The Drivers, Challenges and Roles of Businesses in Peacebuilding: A Case Study of CSR in Northern Nigeria

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The Drivers, Challenges and Roles of Businesses in Peacebuilding: A Case Study of CSR in Northern Nigeria

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A Thesis Submitted in Partial Fulfilment of the Requirements of Manchester Metropolitan University for the Degree of Doctor of Philosophy

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Declaration

This thesis is submitted in partial fulfilment of the requirements of the Manchester Metropolitan University for the degree of Doctor of Philosophy. No portion of the work referred to in this thesis has been submitted in support of an application for another degree or qualification of this or any other university or other institution of learning.

Name: **JAMILA MOHAMMED ADAMU**

Signed:

Date:

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Dedication

To my father, my number one
and
To all victims of conflict, in Nigeria and the world round.

Abstract

This study focuses on the role of businesses in peacebuilding in Northern Nigeria over the last decade. Several studies have shown that at various points of a conflict, regions can benefit from the resources and expertise available outside the government, mainly from the private sector through mechanisms such as corporate social responsibility (CSR) by businesses. This is key to addressing the root causes of a conflict through preventive rather than reactionary measures.

The aim of this study is addressed through five research questions. These explore the nature and extent of CSR peacebuilding activities conducted by businesses, the role that business' play in the process, the motivations of businesses to engage in peacebuilding, including the effect of stakeholder influence on the decision to engage, as well as the mutual support that exists between businesses, the government, and other stakeholders with respect to peacebuilding. Others are the implementation challenges that businesses encounter, and a comparison between the nature of CSR-based peacebuilding activities of small and large businesses in the Northern Nigeria region.

The study adopted a mixed methods approach to data collection. Following a pilot study designed from primary and secondary data, a larger data sample of 124 businesses was acquired from businesses of various sizes and sectors within the northern conflict region, for the main survey. Both quantitative and qualitative (open-ended) data were obtained at this stage. Additional qualitative data was obtained at a follow-up stage using semi-structured interviews from 21 stakeholder partners that included community leaders, and officials from government and non-government organizations. The purpose was to complement and validate the data from the main survey.

The key findings of the study indicate that activities of businesses in peacebuilding in Northern Nigeria is mainly targeted for economic development and social cohesion, with over 90% of businesses engaging in CSR towards this goal. There was also a positive link between a region's conflict severity and businesses' CSR interest, whereby areas more severely impacted, attract more business CSR initiatives. In terms of business motivations for peacebuilding, those not engaged in peacebuilding cited lack of insurance and fear of reprisals, while those engaged in peacebuilding, were most influenced by negative economic effect of conflict and stakeholder driven motives. There were 12 stakeholder groups identified, with the most important being the CEO, employees, government, NGOs and community. The foreign stakeholders (such as foreign media and governments) were ranked least important. With regards to mutual support, most dominant government support was through partnerships, but businesses perceived low coordination of stakeholders by the government. About half of the businesses indicated they encountered implementation challenges. These included low community response, excessive

demands from community leaders, difficulty in identifying partners and victims, as well as lack of access due to poor infrastructure and insecurity.

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List of Abbreviations

B4P	Business for Peace
BRICS	Brazil, Russia, India, China and South Africa
CAC	Corporate Affairs Commission
CEO	Chief Executive Officer
COVID-19	Coronavirus 2019
CSR	Corporate Social Responsibility
ICRC	International Committee of the Red Cross
IDPs	Internally Displaced Persons
IOM	International Organization for Migration
JISC	Joint Information Systems Committee
MNCs	Multinational Corporations
MSME	Micro, Small and Medium Enterprises
NEDC	North East Development Commission
NGOs	Non-governmental Organisations
NHF-PSI	Nigeria Humanitarian Fund - Private Sector Initiative
NNPC	Nigerian National Petroleum Corporation
OCHA	UN Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PCNI	Presidential Committee on the North-East Initiative
PPP	Public Private Partnership
RQ	Research Question
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
UN	The United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VSF	Victims Support Fund
WASH	Water, Sanitation and Hygiene

Academic Achievements and Events

The following activities were achieved during the course of this PhD research:

Conference publications:

- Makarfi, J. Mohammed. and Sonmez Y. (2021): *"The Role of Businesses in Peacebuilding in Nigeria: A Stakeholder Approach",* in Proceedings of International Conference of Peacebuilding and Conflict Resolutions (ICPCR) Berlin, July 2021.
- Makarfi, J. Mohammed. *"Corporate Security Responsibility of Businesses in Nigeria: Potential Impact and Challenges",* in MMU postgraduate researcher conference "PGR Roots" Manchester, March 2020.

Other publications:

- Jamila Mohammed Makarfi: *"Half a Conference is Better than None"*, MMU postgraduate research blog post, published 23 Sep 2021.
- Jamila Mohammed Makarfi: *"Corporate 'Security' Responsibility",* MMU postgraduate research blog post, published 15 Oct 2020.

Academic events:

- Panelist: *"Triple Crisis and the Alternative Futures: Research meets Policy."* at the Early-Career Researchers Pre-Conference of the 33rd Annual Conference of the European Association for Evolutionary Political Economy (EAEPE), Sep 2021.
- Oral Presentation: *"The Role of Businesses in Peacebuilding in Nigeria: A Stakeholder Approach",* at ICPCR 2021 Berlin.
- Poster presentation: *"Corporate Security Responsibility of Businesses in Nigeria: Potential Impact and Challenges*", in MMU PGR conference 2020, Manchester.

Awards Received:

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- 'MMU Research Support Award', April 2021.
- 'People's Choice Award' at the MMU Images of Research competition, 2020 for the submission titled *"Corporate Security Responsibility'.*

1 Chapter One: Introduction

1.1 Background

The recent rise of insurgency, conflict and other forms of extreme violence have become a major concern for governments around the world. Particularly, these trends are more pronounced in developing countries, where the most vulnerable communities have undergone conflicts. Although conflict is considered an inevitable part of social change (Oetzel et al., 2007), for most developing countries such conflicts take a violent dimension, thereby leading to further underdevelopment, disease and loss of lives and livelihoods.

The primary responsibility for security and peace rests with governments, but the private sector can contribute to stability in conflict-affected areas (Powell et al., 2010), where other actors have not satisfactorily responded. A major impediment to the ability of governments to roll out necessary initiatives for social good in general is the shortage of financing means (Carbonara et al., 2013) and the ability to effectively implement the initiatives. This incapability of deploying resources is brought about by a lack of good governance or where funds are provided, then there is a deficiency of the technical know-how and skills with which to effectively expend it for the betterment of the citizenry, who are incapable of influencing government policies that would benefit them. The private sector and in particular businesses, through corporate social responsibility (CSR) have been identified as essential to filling this gap (Miklian, 2017; Oetzel et al., 2007; Oetzel and Getz, 2012; Wennmann, 2012), especially considering the threat that conflicts pose to businesses.

CSR has been defined as *"the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large"* (Watts and Holme, 1998: 3). It can be seen that through the view of CSR there are factors internal to the business firm and those external to it, in this case local community and wider society. By adopting an approach that considers the community as an important stakeholder, businesses find themselves in the position to extend their traditional roles of profit maximization to a wider audience.

In a similar line, the European Commission defines CSR as *"a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"* (CEC, 2001). In this research, the problem with the social environment is the conflict that the stakeholders are faced with in northern Nigeria and the stakeholders in question are the local community and the government.

Due to the unstable nature of operating in a conflict environment, businesses are likely to be actors within the overall conflict management scheme. Thus, researchers opine that there is need to identify functions for businesses within the overall peacebuilding structure rather than each business to discharge CSR initiatives as single entities (Wennmann, 2012). The potential for corporate peacebuilding has often been overlooked, partly due to the perception that peacebuilding is the exclusive domain of states and international organisations. This perception has failed to take into account the qualities and the comparative strength that businesses could bring to peacebuilding and the fact that many businesses have already been involved in the peaceful transformation of conflict.

1.2 Statement of the Research Gap

This research seeks to examine the unexplored knowledge gap in the use of CSR by businesses as a vehicle for peacebuilding in northern Nigeria in the last decade. Business contributions to peace through CSR has been a growing area of research in developing countries. While research into CSR activities of multinational corporations (MNCs) in the extractive sector in the southern region of Nigeria have been conducted over the last 2 decades such as Boele et al.(2001), Frynas (2000), Frynas (2001), Idemudia (2009), Idemudia (2010), Idemudia and Ite (2006), Ndu and Agbonifoh (2014), Akpan (2006), Ako et al. (2009), Ekhator (2014), Musa et al. (2013), Kpolovie and Sado (2016), Rieper (2013), Ite (2004) and Ite (2007), these studies have mainly covered MNCs and southern Nigeria. This view is corroborated by Amaeshi et al. (2006), who observes that CSR in Nigeria has mostly focused on MNCs as against local firms. It is however important to examine contributions of local businesses, given that in some context, national and/or local businesses are more likely to be successful than MNCs in local peace and development initiatives (Miklian and Schouten, 2019). Moreover, the aforementioned studies have been extensively focused on the oil-rich southern part of the country as against the northern regions (See in Table 4:2, Chapter 4 for overview of publications), even though the selected study region of the north has been plagued with spates of conflict and violence and businesses there do indeed engage in CSR. As will be discussed in Chapter 3, CSR practices in developing countries have recently become more regional as against nationally oriented (Visser, 2009). Thus, this research seeks to examine contributions of businesses, both local and MNCs, through CSR in the northern conflict regions (Additional information on the nature of conflict in Nigeria is contained in Chapter Two).

It is worth noting that the region of research interest is politically, economically and socially distinct from the much-studied southern regions of the country. For example, in the southern regions, the average literacy rates are between 69 to 74 per cent and poverty rates 8 to 29 per cent, while in the northern regions average literacy rates are between 31.7 to 56.4 per cent and poverty rates 51.6 to 92 per cent (see Section 2.1 for details (OPHI, 2017; UNESCO, 2012); which shows the difference in socio-economic conditions between the regions. Moreover, the nature of conflict in the southern region were mostly resulting from resource control, environmental degradation and human rights issues resulting from negative consequences of activities of businesses in the extractive sector (oil and gas) in the region. As such, CSR initiatives from the corporations could be regarded as ethical and moral responsibilities. On the other hand, the conflict in the northern region is attributed to religious/tribal intolerances, political and socio-economic factors.

1.3 Research Aim and Objectives

The main aim of this study is to examine the drivers, challenges and roles of businesses in peacebuilding in Northern Nigeria through CSR in the last decade. To achieve the aim of the research, the following objectives are outlined:

1. To determine the nature and extent of CSR-based peacebuilding activities conducted by businesses as well as business' role in this process within Northern Nigeria.
2. To determine the motivations of businesses to engage in peacebuilding, including the effect of stakeholder influence on the decision to engage.
3. To determine the mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria.

4. To uncover the challenges that exist for businesses with respect to the implementation of peacebuilding activities with their encounters with the government and the community.
5. To compare between the nature of CSR-based peacebuilding activities of small and large businesses.

1.4 Research Questions

In line with the aforementioned research objectives, the study will address the following research questions:

1. What is the nature and extent of CSR-based peacebuilding activities conducted by businesses as well as the business' role in this process within the Northern region of Nigeria?
2. What are the motivations of businesses to engage in peacebuilding and to what degree do the primary (i.e., employees, shareholders, manager, etc.) and secondary (community, government, etc.) stakeholders, influence the businesses' decision to engage in peacebuilding?
3. What degree of mutual support exists between businesses and the government (i.e., a secondary stakeholder), with respect to peacebuilding in Northern Nigeria.
4. What challenges exist for businesses with respect to the implementation of CSR peacebuilding activities with their encounters with the government and the community (i.e., secondary stakeholders).
5. What are the similarities and differences between the nature of CSR-based peacebuilding activities of small and large businesses in the region?

1.5 Scope and Limitation

The focus of this study is on the nature of businesses' CSR activities in Nigeria that contribute to the government's effort in peacebuilding. This is because

contributions by businesses through CSR are one way for firms to gain positive reputations and give back to communities in the form of sustainable development activities (Sweeney, 2009). In this regard, the research will consider businesses as *"companies, local and international, that are involved in the financing, production, or trade of legal or legitimate goods and services"* (Wennmann, 2012: 921). The research will consider businesses operating in Nigeria and the business sizes will be categorised by the number of employees, in line with the OECD definition of micro-, small- , medium-, and large-scale businesses (OECD, 2019).

CSR as a concept is viewed differently from various economic perspectives, including but not limited to; the Neoclassical free market perspective, the Neo-keynesian perspective and the polar opposite Marxian perspective.

Peacebuilding as presented in contemporary literature encompass both concepts of promoting peace and preventing conflict (see Figure 1:1 below), as processes that occur before, during and post-conflict. For this research, the term conflict refers to the situation when two or more parties with incompatible interests who express hostile attitudes or pursue their interests through actions that damage the other(s).(USAID, 2001). Meanwhile, preventing conflict is understood in line with the Carnegie Commission's definition to *mean "measures and actions to prevent the emergence of violent conflict, prevent ongoing conflicts from spreading and prevent the re-emergence of violence"* (Carnegie Corporation, 1997: xviii). Additionally, *"Peace is not just the absence of conflict",* as asserted by Nelson Mandela (Mandela, 2004). There is also an understanding that *"peace is a process, not a goal"* (Hearst, 2008) and therefore to sustain peace it is necessary to observe *"a set of long-term endeavours undertaken continuously through multiple stages of conflict (before, during, and after) and involving collaboration at several levels of society"* (AFP, 2012).

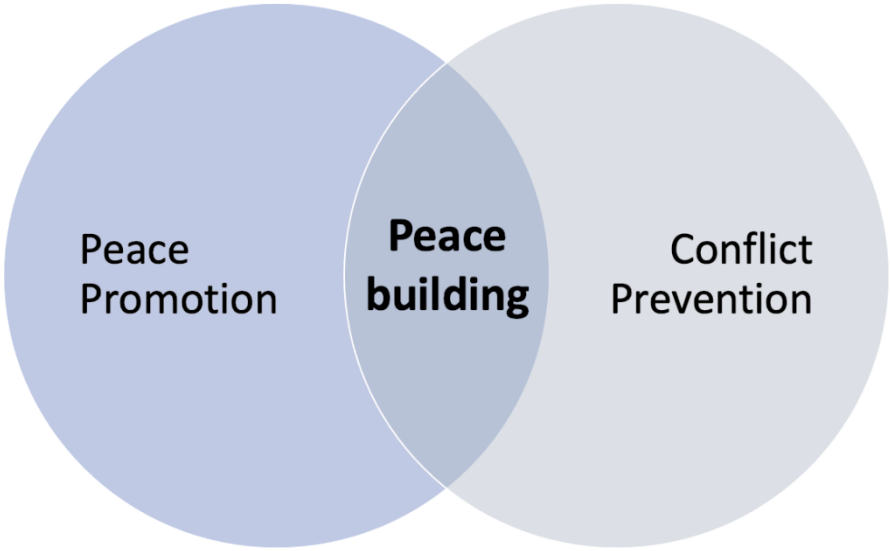

Figure 1:1 Conceptual relationship of peacebuilding elements

Source: Researcher

In this regard, it is not just enough to prevent conflict, but to achieve sustainable peace, the result of it is necessary to promote peace as well. A just society must be one that has moral virtue and legitimizes complete regard for its citizens and ensures equitable allocation of resources, rights and liabilities among its people.

The conflict in Nigeria mostly stems from political and economic inequality as a result of the accumulation of obscene amount of wealth in the hands of a small population of the country, giving rise to an unhealthy economic gap among the people. Therefore, in the bid to restore peace and stability, the peacebuilding process must be determined to address the injustice and oppression perpetuated by a minority few and the marginalization suffered by the utmost majority.

1.6 Structure of the Report

The report commences with the introduction and background context of the study in Chapters 1 and 2, respectively. Next, the theoretical framework and literature review are presented in Chapters 3 and 4, respectively. Thereafter, the research methodology employed is presented in Chapter 5, followed by the results and analysis in Chapter 6, and the discussion of the results in Chapter 7. Finally, the conclusion to the report is provided in Chapter 8.

1.7 Chapter One Summary

This chapter has presented the research background, statement of the research gap, research questions, as well as the research aim and objectives. Thereafter, the chapter highlighted the scope and limitations of the study, before outlining the overall structure of the thesis in the final section. The next chapter will provide the background context of the study as a first step of the literature review process.

2 Chapter Two: Background Context of the Study

2.1 Introduction

In this chapter an important empirical foundation for this research will be placed. A vital principle of business engagement in the development of sustainable peace requires an understanding of the nature of the conflict, its causes, stage and location (Nelson, 2000). Consequently, this chapter will cover background information on Nigeria and an overview of the nature and causes of conflict in the study region, taking note of the key differences with other regions previously studied within Nigeria. Additionally, the efforts already underway by the Nigerian government and initiatives/structures to encourage private sector participation towards peacebuilding in northern Nigeria will be considered and discussed.

2.2 The Context of Conflict in Nigeria

Nigeria is the most populous country in Africa with an approximate population of 190.9 million people (UNDESA, 2019) and a land mass of 923,768 square kilometres. The country has six major political regions but is distinctly divided economically, socially, culturally and politically between its southern and northern regions (See Figure 2:1, Figure 2:2 and Figure 2:3). Due to the peculiarities in the regions, the nature of conflict and security challenges experienced within the regions also differ. For instance, over the last decade there have particularly been clashes between farmers and cattle herdsmen in some North-central states (also called the middle belt) and the insurgent activities of the Boko Haram group in the North-East Region. On the other hand, the southern regions have undergone conflicts/agitations for resource control and environmental degradation in the oil rich Niger-Delta Region in the South-South and separatist movements for Biafra in the South-East. These security challenges are of particular concern as Shatz (2014)

opined that the growth of conflict and violence in Africa is putting into effect a grave setback of development achievements already made and threatening to inhibit prospects of growth for decades in the future.

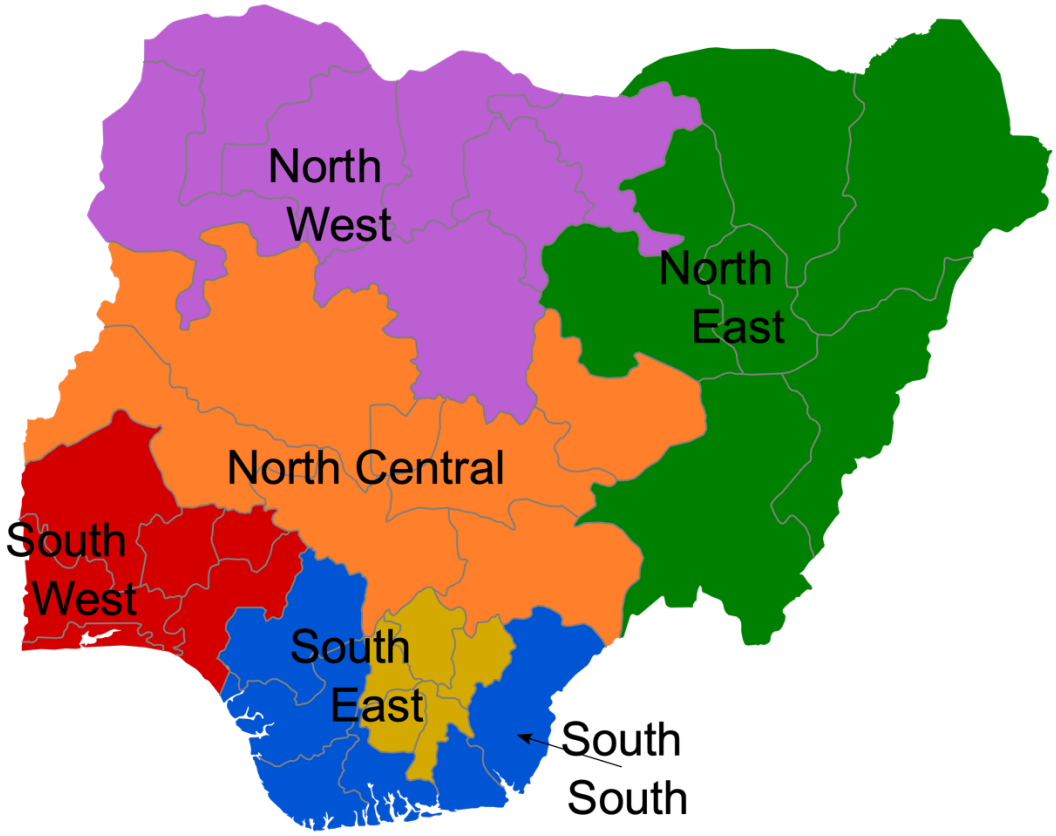

Figure 2:1 Map of Nigeria showing Regional Divides

Source: Wikipedia

The South-south region is of particular interest to researchers in the subject (See Figure 2:1 for context) where exhaustive studies have been conducted over the last 2 decades such as Akpan (2006), Idemudia (2009), Idemudia and Ite (2006), Ite (2007), and Ndu and Agbonifoh (2014). The interest in this region is because the Niger-Delta is rich in hydrocarbons and has resulted in an estimated production of over USD $600 billion value of crude oil and gas from the time when the reserve was first discovered in 1956 (Amnesty International, 2009). The population of this region is about 20 million people spanning approximately 40 different ethnic groups and has some of the most important marine ecosystems in the world (Nseabasi, 2005). Geographically, most states involved in the upstream sector lie within the Niger-delta region of the Country and include the oil and gas producing states Bayelsa, Akwa Ibom, Cross River, Edo, Delta and Rivers States. Other oil producing states are Abia and Imo States in the South-east as well as Lagos and Ondo States in the South-west.

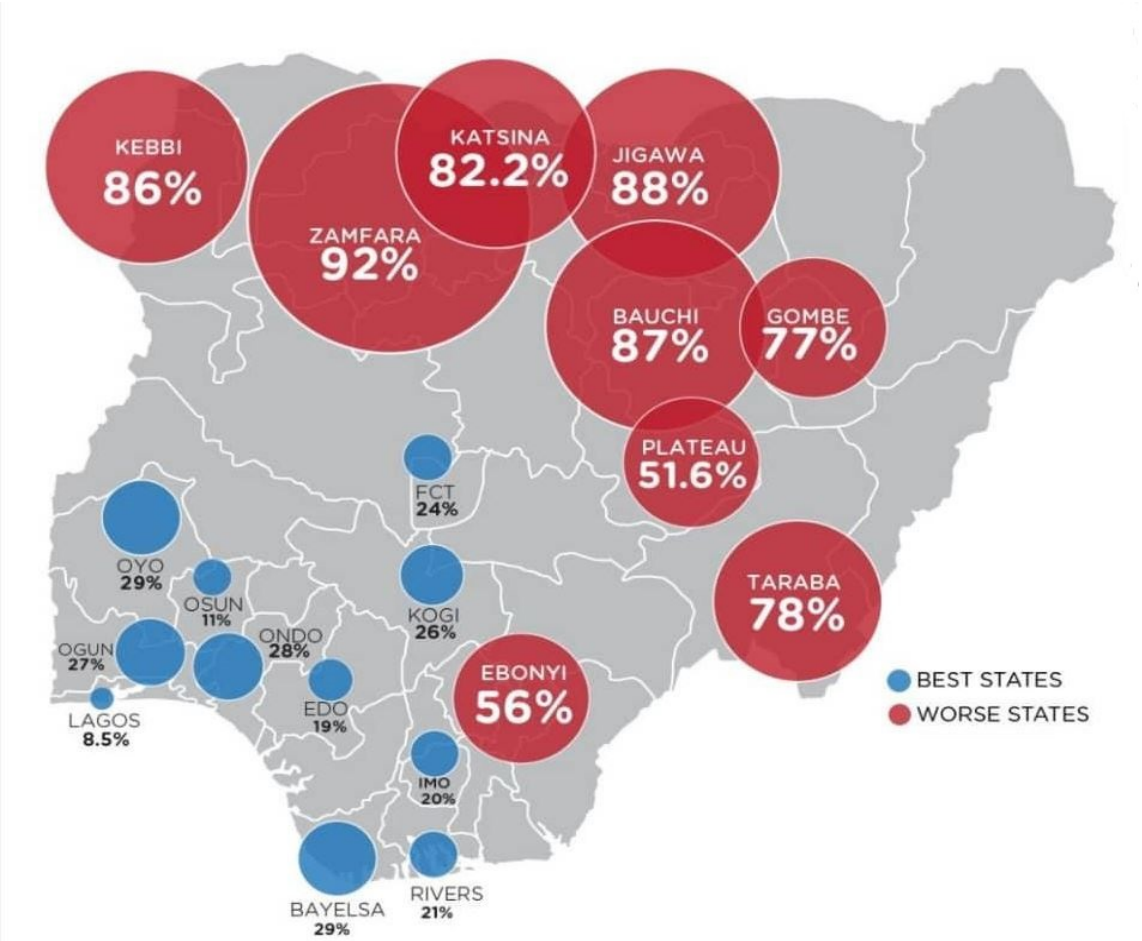

Figure 2:2 Nigeria Multidimensional Poverty Index[1]

In contrast the Northern part of the country, has over 70% of the country's illiteracy and poverty rate (Sanusi, 2017) (See Figure 2:2, Figure 2:3 and Table 2:1). For example, the Northeast region (consisting of Adamawa, Borno, Bauchi, Gombe, Yobe and Taraba States) have been under violent Boko Haram insurgence attacks since 2009.[2] Assessments have put the fallout from the insurgency to have negatively impacted about 15 million people, including about 2.3 million IDPs, and thousands of refugees and fatalities. Several inhabitants in the region have been internally displaced to camps in other communities. Most host communities are very

[1] The Multidimensional Poverty Index is an international measure of acute poverty in developing countries. It tracks deprivation across three dimensions with respect to education, health and living standards. (Oxford Poverty and Human Development Initiative, 2021)

[2] Boko Haram is a terrorist group that is waging war against the Federal Republic of Nigeria, to create a "pure" Islamic state ruled by sharia law. (Walker, 2012)

stretched due to the heavy burden and sudden arrival of IDPs from insurgency affected areas (PCNI, 2017).

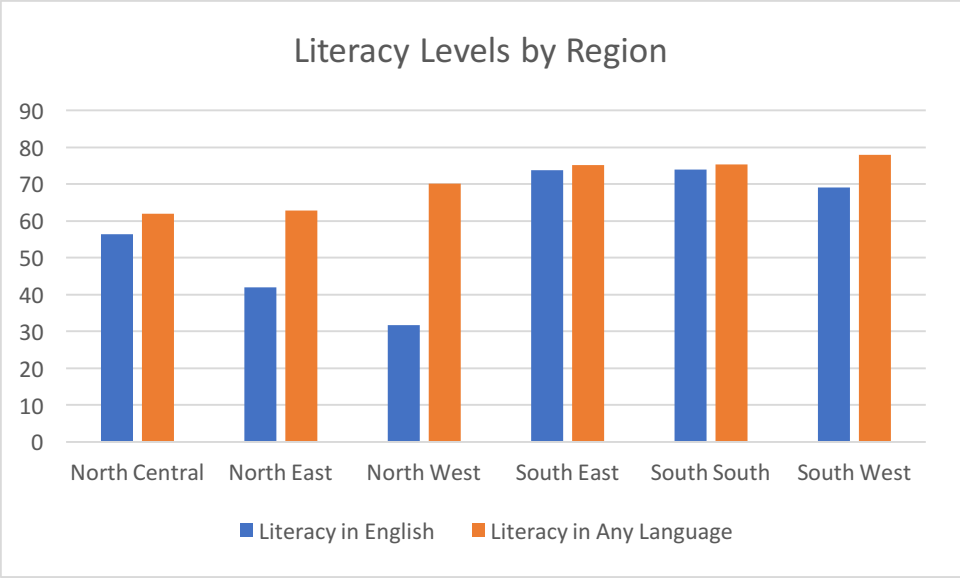

Figure 2:3 Literacy in Nigeria by Regions

(Data source: Nigerian Bureau of Statistics, 2010)

The crisis in the region has further led to widespread destruction to critical infrastructure thereby severely affecting health, social and economic activities. The extent of destruction covers homes, places of worship, schools, hospitals and marketplaces, leading to the abandonment of entire communities particularly in Yobe and Borno States. Normal service provision is almost non-existent because several teachers and health workers have been killed and are therefore absconding from the region. Similar issues are also responsible for a near total collapse of economic activities in the region (PCNI, 2017).

It is worth noting that the region of research interest is politically, economically, and socially distinct from other already studied southern regions of the country. For example, in the southern regions, the average literacy rates are between 69 to 74 per cent and poverty rates 8 to 29 per cent, while in the northern regions average literacy rates are between 31.7 to 56.4 per cent and poverty rates 51.6 to 92 per cent (see Figure 2:2, Figure 2:3 and Table 2:1 for details (OPHI, 2017; UNESCO,

2012)); which shows the difference in socio-economic conditions between the regions. Moreover, the nature of conflict in the southern region were mostly resulting from resource control, environmental degradation and human rights issues resulting from negative consequences of activities of businesses in the extractive sector (oil and gas) in the region. As such, CSR initiatives from the corporations could be regarded as ethical and moral responsibilities. On the other hand, the conflicts in the northern regions are attributed to religious/tribal intolerances, political and socio-economic factors.

Table 2:1 Breakdown of Literacy Levels in Nigeria by Region and Gender

Region	**Literacy in English**			**Literacy in Any Language**		
	Male	Female	Both Gender	Male	Female	Both Gender
North Central	65.1	47.3	56.4	70.4	52.8	61.9
North East	49.8	33.4	42	73.1	51.4	62.8
North West	39.7	23.2	31.7	79.4	60.2	70.1
South East	80.7	67.5	73.8	81.6	69.3	75.1
South South	81.1	66.7	74	82.3	68.2	75.4
South West	75.5	62.6	69.1	83.7	72.1	77.9

Source: UNESCO, 2012

2.3 The North Development Efforts

The Federal Government of Nigeria has prioritised ensuring peace and normalcy returns to the Northern regions, especially the North East of Nigeria through a development strategy. Successful implementation would include joint effort from private sector, international development partners, local partners and non-governmental organizations. Successful implementation would also require

commitment in terms of funding, monitoring and evaluation frameworks, clear effective communication, accountable governance, institutional frameworks (PCNI, 2017). It is worth noting that most of the peer-reviewed studies on humanitarian issues in Nigeria have been on the Niger-Delta region being that the North-East situation is a more recent development, which started in the last decade (Santos et al. (2014), Minnee et al. (2013), Idemudia (2009), Ogula (2012) and Adeyanju (2012)).

Some of the North East regional and community development efforts include the Short-term Emergency Assistance and Economic Stabilization (EA-ES 2014), Intermediate-term Resettlement and Rehabilitation (RRR 2015), the Long Term Economic Reconstruction and Redevelopment Plan (ERRP) and the now defunct Presidential Initiative of the North East (PINE) amongst others (Olawoyin et al., 2012). Specifically, any community development efforts in the North-East region must take into account the fact that there is presently an ongoing effort of oil and gas exploration activities around the Lake Chad Basin, and the attendant problems that arose with other oil producing communities in Nigeria and the rest of the world, are well documented (Obi and Rustad, 2011; Ordinioha and Brisibe, 2013). Such attendant problems could come in the form of resource control issues, social and economic problems, as well as environmental degradation as a result of unsustainable extraction.

Following successes from counter-insurgency operations, significant gains were registered against Boko Haram and other nameless groups over the last three years. The Federal Government therefore declared the commencement of the early recovery phase in major communities in the region, towards community development to ensure reintegration, recovery and rehabilitation of those affected. Towards achieving this objective, several stakeholders were therefore assembled including government agencies, non-governmental organizations and businesses

via partnerships and CSR under the strategic guidance of the North East Development Commission (NEDC, formerly PCNI: The Presidential Committee on the North-East Initiative) (PCNI, 2017). The Nigerian Government also established an Armed Forces Led initiative known as Operation Safe Corridor, aimed at encouraging Boko Haram insurgents to surrender and embrace. The key objective is to facilitate easy access and passage for surrendering insurgents to security forces for the subsequent de-radicalization, rehabilitation and re-integration process (BBC, 2016).

As regards to the humanitarian efforts, the PCNI identified some critical priority areas to ensure coordination and effectiveness of the ongoing humanitarian efforts. These areas include food and nutrition, Water, Sanitation and Hygiene (WASH), shelter, health, education and Non-Food Items (NFIs). Additionally, country statistics from the International Organization for Migration (IOM, 2016) indicated that the crises had particular impact on women and children because of the Boko Haram strategy of abductions and the conditions within the many IDP camps in the region. A particular example is that of the abduction of over 280 schoolgirls from Chibok in 2014. The NEDC plan has particularly called for assistance from NGOs and businesses in the form of CSR for accelerated success in the recovery program.

The Ministry of Petroleum Resources has also pledged to ensure major oil companies in Nigeria engage with NEDC in the form community development of the region and future conflict prevention and re-emergence of hostilities (PCNI, 2017). The Nigerian National Petroleum Corporation (NNPC) has therefore received a government mandate to participate in the funding of recovery efforts in the region through its CSR activities. Given that oil and gas accounts for over 80% of GDP and over 90% of government revenues (Alabi and Ntukekpo, 2012), this would be a major source of funding for the North-East recovery and rebuilding efforts.

In 2016, the Nigeria Humanitarian Fund (NHF) was established as a country-based pooled fund (CBPF) managed by the UN Office for the Coordination of Humanitarian (OCHA). Although there are several partners such as public agencies, relief and humanitarian organizations, the private businesses have emerged as key stakeholders to the initiatives driven mainly through CSR allocations (OCHA, 2018). Additionally, the Nigerian Foundation for the Support of Victims of Terrorism, also known as the Victims Support Fund (VSF), is a key initiative of the Federal Government of Nigeria with a mandate to administer support to and raise awareness of the victims of Boko Haram's insurgency but implementation is private sector driven.

2.4 Chapter Two Summary

This chapter has reviewed the background information on Nigeria and thereafter proceeded to provide an overview of the nature and causes of conflict in the study region, taking note of the key differences with other regions previously studied within Nigeria. The review therefore provided additional evidence in line with the justification of this research earlier provided in the statement of the research gap in the introductory chapter. Furthermore, in setting the research context, this chapter outlined the efforts already underway by the Nigerian government and structures in place to encourage private sector participation towards peacebuilding in northern Nigeria in the last decade.

3 Chapter Three: Theoretical framework

3.1 Introduction

This research seeks to examine the nature and extent of the activities of businesses in peacebuilding in Northern Nigeria through CSR, as well as the business' role in the process in the last decade. Theory is the foundation of research and without a theory there is nothing much to research (Willig, 2013). As such, it is necessary to critically review the relevant theories within the literature in order to position and contextualise the study in the dynamic fields of CSR and peacebuilding.

Corporate social responsibility in the field of business and peacebuilding is currently at a stage where the research community is trying to understand the models and theories of implementation yet several international organisations have adopted the concept as a cornerstone of their development strategies. (Debeljak and KrkaA, 2008). Although an in-depth conceptualisation of CSR and peacebuilding would be considered in the next chapter (see Section 4.2 and Section 4.3), it is necessary to have a basic understanding of the key variables under discussion. According to the European Commission, CSR is *"a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"* (CEC, 2001).

CSR as a concept is looked at differently from various economic perspectives which will be worth considering in order to have a better understanding of the concept in the context of this research. These include the Neoclassical approach, the Keynesian approach and the Marxist approach. One the one hand, neoclassical economists, also adopted by Friedman, believe that businesses should only focus on their economic and legal obligations. This means that a free market system

should be relied upon to induce market discipline, while businesses should focus on providing goods and services to their customers, minimize costs, and maximize profits. All this should, of course, take place within the laws, rules and regulations of the land (Amaeshi, 2003; Carroll, 1979).

On the other hand, Keynesians have a broader conception of CSR, one that incorporates economic, social, technological, and environmental considerations. They contend that the free-market philosophy does not offer a solution to social and environmental problems and therefore there is an increasing need for businesses to forge stronger ties with the community and participate in achieving societal goals such as poverty reduction and sustainable development(Ndhlovu, 2011). While the pragmatist strand of the stakeholder theory dictates that businesses have an obligation beyond the confines of the law to all stakeholders (Freeman et al., 2010), cited in Ndhlovu 2011, p. 79). The Freemans' stakeholder perspective, which adopts the Keynesian approach portends that businesses have an obligation to create value for its stakeholders and not just profit. Moreover, McGuire et al. (1988) argues that the costs of CSR are relatively minimal compared to the benefits accrued to society, whereas failure to meet up with certain obligations may lead to the imposition of more explicit and costly government dictates, such as stricter regulations on pollution, heavy fines, and even lawsuits against the offending firms. The Marxists, while negating all previous perspectives, is of the opinion that CSR is a camouflage used by businesses as a diversion for corporate capitalism.

Other common definitions that emanate from the broader approaches above, posit that CSR is an idea that businesses have a duty towards the society beyond its primary obligations to its shareholders or owners and it is said to be voluntary (Amao, 2014). Another contends that a modern society is entitled to hold businesses responsible to the principle of *primum non nocere*, meaning they should do no harm,

that is, to at least respect legal rights and culturally recognised interest of its stakeholders (Peter drucker,1974 cited in Dubbink, 2004). The concept of CSR would be explored in more detail in Chapter four of this thesis, in line with the aforementioned perspectives.

With regards to peacebuilding, the guide to UN practice states that *"Peacebuilding involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels, for conflict management, and to lay the foundations for sustainable peace and development"* (UN, 2021).
It has also been defined as *"A process that facilitates the establishment of durable peace and tries to prevent the occurrence and reoccurrence of violence by addressing the root causes and effects of conflict through reconciliation, reconstruction and transformation".*

Johan Galtung (1975) coined the term 'Peacebuilding' in his pioneer work "The three approaches to Peace: Peacekeeping, Peacemaking and Peacebuilding". He therewith posited that peacebuilding has a structure different from, and perhaps over and above peacekeeping and adhoc peacemaking. They often overlap but are different, because peacemaking involves putting an end to an ongoing conflict, while peacebuilding can take place throughout the conflict stages; before, during and after. Peacekeeping on the other hand involves preventing the reoccurrence of violence after the conflict and does not encompass activities aimed at creating long term changes or addressing the underlying root causes of conflict.

Another key scholar in sphere of Peace, John Paul Lederach (1997) also postulates peacebuilding as *"A concept that encompasses the full array of processes, approaches and stages needed to transform conflict towards more sustainable and*

peaceful relationships". In essence, this view also agrees that peacebuilding is an integrative concept that takes into account both the complex and multi-dimensional dynamics of conflict, which encompasses social, economic, political, military and psychological nature of the human experience in the process of transforming negative to positive relations.

3.2 Theoretical Concepts Relevant to CSR

The CSR field presents a wide range of theories and approaches, which are often controversial, complex and unclear (Garriga and Melé, 2013), with much variation in theoretical perspectives being adopted (Deegan et al., 2002). As a result, it is argued that there is no commonly agreed theoretical perspective that explains corporate behaviour in relation to CSR practices (Deegan et al., 2002; Gray et al., 2009). For instance, Thomson (2007) identified as many as 33 groups of theoretical frameworks for CSR studies, while Morrison (2011) identified only two groups. The theory of CSR proposed by Freeman (1984) focuses on philanthropic activities, which a business engages in, only if it can afford it and weighed against the benefit to be gained by the business. On the other hand, Carroll (1991) also encompasses economical, legal, ethical and philanthropic dimensions of CSR.

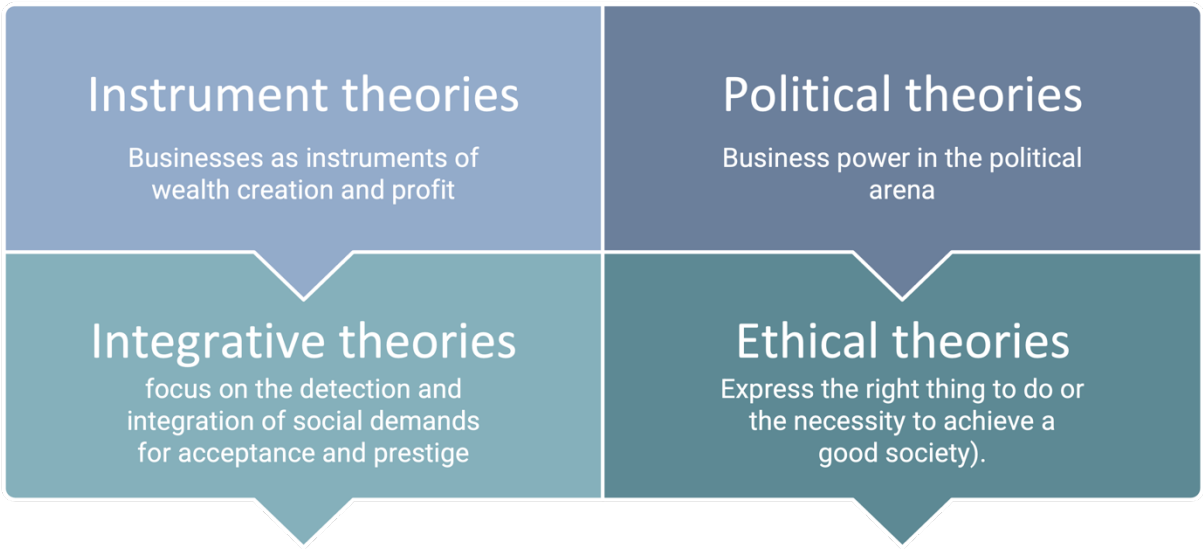

Figure 3:1 Groupings of most important CSR Theories

Source: Author's Research, 2022

A more recent and comprehensive categorization of CSR theories was proposed by Garriga and Melé (2013) as shown in Figure 3:1, suggesting a four-dimensional grouping for the most important CSR theories. This classification relates instrument theories (businesses as instruments of wealth creation and profit), political theories (business power in the political arena), integrative theories (focuses on the detection and integration of social demands for acceptance and prestige) and ethical theories (express the right thing to do or the necessity to achieve a good society).

Based on the context of this research, integrative and ethical theories are the most relevant group theories to the fundamentals of solving the research problem, because these groups of theories have stronger links to satisfying social demands on businesses, rather than the issues of wealth creation and political power as given by instrument theories and political theories.

Table 3:1 describes the most prominent theories adopted in developing CSR frameworks with possible applications to peace studies. Among the relevant theories include the agency theory, the slack resources theory, the stakeholder

theory, the theory of collaborative advantage and the theory of collaborative governance. This theoretical review will however only consider the latter three of these theoretical frameworks in greater depth.

