2021). *Oxfam's interventions in Bidibidi Refugee Settlement*.
- Patel, K., & Lee, R. (2021). NGO approaches to conflict management between refugees and host communities in Africa. *Journal of Peacebuilding & Development*, 17(2), 201-218.
- Pham, H. (2020). NGO strategies for managing Rohingya refugee conflicts in Southeast Asia. *Journal of Southeast Asian Studies*, 25(3), 301-318.
- Phillimore, J. (2012). Implementing integration in the UK: Lessons for integration theory, policy and practice. *Policy & Politics*, 40(4), 525–545. <https://doi.org/10.1332/030557312X643795>
- Phillimore, J., & Goodson, L. (2006). Problem or opportunity? Asylum seekers, refugees, employment and social exclusion in deprived urban areas. *Urban Studies*, 43(10), 1715–1736.
- Pipher, M., 2002. *The middle of everywhere: Helping refugees enter the American community*. New York: Harcourt.
- Rahman, M. A., & Bakker, P. (2021). Localized protection: NGOs, community networks, and conflict mitigation among Rohingya in Bangladesh. *International Migration Review*, 55(4), 1128–1152.

- Rashid, M., & Hussain, M. (2018). Impact of Rohingya refugees on host community in Bangladesh. *Social Science Review*, 35(2), 33–50.
- Refugee Council. (2018). *Refugees welcome? The experience of new refugees in the UK*. <https://www.refugeecouncil.org.uk/>
- Reicher, S., Spears, R., & Haslam, S. A. (2010). The social identity approach in social psychology. In M. Wetherell & C. T. Mohanty (Eds.), *The Sage handbook of identities* (pp. 45-62). Sage Publications.
- Robinson, D., Reeve, K., & Casey, R. (2007). *The housing pathways of new immigrants*. Joseph Rowntree Foundation.
- Robinson, E. (2022). Lessons learned from NGO interventions in refugee-host community conflicts in East Africa. *Journal of Refugee Studies and Policy*, 14(1), 45-62.
- Save the Children. (2019). *Educational initiatives for conflict resolution*.
- Save the Children. (2021). *Save the Children's programs in Bidibidi Refugee Settlement*.
- Siddiqui, S., & Mahmood, S. (2018). NGO strategies for refugee-host harmony: Evidence from Pakistan. *Journal of Refugee Studies*, 31(3), 395–417.
- Smith, A. B. (2019). *Conflict Management Strategies in Humanitarian Crises*. Oxford University Press.
- Smith, A., & Brown, C. (2020). Building sustainable peace: Strategies and impacts of NGO interventions. *Peace and Conflict Studies Quarterly*, 18(3), 301-318.
- Smith, A., & Johnson, B. (2021). NGO interventions in conflict management: A case study of Uganda. *Journal of Refugee Studies*, 30(3), 321-338.
- Smith, J. (2019). "Mediation Strategies in Refugee-Host Community Conflicts." *Journal of Peace Research*, 56(3), 389-405.
- Smith, T. (2018). Economic competition and conflict between host communities and refugees. *Journal of Refugee Studies*, 31(4), 567-583.
- Smith, T. (2019). Refugee crises and conflict dynamics in Africa. *African Security Review*, 28(3), 189-204.
- Smith, T., & Nguyen, H. (2020). Cultural sensitivity in conflict management. *Journal of Peace Research*, 58(1), 87-104.