Table 3:1 Synopsis of Relevant Theories

Theory	Description
Stakeholder theory (Freeman, 1984)	The stakeholder theory portends that businesses seek to maximise benefit for its stakeholders. Freeman claims that the stakeholder theory is focused on *"the principle of who or what really counts".* The theory finds practical applications in CSR through stakeholder management. In the context of business roles in peacebuilding in northern Nigeria, the theory provides an approach suitable for examining different types of stakeholders, with their demand and process of prioritisation. Also, there are interests and pressures from other stakeholders like the government, which have interest in peace within the communities.
Theory of collaborative advantage (Vangen and Huxham, 2009)	The theory of collaborative advantage has two main principles. Firstly, the synergy that can be formed through combined working together and secondly the likelihood that collaborative partnerships could be troublesome or slow to yield results. As it applies to the role of businesses in peacebuilding, it has been determined from various literature and practice, that sustained peace can better be achieved when multiple actors come together in a positive way. The principles that apply to collaboration between businesses also applies to collaboration to pool resources, share risks, experiences and costs, and improve efficiency towards a common objective.
Theory of collaborative governance (Ansell and Gash, 2008)	The theory is based on the notion of collaborative governance, which portends a type of governance in which public and private actors work collectively in distinctive ways, using particular processes, to establish laws and rules for the provision of public goods. Formally, collaborative governance can be defined as *"a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented and deliberative, aiming to make or implement public policy or manage public programs or assets* (Ansell and Gash, 2008). In terms of this study, this theory is worth noting because there is an understanding that the participants are directly involved in decision making and not just consultants in the process. It also implies non-public stakeholders could have responsibility for policy outcomes although public agencies

	have the final authority to make a decision. With this in mind, the role of businesses in peacebuilding can be viewed from a new perspective.
Agency theory (Friedman and Miles, 2002)	The agency theory purports that short-term financial goals can be aligned with the pursuit of CSR goals and objectives; otherwise, CSR is a misappropriation of corporate wealth that would be better expended on valued-added internal projects or returned to shareholders. The implication of such research is that it could provide a further justification for businesses to be engaged (or not engaged) in CSR-based peacebuilding initiatives. In a conflict region, will business managers find it in the interest of the business to pursue activities for sustainable peace?
Slack resources theory (Brammer and Millington, 2008; Amato and Amato, 2007)	The slack resources theory tends to view expenditure as a form of discretionary expenses that a business incurs only in the event of abundant profits. It helps in the understanding of the directional relationship between CSR and financial performance. Meaning, a good financial performance will allow for better CSR and vice versa. There is a weak relationship between the slack resources theory and the stakeholder theory. Whilst the stakeholder theory allows for the needs of all stakeholders, the slack resources theory only accounts for the needs of the shareholders, after which, other stakeholders can be considered if profits allow. In terms of this research, there is need to determine the motives of businesses for engaging in peacebuilding, in order to incentivise other businesses that do not engage. it will be seen that some business owners do acknowledge the lack of financial resources as a reason not to engage in initiatives.

Source: Author's Research, 2022

The motivation for reviewing the stakeholder theory is that it is a theory that provides an important link between both groups of integrative theories and ethical theories highlighted in Figure 3:1 above. The stakeholder theory has been classified under the body of integrative theories as stakeholder management and classified under the body of ethical theories as the normative stakeholder theory (Garriga and Melé, 2013). In regard to this research, there is need to investigate the relationships between the stakeholders and how they affect the decision to engage in the peacebuilding process. Moreover, as will be further discussed, there is empirical evidence of the applicability of the stakeholder theory of CSR to conflict and peace related research (Lugard, 2014; Miklian, 2017; Oetzel and Getz, 2012; Scudder,

2013). These papers have demonstrated the nuances of the stakeholder theory and shows how it ties into social responsibility obligations of all stakeholders in conflict settings. The theory of collaborative advantage exposes the complexities involved in collaborative settings and brings out what needs to be managed by bringing forth factors that need attention for maximum benefit (Vangen and Huxham, 2009). Lastly, the theory of collaborative governance discusses key conditions for a type of governance arrangement between public and non-public stakeholders aimed at achieving consensus-based decision making (Ansell and Gash, 2008). These theories will be discussed in the subsequent sections.

3.2.1 The Stakeholder Theory

Freeman (1984), who is often credited with the introduction of the stakeholder theory, defines the term stakeholder as *"groups without whose support the organization would cease to exist"* and *"those who can affect or are affected by the achievement of the organization's objectives".* In its simplest form, the stakeholder theory portends that a business will seek to maximize benefit for its stakeholders. In line with this, several authors have discussed the stakeholder theory. Freeman claims that the stakeholder theory is focused on *"the principle of who or what really counts"*, further arguing that the orientation of a business is highly linked with how the business views its relationship with its stakeholders Freeman (1984). Even though the theory seeks to strike a balance between upholding ethics and ensuring the finances of the business are in top shape, there is the problem standing on the theory's deficiency of concentrating more on prioritizing stakeholders and less on the output of the business, which necessitated some scholars of tagging the theory as one that separates moral concerns from business concerns. Others such as McErlane et al. (2016) opine the theory offers approaches for organizational management to consider the interests of other parties, while Brenner and Cochran

(1991) state that organizations are committed to addressing stakeholders' expectations.

Furthermore, the stakeholder theory finds practical applications in CSR through the corporate social performance (CSP) model. The CSP model (Wood, 1991) is a practical application of CSR rooted in businesses' social responses in differing contexts. A key process involved in determining the capacity of a corporation to respond to social pressures (known as social responsiveness (Frederick, 1978) as identified by Wood (1991) is stakeholder management.

According to Morrison (2011), stakeholders are classified into primary and secondary stakeholders. The primary stakeholders in this research are those that have direct influence on the businesses in northern Nigeria such as shareholders, employees and customers, while the secondary stakeholders are the community, government and non-governmental organizations who have less direct impact in the short term (Morrison, 2011). On the other hand, Oetzel and Getz (2012) further distinguish between local and international stakeholders based on a business' perception of the legitimacy, power and urgency of the stakeholder and the issue of conflict. Local stakeholders are those who reside within the country of operations such as the local primary stakeholders, i.e. employees, shareholders and local consumers and on the other hand, local secondary stakeholders are the community and the government, while international stakeholders reside outside the country of operations such as international NGOs, foreign governments and foreign shareholders. Shareholders are a sub type of stakeholders. Therefore, a business could have primary and secondary stakeholders that are international in nature, such as in the case of multinational corporations who have shareholders in foreign countries (Oetzel and Getz, 2012). These groups of stakeholders are quite different that businesses will respond differently to their demands, for example pressure may

be higher from local stakeholders during a conflict, where there may be threats of disruption from the community or boycott of products from local consumers.

3.2.2 Theory of Collaborative Advantage

The theory of collaborative advantage has two main principles; Firstly, the synergy that can be formed through combined working together (collaborative advantage) and secondly the likelihood that collaborative partnerships could be troublesome or slow to yield results, otherwise known as collaborative inertia (Huxham, 2003). The theory illustrates the complications intrinsic to collaborative settings and depicts issues that ought to be managed by providing frameworks for practice (Huxham and Beech, 2003). Four of these frameworks relate to agreements on aims, cultural diversity, trust-building, and attitudes to knowledge transfer. Another important theme is power sharing because behaviours could be negatively affected by apparent power differences between partners. Thus, issues to do with agreement on aims, trust-building, cultural diversity, knowledge transfer and power relationships and cultural diversity become harder to manage.

The theory therefore suggests the kinds of issues that need attention, but does not say what theme to focus on, when to focus on them or how to use them. Thus, in order to leverage the themes, it may be necessary to understand what success may look like (Vangen and Huxham, 2009). In this regard, five perspectives on success are important (Huxham and Hibbert, 2007). The first relates to substantive outcomes of partnership such as financial gains in the form of better use of public funds or improved training. These may be short- or long-term outcomes that can be measured in relation to what the standard would be without the partnership. The second and third relate to the process of collaboration and the emergent milestones respectively. The fourth relates to recognition of the collaboration by those not

involved, for example through press releases or awards, or requests to replicate the collaboration in another project. The final perspective relates to pride measured through personal fulfilment (Vangen and Huxham, 2009). A comprehensive understanding of these success indicators helps to identify the themes most likely to yield results by applying the theory.

As it applies to the activities of businesses in peacebuilding, it has been determined from various literature and practice, that sustained peace can better be achieved when multiple actors come together in a positive way. The theory of collaborative advantage exposes the complexities involved in collaborative settings and brings out what needs to be managed, by bringing forth factors that need attention for maximum benefit. The principles that apply to collaboration between businesses also applies to collaboration to pool resources, share risks, experiences and costs, and improve efficiency towards a common objective. The downside of this theory is that because the Nigerian peacebuilding process requires ongoing monitoring and the continuity of the cross-sectoral collaborations are not assured in the long term. Empirical data from this research also shows the evidence of cultural diversity cutting across national and organizational divides amongst collaborators and even the communities themselves. Another obstacle that may present itself is that the dynamics of the Nigerian conflict sometimes requires overt operations. As much as there is genuine goodwill among most collaborators, hidden agendas are present in most collaborations which subsequently leads to issues of mistrust. Some collaborators may have other reasons for involving themselves in the collaboration which are not related to peacebuilding, and an interplay of all these problems can result in major obstacles in achieving the peace sought.

3.2.3 Theory of Collaborative Governance

In the context of public administration, governance can be described as the *"general exercise of authority"* (Schulman et al., 1999), while Pierre and Peters (2000) posited that the term *"governance"* refers to the *"capacity of government to make and implement policies with a view to steering society"*. A more comprehensive definition of governance in line with traditional public-private governmental structures was suggested by Lynn, Heinrich, and Hill (2001, p.7) as *''regimes of laws, rules, judicial decisions and administrative practices that constrain, prescribe and enable the provision of publicly supported goods and services''*. Meanwhile, other researchers opine that governance refers to the rules and forms that guide collective decision-making. This means that governance emphasizes groups of individuals or organizations making decisions (Stoker, 2004 p.3).

The notion of collaborative governance therefore portends a type of governance in which public and private actors work collectively in distinctive ways, using particular processes, to establish laws and rules for the provision of public goods. Over the years, collaborative governance emerged as a reaction to the shortcomings of implementation as well as the high cost and politicization of regulation. In simple terms, the concept of collaborative governance can be defined as *"a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented and deliberative, aiming to make or implement public policy or manage public programs or assets* (Ansell and Gash, 2008).

The definition by Ansell and Gash highlights some key conditions. First a public body instigates the forum. Secondly, the forum comprises non-public actors. Thirdly, the participants are directly involved in decision making and not just consultants in the process. Fourthly, the forum meets collectively and is formally structured. The fifth is that the forum aims to make decisions by consensus and finally the focus of

collaboration is on public policy or public management (Ansell and Gash, 2008).

In terms of this study, this theory is worth noting because there is an understanding that the participants are directly involved in decision making and not just consultants in the process. The nature of collaboration implies two-way communication and influence between agencies and stakeholders. It also implies non-public stakeholders could have responsibility for policy outcomes although public agencies have the final authority to make a decision. Furthermore, collaborative governance focuses on public matters. The attention on public policies and issues differentiates collaborative governance with other consensus-based decision-making such as alternative dispute resolution and mediation, which often focus on private conflicts (Ansell and Gash, 2008). Finally, collaborative governance is differentiated from traditional public-private partnerships, because while the latter usually function through collaborations, their ultimate aim is not to achieve decision-making consensus, but simply agreements to provide some services while the business further benefits by making profit. With this in mind, the role of businesses in peacebuilding can be viewed from a new perspective.

3.3 Justification for choice of theory

Based on this research context of peacebuilding, integrative and ethical theories are the most relevant group theories to the fundamentals of solving the research problem, because these groups of theories have stronger links to satisfying social demands on businesses, rather than the issues of wealth creation and political power as given by instrument theories and political theories. An important theory linking both groups of integrative theories and ethical theories is the stakeholder theory. The stakeholder theory has been classified under the body of integrative

theories as stakeholder management and classified under the body of ethical theories as the normative stakeholder theory (Garriga and Melé, 2013).

On the other hand, whilst the theories of collaborative advantage and collaborative governance have been shown to be of some significance to the research of the nature of businesses in peacebuilding, for practical purposes, Nigeria as a developing country is not viewed at the stage of sharing the decision-making process, for businesses to make any significant policy related issues, so also there could be a lack of continuity when there is a change of government leading to a waste of time and resources because the new government may not use the proposed outcome of the collaboration. Meanwhile, in terms of collaborative advantage, it has been shown that the stakeholder theory encompasses the specific areas relevant to both theories, where areas of partnerships and collaborations between relevant stakeholders can be studied through the stakeholder management process. Therefore, the stakeholder theory will be adopted for this research.

Further justification for the choice of the stakeholder theory in the context of this research into the nature of businesses in peacebuilding in northern Nigeria is that there exists a strong suggestion that the stakeholder theory is appropriate, because there is empirical justification of the applicability of the stakeholder theory of CSR to conflict and peace related research (Lugard, 2014; Miklian, 2017; Oetzel and Getz, 2012; Scudder, 2013). Moreover, the theory provides an approach suitable for examining different types and sub-types of stakeholders, along with their types of demand and process of prioritizing stakeholders. Notwithstanding the choice of this theory for this research, after presentation of empirical results emanating from this study, therein lies a flaw exposing the inapplicability of this theory in all situations especially as it relates to giving rights to stakeholders who have not contributed to

the performance of a business but end up being ranked high in order of stakeholder pressure importance, i.e. the government, NGOs and employees rank higher than both the local and foreign shareholders. And if perchance a community as a non-shareholding stakeholder ranks higher than the shareholders then where is the equity in this and where is the line drawn with regards to the community to which the business owes ethical obligations to, seeing that the business world has no operational boundaries?

This study will consider both the secondary and primary stakeholders of the businesses. This is because this research is about the activities of businesses, in peacebuilding, which helps the community (local secondary stakeholders) through CSR in northern Nigeria's conflict region. The interests and pressures from other local secondary stakeholders like the government are also worthy of note in this research since these categories have the power to exert pressure to influence businesses to act either by legislation or through publicity. Governments also have interest in peace within the communities, therefore any action by businesses in support of this objective is complementary.

3.4 Chapter Three Summary

In summary, the chapter commenced by laying the foundations of understanding the objectives of theoretical frameworks and what this study aims to achieve in terms of theory. Thereafter, several theoretical frameworks relevant to the broad discussion of the research were highlighted, out of which three were considered and discussed in-depth. This assisted in the justification of the stakeholder theory as an appropriate theoretical framework for this research. Particularly, it was highlighted how the theory strongly lends itself to the understanding of social demands on businesses, the possibility of examining the interests and priorities of different

stakeholders of the business, and the applicability to both CSR and peace related research as employed by several researchers in the literature.

4 Chapter Four: Literature Review

4.1 Introduction

A review of the empirical literature is important to achieving the stated objectives of the research. The purpose is to uncover the present understanding of the concepts of the variables associated with this research as well as explore linkages between them. To achieve this, the discussion in this chapter is structured into three parts.

First, CSR as a business strategy will be conceptualised. The focus are the businesses as private entities independent of the government. Additionally, this will be discussed from the point of view of developing countries, then from the Nigerian perspective. The second part will discuss the concept of peacebuilding as a key variable of this research, as well as the peacebuilding strategies and how businesses may get involved.

Finally, a look at the notion of the business as a vehicle for peacebuilding where the business-peace nexus is considered. The underlying idea is linked by two core concepts discussed in the preceding sections of the chapter. The concept of peacebuilding and the extent of activities of the businesses in societal development, achieved mainly through the concept of CSR. The linkages between these two concepts will therefore be discussed, after considering the concepts individually.

4.2 Concept of Corporate Social Responsibility

The concept of corporate social responsibility suggests that corporate entities have responsibilities to society that go beyond profit maximization. Several definitions of CSR abound in the literature, because although the concept may seem straightforward, different experts and researchers will have a different understanding or view as to what social responsibility of a business should entail.

(Dibia, 2011) posits a semantic description to better understand the concept of CSR thus; *"Corporate"* can refer to registered organisations both small, medium and large operating nationally or internationally. The key word *"social"* in this context refers to the society, community and the general environment and lastly is the word *"responsibility"* which refers to those actions which the society or community expects from the corporate organisations or businesses, such actions being those that add value to the society.

According to the European Commission, CSR is *"a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis"* (CEC, 2001). The conceptual approach to defining CSR by the Commission suits the purpose of this research due to the positioning of a corporate entity as a part of the environment in which they operate. In this regard, the social and environmental concern of the business is of interest in this study. In the subsequent sub-sections, CSR as a business strategy will be positioned in light of its application to developing countries in general and then to Nigeria in particular.

4.2.1 CSR in Developing Countries

CSR has become an increasingly vital field that tackles the issues of business versus society relations of developing countries (Aziz and Jamali, 2016). As interest in CSR increases, there has been a motivation to set a CSR agenda for exploring CSR in developing countries (Blowfield, 2005; Jamali and Mirshak, 2007). Key points include the rising penetration of CSR best practice in developing countries partly because of the increasing globalised presence of MNCs in these regions (Jamali, 2010) as well as the prevalence of informal CSR practices in developing

countries (Blowfield and Frynas, 2005; Jamali and Sidani, 2012). The examination of CSR in developing countries is rather complex, due the wide range of categorizations, such as CSR across emerging markets, or least developed countries, or weak states, or BRICS countries, hence the need to put into context the various studies. More recently, research attention has been drawn towards contextualizing CSR to comprehend the macro, meso and micro level dynamics that are at play (Frynas, 2008; Jamali and Mirshak, 2007).

Table 4:1 Highlight of some CSR Literature on Developing Countries

Reference	Region	Sector
Dobers and Halme (2009)	South America, Africa	
Ghimire and Upreti (2014)	Nepal	
Abuya (2018)	Kenya	Mining
Issifu (2016)	Ghana	
Upreti et al (2013)	Nepal	Tourism
Upreti et al (2012)	Nepal	Production, manufacturing, finance, hospitality
Rettberg et al (2019)	Colombia	Cross-sector
Akpan (2006)	DRC, South Sudan, Myanmar, Somalia, Guatamela, Elsalvaldor	Cross-sector
Austin and Wennmann (2017)	Kenya	Diverse sectors
Ako et al., (2009)	Kenya	Diverse sectors
Katsos and Alkafaji (2019)	Iraq	Diverse sectors
Kolk and Lenfant (2012)	DRC	Diverse sectors
Iff et al (2012)	Several (about 30) post conflict regions	Several sectors
Upreti et al (2010)	Nepal	Several sectors
Miklian (2017)	General	General
Kolk and Lenfant (2010)	Central Africa. i.e. DRC, Angola, Congo Brazaville	Extractive (64%) and many others
Kolk and Lenfant (2013)	Central Africa	
Ford and McKenna (2008)	Several	Several sectors
Bond (2014)	Several	Mining (extractive)
Azizi and Jamali (2016)	Afghanistan	Telecommunications

Source: Author's Own Table, 2020.

CSR with respect to developing countries has mostly been generalised on a national level (Frynas, 2006) but recently becoming more regional than generalised (Visser, 2008; Dobers and Halme, 2009). Some examples of such literature include studies on Asia (Kim and Moon, 2015), Africa (Idemudia, 2011; Idemudia and Ite, 2006; Okafor, 2003; Ite, 2004; Visser 2008; Kolk and Lenfant, 2010), South America (Haslam, 2004) Eastern Europe and Middle East (Guerin, 2007; Jamali and Lanteri, 2015). It is worth noting that, amongst these regions, Africa has been underexposed with respect to other regions (Kolk and Van Tulder, 2010; Visser, 2006). Further arguments in favour of regional studies are given by Hamann et al. (2005), who opine that CSR is a locally rooted notion and should reflect African realities, as well as should consider historical and cultural factors (Idemudia and Ite, 2006), as well as issues specific to these regions like existing conflicts and poverty. Visser (2009) asserts that CSR initiatives in developing regions like Africa are more likely to be dominated conceptually as economic and philanthropic rather than legal and ethical. Moreover, CSR responses in such regions are more likely to be catalysed by crisis, such as social, environmental or political. Four stakeholder groups are emerging as strong activists for CSR. These include development agencies (Jenkins, 2005), trade unions (Kaufman et al., 2004), international NGOs (Christian Aid, 2005) and business associations (WBCSD, 2000). The media is also emerging as a key stakeholder for promoting CSR in developing countries (Vivarta and Canela, 2006).

Another key consideration for CSR in developing countries was highlighted by Visser (2008) when questioning the reliability of Carroll's popular CSR pyramid, comprising economic, legal, ethical and philanthropic responsibilities, mostly based on research in a developed country context. However, Visser (2008) argues that the order of the CSR layers in developing countries should change as economic responsibilities should remain the highest responsibility, but philanthropy should be

given second highest significance, followed by, legal and ethical responsibilities (See Figure 4:1)

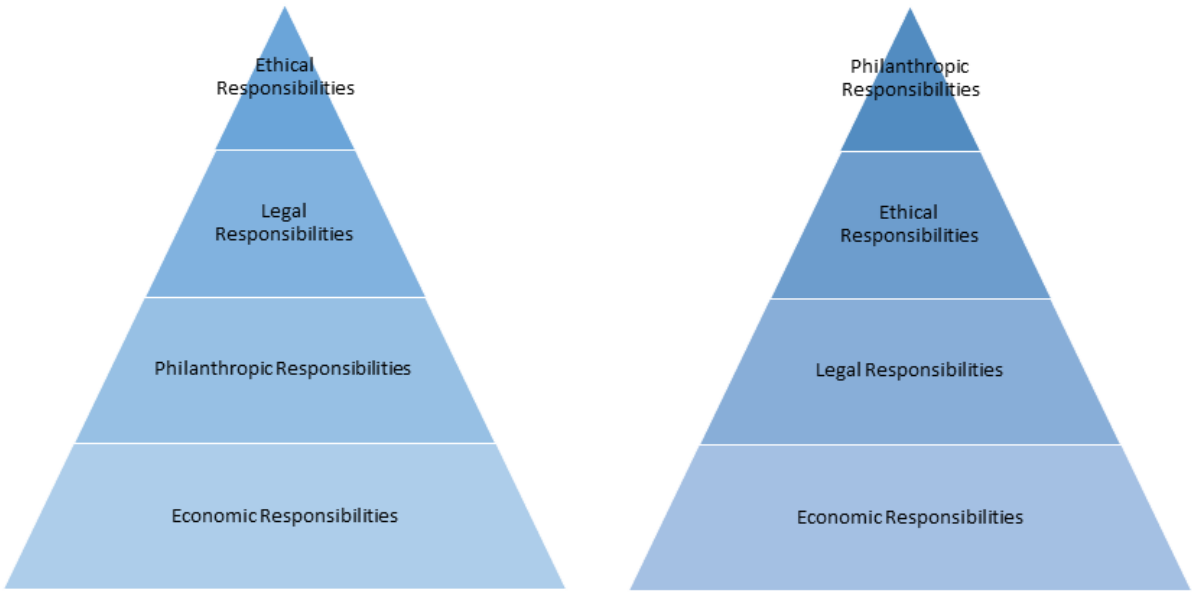

Figure 4:1 CSR pyramids compared. Visser on left, Carroll on right.

Source: Author Description, 2021

Another example of business-led efforts can be found in DR Congo, where Hewlett-Packard (HP) spear-headed an initiative along with other technology businesses to source conflict free minerals. Some actions included scrutinizing its supply chains that include more than 800 suppliers; publishing these suppliers; visiting smelters; and planning to audit suppliers as they continue to develop CSR policies (International, 2006).

4.2.2 CSR in Nigeria

CSR activities in Nigeria are mainly focused on poverty eradication, economic improvement, community development, health and education (Idemudia, 2010; Muthuri et al., 2012). Another peculiarity with CSR research in Nigeria according to Helg (2007) is that there is awareness of CSR in Nigerian companies but that many

formal CSR practices appear to be ad hoc initiatives. Additionally, in CSR execution, Sarbutts (2003) emphasises that timing is very essential to the execution of CSR initiatives, due to the exceedingly dynamic and rapidly fluctuating politics and social values in communities.

The corporate decision to engage in CSR is mostly made by executives or managers based on self-interest but Friedman (2002) has concluded that *"the decision should be made by individual stakeholders, or by extension, individual employees and not by the corporation, because rather than targeting well thought out social or business objectives, the contributions reflect the personal values of executives or employees".* the argument is that the executive should have been appointed by the shareholders and thus is expected to act in good faith on behalf of them and not out of his self-interest. The executive should not be the one imposing the taxes and thereafter the determiner of how and for what cause the contributions should be put to.

In another context, philanthropy is determined by community-based decision making which enables the true experts who are the people living the challenges to direct the funds to the most effective and important high impact project. In order to achieve this a business can invite community members to sit on the board to pave the way. where the government of the day is the determining force on what philanthropy is, there is a risk of the government regulating the business market to favour itself or extend biased treatment of business competitors in matters of tax incentives.

Notwithstanding, the assertion by Wolf (2001) that the purpose of large businesses is to turn profits, not protect the world. Most consumers especially in third world

countries like Nigeria believe that companies have a key role towards providing funding for local projects in the community and creating employment openings (Amaeshi et al., 2006) as a means of showing appreciation to the host communities. Numerous literature on the subject of CSR also indicate a relationship between positive behavioural responses by beneficiaries and social initiatives from businesses (Ellen et al., 2000; Sen and Bhattacharya, 2001). This therefore underpins one of the important theories, which is the stakeholder theory of CSR.

Table 4:2 Highlight of some CSR Literature on Nigeria over the Past 15 years

Reference	Region	Sector
Akpan (2006)	South-south	Oil and Gas
Ako et al. (2009)	South-south	Oil and Gas
Ekhator (2014)	South-south	Oil and Gas
Idemudia and Ite (2006)	South-south	Oil and Gas
Idemudia (2009)	South-south	Oil and Gas
Idemudia (2010)	South-south	Oil and Gas
Ite (2004)	South-south	Oil and Gas
Ite (2007)	South-south	Oil and Gas
Ndu and Agbonifoh (2014)	South-south	Oil and Gas
Adewuyi and Olowookere (2010)	South-west	Manufacturing
Obalola (2008)	South-west	Finance
Musa et al. (2013)	South-south	Oil and Gas
Ode-Ichakpa (2017)	Nationwide	Cross-sector
Ojo (2008)	Nationwide	Cross-sector
Baughn et al. (2007)	Nationwide	Cross-sector
Kpolovie and Sado (2016)	South-south	Oil and Gas
Rieper (2013)	South-south	Oil and Gas
Boele et al.(2001)	South-south	Oil and Gas
Frynas (2000)	South-south	Oil and Gas
Frynas (2001)	South-south	Oil and Gas

Source: Author's Own Table, 2019

An overview of some important CSR literature in Nigeria can be found in Table 4:2 (see Appendix A for complete table). According to Amaeshi et al. (2006) with regards to Nigeria, the existing CSR studies focus mainly on MNCs and less on whether they are local or not. The authors further argued that in western developed countries, drivers of CSR such as increased wealth value, customer loyalty, a

healthier and safer workplace, stronger risk management are not drivers that are necessarily applicable to Nigerian companies. Civil society and local consumers' pressures are virtually non-existent and law enforcement apparatuses are weak. This view is shared by Amao (2008) in his study to determine the underlining weaknesses in the domestic forum and enhance the capacity of a domestic framework for the effective control of MNCs, he examines the Nigerian legal framework for the regulation of MNCs. He contends that the need for effective host state regulation cannot be replaced by the rapid rise of CSR practices by MNCs. Another peculiarity with CSR research in Nigeria according to Helg (2007) is that there is awareness of CSR in Nigerian companies but that many formal CSR practices appear to be ad hoc initiatives.

The most vibrant sector in Nigeria is the Oil and Gas sector, where over 75 per cent of the Nigerian government revenues are derived. The sector is dominated by big players such as Shell, Chevron, Texaco, Exxon-Mobil and AGIP, that have extended business interests across the seas and geographic confines of the country (Yusuf, 2008). The interest in the South region is because the Niger-Delta is rich in hydrocarbons and has resulted in an estimated production of over USD $600 billion value of crude oil and gas from the time when the reserve was first discovered about six decades ago (OPEC, 2018). Geographically, most states involved in the upstream sector lie within the Niger-delta region of the country and include the oil and gas producing states Bayelsa, Akwa Ibom, Cross River, Edo, Delta and Rivers States. Other oil producing states are Abia and Imo States in the South-east as well as Lagos and Ondo States in the South-west.

In a research focused on the Chinese oil firms operating in the oil and gas industry in Nigeria, Ekhator (2014) investigates if they operate on the same basis as the Western firms. It sought to determine whether the variants of CSR practiced by non-

Western firms in Nigeria have had negative or positive impacts in the oil and gas industry especially with China's contribution to Nigerian economy. The case study firm operated in Niger-delta but targeted initiatives in South-west Nigeria between 2008 and 2013. The study concluded that non-west firms like Chinese oil firms in Nigeria, to a large extent reflect the characteristics of their home countries' model, not that of western firms. The research by Ako et al. (2009) focused on the level of CSR expected of oil MNCs by the host communities in Nigeria's Niger-Delta. It also suggests how the aggressive opposition of the host community to the oil exploration activities of oil companies may be curbed peacefully, through local community engagement.

However, as for conflict related literature, Idemudia (2010), examined how the structural and systemic deficiencies inherent in CSR practices, limit the effectiveness of CSR as a vehicle for promoting peace in the Niger Delta. Such systemic deficiencies include the inability of businesses to conduct developmental programs equitably between communities, thereby resulting in conflict, or cash handouts to dissenting youth, thus rewarding negative behaviour. The paper concludes by considering the implications for CSR-conflict nexuses in the Nigerian oil industry up to 2009. In (Akpan, 2006), the author examines the CSR practices of oil producing MNCs, focusing on the immediate and long-term ethnographic and social consequences of oil extraction on local communities. The article examines, more importantly, how such practices and the identified consequences intersect with the regulatory/institutional framework governing upstream petroleum operations in Nigeria. By shifting attention away from the dominant, ethnic view of conflict and instability in Nigeria, and looking at specific instances of ethnographic and social crisis associated with CSR.

Idemudia (2009) has also proposed that there is a need to investigate the extent to which businesses can fulfil the role expected of them in political discourse and explore the extent to which CSR can serve as an effective vehicle for conflict mitigation in the Niger-Delta region, south-south Nigeria. An example of business backed collaborative CSR strategy in Nigeria can be found in Lagos State, south-west Nigeria. The Lagos State Security Trust Fund was established in 2007 as a government initiative to respond to the security challenges within the state. Several businesses have volunteered through their CSR platforms to contribute to the success of the project over the years (LSSTF, 2018).

4.2.3 Summary on CSR

From the aforementioned, it can be surmised that CSR in Nigeria in general is framed by socio-cultural influences and would fall within the CSR pyramid model of (Visser, 2009), which gives emphasis to economic and then philanthropic responsibilities. The existing literature cuts across various sectors but is heavily biased towards CSR activities of large MNCs operating in the southern oil rich regions of the Niger-Delta. However, CSR practice in developing countries are becoming more regionally distinct than nationally generalised (Visser, 2009). MNCs are inherently more organised in terms of CSR reporting and structure due to the structure inherited from the more developed regions of origin of the corporations. The literature also highlights the emerging class of stakeholder activists which are key to this research due to the social demands and pressures they are likely to place on businesses in a developing country context, especially when there is a crisis.

The outcome from this research is therefore posed to fill the gap in literature of conflict regions and understanding of CSR drivers for the businesses in Northern

Nigeria. Next, the concept of peacebuilding as another key variable of this research will be discussed.

4.3 Concept of Peacebuilding

Peacebuilding has overtime been defined in various ways in different situations and by different parties or researchers. The expression *"peacebuilding"* first appeared in the 1970s coined by the researcher Galtung (1976). Galtung in his works recommended the establishment of peacebuilding structures to encourage sustainable peace through tackling the *"root underlying causes"* of conflict. In 2007, the UN approved a conceptual foundation to guide UN practice in peacebuilding. This stated:

> *"Peacebuilding involves a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict management, and to lay the foundations for sustainable peace and development.[3]"* (UN, 2021).

The term peacebuilding is often confused with peacemaking or peacekeeping. Although these terms have come in to existence at almost similar time periods, and have several overlapping aims, they nevertheless have different connotations in the strict sense. Peacemaking revolves around putting an end to an ongoing conflict situation, while peacebuilding can take place throughout the conflict stages. Before or after. On the other hand, peacekeeping is associated with preventing the re-occurrence of violence after a conflict, and does not encompass activities aimed at

[3] Sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (Brundtland, 1987)

addressing the underlying root causes of the conflict. Moreover, unlike peacebuilding, peacekeeping does not seek to create long-term structural or societal changes (Miklian et. al, 2019). There is also an understanding by some researchers that peacebuilding does not have to occur within a conflict region. It therefore portends that activities conducted anywhere could be labeled peacebuilding as long as such activities incrementally improves peace (Fort, 2015).

According to Reychler and Paffenholz (2001), for peacebuilding to produce the desired outcome, there needs to be effective communication, security, a moral political climate and peace-enhancing structures. at both international and local stages. Moreover, in order to ensure stability and sustain peace, actors at the civil society and governmental levels must develop social, economic, and cultural cooperation. (Bijaoui, 2014). A fundamental challenge throughout the literature lies in the attempts to define 'peace' itself. Due to the complexity of the concept and its multi-faceted dimensions, this has made building theory on this topic also difficult. For our purposes, we consider 'peacebuilding' to include strategies, processes and activities that aim to reduce and prevent the recurrence of violence by addressing the root causes of conflict (Boutros-Ghali, 1992; Lederach, 1997) through, for example, reconciliation and justice, socio-economic foundations, security and political framework.

From the definitions above, the recurring theme is that peacebuilding should be all-inclusive and wide ranging enough to cover the phases before, during and after a conflict. This understanding is in line with the assertion by Carment and Schnabel (2003) that in practice, peacebuilding *"ought to be broad in meaning, flexible as a policy and be applicable across a variety of stages and scenarios of conflict"* (Carment and Schnabel, 2003). Additionally, great emphasis is placed on measures

that are non-coercive and diplomatic in nature, while such measures could be conducted over short or longer durations.

4.3.1 Strategies for Peacebuilding

There are two foremost means of understanding the strategies for peacebuilding. Peacebuilding could be **direct** (also called light) or **indirect** (also known as structural peacebuilding.

Direct peacebuilding denotes actions applicable to avert immediate crisis, where there is danger of imminent escalation or intensification of violence. A peacebuilding actor in this case is usually an impartial actor, who is not directly connected to the issues between the conflicting parties and whose interests are less urgent.

On the other hand, **indirect** peacebuilding, consists of longer-term actions aimed at addressing root causes of conflict and ensuring that crises do not arise in the first place or, if they do, that they do not recur. Instances of indirect peacebuilding are those activities targeted at humanitarian relief, eradicating poverty, promoting education, providing jobs, economic empowerment, skills and capacity building to the community members etc. The aim is focused at creating conditions that will make conflict to hardly arise or do not threaten to escalate. Accordingly, a peacebuilding actor in this regard could be a third-party providing assistance for such conditions to develop (Sriram and Wermester, 2003; USAID, 2001). Where a conflict has arisen due to poverty, a breakdown of the social system or structural degradation. The natural effect is that this conflict in the long run leads to more destruction and an escalation of the root causes of the conflict. Peace actors come in to address short term needs of the conflict by providing food, medicine and temporary shelter. These needs are the foundations for favourable conditions to

foster peacebuilding initiatives which will address other longer term conflict related issues of human rights, rebuilding infrastructure or capacity building. The government needs to complement and maximise efforts of third party actors, who are not in essence the primary peacebuilders but only serve to make the peacebuilding efforts easier for the government. In Nigeria for example, where there are incidences of exploitation and human right abuse especially in the Niger delta oil community and the north west gold mines, the government has the obligation to protect its people from the greed of multinational businesses by ensuring proper implementation of laws and mechanisms put in place for the benefit of the community. Consequently, educating the communities on the tangible ways in which the revenues emanating from the resources are being invested will give them a feel of ownership of the projects thereby giving them the zeal to resist falling into the traps of exploitative businesses.

Regarding business response strategies to conflict, businesses may adopt direct peacebuilding strategies that focuses on the particular situation of violence. According to Oetzel and Getz (2012), a direct approach by definition intends to stop violence or prevent a situation with a clear capacity for violence from becoming violent. Examples of direct peacebuilding measures include lobbying governments to act (Hillman and Hitt, 1999), speaking out publicly against violence (Lieberfeld, 2002), or negotiating with parties to the conflict (Ballentine and Nitzschke, 2004; Oetzel et al., 2007), conforming to global multilateral peace agreements by peace actors.

On the other hand, indirect peacebuilding measures by businesses involves efforts to mitigate root causes so that a situation becomes less violence-prone, or to soften the adverse effects of violence Oetzel and Getz (2012). This includes activities

undertaken in a conflict affected community to eradicate poverty and hunger, provide humanitarian relief, improve public health and sanitation, provide jobs, vocational skills training and economic empowerment among other similar activities that are not direct peacebuilding measures aimed at stopping violence but inadvertently address structural violence and inequalities which are mostly the root causes of conflict.

In DR Congo, for example, Hewlett-Packard spear-headed an initiative along with other technology businesses to source conflict free minerals. Some actions included investigating its supply chains including over 800 suppliers; publishing these suppliers; visiting smelters; and planning to audit suppliers as they continue to develop CSR policies (McCartin, 2013). Another example can be seen in south Africa when the South African council of churches and other private sector business leaders stepped in to facilitate conciliation between political parties, thereby averting the eruption of violence and the subsequent formation of the National Peace Accord in 1991.

With respect to the conflict region of Northern Nigerian, an example of indirect measures were CSR initiatives by the Dangote Foundation, which involves distribution of relief materials and housing projects for internally displaced persons (AllAfrica, 2018). These were targeted at longer-term structural measures to alleviate the effects of the conflict and prevent recurrence of violence from vulnerable persons. Additionally, the NGOs involved in empowerment programs are engaged in indirect peacebuilding, while NGOs like the International Committee of the Red Cross (ICRC) that engaged in negotiations for the release of the kidnapped Chibok Girls (BBC, 2017) will be seen to be engaged in a direct peacebuilding activity.

4.4 Business as a Vehicle for peacebuilding

Peacebuilding is often considered to be the sole purview of nations and international organizations. As a result, the potentials of businesses have often been overlooked. it is worthy to note that one of the essential features of peacebuilding is *"National Ownership"* reason being that the conflict is a national challenge and peacebuilding is primarily the responsibility of the citizens of the country with support from their governments, thus national ownership is vital to the success of any peacebuilding effort (Cheng-Hopkins, 2010). This perception has failed to take into account the qualities and the comparative strength that business actors (in this context corporate citizens) could bring to peace and the fact that many businesses have already been involved in the peaceful transformation of conflict simply by doing business.

According to the UK Department for International Development (DFID) *"Private businesses are at the heart of economic success. Private investment and the increases in productivity it generates, drives sustainable growth."* (Banfield et al., 2006). It is line with this assumption that the UK DFID policy positions the private sector as a critical driver in conflict zones through economic growth leading to poverty reduction and ultimately contribute to peace. Therefore, an array of policy instruments and macro and micro-level interventions with both foreign and local private sector investments are widely promoted to developing country governments as an engine of development and poverty reduction. (Nelson, 2000).

Due to the nature of the operating environment, businesses are likely to be actors within the overall conflict management scheme. Thus, researchers opine that there is need to identify functions for businesses within the overall peacebuilding structure rather than each business to discharge CSR initiatives as single entities (Wennmann, 2012).

There has been a great rise in a practice referred to as *"business-based peacebuilding",* which refers to the attempts by a business to tackle and assist to resolve the conflict itself (Wenger and Mockli, 2003). It is worth noting that there are two other ways that businesses behave in a conflict situation. Some businesses simply observe compliance with existing laws and guidelines (known as compliance), while others are taking active steps to reduce the negative effects a company might have on a conflict (do-no-harm) (Sweetman, 2010). In business-based peacebuilding, the action and programs are managed and executed by commercial and business entities. *"Peacebuilding"* in this regard extends beyond narrow conflict resolution (mediation and negotiation) but could also involve conflict prevention and post-conflict work.

Ghimire and Upreti (2014) opine that businesses and other private sector players should not be considered neutral entities in conflict and that every philanthropic activity is not necessarily a peacebuilding effort. To contribute to peace, the private sector needs to go beyond the philanthropic concept of CSR. It should generate investment, provide hope and create economic opportunities for a larger section of society. According to Fort (2007), although businesses may actively incorporate policies and strategies aimed at peacebuilding, these businesses seldom highlight these as peacebuilding strategies. However, they label the business' activities by the longer-term social and economic benefits to society or the issue being addressed. Moreover, Fort (2007) suggests that most businesses are neither deliberate in working towards peace, nor aiming to promote conflict (referred to as *"Do no harm")* But by continuing to engage in usual business activities, this can positively influence economic growth as well as provide jobs, reduce unrest, consequently reducing risk of conflict from the root.

According to Rettberg (2016: 483), *"the private sector is a critical, but often an under- utilised actor in peacebuilding. If effectively engaged, it can play a significant role in filling a key gap between peacebuilding and medium-to longer-term economic recovery and development"*. It has also been pointed out that the private sector has been identified as a crucial source of human and material resource, including money and managerial resources know-how for providing the material basis for stable peace and as a result states, international donors and NGOs have appealed to mechanisms ranging from corporate social responsibility, principles to taxes in order to raise funds and secure support for peacebuilding tasks (Rettberg, 2010). Furthermore, another theory describes why businesses and business executives engage in peace building activities (Fort, 2015). *"Businesses can contribute to peace using one of three aims: peace-making, peacebuilding or peacekeeping"* (Fort, 2015; Ganson, 2013). Businesses promoting peace can be categorised in three ways: *"peace entrepreneurs, instrumental businesses, and unintentional contributors to peace".* (Fort 2015). The latter group have been referred to as the *"unconscious peacebuilders",* who contribute to peace without awareness of it (Katsos and Alkafaji, 2019). On the negative end of the spectrum are business that engage in war profiteering and are sometimes known as 'conflictpreneurs', while there are businesses that try to remain neutral by not actively working towards peace nor supporting conflict. These businesses are still a positive driver of peace since they will stimulate economic activities (Fort, 2007). It is also worth noting that several businesses operating in less secure environments may not explicitly highlight *"a strategy to promote peace".* Such businesses may just engage in regular initiatives with long-term societal benefits (Oetzel and Miklian, 2017).

An overview of business contributions to the peace process can be found at Figure 4:2. It can be seen that with regards to peacebuilding, businesses can be relevant

in three main ways. Either through social investments, through policy dialogue or through their core business activities (Nelson, 2000). However, it is worth noting that some businesses, would usually not label such activities in conflict zones as peacebuilding, but rather as CSR (Rieth and Zimmer, 2004). For instance, businesses can create trust by engaging in dialogue with local communities, government authorities and business stakeholders (Penttilä, 2017). Businesses of all sizes and focus, need not engage in all forms of activities.

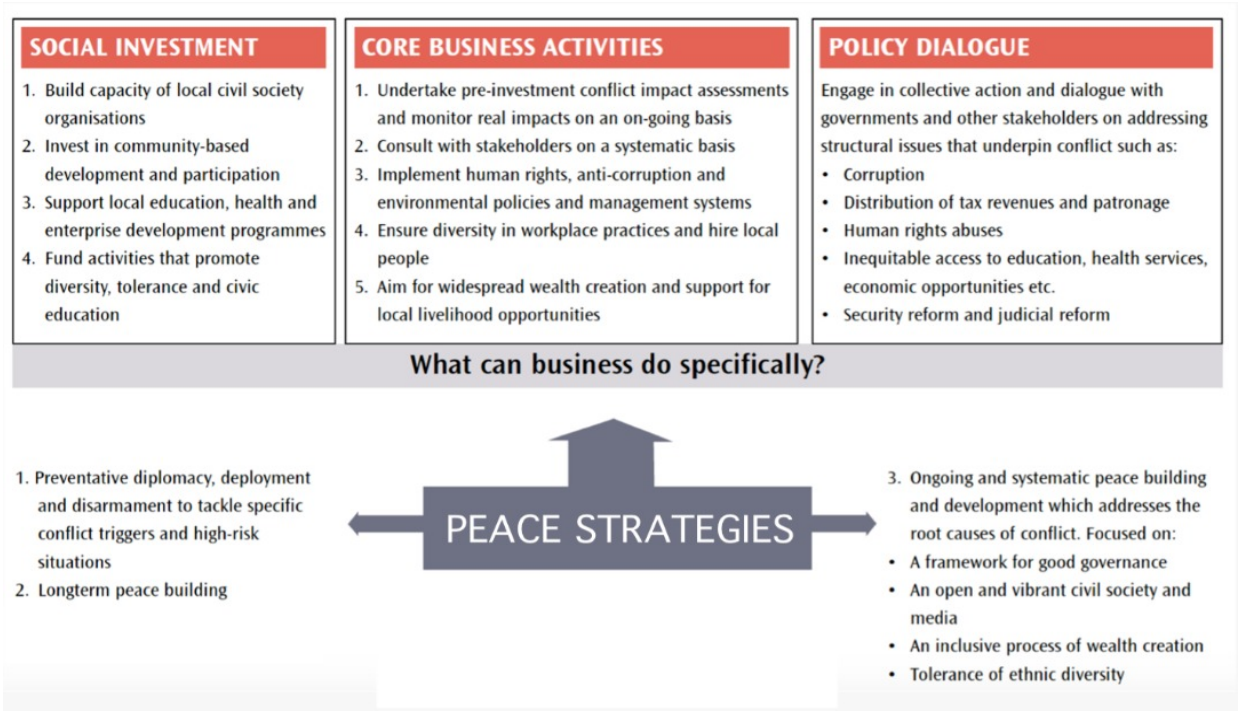

Figure 4:2 Positive Business Contributions to Peace.
Source: The Business of Peace (Nelson, 2000)

A similar classification was provided by Oetzel et al. (2009), indicating that businesses contributions to peace could be in one of four categories. These are through economic development, rule of law, social cohesion and track-two diplomacy (Oetzel et al. 2009).

4.4.1 CSR Based Peacebuilding in Developing Countries

The nature and focus of CSR are often shaped by external pressures (Muthuri and Gilbert, 2011) and MNCs' stakeholder relationships (Egels, 2005). In the context of

Africa for example, the conflict regions have been shown to have low governance and almost non-existent rule of law, such that pressures to businesses often come from local and international civil society actors, as well as local communities. In such situations, CSR could be in the form of a commitment by MNCs to not abuse the governance void or earn legal but immoral profits (Dobers and Halmes, 2009). In some instances, community involvement by MNCs have been criticised because of power disparity between the corporation and community (Idahosa, 2002), but this gap can be bridged by involving the community stakeholders during the decision-making process, to avoid conflicts (Muthuri et al., 2009).

Research that looks at partnerships in African conflict regions indicate that businesses engage in the philanthropic model (Boele et al., 2001; Wheeler et al., 2002; Ite, 2004; Idemudia, 2008). The full potential of such partnerships is yet to be realised, as regards to tackling pressing governance issues in conflict regions (World Bank, 2006). Some of the interesting approaches for business partnerships is by using NGOs that are present in the conflict area. These NGOs might assist MNCs towards building good community relations, towards shaping their partnership portfolio and focus, and even help in integrating a conflict lens in their core business. NGOs are typically knowledgeable about the local perspective and have established relationships with local actors. Such local context could be valuable as entrance points for MNCs in their CSR efforts (World Bank, 2006). Some of the important benefits for MNCs could be with assistance towards articulating their community engagement objectives (Tsang et al., 2009). Towards this end, collaborating with NGOs will give MNCs with the prospect of taking local needs into consideration and addressing conflict related matters (Nwankwo et al., 2007).

Because of the peculiarities of every conflict situation, it is necessary for MNCs to consider taking the context into account when CSR and business to community relationship strategies are employed. Integrating and understanding community sensitivities and perspectives into CSR initiatives, with help from those NGOs with vast knowledge and proficiency in the area, could be vital in developing stronger relations with local communities. It is however worth noting that, although business to community relationships are an important component of CSR, the wider context also has significant practical impact in reality. For instance, in Nigeria, the lack of a conducive environment was a hindrance for businesses in the oil and gas sector to positively engage with communities (Ite, 2004). As a result, the MNCs did not succeed in reducing the occurrence of violent conflict through their community relations efforts (Idemudia and Ite, 2006).

CSR can play a vital part in several aspects of peacebuilding, whereby the businesses can be key players in societies where conflicts have their origin in social and economic contexts characterised by poverty, inequality, and exclusion. Simultaneously, businesses could play a relevant role in politics to the extent that it participates, through associations, in the debates concerning development and economic policy (Tager, 2015). The nature of participation of businesses and the private sector in general is closely linked to investment and job creation, which means that in situations of social conflict, businesses can perhaps play a bridging role among social groups to generate social and political stability, which is important not only for economic growth but also for social development.

An overview of some important CSR literature relevant to peacebuilding in developing countries can be found in Table 4:1 (see Appendix B for complete table). The idea that businesses should help build peace in their operational areas through

CSR tasks and the implementation of conflict-sensitive business practices is gaining traction, with ventures like the United Nations Business for Peace (B4P) initiative (Miklian, 2017).

Based on Nepal's experience, Ghimire and Upreti (2014) suggest that the discourse on business and peace needs rethinking. Fundamentally, they opine that the private sector should not be considered as a single and homogeneous entity; the private sector should not be considered a neutral actor in conflict; and that every philanthropic activity is not necessarily a peacebuilding effort. To contribute to peace, the private sector needs to go beyond the philanthropic concept of CSR. It should generate investment, provide hope and create economic opportunities for a larger section of society. Moreover, in addition to other CSR goals, Bond (2014) asserts that businesses can rebrand their CSR activities to peacebuilding by addressing conflict before, during or after it occurs. This corresponds to the notion suggested by Galtung that *"peacebuilding addressees the underlying causes of conflict and prevents their transformation into violence"* (Paffenholz, 2010: 44).

Abuya (2018) asserts that regulation of CSR in Africa is a good thing, because studies have indicated that the existence of regulation has led to increased reporting on, and commitment to CSR. Unfortunately, CSR activities are not legislated in much of Africa, thereby leaving businesses to decide on projects and activities that will most likely fail to benefit local communities (Abuya, 2018). Legislation has already proven successful in South Africa. Moreover, with legislation, the governments could focus businesses on addressing much of the causes of conflict and could also make businesses put CSR high on the business agenda. Abuya (2018) therefore suggests that, in developing countries, CSR should be moved from the bottom of Carroll's pyramid (see Figure 4:1) to level two as a legal obligation,

while such countries should consider corporate governance models that consider the prevailing cultural, political and technological conditions.

While Abuya (2018) advocates for legislation for CSR in the Kenyan mining sector, a similar recommendation has been earlier proposed by Issifu (2016) to achieve peacebuilding and conflict prevention for the Ghana mining sector. The author considers an integrative theory of CSR approach to provide theoretical support that the socio-economic, political, cultural and environmental needs of communities should be integrated into a corporate business objective for peace and security. Nelson (2000) recommends practical steps that businesses can adopt, in order to take focus on peace promotion through their core business activities. These activities may require engagement with both external and internal stakeholders. The business needs to have a dedicated team working towards addressing conflict in the operating environment before, during and after it occurs. Consequently, a corporation needs to carefully consider which functions, at which levels of engagement, are best placed to engage with related stakeholders (Bond, 2014).

Table 4:3 Highlight of some CSR Literature on Conflict and Peacebuilding in Developing Countries

Reference	Region	Sector	Method	Data Source	Population
Dobers and Halme (2009)	South America, Africa				
Ghimire and Upreti (2014)	Nepal		Qualitative	In-depth interview Desk study	Business association leaders
Abuya (2018)	Kenya	Mining	Literature review	Secondary sources	
Issifu (2016)	Ghana				
Upreti et al (2013)	Nepal	Tourism	Qualitative	Secondary	
Upreti et al (2012)	Nepal	Several: production, manufacturing, finance, hospitality		Focus groups, interviews	
Rettberg et al (2019); (Akpan, 2006)	DRC, South Sudan, Myanmar, Somalia, Guatamela, Elsalvaldor			Interviews, secondary sources from press articles, official documents	

Austin and Wennmann (2017) (Ako et al., 2009)	Kenya	Diverse sectors	Qualitative	Semi structured interviews, review of literature, collaborative workshop	Lawyers, Members of business associations, Civil society and of the Geneva peacebuilding platforms
Katsos and Alkafaji (2019)	Iraq	Diverse sectors	Qualitative	Open-ended interviews	Business owners, managers, government and international policymakers.
Kolk and Lenfant (2012)	DRC	Diverse sectors	Mixed method (path analysis, regression)	Questionnaires, semi structured interviews and secondary sources which include documentation (NGOs, annual plans reports and websites.	Staff of NGOs working in collaboration with businesses
Iff et al (2012)	Several (about 30) post conflict regions	Several sectors.	Qualitative	Secondary data Interviews	10 Swiss MNCs in the listed countries. Each MNC operates in several of the conflict countries.
Upreti et al (2010)	Nepal	Several sectors	Qualitative		
Miklian (2017)	General	General	Qualitative	Secondary data	
Kolk and Lenfant (2010)	Central Africa. i.e. DRC, Angola, Congo Brazaville	Extractive (64%) and many others	Qualitative	Secondary data	
Kolk and Lenfant (2013)	Central Africa		Qualitative	Secondary data	MNEs and NGOs
Bond (2014)	Several	Mining (extractive)	qualitative	Secondary data	

Source: Author's Own Table, 2019

CSR research has been conducted in different regions around the world over the past decade. For example, in Nepal, (Ghimire and Upreti, 2014; Upreti et al., 2013; Upreti et al., 2012; Upreti et al, 2010) conducted diverse research through a case study approach. In that regards, Ghimire and Upreti (2014), focused on the challenges to the private sector's engagement in peacebuilding in post-war Nepal. The findings of the study revealed that the private sector in Nepal has promising potential for peacebuilding. Due to its existing network, institutional strength and socioeconomic dynamism, but there is a need for the sector to enrich its maturity in

inclusive political engagement in order to lead the economic transformation of the country. Subsequently, Upreti et al (2013) study focused on the conceptual and operational interrelation between corporate sector and conflict transformation through a qualitative approach. However, the study revealed that socio-economic engagement of corporate sector in Nepal is so far insufficient for conflict transformation as engagements tend to be unplanned and unspecified thus sparsely making any effect.

4.4.2 Determinants of Business Engagement in Conflict

Over the last decade, focus has increased on the societal obligation of businesses with respect to taking responsibility in regions characterised by poverty, conflict and limited statehood. In such areas, businesses have become more active in promulgating CSR strategies, leading to increased social, environmental, economic, and cultural concerns (Ganson, 2013), for different approaches across sectors and countries. The factors that determine the businesses' engagement in conflict are summarised in the Diagram at Figure 4:3.

According to Austin and Wennmann (2017), in a study to investigate factors determining business engagement with peacebuilding in Kenya, three main categories of motivations were uncovered: performance-driven motives, value-driven motives and stakeholder-driven motives. Performance-driven motives emphasise on the economic benefits of peace for businesses, the value-driven motives focus on the means in which the core identity of a business or makes it to act, while stakeholder-driven motives denote the demands for involvement from actors with influence over businesses or those who have the business' interests. These motivational factors are usually observed and applicable at the firm level.

Mekri (2016) posits another perspective to the motivations of business' engagement in peacebuilding; first there is the moral dimension which comes from the natural desire of any human activity which includes trade. Secondly, business operations are dependent on a secure enabling environment, thus engaging in any activity to promote peace in their operating environment also serves the business' economies of scale. Thirdly, some businesses engage to tap into the peacebuilding and peacekeeping markets which exists in conflict areas. The northern Nigerian conflict area is not devoid of this phenomena, in that some businesses especially the small and medium scale ones engage in peacebuilding activities out of a need for economic survival as a result of the threat posed to their business' supply chain. There also exists the *"Peacepreneurs"* who in a bid to protect their businesses from the negative effect of conflict, create jobs and boost economic activity subsequently becoming peace brokers as seen in one case from empirical evidence of this research. On the other hand, we have the *"conflictpreneurs"* who serve to stoke the embers of conflict through unconventional means in a bid to profit from the commerce of warfare through the sale of arms and military hardware to both factions of a conflict, down to the peddling of everyday commodities in the black-market.

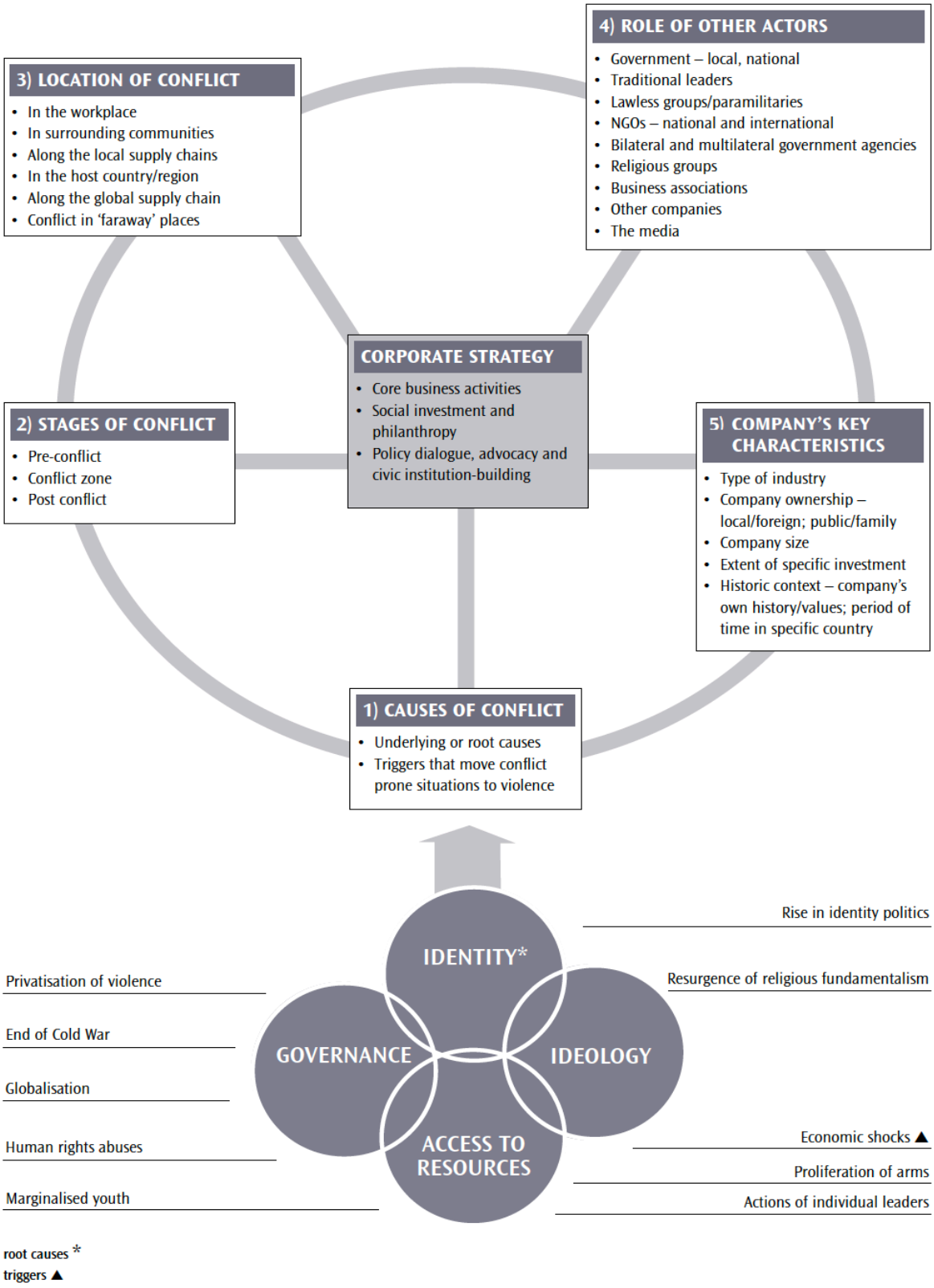

Figure 4:3 Factors that Determine the Engagement of Business in Conflict

Source: The Business of Peace (Nelson, 2000)

Normally, an MNC's response to conflict is determined by a range of factors. These include conflict severity, size of firm, geographical location, experience of firm, stakeholder pressure, investment structure, industry or sector, firm type and ownership structure (Oetzel et al., 2007). Similar studies indicate that the motivating factors for businesses include industry and culture, the production characteristics, the conflict characteristics such as intensity and proximity, the societal and political environment in home and host state, as well as stakeholder pressures on the business (Deitelhoff and Wolf, 2010). It has been observed that only few studies have been conducted to study the particular drivers of business response when conflict exists. Moreover, there is an understanding within the research community that it is not every business that promotes peace. Only ethical businesses do (Fort, 2010).

With regards to the way, or how, businesses engage in peacebuilding, the business may act individually or collaboratively with other stakeholders or other businesses (Nelson, 2000). From the literature, the decision to collaborate will include reasons such as cost sharing, gaining from diverse creative solutions and acquiring different perspectives of addressing challenges (Oetzel et. al, 2007). It is worth noting that, according to Oetzel et. al (2007), most businesses will not work alone but partner, in order to reduce risks. Notwithstanding, partnering with NGOs provide MNCs the possibility to take local needs into account and address conflict relevant issues (Nwankwo et al., 2007). Killick and Gündüz (2005), went further to state that collective actions rather than individual efforts are "central to a successful and sustainable private-sector intervention.", while Bais and Huijser (2005) have suggested an alternative method they referred to as *"witnessing".* They defined witnessing as the concept where a business can gather information and evidence which can then be published in a bid to garner global attention to a conflict.

4.4.3 Implications of Business Engagement in the Peacebuilding

Businesses ranging from MNCs to SMEs while creating wealth, have a crucial responsibility in contributing directly and indirectly to peace (Nelson, 2000). Understanding the participation of businesses in the peace process requires an understanding of how businesses engage in conflict environments. Due to the nature of the operating environment, businesses are likely to be actors within the overall conflict management scheme and will therefore take on some risk. Thus, researchers opine that there is need to identify functions for businesses within the overall conflict management structure rather than each business to discharge CSR initiatives as single entities (Wennmann, 2011).

The activities undertaken by businesses have direct and indirect influences on the environment they operate. The positive contributions that businesses make include improving economic development, jobs, investments and building relationships across cultural and national lines. In other cases, businesses may intentionally or otherwise, negatively affect the environment through their operations such as bringing about environmental degradation, instability or aggravate conflict. For instance, a business may hire or consult from one set of local groups and not the others, thereby making some stakeholders feel aggrieved (UN Global, 2010). This means that businesses face challenges and risks of sustaining efficiency and legitimacy in conflict prone regions (Jamali, 2009). Additionally, businesses face attendant responsibilities regarding the need to direct effort in conflict mitigation and peacebuilding (Bennett, 2002; Gerson, 2001).

Banfield et al (2006) contend that due to the local business actors' embeddedness in the social fabric of conflict contexts, they are exposed directly to the destruction

involved thus, have a natural desire to see the conflict cease. This opinion is reiterated by Rettberg (2004: 7) with the view that business participation in the peace process becomes a rational act, catalysed by cost-benefit considerations, in the realization that *"peace is better business".* Rettberg further opines that escalation of conflict costs along with bleak economic outlook was vital in stimulating businesses to engage in peace building and the threat of imminent conflict was essential to maintaining commitment and momentum of initiatives. However, businesses with fixed assets and those in rural regions with limited mobility lacked options to relocate and some businesses focused on local regional realities rather than national issues (Rettberg, 2004).

As mentioned earlier (see Figure 4:2) businesses can contribute to peacebuilding through at least three ways; through social investment, engagement in policy dialogue and its core business activities (Nelson, 2000). In addition, cross sector partnerships promote crisis management and peace that address the three principal causes of conflict; namely corruption, poverty and social inequality (Bennett, 2002). Given the consideration that business responses in engagement during conflict lie on a spectrum of actions may provide too simplified a picture, since in practice, any response will result in, or be as a result of, interwoven actions between actors and stakeholders, and their motivations. This also means that it is difficult to unmingle causal effects in such scenarios. In particular, the issue of intent produces a further layer of complexity. Some businesses may not be conscious of the outcome of their actions, or actions may result in unintended consequences. It may not be easy to determine if a business knowingly contributes to conflict and violence through its policies or strategies, which should be related to the amount of responsibility the business should assume for its actions. Whatever the degree of responsibility and accountability, it is crucial to assess the ability of the domestic private sector to play

a role in advocating for peace or addressing conflict issues. It was also observed from case studies that business responses and other private sector entities evolve over time due to changing dynamics (Nelson, 2000).

4.4.4 Measuring Impact of Business CSR Contributions

From available literature, it has been observed that researchers overwhelmingly focus on the activities of businesses including intentions, rather than the outcome or impact. According to Sweetman (2009), there is no unanimously accepted method for determining or examining the links between business initiatives and peacebuilding neither are there any commonly established procedures for assessing the direct or indirect impact of private sector players' actions on peace processes.

In general, it is quite difficult to measure the effectiveness of activities across sectors and partners (Kolk et al., 2008; Lund-Thomsen, 2009) or multiple collaborating partners, because monitoring and evaluation systems are hardly part of initial agreements (Rein and Stott, 2009). It has also been established that appropriate benchmarks and criteria for assessments to quantify success are normally absent (Lund-Thomsen, 2009). All these issues raised become even more complex in conflict settings, due to weak governance structure, different institutional norms, lack of formalization and absence of harmonised and reliable figures (Kolk et al., 2008). Furthermore, the aforementioned factors result in the difficulty of determining causal relationships.

Measuring the impact of businesses efforts is worsened if activities are aimed at addressing complex interrelated issues in which other actors are 'intervening' as well. This makes it extremely difficult, if not impossible to judge or understand

causation between activities, their intended effect and the actual outcome (Kolk and Lenfant, 2012). For a better comprehension of success, or otherwise, for a range of activities, the measurement analysis should extend outside the conventional input-output-outcome methodology and *"incorporate the role of politics and power struggles between different actors in local settings"* (Lund-Thomsen, 2009: 59).

After careful evaluation of the dynamics of the engagement of businesses in conflict settings, the researcher has conceded to earlier arguments on the impracticability and difficulty of measuring impact of business engagements, rather an evaluation of outcomes of the activities can be done, which has been analysed from the objective responses of stakeholders other than the businesses themselves. The researcher's personal observation is that it will be too cumbersome and costly to measure the impact at both institutional and beneficiary level, in addition to examining the ripple effects on beneficiary households in the community and the whole social system. Secondly an evaluation of the impact is mostly carried out at the end of the intervention, which would have required a control and treatment group before the intervention of the businesses have started and at the end of the intervention. At this juncture, It is worthy to note that the conflict in Northern Nigeria is still ongoing. Another approach would have been to use document analysis to analyse the intervention or CSR initiative documents but as I mentioned earlier most businesses were sceptical of baring the intricacies of some projects due to the sensitive nature of the research and the general security atmosphere at the time of this research. The approach taken in this research is the collection of the significant stories illustrating the change that have impacted the society, thus leaving us with an outcome analysis devoid of predetermined indicators. the responses emanating from the objective interviews with the main stakeholders whose perception served to give an objective view of the claims made by the businesses. Essentially, there

is no best approach, the best way to measure the impact is to combine several approaches and methodologies in order to build on their individual strengths and weaknesses according to the context at hand.

4.4.5 Stakeholders that Influence Business Engagement

From the stakeholder theory discussed under the theoretical approach section of this thesis, it was considered that businesses have several stakeholders for which influence the activities of the businesses as well as reserve interest in the success of such businesses. It is necessary to have an understanding of the different stakeholder groups as well as the degree of influence these businesses are likely to command. According to Oetzel and Getz (2012), groups of stakeholders are quite distinctive and diverse that businesses will respond differently to their demands. For example, pressure may be higher from local stakeholders during a conflict, where there may be threats of disruption from the community or boycott of products from local consumers. On the other hand, foreign stakeholders, such as foreign governments, foreign media or shareholders, may put greater pressure when human rights are involved.

According to Morrison (2011), stakeholders are classified into primary and secondary stakeholders. The primary stakeholders in this research are those that have direct influence on the businesses in northern Nigeria such as shareholders, employees and customers, while the secondary stakeholders are the community, government and non-governmental organisations who have less direct impact in the short term (Morrison, 2011). On the other hand, Oetzel and Getz (2012) further distinguish between local and international stakeholders based on a business' perception of the legitimacy, power and urgency of the stakeholder and the issue of conflict. Local stakeholders are those who reside within the country of operations

such as the local primary stakeholders, i.e. employees, shareholders and local consumers and on the other hand, local secondary stakeholders are the community and the government, while international stakeholders reside outside the country of operations such as international NGOs, foreign governments and foreign shareholders. Therefore, a business could have primary and secondary stakeholders that are international in nature, such as in the case of multinational corporations who have shareholders in foreign countries (Oetzel and Getz, 2012). The figure below provides an overview of the stakeholder relationship categorizations for a typical business entity.

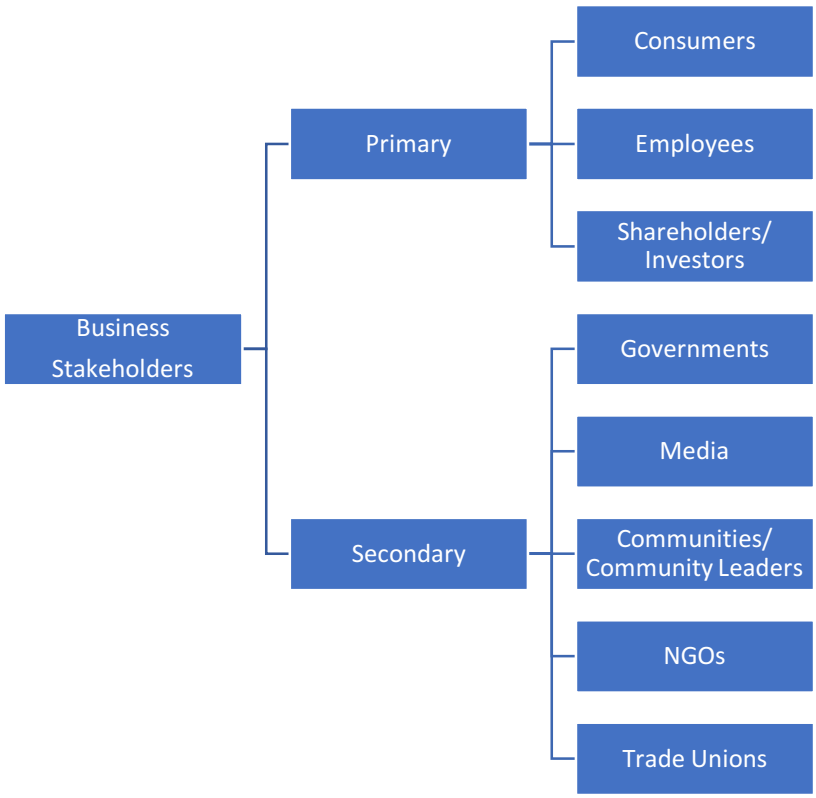

Figure 4:4 Business Stakeholder Relationships

Source: (Morrison, 2011)

4.4.6 Factors that Affect the Effectiveness of Peacebuilding Activities

There are varying factors that may affect the effectiveness of peacebuilding activities, depending on the actors involved. As regards to business-based

peacebuilding, it has been reported in the literature that any activities by businesses geared towards peacebuilding are only effective when the intensity of the ongoing conflict is within the first three levels of the conflict barometer (Oetzel et al. 2009), due to the persisting nature of conflicts. According to the Heidelberg Institute's five levels of conflict (Heidelberg, 2016), this means peacebuilding is seldom successful when the conflict reaches limited war, or full-scale war.

On the other hand, Forrer and Katsos (2015) noted that existing research indicates that the private sector is the most effective actor in promoting peace in areas experiencing the buffer condition, which is a transition period between conflict and post-conflict. The authors observed that businesses can evaluate how best to use the opportunity to understand how best to contribute, since the buffer condition suits this purpose best. This is possible because the buffer condition preserves much of the features of conflict even after the cessation of violence and war (Ballentine, 2005). The buffer condition permits businesses to develop peacebuilding activities because it has six characteristics (Farmer et al., 2006). These characteristics include political and economic uncertainty, less than a decade since war, depleted human capital, disrespect for rule of law, damaged financial system and heavy reliance on financial aid (Collier et al, 2009; Elbadawi et al, 2007, Mills and Fan, 2006; Santos, 2003). However, it was observed that the aforementioned characteristics of the buffer condition does not cease to exist when the conditions of conflict intensity decreases or vice versa (Katsos and Alkafaji, 2019).

4.5 Chapter Four Summary

In this chapter, CSR as a business strategy was conceptualised from the general perspective of developing countries and then from the Nigerian perspective in

particular. Thereafter, the concept of peacebuilding as a key variable of this research was discussed, before discussing the notion of the business as a vehicle for peacebuilding where the business-peace nexus was considered.

From the aforementioned, it can be surmised that CSR in Nigeria in general is positioned by socio-cultural motivations and would fall within the CSR pyramid model of (Visser, 2009), which gives emphasis to economic and then philanthropic responsibilities. The existing literature cuts across various sectors but is heavily biased towards CSR activities of large MNCs operating in the southern oil rich regions of the Niger-Delta. However, CSR practice in developing countries are becoming more regionally distinct than nationally generalised (Visser, 2009). MNCs are inherently more organised in terms of CSR reporting and structure due to the structure inherited from the more developed regions of origin of the corporations. The literature also highlights the emerging class of stakeholder activists which are key to this research due to the social demands and pressures they are likely to place on businesses in a developing country context, especially when there is a crisis.

Hence, the outcomes from this research are posed to fill the gap in literature of conflict regions and understanding of CSR drivers for the businesses in Northern Nigeria. In the next chapter, the research methodology including philosophical underpinnings of the research will be discussed.

5 Chapter Five: Research Methodology

5.1 Introduction

This chapter outlines the research methodology adopted and the flow of the research process in this thesis. First, it highlights the philosophy underpinning the adopted research approach and consequent methods discussing the rationale and justification of a mixed method approach. The chapter further highlights the rationale for the choice of the case study method, as well as the data collection methods used to obtain evidence. Finally, the chapter discusses the means used to analyse the data and issues of research ethics considered.

5.2 Research Philosophy

Flick (2006) opines that methodology of research should rely upon the underlying philosophy of the study. Due to this important consideration, and the influence the researcher's philosophical stance will ultimately have on the conduct of the research, it is necessary to identify the research philosophy, even though the philosophical idea remains largely hidden (Creswell and Creswell, 2018). Accordingly, this research draws upon appropriate philosophical assumptions and concepts. The research philosophies are classified into the epistemology, which refers to what constitutes knowledge with regards to methods, validity and scope (Soanes and Stevenson, 2004), while ontology deals with the nature of reality, defining the science or study of being (Blaikie, 2010), reflecting the understanding by a person about what constitutes a fact.

As Scotland (2012) concludes, ontology seeks to understand *"what it is"* (i.e. its reality or how phenomena exist in the world) while epistemology seeks to

understand *"what it means to know"* (i.e. how knowledge is acquired about phenomena). Hence, it is vital that both the researcher and the reader understand the ontological and epistemological viewpoints that have been adopted to support the nature of the study (Bell et al., 2018). The subsequent sections outline the basic philosophy of research, followed by the rationale for the adopted philosophical stance.

5.2.1 Ontology

The assumptions of the nature of reality is referred to as Ontology (Ponterotto, 2005). ontology is a methodological concept primarily used to reflect the assumptions and viewpoint of the researcher about the nature of reality; it is based on the world's relationship and human interactions (Dainty, 2008). Bryman (2016) proposes two ontological positions: objectivism and constructivism (Bryman, 2016). Objectivism position asserts that social phenomena and concepts have an independent existence from social factors (Bryman, 2016). On the contrary, constructivism argues that social phenomena are developed in social contexts determined by social factors and the reality of the social world (Bryman, 2016).

In this context, the study seeks to understand the nature and extent of businesses engagement in peacebuilding through the lens of CSR, as well as the relationships among the key factors and or stakeholders that influence these decisions. Thus, reality is constructed based on the experiences and perceptions of business participants and stakeholders within beneficiary communities, governments and NGO partners. Hence, **constructivism** is the more appropriate ontological position, which leans more towards the subjective side of the philosophical spectrum.

5.2.2 Epistemology

According to Creswell and Clark (2018), the philosophy of epistemology is about creating and disseminating the required knowledge. This means that epistemology mainly relates to the acquisition of knowledge. The four main epistemological categorizations are interpretivism, positivism, constructivism and pragmatism (Saunders et al., 2019).

The interpretive epistemology is based on the belief that individuals develop their perceptions based on their experiences, knowledge, and actions (Crotty, 1998). This suggests the opposite belief of the positivist and seeks to develop culturally derived and historically situated interpretations of the social life-world (Crotty, 1998). Within the social sciences, positivists believe that social phenomena are governed and guided by specific rules and theories (Dainty, 2008), while social science research seeks to generate these theories in order to interpret them and understand an independent reality (Creswell and Clark, 2018).

On the other hand, Constructivists believe that social phenomena are constructed from individual perceptions, and the existence of the social world results from social interactions (Saunders et al., 2019). The constructivist researcher rejects the idea of a single reality but instead believes there are multiple realities based on time, context, and several other factors. From this point of view, Dainty (2008) argues that acquired knowledge may not represent the truth but instead reflect individual experiences. As a result, constructivists are working to narrow the gap between objectivist and subjectivist perspectives (Dainty, 2008) by following an inductive process to investigate the phenomena under study (Creswell and Clark, 2018). The pragmatist has evolved to take advantage and mitigate weaknesses within the positivist, constructivist, and interpretivist paradigms (Saunders et al., 2019).

Pragmatism is based on the conviction that problems are independent, and not the methods with which they are understood (Creswell and Clark, 2018). In this respect, the claim of the pragmatist is based primarily on knowledge that prevents a precise ontological and epistemological position. This implies that, in pragmatism, researchers should utilise the philosophical and/or methodological stance most appropriate for the research problem under investigation (Tashakkori and Teddlie, 1998).

Creswell and Clark (2018) argued that the two extremes of epistemological stances are positivist and interpretivist. Creswell and Clark (2018) further stated that positivism is often found within the field of natural sciences, while interpretivism is based on the structure of human understanding, which is formed by interactions with a phenomenon. This means that interpretations are consistent with a perspective that assumes reality is shaped by social interactions (Saunders et al., 2019). Therefore, the philosophical concepts underlying this research will be interpretivism. This will be justified in the next paragraph.

Examining the nature and role of businesses in peacebuilding entails studying the behaviours of the business entity with regards to its CSR activities geared towards peacebuilding efforts. It also involves understanding the stakeholder influence for such decision by the businesses, to engage. The interpretivist philosophy is therefore appropriate because it is a stance that posits a researcher seeks out meanings through understanding context of the situation at hand and social constructions as well as through the help of broader cultural beliefs (Lounsbury, 2008; Myers, 2009). This is very important since context will be invaluable in achieving deep insight into the particular stakeholder that influences a business to engage in conflict prevention initiatives. It also portends that the necessary methods

and tools appropriate to social science research would be applied. Ascertaining contexts within complex realities is necessary to obtain and extract a deep understanding, as such a positivist approach is not necessarily appropriate in this regard. Interpretivism or critical research is more fitting if the necessary understanding is to be achieved.

5.3 Research Approach

The selection of a research approach is based on the nature of the research problem. Research approaches are mainly categorised into either deductive or inductive. The inductive approach will enable the observation of particular patterns, such as specific CSR activities and which stakeholder drives the decision to engage in the activities. The inductive approach employs qualitative data collection techniques such as interviews, observations and focus groups (Saunders et al., 2019), related to the target sample of businesses. This will then make it possible to observe patterns that can be generalised to a wider population of businesses' CSR activities in peacebuilding in northern Nigeria. However, given that this research employs a mixed method research, as will be discussed in the next section, a deductive approach will also be appropriate to examine data obtained from quantitative sources like questionnaire surveys. Therefore, in line with the reasoning of several authors that reject a simple logic of single approach, the approach taken in this study is to combine both deductive and inductive logics. This is more suitable to the nature of this research, which deals with examining the nature of businesses CSR activities in peacebuilding.

5.4 Research Strategy

There are several research strategies, such as case studies, ethnographies, grounded theory and phenomenology; out of which the case study research method was adopted. The case study has been adopted as a best fit strategy in multi-disciplinary mixed method research, particularly when the case under observation is unique (Miklian, 2014).

The purpose of the case study approach in business and management, is to use empirical evidence from real people, in real organizations, to make an original contribution to knowledge (Myers, 2013). This definition by Myers (2013) is in agreement with the aim of this research, to use empirical evidence from a real conflict setting and real businesses. In this research, the case study method enabled considerable insight into the business behavior with respect to CSR activities and allowed for in-depth details to analyse the influences and inter-relationships between the stakeholders, in the context of peacebuilding in a conflict setting. This is in line with Yin's (2018) justification for the use of case study for research dwelling on ’why’ and ‘how’ questions and contemporary set of events over which the investigator has little or no control.

According to Myers (2009) who asserts that *“case study research in business uses empirical evidence from one or more organizations where an attempt is made to study the subject matter in context. Multiple sources of evidence are used, although most of the evidence comes from interviews and documents”.* Thus, the research is to be conducted while observations take place in the subjects’ natural environment to further ensure proper context, while attempting to rationalise the intricacies of practical realistic scenarios that may often fail to be recognised in other forms of research.

This method allows for an in-depth analysis and is neutral in the philosophical sense, allowing for the possibility of approaching it from critical, positivist or interpretivist. It is worth noting that the philosophical underpinning greatly influences the nature of the case study. Although, case study research is neutral in the philosophical sense, positivist case studies define quality in terms of reliability and validity, interpretive case studies define quality in terms of the plausibility of the story and the overall argument (Myers, 2009). The case study method could also take the form of a single or multiple case.

In this research a **multiple case study** consisting of several businesses, differentiating between the small and large businesses was employed. A multiple case study is adopted because, using multiple case studies increases the generalization of the findings of what the CSR activities are, and who influences the businesses' engagement in peacebuilding, thereby adding validity to the research. Besides, a single-case case study may not be very reliable to generalise due to the possibility of it being an outlier sample (Robert K. Yin, 2018). Therefore, the research would be better served by adopting multiple cases. Additionally, necessary validity and reliability tests were conducted to ensure quality.

According to Creswell (2015), certain types of social research problems call for specific approaches. For example, if the problem calls for the identification of factors that influence an outcome like in the case of this research question where the aim is to understand the degree to which stakeholders influence a businesses' decision to engage or assessing the utility of an intervention. In this case assessing the impact of businesses CSR engagement, then a **quantitative approach** is best. On the other hand, if a concept or phenomenon needs to be explored and understood because little research has been done on it or because it involves an understudied

sample, then it merits a **qualitative approach**. The gap being explored by this research is one where little research has been done, peacebuilding efforts by businesses in the northern Nigerian conflict region has never been looked into, thus this type of approach may be needed because the topic is new, the subject has never been addressed with a certain sample or group of people, and existing theories may not apply with the particular sample or group under study (Morse, 1991).

But because the quantitative or qualitative approach, each by itself, is inadequate to understand the research problem then it is pertinent to adopt the strengths of both quantitative and qualitative research (Creswell, 2015). In this research, qualitative data in the form of pilot interviews was obtained to inform the initial questionnaire design. Thereafter the main findings were obtained from the questionnaires in the form of both qualitative and quantitative data. The findings of the sample population of the businesses were then followed up with a number of selected businesses and individuals by conducting an in-depth open ended interview so as to develop a detailed view from the perspective of the businesses and other stakeholder partners on what the CSRs interventions are, the influence behind their reason to engage, challenges faced in the cause of their engagement with peacebuilding in the conflict region.

5.5 Research Design

Research designs, otherwise known as the strategies or procedures of inquiry (Denzin and Lincoln, 2011), are the types of inquiry within the various methods (i.e. qualitative, quantitative and mixed methods) that provide specific direction for

procedures in a research study. This is directly affected by the nature of the research itself, which in this instance is a study carried out in the context of conflict.

It has been continuously recognised that good research design in a conflict region depends on the sound knowledge of the nature, context and causes of the conflict from the first-hand experience of those affected and/or involved in the conflict. Likewise, it has been acknowledged that conducting work in a conflict region should not be considered as a 'neutral' undertaking. It is rather an undertaking fraught with bias from multiple participants like the local support workers, researchers and relief staff, who are regularly observed to have a great effect over the direction, and sometimes the result of the conflict. Such worries often lead to the view that conducting research in conflict regions presents unique challenges that makes it hard or impossible to employ strict methodological practices that are usually associated with social science studies in such conditions. In particular, there are challenges with respect to accessing information, respondents and the research area. With respect to the methodology, the major cause for concern was regarding representation and the issue of data bias. The former referring to non-representation of inaccessible sections of the population because of the conflict, while the latter insinuates instances where research data from businesses may have been "bluewashed" to overstate their commitment to responsible practices, or by community leaders over estimating casualties and other collateral damage suffered by their communities. It is therefore necessary to find methods to mitigate the aforementioned associated challenges. (Barakat et. al, 2002)

Owing to the absence of any accepted template for conducting research in such an environment, several researchers opine the preference of combining the strengths of different methodological approaches (Barakat et al, 2002). Giving rise to the choice of a mixed method approach, seen as appealing, in order to achieve both

specificity and depth. For the qualitative research, the selection of settings and case studies for qualitative research are often conditioned more by what is practically possible (Nordstrom, 1995). In this research, the basis for selection was considered in terms of access and security/safety of the researcher for collecting primary data through interviewing, factoring that most of the businesses engaging in the conflict regions were either headquartered or had presence in the capital city of the country, Abuja. These were factors considered at the design stage, but as will later be discussed, became less relevant during data collection, when the COVID-19 pandemic hit the region and the world at large.

At the beginning of the research, the northern Nigerian conflict region was chosen as a starting point to find which businesses were active in the conflict region and then commence data collection. However, the first challenge was finding out which business actors were involved in peacebuilding and willing to participate in the research. There was also no register of businesses actively involved in peacebuilding due to the sensitivity of the endeavour, nor was there a list of businesses by region. There was also the problem of businesses not responding positively to interview or questionnaire/survey requests. Previous research has shown that it is difficult to get in contact with multinational companies on a topic as sensitive as peacebuilding in conflict zones. Thus, necessitating a change of approach whereby pilot interviews were conducted with a few government officials within regulatory agencies as well as persons directly involved with NGOs to obtain initial sample population for businesses operating in the region and the likely activities the businesses are involved in. The researcher also conducted initial interviews with spokespersons from the Victim Support Fund and the Nigerian Humanitarian Fund – Private Sector Initiative, in order to have a better

understanding of partnership as well as sources of funding within the region and which businesses were participating.

In this research, an initial pilot survey study was conducted online with a limited sample of 10 responses. This formed a foundation for the wider quantitative survey that was conducted and enabled the researcher to fine-tune the questions and map the responses to the various objectives of the study. Next, the research approach entailed using deductive reasoning to make inferences from the facts obtained within the existing discussions in the literature as well as initial quantitative data collected from surveys. This step allowed for a broad perspective and analysis. Following this, an inductive approach was also employed with qualitative data collection through further interviews, to obtain an in-depth understanding of the activities of the businesses and further clarification of the context of implementation of initiatives by the businesses. By employing this multi-step approach (of inductive and deductive), the research was conducted using a mixed method design to take advantage of the benefits of both quantitative and qualitative methods. i.e. obtaining comparative data from a large sample through surveys and then also context from experiences of businesses within a smaller sample set.

According to Bryman (2016), a two-phased, mixed methods research design provides a flexible means of combining research methods. The aforementioned mixed method described is consistent with the explanatory sequential mixed methods design according to the classification of Creswell (2015). This method will be further expounded upon in Section 5.6.2.

5.6 Research Method

The most common ways to classify types of research is in to qualitative and quantitative research methods (Myers, 2009). Generally speaking, qualitative research methods examine social phenomena in the social science field, while quantitative research methods are often adopted for scientific hypotheses in the pure science field. In the context of this research, quantitative data comprised data sources from questionnaire surveys, while both open-ended questionnaire survey responses and interview responses made up the qualitative research method. The data sources also comprised both primary and secondary data sources; primary data coming from the responses of questionnaires and interviews in addition to the secondary data emanating from annual reports of businesses, united nations reports, government data, statistics reports, books, journals and online data/media prints. Notwithstanding, specific use cases for these research methods have long been disputed (Bell et al., 2018), and as such the continuing discourse about the value of quantitative and qualitative has led to the viewpoint that the world is not an absolute unity (Creswell and Clark, 2018). Hence, it is necessary to compensate for the shortcomings of each approach while improving the overall quality of a research study through a combination of both research methods into one paradigm. This approach is the basis for mixed method research, which will be discussed in the following paragraphs.