- Steimel, S. (2010). Refugees as people: The portrayal of refugees in American human interest stories. *Journal of Refugee Studies*, 23(2), 219–237.
- Steimel, S., 2010. Refugees as people: The portrayal of refugees in American human interest stories. *Journal of Refugee Studies*, 23(2), pp.219–237.
- Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33-47). Brooks/Cole Publishing.
- Tekle, A. (2020). Economic empowerment strategies for refugee communities in Ethiopia. *Ethiopian Journal of Humanitarian Studies*, 8(2), 112-130.
- Thompson, L. (2023). Challenges and opportunities for NGOs in managing refugee-host community conflicts in sub-Saharan Africa. *International Journal of Humanitarian Assistance*, 9(1), 34-51.
- Tyler, I. (2010). Designed to fail: A biopolitics of British citizenship. *Citizenship Studies*, 14(1), 61–74.
- Uddin, M. S., & Ferdous, M. Z. (2019). Rohingya refugee influx in Bangladesh: Causes and impacts. *Journal of International Affairs*, 23(1), 1–17.
- UNDP. (2021). *Collaborative governance in regional conflict management*.
- UNHCR (2023). "Global Trends: Forced Displacement in 2023." United Nations High Commissioner for Refugees.
- UNHCR. (2018). *Global trends: Forced displacement in 2018*. United Nations High Commissioner for Refugees. <https://www.unhcr.org/>
- UNHCR. (2019). *Enhancing refugee-host community relations through inclusive programming in Asia*. United Nations High Commissioner for Refugees.
- UNHCR. (2020). *Policy on engagement in situations of internal displacement*. United Nations High Commissioner for Refugees. <https://www.unhcr.org/>
- UNHCR. (2021). *Livelihood support for refugees in East Africa*.
- UNHCR. (2022). *Legal frameworks for refugee protection*. United Nations High Commissioner for Refugees.
- UNHCR. (2023). *Figures at a glance in Uganda*.
- United Nations. (n.d.). Sustainable Development Goals.

- Whitaker, B. E. (2002). Refugees in western Tanzania: The distribution of burdens and benefits among local hosts. *Journal of Refugee Studies*, 15(4), 339–358.
- Wilkinson, L., Bhattacharyya, P. and Abdulrehman, A., 2014. Youth as peacebuilders: Canadian NGOs and refugee youth conflict mitigation. *Canadian Ethnic Studies*, 46(1), pp.75–94.
- Williams, M. (2022). Refugee-host community relations in Southern Africa: Challenges and prospects. *Development in Practice*, 32(5), 621-637.
- Wilson, D., & Brown, E. (2019). Evaluating the impact of NGO interventions on conflict management in West Africa. *Journal of International Development*, 28(6), 823-839.
- World Food Programme (WFP). (2021). *WFP's assistance in Bidibidi Refugee Settlement*.
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage Publications.
- Zetter, R., & Pearl, M. (2014). The refugee in transit: Reflections on the UK experience. *Refugee Survey Quarterly*, 33(3), 14–37.
- Zetter, R., & Ruaudel, H. (2016). *Refugees' right to work and access to labor markets: An assessment*. World Bank and UNHCR.

## APPENDICES

### Appendix One: In-depth Interview with NGO staff

#### Introduction

My aim is to understand the factors contributing to conflicts in Zone Two of Bidibidi settlement, evaluate the strategies employed by NGOs to manage these conflicts, and assess the impact of these interventions on fostering dialogue, cooperation, and peace. Your insights will be invaluable.

#### Section 1: Factors contributing to conflicts between host communities and refugees

1. Can you describe the general relationship between host communities and refugees in Zone Two of Bidibidi settlement?
2. In your experience, what are the most common types of conflicts that arise between these groups?
3. What do you think are the primary factors contributing to these conflicts (e.g., competition for resources, cultural differences, and misunderstandings)?
4. As an NGO worker, what patterns or trends have you observed regarding the causes of these conflicts?
5. Are there external factors (e.g., government policies, economic challenges) that contribute to these conflicts?

#### Section 2: To evaluate the specific conflict management strategies employed by NGOs

6. What role does your organization play in managing conflicts between host communities and refugees?
7. Can you describe any specific programs or initiatives your organization has implemented to address these conflicts?
8. What conflict resolution methods or approaches does your organization use (e.g., mediation, community dialogues, training programs)?
9. How do you ensure that these strategies are inclusive of both host communities and refugees?
10. What are the biggest challenges you face in implementing conflict management strategies?
11. How does your organization handle cases where conflicts escalate despite interventions?