5.6.1 Mixed Method Research

The interpretivist philosophy adopted for this research emphasizes a qualitative research method (Myers, 2009) and several researchers in the field of business and conflict studies have extensively employed qualitative research methods within their studies (as seen in Appendices A and B). One main weakness associated with single method research is that practically, most research in the field of business and

management, are likely designed as a mix of both quantitative and qualitative features. The nature and extent of the combination will vary extensively depending on the particular research and intended objectives and benefits.

One possible scenario may require a research design employing a questionnaire survey that may require to ask respondents to answer some ‘open’ questions in their own words rather than choosing an option, or it might be vital to conduct follow-up interviews to seek to explain findings from the questionnaire. Equally, some qualitative research data may be analysed quantitatively (example descriptive statistical analysis) or be subsequently employed as a basis for the design of a questionnaire. Therefore, in this manner, qualitative and quantitative research could be regarded as two ends of a continuum (Creswell, 2015).

Several researchers have justified the rationale for employing a mixed-method approach in this regard (Kolk and Lenfant, 2012; Miklian, 2014), due to the associated benefits. For example, it will be possible to collect data from different actors and stakeholders, whereby complementarity will be necessary and in-depth study will not be possible in all aspects of the research. Particularly, the nature of each research question will require a different level of rigour or size of population samples (depth versus breadth), thereby allowing for the appropriateness of different data types. This is in line with the opinion of Cohen et al. (2013), that for such research, the mixed methods strengthen the collection of data and reinforces the research outcomes through providing the depth of the qualitative understanding and the breadth of the quantitative method (Cohen et al., 2013). Thus, mixed method research has developed to become a distinctive method with its clear outlook and techniques, leading to the concept of it being a third methodological movement (Tashakkori and Teddlie, 2003).

Furthermore, the results from such an approach are generalizable (Creswell and Clark, 2018). Also, Bass and Milosevic, (2018) asserts that the added advantage of both is that qualitative methods opens up novel ways to examine and seek scholarly answers to business-peace related questions outside the growing quantitative literature. It can also be systematically adapted to the understanding of the interactions between business and society, as well as the decision-making drivers in such methods.

Therefore, for the purposes of this research, which aims to examine the nature, extent and role of businesses engagement in peacebuilding within Northern Nigeria through CSR, the mixed methods will provide the researcher with the flexibility required to conduct the research. According to Creswell (2015), in selecting the appropriate mixed methods strategy, it is necessary to consider the likely outcome, i.e. whether the data collected from the two qualitative and quantitative phases will be merged (convergent mixed methods design), explained (explanatory sequential design), built (exploratory sequential design), or embedded (the complex designs). As would be discussed in the following section, the explanatory sequential mixed methods design was adopted for this research and will be discussed in more detail in the next sub-section.

5.6.2 Explanatory Sequential Mixed Methods Design

This mixed methods approach involves a two-phase data collection plan whereby quantitative data is collected in the first phase, the results are analysed and then the results are subsequently used to organise the second qualitative phase of the research (Creswell, 2015).

In this research, following the initial collection of secondary data (company data, CSR reports, annual reports, government data from relevant UN databases,

Nigerian government databases, media reports and journals from online sources), a pilot interview phase was conducted to help design the questionnaires. Once the questionnaire was designed and administered, the results from the main questionnaire survey were collected first and analysed. Based on the responses analysed, participant businesses that consented to be interviewed along with some key stakeholder partners were interviewed and the data was analysed qualitatively. Further interview questions were aimed at in depth understanding and validating earlier responses through stakeholder partners in the northern conflict region.

This approach is in line with Creswell's (2018) recommendation. In the explanatory sequential mixed method design, purposive sampling is adopted for the qualitative second phase. This means that the quantitative data should be considered when selecting the sample class of participants for the qualitative phase. This will assist the researcher to use the second stage to upgrade and further develop the first stage. The two stages are linked in the intermediary phase of the research. The justification for this method is that the quantitative data and the following analysis provides a common understanding of the problem under study. Qualitative data and its analysis explain and clarifies the statistical findings through a deeper examination of participants' perspectives in greater depth. (Rossman and Wilson, 1985; Tashakkori and Teddlie, 1998; Creswell, 2003).

A key challenge with this strategy is that the researcher has to plan effectively on which quantitative results to follow up on, and what participants to gather qualitative data from in the second phase (Creswell, 2015). Another challenge encountered in this form of mixed method strategy is whether the qualitative sample should be the same target population, that are in the initial quantitative sample. Ideally, they should be the same group, because the intent of the strategy is to follow up on the quantitative results, by explaining how the variables interact, exploring the results in

more depth through the qualitative follow-up which serves as a key strength of this strategy. In line with this, following a successful analysis of the received quantitative survey data, some of the participants for the interview phase were purposefully selected from within the pool of previous survey respondents. However, additional interviews were solicited from participants within the community of the conflict regions and government agencies' representatives for further context and corroborate key information.

5.6.3 Triangulation

A triangulation (convergence) method was employed to cross-check results and provide fresh insights into the given problem. It is noteworthy that triangulation is particularly important because data collected from different methods shed some light on the general problem under consideration, although the data cannot simply be aggregated as they can only be understood in relation to the purposes for which they were generated (Brannen, 1992).

According to Brenner (1985) and Laurie (1992), the structure of combining different data depends on the researcher. For example, interviews have been used as pilot studies for pre-testing and for the further analysis of questionnaire results, or to aid conceptual clarification of complex issues. In some other cases, interviews have been used to develop the results of questionnaires (Brenner, 1985: p148). Therefore, complementarity is emphasised when using mixed methods and triangulation.

In the context of this research, triangulation was achieved in the first instance through validation of the primary data with secondary data. Furthermore, a mixed

methodology was adopted, which by its nature provides data from quantitative and qualitative sources. Moreover, additional semi-structured interviews were conducted as a follow-up to the main questionnaire survey data. This enabled further clarification and validation of data through triangulation.

5.7 Research Ethical Consideration

The appropriate procedure was followed to ensure adequate ethical standards. The research was strictly conducted in accordance with the required training, professional competence, academic freedom, integrity and methodology. In line with this, a letter of ethical approval was obtained for the research (See Appendix C).

The proper process for obtaining consent was followed, with participants given explanations about the project and its purposes in the participant information sheet (*see* Appendix D). Additionally, a consent form (*see* Appendix E) was provided and adequate opportunity given to participants to seek clarification. Participants were informed of their rights to opt out at any stage and were given the opportunity to clarify any questions they may have about the project and consent agreements. Owing to the voluntary nature of the research, participants were informed that they could withdraw from the project by notifying the principal researcher and that the reasons for withdrawal were not required. For participants willing to opt out from the research, the researcher was to discontinue interacting with the participant for the purposes of collecting data or any research activity. The participant was to be provided with details of the withdrawal process in the participant information sheet. However, it is worth noting that some participants withdrew from the process after receiving the participant information sheet, by simply stopping any further communications with the researcher.

To allay any Health and Safety risks, a safety plan was developed to include exact and detailed locations of meetings with participants, a detailed plan of communication with the university, research supervisor and other local contacts such as police station in case of an emergency but due to the global health risk situation brought about by COVID-19, online surveys were conducted while interviews were rescheduled and conducted via Skype, Zoom and WhatsApp voice calls. Potential risks based on assessments were shared with participants and confirmed to ensure the risks were well understood and consent provided.

In line with the aforementioned ethical considerations, the research data collection procedure will be highlighted in the next section.

5.8 Research Data Collection

At the first instance, prior to commencement of data collection, contact was made by sending out emails to selected businesses. In some cases, especially where business emails or telephone numbers were not available, some businesses were contacted through social media platforms including LinkedIn and Instagram. It was expected that willing participant businesses would inform the researcher of the acceptance to be involved and the representative of the business that will take part. Next, a participant information sheet, consent forms and other relevant contact details and information was provided to the participants to be signed. In this research, both primary and secondary data was collected, which was significantly guided by the theoretical and empirical literature reviewed earlier in the research.

An overview of the entire data collection process is shown at Figure 5:1. At the first instance, data was collected at the pre-pilot stage. The aim of this data collection stage was to acquire relevant information for the design of the questionnaire and assist with initial purposive sampling of businesses involved in peacebuilding within the region. Both primary and secondary data were collected. The secondary data was collected as part of the literature review including company data and reports, government databases and online sources. The primary data at this stage was acquired through interviews. The first set of interviews involved officials from secondary stakeholders, such as one staff from UN-NHF-PSI, one staff from an NGO, two government officials and two business representatives. The staff from UN NHF-PSI, was selected because the organization coordinates the international private sector initiative. The government officials were selected from the Nigerian government agencies in charge of coordinating all public and private sector humanitarian response within the region.

At the pilot stage, quantitative and qualitative data was collected using the designed questionnaire. The pilot study was conducted prior to deploying and obtaining responses from participants of the main study, in order to maximise the effectiveness of the questionnaire as a data collection tool. The pilot survey received 10 responses and was administered via an online survey tool. This allowed for revisions and fine-tuning of the questionnaire based on feedback and responses received. A comprehensive discussion on the questionnaire design and distribution for the study is provided in Section 5.8.2. As for the main survey/study, quantitative and qualitative data was collected using the designed questionnaire. A total of 124 responses were received (to give a response rate of 23%). The responses were received from managers or representatives of the selected businesses, with appropriate knowledge to share their insights on the CSR activities of the business

(questions like what initiatives they engage in, how they do it and which stakeholders influence their decision to engage). At the post-survey stage, a second set of interviews were conducted with representatives of selected businesses and selected stakeholders. These interviewees were selected based on responses from the previous questionnaire survey phase, while the stakeholders were selected from community leaders, academics, representatives of NGOs and officials of government agencies. These interviews helped with gaining further insight to responses and validation of data from business respondents. An overview of the data collection process is shown at Figure 5:1 below.

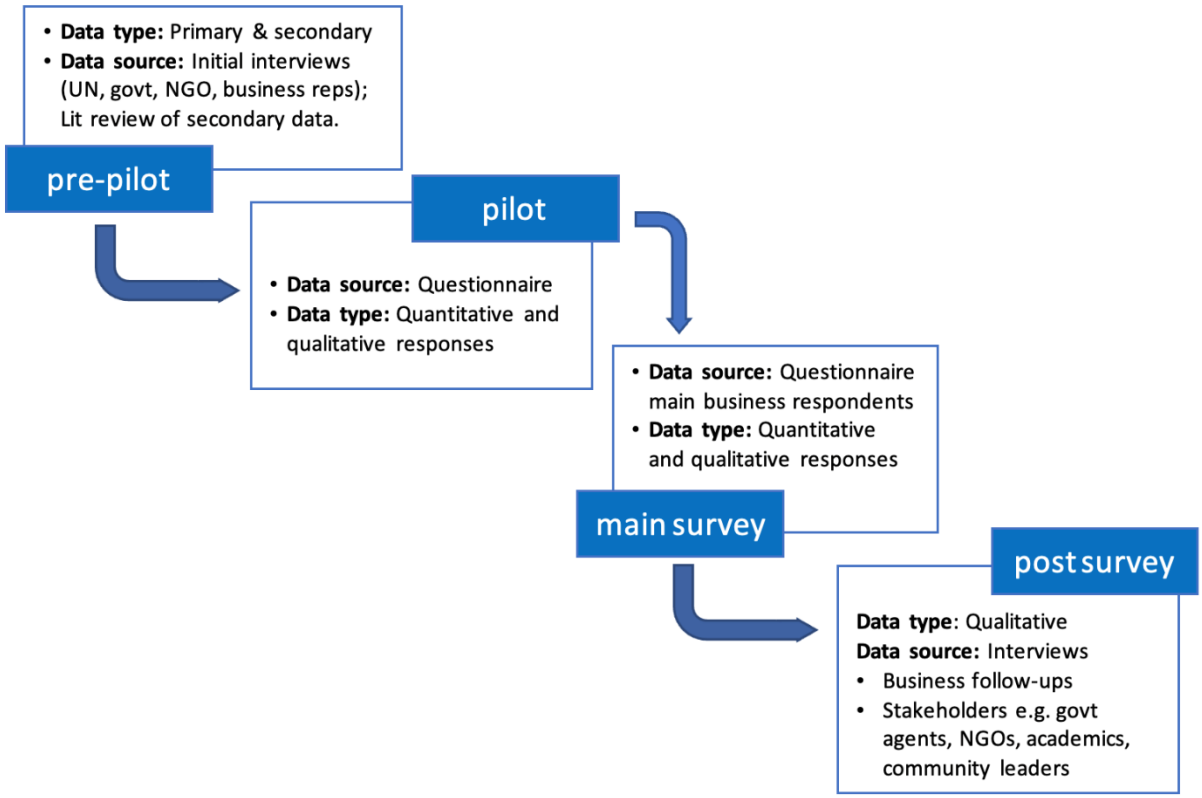

Figure 5:1: The Data Collection Process

Source: Researcher

5.8.1 Secondary and Primary Data

Secondary data was obtained from company data (CSR reports, annual reports, policies), government data from relevant UN databases, Nigerian government

databases, media reports and journals from online sources. The media reports include documentation of peacebuilding initiatives, while the annual reports were mostly available in the public domain, although not all the companies had CSR reports. The secondary data formed a strong basis of the input for the interview and questionnaire design. Additionally, the secondary data assisted in deciding which businesses to interview. This is because a purposive sampling method was adopted, with the objective of sampling cases/businesses in a strategic way (Bryman and Bell, 2011:442).

The primary data collection methods employed were interviews and questionnaires. According to Yin (2018), case study interviews are one of the most important sources of case study evidence. In this research, in order to answer the research questions, a semi-structured interview approach was adopted where in-depth interviews were conducted with the officials, managers or CSR representatives of the selected businesses, as they were assumed to be the most knowledgeable and appropriate persons to share their insights on the CSR activities of the business. According to Flick (2006), semi-structured interviews are to be used as guides, where necessary. This is because it is expected that the interviewee will express their opinions more freely when the format is more flexible and open-ended. In addition, interviews allow rich understanding of the topic of research from the perspective of the businesses' CSR representatives which was efficient for data collection. As mentioned, earlier, the interviews were conducted at two stages. During the pre-pilot stage, the first set of interviews involved officials from secondary stakeholders; namely, officials from the UN NHF-PSI, which was selected because the organization coordinates the international private sector initiative, as well as Nigerian government agencies in charge of coordinating all public and private sector humanitarian response within the region. Also, in this stage, initial business

respondents were interviewed to form initial understanding. This category of interviews helped with initial purposive sampling of businesses involved in peacebuilding within the region. At the post-survey stage, a second set of interviews were conducted with representatives of selected businesses and selected stakeholders. These interviewees were selected based on responses from the previous questionnaire survey phase, while the stakeholders were selected from community leaders, representatives of NGOs and officials of government agencies. These interviews helped with gaining further insight to responses and validation of data from business respondents.

5.8.2 Quantitative Data

In the context of this research, the quantitative primary data was collected through questionnaire surveys. These questionnaires were structured to provide a range of information about the nature of the businesses' activities and form the basis for further depth with the interview questions for the relevant businesses.

5.8.2.1 Questionnaire Design

The questionnaire is a well-established tool within social science research for obtaining data on respondents' behaviours, reasons for behaviours, social characteristics and so on, within a research subject of interest (Bulmer, 2004). According to Cecic and Musson (2004: 41), a major benefit of the questionnaire is to standardise the format of responses, which means that all the samples of respondents are asked the same questions in precisely the same way. This helps to easily compare and analyse data across datasets and events.

For the purpose of this study, the questionnaire survey was employed to collect primary data. As a first step, a pre-pilot stage was conducted through interviews.

The aim of the pre-pilot stage was to acquire relevant information for the design of the questionnaire and assist with initial purposive sampling of businesses involved in peacebuilding within the region. Both primary and secondary data were collected. The secondary data was collected as part of the literature review including company data and reports, government databases and online sources. The primary data at this stage was acquired through interviews. To maximise the effectiveness of the questionnaire as a data collection tool, a pilot study was then conducted prior to deploying and obtaining responses from participants of the study. The pilot survey received 10 responses and was administered via an online survey tool. This allowed for revisions and fine-tuning of the questionnaire based on feedback and responses received, to ensure the questions are clear and understandable, while generating useful data and form an assessment of the content validity (Saunders et al., 2019). Additionally, piloting provides a foundation for propositions and hypotheses to be used in the development and refinement of research instruments (Brannen, 1992). After the pilot phase, some questions were removed, additional variables were included in some questions, and others were reconstructed to improve clarity.

For the main survey phase, it was decided that online questionnaire would be more convenient to administer the questionnaire, due to the sudden lockdown as a result of the COVID-19 pandemic. The questionnaire was constructed using the Manchester Metropolitan University (MMU) JISC online survey software application. This enabled the survey research to be conducted in an orderly manner, eliminating data entry by the researcher (Saunders et al., 2019). The questionnaire was produced in English and designed with various question types including multiple response types, single response (for example, demographics) and Likert-type scale responses (least important to most important) for the opinion-based questions. The Likert scale was chosen because it is popular with gauging attitudes (Burns and

Burns, 2008). In a few cases, open ended questions were used so as to provoke further response to questions that were difficult to capture in close ended question.

After questionnaire responses were received and captured through the MMU JISC survey application, the data was compiled and saved as an excel file, after which it was exported to SPSS. The SPSS package allowed for direct import of the data, but extensive cleaning of the data was necessary. This covered editing labels, data types, coding data values and harmonization of multiple response types. Additionally, it was necessary to code the responses to the open-ended type questions for analysis, as part of qualitative data.

5.8.2.2 Questionnaire distribution

In the context of this research, the UK Home Office regards the Northern region of the country as a high-risk area and advises against all travel. As such, the use of questionnaires was initially decided upon for quantitative data collection, in order to reduce exposure of the researcher. However, following the outbreak of the COVID-19 pandemic, a decision to distribute the survey online was arrived at due to convenience and easier access for the researcher. The questionnaire was designed and distributed using the MMU JISC online software package. Initial research design was planned with the plan to hand-in offline questionnaires, to participating businesses, but access became severely restricted. The online option therefore enabled the research to be conducted in an orderly manner, eliminating data entry by the researcher (Saunders et al., 2019). Moreover, using the online distribution platform assisted in the initial compilation and analysis of the data. An additional benefit of distributing through the platform was gained for easier follow up with respondents. An overview of the questionnaire distribution process is shown at Figure 5:1 below.

Figure 5:2 The Questionnaire Distribution Process

Source: Researcher

In the first instance, a list of businesses was created based on those registered with the Corporate Affairs Commission of Nigeria and the Securities and exchange commission. In addition, businesses were added, elicited from the outcome of pre-pilot interviews with representatives of the UN Nigerian Humanitarian Fund – Private Sector Initiative and the government regulatory agencies within the conflict region. The businesses were then contacted via email and social media outlets including LinkedIn and Instagram.

At initial contact, businesses were administered with participant information sheet, that were handed out through emails explaining the motivations and potential significances of their participation. Respondents were also informed that participation was voluntary, and they could withdraw participation at any time.

Storage and hard drive materials (tapes and notes) was stored in secure location in line with MMU guidelines.

It is worth noting that there was initial difficulty with obtaining a list of businesses by region, as the chambers of commerce were not active due to the COVID lockdown. Moreover, it was necessary to obtain a wider coverage of businesses outside the region, because the initial secondary data literature, indicated that some businesses engaged in peacebuilding activities within the conflict region although they were not registered or operating in the region.

5.8.3 Qualitative Data

The second type of primary data was qualitative, collected mainly through open-ended questionnaire responses and interviews. The open-ended questions in the questionnaire were structured to provide a range of information about the nature of the businesses' activities in line with the research objectives of the study. The second type of qualitative data were collected through semi-structured interviews. In the next sub-section, the interview process of the study will be further discussed.

5.8.3.1 Interviews

Interviews are used in most forms of qualitative research and allows for gathering rich data from subjects in a variety of situations and positions. (Myers 2009). The interviews may be structured, semi-structured or unstructured. A different classification of interviews is individual or group interviews, with the latter also having focus groups. As a qualitative research technique, in-depth interviews are used, in conjunction with other qualitative research techniques, to conduct individual interviews to explore experiences, understand context, ideas, perspectives and situations with a small number of respondents (i.e. individuals from a sample

population). Interviews can also be used to understand motivations and opinions for actions (Keats, 2000), in the case of this research, it involves understanding motivations of businesses' in engaging in peacebuilding. Additionally, in-depth interviews are also used in order to gain an understanding of new data, to explore new issues or refine questions for further research. The scope of an interview is designed to capture or focus to specifics with relation to the topic (Miller and Crabtree, 1999).

In order to answer the research questions, a semi-structured interview approach was adopted where an in-depth interview was carried out with the managers or CSR representatives of the selected businesses, as they were assumed to be the most knowledgeable and appropriate persons to share their insights on the peacebuilding activities of the businesses. The semi-structured interview was considered to be a guide where necessary, because it was expected that the interviewee will express their opinions more freely when the format was more flexible and open-ended, in line with the assertions by Flick (2006). In addition, interviews were employed because it allows rich understanding of the topic of research from the perspective of the businesses' representatives and was considered to be efficient for data collection because the research involves analysis of the businesses' motivations for engaging in the peacebuilding activities within the region.

The interviews conducted during the pre-pilot stage of the study, were conducted via Skype and Zoom, due to the outbreak of COVID-19 that prevented the field trip from taking place. On the other hand, the interviews conducted during the post-survey phase, were held as face-to-face interviews.

The interviews were conducted with best practices, in order to manage topics that had the potential of been sensitive, embarrassing or upsetting. Being a local of the region, care was taken not to perpetuate biased perspectives when asking questions or having discussions. Language and context of the questions were considered carefully. Questions were carefully phrased and presented in a way that avoided leading participants to believe one response was preferred over the other. Additionally, participants were assured of the confidentiality of the data collected. To ensure this, best practices were employed to ensure appropriate anonymity and coding of collected data. Moreover, MMU policies on securing such data was followed as required.

The sampling population for the interviews was heavily influenced by the motivation of the researcher to collect qualitative data. In order to answer the research questions of this study, it was considered that the interviews would assist to clarify responses and data obtained from the main study stage, i.e. to further investigate the questionnaire survey responses. This is a typical reason for engaging in mixed methods research (McNamara, 1999). According to Travers (2001), there are no fixed rules for the best number of interviews to conduct, but the researcher should simply collect *"enough data to explore and document a range of themes"* (Travers, 2001: 37). Consequently, the post survey interviews were conducted with six participants from businesses drawn from respondents of the survey conducted at the first stage. This was based on further clarification required and from participants that consented to be interviewed in the questionnaire responses. A second set of interviews were conducted with (21) participants drawn from stakeholder groups that include community leaders, academics, NGO staff and government agency officials. This was aimed at further probing the business initiatives implemented and the effectiveness of such in achieving the target objective of peacebuilding. This

stage of interviews was also directed at investigating the question of the nature and extent of the activities of the businesses in complementing the government's efforts towards peacebuilding in the region.

Following the interview responses, the data was coded and anonymised appropriately. The NVivo software package was employed where necessary to edit labels, data types, coding data values and harmonization of multiple response types.

All interview participants were provided with participant information sheets and consent forms prior to commencement, in line with the research guidelines. The motivations and potential significances of the interviewee participation were highlighted. Respondents were also informed that participation was voluntary, and they could withdraw participation at any time. At the end of the data collection stage, some businesses and individuals contacted for interviews declined to respond after the participant information sheet was sent out to them. Storage and hard drive materials (tapes and notes) was stored in secure location in line with MMU guidelines.

5.8.3.2 Interview Piloting

According to Laurie (1992), interviews have been used as pilot studies for the supplementary analysis of questionnaire results, or to help clarification of complex issues. In some other cases, interviews have been used to develop the questionnaires (Brenner, 1985)

In the context of this research, pilot interviews were conducted at the pre-pilot stage in order to help with questionnaire design. In the first instance, prior to the commencement of the first questionnaire pilot stage, pilot interviews were conducted with a few government officials within regulatory agencies as well as persons directly involved with NGOs to obtain initial sample population for businesses operating in the region and the likely activities the businesses are involved in. The researcher also conducted interviews with spokespersons from the Victim's Support Fund and the Nigerian Humanitarian Fund – Private Sector Initiative, in order to have a better understanding of partnership as well as sources of funding within the region and which businesses were participating.

The interviews conducted during the pre-pilot stage of the study, were conducted via Skype and Zoom, due to the outbreak of COVID-19 that prevented the field trip from taking place.

5.9 Data Validity and Reliability

Validity refers to the extent to which the methods of a study measures what it is intended to measure (Saunders et. al., 2019). To ensure the validity of the survey, several procedures were employed. First, the use of multiple sources of primary data, such as interviews and questionnaires provides the benefit that data obtained from each method, will complement each other (Antaki and Rapley, 1996). For instance, interviews would be followed-up with individual respondents after questionnaires, to further investigate their responses (McNamara, 1999). In summary, using interviews with questionnaires will improve the validity of the data. Therefore, as discussed earlier under the justification for the mixed methods approach, the triangulation method helps validate the data. Secondly, the literature

was reviewed to prepare the questionnaire survey, which was further revised by the supervisory team. Additionally, secondary data obtained from the literature review process can also contribute to the validity and reliability of the study in more ways. For example, official government data, will likely be obtained from the whole population, rather than a sample, providing better accuracy and a more comprehensive picture (Bryman and Bell, 2011).

The reliability of the qualitative data was determined through pattern matching (Yin, 2018: p176). For quantitative there are two common ways of determining the reliability, namely, test-retest reliability and internal consistency. In the first case, the test-retest reliability of a scale is determined by administering the data to the same target unit on two different occasions. If there is high correlation between the two scores, then a good reliability has been determined. In the second case, internal consistency refers to the degree to which the items that make up the scale are all measuring the same underlying attribute. In this research, the internal consistency approach was adopted by administering several questions to the same target unit on more than one occasion and the response data was found to have high consistency.

As regards the qualitative data, validity is viewed more in terms of credibility (Creswell, 2014), which captures how well the research reflects the perceptions and experiences of the respondents. The procedures employed include the triangulation and member cross-checks. In triangulation, the qualitative and quantitative findings were integrated for final interpretation, in-line with the recommendation of Patton (2002). Similarly, the follow-up interviews and clarification with respondents served as a form of member checks to further verify interpretations, based on the context of the research.

The reliability of the qualitative study focused more on ‘dependability’ of the data as suggested by Sandberg (2005), as against consistency. This is because consistency is difficult to ensure based on experiences of subjects in a qualitative study context. The dependability criteria are a demonstration of integrity in the conduct of the research, and for this research will be established by outlining the procedure for drawing of the conclusions from the results.

5.10 Data Analysis

The analysis of the data was conducted separately for qualitative and quantitative evidence obtained. The qualitative data was mainly collected from interviews and open-ended questions within the questionnaire surveys. For the interviews, the initial steps before analysis were transcription, cleaning and then coding. Thereafter, it was necessary to create themes for comparison in order to understand the in-depth meanings and contexts of the data. According to Braun and Clarke (2006), this is known as thematic analysis, which allows a researcher to understand the shared meanings and make sense of the data. To ease the analysis, several qualitative data analysis software packages exist, out of which the NVivo software application was chosen, due to the experience and familiarity of the package to the researcher. The NVivo software also had desirable features such as, searchable annotations and hierarchical categories.

On the other hand, the quantitative data was obtained through questionnaire surveys. The survey data was collected through an online survey tool and the responses were exported in a convenient format to a Microsoft excel sheet for

cleaning. To ease the quantitative data analysis, the SPSS statistical software package was chosen, due to availability of the software application through the university, and the experience of the researcher. The main statistical analysis tools used were frequency analysis and cross-tabulation to compare results from different categories. The results from this analysis provided statistical confirmation of existing relationships between the variables under consideration.

Lastly, results obtained from the quantitative and qualitative data analysis were linked together and combined to connect to the research aims and objectives, ultimately answering the research questions. An in-depth discussion on the analysis of results and findings will be presented in the next chapter.

The following sub-sections elaborate on the statistical tools employed in the analysis, as well as the initial steps undertaken to prepare the collected data before the commencement of data analysis. These include considerations for data transformation, missing data, sample size and response rate.

5.10.1 Statistical Tools

The statistical tools employed for the data analysis mainly include frequency analysis and cross-tabulation. For the quantitative data analysis, these were implemented with the aid of the SPSS software application.

Frequency analysis is a descriptive statistical method that shows the number of occurrences of each response chosen by the respondents. In other words, how often something happened (Calstatela, 2020). In using frequency analysis as a statistical tool, the SPSS software application package can also calculate the mean, median, and mode to help the researcher analyse results and draw calculations.

Cross-tabulation, also known as crosstabs or contingency tables, summarise the relationship between different variables of categorical data. Cross-tabulations can assist the researcher to visualise the proportion of cases in subgroups (Libguides, 2021). In SPSS software package, using the crosstabs function allows the researcher show the relationship between the variables either as a count in a frequency distribution table, or in the form of percentages.

5.10.2 Sample Size and Response Rate

Following the identification of potential respondents, an initial effort to reach out to respondents was made. The first reason was because the research was initially designed to include face to face interviews, physical questionnaires and focus groups. Unfortunately, this approach was no longer possible due to the outbreak of the pandemic. However, a benefit of the initial contact with potential respondents was to notify the respondents of the intentions of the researcher and to obtain consent to take part in the research. Moreover, this approach was likely to improve the overall response rate of the survey, as opined by Dillman et al. (2014).

Another means adopted to improve the response after the surveys were administered was the suggestions by Bryman and Bell (2011). Respondents were approached with follow-up reminders to improve the response rate. In the case of the online surveys, reminders were given via email, while some micro-scale businesses preferred contact approach was social media channels. For the offline surveys, the respondents were reminding by phone calls and physical visits. This resulted in a better response rate for the offline surveys.

A total of 557 businesses received the survey, out of which 516 businesses commenced the online survey, several of which did not complete the survey. Those that failed to complete all sections of the survey were considered invalid cases and discarded from the analysis. On the other hand, responses with missing values were handled in line with the rules outlined in the previous section. The final valid count (online and offline) was found to be 124 available for the analysis. This corresponds to a response rate of 23.53%.

5.10.3 Data Transformation

According to Saunders et al. (2019), data in its original raw form does not convey sufficient meaning and understanding. To render the data into a form suitable for analysis, several actions of manipulation, cleaning and transformation may be necessary. These actions would vary depending on the type of data, whether qualitative or quantitative data, and how the data was collected. Manipulation of data is a process of manipulating the raw collected data into a form that can be used to conduct analyses or hypotheses testing.

In the first instance, the data collected from the MMU JISC online survey software application was downloaded using the online tool. The inbuilt tool enabled exportation in a variety of formats suitable for importation into statistical software applications.

For the quantitative data, the SPSS package allowed for direct import of the data, but extensive cleaning of the data was necessary. This covered editing labels, data types, coding data values, reverse coding negatively worded variables and harmonization of multiple response types. As regards the data types, each variable was checked and edited into the accepted forms of categorical, ordinal and scale

categories. For categorical (or nominal) data, the variable represents categories with no intrinsic ranking, for example, Yes or No responses. For ordinal data, the variable represents categories with intrinsic ranking. For example, levels of satisfaction. For scale data type, the variable's value represents ordered categories with a meaningful metric, so that there are distance relationships between variables. For example, data representing the age of the businesses in years.

Following data importation, it was also important to collapse the number of categories of a categorical variable, for easier analysis. For example, there were four business sizes provided to respondents, but for certain analysis, this descriptive variable was collapsed to reflect only small and large businesses.

With respect to multiple response types, the data imported to SPSS creates a single variable for a single tick response. However, multiple variables were created for *"tick all that apply"* type of questions. The number of variables were equal to the number of options for the valid responses, with each variable option represented as a type of yes/no categorical response, indicating whether the respondent selected the option. It was therefore necessary to harmonise the responses as a multiple data set.

For the qualitative data, the Nvivo software package allowed for direct import of the data. The data imported included the open-ended response from questionnaire surveys and the interview transcripts. Imported data was coded and themes were assigned for appropriate analysis.

5.10.4 Missing Values

In this section, the approach to dealing with missing values within the survey responses will be outlaid. According to Saunders et al. (2019), experiencing missing

values in questionnaire surveys are inevitable. Missing values within surveys could arise from misunderstood questions, or due to fatigue when there are too many questions in the survey (Field, 2003).

For the purposes of this study, the approach was to disqualify responses with more than four missing values, while retaining responses with four or less missing values, in line with technique described by De Leeuw (2001). This was in order to prevent including cases with missing values capable of affecting the usability of the case. Where the number of missing values were few, it is an acceptable practice to apply a maximum likelihood estimation technique to predict and replace the missing data (Singh, 2007). Although this would have been easy to implement for the analysis, given that the SPSS package used has an easy method of implementing this, the researcher opted not to replace any missing values. This was because, the instances of missing values did not affect the descriptive section of the cases.

As regards excluded cases, the cases with too many missing values, numbering 29 in total were excluded. Cases are considered excluded when the respondents complete all sections of the survey, but the response has too many missing values. These excluded cases do not include the discarded cases from respondents who commenced the survey but failed to complete it.

5.11 Chapter Five Summary

In this chapter, the procedures by which data were collected to meet the objectives of this research were presented. Firstly, the philosophical underpinnings were discussed, and a rationale was given for taking an interpretivist stance and using a mixed methods design.

Against this backdrop, a questionnaire survey and semi-structured interviews techniques were identified as the preferred research tools for gathering the primary data required to examine the nature of activities of businesses in peacebuilding. This allowed for the use of triangulation to increase the credibility of the research. Other issues of validity and reliability of the data were therefore highlighted. Consideration was also given to the means of data analysis and finally, the issues of research ethics, informed consent and confidentiality were also discussed.

In the next chapter, the data obtained by means of the aforementioned methodology will be presented and analysed.

6 Chapter Six: Results and Analysis

6.1 Introduction

This chapter presents the results from the primary data collection, along with the analysis for both the quantitative and qualitative data collected. To achieve this, the chapter was structured to present the results and analysis in nine sections. The first is the introductory section, while the second section of the chapter outlines the descriptive statistics, capturing the demography of the respondent businesses, using frequency analysis. The following five sections each presents analysis for the results of the five research objectives. Particularly, the quantitative data was analysed using statistical techniques such as frequency analysis and cross-tabulation. On the other hand, the qualitative data analysis was conducted using thematic analysis. Furthermore, for the qualitative data analysis, to achieve anonymity in line with data protection requirements, the code B followed by a number was used to represent a business respondent's open-ended survey response. Likewise, the code *"T",* followed by a number, was used to represent a respondent's interview response. For ease of comprehension, a final sub-section was dedicated under each objective, to synthesise the results of quantitative and qualitative analysis under that section of results, followed by an overall summary of the chapter provided in the final section. Finally, as a guide to research of this nature, it is worth noting that there is an inherent assumption that responses gathered from participating businesses are biased, based on their own perceptions and motivations, and therefore introduces a limit to objectivity in terms of scholarly research data.

6.2 Descriptive Statistics

This section provides information about the respondents that participated in the research. The first four sub-sections discuss the background and statistics of the business participants in the main survey, for both qualitative and quantitative data, while the final sub-section discusses the background of the follow-up interview participants.

6.2.1 Background of Main Survey Respondents

For the main survey, the businesses' characteristics were obtained from five questions in the questionnaire. The information obtained was aimed at understanding the nature and type of the business, through its size, location of operation, age, sector and type of registration.

The size of the business is described by the number of employees, i.e., 0-10 (micro-scale business), 11-50 (small-scale business), 51-250 (medium-scale business) and above 251 (large-scale business). The location of the business is described by the six regions within Nigeria, i.e. North-Central, North-East, North-West, South-East, South-South and South-West. Each of the regions have six individual states as indicated in the questionnaire, except, the North-West with seven states and the South-East with five states. The Federal Capital Territory (Abuja) was considered under the North-Central region. The options for the business age consisted of four responses i.e., less than 10 years, 11-20 years, 21-50 years and 51-100 years. The type of business registrations included the Nigerian Stock Exchange, the Corporate Affairs Commission (CAC) and No registration. The final business characteristic was

the business sector, where a total of 16 options were provided, with an option to provide an alternative response (other).

6.2.2 Business Age, Size and Type

Table 6:1 Number of employees and Age of Business

Variable	Frequency	Percent (%)
Number of employees		
0-10	70	56.5
11-50	24	19.4
51-250	12	9.7
251 above	18	14.5
Age of business (years)		
Less than 10	78	62.9
11-20	16	12.9
21-50	20	16.1
51-100	10	8.1
Total	**124**	**100**

Source: SPSS analysis by author.
See Figures 6.1a and 6.1b in Appendix G for chart illustration

Table 6:1 presents a sample breakdown for the number of full-time employees and the age of businesses that responded. The number of employees was used as a variable that can be regarded as a proxy for the size of the businesses. The micro-scale businesses (0-10 employees) had the highest sample representation with 56.5% of the responses. The next group is the small-scale business category (11-50 employees) with 19.4% of respondents, followed by the large-scale businesses (above 250 employees) with 14.5% of respondents. Only 9.7% of the samples were medium-scale businesses (51-250 employees). On the other hand, the businesses with less than 10 years existence were the majority of respondents with 62.9% of the sample. The next group is the 21-50 age group, with 16.1% represented in the sample, followed by the 11-20 age group with 12.9% of the sample. Only about 8.1% of respondent businesses were aged over 50 years. It is worth noting that the first three category of business sizes, with below 250 employees are all categorised

together as small and medium enterprises (SMEs) in the survey and is the basis of the comparison to differentiate between SMEs and large business CSR and peacebuilding activities in the subsequent sections.

Table 6:2 Type of Business Registration

Registration Body	Responses		Percent
	Frequency	Percent	
Nigerian Stock Exchange	20	13.9%	16.1%
Corporate Affairs Commission (CAC)	106	73.6%	85.5%
None	16	11.1%	12.9%
Other	2	1.4%	1.6%
Total		**100.0%**	**116.1%**

Source: SPSS analysis by author.
See Figure 6:2a in Appendix G for chart illustration

Table 6:2 shows the different type of registration by the business respondents. Analysis of responses shows that a majority of the respondent businesses (85.5%) are registered with CAC, then 16.1% of the businesses are trading on the Nigerian Stock Exchange, while only 12.9% of the businesses are not registered at all. However, two of the businesses indicated that they were registered with *"other"* specialised regulatory bodies. This was in addition to the CAC registration. It is worth noting that the respondents had the option to select *"all that apply",* therefore several businesses were registered with CAC and traded on the Nigerian Stock Exchange, as public enterprises.

6.2.3 Business Location

Table 6:3 Location of Business Operation

Region of Operation	Responses		Percent of Cases
	Frequency	Percent	
North-West (Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto, Zamfara)	68	35.8%	55.7%
North-East (Adamawa, Bauchi, Borno, Gombe, Taraba, Yobe)	48	25.3%	39.3%
North-Central (Benue, Kogi, Kwara, Nasarawa, Niger, Plateau, Federal Capital Territory)	48	25.3%	39.3%
Outside the North (South-East, South-South, South-West)	26	13.7%	21.3%
Total		**100%**	**155.7%**

Source: SPSS analysis by author.
See Figure 6:3a in Appendix G for chart illustration

In Table 6:3, a summary of the various regions of business operation for the respondents is presented. The respondents were given the option to select multiple regions, since some businesses operated in more than one region. It was observed that an equal sample of respondent businesses operated in both the North-east and North-central regions of the country with 39.3% representation. The North-western region had the highest representation of businesses with 55.7% of the sample, while only 21.3% of the businesses had operations in the southern regions of the country. However, this does not indicate that the businesses operating in the southern regions, did not have operations in the North as well, given that some businesses selected multiple options.

6.2.4 Business Sector

Table 6:4 shows the frequency values for the different sectors of operation for the respondent businesses. In total, 16 business category options were presented to the respondents. As can be observed, the food sector had the largest respondent size, with 35.5% businesses. After that came the services sector and construction sector with 14.5% and 11.3% of the sample size, respectively. Next, there were five

business sectors that had between 5% and 10%. The retail and manufacturing sectors, each had a sample size of 8.1%, while the oil and gas, finance and education sectors had 6.5% of the responses each. Thereafter, the technology sector had a sample size of 4.8%, then the media, telecommunications and the beauty sectors had 3.2% response size each, while the transport, healthcare, hospitality and real estate sectors, each had two business responses, representing 1.6% of the sample size each. In regard to *"Others",* participants indicated options such as agriculture and the extractive industry.

Table 6:4 Sector of Business Operation

Industry Sector of Business Operation	Responses		Percent of Cases
	Frequency	Percent	
Oil and gas	8	4.9%	6.5%
Transport	2	1.2%	1.6%
Food	44	26.8%	35.5%
Retail	10	6.1%	8.1%
Telecommunications	4	2.4%	3.2%
Hospitality	2	1.2%	1.6%
Finance	8	4.9%	6.5%
Education	8	4.9%	6.5%
Manufacturing	10	6.1%	8.1%
Healthcare	2	1.2%	1.6%
Real Estate	2	1.2%	1.6%
Technology	6	3.7%	4.8%
Media	4	2.4%	3.2%
Construction	14	8.5%	11.3%
Services	18	11.0%	14.5%
Beauty	4	2.4%	3.2%
Other	18	11.0%	14.5%
Total		**100.0%**	**132.3%**

Source: SPSS analysis by author.
See Figure 6:4a in Appendix G for chart illustration

It is worth noting that the extractive industry refers to mining and exploration, other than the oil and gas sector. Additionally, respondent businesses were given the opportunity to select more than one sector. In particular, the aviation sector received no response in the survey.

6.2.5 Background of Interview Participants

To achieve the aim of the research, twenty-one (21) semi-structured interviews were conducted. The interviews aimed to further validate the information obtained from the main survey as well as examine the gaps observed from the main survey, especially as it concerns stakeholder partners. The participant information captured during the interview such as position or job role, sector or organisation, were deemed necessary for two reasons. The reasons were to verify that the characteristics were within the scope of the study, and the respondent's experience and sector were appropriate to satisfy the knowledge gap. The questions of the interview were structured to be versatile enough to extract the relevant information from the participants' experience. The questions were based on the result established from the literature review and questionnaire survey; thus, the interviews were structured along existing themes established. Furthermore, the qualitative data were analysed using a thematic analysis after the interview was transcribed. Meanwhile, verbatim quotes from the transcript are used to support the discussions in the subsequent sections. Additionally, the interviewees from which the quotations were taken is denoted by the code **T** (followed by a number between 1 to 21) as shown in Table 6:5 in order to maintain anonymity as outlined in the participant information sheet (See Appendix E).

Table 6:5 Summary of sampled participants of the semi-structured interviews

Code	Position	Sector	Remarks
T01	Field worker	State government agency	Peace commission
T02	Admin officer	State government agency	Peace commission
T03	CEO	State government agency	Peace commission
T04*	Director	International NGO	USAID / Mercy corps
T05	Leader	Community	Traditional leader
T06	Leader	Community	Traditional leader
T07	Leader	Community	Traditional leader
T08	Leader	Political	Women leader
T09	Leader	Political	Women leader
T10	Leader	Community	
T11	Leader	Community	
T12	Leader	Community	
T13	Leader	Community	
T14	Director	State government agency	Interfaith agency
T15	Director	State government agency	Interfaith agency
T16	Field worker	Federal government agency	NEDC (regulatory)
T17	Leader	Community	
T18	Leader	Community	Traditional leader
T19	Academic	Education	
T20	Academic	Education	
T21	Field worker	NGO	

Source: Analysis by author.

As shown in

Table 6:5, the post-survey interviewer participants were distributed amongst leaders (including traditional leaders, community leaders, directors of government agencies), academics and field workers. These participants were sampled from the community, education sector, NGOs, as well as state and federal government agencies.