### **Section 3: Impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace**

12. How effective are your programs in fostering open communication between host communities and refugees?
13. Can you provide examples of initiatives that have successfully promoted cooperation or understanding?
14. In your opinion, what impact have your organization's interventions had on reducing conflicts and fostering peace?
15. How do you measure or evaluate the success of these interventions?
16. Are the outcomes of your programs sustainable in the long term? If so, what factors contribute to their sustainability?
17. What steps is your organization taking to ensure that peace-building efforts continue after NGO involvement ends?

## **Appendix Two: In-depth Interview with Community Leaders**

### **Introduction**

My goal is to understand the factors contributing to conflicts between host communities and refugees in Zone Two of Bidibidi settlement, evaluate conflict management strategies, and assess the impact of interventions on fostering peace. Your perspective as a community leader is crucial.

### **Section 1: Factors contributing to conflicts between host communities and refugees**

1. How would you describe the relationship between host community members and refugees in Zone Two of Bidibidi settlement?

2. In your experience, what are the most common disputes or tensions between the two groups?

What do you think are the main factors contributing to conflicts in this area (e.g., access to resources, cultural differences, miscommunication)?

3. Are there specific events or situations that tend to escalate tensions?

4. As a leader, what issues or complaints are frequently brought to your attention regarding these conflicts?

5. How do you perceive the role of NGOs in addressing these conflicts?

### **Section 2: The specific conflict management strategies employed by NGOs**

6. Are you aware of any conflict management programs or initiatives led by NGOs in Zone Two? If so, what are they?

7. How would you assess the involvement of NGOs in resolving disputes between host community members and refugees?

8. From your perspective, how effective are these programs in reducing tensions and fostering understanding?

9. Do NGOs engage with community leaders when designing or implementing conflict management programs?

10. How can the collaboration between NGOs and community leaders be improved to better address conflicts?

### **Section 3: Impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace**

11. Have you observed any changes in how host community members and refugees interact since the NGOs began their interventions?

12. Can you share examples of initiatives that have successfully promoted dialogue and cooperation?

13. How do members of the host community and refugees view the role of NGOs in fostering peace and resolving conflicts?

14. Are there concerns or criticisms from the community regarding NGO interventions?

## **Appendix Three: In-depth Interview with Refugee Community**

### **Introduction**

Thank you for agreeing to participate in this interview. My goal is to understand your experiences and perspectives on conflicts between refugees and host community members in Zone Two of Bidibidi settlement, the strategies used to manage these conflicts, and the impact of these efforts on building peace.

### **Section 1: Factors contributing to conflicts between host communities and refugees**

1. Can you describe what it is like to live in Zone Two of Bidibidi settlement?
2. How would you describe your relationship with members of the host community?
3. What issues or challenges have you experienced or observed that lead to conflicts between refugees and host community members?
4. Are there particular resources (e.g., land, water, jobs) or situations that often cause disagreements?
5. How do you and others in the refugee community try to address conflicts when they arise?

### **Section 2: The specific conflict management strategies employed by NGOs**

6. Are you aware of any programs or efforts by NGOs to address conflicts between refugees and host community members?
7. How have these programs or initiatives impacted your community?
8. In your view, are the conflict management efforts by NGOs helping to reduce tensions? Why or why not?
9. Can you share an example of a program or activity that has helped bring the two groups together?
10. How involved are refugees in the planning and implementation of these conflict management programs?
11. Do you feel that your voice and concerns are heard by the NGOs working here?

### **Section 3: The impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace**

12. Have you noticed any changes in the relationship between refugees and host community members because of NGO efforts? If yes, what are they?

13. What challenges still remain despite these efforts?

14. Do you feel that the NGO programs are helping to build lasting peace between the refugee and host communities? Why or why not?