6.3 Results on Objective One

This objective aimed to determine the nature and extent of the CSR activities of businesses towards peacebuilding, as well as the business' role in the process within the conflict region of Northern Nigeria. To address this objective, primary data

was collected in the form of quantitative survey responses and open-ended (qualitative) responses. The objective was addressed through six questions in the survey. In the quantitative responses, these six items were marked as variables, while the relevant open-ended (qualitative) sub-questions were coded into themes. The quantitative and qualitative responses will be analysed in the subsequent sub-sections.

6.3.1 Quantitative Analysis

In this section, the quantitative survey responses addressing the objective is presented in six items. The items were as follows: Does the business engage in CSR practices? (B1), is the business carrying out CSR-based peacebuilding activities? (B2), to what extent is the business' CSR activities documented? (B3), how often do you document your business' CSR activities? (B4), if the business conducts any peacebuilding activities in the region, what activities? (B5), and does the business consider itself a peacebuilder in the region? And why? (B6).

Table 6:6 Extent of CSR and peacebuilding activities

Serial	Item	Frequency	Percent (%)
B1	**Does business engage in CSR?**		
	Yes	112	90.3
	No	12	9.7
B2	**Is the business carrying out any CSR-based peacebuilding initiatives?**		
	Yes	50	40.3
	No	70	56.5
	Invalid	4	3.2
B5	**Does the business conduct any peacebuilding activities in the region?**		
	Yes	52	41.9
	No	68	54.8
	Invalid	4	3.2
B6	**Does the business consider itself a peacebuilder in the region?**		
	Yes	98	79.0
	No	16	12.9
	Invalid	10	8.1
	Total	**124**	**100.0**

Source: SPSS analysis by author.
See Figure 6:6a in Appendix G for chart illustration

In Table 6:6, responses to four items on the extent of the businesses' CSR and peacebuilding activities have been highlighted. A simple binary Yes-No type response was elucidated for the items. From B1, it can be observed that a majority of the businesses (90.3%) engage in CSR based practices, while from B2, only 40.3% of businesses surveyed consider themselves as engaging in CSR-based peacebuilding activities. At this point of the survey, it was observed that although several of the CSR activities presented were actually a form of structural (or indirect) peacebuilding initiatives, several businesses did not correlate their CSR activities with peacebuilding, or believed the business was engaged in CSR but not peacebuilding. In a follow-up question in B5, it can be observed that an almost equal number of businesses that identify to engaging in CSR-based peacebuilding activities (from B2), conduct the peacebuilding activities within the Northern regions. This was represented by 41.9% of the respondents, as against 40.3% from B2. Following from this, in B6, 79% of businesses identified as peacebuilders in the region, even though in B2 and B5, most of these businesses did not consider themselves to be conducting CSR-based peacebuilding. The reason for this disparity will be discussed in greater detail in the next section (See Table 6:13 and comments thereafter). However, there are two main observations that are worth further noting. Firstly, all the businesses that consider themselves not to be peacebuilders are micro-scale businesses (See Table 6:29, Section 6.7). Secondly, most of the businesses in this category actually conduct CSR initiatives that are considered as indirect (or structural) peacebuilding activities[4], as highlighted in

[4] Indirect peacebuilding activities have been introduced and defined in the literature review in Chapter 4.3.1 and instances of it further highlighted in Table 6.13. For completeness, these indirect activities include long-term efforts to mitigate root causes such as empowerment initiatives, poverty eradication, promoting education etc.

Table *6:13*. Therefore, it can be concluded that most of these businesses fall under the category of 'unconscious peacebuilders', that contribute to peace efforts without knowing it.

Table 6:7 Extent of CSR documentation

Serial	Item	Frequency	Percent (%)
B3	**To what extent are CSR activities documented?**		
	Formally documented	26	21
	Written policy documents	10	8.1
	Online website declaration	32	25.8
	Undocumented	42	33.9
	Other	6	4.8
	Invalid	8	6.5
B4	**How often is CSR documented?**		
	Monthly	12	9.7
	Quarterly	10	8.1
	Annually	14	11.3
	Project based	68	54.8
	Other	14	11.3
	Invalid	6	4.8
	Total	**124**	**100.0**

Source: SPSS analysis by author.
See Figure 6:7a and 6.7b in Appendix G for chart illustration

Table 6:7 highlights the extent of CSR documentation by businesses. The responses were obtained from businesses that indicated they conducted CSR activities (i.e. response YES in B1, as shown in Table 6*:6*). In B3, it can be observed that about a third of the businesses surveyed do not document CSR activities. This group is high, because it is mostly comprised of the micro-sized businesses, as will be discussed in more detail in subsequent sections. On the other hand, 25.8% of businesses provide online website declaration, while 21% have formal CSR documentation. The *"other"* category, accounting for 4.8% of businesses, indicated various informal documentation procedures, for internal business records only. Because businesses were provided an option of selecting only one option, some businesses provided further clarification that they had formal documentation in addition to online declaration.

In B4, a large category of 54.8% declared that a project-based approach was adopted for CSR activity documentation. The frequency of other documentation intervals was evenly distributed. However, the category under *"other",* were mostly businesses that did not document CSR activities (undocumented) or some other variety of project-based approaches.

In the subsequent paragraphs, a further breakdown of the responses in Table 6:6 will be provided, including the nature of activities conducted by the businesses.

Table 6:8 Region of CSR activity

Region (Multiple response)	Responses		Percent of Cases
	Frequency	Percent	
North-West (Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto, Zamfara)	22	25.6%	44.0%
North-East (Adamawa, Bauchi, Borno, Gombe, Taraba, Yobe)	30	34.9%	60.0%
North-Central (Benue, Kogi, Kwara, Nasarawa, Niger, Plateau, Federal Capital Territory)	24	27.9%	48.0%
Outside the North (South-East, South-South, South-West)	8	9.3%	16.0%
Outside Nigeria	2	2.3%	4.0%
Total	86	100.0%	172.0%

Source: SPSS analysis by author.
See Figure 6:8a in Appendix G for chart illustration

Following from B1, businesses that responded in the affirmative, to conducting CSR activities, were asked follow-on questions, highlighted in Table 6:8 and Table 6:9.
In Table 6:8, a breakdown of the various regions of CSR activities by respondent businesses is presented. In B1, 90.3% of businesses confirmed that they conducted CSR. These respondents were given the option to select multiple regions, because some businesses executed CSR activities in multiple regions. It was observed that the North-eastern region had the highest number of business CSR interests with 60% of the sample conducting CSR within the region. This result is not surprising,

given that the region has recorded the highest number of victims of insurgency over the past decade. Only 16% of businesses conducting CSR, are executing activities in the Southern regions of Nigeria, while 4% of the businesses conducted CSR activities outside the country.

Table 6:9 Types of business CSR activities

Activities (Multiple response)	Responses		Percent of Cases (%)
	Frequency	Percent (%)	
Poverty eradication	56	13.7	48.3
Eradicating hunger	48	11.7	41.4
Promoting education	48	11.7	41.4
Public health initiatives	26	6.3	22.4
Environmental sustainability	44	10.7	37.9
Enhancing vocational skills	30	7.3	25.9
Social business projects	28	6.8	24.1
Humanitarian relief	48	11.7	41.4
Women and youth empowerment	56	13.2	48.3
Peacebuilding	26	6.3	22.4
Other	2	0.5	1.7
Total	410	100.0	353.4

Source: SPSS analysis by author.
See Figure 6:9a in Appendix G for chart illustration

In Table 6:9, businesses that were confirmed to be conducting CSR (see B1 in Table 6:6), were provided the option to select multiple choices from 10 CSR activities. It can be observed that the two most popular CSR activities are poverty eradication and women/ youth empowerment, with 48.3% of businesses. Next, it was observed that eradicating hunger, promoting education and humanitarian relief all had 41.4% of business engagement. Finally, executing social business projects, public health initiatives and peacebuilding were the least popular activities with 24.1%, 22.4% and 22.4% respectively. In general, with the exception of environmental sustainability initiatives, the activities provided as options in Table 6:9 can be considered as structural or indirect peacebuilding activities.

Table 6:10 Types of peacebuilding initiatives

Activities (Multiple response)	Responses		Percent of Cases (%)
	Frequency	Percent (%)	
Publicly speaking out against conflict and violence	30	15.8	57.7
Actively promoting peace and dialogue between conflicting parties	16	8.4	30.8
Lobbying or urging the government to actively resolve the conflict.	6	3.2	11.5
Facilitating mediation /negotiations or peace dialogue between parties to the conflict	12	6.4	11.5
Conforming to relevant global multilateral agreements (for example, UN Global Compact agreement or similar organizations)	2	1.1	3.8
Victim empowerment	26	13.7	50.0
Improving livelihood (food, housing, education, poverty eradication)	42	22.1	80.8
Donating funds/resources to respond to local humanitarian crises	28	14.7	53.8
Adopting industry codes of conduct for operating in conflict areas.	12	6.3	23.1
Implementing conflict-sensitive business practices	12	6.3	23.1
Other	4	2.1	7.7
Total	190	100.0	365.4

Source: SPSS analysis by author.
Table responses are in context of insecure Northern region direct peacebuilding.
See Figure 6:10a in Appendix G for chart illustration

Following from B5, there were 52 businesses (41.9%) that conduct peacebuilding activities within the region. These businesses were asked to select all the activities they engaged in from a list; therefore, the percentages represent the percent of businesses that selected the option, out of 52 respondents. Table 6:10 provides a summary of the responses. It can be observed that the activities in Table 6:10 mainly indicate direct peacebuilding initiatives in the context of the Northern conflict region, while the CSR activities in Table 6:9 are indirect peacebuilding measures. It was observed that improving livelihood/poverty eradication, public speaking, donation for humanitarian crisis and victim empowerment, were by far the most popular initiatives, with 80.8%, 57.7%, 53.8% and 50%, respectively.

Table 6:11 CSR-based peacebuilding

Item	Frequency	Percent (%)
If YES, how often is CSR-based peacebuilding conducted?		
Monthly	4	3.2
Yearly	6	4.8
One-off	2	1.6
As the need arises	38	30.6
Total	**50**	**40.3**
How many beneficiaries were directly involved?		
11-50	18	14.5
51-100	8	6.5
101-1000	6	4.8
Above 1000	18	14.5
Total	**50**	**40.3**
Who were participants directly involved?		
Internally displaced persons (IDPs)	32	31.4
Victims of conflict	28	27.5
Non-governmental organizations (NGOs)	18	17.6
Governmental organizations	12	11.8
Other	12	11.8

Source: SPSS analysis by author.
See Figures 6:11a, 6.11b and 6.11c in Appendix G for chart illustration

Following from B2, Table 6:11 highlights the responses by businesses that ascertained a YES, to conducting CSR-based peacebuilding activities. There was a total of 50 businesses in the category, which represent 40.3% of the respondents. In Table 6:11, a summary of how often the CSR-based peacebuilding activities were conducted, as well as the beneficiaries and participants involved is provided. For the frequency of activities, it can be seen that a majority of the businesses, i.e., 30.6% conduct activities as the need arises, with no specific regular timing. As regards the number of beneficiaries, the most popular categories had either 11-50 beneficiaries or above 1000 beneficiaries, with 18 businesses identifying with these categories. It is worth noting that no business selected the option of below 10 beneficiaries, therefore this category was not highlighted in the responses. With respect to the participants directly involved in the activities, the business

respondents were permitted to select multiple responses. The most frequent responses were for IDPs and victims of conflict, where 31.4% and 27.5% of the respondents, respectively, selected these categories. The *"Other"* category was selected by 11.8% of the respondents, where the respondents provided additional information on general vulnerable persons within the host communities, which do not fall under IDPs or direct victims of conflict.

6.3.2 Qualitative Analysis

In this section, an analysis for the open-ended responses collected will be presented. The analysis will focus on two themes: Namely, the reasons the business considers itself a peacebuilder, as well as the reasons the business does not consider itself a peacebuilder, for businesses that may or may not consider themselves as peacebuilders, respectively. For each of these themes, the most common sub-themes are presented in Table 6:12 below.

Table 6:12 Summary themes on perception of business peacebuilder status

Does the business consider itself a peacebuilder in the region?	
Reason for YES;	**Reason for NO**
Because the business: • Has history of peacebuilding activities • Creates jobs • Ensures peace and encourages non-violence code of conduct • Supports local economic activity • Engages in humanitarian relief and victim support • Engages in poverty eradication and economic empowerment • Engages in peace promotion • Engages in peace negotiation • Engages in provision of education • Engages in social / sustainable development • Provides WASH (water, sanitation, and hygiene) • Has received commendation from the community	• Nature of the business is not peacebuilding related • Business does not directly engage in peacebuilding • Lack of awareness

Source: Nvivo analysis by author.

Following from the response of surveyed businesses in item B6 (see Table 6:6, Section 6.3.1), a total of 79% of businesses identified as peacebuilders in the region, while other 21% of businesses considered themselves not to be peacebuilders. As a follow-up, all businesses were provided an opportunity to provide open-ended responses to the reason for their opinion.

For the businesses that consider themselves as peacebuilders, 12 sub-themes emerged as reasons for the response, as presented in Table 6:12. Broadly speaking, these sub-themes fall under two categories: direct or indirect peacebuilding. The businesses that mention indirect peacebuilding sub-themes therefore understand and consider the CSR activities as peacebuilding initiatives to foster peace in the community. For the first category of sub-themes, some of the businesses consider themselves as peacebuilders, because the business supports local economic activities, engages in economic empowerment and/or poverty eradication initiatives. For example, a business executive opined that the business can be considered as a peacebuilder *"As the business provides job opportunities to the community and the entire region"* (**B048**), another respondent mentions the business is a peacebuilder *"In terms of poverty eradication"* (**B049**), while a third respondent feels the peacebuilder status is appropriate *"Because the business encourages the youth and the community as a whole towards being productive"* (**B051**). Other business executives went further to explain in simple terms, why the businesses believe the CSR activities contributes to peace, by stating:

> *"By providing job opportunities, enhancing education, scholarships and vocational training and rehabilitation... this engages the youth towards being productive to their respective communities"* – **B053**

Trade is another means by which businesses support local economic activities. This does not involve direct employment opportunities within the business, rather the presence of the business conducting its operations allow for secondary opportunities to the local community. A respondent micro-scale business owner captures this as follows:

> *"With the little capital the business has, it is able to generate some revenue to the community, as we source materials from the (local) markets and process it at the state level, then transport and sell them at the national level"* - (**B013**)

Other peacebuilding sub-themes involve the businesses that engaged in social development, humanitarian relief and victim support. Sustainable social development helps with the stability of affected communities and overall peace. A business respondent highlights that the business should be considered as a peacebuilder in the region because *"We provide sustainable development to the community and the society in general"* (**B062**). A similar sentiment was shared by a business engaged in victim support, where the business manager mentions that *"helping the affected victims reduces the risk of vengeance or reprisal attacks"* (**B052**). Likewise, several businesses share the opinion that the humanitarian relief efforts qualify them to be regarded as peacebuilders in the region:

> *"Because the business provides relief items to the affected victims, by carving out hunger and eradicating poverty, the peace of the given region/community will keep rising"* – **B056**

> *"Providing relief materials and support to both the affected victims and the less privileged will definitely reduce the rate of social instability"* - **B119**

"We provide access to drinking water to IDP camps with the help of our clients. We also partner with local NGO to provide sanitation and hygiene washes in the IDP camps". – **B044**

It thus shows that some of the business executives understand the importance of the business CSR initiatives towards contributing to peacebuilding. These assertions have been corroborated by state government officials during interviews in the North-west region:

"… We have had projects funded by an international organization (name withheld) and supervised by Nigerian companies (names withheld), which was to rebuild communities affected by conflict, rebuilding infrastructure, building institutions and to work on reconciling the conflicting parties in the communities. This project was done across the various local governments in the state. It was extensive because they rebuilt houses, provided equipment materials for security personnel, built perimeter fences around some communities… thus enhancing security and promoting peace." – **T02**

With regards to another project:

"…They also carried out a youth program and women empowerment programs like bakery, poultry and other general economic empowerment initiatives. These were funded by the UNDP in collaboration with federal government agency. "– **T01**

On the other hand, the second category of sub-themes indicate that businesses consider more direct peacebuilding initiatives. As shown in Table 6:12, some of the businesses consider themselves as peacebuilders, because the business has history of peacebuilding activities, ensures peace, and encourages non-violence

code of conduct, engages in peace promotion, peace negotiations or has received commendation from the community in promoting peace. As an example, a business executive believes that the business qualifies as a peacebuilder in the community because the *"Host community members are appreciative and have written many commendation letters."* (**B034**). This means that the host community acknowledges the effort of the business. Other businesses opine that they are peacebuilders because of the way the business is conducted. For example, a small business manager says *"We are not involved in any form of violence activity. Our aim is to make profit and teach skills"* (**B010**), another says *"We as much as possible conduct our business in these places in a peaceable manner"* (**B009**), while a third business mentions that *"we see the potential in a peaceful and productive environment"* (**B024**). To these business executives, the business will not be able to achieve its stated objective without a peaceful environment. This was highlighted as follows:

> *"The business has always tried to ensure peace exist within the communities as if no peace there won't be smooth business operation."* - **B032**

Another important sub-theme is the potential for peacebuilding in the future. The owner of a micro-scale business highlighted *"We are growing our capacity to implement peace building programs as a direct responsibility of our business"* (**B033**). Conversely, some businesses conduct peacebuilding in a more proactive manner. One particular business engages in negotiation for peace *"We have been able to resolve issues within faring parties"* (**B040**), while other respondents engage in peace promotion and awareness campaigns through the media. The business is a peacebuilder, *"because it always promotes peace in its media campaigns"* (**B061**). This sentiment is not only shared by the businesses engaged in the media sector. Interestingly, a business executive that responded by saying that their business was

not a peacebuilder, believes that *"only media work in the space (as peacebuilders)"* (**B021**).

For the 21% of businesses that did not consider themselves as peacebuilders (see Item B6, Table 6:6, Section 6.3.1), 3 sub-themes emerged as reasons for the response, as presented in Table 6:12. The sub-themes include a lack of awareness from the business that they could engage in peacebuilding, the nature of the business is not peacebuilding related or that the business does not engage in peacebuilding. It could however be noticed that, although these sub-themes point to reasons why the business may not be considered as a peacebuilder, in actual fact, it seems that most of these businesses conduct CSR-based peacebuilding. Two main observations are worth further noting. Firstly, all the businesses that consider themselves not to be peacebuilders are micro-scale businesses (See Table 6:29, Section 6.7). Secondly, most of the businesses in this category actually conduct CSR initiatives that are considered as indirect (or structural) peacebuilding activities, as highlighted in Table *6:13*.

Table 6:13 Summary business respondents on CSR activities

CSR Activity	**Respondent's code**															
	B003	B011	B012	B017	B025	B031	B037	B041	B065	B073	B074	B079	B087	B093	B099	B103
Promoting education	X	X	X	X					X	X	X	X				
Poverty eradication		X	X							X	X					
Vocational skills		X								X						
Humanitarian relief		X				X		X		X				X		X
Public Health			X								X					
Environment sustainability				X								X				
Empower-ment				X		X						X		X		
Eradicating hunger					X	X							X	X		

Source: Analysis by author.

As can be seen in Table *6:13*, with the exception of respondents B037 and B099, all other business respondents conduct some form of CSR-based peacebuilding, even though they do not consider the business to be peacebuilders within the region. CSR activities such as promoting education, poverty eradication, humanitarian relief and economic (including women and youth) empowerment, can all be considered as indirect(structural) peacebuilding initiatives. The aforementioned CSR initiatives are similar to those conducted by many of the comparable sized businesses that respondent to be peacebuilders. This leads to the conclusion that these businesses conduct CSR-based peacebuilding but defer in the understanding of what peacebuilding entails.

6.3.3 Findings on the Roles of Businesses

In this sub-section, the roles of businesses in peacebuilding can be determined directly from the nature of CSR initiatives conducted. As earlier outlined, over 90% of the surveyed businesses conduct some form of CSR activities. These activities can be categorised into themes, but will be presented from the perspectives of either the businesses or the stakeholder interviews.

From the **perspective of businesses**, the results in B6, indicate that 79% of businesses identified as peacebuilders in the region. Most of the businesses that did not identify as peacebuilders were observed to conduct CSR initiatives that are considered as indirect (or structural) peacebuilding activities, as highlighted in Table *6:13*. Therefore, it can be concluded that most of these businesses fall under the category of ‘unconscious peacebuilders’, that contribute to peace efforts without knowing it. As can be seen in Table *6:13*, CSR activities such as promoting

education, poverty eradication, humanitarian relief and economic (including women and youth) empowerment, can all be considered as structural peacebuilding initiatives. The aforementioned CSR initiatives are similar to those conducted by many of the comparable sized businesses that responded to be peacebuilders and fall under business roles classified as economic development or social cohesion initiatives.

Furthermore, in Table 6:9, businesses that were confirmed to be conducting CSR (see B1 in Table 6*:6*). It can be observed that the two most popular CSR activities are poverty eradication and women/ youth empowerment, with 48.3% of businesses. Next, it was observed that eradicating hunger, promoting education and humanitarian relief all had 41.4% of business engagement. Finally, executing social business projects, public health initiatives and peacebuilding were the least popular activities with 24.1%, 22.4% and 22.4% respectively. In general, with the exception of environmental sustainability initiatives, the activities provided as options in Table 6:9 can be considered as structural or indirect peacebuilding activities.

For direct peacebuilding initiatives in the context of the Northern conflict region, Table 6:10 provides a summary of the responses. It was observed that improving livelihood/poverty eradication, public speaking, donation for humanitarian crisis and victim empowerment, were by far the most popular initiatives, with 80.8%, 57.7%, 53.8% and 50%, respectively.

Again, for the businesses that consider themselves as peacebuilders, some respondents believe that because the business supports local economic activities, engages in economic empowerment and/or poverty eradication initiatives. For example, a business respondent opines that *"… the business provides job opportunities to the community and the entire region"* (**B048**). Trade is another means by which businesses support local economic activities.

A respondent micro-scale business owner captures this as follows:

> *"With the little capital the business has, it is able to generate some revenue to the community, as we source materials from the (local) markets and process it at the state level, then transport and sell them at the national level"* - (**B013**)
>
> This shows the impact of CSR on the community is multifaceted, it provides the much-needed economic stability that such interventions create; by using the teaching a man how to fish model, thereby improving the lives of the beneficiaries compared to simply doling out items that have no value-added benefits.

Other peacebuilding roles involve the businesses that engaged in social development, humanitarian relief and victim support. Sustainable social development helps with the stability of affected communities and overall peace. A business respondent highlights that the business should be considered as a peacebuilder in the region because *"We provide sustainable development to the community and the society in general"* (**B062**). He also added that the business engages because of ethical, philanthropic and economic reasons.

On the other hand, the second category of sub-themes indicate that businesses consider more direct peacebuilding initiatives. As shown in Table 6:12, some of the businesses consider themselves as peacebuilders, because the business has history of peacebuilding activities, ensures peace, and encourages non-violence code of conduct, engages in peace promotion, peace negotiations or has received commendation from the community in promoting peace. One particular business engages in negotiation for peace *"We have been able to resolve issues within faring parties"* (**B040**), while other respondents engage in peace promotion and

awareness campaigns through the media. The business is a peacebuilder, *"because it always promotes peace in its media campaigns"* It also feels that the government complements their activities because whatever they are doing, they do it with the government's backing and security cover and clearance (**B061**). This business carries out its CSR under its foundation, by carrying out several social cohesion activities such as *"A book, a child",* which is an initiative that ensures conflict displaced children go back to school at the beginning of each term, *"Pad a girl*" initiative to ensure menstrual education and hygiene, *"Girls in ICT*" to encourage girls interest in ICT, *"feed a trouser"* which was a food drive across all states in Nigeria including the conflict affected states and also awareness campaigns on the UN sustainable development goals, agenda 2030. The interviewee however noted that although there is no proper monitoring and evaluation, the little that the organisation has done is being appreciated and has generated some impact in their target areas and would generate more if other actors join in.

6.3.4 Summary of findings on Objective One

In this section, a summary of the findings on objective one will be presented, based on the foregone quantitative and qualitative data analysis. To determine the nature and extent of businesses' CSR activities, as well as the business' role in the process within the region, six research questions were examined. The following results can be summarised:

a. It was determined that over 90% of the respondent businesses engage in CSR activities (see B1, Table 6:6).
b. The roles of businesses were observed to mainly cover areas of social development and economic development.
c. It was observed that only 40.3% of businesses surveyed consider themselves as engaging in CSR-based peacebuilding activities (see B2,

Table 6:6), while only 41.9% of businesses surveyed consider themselves as engaging in peacebuilding activities (see B5, Table 6:6). The CSR-based peacebuilding activities (B2) are mostly indirect peacebuilding, with the most popular in the form of poverty eradication, and women/youth empowerment (see Table 6:9). The peacebuilding activities (B5) are mainly direct in nature, with the most popular in the form of publicly speaking out against conflict and Improving livelihood (see Table 6:10).

d. It was determined that 79% of respondents consider their businesses as peacebuilders in the region (see B6, Table 6:6). After analysis of reasons why the businesses may or may not consider themselves as peacebuilders, it was determined that most of the businesses were indeed engaged in some form of peacebuilding, either through CSR or otherwise. The difference between the responses, can be traced to a lack of awareness by some businesses, of what constitutes peacebuilding. Particularly, all 21% respondents (except 2 businesses) that do not consider their businesses to be peacebuilders are micro-scaled businesses, and the nature of CSR activities conducted by the businesses, are actually peacebuilding in nature.
e. The participants mostly involved were IDPs (31.4%) and victims of conflict (27.5%), with the frequency of conducting such activities mostly conducted as the need arises, not using a fixed schedule (see Table 6:10).
f. As regards, CSR documentation, about a third of businesses (mostly micro-scale) do not document CSR activities, while 21% have formal CSR documentation (see B3, Table 6:7). Meanwhile, over half (54.8%) of respondents, document their CSR activities on a project basis (see B4, Table 6:7). This is particularly true for the smaller-scale businesses.

6.4 Results on Objective Two

This objective was to determine the motivations of businesses to engage peacebuilding. As a sub-objective, this objective seeks to understand the degree of primary and secondary stakeholder influence on the businesses motivation to engage in peacebuilding.

The objective was addressed through five questions in the survey. In the quantitative responses, these five items were as follows: what are the key reasons that businesses engage in peacebuilding (B5-A), what are the key reasons for businesses that do not engage in peacebuilding? (B5-B), is the business' decision to engage in peacebuilding influenced by any of its stakeholders? (C1), How important does the business consider the various stakeholders to be? (C2), what do all businesses consider to be the influencing factor to drive the business decision to engage in peacebuilding? (C3).

Table 6:14 Reasons for engaging in peacebuilding

Motivations (Multiple response)	Responses		Percent of YES cases (%)
	Frequency	Percent (%)	
Legally mandated/regulatory	8	2.9	15.4
Fulfilling UN SDGs	12	4.3	23.1
Philanthropic reasons	24	8.6	46.2
Ethical reasons	26	9.3	50.0
Social responsibility	38	13.6	73.1
Economic reasons (profit?)	10	3.6	19.2
Poverty reduction/ alleviation	32	11.4	61.5
Improve business image	16	5.7	30.8
Improve customer loyalty	16	5.7	30.8
Increase brand awareness and recognition	14	5.0	26.9
Sustainability	22	7.9	42.3
Value creation	14	5.0	26.9
Overcome social economic barriers	20	7.1	38.5
Peacebuilding	28	10.0	53.8
Total	280	100.0	538.5

Source: SPSS analysis by author.
See Figure 6:14a in Appendix G for chart illustration

Table 6:15 Reasons for not engaging in peacebuilding

Motivations (Multiple response)	Responses		Percent of NO cases (%)
	Frequency	Percent (%)	
Not interested	4	4.8	5.9
Funds	30	35.7	44.1
Not aware they could.	20	23.8	29.4
Fear of repercussion/ reprisals.	18	21.4	26.5
Lack of insurance cover	12	14.3	17.6
Total	84	100.0	123.5

Source: SPSS analysis by author.
See Figure 6:15a in Appendix G for chart illustration

Following from B5 (see Section 6.3.1, Table 6:6), there were 52 businesses (41.9%) that confirmed 'Yes' to conducting peacebuilding activities within the region. These businesses were asked to select the reasons for engaging in peacebuilding and the results are summarised in Table 6:14. Respondent businesses were allowed to select multiple reasons. From Table 6:14, it was observed that over half of those engaged in peacebuilding engaged for either ethical reasons, peacebuilding, poverty reduction or to fulfil social responsibility, with 50%, 53.8%, 61.5% and 73.1%, respectively. On the lowest end of reasons are regulatory enforcement, economic or profit, fulfilling UN SDGs, increasing brand awareness and value creation, with 15.4%, 19.2%, 23.1%, 26.9% and 26.9%, respectively. The fact that social responsibility was considered the most important reason for engaging in peacebuilding, correlates with the businesses CSR efforts.

On the other hand, 54.8% of business do not engage in peacebuilding in the region (B5 in Table 6:6). The businesses that were not engaged in peacebuilding selected their reasons as summarised in Table 6:15. The results indicate that there were five main reasons for businesses not engaging with peacebuilding. The most popular reason for business respondents (44.1%) was lack of funds to conduct activities, while the least popular reason (5.9%) was that some businesses were simply not interested. However, 17.6% of respondents identified their reason was a lack of

insurance cover, 26.5% cited a fear of repercussion/reprisals and 29.4% were not aware they could engage in peacebuilding.

Table 6:16 Influencing factors driving business peacebuilding

Influencing Factors (Multiple response)	Responses		Percent of cases (%)
	Frequency	Percent (%)	
Severity of the conflict	42	13.3	36.8
Value driven	54	17.1	47.4
Being directly targeted	18	5.7	15.8
Negative economic effect of the conflict	76	24.1	66.7
Threats to economic stability	80	25.3	70.2
Stakeholder driven motive	44	13.9	38.6
Pressure from international organizations	2	0.6	1.8
Total	316	100.0	277.2

Source: SPSS analysis by author.
See Figure 6:16a in Appendix G for chart illustration

In Table 6:16, all the respondent businesses in the survey were provided the opportunity to select what reason they considered as the influencing factors or key motivations driving a decision to engage in peacebuilding in the region (rather than only businesses engaging in peacebuilding, as is the case for the results in Table 6:14). In Table 6:16, seven factors were identified. Most businesses considered threats to economic stability and negative effect of the conflict, to be the most important influencing factors, with 70.2% and 66.7%, respectively. Next important factors were considered to be business value motivations, stakeholder driven motives and severity of the conflict, with 47.4%, 38.6% and 26.8% of respondents, respectively. Finally, the least favoured factors were considered to be engaging with peacebuilding because the business is directly targeted or due to pressure from international organizations, with 15.8% and 1.8%, respectively.

Following from the 38.6% of respondent businesses (see Table 6:16) that declared the importance of stakeholder driven motives, businesses were asked whether the decision to conduct activities was motivated by any stakeholder influence.

Table 6:17 Existence of stakeholder influence

Serial	Item	Frequency	Percent (%)
C1	**Is the business' decision to conduct activities, influenced by any of its stakeholders?**		
	Yes	72	58.1
	No	50	40.3
	Invalid	2	1.6
	Total	124	100

Source: SPSS analysis by author.
See Figure 6:17a in Appendix G for chart illustration

Table 6:18 Level of Stakeholder importance on businesses' decision to engage

Item	Level of stakeholder importance					Mean
	1	2	3	4	5	
Government	16	4	12	12	26	3.40
Foreign government	18	10	8	6	6	2.42
CEO's interest	6	10	6	10	46	4.03
Employees	2	10	12	26	22	3.78
Local media pressure	12	6	18	10	14	3.13
Foreign media pressure	22	2	6	12	4	2.43
Consumer pressure	12	4	20	16	10	3.13
Local shareholders	6	10	14	18	10	3.28
Foreign shareholders	14	12	12	6	6	2.58
Community pressure	8	10	12	16	16	3.35
International organizations	14	10	12	8	10	2.81
NGOs	10	6	8	18	22	3.56

Source: SPSS analysis by author.

In Table 6:17, 58.1% of businesses agree that stakeholders influence their decision to engage. Consequently, in Table 6:18, these businesses that have stakeholder influence were asked to indicate the level of stakeholder importance from a list of 12 primary and secondary stakeholders. Each business responded to a set of Likert-type questions to indicate the level of stakeholder importance, with 1 indicating least important and 5 indicating most important. Breakdown of results in Table 6:18, for each stakeholder is outlined in Appendix F. The results in Table 6:18 include the mean for each Likert response, to compare the relative importance across different stakeholder groups. As observed from the results, the surveyed businesses

considered the interest of the CEO (mean = 4.03) as the most important factor in determining the decision of the business to engage in peacebuilding. The next important stakeholders are the employees (3.78), NGOs (3.56), government due to policy and regulations (3.4), community pressure (3.35), local shareholders and local media pressure. The least important stakeholder category are the foreign entities, with international organizations, foreign shareholders, foreign media pressure and foreign governments, having means of 2.82, 2.58, 2.43 and 2.42, respectively. it is worth mentioning that further insight into the stakeholder influences will be provided in Section 6.7, with a breakdown of how the size of the business is affected by the different stakeholder groups.

6.5 Results on Objective Three

This objective was to determine the degree of mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria. To address this objective, primary data was collected in the form of quantitative and qualitative data. The responses were grouped into support from the government to businesses, then activities of the businesses that support the government. The quantitative and qualitative responses will be analysed in the subsequent sub-sections.

6.5.1 Quantitative Analysis

In this section, the quantitative survey responses addressing the objective is presented through two sub-objectives. Support from the government to businesses, then activities of the businesses that support the government. To address the business activities that support (or complement) the government efforts, the following responses were sought (see Table 6:19): Does the business consider its activities to be in support or complement the government peace efforts (D1)? Does

the business coordinate its CSR/peacebuilding initiatives with the government (D2)? Does the business have any partnership efforts with other stakeholders (D3)? On the other hand, the second sub-objective for government support to businesses was addressed through two questions in the quantitative survey (see **Error! Reference ource not found.**): Does the business get any support from government (D4)? Is the business aware of any government policies that would impact or complement the business CSR activities (D5)?

Table 6:19 Business activities that support government peace efforts

Serial	Item	Frequency	Percent (%)
D1	**Does the business consider its activities to be in support/complement government peace efforts?**		
	Yes	106	85.5
	No	16	12.9
	Invalid	2	1.6
D2	**Does business coordinate Its CSR/ peacebuilding initiatives with the government?**		
	Yes	40	32.3
	No	82	66.1
	Invalid	2	1.6
D3	**Does business have any Collaboratory/ partnership efforts with other stakeholders?**		
	Yes	48	38.7
	No	74	59.7
	Invalid	2	1.6
	Total	**124**	**100**

Source: SPSS analysis by author.
See Figure 6:19a in Appendix G for chart illustration

In Table 6:19, responses D1 to D3 are binary type Yes or No answers, with 2 invalid responses recorded in each case. It can be observed that most businesses consider their activities to be in support of government efforts in the region (D1, YES=85.5%). However, a majority of businesses declared that they do not coordinate their activities with the government (D2, NO=66.1%), nor do they have any collaboration or partnership efforts with other stakeholders (D3, NO=59.7%).

Table 6:20 Summary of stakeholder partnerships

Partners from D3 (Multiple response)	Responses		Percent of cases (%)
	Frequency	Percent (%)	
Government	16	13.8	33.3
NGOs	30	25.9	62.5
Community	34	29.3	70.8
Other businesses	24	20.7	50.0
International organizations	10	8.6	20.8
Other	2	1.7	4.2
Total	116	100.0	241.7

Source: SPSS analysis by author. (Multiple choice: tick all that apply)
See Figure 6:20a in Appendix G for chart illustration

To elaborate on the responses from D3, were 38.7% of businesses responded to having partnership efforts with other stakeholders, a follow-up response on the type of stakeholder collaboration was sought.

Table 6:20 provides a breakdown of the responses obtained, for a multiple choice (tick all that apply) response. It can be observed that the most popular stakeholder partnership efforts with businesses involved the community (70.8%), NGOs (62.5%) and other businesses (50%). Additionally, only 33.3% declared that they are in partnership with the government. This figure is within the error margin of overall businesses that declared they coordinate with the government with their initiatives (D2, YES=32.3%). The two businesses that selected *"other"* option, engage in partnerships with trade associations.

Table 6:21 Government activities that support business peace efforts

Serial	Item	Frequency	Percent (%)
D4	**Does the business get any support from government?**		
	Yes	24	19.4
	No	100	80.6
D5	**Is the business aware of any government policies that would impact or complement the business CSR activities?**		
	Yes	30	24.2
	No	94	75.8
	Total	**124**	**100**

Source: SPSS analysis by author.
See Figure 6:21a in Appendix G for chart illustration

Table 6:22 Government support to businesses

Types of support (from D4) – (Multiple response)	Response		Percent of cases (%)
	Frequency	Percent (%)	
Financial support	2	6.7	8.3
Other incentives	2	6.7	8.3
National policy/strategy	4	13.3	16.7
Collaborations/partnerships	22	73.3	91.7
Total	**30**	**100.0**	

Source: SPSS analysis by author.
See Figure 6:22a in Appendix G for chart illustration

In Table 6:21, responses D4 and D5 are binary type Yes or No answers. It can be observed that most businesses believe that they do not receive support from the government in terms of their effort in the region (D4, NO=80.6%). Similarly, only a minority (D5, YES=24.2%) are aware of any government policies that would impact or complement the business CSR activities. Following from D4, the businesses that responded to obtaining some form of support from the government, further elaborated on the nature of support as summarised in Table 6:22. A majority

(91.7%) of the businesses were supported through collaborations or partnerships, then 16.7% benefit from the government policies and strategies, while only 8.3% benefit from financial support and other incentives.

6.5.2 Qualitative Analysis

In this section, an analysis for the open-ended responses collected will be presented. The analysis will focus on three themes: Namely, the existing government policies/ projects that support business activities, the existing business activities that support government efforts, and the desired support needed by businesses. For each of these themes, the most common sub-themes are presented in Table 6:23 below.

Table 6:23 Summary themes on mutual support between businesses and government

Existing government policies/ projects that support business activities: • Financial incentives for small businesses • Tax relief • Government policies • Infrastructure • Youth empowerment programs • Collaboration and partnership opportunities	**Desired support needed by businesses:** • Government create enabling environment through policy/ regulation/ oversight. • Government coordination of multiple activities. • Security support • Financial aid (subsidies and incentives) • Taxation policy (breaks and remove multiple tax) • Improved infrastructure • Partnership / collaborations • Government patronage (procurement from local businesses) • Promoting awareness • Literacy and skills improvement (Vocational skills centers, training for youth) • Easier access to victims and communities.
Existing business activities that support government efforts: • Victim support and humanitarian relief • Job creation • Women and youth empowerment • Education and poverty eradication • Development projects • Health services (Physical and mental) • Water, sanitation and hygiene (WASH)	

Source: Nvivo analysis by author.

As regards existing government policies that support business activities, six sub-themes emerged, as presented in Table 6:23. These sub-themes follow from the response of businesses in item D5 (see Table 6:21, Section 6.5.1), were a total of

24.2% of businesses declared that they were aware of government policies that impact or complement the business' CSR activities. These businesses were provided an opportunity to provide open-ended responses to the reason for their response.

Firstly, two sub-themes were in the form of incentives to businesses. These were tax reliefs and financial incentives. A business respondent highlighted that his business was aware the government provided tax reliefs (**B021**), while other businesses cited direct financial incentives that micro-scale businesses have benefitted, such as Trader-Moni initiatives (**B010**) or N-Power (**B004**). Another sub-theme was in the form of collaboration and partnership opportunities. For example, it was indicated by a business (**B053**), that the businesses engaged in *"Community development in collaboration with the government".* In fact, an interview respondent from an NGO observed that:

> *"From personal experience and media reports, CSR are carried out in collaboration with the government. In Borno state for example, the state takes the lead in all humanitarian and development interventions, rarely is federal government in the lead technically, although it could be seen as such*". – **T21.**

The aforementioned observation agrees with the results from Table 6:22, where majority (91.7%) of respondents indicated that their businesses received government support in the form of partnerships and collaborations. It is worth noting that some of these partnership support from the government is in the form of government executing a coordination function.

The **second theme** highlights the existing business activities that support government policies, for which eight sub-themes emerged, as presented in Table 6:23. These sub-themes follow from the response of businesses in item D1 (see *Table 6:19*, Section 6.5.1), where a total of 85.5% of businesses considered their activities to be in support (or complement) the government peace efforts in the region. The businesses that responded in the affirmative, were provided an opportunity through open-ended responses to give the reason for their responses.

The activities highlighted by the businesses include both direct and indirect peacebuilding initiatives. One of the sub-themes highlighted is the victim support and humanitarian role by businesses, which is believed to support the government effort. For instance, one respondent (**B059**) states that his business complements the government because we engage in *"empowerment programs and other relief provision to the affected victims",* while another respondent (**B005**) states that *"the business provides relief materials to IDPs and also provide humanitarian assistance in the conflict areas".* It was also observed that some of the sub-themes overlap one another, due to the related effect as observed by the business respondents, or the fact that the businesses engage in multiple CSR initiatives. For example, a respondent mentions the business support as:

> *"By employing the women, we've given them hope for the next day. By engaging the vulnerable children, we stop them from being molested and they become aware of themselves and their potentials"* – (**B036**)

This indicates that, from the business perspective, women and youth empowerment programs are a form of victim support. The business also believes that such activities complement business peacebuilding efforts in the region to prevent violence. Some of the less popular sub-themes were highlighted in the area of

health services, where a respondent's business (**B029**) *"provides mental health services"* and other businesses such as (**B044**), engage in *"the provision of safe drinking water in IDP camps".*

The **third theme** focuses on the type of support that businesses would prefer to receive from the government or other third-party stakeholders. This theme produced 11 sub-themes, as highlighted in Table 6:23.

The first sub-theme indicates that businesses desire the government create enabling environment through appropriate policy and regulation. An enabling environment is very important to the success of business operations. This becomes even more necessary in a conflict region, to ensure stability. A business respondent (**B040**) opines this by highlighting *"the government must provide an enabling and peaceful atmosphere and help with loans to grow businesses thereby creating more jobs".* In line with this, a community leader opines that *"these businesses need government support with security so that their personnel can move about freely to carry out activities."* (T17)

The next sub-themes highlight the need for government oversight through the appropriate agencies and the need for government coordination of multiple activities. Some businesses expressed that in fragile regions, CSR initiatives may require central coordination, that could be provided by a government or government facilitated partnership or collaboration. For example, respondent (**B034**) states that *"Governments (State and local) fully involve in CSR implementation, completion, commissioning and handing over".* A closely related sub-theme to government policies, was the need for favourable taxation policies, especially as it relates to multiple taxation or tax reliefs for businesses that are actively engaged in CSR-

based peacebuilding activities to support government efforts in the region". An interviewee working with an NGO observed that:

> *"The recent issues where the state government asked humanitarian organizations to pay taxes and introduced policy (sic) that took the attention away from the primary assignment indicates a lack of cohesion in the direction. What this does is take away valuable resources and time meant to cater to the beneficiaries."* – **T21**

Another sub-theme for businesses is promoting awareness. This was opined by **B045**. An important reason for promoting awareness is the fact that records indicate that humanitarian and health workers have been attacked within communities in conflict regions, when actively engaged in conducting projects. This was alluded to by a business manager as follows:

> *"By creating awareness in the communities towards accepting foreign nationals in helping out community development*" – (**B054**).

A better awareness of peacebuilding activities and the actors involved, will help to better protect the partners and volunteers helping to conduct peacebuilding initiatives on behalf of businesses. This is closely related to the sub-theme of business requirement for security support, for better protection during projects/programs in conflict regions. Such security could be in the form of higher security presence, or allowance for security personnel to clear with humanitarian actors in the region. This was opined by a small-scale business owner (**B035**), who requested better security support while out in the field for events. Other important forms of support include help reaching out to communities, to facilitate access to victims and IDPs (**B013**), as well as the provision of major infrastructure that can only be provided by the government, such as roads (**B032**).