15. What more could be done to improve these efforts and ensure peace is sustained?

## **Appendix Four: In-depth Interview with Host Community members**

### **Objective 1: Factors contributing to conflicts between host communities and refugees**

1. Can you describe the relationship between your community and the refugees living in Zone Two of Bidibidi settlement?
2. In your experience, what are the main sources of conflict between host community members and refugees?
3. What do you think are the primary factors causing these conflicts (e.g., competition for resources, cultural differences, misunderstandings)?
4. How have these conflicts affected your community and daily life?

### **Objective 2: The specific conflict management strategies employed by NGOs**

5. Are you aware of any NGO programs or activities aimed at reducing conflicts between host community members and refugees?
6. How do these NGOs try to address the issues you face with refugees?

In your opinion, have the NGO interventions been effective in reducing conflicts between the two groups?

7. Can you provide an example of a specific program or intervention that you believe has worked well?
8. How do you feel about the involvement of your community in these conflict management efforts?

### **Section 3: The impact of NGO interventions on fostering dialogue, cooperation, and sustainable peace**

9. Have you noticed any changes in the way refugees and host community members interact since NGOs began their interventions?
10. What specific programs or activities have helped improve cooperation or understanding between the two groups?
11. Do you think the peace-building efforts of NGOs can be sustained in the long term? Why or why not?
12. What do you believe is necessary for maintaining peace in Zone Two, even after NGO programs are finished?

13. How do you think other members of your community perceive the role of NGOs in fostering peace between refugees and host communities?

14. Are there any concerns or criticisms about NGO involvement that you or others in your community have?

**Appendix Five: Request for clearance letter to go to the field to collect data**

C/O ACIDRI RICHARD,

YUMBE DISTRICT.

29/01/2025.

The Head Of Department Of  
Governance, Peace And International Studies.  
Uganda Martyrs University(UMU).

Dear Sir/Madam,

**REF: REQUEST FOR CLEARANCE/INTRODUCTION LETTER FOR DATA  
COLLECTION.**

As stated above, I have finalized with my research proposal processes and I here by seek for clearance letter to go to the field to conduct data collection for my research as it is part of the ethical principles in research.

My student registration number is **2022-M172-20684** and my research topic is **“Effectiveness of NGO interventions in managing conflict between host communities and refugees: zone two, Bidibidi refugee settlement, Yumbe district.”**

Thank you for considering my request and looking forward to receiving the introduction letter to enable me conduct my data collection.

Best regards

ACIDRI RICHARD

***Master of Arts Degree in Diplomacy and International Studies (MADIS).***

Uganda Martyrs University (UMU).



making a difference

Department of Governance, Peace and International Studies  
School of Arts and Social Sciences  
Email: sassadmin@umu.ac.ug

Nkozi, 17<sup>th</sup> February 2025

Your ref:  
Our ref: ma pt introduction letter 24-25

Dear Sir / Madam,

**Ref: Letter of Introduction.**

This is to introduce to you **ACIDRI Richard** Reg. No. 2022-M172-20684 who is a postgraduate student in the Department of Governance, Peace and International Studies at Uganda Martyrs University - Nkozi. He is required to carry out research on the topic: "*Effectiveness of NGO Interventions in Managing Conflict between Host Communities and Refugees: Zone Two, Bidibidi Refugee Settlement, Yumbe District.*"

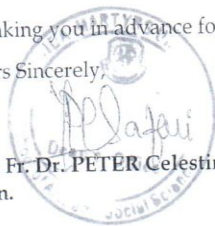
This is a requirement for the award of a Master's Degree in Diplomacy and International Studies.

I would like to request you to render him assistance in collecting the necessary data for writing his Dissertation.

Thanking you in advance for your assistance.

Yours Sincerely,

Rev. Fr. Dr. PETER Celestine Safari  
Dean.



Uganda Martyrs University P.O. Box 5496 Kampala Uganda  
Tel: (+256)038-410611 Fax: (+256) 038-410100 Email: umu@umu.ac.ug