6.5.3 Summary of findings on Objective Three

In this section, a summary of the findings on objective three will be presented, based on the foregone quantitative and qualitative data analysis. The objective was to determine the degree of mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria. To address this objective, the RQs were considered under two themes for quantitative data analysis. These themes included the support from the government to businesses, then activities of the businesses that support the government. For the qualitative data collected, a third theme emerged, which was the desired support needed by businesses from the government. The following results can be summarised:

a. The first theme of this objective reveals the actual support that the businesses currently receive from the government. Conversely, the third theme of this objective gives the desired support or *"wish-list"* of support, that the businesses need from the government to maximise their peacebuilding potential. In a nutshell, ideal versus actual support (See Table 6:23).
b. Comparing the desired support (third theme) versus the actual received support (first theme), the shortfall in government expected support include security support, assistance with promoting awareness, and facilitating easier access to victims and communities. Other expected support functions are government patronage of local businesses, better government oversight and government coordination of multiple stakeholder activities.
c. With respect to the first theme, it was determined that 85.5% of businesses consider their activities to be in support of government peace efforts, only 32.3% of businesses coordinate CSR/ peacebuilding initiatives with the

government, while only 38.7% of businesses have partnership arrangements with other non-government stakeholders (See D1 to D3 in Table 6:19).

d. The most popular non-government stakeholders that partner with businesses are the communities (70.8%), NGOs (62.5%) and other businesses (50%) (See Table 6:20).

e. With respect to the second theme, it was determined that few businesses receive support from government (19.4%), and few are aware of government policies that complement the business activities (24.2%) (See Table 6:21).

f. The most popular government support to businesses is in the form of collaborations and partnerships (91.7%) (See Table 6:22).

g. Finally, notwithstanding the 85.5% of businesses that consider their activities to be in support of government peace effort (See D1 in Table 6:19), it can be surmised that more business CSR activities are in support of the government. This is because there was about 90% of businesses engaged in CSR activities overall (see B1, Table 6:6). The 4.5% difference in these responses, could be due to poor awareness or understanding by some of the smaller businesses that the CSR activities they conduct are complementing the government peacebuilding efforts.

6.6 Results on Objective Four

This objective seeks to uncover the challenges that exist for businesses with respect to the implementation of CSR-based peacebuilding activities with their encounters with the government and the community (i.e. secondary stakeholders). The objective was addressed by discussing the challenges of businesses in implementation, then highlighting the specific challenges as a result of the security risks associated with the region under study. The primary data was collected in the

form of quantitative survey responses and open-ended (qualitative) responses, as will be analysed in the subsequent sub-sections.

6.6.1 Quantitative Analysis

In this section, the quantitative survey responses addressing the objective is presented in two parts: Namely, the challenges of businesses in implementation (E1), then highlighting the specific challenges as a result of the security risks associated with the region under study (E2 to E4).

Table 6:24 Challenges in implementation of business peacebuilding initiatives

Serial	Item	Frequency	Valid percent (%)
E1	**Are there any challenges in delivery or implementation of the businesses' peacebuilding initiatives?**		
	Yes	60	50.8
	No	58	49.2
	Invalid	6	
	Total	124	100

Source: SPSS analysis by author.
See Figure 6:24a in Appendix G for chart illustration

Table 6:25 Summary of business challenges

Challenges (from E1) – (Multiple response)	Response		Percent of YES cases (%)
	Frequency	Percent (%)	
Lack of government collaboration/cooperation	20	11.2	34.5
Ineffective Government policies	24	13.5	41.4
Lack of community cooperation	22	12.4	37.9
Lack of security to access communities	30	16.9	51.7
Lack of support/incentives from the government	36	20.2	62.1
Accompanying cost and risks	24	13.5	41.4
Fear of reprisals	20	11.2	34.5
Other	2	1.1	3.4
Total	178	100.0	

Source: SPSS analysis by author.
See Figure 6:25a in Appendix for chart illustration

In Table 6:24, the businesses' response to the existence of challenges in implementation of peacebuilding initiatives (E1) was almost even, with 50.8% declaring they encounter challenges, while 49.2% do not. Furthermore, the nature

of challenges encountered by the 50.8% of businesses that encounter challenges was highlighted in Table *6:25*. Respondent businesses were given the option to select multiple responses. The most concerning challenge for businesses was the lack of support/incentives from the government (62.1%), followed by the lack of security to access the community (51.7%), then the challenge of ineffective government policies as well as accompanying costs/ risks of conducting activities within the region, both at 41.4%. The businesses that selected *"other"* option (3.4%), cited poor infrastructure as a challenge to conducting activities.

Table 6:26 Effect of security risk on business activities.

Serial	Item	Frequency	Percent (%)
E2	**Are there severe security related problems in your region of business operation?**		
	Yes	48	38.7
	No	76	61.3
E3	**Has the business been directly affected by insecurity?**		
	Yes	30	24.2
	No	94	75.8
E4	**Is the business concerned with any future risk to its activities by insecurity?**		
	Yes	62	50.0
	No	62	50.0
	Total	**124**	**100**

Source: SPSS analysis by author.
See Figure 6:26a in Appendix G for chart illustration

As a follow-up to the challenge of lack of security in the community (51.7%); businesses provided further context in Table 6:26 items E2, E3 and E4. Majority of businesses declared that there were no security related problems in their region of operation (E2, NO=61.3%), and that the businesses were not directly affected by insecurity (E3, NO=75.8%). However, businesses were evenly split on concerns for any future security risk to the business activities (E4, YES=50%). To provide further context to E3, *"directly affected"* was defined as direct attack on the business,

intentional or unintentional damage to the place of business activities, kidnapping or killing of employees, physical attacks on employees and/or threat to supply chains.

Additionally, with respect to E4, it was earlier discussed (see Section 6.7, Table 6:33) that although the businesses are evenly split as a whole on the concerns of future risk, the large-scale businesses are generally less concerned about the future risk.

Similarly, from Table *6:27*, the level of risk presently perceived by the businesses was presented in a Likert-type question, with *"1"* the least risk and *"5"* the most risk perceived. It was observed that at present, 50 businesses selected *"3"* to *"5"* level of risk, which is almost within the margin response in E2 (Table 6:26), where 48 businesses indicated concern over severe security related problems in their region of business operation.

Table 6:27 Level of risk to businesses at present

Level of Risk				
		Frequency	**Percent**	**Valid Percent**
Valid	1	44	35.5	36.1
	2	28	22.6	23.0
	3	26	21.0	21.3
	4	10	8.1	8.2
	5	14	11.3	11.5
	Total	122	98.4	100.0
Invalid		2	1.6	
Total		**124**	**100.0**	

Source: SPSS analysis by author.

6.6.2 Qualitative Analysis

In this section, an analysis for the open-ended responses collected will be presented. The analysis will focus on four themes: Namely, the challenges of

businesses in implementation, the impact of insecurity on the businesses, the concerns of future risk of insecurity to businesses and the challenges identified by stakeholder partners. For each of these themes, the most common sub-themes are presented in Table 6:28 below.

Table 6:28 Summary themes of business challenges

<table>
<tr>
<td rowspan="2">Implementation Challenges:
• Access (to IDPs, conflict regions)
• Lack of resources (Especially funding)
• Difficulty in identifying victims.
• Difficulty in identifying (local) partners.
• Poor support or excessive demands from community leaders.
• Poor government policies and support.
• Poor literacy of beneficiaries.
• Poor social skills from beneficiaries
• Insecurity
• Logistic issues
• Poor infrastructure
• Lack of volunteers from community
• Poor awareness in the community
• Lack of trust from community</td>
<td>Impact of insecurity to the business:
• Damage to business equipment
• Theft
• Threat to distribution network and supply chains.
• Threat to staff (including kidnapping or death)
• Restriction on movement
• Loss of capital</td>
</tr>
<tr>
<td>Reasons for concern about future risk to business activities due to insecurity:
• Conflict prone area of operation
• Increasing insecurity (banditry, kidnappings, crisis etc)
• Instability in the region
• Supply chain disruption uncertainty
• Loss of employees, or employee output</td>
</tr>
<tr>
<td colspan="2">Challenges identified by stakeholder partners (government, NGOs, community):
• Victims refusing to relocate back to communities after government declaration.
• Non affected persons relocating to IDP camps to benefit from relief materials.
• Communities' perception of bias and corruption from stakeholders.</td>
</tr>
</table>

Source: NVivo analysis by author.

With respect to the first theme on implementation challenges for businesses, 13 sub-themes emerged, as presented in Table 6:28. A key set of sub-themes indicate community related challenges, which is a major problem given that the local community is considered an important stakeholder in peacebuilding. These challenges include poor support or excessive demands from community leaders, lack of volunteers from the community, and poor awareness/literacy in the community. A combination of these challenges often leads to poor community

response or cooperation. An example of some of the concerns expressed is that *"communities and their leaders demand too much"* (**B034**), while another respondent was concerned about *"Lack of awareness in many communities"* (**B047**). Yet a third manager at a medium-scale business highlights the challenge as follows:

> *"Selfish community leaders and uneducated youth with little understanding of the development program in their community".* – (**B032**)

The problem of poor community response and excessive demands from the community has particularly been validated through the follow-up interview process. As an example, a head of a state government agency directly involved with the peace process articulated some of the challenges faced from the community as follows:

> *"There is usually a feeling of unfair treatment from the community towards the organization workers. If there are still reprisals[5], the community will ignore efforts of our agency and tell them to take care of the reprisal issues first. Other times when the agency goes for dialogue, the community sometimes disassociate the agency from the government, and starts blaming the government of bias, even though our officials are apolitical. Again, sometimes the community (leaders) don't come for dialogue table, while coming up with spurious excuses and demands, like the release of some of their arrested members or that the government is insincere or one-sided… In the event of some communities demanding for the release of some of their*

[5] In the context of this quotation, "reprisals" refer to retaliatory attacks between conflicting parties in a community. When one group attacks another, the other group will feel aggrieved until such an attack is addressed by the appropriate government agency, or until the group retaliates against the other, sometimes through violence and other extra-judiciary means.

members, the agency resorts to explaining to them that any members under arrest are with the police and not the agency." – **T03**

In response to the community awareness challenge, a community leader asserted that:

"It is true there is an awareness problem because people are afraid, they don't know their intentions. They think they have other agenda so they face backlash. So now what they do is that they meet the community leaders and chiefs so they sensitise the people. The people think they want to eradicate them or spy on them." – **T17**

This validates the claim of the challenge of lack of awareness, but there is an active effort from the community leaders along with the government to continue to sensitise the people through town halls and the media. As an example, an interview respondent further described the efforts in sensitization as follows:

"There are prominent activities especially working with NGOs to engage in peacebuilding, sensitizing youth on peace and living in harmony, how to restore peace in the community because there are a lot of farmer-herder clashes. In the IDP camps, there are efforts to push the narrative that we are all one. Radio programmes in Adamawa State do peacebuilding sensitization two times a week, in English, Hausa and Fulfulde languages." – **T17**

Other efforts disclosed by a respondent CEO in a business within the media sector indicated the partnership efforts undertaken between the business and other stakeholders such as the community and INGO/NGOs:

"We have embraced a form of movie story telling known as edutainment. This means that our movies serve as entertainment as well as a means of education and creating awareness. In the past, we have had a movie on drug

abuse, then this recent one on the recruitment and radicalization of youth in terrorism. The movie was targeted at the northern audience, in the local Hausa dialect and has received positive reviews from the audience and the media. In bringing these movies to the public, we have received financial support from international organisations, but we conceived the idea." – **B123**

The interviewee above also mentioned that:

"The average Nigerian youth values their live so much that when they have something occupying their minds and time, they would not resort to violence"

Closely related to the community challenge is the difficulty in identifying (local) partners for collaboration. Particularly, it becomes difficult for businesses to venture into such activities if it is not their core mandate. They therefore have to use volunteers or partners, especially the MSMEs. A respondent from a small-scale business explains this challenge in the following way:

"We have limited resources and can only do so much. In that regard, businesses act in silos, rather than complementary. Finding partners in the community to help with activities is difficult." – (**B028).**

They made mention of needing partnerships and a secure and enabling environment from the government. Another point noted by (T03) is that:

"…the economy in northern Nigeria is mostly informal and as such the CSR of most businesses is informal, as CSR is mostly associated with large companies".

(T12) who is a community leader attested that his community is plagued by killings, kidnappings and banditry which he put down to the high rate of unemployment among the youth. His perception of peace entails the absence of killings, increase

in the rate of employment opportunities and peaceful coexistence among the various ethnic groups. That as a community leader, not a single business has contributed to peacebuilding in his community and that the only businessman that was the key contributor is now late and that the well to do young men are now more interested in worldly possession and not the wellbeing of their communities. He however noted that it is important for any interested businesses to seek the permission of the community leaders before accessing the community with any aid. **(T10)** another community leader in the same vein said they do not even gain from employment allocations as the host community for businesses talk more of receiving any CSR contributions even though a lot of the businesses in the host community have been shut down. Aid comes to them only through international organisations. Interestingly, he suggested that businesses intending to set up commercial operations in the community should first introduce themselves to them being leaders of the community. He also added that they only hear on the news about businesses contributing to conflict areas in the north east. A religious leader (**T00**) noted that an international aid organisation and the government's emergency response agency gave aid to their community after a spate of killings but he has no knowledge of any businesses contributing to ensure peace in the community.

Another set of sub-themes include the difficulty in identifying victims as opined by a respondent as the problem of *"reaching a wider community for a wider reach"* (**B011**), as well as the challenge of access to IDP camps and conflict regions. This was mentioned by a respondent in the following manner:

> *"Sometimes accessibility to the conflict areas is a major challenge, and also identifying the real victims".* – (**B005**)

These claims have been substantiated through interviews, where the head of a state government agency directly involved with the peace process opined that *"access to some communities is difficult"* (**T03**). Another business executive blames *"Inadequate security measures in the region"* (**B057**), as the main challenge facing the businesses. This is an important sub-theme under the challenges faced by businesses in the implementation of initiatives. This buttresses the result where 51.7% of businesses consider security to be the main challenge facing the business (See Table *6*:*25*). Another field worker with an NGO noted that *"Some international organisation members are using bullet proof cars, but when shot at, switched to helicopters"* (**T21**), which points to the problem of inaccessibility of the communities and to a wider security problem. Both these challenges of accessibility and security provide justification to the complaints by some community leaders that the businesses conducting CSR activities mostly concentrated on state capitals and hardly gave serious attention to rural communities that were in higher need (**T11, T13**). The challenge of accessibility as worsened by insecurity was suitably captured by an NGO field worker that explains how difficult it has become to travel within some of the north-east regions:

> *"In Maiduguri the state capital, the introduction of a curfew has restricted trade, and makes the transportation of commodities a nightmare. For example, a journey of a distance of 200km can take as much as 24 hours to complete, and in extreme cases be subject to 48 hours within Borno State. Other times it requires travelling through two neighbouring states, to take the safest route. Ideally, this distance is about 180km and 2 hours in a good car, but with the insecurity it could take over 600km of diversions and incessant checkpoints, bad roads and other factors translate into over 30 hours of travel with a compulsory sleepover. This also increases cost for goods and services*

therefore making it harder for the business person from Borno state to conduct business activities or philanthropic projects." – **T21.**

The second theme highlights the impact of insecurity to businesses. Six sub-themes emerged, as presented in Table 6:28. These sub-themes follow from the response of businesses in item E3 (see Table 6:26), where a total of 24.2% of businesses declared they were directly impacted by insecurity. *"Directly impacted"* was defined as direct attack on the business, intentional or unintentional damage to the place of business activities, kidnapping or killing of employees, physical attacks on employees and/or threat to supply chains. The businesses that responded in the affirmative, were provided an opportunity through open-ended responses to give the reason for their responses. An important sub-theme is the concern by businesses on damage to business equipment, due to insecurity. This was one of the concerns captured by a business executive as follows:

"Construction work disrupted at the site due to ethnic and religious crisis to the extent of damages to the work and equipment, and also some of our workers injured by direct attacks" – (**B005**)

In addition, the challenge caused by disruption was corroborated by an interviewee, where it was noted that damage to key infrastructure in some communities have resulted in hardship in the regions:

"With the beginning of the war, finance and business were affected severely. For example, banks were closed and remain so up till date in some local government areas, which has restricted trade and introduced poverty. This is in contrast to telecommunication operators that have returned to reactivate their masts to help with humanitarian assistance. But banks have not returned and with their absence there is a certain level of economic growth that the region cannot exceed. People buying cattle in some parts have to

travel with their cash physically, making them more susceptible to attacks and targets for the insurgents. In some cases, the merchants are taxed by the insurgents, which they receive in order to form their governments to replace the legitimate government in the regions" – **T21.**

Another sub-theme highlights the problem of disruption to supply chains and the threats to distribution networks. These two challenges are related, but occur at different stages of business production, i.e., before or after. However, businesses tend to identify these challenges collectively as indicated by an executive of a large-scale business (**B047**) simply as *"The situation is a threat to distribution and supplies of goods".* Another business manager from a micro-scale business (**B012**) mentions that *"I had to wait longer for another supply of packaging material. I used other materials available",* while a third respondent (**B042**) mentions that *"In times of conveying food items, it affects the business because trucks were hijacked".* This challenge closely relates to the sub-theme of theft, or the sub-theme of loss of capital, which are concerns to many businesses.

Additionally, a crucial challenge arises due to insecurity as relating to the threat to staff security. A business respondent (**B043**) indicated that *"Kidnapping and killing of employees"* was a major concern due to employee turnover and low morale. In some instances, such insecurity leads to death of affected employees. In buttressing this point, a traditional leader observed that:

"Massacres have reduced, but they consider anyone working with international organizations as not one of them and against them. Especially those working to sensitise the people on human rights." - (**T07**)

The third theme highlights the reasons for concern about future risk to business activities due to insecurity. Five sub-themes emerged, as presented in Table 6:28. These sub-themes follow from the response of businesses in item E4 (see Table 6:26), where a total of 50% of businesses declared they were concerned about future risk to business activities due to insecurity. These businesses were provided an opportunity through open-ended responses to give the reason for their responses. The major sub-theme highlighted by businesses under this theme is the potential increasing insecurity in region. As summarised succinctly by a small-scale business executive *"growth can't happen with insecurity"* (**B028**). The rising insecurity in the region has gone beyond the initial conflict, but now encompasses other criminal activities like banditry and kidnappings. Therefore, businesses are further concerned in the near future *"Because of the increase in banditry, kidnapping, ethnic and religious crisis on daily basis"* (**B005**). Additionally, a business manager mentions:

> *"In the event we have to go to volatile areas to carry out our professional job, we are likely to face one or some of these risks"*. – (**B009**)

Another concern about future risk to business activities is instability in the region. As a respondent expressed: *"Community conflicts can happen at any time, which however can disrupt business"* (**B032**). Additional basis for future concern is continued supply chain disruption, thereby causing uncertainty. A business owner (**B013**) shared that *"We can no longer source original raw materials for our traditional beauty products like before"*, while another respondent stated *"insurgents sometimes attack motorist thereby hindering our supply chain. This can become worse in the future"* (**B040**). One other vital concern about future risk is manifested in the sub-theme on loss of employees, or employee output. Although some businesses are already experiencing this problem, a larger number of businesses

expressed concern about the continued risk of losing staff. With respect to this, an executive at a small-scale business gives the reason for this concern as he mentions *"Increase in level of insecurity will lead to loss of employees"* (**B045**), while another small-scale business manager is concerned *"Because it scares the employees to carry out their tasks and responsibilities* (**B057**).

With respect to the fourth theme on challenges identified by stakeholder partners, three sub-themes emerged, as presented in Table 6:28. These sub-themes follow from the responses provided in the post-survey interviews, but not highlighted elsewhere by the business respondents during the main survey. A key sub-theme was the communities' perception of bias and corruption from stakeholders. As an example, a researcher witnessed pictures and videos presented on national television program for projects that were not done. On other occasions, relief materials were kept in storages or diverted and wasted until they were expired; *"We have witnessed this with medical supplies"* (**T19**). However, a similar case of expired items and supplies within the community were attributed to a lack of awareness. For example, a community leader asserted that:

> *"Some supplies like chlorine granules for water were kept until expired because community did not feel the importance to collect it."* – **T18**

This problem could be referred to as a challenge of government coordination or community awareness campaigns. Notwithstanding, some community traditional leaders have the perception that corrupt government officials do not provide all the relief materials for the communities equitably (**T07**).

The last two sub-themes relate to IDPs. In some instances, an associated challenge observed was that victims refused to relocate back to communities after governments declaration that it was safe to do so (**T21**). This was sometimes due

to lack of trust or fear of starting their lives without proper assistance. Similarly, government officials observed that some non-affected persons relocate to IDP camps to benefit from relief materials (**T10**), this could be as a result of poverty.

6.6.3 Summary of findings on Objective Four

In this section, a summary of the findings on objective four will be presented, based on the foregone quantitative and qualitative data analysis. The objective was to uncover the challenges that exist for businesses with respect to the implementation of CSR-based peacebuilding activities. The objective was addressed by discussing the challenges of businesses in implementation, then highlighting the specific challenges as a result of the security risks associated with the region under study. The following results can be summarised:

a. A total of four distinct themes were derived under this objective. These include the challenges of businesses in implementation, the impact of insecurity on the businesses, the concerns of future future risk of insecurity to businesses and the challenges identified by stakeholder partners See Table 6:28 for thematic analysis summary.
b. About half the business respondents (50.8%) declared they encounter challenges in the implementation of peacebuilding initiatives. The most concerning challenges for businesses was the lack of support/incentives from the government (62.1%) and the lack of security to access the community (51.7%) (See Table 6:24 and *Table* 6*:25*).
c. Most businesses had no security related problems in their region of operation (61.3%) and were not directly affected by insecurity (75.8%). However, businesses were evenly split (50%) on concerns for future security risk (See Table 6:26) or concerned about present risk to the business activities (See Table *6:27*).

d. From observation of the second and third themes, several of the concerns of future risk to businesses are already impacting the businesses at present. This explains the similar percentage of concern for both present and future risk. However, large-scale businesses are generally less concerned about the future risk.
e. From the fourth theme, stakeholder partners observed challenges arising from some IDPs not returning to their communities after the government declares it was safe to do so, while some other non-victims found their way to IDP camps to benefit from humanitarian relief materials. Additionally, some of the community leaders perceived that corrupt officials and bias from government officials was a factor that reduced the effectiveness of CSR activities aimed at peacebuilding in the communities.

From the aforementioned analysis, it is worthy to note that businesses operating in conflict areas cannot be neutral actors who can decide whether or not to engage in peacebuilding activities. In retrospect, the agenda of peace should be at the forefront of all business operations as their presence in a conflict area is not without impact to the dynamics of the conflict. This can be in the form of exacerbating or reducing the conflict. Business operations are inadvertently, adversely impacted by conflict in the form of disruption to supply chains, restricting the free movement of employees and causing threat to their lives, restricting access to suppliers, disrupting their distribution network and increasing their general fear to insecurity threats. Consequently, It is not just enough for businesses to adopt the easier route of doing no harm but to actively engage in the peace process either by doing it on their own or by complementing government effort in ameliorating the adverse effect of the conflict by engaging in partnerships or collaborations with the government or other peace actors. There is need for them to be involved in the social and political

aspects of the community because a business can only thrive where the community thrives. By so doing, they have a chance to influence government policies that will be favourable to the communities and at the same time take into cognizance the interest of the businesses.

6.7 Results on Objective Five

The fifth objective aims to examine the similarities and differences between the nature of CSR-based peacebuilding activities of small and large businesses in Northern Nigeria's conflict region. To achieve this objective, a cross-tabulation approach was adopted to compare the different selected variables against the size of the company, which has four groups; namely, micro-, small-, medium- and large-scale businesses (see Table 6:1). As discussed earlier, for the purpose of this research, the size of the business was defined by the number of employees in the business. Given the number of variables available, the comparison was limited to variables that presented key differences or are necessary to expose further insight in variables discussed in the four other objectives of the research. Moreover, further insight will be provided from qualitative data obtained during the post-survey interviews.

Table 6:29 Comparison on nature of CSR activities

Item		**Size of Business**				
		0-10 (Micro)	**11-50 (Small)**	**51- 250 (Medium)**	**251 above (Large)**	**Total**
Does business engage in CSR?	Yes	60	22	12	18	112
	No	10	2	0	0	12
	Total	70	24	12	18	124
	Yes	48	22	10	18	98

Does business consider itself a peacebuilder?	No	16	0	0	0	16
	Total	64	22	10	18	114

Source: SPSS analysis by author.

In Table 6:29, a comparison of the nature of CSR practices is presented. A total of 112 businesses (90.3%) declared that they engage in CSR. From the breakdown of the business responses, it can be observed that 100% of the medium- and large-scale businesses engage in CSR, while one in seven micro-scale businesses do not engage in CSR. This means that the micro-scale business category accounts for almost all the businesses that do not engage in CSR. Similarly, 98 businesses (79%) consider themselves as peacebuilders, and it can be observed that the remaining 21% that do not consider their businesses as peacebuilders are all from the micro-scale business category. The similarity in the nature of activities for all business types was noted by a community leader in a follow-up interview that opined that *"the activities are done by both small, medium, and large businesses, in the form of training, capital intensive projects, and other infrastructure closely related to peacebuilding."* (**T05**). Notwithstanding these similarities, an NGO field worker with experience working with various business types asserted that:

> *"Yes, I am aware of Corporate Social Responsibility projects peacebuilding activity in Northern Nigeria specifically that done by (named large business). …The main difference between the large and small business CSR projects is based on the levels of professionalism and ability to resist corruption."* – **T21**

Table 6:30 Comparison on nature of CSR documentation

Item		Size of Business				
		0-10 (Micro)	**11-50 (Small)**	**51- 250 (Medium)**	**251 above (Large)**	**Total**
To what extent are CSR activities documented?	Formally documented	16	8	0	2	26
	Written policy documents	6	2	2	0	10
	Online website declaration	6	2	8	16	32
	Undocumented	30	10	2	0	42
	Other	6	0	0	0	6

Source: SPSS analysis by author.

As regards the nature of CSR documentation, the key differences within the various documentation policies are summarised in Table 6:30. In particular, under the undocumented category, it can be observed that there is no large-scale businesses has undocumented practices, while the majority in this category are micro-scale (30 businesses) and small-scale (10 businesses). Similarly, as discussed earlier in previous sections, the *"other"* category, was elaborated upon by businesses to mainly refer to a form of internal documentation for internal business use only. This *"other"* category comprises only of micro-scale businesses.

Table 6:31 Comparison on level of stakeholder importance on businesses' decision to engage

Item	Size of Business				
	0-10 (Micro)	**11-50 (Small)**	**51- 250 (Medium)**	**MSMEs (micro, small, medium)**	**251 above (Large)**
Government	3.60	2.67	3.20	3.16	4.17
Foreign government	2.86	1.20	2.00	2.02	2.67
CEO's interest	3.84	4.13	4.83	4.27	3.67
Employees	3.53	3.88	4.00	3.80	4.17
Local media pressure	3.29	2.50	3.50	3.10	3.17
Foreign media pressure	2.69	2.00	2.00	2.23	2.33
Consumer pressure	2.93	2.83	3.25	3.00	3.83
Local shareholders	3.38	3.50	2.50	3.13	3.33
Foreign shareholders	2.82	2.20	2.00	2.34	2.67
Community pressure	3.15	3.29	3.00	3.15	4.17
International organisations	2.85	3.40	2.00	2.75	2.67
NGOs	3.43	2.86	4.00	3.43	4.33

Source: SPSS analysis by author.

Legend: Level of importance within business category

	1st most important		2nd most important		3rd most important

In Section 6.4, results on business motives with respect to stakeholder influence were presented. The level of stakeholder importance was analysed for 12 primary and secondary stakeholder categories. A set of Likert-type questions was presented to indicate the level of stakeholder importance, and the means of for each Likert response was used to compare the relative importance across different stakeholder groups (see Table *6:18*). Following from these results, it is now desired to compare how these stakeholder influences differ for different sizes of businesses within each of the stakeholder categories. To achieve this, a comparison table is presented in Table 6:*31*, with only the means of the Likert responses indicated for each stakeholder. For ease of analysis, a new category combining the micro, small and

medium enterprises (MSMEs) was created, and the means also presented. Colour codes (as defined in the legend), were employed to highlight the 3 most important stakeholder groups under each business size category.

As observed from Table 6*:31*, the MSMEs considered the interest of the CEO (mean = 4.27) as the most important stakeholder determining the decision of the business to engage in peacebuilding. This is followed by the employees (3.80) and then the NGOs (3.43). Comparing this with the large businesses, it can be observed that the most important stakeholder group are the NGOs (mean=4.33), followed by three groups: the government (4.17), the employees (4.17) and the community pressure (4.17). A reason for the NGOs been the most important stakeholder group for large businesses was provided by a field worker of an NGO. The interviewee noted that:

> *"Most large businesses collaborate with NGOs because they understand the communities better. Some partner with local NGOs, while others with international NGOs. Those that prefer international NGOs do so because there is a level of professionalism in the way foreign NGOs carry out activities. We do not have many experiences in the country and thus there is a lack of set skills with the local NGOs."* – **T21**.

Interestingly, a similarity can be observed between the MSMEs and large businesses in terms of lower overall importance of the foreign stakeholders. However, the large businesses score the foreign government (2.67), foreign media pressure (2.33) and foreign shareholders (2.67) higher than the MSMEs (2.02, 2.23 and 2.34, respectively).

Table 6:32 Comparison of stakeholder partnerships

Item		Size of Business				
		0-10 (Micro)	**11-50 (Small)**	**51- 250 (Medium)**	**251 above (Large)**	**Total**
If YES, which of the following do you collaborate/ partner with?	Government	2	4	4	6	16
	NGOs	10	8	4	8	30
	Community	14	8	4	8	34
	Other businesses	16	4	0	4	24
	International organisations	2	4	2	2	10
Total business respondents (YES)		**22**	**14**	**4**	**8**	**48**

Source: SPSS analysis by author.

In Section 6.5, a total of 48 businesses (38.7%) indicated that they had collaborations or partnerships with other stakeholders (see Table 6:19), after which a breakdown of the stakeholder partners were presented (see

Table 6:20). It can be observed that the most popular stakeholder partnership efforts with businesses involved the community (34 businesses), NGOs (30 businesses) and other businesses (20 businesses). In particular, all 8 large businesses and all 4 medium-scale businesses, that engage in stakeholder partnerships, are partnering with the community and NGOs. This result buttresses the responses from 72 businesses (58.1%) in Table 6:31 (above), that affirm that the most important stakeholder influencing the businesses' decision to engage in peacebuilding is from NGOs, followed by community pressure. These categorisations were confirmed by findings from follow-up interviews, where an interviewee noted that *"Most large businesses collaborate with NGOs because they understand the communities better."* (**T21**). Another key similarity is that all business categories have the least

partnership with international organisations, such as the UN agencies operating in the region.

Table 6:33 Comparison on business concern to level of future risk to insecurity

Item		Size of Business				
		0-10 (Micro)	**11-50 (Small)**	**51- 250 (Medium)**	**251 above (Large)**	**Total**
Is the business concerned with any future risk to its activities by insecurity?	Yes	34	16	8	4	62
	No	36	8	4	14	62
	Total	70	24	12	18	124

Source: SPSS analysis by author.

Concerns over the level of future risk to insecurity amongst the different business categories is summarised in Table 6:33. The context for this challenge is further discussed in the next section (see Section 6.6, Table 6:26 on the effect of security risk on business activities). In general, the response from businesses to the level of future risk is evenly split between yes/no respondents at 62 businesses each. It is however worth noting that the large businesses have a much less concern over future risk, with 14 out of 18 businesses indicating they have no concern for future security risk.

6.8 Analysis of the role of businesses from Stakeholder Perspective

This section aims to examine the role that businesses play in CSR-Peacebuilding activities in northern Nigeria's conflict region coming from the perspective of the stakeholders. Previous analysis has studied the drivers, challenges and roles of businesses in peacebuilding, from the perspective of the businesses themselves. However, in this section, the aim is to capture the perspective from other stakeholders such as; the government, community leaders, academics, and

representatives of NGOs. This objective was addressed by discussing the nature and extent of the CSR-peacebuilding activities of businesses in the region, the roles that businesses play in peacebuilding, the drivers and challenges faced by the businesses, similarities and differences of activities of the different sizes of businesses, as well as the mutual collaborations between the stakeholders. The data was collected in the form of open-ended interview responses and will be analysed herein.

From the stakeholder **perspectives,** most stakeholders understand the important role of the business CSR initiatives towards contributing to peacebuilding. State government officials during interviews have opined that *"… We have had projects funded by an international organization (name withheld) and supervised by Nigerian companies (names withheld), which was to rebuild communities affected by conflict, rebuilding infrastructure, building institutions and to work on reconciling the conflicting parties in the communities. This project was done across the various local governments in the state."* – **T02**. However, with regards to another project: *"…They also carried out a youth programme and women empowerment programmes like bakery, poultry, microfinance and other general economic empowerment and capacity building initiatives. These were funded by the UNDP in collaboration with federal government agency. "*– **T01.**

With respect to the assertion of the role of business in *"Community development in collaboration with the government"* (**B053**), this role has been validated by an interview respondent from an NGO who observed in Borno state North-east region that: *"From personal experience and media reports, CSR are carried out in collaboration with the government."* – **T21.**

Additionally, there was a similarity in the nature of activities observed for all business types. A community leader in a follow-up interview opined that *"the activities are*

done by both small, medium, and large businesses, in the form of training, capital intensive projects, and other infrastructure closely related to peacebuilding." (**T05**). However, the activities of the different business classes *"differ in the levels of professionalism"* (**T21).** He also mentioned that one of the largest multinational companies in Nigeria collaborates with a local NGO while the other does so, with an international NGO and that majority of the large ones collaborate with international NGOs largely because of lack of integrity on the part of the local NGOs. Similarity was noted in the nature of activities for all business types by a community leader… *"the activities are done by both small, medium, and large businesses, in the form of training, capital intensive projects, and other infrastructure closely related to peacebuilding."* (**T05**). Nonetheless, an NGO field worker with experience working with various business types emphasised a difference thus;

> *"Yes, I am aware of Corporate Social Responsibility projects peacebuilding activity in Northern Nigeria specifically that done by (named large business). …The main difference between the large and small business CSR projects is based on the levels of professionalism and ability to resist corruption."* – **T21**

One of the interviewees above mentioned they engage in sensitizing the youth on living in harmony using dance, art and culture. They also enlightened them not to take up arms or take laws into their hands and established alternative dispute resolution centres in the communities affected by farmer/herder clash.

(B61) above noted that at the stage of implementation most peacebuilding actors encounter challenges*, "challenges are faced such as; lack of awareness on the part of the communities, they are afraid because they do not know the organisation's intentions. They face backlash because the people think they have an agenda to*

spy on them or eradicate them, so now they meet with the community leaders first who then go on to sensitize their members". In addition to that, interviewee noted that corruption and distrust exist in that ***"****corporate bodies are being bamboozled, pictures and videos were being broadcasted on national TV while the projects remain undone"* **- (T21).** The interviewee cited an example of some international organisations who collaborate with businesses or other corporate bodies by collecting funds with the intention of executing the initiatives on their behalf. He said *"Pictures are being taken for visibility at the initial stage of the project, but right from the word go have no intention of executing it. Sometimes the more righteous organisations come in to do it but corruption crops in where government officials will have to be settled before permission is given to enable the organisations execute the projects. There are also incidences of sharp practices where relief materials are being sold. Example is the case of a government official who was demanded he should be paid before he agrees to transport to a particular community, and on reaching there, he decided he wanted to sell it because it is his community"*. The relief material was a water container in a health facility which he diverted, thereby depriving women and children of his community of its use. The result of corrupt incidences like this has led to many organisations leaving the conflict area because of conflict of interest. Many expatriates have also left fearing for their integrity. Mention was also made of lack of access roads leading to some affected areas. The more resourceful international organisations use bullet proof cars, and when they were being shot at and killed, resort was made to using helicopters to access remote conflict affected locations.

This claim above was corroborated by an interviewee, who is a field worker with an NGO noted that *"Some international organisation members are using bullet proof cars, but when shot at, switched to helicopters"* (**T21**), highlighting the problem of

inaccessibility of the communities and to a wider security problem. Both these challenges of accessibility and security provide justification to the complaints by some community leaders that the businesses conducting CSR activities mostly concentrated on state capitals and hardly gave serious attention to rural communities that were in higher need (**T11, T13**). The challenge of accessibility as worsened by insecurity was suitably captured by an NGO field worker that explains how difficult it has become to travel within some of the north-east regions:

> *"In Maiduguri the state capital, the introduction of a curfew has restricted trade, and makes the transportation of commodities a nightmare. For example, a journey of a distance of 200km can take as much as 24 hours to complete, and in extreme cases be subject to 48 hours within Borno State. Other times it requires travelling through two neighbouring states, to take the safest route. Ideally, this distance is about 180km and 2 hours in a good car, but with the insecurity it could take over 600km of diversions and incessant checkpoints, bad roads and other factors translate into over 30 hours of travel with a compulsory sleepover. This also increases cost for goods and services therefore making it harder for the business person from Borno state to conduct business activities or philanthropic projects."* – **T21.**

A government agency representative **(T16)** said *"it is aware of CSR activities done by telecommunications companies in the north-east conflict region which comprises smart phone repairs, graphic design, providing training and starter packs for about 4000 participants comprising out of school children"*

He however noted that the agency does not have any collaborations with small businesses but do so with large businesses, foreign countries and other agencies across the government. He also believes the activities of the businesses and the

agency complement each other, but also understands that most businesses need funding in order to partake in such activities. The agency mentioned that there is a masterplan underway to form a consultative forum aimed at engaging businesses, community and religious leaders at state levels.

The interfaith agency **(T14)** mentions that the smaller businesses show more commitment in terms of participation of peace activities than the larger ones. The larger ones contributing more, resource wise. another interviewee from the interfaith agency **(T15)** states that ***"****Quarterly meetings are also held with religious leaders, market and trade union leaders, commissioner of internal security, chairpersons of all local governments and chaired by the state governor"*

He also mentioned the effectiveness of the multi-stakeholder collaboration as one that has enhanced the peacebuilding capacity of the state. He however noted, that they do not have any international organisation or foreign government collaborations and would welcome any proposals for any such collaborations.

What was key in the contributions of this agency is that working with businesses, market leaders and trade unions affords a very vital role in peacebuilding in the region because some uprisings begin in the markets either between traders or traders and customers, which then spreads to the town and other parts of the state. Market leaders serve to pacify and mediate between aggrieved members of the market community. The businesses that engage do so by donating relief and livelihood items to the agency to be disbursed to all during religious festivities irrespective of the beneficiary's religion. Part of their mandate is to mediate between inter religious conflicts between members of the community and even intra religious, where the conflicting parties are of the same religion but of different sects or denomination.

A community/political leader **(T09)** noted that *"the youth care less about white collar jobs from the companies but are only interested in poverty reduction initiatives".* He has not seen any business giving aid but it comes from civil societies and organisations. An example of a Christian aid organisation distributing fertilizers to their farmers. He suggested that *"businesses should give aid to farmers because their farm produce has been burnt as a result of a dispute that arose between his community and the Fulanis where the cattle of the Fulanis were attacked and in turn the Fulanis attacked his people".* He however noted that peace has now returned to the community because the Fulanis have now returned to the community.

Meanwhile, a representative of the government's peace commission **(T01)** mentioned that there is a proposal underway to encourage all corporate bodies to engage in peacebuilding as part of their CSR and that the commission is in collaboration with several foreign governments and international organisations, one of which is a peacebuilding project nearing the end of its cycle which seeks the engagement of corporate bodies to be involved so as to ensure the sustainability of the project. However, **(T03)** contends that *"Northern Nigeria has a strong culture of philanthropy apart from the religious adherence to almsgiving. We have inherent safety nets of assisting each other no matter how poor a person is, he has a way of helping another".*

The representative (**T03**), further noted that the commission does not have any direct influence on the business' engagement in peacebuilding but only act as a peace advocacy group, as businesses are mostly influenced by profit considerations or what the shareholders or other regulatory bodies decide. He also elucidated that challenges faced by corporate bodies and businesses stem from the absence of the notion of organised philanthropy or CSR, which is rare in the northern part of the country, thus making it difficult for pooling of funds. Another challenge faced is the

non-documentation of initiatives owing to the principle of non-publicity practiced by many members of the community. Publicising it means exposing the weaknesses of recipients as opposed to focusing on the humanitarian causes of it. **(T03)** proffers that because few corporate bodies and businesses in the region have a set CSR framework, the commission is trying to strengthen the concept of CSR for private businesses in a way that their resources are used to cultivate the culture of peacebuilding through CSR. This may be through imploring private schools to incorporate training programmes for their staff on peacebuilding so that they can impact it on the students particularly at secondary level. Another way is to encourage businesses to start peacebuilding initiatives within its business environment, instead of going outside to impact communities, to have a peace office within it, where its staff can be sensitized on the need for peaceful co-existence among them regardless of ethnic or religious differences. This is in a bid to ensure peace awareness in every fabric of the society ranging from market associations, farmer associations, road transport unions, religious organisations, corporate institutions and all business entities, so that each will take up peacebuilding as their social responsibility. This approach is necessary because asking smaller businesses to finance peacebuilding initiatives may be difficult, given that what they need is support in planning and organisation any time they intend to engage in peacebuilding.

In summary, the roles of businesses from the perspective of the stakeholders have been observed to involve economic development, social cohesion and in one case track-two diplomacy. These roles are conducted with the collaboration and engagement of government and other stakeholders.

6.9 Chapter Six Summary

This chapter presented the results of the research, in line with the research objectives. The results were obtained in the form of quantitative and qualitative data collected during the main survey of 124 business respondents. A follow-up interview process involving 21 respondents from different stakeholder groups also provided further insights, corroboration and validation of the main survey data. For the analysis, the quantitative data was analysed using statistical tools i.e. frequency analysis and cross-tabulation, while the qualitative data analysis was conducted using thematic analysis.

The findings were presented in themes, to address each objective sequentially. For objective one, the findings were analysed in four themes. These were the nature of activities conducted, the perception of the businesses on their peacebuilding status, the regional context and the businesses' CSR documentation practices. For objective two, the business motivations were presented in three groups. The justification to engage in peacebuilding, the influencing factors for the businesses' activities and the stakeholder influences. For objective three, there were four themes uncovered. These were the business to government support, the government to business support, the desired support for businesses and the support from non-government stakeholders. For objective four, the challenges were covered under four themes. These were the implementation challenges for businesses, the impact of insecurity on conducting activities, the businesses' concern for future security risk and the challenges highlighted by other non-business stakeholders, such as the government partners, the community and the NGOs.

In the following chapter, the results presented in this section will be extensively discussed drawing from the secondary data, literature review and theories considered in earlier chapters, towards achieving the research aims, questions and objectives.

7 Chapter Seven: Discussion

7.1 Introduction

In this chapter, the findings from the quantitative and qualitative data analysis in the previous chapter (Chapter 6) will be discussed. The discussion will draw from information presented in earlier chapters, including the secondary data, as presented in relation to the Nigerian context, the theoretical framework and literature review, under Chapters 2, 3 and 4 respectively. The discussion will also be structured to address the research questions, through five objectives as stated in As a reminder, the objectives of the thesis were as follows:

1. To determine the nature and extent of CSR-based peacebuilding activities conducted by businesses, as well as the business' role in the process within Northern Nigeria.
2. To determine the motivations of businesses to engage in peacebuilding, including the effect of stakeholder influence on the decision to engage.
3. To determine the mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria.
4. To uncover the challenges that exist for businesses with respect to the implementation of peacebuilding activities.
5. To compare the CSR-based peacebuilding activities of small and large businesses in Northern Nigeria.

The discussion in this chapter is structured to present the discussion in seven sections. The first is the introductory section, followed by five main sections, successively addressing the above objectives. Lastly, a summary of the chapter is provided in the final section.

7.2 Discussions on Objective One

This objective aimed to determine the nature and extent of businesses' CSR activities towards peacebuilding, as well as the business' role in the process within the conflict region of Northern Nigeria. To adequately capture the nature of CSR activities conducted, six sub-questions were posed in the questionnaire. Does the business engage in CSR practices? (B1), is the business carrying out CSR-based peacebuilding activities? (B2), to what extent is the business' CSR activities documented? (B3), how often do you document your business' CSR activities? (B4), if the business conducts any peacebuilding activities in the region, what activities? (B5), and does the business consider itself a peacebuilder in the region? And why? (B6).

The six-part sub-questions can be condensed into two groups. These groupings will help to test the notion of the business as a vehicle for peacebuilding where the business-peace relationship is studied. The first group consists of B1, where it is determined whether the business conducts CSR activities of any kind, as well as B2, B5 and B6, seeking to understand if the CSR activities of the business is translated to peacebuilding, and whether the business perceives it to be so. The second group includes B3 and B4, covering the CSR documentation practices of the businesses, meant to expose how serious the business takes it CSR practices and if such activities can be corroborated through secondary means (business reports).

7.2.1 The Nature of CSR and Peacebuilding Activities

In terms of businesses, CSR and peacebuilding, Fort (2007) asserts that most businesses are neither deliberate in working towards peace, nor aiming to promote

conflict. But by continuing to engage in usual business activities, this can positively influence economic growth as well as provide jobs, reduce unrest, consequently reducing risk of conflict from the root. This is the principle behind indirect or structural forms of peacebuilding, mostly through CSR, so that a situation becomes less violence-prone (Oetzel and Getz, 2012). Considering the first group, it was observed that 90.3% of surveyed businesses engaged in CSR activities, while only 40.3% of businesses surveyed consider themselves as engaging in CSR-based peacebuilding activities, and only 41.9% of businesses surveyed consider themselves as engaging in peacebuilding activities. The CSR-based peacebuilding activities were mostly indirect peacebuilding (such as women/youth empowerment), while the peacebuilding activities were mainly direct in nature, in the form of publicly speaking out against conflict and Improving livelihood. Most businesses that engage indirectly without even being aware of the peacebuilding effects of their activities, do so out of the need to secure the survival of their own operational activities and supply chains as a result of their proximity to the conflict region. Being part of the fabric of the region, local business owners essentially become the leaders in the community whose opinion may exert more influence than the opinions of any multinational business coming from outside the community. This is so because the large businesses who may be non-local whose contribution will be mostly financial without direct engagement.

In order to strengthen the engagement of businesses in peacebuilding roles and explore likely collaborations to enhance their effectiveness and practicability, businesses and the government need to educate the private sector on the cost benefit of conflict and enlightening business leaders of the notion that the business of business is not just for profit but that the business of business is peace also. And

that local businesses are as important if not the most important in the success of any peacebuilding effort.

The result findings indicate that the two most popular CSR activities (See Table 6:9) are poverty eradication and women/ youth economic empowerment, with 48.3% of businesses. Next, it was observed that eradicating hunger, promoting education and humanitarian relief all had 41.4% of business engagement. These activities are in line with the observation in earlier studies conducted in southern Nigeria, indicating that CSR activities in Nigeria are mainly focused on poverty eradication, economic improvement, community development, health and education (Idemudia, 2010; Muthuri et al., 2012). Similarly, Visser (2009) asserts that CSR initiatives in developing regions like Africa are more likely to be dominated conceptually as economic and philanthropic rather than legal and ethical, and that CSR responses in such regions are more likely to be catalysed by crisis. As a result, the result findings support the conclusions by Visser (2008) where he questions the reliability of Carroll's popular CSR pyramid, which was mostly based on research in a developed country context. Visser (2008) argues that the order of the CSR layers in developing countries should change as economic responsibilities should remain the highest responsibility, but philanthropy should be given second highest significance, rather than legal responsibilities. Nevertheless, it is worth noting that every philanthropic activity is not necessarily a peacebuilding effort. To contribute to peace, the private sector needs to go beyond the philanthropic concept of CSR. It should generate investment, provide hope and create economic opportunities for a larger section of society (Ghimire and Upreti, 2014).

In summary, businesses were found to conduct CSR-based peacebuilding activities. The nature of these activities was extensively explored and are categorised into main groups which would be discussed in the next sub-section below.

7.2.2 The Roles of Businesses in Peacebuilding

In terms of the roles of businesses in peacebuilding, existing literature indicates that businesses contribute positively to peace through social investments, core business activities and policy dialogue (Nelson, 2000). Another similar, but more comprehensive perspective from the literature indicates that businesses can contribute positively to peace through four main ways. These are through economic development, rule of law, social cohesion and track-two diplomacy (Oetzel et al. 2009; Forrer and Katsos 2015).

The findings from this research show that business roles in peacebuilding in Northern Nigeria fall mainly into either economic development or social cohesion. In terms of the nature and extent of peacebuilding activities conducted by the businesses, the data from quantitative analysis indicated that the two most popular CSR activities are poverty eradication (economic empowerment) and women/ youth empowerment, with 48.3% of businesses. These economic empowerment initiatives and the rise of micro enterprises especially, have the ripple and multiplier effect in communities and has been observed to propel post conflict economic development especially where the beneficiaries are local residents who remained during the conflict or those that returned after cessation. The effectiveness of this is based on the beneficiaries having local equity and stake. However, it has been observed that former militants seeking reintegration are mostly excluded except in one case of a group of over 1000 Boko Haram ex militants who gave up their arms and were

reintegrated back to society with attendant benefits. It was also observed that eradicating hunger, promoting education and humanitarian relief all had 41.4% of business engagement.

7.2.3 Assessment of the role of businesses from stakeholder perspective

On the other hand, qualitative data from stakeholder perspective indicated that businesses provide job opportunities to the community and the entire region. Job creation purports to be the best antidote to war and conflict, so also entrepreneurship is a powerful tool for creating jobs which end up creating a positive ripple effect of stability in the community. One of the interviewees has mentioned to the effect that the average Nigerian youth values their live so much. Hence, when they have something occupying their minds and time, they would not resort to violence. Which means that when business and commercial activities increase it will have a positive causal effect on crime and violence thus resulting to peace. However, another of the interviewees has nonetheless highlighted that business CSR activities in the most parts of the north-eastern region of the country are far between arising from lack of access to the heavily affected communities and a lack of willingness on the part of the businesses to go to those areas. Business actors prefer to carry out their CSR interventions in the state capitals where they capture images of the interventions thereby overlooking the hard reach areas who are in need of the humanitarian support. Worthy of note though is the story of a lady given by one of the interviewees, she sells a breakfast snack where individuals come to buy and dedicate a certain amount to feed about a hundred street children gathered round her and waiting. These children are no ordinary street children but are victims of the conflict having been orphaned either by missing or murdered parents. This is

similar to the Neapolitan system of suspended coffee in Europe, which is an act of generosity where you buy an extra cup of coffee and leave the ticket for a stranger. This system started in Naples, Italy during world war2 and has now spread across other countries and extends to suspended pizzas, books etc.

Trade was another means by which businesses support local economic activities. The nature of these activities all point to economic development roles and social inclusion or social cohesion objectives from the businesses. There is evidence from interview responses to show that two multinational companies, of which one operates locally in the community most affected by the conflict. The two businesses have played a major role in the resettlement and rebuilding of a whole town destroyed completely at the start of the conflict. Both have been success stories which even the Nigerian government has tried to replicate.

The businesses working in collaboration with the interfaith agency are contributing in their own way, but will do good with educating them with the notion that it is cheaper to prevent conflict than it is to rebuild when conflict happens which may inadvertently affect their businesses. There should also be a set framework to guide them on how to harness the hidden advantage the businesses have to offer even within their business operating environment. There is a history of uprisings emanating from minor scuffles in the markets which go out of control and result in massive destruction of lives and properties, the use of market leaders and trade union leaders may seem mundane but can be the foundation for attaining sustainable peace.

The stakeholder interviews also indicated that the role of the businesses in peacebuilding could be validated because activities were conducted in collaboration with government agencies, the community or NGOs. In some cases, international

organisations were sponsors of such programmes, with specific examples of a sponsorship programme by UNDP in collaboration with federal government agency. Another large Nigerian business worked in collaboration with the UK's Save the Children charity by donating fourteen million dollars to the charity to carry out the CSR initiative on its behalf, thus impacting over 6000 children from the northern conflict region. Sometimes the international organisations are purported to be the ones who pitch the CSR ideas to the businesses(foreign stakeholder influence) this may be true because the organisations rely on the donations of mega conglomerates and donor countries evident in the twitter scenario where the CEO of the World Food programme tweeted to Elon Musk asking for a six billion dollar donation to assist with world hunger for the year 2022, and with a little back and forth, Elon Musk agreed to the fund but declined publicity. This may be partly due to the fact that some large international businesses do not want their business brand name associated with conflict. On the other hand, it is apparent that while some businesses engage purely for philanthropic reasons, others may do so laced with business interests. Some businesses also use their CSR activities as a form of advertisement and to prop their public image.

Cross sector collaboration and private sector peacebuilding can be seen as viable options where a conflict appears insurmountable. These collaborations proffer the advantage of pooling resources of funds and expertise and the safety of operating under one umbrella especially in a country like Nigeria rife in corruption where one individual business may not be able to stand up to the government. Where the collaborations are with international organisations, there is the added advantage of an already set framework of peacebuilding initiatives and a working pipeline for the implementation of such, hence cutting down on time and cost of laying it from scratch, if it were a solo endeavour. Although empirical evidence from the interview

show that sometimes cultural diversity presents itself during implementation of initiatives especially where the businesses are working in collaboration with international organisations. It now becomes like an elephant in the room as they struggle to work bearing in mind the differences in culture of the people in the conflict community, the staff of the businesses and the international organisations who also have their own organisational and national cultures.

In terms of the differences in the activities of business sizes; there exist a disparity in the levels of professionalism mentioned by **(T21)** On the one hand we have the large businesses who collaborate with other businesses or organisations and derive from the pool of advantage of actors who have established ethical guidelines, experience, funding and the backing of government. On the other hand, the smaller and inexperienced businesses who carry out their CSR peacebuilding activities solo may be faced with implementation challenges because they are entering uncharted territory without any set workable guidelines.

Results from this research shows that businesses working in collaboration with international NGOs or answerable to their mother companies outside Nigeria risk carrying out their peacebuilding initiatives mired with corruption but manage to resist interference from those officials with vested interests whereas the local businesses operating solo sometimes implement their initiatives at the mercy of corrupt officials. Evidence also shows that the smaller businesses reach the affected communities directly and quicker while the larger ones have to follow bureaucracy and complicated procedures causing delay in access and incurring additional cost. This is so because the smaller businesses come into the communities and meet the community leaders who may assign a number of conflict victims to either be educated or trained, without necessarily going through the ministry of education or the social services. It is noteworthy to point out that in the selection of beneficiaries,

most businesses target the children, women and youth consequently side lining the men in the community. In terms of the sectors most active in the peacebuilding arena, the telecommunications sector was reported to have been active in peacebuilding activities in the conflict ravaged north eastern part of Nigeria especially in carrying out projects to restore communications in the hard-to-reach areas where they purportedly carried it out as part of their business' CSR. This corroborates another interview by a government agency which claimed the telecommunications sector was more engaged than the oil and gas sector, which is in contrast to what obtains in the southern part of Nigeria with the crude and mineral resources deposit. This shows that these businesses may be putting their money where their mouth is.

Engagement of the businesses in the conflict areas sometimes gives rise to the **doctrine of double effect** where the businesses come in to do good to the communities but end up making matters worse especially in the case where members of a community felt that Boko Haram militants come in from their hideouts to benefit from the largesse of aid distributions by businesses and international organisations. When the alarm was raised and the NGO accused of such activity claimed to be carrying out a humanitarian task of feeding and in their defence, there is no way to recognise who is or is not a militant. Several businesses implementing CSR initiatives in the conflict regions face the challenge of a lack of trust coming from the community who are sceptical about the true intentions of the businesses and think the attempt is only to mine their data or use information gotten from them against them. This may sound naïve but it has happened mainly for political reasons or by businesses striving to mine data for competitive use. This highlights the point of one of the community leaders where he said that any business intending to access the communities must do so with the permission of the community leaders.

It is common knowledge in the northern part of Nigeria that even where international organisations intend to aid communities with vaccinations or other relief material, they have to go either formally or informally through the leaders, failure of which the aid workers will face outright resistance and backlash. This bureaucracy causes some businesses especially the medium and large to be hesitant in carrying out CSR activities. Interestingly another community leader who was interviewed suggested that even businesses setting up operations in the community need to go through the community leaders, this highlights the point that failure to do that may cause future problems for the business in terms of carrying out their commercial activities and that, inadvertently incudes when the businesses intend carrying out CSR activities for the benefit of the community. This reason and other attendant obstacles of corruption, reprisal attacks, insecurity and the issue of limited resources may be the major contributory factor to the non-engagement of the already ailing businesses in active peacebuilding. From the responses emanating from the interviews mostly in the north west, it is worthy to note that international organisations and most businesses are contributing more to the conflict in the north-east, while overlooking other conflicts and insecurity challenges from the northwest and north-central part of the country. This may be as a result of the international media coverage of the activities of Boko Haram and especially the kidnap of about 276 school girls in the town of Chibok in north-east Nigeria, thereby attracting the world's attention and putting the north-east of Nigeria in the spotlight.

Another point observed is that there seems to be a disconnect amongst the peacebuilding actors and the affected communities because the businesses and organisations think they know what the affected communities need, whereas what community A needs is not what community B needs. The actors cannot use a blanket solution for all, no one solution can fit all. At the initial stage, a needs

assessment is to be carried out, even though most businesses may not find it cost effective. But then, that is where collaboration with expert organisations come in because they have proper assessments done and guidelines for effective implementation. It is believed that the same people who started the insurgency or instigate the conflicts can end it but then the right questions are not being asked. Initiatives and solutions that were a success in other parts of the country or the world cannot be applied in another part, as it is observed in the case of the research region at hand, where not only poverty and unemployment is to be addressed but also illiteracy, ignorance and ideology needs to be worked on.

One of the government agencies in charge of private sector peacebuilding initiatives in the north-east, while corroborating the data showing the presence of telecommunication businesses in the peacebuilding arena said initiatives carried out in collaboration with the agency includes capacity building for ICT participants, provision of training, incentives and starter packs for smart phone repairs, graphic designing. The target population being out of school children (4000) comprising both 45% female participants. The businesses also organise football matches in an attempt to create social cohesion among the children. Emphasis was being made that the participant must be out of school children affected by the conflict and not school leavers. There was also a deliberate attempt to include girls who normally would have been side-lined. The agency also noted that there has been increase in collaborations with large businesses, international organisations and local NGOs and peacebuilding action groups across board with other government parastatals including the armed forces where they work in synergy, by reintegrating Boko Haram ex militants into the society. The agency also attests to working in partnership with the appropriate arms of government to ensure that development comes first before politics because the guiding principle of the agency is to see that whatever has been

destroyed as a result of the conflict, will be built back better. This is evidence of the complementary nature of the collaborations. The agency has noted that no small or medium sized businesses have been involved in their collaborations.

Empirical evidence of stakeholder collaborations emanated from the interview carried out with the peace commission, an agency of the government whose core mandate is to facilitate dialogue between conflict communities within and across border states. This agency is in collaboration with several international organisations and foreign countries, one of which is a project (PARTNER) with a peacebuilding NGO from the USA whose lifecycle has come to an end and the issue came up on the sustainability of the project after the exit of the international organisation. The consensus was that corporate bodies in the state be invited to get involved as part of their business' CSR in order to ensure the sustainability of the project. One of the business highlighted by the commission as an active peacebuilder in the north-west is a software company which reaches out to internally displaced people and communities with relief materials, another business also supervised a US funded project to rebuild a community affected by the conflict by replacing destroyed infrastructure, providing equipment for security personnel, erecting perimeter fences around communities, carrying out women and youth economic empowerment programmes, building institutions and working to reconcile conflicting parties. The road to recovery and achieving sustainable peace starts when a community is being rebuilt, as rebuilding aids resettlement. Evidence of rubbles of destruction slows down the healing process. During the interview with this agency, it was mentioned that a workshop with community leaders is to be held the next day which was a peacebuilding initiative sponsored by USAID in collaboration with the commission. The researcher was present at the workshop and was privileged to have fully participated.

The peace commission on its own accord carries out dialogue with relevant stakeholders, collaborates with security agencies, monitors and responds to crisis across the state, leads communities to sign peace commitments and several other activities aimed at achieving and sustaining peace. In the course of collecting data, the researcher noted where there was interrelation between some of the government agencies and other stakeholders and where it was overlooked. The peace commission had set up a peace group comprising of clerics from both recognised faiths which takes place in tandem with the interfaith agency. Further plans of the commission, are to send out proposals to corporate bodies across the state to encourage them to engage in peacebuilding. The commission pointed out they face challenges from some members of the community when they go out to communities for peace dialogues, this comes from dissatisfied parties of the conflict who feel the government has not taken care of the community's security problems and as such will not give audience or commit to any peace treaties. Sometimes some parties refuse to come to the dialogue table and come up with irrational demands like the release of some of their arrested community members, or claim the government of being partial and one-sided. The commission staff makes attempts to enlighten them on the agency's independence of government interference which the state governor has ensured and that the staff are not apolitical.

Another government agency that attests to peacebuilding collaborations with businesses is the Interfaith Bureau, whose mandate is to advance peaceful collaborations between the two main recognised faiths in the region. They carry out quarterly meetings with religious representatives, civil society, all local government representatives and leaders of markets and trade unions chaired by the state's governor and attended by relevant security agencies. Issues discussed include the

current banditry issues plaguing the region and ways to combat it. Synergy between the different stakeholders is ensured through the use of social media whereby the slightest hint of insecurity is disseminated for relevant authorities to take swift action. The agency noted the absence of any collaborations with international organisations but indicate the contributions some businesses make during some of their activities, highlighting that smaller businesses show more commitment through physical participation and resources, the larger businesses do more resource wise. In order for collaborations like this above to work effectively, all actors involved need not only to be sensitized on what is to be done but also to ensure proper implementation of all suggestions brought in place.

And most importantly, the success of this collaborations largely depends on the ability of the government to provide a yardstick for private sector engagement in peacebuilding and to put up effective policy making processes which would include continuous collaborations between the government, businesses, communities and other stakeholders in a roundtable to discuss relevant issues like drafting regulations.

This brings us to a limitation observed by the researcher in the use of the stakeholder theory in the context of CSR business based peacebuilding, empirical data from interviews showed that in as much as there is a stakeholder collaboration between the government and businesses and a degree of importance given to stakeholder influence in business' engagement, which to a large extent has been working in the last few years. Results from interview responses showed that at the end of the year, 2021 the Nigerian government introduced a policy requiring humanitarian organisations to pay taxes thereby taking away the attention from the core of the assignment subsequently taking away valuable resources meant to cater to beneficiaries subsequently proving the government as indirectly having the final

say. Another challenge jointly faced by businesses and their collaborators is that the implementation process is carried out in fear because of insecurity, while deploying peace initiatives across the region they are also trying their best to protect their investments. The final blow to the private sector peace initiative was the law implemented requiring the closure of Internally displaced people's camps, causing a setback to all private sector peacebuilding efforts. Which points to the issue of government's negative interference, giving rise to the inability of businesses and other development partners to execute projects independent of the government's supervision. The government in its defence said, the presence of aid organisations and other intervention bodies is causing an upsurge of inflation and that there is an increase in suspicion of the real intent of some aid organisations. Other reasons are that some of the conflict ravaged communities have been rebuilt but the people have refused to leave the perceived comfort of the aid run IDP camps to go back to their former homes. The people from their own side have voiced their concerns about the security of their communities as curfews are still in place and they are still prone to being attacked by militants. Some of the residents of the IDPs feel that they have nowhere to resort to except the camps even though their communities are not yet affected but their farms which serve as their source of food and livelihood is a no go area because kidnappers and bandits abound there. The only option they see is to indeed go back and join the insurgency as militants or be killed. Ultimately these bans will cause undue suffering to the communities and goes against the International law doctrine of neutrality that should respect the voluntary choice of businesses and other peace actors carrying out peacebuilding activities, without the need for them to curry the favour of government or to involve them in the politics of the conflict. Albeit, the government too must exercise its primary responsibility of providing security and basic livelihood which goes beyond what any business or NGO can do.

Notwithstanding this theory of businesses working in collaboration with other stakeholders and their increase in engagement towards the peace process in northern Nigeria. Bad governance is already a recipe for conflict, when we add to it the struggle to covet natural and mineral resource control, we end up with never ending spates of conflict and violence. Therefore, good governance must precede all private sector initiatives in order to achieve long term peace in the region. The government must address governance and corruption as its primary responsibility before the private sector can step in to facilitate any initiative aimed at recovery of the region's security problems and subsequent economic rejuvenation.

7.2.4 Peacebuilding perception

In terms of perception, it was determined that 79% of respondents consider their businesses as peacebuilders in the region. After analysis of reasons why the businesses may or may not consider themselves as peacebuilders, it was determined that most of the businesses were indeed engaged in some form of peacebuilding, either through CSR or otherwise. The difference between the responses, can be traced to a lack of awareness by some businesses, of what constitutes peacebuilding. Particularly, all 21% respondents (except 2 businesses) that do not consider their businesses to be peacebuilders are micro-scaled businesses, and the nature of CSR activities conducted by the businesses, are actually peacebuilding in nature. Note that businesses who were sceptical to engage in CSR peacebuilding activities stated fear of reprisals, lack of insurance cover and a lack of funds. This is evident because the decade long conflict has dealt a final blow on the already frail economy and most businesses are struggling to survive. In this case funding and any form of support from the government or other stakeholders will do good to kick start the revival of small businesses. The fear of reprisal attacks comes from militants when a business is recognised as either

supporting or working in collaboration with the government. This uncertainty is compounded by a lack of insurance cover to fall back on where they suffer reprisal attacks on their business investments. Some years back, a well-known bakery business was boycotted because the people on the opposite side of the conflict felt that the CEO was being sympathetic to their opponents, the business faced a widespread backlash and boycott across the state. Notwithstanding this some small businesses especially those local to the most ravaged conflict region of the country have taken it upon themselves to contribute their widow's mite towards ensuring that sustainable peace returns to the region.

The variance in perception could be linked to the category of businesses that promote peace. According to Fort (2015), businesses fall into different classes with respect to promoting peace. One of such classes are the unintentional contributors to peace, or the *"unconscious peacebuilders*", which are businesses that contribute to peace without awareness of it. Unconscious peacebuilders often use self-perceived ethical business conduct that also happens to correlate with peace contribution. On the other hand, there are *"peace entrepreneurs",* which are businesses and leaders who set out to make intentional contributions to peace Katsos and Alkafaji (2019). According to Fort (2007), although businesses may actively incorporate policies and strategies aimed at peacebuilding, these businesses rarely present this as a peacebuilding strategy because most of their contributions are largely uncoordinated and fragmented. They however designate the business' activities by the long-term economic and social benefits to society or the issue being addressed. Only one business indicated a form of business role that involves track-two diplomacy, where it engaged in dialogue between two conflicting parties of a community but it has not been corroborated from any other sources even though two of the government agencies (one being a multifaith agency)

interviewed, noted that the agencies outreach initiatives have encouraged conflicting parties to engage in commerce among themselves. This will consequently give them incentives to attain a common interest of peace at heart and to avoid conflict. A similar example of *"enemy"* trading took place between the two conflicting parties of Armenia and Azerbaijan which exposes the complexity of grassroot commerce in conflict regions where on the surface a war is indeed going on but clandestine and indeed open market commercial activities will continue between the two more so by virtue of their geographical proximity. In order to raise awareness for business' capacity to contribute to peacebuilding, guidelines on peacebuilding good practices is to be included in CSR policies of all businesses, especially the ones operating in conflict regions. This should be done to simulate the global awareness campaigns that took place years back to sensitize the corporate world in the core areas of due diligence and health and safety policies. When all is put in place, the businesses should endeavour to put paper into practice, by having a presence in the conflict areas while simultaneously exercising restraint from exacerbating conflict either in the area of employment, by ensuring it hires employees across all ethnic groups or warring factions, using its political connections to advocate for peace and peacebuilding policies, intimating the relevant authorities of security sensitive information. These elements of good practice will improve the businesses reputation and increasing its brand recognition, all the while averting conflicts, building peace and strengthening community relationships.

7.2.5 Regional Context

As regards the regional context of surveyed businesses, it was observed that the North-eastern region had the highest number of business CSR interests with 60% of the sample conducting CSR within the region (Respondents were given the option

to select multiple regions, because some businesses executed CSR activities in multiple regions). This result is not surprising, given that the region has recorded the highest number of victims of insurgency over the past decade. The result concurs with the opinions in favour of regional CSR studies, rather than national, such as Frynas (2006) and Hamann et al. (2005), who opine that CSR is a locally rooted notion and should reflect local realities, while considering cultural factors as well as issues specific to these regions like existing conflicts and poverty (Idemudia and Ite, 2006). The examination of CSR in developing countries is rather complex, because of the wide range of categorizations, as such it is important for research attention to be drawn towards contextualizing CSR to comprehend the macro, meso and micro level dynamics that are at play (Frynas 2008; Jamali and Mirshak, 2007). Nonetheless, important lessons derived from this study can be applied for other national cases undergoing conflict, especially such conflicts characterized by similar root causes, or where the countries share the same geographical location or cultures and other comparable indicators. As an example, it may be interesting to apply the peacebuilding strategies unearthed in this research on business for peace in the conflicts within Mali, Chad, Niger or some MENA region countries. It should however be noted that the exact same indicators may not be present across board and that the success of a peacebuilding research should only be done on the conflict context at hand.

7.2.6 Documentation practices (CSR Disclosure)

Considering the second group, the CSR documentation practices of the businesses expose how serious the business takes it CSR practices and if such activities can be corroborated through secondary means. From the research results, it was observed that about a third of the surveyed businesses do not document CSR activities. These were mostly micro-scale businesses. This substantiates earlier

results on the subject, where it was reported that there is a prevalence of informal CSR practices in developing countries (Blowfield and Frynas 2005; Jamali and Sidani, 2012). However, from this study, the prevalence is confined to the micro and small-scaled businesses. On the other hand, about a fifth of businesses document only on a project basis. According to Helg (2007), this is a peculiarity with CSR in Nigeria, where there is awareness of CSR in Nigerian businesses but that many formal CSR practices appear to be ad hoc initiatives. Some businesses are very much against making their philanthropic work public, example being that of the CEOs of two prominent businesses in the region who have made immense contributions in the form of training youth and setting up digital computer centres and rebuilding conflict affected communities. They do not want the publicity because they regard it as philanthropy done as an act of worship out of freewill and in hope for divine reward as such will only keep documentation for internal use and not even to be displayed on their websites.

7.3 Discussions on Objective Two

This objective was to determine the motivations of businesses to engage in peacebuilding. The objective was addressed through five questions in the survey. These five items were as follows:

1. What are the key reasons that businesses engage in peacebuilding?
2. What are the key reasons for businesses that do not engage in peacebuilding?
3. What do all surveyed businesses consider to be the influencing factor to drive the business decision to engage in peacebuilding?

4. Is the business' decision to engage in peacebuilding influenced by any of its stakeholders?
5. How important does the business consider the various stakeholders to be?

The result in this research indicates that for businesses that engage in peacebuilding, the most popular motivations provided included fulfilling social responsibility (73.1%), poverty reduction (61.5%), peacebuilding (53.8%) and ethical reasons (50%). On the lowest end of reasons are regulatory enforcement, for profit, fulfilling UN SDGs, increasing brand awareness and value creation, with 15.4%, 19.2%, 23.1%, 26.9% and 26.9%, respectively. The fact that social responsibility was considered the most important reason for engaging in peacebuilding, correlates with the businesses CSR efforts. Moreover, several studies in CSR indicate a strong relationship between social initiatives by businesses and positive behavioural responses in the community (Ellen et al., 2000; Sen and Bhattacharya, 2001).

Conversely, for businesses that were not engaged in peacebuilding, there were five main reasons identified in this regard. The most popular reason was lack of funds to conduct activities (44.1%), while the least popular reason was that some businesses were simply not interested (5.9%). Other responses include a lack of insurance cover, a fear of repercussion/reprisals and the fact that some business respondents were not aware they could engage in peacebuilding. These findings are considered new, because no corresponding results were found in the literature due to limited research in this area. However, more insight was obtained in the previous section as regards businesses that provided the reason of lack of awareness that the business could engage in peacebuilding. The findings in this research demonstrated that most of the businesses in this category actually conduct CSR initiatives that are considered as indirect (or structural) peacebuilding activities.

These included activities such as promoting education, poverty eradication, humanitarian relief and economic (including women and youth) empowerment. These initiatives are similar to those conducted by many of the comparable sized businesses that responded to be peacebuilders. Moreover, given that most of the businesses that claimed lack of awareness were micro-scaled businesses, the response could also be associated to lack of complete understanding of what activities constitute peacebuilding.

Another finding from the analysis, was what all surveyed businesses (whether engaged in peacebuilding or not) consider to be the key motivating factors to engage in peacebuilding in the region. Seven factors were identified. The most popular factors were considered to be threats to economic stability (70.2%) and negative economic effect of the conflict (66.7%). Both of these factors are economic in nature. This corresponds to the most important CSR responsibility according to Carroll's (1993) pyramid, as well as Visser's (2008) CSR pyramid for developing countries. Therefore, these findings further support the case for the use of business as a vehicle for peacebuilding.

Next important motivating factors were considered to be business value motivations (47.4%), stakeholder driven motives (38.6%) and severity of the conflict (26.8%). The least important factors were considered to be engaging with peacebuilding because the business is directly targeted (15.8%) or due to pressure from international organisations (1.8%). These motivating factors that influence business engagement in peacebuilding were captured in the literature, where the business' characteristics such as size, industry and culture, the conflict characteristics such as intensity and proximity, as well as stakeholder pressures on the business, were all highlighted (Oetzel et. al, 2007; Deitelhoff and Wolf, 2010). These motivations have also been considered under three groups, namely, 'value-driven',

‘performance-driven’ and ‘stakeholder-driven’ motives. Value-driven motives refer to the ways in which the core identity of a business constrains it to act, while performance-driven motives focus on the economic benefits of peace for businesses. Lastly, stakeholder-driven motives refer to demands for intervention from actors with influence over businesses (Austin and Wennmann, 2017).

Regarding stakeholder pressures on the decision of the business to engage in peacebuilding, 58.1% of the surveyed businesses considered that stakeholders influenced the business decision. According to Freeman (1984), in discussing the stakeholder theory, described the stakeholder on the principle of *“who or what”* really counts. With respect to the findings in this study, the interest of the CEO was considered by the surveyed businesses to be the most important determining factor for engaging in peacebuilding. The next important stakeholders were the employees, NGOs, government due to policy and regulations, community pressure, local shareholders and local media pressure, in that order. The least important stakeholder category are the foreign entities, with international organisations, foreign shareholders, foreign media pressure and foreign governments, respectively. It is worth noting that there is a clear hierarchy of stakeholder importance, with the local stakeholders identified as most important, while the foreign stakeholders are least important. According to Oetzel and Getz (2012), pressure may be higher from local stakeholders during a conflict, where there may be threats of disruption from the community or boycott of products from local consumers. On the other hand, foreign stakeholders such as foreign governments, foreign shareholders, and international NGOs, may exert greater pressure on businesses to act where human rights are involved.

7.4 Discussions on Objective Three

This objective was to determine the degree of mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria. The objective was addressed through findings collected by qualitative and quantitative primary data and analysis presented in Section 6.5. For quantitative data, the analysis for the research questions were considered under two sub-objectives. These sub-objectives were the support from the government to businesses, then activities of the businesses that support the government. For the qualitative data collected, the two aforementioned sub-objectives were considered as themes, but a third theme emerged, which was the desired support needed by businesses from the government.

With respect to the first theme, the sub-objective addressed relates to the business activities that support the government efforts. The responses sought include whether the business considers its activities to be in support or complement the government peace efforts, whether the business coordinates its CSR/peacebuilding initiatives with the government, and whether the business has any partnership efforts with other stakeholders. In response to these, it was determined that 85.5% of businesses consider their activities to be in support of government peace efforts, only 32.3% of businesses coordinate CSR/ peacebuilding initiatives with the government. The fact that a majority of businesses perceive that their activities to be in support of government peace efforts is a positive sign. However, the low coordination with the government could pose problems. Some of the issues have been highlighted as challenges by the smaller businesses. The benefits of coordination will remove duplication of effort in a post-conflict situation and better utilise resources and focus efforts, given that the government takes a lead role in any peacebuilding effort.

As for partnerships, only 38.7% of businesses have partnership arrangements with other non-government stakeholders. The most popular non-government stakeholders that partner with businesses were the community (70.8%), NGOs (62.5%) and other businesses (50%), in the form of business-to-business partnerships. As regards peacebuilding efforts by business to support the government in conflict regions, the full potential of partnerships has not been fully realised (World Bank, 2006). It is fitting to observe that the community accounts for the dominant non-government stakeholder, because community-business relations are a crucial component of CSR (Idemudia and Ite, 2006). Meanwhile, NGOs have been identified as an important link between businesses and the community, given that NGOs may have presence within the conflict region and could help businesses to build effective community relations, shape their partnership portfolio and focus. Moreover, NGOs are usually knowledgeable about the local context and have longstanding relationships with local actors (Nwankwo et al., 2007; World Bank, 2006). This is particular true for large-scale businesses and MNCs, which usually find it more difficult to articulate community engagement objectives, even with more resources (Tsang et al., 2009). It is worth observing that the community remains a high priority stakeholder, especially in light of research on partnerships in African conflict regions indicating that businesses engage in the philanthropic model targeted at the community (Boele et al., 2001; Wheeler et al., 2002; Ite, 2004; Idemudia, 2008) and thus supporting the findings of this research.

Finally, notwithstanding the 85.5% of businesses that consider their activities to be in support of government peace effort, it can be deduced that more business CSR activities were in support of the government. This is because there was about 90% of businesses engaged in CSR activities overall. Given the earlier discussion on CSR interrelations with the government peacebuilding efforts, then it is fair to

conclude that the 4.5% difference in these responses, is attributable to poor awareness or understanding by some of the micro-scaled businesses that the CSR activities they conduct are complementing the government peacebuilding efforts.

With respect to the second theme, the sub-objective addressed relates to the government support to businesses. The responses sought include whether the business gets any support from the government and whether the business was aware of any government policies that would impact or complement the business CSR activities. In response to these, it was determined that few (less than a fifth) businesses receive support from government, and few were aware of government policies that complement the business activities. The most popular government support to businesses was in the form of collaborations and partnerships. This was expressed by 91.7% of the surveyed businesses for this research and validated further through the in-depth interviews were stakeholder respondents observed that most CSR activities in the region were conducted in collaboration with the government. As Nelson (2000) noted, businesses choose to engage individually or collectively. However, collective efforts rather than individual actions are *"central to a successful and sustainable private-sector intervention."* (Killick and Gündüz, 2005). Governments have the unique capability of collaborating with businesses to engage in initiatives and programmes through a variety of means such as PPP. Nevertheless, from the perspective of the surveyed businesses, other forms of government support were available to businesses, such as policies, tax relief and other financial incentives. For example, a few micro-scale businesses responded in the open-ended questionnaire surveys, to indicate that they benefitted from financial incentives such as N-Power and TraderMoni from the government. However, these other forms of government support account for less than 10% and have been cited

as a form of challenge to the businesses. Thus, partnerships remain the dominant government support available.

Comparing the desired support with the actual received support (third and first themes), the shortfall in government expected support include security support, assistance with promoting awareness, and facilitating easier access to victims and communities. Other expected support functions are government patronage of local businesses, better government oversight and government coordination of multiple stakeholder activities.

With regards to security support, it becomes difficult for businesses to engage in any kind of activities or community initiatives in the absence of safety. From the findings, businesses expressed desire for better security while out in the field for activities, mainly because records indicate that humanitarian and health workers have been attacked within communities in conflict regions when actively engaged in conducting projects, especially foreign workers. This is closely related to the need to promote better awareness of peacebuilding activities and the actors involved, to help better protect the partners and volunteers to conduct peacebuilding initiatives on behalf of businesses. For example, in previous research in Southern Nigeria's oil industry conducted about two decades ago, the absence of a conducive environment was found to hinder MNCs from engaging positively with communities (Ite, 2004). Thus, community relations efforts undertaken by MNCs failed to reduce the incidence of violent conflict (Idemudia and Ite, 2006).

In terms of government oversight and regulation, Amao (2008) examined the Nigerian legal framework for the regulation of MNCs for effective control. He opines that, notwithstanding the fact that CSR practice by MNCs is becoming well established in the region, this development cannot replace the need for effective

host state regulation. Several businesses have expressed desire to see some form of coordination from as central agency to maintain order and direction. It has been observed that in fragile regions, CSR initiatives may require central coordination, that could be provided by a government or government facilitated partnership or collaboration. Abuya (2018) asserts that CSR activities are not legislated in much of Africa, even though there is evidence that the existence of regulation has led to increased reporting on, and commitment to CSR and legislation has been successful in places like South Africa. This leaves businesses to decide on projects and activities that will most likely fail to benefit local communities. Hence with legislation, the governments could focus businesses on addressing much of the causes of conflict towards attaining sustained peace and development.

7.5 Discussions on Objective Four

This fourth objective was to uncover the challenges that exist for businesses with respect to the implementation of CSR-based peacebuilding activities. The objective was addressed through findings collected from qualitative and quantitative primary data and analysis presented in Section 6.6. The discussion will cover four distinct themes that were derived under this objective. These include the challenges of businesses in implementation, the impact of insecurity on the businesses, the concerns of future risk of insecurity to businesses and the challenges identified by stakeholder partners as associated with the Northern Nigeria conflict region under study.

Considering the first theme, about half the business respondents (50.8%) declared they encountered challenges in the implementation of peacebuilding initiatives. The most concerning challenges for businesses were the lack of support/incentives from the government (62.1%) and the lack of security to access the community (51.7%).

With respect to government support, one of the issues raised is poor coordination and oversight, which reduces focus and effectiveness of initiatives, especially when businesses wish to engage in collaborative peacebuilding with multiple stakeholders. In line with this, Killick and Gunduz (2005) acknowledge that challenges are bound to happen when an attempt is made to coordinate an approach towards peacebuilding activities, owing to the divergent nature of businesses in the private sector in relation to the varying sizes, types, interests, competences, and resources.

On the other hand, the lack of security to access community (51.7%) and the lack of community cooperation (37.9%) were challenges closely related to the key sub-theme indicating community related challenges, uncovered through the qualitative analysis findings. This is a major problem given that the local community was considered the most important partner for collaboration (see Table 1:26) and among the most important stakeholders for businesses of all sizes to decide to engage in peacebuilding (see Table 1:25). The community related challenges include poor support or excessive demands from community leaders, lack of volunteers from the community, and poor awareness/literacy in the community. A combination of these challenges often leads to poor community response or cooperation. Closely related to the community challenge is the difficulty in identifying (local) partners for collaboration. Particularly, it becomes difficult for businesses to venture into such activities if it is not their core mandate. They therefore have to use volunteers or partners. Thus, a small-scale business executive explains this challenge by saying *"We have limited resources and can only do so much. In that regard, businesses act in silos, rather than complementary. Finding partners in the community to help with activities is difficult."* – (B028). From this research therefore, the solution to this challenge certainly lies in better coordination and support from the government as

well as partnerships with NGOs and other stakeholders. Particularly, NGOs with a presence within the conflict region may help businesses to build effective community relations and can be used as entry points to the community. Moreover, NGOs are typically knowledgeable about the local perspective and have established relationships with local actors (World Bank, 2006). Consequently, business / NGO partnerships produce opportunities to take local needs into account and address conflict relevant issues (Nwankwo et al., 2007).

Still on the security concerns, most businesses had no security related problems in their region of operation (61.3%) and were not directly affected by insecurity (75.8%). However, businesses were evenly split (50%) on concerns for future security risk or concerned about present risk to the business activities. From observation of the second and third themes, several of the concerns of future risk to businesses are already impacting the businesses at present. This explains the similar percentage of concern for both present and future risk. However, large-scale businesses are generally less concerned about the future risk.

It is worth noting that any activities by businesses geared towards peacebuilding are only effective when the intensity of the ongoing conflict is within the first three levels of the conflict barometer (Oetzel et al. 2009). According to the Heidelberg Institute's five levels of conflict (Heidelberg, 2016), this means peacebuilding is seldom successful when the conflict reaches limited war, or full-scale war. On the other hand, Forrer and Katsos (2015) noted that existing research indicates that the private sector is the most effective actor in promoting peace in areas experiencing the buffer condition, which is a transition period between conflict and post-conflict. In the first instance, businesses in this research have identified that the region does not presently fall in the final stages of conflict and is within the buffer condition. Therefore, there is an expectation that peacebuilding activities by businesses are

likely to be successful. However, research from the literature support the findings in this study with regards the challenges of conducting peacebuilding activities in the presence of limited peace. For example, according to Ite (2004), in a study of multinationals operating in Southern Nigeria's Niger-Delta oil industry, the absence of a conducive environment was an impediment for the oil industry to engage positively with communities, and thus failed to sustainably curb violent conflict (Idemudia and Ite, 2006). Insecurity also resulted in a failure by businesses to conduct developmental programs equitably between communities, thereby resulting in renewed conflict (Idemudia, 2010).

7.6 Discussions on Objective Five

The fifth objective aimed to compare between the nature of CSR-based peacebuilding activities of small and large businesses in Northern Nigeria's conflict region. The comparison was presented for four businesses sizes, categorised by the number of employees, in line with the OECD definition of micro, small, medium, and large-scale businesses (OECD, 2019). A key motivation for this comparison is the understanding that although business engagement in peacebuilding is justified in theory, this is more challenging in practice given the divergent nature of businesses in relation their various sizes and types, interests, competences and resources. As Killick and Gunduz (2005) asserts, the variety of actors, ranging from very large multi-nationals to very small individual market traders, within such a local 'business ecosystem' is a key variable which calls for greater exploration. This notwithstanding the observation by Penttilä (2017), businesses of different sizes and focus need not engage in all forms of activities.

As regards to the nature of CSR and peacebuilding activities, a total of 90.3% businesses declared that they engaged in CSR. From the breakdown of the

business responses, it was observed that 100% of the medium- and large-scale businesses engaged in CSR, while one in seven micro-scale businesses did not engage in CSR. Similarly, 79% of respondents considered the business as peacebuilders, and it was observed that the remaining 21% that did not consider their businesses as peacebuilders were all from the micro-scale business category. This means that the micro-scale business category accounts for almost all the businesses that did not engage in CSR, and the category accounted for all the businesses that did not consider the business as peacebuilders. As discussed in earlier sections, factors like a lack of awareness or understanding by the micro-scaled businesses, of what constitutes business-based peacebuilding, could be the reason. However, it is not always a negative outcome when businesses do not engage or engage differently depending on size or region. As was observed by Penttilä (2017), businesses of different sizes and focus need not engage in all forms of activities. Rather businesses can play to their core strength or choose how to contribute. This means that the government could greatly improve business contributions to peacebuilding, simply by targeting micro-scale businesses for better participation and focus in type of CSR initiatives.

Additionally, in Section 6.2 it was established that the CSR documentation practices of a business could be an indicator as to how seriously the business takes it CSR practices or how advanced the CSR of a company is. It is also a measure of whether such activities can be corroborated through secondary means. From the research results, it was observed that about a third of the surveyed businesses do not document CSR activities. This substantiates earlier results on the subject, where it was reported that there is a prevalence of informal CSR practices in developing countries (Blowfield and Frynas 2005; Jamali and Sidani, 2012). However, from this study, the prevalence is confined to the micro and small-scaled businesses. From

the comparison, findings under the undocumented category indicated that there were no large-scale businesses that had undocumented practices, while 46.9% of the micro-scaled businesses, 45.4% of the small-scaled businesses and 16.7% of medium-scaled businesses were not documenting CSR activities. Similarly, there was a category of *"other"* informal internal documentation mechanisms for internal business use only, which was only conducted by micro-scale businesses. A possible explanation for the internal documentation practice could be cultural. One respondent indicated that CSR and peace promotion was considered to be an act of philanthropy and need not be publicised, as such the business leadership only maintains internal records, or shares with partnering NGOs only.

Next, the level of stakeholder importance was analysed for 12 stakeholder categories. Following from the findings, it was then desired to compare how the stakeholder influences differ for different sizes of businesses within each of the stakeholder categories. In this case, two business categories were compared. The large-scale business against the combined micro, small and medium-scaled enterprises (MSMEs). In summary, the MSMEs considered the interest of the CEO as the most important stakeholder determining the decision of the business to engage in peacebuilding. This was followed by the employees and then the NGOs. The CEO's influence in this regard is closely related to the concept of philanthropy, where a micro-scale business will find it easier to engage in philanthropic effort if the CEO is pre-disposed to this. Thus, Visser (2008) rates the philanthropy CSR layer very high in the developing country CSR context. Although, it was observed in earlier discussion that not every philanthropy effort is peacebuilding (Ghimire and Upreti, 2014). As regards the importance of NGOs, these are usually knowledgeable about the local context and have longstanding relationships with local actors (World Bank, 2006), therefore are invaluable for partnerships. On the other hand, for the

large businesses, the most important stakeholder group are the NGOs, followed by the government, community pressure and the employees.

It was interesting to note similar findings that the MSMEs and large business groups both rated a lower overall importance to the foreign stakeholders. The foreign stakeholders include foreign governments, foreign media pressure and foreign shareholders. This aligns to the assertion from Oetzel and Getz (2012), who found that pressure may be higher from local stakeholders during a conflict, where there may be threats of disruption from the community or boycott of products from local consumers. However, in general, these research findings indicate that the large-scale businesses (which includes multinationals) rated the foreign stakeholders to be more important than what the MSMEs rated them. Again, these findings may correlate to the fact that multinationals have a greater stake outside the local community than the smaller local businesses.

For businesses that collaborate with other stakeholders, a comparison of results for different scaled businesses were found and presented. It was observed that the most popular stakeholder partnership efforts with businesses involved the community, NGOs and other businesses, in that order. In particular, all large-scaled businesses and all medium-scale businesses, that engage in stakeholder partnerships, were partnering with the community and NGOs. These findings strengthen the responses 58.1% of the surveyed businesses that affirm that the most important stakeholder influencing the businesses' decision to engage in peacebuilding was from NGOs, followed by community pressure. Another key similarity was that all business categories had the least partnership with international organisations, such as the UN agencies operating in the region. From the literature, the decision to collaborate will include reasons such as cost sharing,

gaining from diverse creative solutions and acquiring different perspectives of addressing challenges (Oetzel et. al, 2007). This aligns with the opinion of some micro and small-scale businesses surveyed in this research, that express the challenge of resources for peacebuilding activities and access to remote communities, thus the need to partner with the community and more experienced NGOs. It is worth noting that, according to Oetzel et. al (2007), most businesses will not work alone but partner, in order to reduce risks. But those that work alone will tend to be large-scale businesses with substantial resources. Notwithstanding, partnering with NGOs provide MNCs the possibility to take local needs into account and address conflict relevant issues (Nwankwo et al., 2007). Furthermore, NGOs are usually knowledgeable about the local context and have longstanding relationships with local actors, which could be useful as entry points for large-scale businesses (including MNCs) in their CSR efforts (World Bank, 2006).

The comparison amongst different business sizes for concerns over the level of future risk to insecurity amongst the different business categories. In general, the response from businesses to the level of future risk was evenly split, with 50% of surveyed businesses indicating concerns over future security risk. Findings from this research indicated that the large-scale businesses have a less concern over future risk, with 77.8% of large-scale businesses expressing no concern for future security risk. Given the specific reasons provided by micro and small-scale businesses, such as fear of supply chain disruptions and loss of local production and local labour, it is fair to say that some of these concerns do not affect the large-scale businesses as much. The larger businesses have the resources to employ labour from outside the region, and in many instances produce or manufacture around several other regions. Therefore, security concerns will be less challenging.

7.7 Chapter Seven Summary

In this chapter, the discussion of the findings from the quantitative and qualitative data analysis was presented. The purpose of the discussion was to link the findings with information presented in earlier chapters, including the secondary data, as presented in relation to the Nigerian context, the theoretical framework and literature review, in order to address the research questions. The data collection process, quality of the data and the analysis technique were adequate to provide sufficient answers to the research enquiry.

Each objective was addressed and discussed sequentially. For objective one, the discussion covered four themes. These were the nature of activities conducted, the perception of the businesses on their peacebuilding status, the regional context and the businesses' CSR documentation practices. For objective two, the business motivations were discussed under three themes. The justification to engage in peacebuilding, the influencing factors for the businesses' activities and the stakeholder influences. For objective three, the discussion focused on four themes. These were the business to government support, the government to business support, the desired support for businesses and the support from non-government stakeholders. For objective four, the discussion centred on four themes. These were the implementation challenges for businesses, the impact of insecurity on conducting activities, the businesses' concern for future security risk and the challenges highlighted by other non-business stakeholders, such as the government partners, the community and the NGOs. Finally, for objective five the discussion covered all the differences observed between businesses of different sizes, as highlighted across objectives one through four.

In the following chapter, the thesis will be concluded by presenting a summary of key findings and contributions, the research challenges and limitations as well as recommendations for future work.

8 Chapter Eight: Conclusion

8.1 Introduction

The purpose of this chapter is to conclude the research. This will be achieved over five sections. The first section provides a summary of key findings of the study, which leads to a section on the contributions of the research. This is followed by a section on the implications of the research, then a section acknowledging the limitations and challenges of the research. The final section proposes recommendations for further work to develop upon this research and overcome the limitations/challenges encountered in the study.

To remind the reader, this thesis aimed to examine the nature, extent and role of the peacebuilding activities of businesses in Northern Nigeria through CSR in the last decade. In this regard, the objectives this study set out to achieve were as follows:

1. To determine the nature and extent of CSR peacebuilding activities conducted by businesses, as well as the business' role in the process within Northern Nigeria.
2. To determine the motivations of businesses to engage in peacebuilding, including the effect of stakeholder influence on the decision to engage.
3. To determine the mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria.
4. To uncover the challenges that exist for businesses with respect to the implementation of peacebuilding activities with their encounters with the government and the community.
5. To compare between the nature of CSR-based peacebuilding activities of small and large businesses.

These research objectives formed a guiding template towards achieving the main aim of this thesis.

Table 8:1 Summary of Key Findings

Objective 1: To Determine the Roles of Businesses and Nature of CSR Activities			
Activities and Roles	**Perception**	**Regional context**	**CSR documentation**
• 90% conduct CSR • Activities cover Roles in economic development and social cohesion • No track-two diplomacy	• Most perceive their business as peacebuilders • All the rest are unconscious peacebuilders	Positive link between region's conflict severity and businesses' CSR interest	• Prevalence of informal and ad-hoc CSR documentation practices.
• All medium and large businesses conduct CSR • Some micro-scale do not.	• All unconscious peacebuilders are micro-scale businesses.		• Most micro-scale do not document CSR. Few document but don't disclose. • All large-scale document
Objective 2: To determine the motivations of businesses to engage in PB, including the SH influence			
Justification	**Influencing factors**	**Stakeholder (SH) influences**	
• Dominant reason to engage is negative economic effect of conflict • For business doing PB, next reason is social responsibility • For those not doing PB, next reasons are lack of funds, lack of insurance, fear of reprisals.	• Value-driven motives • Stakeholder driven motives • Severity of conflict	• 12 SH groups identified. • CEO most important SH • Next are employees, government, NGOs, community.	
		• MSMEs consider CEO first. Then employees and NGOs. • Large consider NGOs first. Then govt, community and employees. • All businesses rank foreign SH least important, but large-scale give them higher importance.	
Objective 5: To compare between the PB activities of small and large-scale businesses. Follow arrows on the right, for highlight of the comparisons under each objective above.			

Objective 3: To determine the mutual support between businesses and government with respect to PB			
Business to Govt Support	**Govt to Business Support**	**Desired Support for Businesses**	**Support from non-govt Stakeholders**
• Most businesses perceive they support govt peace efforts. • Low coordination from govt. • Below average partnership with other non-govt SHs.	• Only few businesses received support from govt. • Only few businesses were aware of govt policies that support businesses. • Most dominant govt support was through partnerships.	Shortfall in expected support include security, promoting awareness, facilitating access to victims and community, govt coordination of multiple actors	• Most important SH partner is community and NGOs • Least important SH partners are international organisations
			• All large and medium-scale businesses, partner with NGOs and community.

Objective 4: To uncover the challenges for businesses with respect to the implementation of PB		
Implementation Challenges	**Security Impact**	**Concern for Future Security**
• Half of businesses had implementation challenges • The most concerning challenges were security, non-ease identifying partners, community challenges like excess demands, poor community response	• Most businesses had no security problems in their region • Most were not directly affected by insecurity • Only half of businesses were concerned about present security risk	• Only half of businesses were concerned about future security risk
• Smaller businesses have less funding for activities • Larger businesses are more affected by govt bureaucracy.		• Large-scale businesses are generally less concerned about future risk from insecurity.

Objective 5: To compare between the PB activities of small and large-scale businesses. Follow arrows on the right, for highlight of the comparisons under each objective above.

Source: Researcher

8.2 Summary of Key Findings

A summary of the key findings will be presented in this section, based on the results in Chapter Six and the discussion in Chapter Seven. An overview of the key findings is also presented at Table 8:*1*, for ease of reference. Based on the results and earlier discussions on Objective One (see Section 6.3 and Section 7.2), it was sought to determine the roles of businesses and the nature of CSR activities conducted by businesses within Northern Nigeria. To achieve this, four areas were examined.

With regards to the **nature of CSR peacebuilding activities**, over 90% of surveyed businesses conduct CSR activities, which mainly fall under business peacebuilding roles towards either economic development or social cohesion. In terms of comparison, all medium and large-scaled businesses conduct CSR, while a few of the micro-scaled business do not. However, all the (21%) businesses that declared they were not peacebuilders, were from the micro-scale category. This means that the government could greatly improve business contributions to peacebuilding, simply by targeting micro-scale businesses for better participation. Furthermore, this research did not uncover businesses interested in peacebuilding through track-two diplomacy. This research also favours Visser's version of the developing country CSR model, where economic and philanthropic responsibilities are dominant, as against the classic Carroll's CSR pyramid.

With respect to **peacebuilding perception**, most respondents consider their businesses as peacebuilders, while it was determined that those that don't consider the business as such, were the micro-scale businesses, which could be classified as *"unconscious peacebuilders".* This was because the CSR activities of these businesses were also considered to fall under economic development or social cohesion initiatives. As for the **regional context**, there was a positive correlation between the region with the highest conflict and poverty, with most businesses' CSR interests. This finding gives credence to the opinion within the literature in favour of regional CSR studies. As regards to **CSR documentation and disclosure**, although there is a vast awareness of CSR among businesses, there is a prevalence of informal and ad-hoc CSR practices, especially among the micro-scaled businesses. Most micro-scale businesses do not document or disclose CSR activities. On the other hand, all the large-scale businesses do. Additionally, a few

micro-scale businesses reported an informal internal documentation mechanism for internal business use only, in order to deliberately refrain from public disclosure.

Based on the results and earlier discussions on Objective Two (see Section 6.4 and Section 7.3), it was sought to determine the motivations of businesses to engage in peacebuilding, including the effect of stakeholder influence on the decision to engage. To achieve this, three themes were considered. Firstly, for the justification to engage, the dominant reason by all surveyed businesses was seen to be economic in nature, i.e. due to the negative effect of the conflict or threats to economic stability. Furthermore, for businesses that conduct peacebuilding, the next most important reasons were to fulfil social responsibility or reduce poverty. Conversely, for businesses that were not engaged in peacebuilding, the noteworthy reasons were lack of funds, lack of insurance cover or fear of reprisal attacks. It is worth recapping that this research determined that the businesses that claimed not to be engaged in peacebuilding were actually *"unconscious peacebuilders*". As for the second theme, it was determined that the most important influencing factors that determine engaging in peacebuilding by businesses were value-driven motives, stakeholder driven motives and severity of the conflict. In the third theme, a key finding was that a majority of businesses were influenced by stakeholder pressures. A total of 12 stakeholder groups were identified with the CEO being the most important. This was followed by the employees, NGOs, government (due to policy and regulation), and community pressure.

In terms of comparison between businesses, the MSMEs considered the interest of the CEO as the most important stakeholder determining the decision of the business to engage in peacebuilding. This was followed by the employees and then the NGOs. On the other hand, for the large businesses, the most important stakeholder group are the NGOs, followed by the government, community pressure and the

employees. It was interesting to note similar findings that the MSMEs and large business groups both rated a lower overall importance to the foreign stakeholders. However, in general these research findings indicate that the large-scale businesses (which includes multinationals) rated the foreign stakeholders to be more important than what the MSMEs rated them. These findings may correlate with multinationals having a greater stake outside the local community than the smaller local businesses.

For businesses that collaborate with other stakeholders, it was observed that the most popular stakeholder partnership efforts with businesses involved the community, NGOs and other businesses. In particular, all large and medium-scale businesses, that engage in stakeholder partnerships, were partnering with the community and NGOs. But overall, all the business categories had the least partnership with international organisations, such as the UN agencies operating in the region. It was determined that partnering helped with risk sharing and cost sharing. Moreover, partnering with NGOs is beneficial because NGOs are usually knowledgeable about the local context and may have longstanding relationships with local actors, which could be useful as entry points for large-scale businesses (including MNCs) in their CSR efforts.

From results and earlier discussions on Objective Three (see Section 6.5 and Section 7.4), it was sought to determine the mutual support between businesses and the government, with respect to peacebuilding in Northern Nigeria. To address this, three themes were considered. The **first theme** considered business activities that support government efforts, where it was determined that most businesses perceive that they support the government's peace efforts, but with low coordination from the government, and below average partnerships with other non-government stakeholders. For non-government stakeholders, the community remained the most

dominant partner, followed by NGOs, and then other businesses, through business to businesses partnerships. With respect to the **second theme**, the government support to businesses was considered. It was determined that only a few businesses received support from the government, and few were aware of government policies that complement the business activities. The most dominant government support to businesses was in the form of partnerships. As regards the **third theme**, the desired support for businesses was compared to the actual support the businesses received. the shortfall in government expected support include security support, assistance with promoting awareness, and facilitating easier access to victims and communities. Other expected support functions are government patronage of local businesses, better government oversight and government coordination of multiple stakeholder activities. Particularly, government coordination would help to focus the effort of multiple actors and stakeholders involved, and ensure efficiency in the use of available resources.

The fourth objective (see Section 6.6 and Section 7.5), sought to uncover the challenges that exist for businesses with respect to the implementation of peacebuilding activities. Three themes emerged from the findings and discussions. The **first theme** considered implementation challenges for businesses, where it was discovered that half of the surveyed businesses encountered challenges in the implementation of peacebuilding initiatives. The most concerning challenges for businesses were the poor security in the regions disrupting initiatives to beneficiaries, community related challenges, difficulty in identifying partners for collaboration, as well as the low level of support, incentives, coordination and oversight from the government. For community related challenges, these include poor support or excessive demands from community leaders, lack of volunteers from the community, and poor awareness or literacy in the community. A

combination of these challenges often leads to poor community response or cooperation. This was a major problem given that the local community was considered the most important partner for collaboration and among the most important stakeholders for businesses of all sizes to decide to engage in peacebuilding. In the **second theme**, the impact of insecurity on businesses were examined, while in the third theme, the concerns of future risk of insecurity to businesses as associated with the Northern Nigeria conflict region were discussed. It was determined that most businesses had no security related problems in their region of operation at present and were not directly affected by insecurity. However, businesses were evenly split on concerns for future security risk or concerned about present risk to the business activities. From observation of the second and third themes, several of the concerns of future risk to businesses are already impacting the businesses at present. This explains the similar percentage of concern for both present and future risk. However, large-scale businesses are generally less concerned about the future risk, because several constraints provided by the micro and small-scale businesses, can be better managed by large-scale businesses with better resources and partnership opportunities for risk sharing.

The fifth objective (see Section 6.7 and Section 7.6) was to compare the CSR-based peacebuilding activities of small and large businesses in Northern Nigeria. As this objective sought to compare results from the previous four objectives, the findings for this objective have been highlighted in the previous paragraphs of this section for ease of presentation.

8.3 Contributions of the Study

In this section, the contributions and implications of this research will be highlighted under three key areas. These include contributions to knowledge for business and management studies, contributions to the development of business for peace theory and contributions to public policy.

8.3.1 Contributions to Knowledge

In terms of the contribution to knowledge from this research, it will be important to restate that the research gap was obtained by analysing previous studies in this area. In the context of private sector involvement in peacebuilding in Nigeria, this study is considered novel because to the best of the researcher's knowledge, no such study has been previously conducted. The specific case of business involvement through CSR in Nigeria, previous studies have been limited to CSR activities by businesses within conflict areas, without contextualising to peacebuilding. The precise contributions lie in the fact that this study looks at three new perspectives. The region of the conflict, the types of businesses and the industry/sector of operation of the businesses.

As for the region of the conflict, this by extension covers the nature and severity of the conflict. Previous studies covered only the southern region of the country, partly because the Northern conflict commenced only in the last decade. Moreover, the nature of the conflicts in the two regions are different because the root causes of the conflicts are not the same. Whilst the conflict in the southern region arose due to resource control agitations, the conflict in the north was more as a result of religious insurgency, poverty, and kidnappings. This means that any structural measures for peacebuilding will be fundamentally different. In line with this, this study provides greater insights into the nature of peacebuilding activities conducted

by businesses in the region. And as (Sweetman,2009) asserts “the raison d’etre of business-based peacebuilding is not to somehow prove that all companies contribute positively to peacebuilding but to study what those companies that do make a positive contribution do.

Secondly, previous studies were directed at the single case of CSR by MNCs, whereas this research contributes towards activities of businesses of all sizes including micro, small, medium and large-scale (local and MNCs), with insights to the nature of activities, motivations, mutual support with government and other stakeholders, as well as implementation challenges. The third perspective is the industry of operation, which is a direct consequence of both the region of operation and the nature of conflict. Previous studies focused on MNCs operating in the extractive industry, particularly the oil and gas industry, while this research contributes findings from businesses cutting across multiple industry. As a consequence of the target MNCs located within the extractive sector, the MNCs in previous studies may have been viewed as part of the problem or actors in the conflict, the findings in this research indicate that the businesses operating in the Northern region perceive themselves as peacebuilders or part of the solution. This is particularly true for all the surveyed large businesses (MNCs and local).

With respect to the influencing factors, the approach of this research to conduct a wider study that includes local businesses and smaller sized businesses brought about better understanding of the roles of businesses in peacebuilding, given that the findings highlight key differences. An example is the motivations of local businesses is less influenced by foreign stakeholders, as compared to the MNCs. Also, the large-scale businesses are less concerned about future security risk to the conduct of PB activities. The research also contributes towards a better

understanding of the mutual support between the businesses, government and other stakeholders, as well as implementation challenges.

8.3.2 Contributions to the Development of Business for Peace Theory

In terms of theoretical underpinnings, as earlier highlighted in the theoretical review chapter, the field of business for peace lacks existing theoretical frameworks. Consequently, research in the field heavily relies on other generic theoretical frameworks for business and management research. Examples of existing theories highlighted were the slack theory or stakeholder theory. For instance, the slack theory proposes that businesses will engage in CSR only if there is profit left over. Then it becomes the responsibility for the researcher to link this theory to the motivations for engaging in peacebuilding. Several earlier researchers have indicated the need for the development of theoretical frameworks dedicated to businesses for peace. In this regard, the findings in this study using the stakeholder theory can be considered as foundational contributions towards the development of theories in this field. The stakeholder theory as a framework in this research may not fully encapsulate all the research nuances, thus side-lining important correlations that would otherwise not have been evident without extensive hard work by the researcher. The theory doesn't give free reign to cover other aspects which the research inadvertently unearths. The use of the stakeholder theory in the CSR business peacebuilding arena has only been an attempt to understand the phenomena due to the complexity of the concept and the fact that the whole concept permeates the different disciplines of political science, business management, economics, philosophy, as well as peace and conflict studies. This gave rise to the technicalities faced in coining a workable theory that will link all the concepts from the different disciplines. At the start of this research, the use of grounded theory

methodology was considered by the researcher so as to form a theory, seeing that the area is not one that has been properly researched. But then being a novice in the field of academics deterred me from venturing into such onerous task, not forgetting the impediments to be met at the Research ethics committee assessments owing to the evolving nature of the research. Approval by the committee would need detailed and clear explanation of the processes by virtue of the sensitivity of the research area. Nevertheless, the researcher suggests the use of grounded theory methodology in any other similar research which would formulate a theory in the business-peacebuilding sphere that posits a bottom-up approach which would position the often overlooked local, small businesses and entrepreneurs as the backbone of a sustainable peace process which larger businesses do not necessarily achieve. This theory should be built to create a synergy that harnesses the potentials local small businesses and individual-level peacebuilding. This is so because peace starts with the mind of a man and just as Dalai Lama said *"World* Peace *starts with the individual finding personal peace*". The peace process at inception must begin at the individual level with the individual finding peace through creating awareness and educating him on the importance of peace and conciliation in all spheres of his life. It is only when the individual inculcates peace at heart, that any stakeholder effort can be of benefit to achieving sustainable peace. The peace potential of local grass root entrepreneurs in addition to individual level and community-based peacebuilding could give rise to the perfect framework for building long term sustainable peace. This theory will fill in the gap of the lack of a workable theory in the CSR business peacebuilding research community.

A key theme that was found was the fact that there exists an **interdependent relationship between the business and the community in peacebuilding.** The

business operations such as employment, development of economic activities and so on, helps the community to recover and build peace. The associated stability helps the business to grow and make profit. This is similar to the example of the recent pandemic, when several businesses collapsed due to the absence of community patronage, and similarly many individuals lost their livelihoods due to the absence of businesses. Secondly, businesses cannot grow in the absence of peace, as opined by several business respondents. So, businesses will maximise the potential to ensure peace in order to survive. Exceptions are businesses that are either actors or causes of the conflict or are benefitting from the conflict. This anomaly has been highlighted when discussing the activities of MNCs in the extractive industry of Southern Nigeria.

8.3.3 Contributions to Public Policy and Practice

In addition to the earlier contributions to knowledge and the development of theory, this research offers a range of public policy and practical contributions. In terms of public policy, it is known that the CSR-based peacebuilding described in this research is usually voluntary for businesses. All government agencies interviewed, showed enthusiasm with regards the collaborative possibilities unearthed in this research. One of the agencies expressed keenness in re-strategizing to include smaller businesses in their already laid out ten-year masterplan which comprises a consultative forum to engage stakeholders in their peacebuilding efforts. Notwithstanding, policy makers could use the opportunity that the private sector offers especially through businesses to include in the overall response strategies by the government.

Moreover, findings in this research indicate that businesses are willing to channel their CSR activities towards a common peacebuilding goal in a coordinated approach. Policy makers can therefore leverage on such avenues for coordination, oversight and partnership opportunities in the form of modified public-private partnership initiatives to further undertake more preventive approaches in conflict regions, rather than reactionary military strategies. Furthermore, policy makers can stimulate better peacebuilding engagement from micro-business owners by creating better awareness and encouragement through providing incentives for participation, given that this was one of the major implementation challenges for this category of businesses. In Nigeria, several large-scale businesses have joined the initiative to financially support the Nigerian Humanitarian Fund – Private Sector Initiative. Given that the smaller businesses are unlikely to commit financial resources to such an effort, the government can spearhead other initiatives that will allow smaller businesses to contribute through alternative means under an umbrella group, and ease the discovery of partners for ease of reaching affected communities and victims. Another recommendation would be a more integrated approach by the government in supporting the development of entrepreneurship and in turn, the small local businesses in the conflict affected communities should concentrate more on indirect strategies of peacebuilding by donating the businesses products, providing social services like trainings, education or other health services like mental health awareness programmes for victims in the conflict areas. Additionally, it is pertinent for businesses especially those operating in conflict regions to include in their business' core issues the importance of CSR peacebuilding at the forefront just as due diligence and health and safety issues take the front bench. This recommendation extends to the ECOWAS and African Union to establish an integrated CSR peacebuilding framework for all businesses either local to or operating in a conflict region.

On the practical side, the findings in this research indicate that the main aim of businesses engagement in peacebuilding are for economic development and social cohesion activities. However, nothing was reported in the form of track-two diplomacy, except for one business purporting to have engaged in negotiations with warring factions. Given that businesses have indicated that the CEO is identified as the most important stakeholder in determining the decision to engage in peacebuilding, then businesses need to be made aware of the ability to employ their power to achieve political impact towards peacebuilding. Furthermore, more businesses need to be educated on their possible roles in peacebuilding within the community. CEOs and business managers need to also be educated on how to identify the practical role they can play according to the nature and size of their business and learn the effective approaches employed by other businesses and the international organisations in the region to contribute through partnerships towards cost sharing and reducing risks. Additionally, community leaders need to be educated on the challenges caused by their excessive demands or inability to provide maximum cooperation to businesses attempting to conduct peacebuilding initiatives, either directly or through partner NGOs. Nonetheless, the process of this research has exposed the researcher to the fact that all activities of the private sector and any other peace actors is just an effort. In order to achieve sustainable peace and stability in Nigeria as a whole, there must be a set agenda resolute in addressing oppression and marginalization perpetuated by a minority few. This will alleviate the plight of the poverty-stricken populace and inadvertently starve the recruitment pool of the terrorists and other violence perpetrators contributing to the nation’s insecurity.

8.4 Research Limitations and Challenges

Notwithstanding the findings and contributions of this research, the study was associated with some limitations and challenges. These include difficulties, obstacles or possible alternatives that were not feasible during the conduct of the research. It is worth noting that, while the limitations to the research can sometimes be seen as obstacles, they did not prevent this study from achieving its aim and objectives. In this regard, the main limitations and challenges are highlighted in the subsequent paragraphs.

The first limitation was due to challenges induced by COVID-19 on the methodology of the research, especially with respect to data collection. In the first instance, a primary data collection phase through focus groups and face-to-face interviews were scheduled. However, this phase was later redesigned to remove the focus groups and administer open-ended questionnaire surveys along with the conduct of fewer telephone interviews, due to the COVID induced lockdown. Although face-to-face follow-up interviews with stakeholder partners were still successfully scheduled after the main survey was completed, nevertheless, this resulted in a delay of the entire data collection phase. Additionally, the preferred method for administering the quantitative and qualitative data surveys, were via email and online surveys, in line with previous studies in the field, such as Oetzel and Getz (2012) and Park and Ghauri (2015). With this approach a response rate of 23% was obtained for both online and offline surveys received. It is believed that a better response rate could have been achieved if physical follow-ups were conducted strongly. However, this was not possible due to the existing pandemic lockdowns.

The second limitation resulted from the challenge of access to data because of the high volatility of the research study region and its integrity, sometimes by virtue of unreliable biased sources. One of the main difficulties with the research was the

painstaking process of obtaining data from all potential business respondents for this research. At the time of the commencement of data collection, there was no reliable database that contained all the CSR reports or annual reports required for the study. The researcher had to visit individual business websites or make attempts to contact businesses directly. Moreover, as was determined from the research findings, many of the smaller businesses remained undocumented with respect to CSR filings. Additionally, initial contact from businesses, representatives of international organizations and government agencies, made it possible for the researcher to focus on certain business types and potential respondents as part of the sample population, most of the businesses being domestic and indigenous with few multinationals. In the case where these reports were available, another challenge was associated with the usefulness of the data contained within. Several of the business data are reported as goals and not facts, while there is also no way of confirming the reliability of the information contained in the reports. As suggested by Maguire (2010), it is suspected that businesses' disclosure of CSR activities in annual reports, is only an indication of what the businesses say they are doing but may be different from what they are actually practicing. This is similar to the practice commonly known as 'green washing', where businesses embellish their sustainability goals and achievements. Therefore, the ideal way to deal with this was to obtain the company reports as secondary data and follow-up with the primary data collection through interviews and surveys. But a further step was to authenticate the information from other stakeholders like the community which the CSR initiatives are claimed to be directed at, and/or the NGOs/government agencies involved in partnerships and regulations. This is however different from measuring performance, as will be highlighted in the next paragraph.

Another limitation is the lack of an objective measure of performance. Previous efforts to develop a theoretical framework for measuring the effectiveness of private sector activities on the development of peace and security have not been very successful (for example Deitelhoff and Wolf 2010). Moreover, according to Sweetman (2009), there is no universally accepted method for establishing or examining the links between private sector activities and peacebuilding nor are there any generally accepted methods for evaluating the direct or indirect impact of private sector actors' efforts on peace processes. The challenge becomes more problematic, in a complex scenario with multiple collaborating partners. The difficulty of measuring the impact of multi-sectoral collaborations has been well documented (Kolk et al., 2008; Lund-Thomsen, 2009), because monitoring and evaluation structures are seldom part of partnership arrangements (Rein and Stott, 2009), and agreement about assessment criteria to measure effectiveness are normally lacking (Lund-Thomsen, 2009, Van Huijstee et al., 2007). All these factors make it very difficult to determine 'causal' relationships. To fully understand projects' (partial) success or failure, the analysis needs to consider the role of politics and power struggles between different actors in local settings and not only the input and outputs (Lund-Thomsen, 2009). This study did not aim to (and could not) assess community impact; in that sense the research focused on the intentions of the partners, not so much the outcome. Notwithstanding the challenges of measuring impact, the intentions of businesses were validated through stakeholder interviews. These interviews included community leaders, representative of government agencies, NGOs and academics. This step was taken due to the realization of the lack of tools for measuring the impact and the lack of data from businesses, especially as it relates to failed attempts of business-based peacebuilding, since businesses had no incentive to report such failures.

A fourth limitation is the defined business characteristics in terms of size. In this research, the business size was a key independent variable for analysis, but only one measure was chosen to determine the business size, which could be considered a limitation. The business size definition was obtained using the number of employees as defined by OECD. However, the OECD also has a business size classification which included the financial assets of a business as an additional variable to determine size. Adopting this extra variable could have been an issue with the research, given the challenge this would have presented. However, this approach was justified by adopting the single employee variable only, in line with publications from earlier researchers in the field, such as Park et al. (2014) and Oetzel and Getz (2012).

8.5 Recommendations for Future Work

This research has contributed to the existing body of knowledge towards understanding the role of businesses in peacebuilding in Northern Nigeria. However, as with any research endeavour, there is an inherent limitation due to challenges or scope, which opens an opportunity to improve the study through future research work. Therefore, in this section, recommendations on how to advance this research in the same, or similar areas, will be suggested.

Given the earlier limitations highlighted in the previous section, a natural starting point for future work will be to consider measuring the impact of the business activities on peacebuilding, as a follow up to the current study. The research gap addressed in this study ensured that the link between the roles of businesses were identified but this represents a first stage in ensuring sustainable peace. Firstly, this research relied on the perceptions or claims of activities by the businesses, through documentation or via primary data collected during the research. Although

interviews were conducted with stakeholder partners of the businesses, the additional information remains inadequate to establish causal relationship in a complex setting. This will require tracking over time, and data or reports from smaller undocumented businesses. To achieve a deeper understanding, it will be necessary to create an objective analytical framework for measuring the impact of these business activities. Thereafter, collect data from other important stakeholders, by tracking data over a period, either through relevant government agencies, NGOs, international organizations or to collect data from the community beneficiaries directly, which these initiatives are targeted at. Worthy of note is the statistics department or the monitoring and evaluation unit of the Nigerian Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, as well as international organizations within the conflict regions such as the United Nations Office for the Coordination of Humanitarian Affairs.

Secondly, the research will benefit from studying the existing business roles in light of the UN sustainable development goals (SDGs). Present research indicates that CSR activities cover many of the SDGs such as no poverty (SDG 1), zero hunger (SDG 2), quality education (SDG 4), gender equality (SDG 5), clean water and sanitation (SDG 6), and decent work and economic growth (SDG 8). Others are peace, justice and strong institutions (SDG 16), as well as partnerships for the goals (SDG 17). Given that much attention has been given to the successful implementation of these goals globally, with the availability of existing templates and structures for monitoring and evaluation, as well as measuring and assessing impacts through various indicators, then a study in this direction will be highly beneficial.

Thirdly, the research could be extended towards examining partnership arrangements within the conflict region between multiple stakeholders. As discussed earlier, collaborations are among the most promising means of achieving the objectives of sustained peace. Future research could specifically examine the initiatives that exist within these partnership frameworks. At present, there are excellent examples (highlighted in this research) such as the Victim's Support Fund and the UN Nigerian Humanitarian Fund – Private Sector Initiative. It is worthy of note that all the government agencies interviewed highlighted the importance of business-peace initiative at this crucial time and would endeavour to look into areas of collaborative interest highlighted by this research. At the commencement of this research, several MNCs in Nigeria have pledged funds for the take-off of the UN NHF-PSI, but no activities have been implemented in this regard. Future research could examine the effectiveness of these partnership initiatives.

Fourthly, the results from this research could be adopted to study other national case studies with similar root causes. It is worth noting that, although this study focuses on the Northern regions of Nigeria, as against the southern regions of Nigeria, as discussed in Chapters 2 and 3 of this research. The differences between these two regions were highlighted, especially as it pertains to the culture, root causes of the conflict and other economic factors. However, the region of study shares important features with other neigbouring nations in the region with similar issues. As an instance, both Niger and Northern Nigeria are plagued by high level of poverty and the presence of the terrorist groups ISIS and bokoharam and these indicators have been the driving force behind the conflict in both countries. Important lessons can therefore be drawn for other national cases, especially such conflicts characterized by similar root causes. It may be interesting to conduct future research on business for peace in the conflicts within Mali, Chad, Niger or some MENA region

countries. At present. The Boko Haram conflict in North-east Nigeria already affects the southern regions of Niger and Chad republics. In fact, some of the government efforts and responses are already conducted as multi-national joint task forces for the militaries of Nigeria, Chad, Niger and Cameroon republics. Thus, the lessons from this research are worth employing in the broader region.

Lastly, it would be worth conducting a similar study based on alternative theoretical frameworks other than the stakeholder theory. In the previous paragraph, the importance of further examining partnerships amongst the various stakeholder groups was highlighted as a possible research extension. In line with this, a suitable framework would be to adopt the theory of collaborative advantage (Vangen and Huxham, 2009) as it applies to the role of businesses in peacebuilding. The theory has two principles worthy of investigation. Firstly, the synergy that can be formed through combined working together and secondly the inherent complications native to collaborative settings and issues that ought to be managed by providing frameworks for practice. Another theoretical perspective suitable to the extension of this research is the agency theory. This is because of the crucial link highlighted between the existence of peace and economic prosperity of businesses and the community. The agency theory purports that short-term financial goals can be aligned with the pursuit of CSR goals and objectives. The implication of such research is that it could provide a further justification for businesses to be engaged in CSR-based peacebuilding initiatives. under the challenges faced by businesses in the implementation of initiatives.

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Appendices

Appendix A: Breakdown of CSR research in Last 15 years

Reference	Region	Sector	Method	Data Source	Method of Analysis
Akpan (2006)	South-south	Oil and Gas	Qualitative	Interviews	Content Analysis
Ako et al. (2009)	South-south	Oil and Gas	Review of Literature	Secondary data	Documentary Analysis
Ekhator (2014)	South-south	Oil and Gas	Review of Literature	Secondary data	Documentary Analysis
Idemudia and Ite (2006)	South-south	Oil and Gas	Qualitative	Secondary data	Documentary Analysis
Idemudia (2009)	South-south	Oil and Gas	Qualitative/ Quantitative	Questionnaire Surveys and Semi-Structured Interviews	Narrative Analysis
Idemudia (2010)	South-south	Oil and Gas	Quantitative	Questionnaire Surveys and Interviews	Narrative Analysis
Ite (2004)	South-south	Oil and Gas	Qualitative	Secondary Documentary data	Documentary Analysis
Ite (2007)	South-south	Oil and Gas			
Ndu and Agbonifoh (2014)	South-south	Oil and Gas	Quantitative	Questionnaires Interviews	Statistical Analysis (Anova)
Adewuyi and Olowookere (2010)	South-west	Manufacturing	Quantitative/ Qualitative	Secondary data (Annual Reports)	Descriptive Content Analysis
Obalola (2008)	South-west	Finance	Quantitative	Questionnaires	Descriptive Analysis
Musa et al. (2013)	South-south	Oil and Gas	Quantitative	Surveys, Interviews Case Studies, Delphi Studies, Participant Observation.	Statistical Analysis (SPSS)
Ojo (2008)	All Regions	Cross-sector	Qualitative/ Quantitative	Questionnaires Case Studies	Descriptive Analysis
Kpolovie and Sado (2016)	South-south	Oil and Gas	Quantitative/ Qualitative	Ethnography, Participant Observation, Questionnaires, Interviews, Documents.	Statistical and Narrative Analysis
Rieper (2013)	South-south	Oil and Gas	Qualitative Case Study	Secondary data (Books, Company and NGO Reports)	Empirical Analysis
Boele et al.(2001)	South-south	Oil and Gas	Qualitative Case Study	Secondary data (Company Reports)	Exploratory Analysis
Frynas (2000)	South-south	Oil and Gas	Qualitative/ Quantitative	Primary (Questionnaires), Secondary (Court Judgements)	Content and Narrative Analysis
Frynas (2001)	South-south	Oil and Gas	Qualitative	Primary (Interviews), Secondary (Court Cases, Political Materials)	Narrative Analysis

Appendix B: Breakdown of CSR Literature on Peacebuilding in Developing Countries

Reference	Region (context)	Sector	Method	Data Source	Method of Analysis	Population	Aims/focus	Findings/results
Ghimire and Upreti (2014)	Nepal		Qualitative	In-depth interview Desk Study	Case study	Business association leaders	Challenges to the private sector 's engagement in peacebuildin g in post-war Nepal.	The private sector in Nepal has promising potential for peacebuilding. Owing to its existing network, institutional strength and socioeconomic dynamism, but there is a need for the sector to enrich its maturity in inclusive political engagement in order to lead the economic transformation of the country.
Issifu (2016)	Ghana	mining	Qualitative	seconda ry data; articles, books, journals, newspa pers.	Critical document review	Mining companies Civils society (NGOs)	role of the mining sector in peace building, conflict prevention and community development in Ghana.	There is no legal document on CSR in Ghana, yet mining companies in a free will, have executed CSR programs laid down for peace and development. There is a need for collaborative effort between civil society and the government to work out a comprehensive CSR policy backed by law
Upreti et al (2013)	Nepal	Tourism	Qualitative	Seconda ry	Case studies			
A Rettberg, J Miklian, D Medina (2019)	Columbia	Cross-sectoral	Qualitative	Intervie ws, seconda ry sources from press articles, official docume nts Academi c literature	Review of Report?? Policy Brief	Business leaders	How the private sector has reacted to the changing political and economic environment in post-conflict Columbia	The success of business strategies for peaceful growth are contingent on significant conditions in the transition from conflict to peace

Austin and Wennmann (2017)	Kenya	Diverse sectors	Qualitative	Semi structured interviews, review of literature, collaborative workshop	Case study	Lawyers, Members of business associations, Civil society and of the Geneva peacebuilding platforms	Exploring how and why the Kenyan private sector took an active role in violence prevention in Kenya between 2007 and 2013, and what the interventions tell us about the role of private actors in peacebuilding.	The findings highlight that businesses should leverage its comparative advantages within broader multi-stakeholder coalitions, so as to influence political leaders, foster entry-points for informal dialogue to diffuse crises and capital to support peace-building initiatives.
Katsos and Alkafaji (2019)	Iraq	Diverse sectors	Qualitative	Open-ended interviews	Case study	Business owners, managers, government and international policymakers.	In-depth examination of the challenges of businesses operating in conflict zones from management strategy, gov-ornament policy, and on-the-ground tactical operations.	The findings suggest that the current theory of business for peace may be missing capacity building and local engagement as important business activities to promote peace.
Kolk and Lenfant (2012)	DRC	Diverse sectors	Mixed method (path analysis, regression)	Questionnaires, semi structured interviews and secondary sources	Exploratory study	Staff of NGOs working in collaboration with businesses	Sheds light on business–NGO collaboration activities in the Democratic Republic of Congo (DRC).	The study finds that the partnerships were philanthropic and deals with health and education in a donor-recipient mode with limited community involvement, only a few real transformative partnerships, address aspects directly related to the conflict from a wider community focus.
Iff et al (2012)	Several (about 30) post conflict regions	Several sectors.	Qualitative	Secondary data Interviews	Case studies	10 Swiss MNCs in the listed countries. Each MNC operates in several of the conflict countries.	elaborate on 'if 'and 'how' Swiss companies are involved in peace processes.	Peace is not on the radar of companies. Even though companies address issues of peacebuilding, they are not framed within a peace and conflict discourse. Activities of companies remain limited, and if they do

								take place, it is rather local companies and not MNEs that are engaged in peace and conflict processes.
Upreti et al (2010)	Nepal	Several sectors	Qualitative	Secondary data publications	Case studies (different chapters)	Various state actors	Discusses the origin and causes of conflict in Nepal with some theoretical foundations on national integrity and its implications on state building process.	The state must be considered not as a unitary actor but must be considered in their relationship to other local-subordinate, elite and international groups.
Miklian (2017)		General	Qualitative	Secondary data	Exploratory	Business-led initiative by FOP and FNC	Shows how Footprints of peace operationalized local peace and development in four conflict-affected departments of Colombia.	FOP's success supported several existing theories on business engagement in peace both in terms of peacebuilding by business and local economic and societal development.
Kolk and Lenfant (2010)	Central Africa. i.e. DRC, Angola, Congo Brazaville	Extractive (64%) and many others	Qualitative	Secondary data	Exploratory	Multinational corporations.	Explores how MNCs report on CSR and conflict in three Central African countries (Angola, Democratic Republic of the Congo, and Republic of the Congo).	Most MNCs report mainly on their economic and social impacts, that of CSR is fairly generic. The conflict dimension receives limited attention, although some companies show awareness and outline the limitations of their power and dilemmas of their presence in these countries.
Kolk and Lenfant (2013)	Central Africa	Diverse sectors	Qualitative	Secondary data	Case study	MNEs and NGOs Government	Examines MNEs and conflict; interactions with NGOs and sheds light on possible MNE contributions to peaceful societies by highlighting a few innovative partnerships of MNEs and non-business	Service delivery NGOs and NGOs with learning as engagement strategy are more likely to engage with MNEs involving funds than research and advocacy NGOs and are also likely to interact positively with business through partnerships.

							partners in Central Africa.	
Ford and McKenna (2008)					Scoping a framework of research agenda		Beneficial and harmful aspects of the corporate conduct of companies in violent conflict and peacebuilding.	
Bond (2014)	Several	Mining (extractive)	Qualitative	Secondary data Interviews Surveying relevant literature	Literature review	Mining Companies	Reframes mining company-community conflict in terms of the emerging literature on business and peace.	That mining companies, just as much as other businesses, have a meaningful role to play in supporting and contributing to conditions of peace in their operating environments.
Upreti et al (2012) Note this paper for contents of writeup	Nepal	Several: production, manufacturing, finance, hospitality	Qualitative	Focus groups, interviews Secondary sources books journals Newsletters seminar presentations	cases in Nepal	Business people Union leaders and Victims of conflict	the conceptual and operational interrelation between corporate sector and conflict transformation. Looking at the trend and magnitude of corporate contribution, this paper unveils the economic dimension of conflict transformation. The empirical discussion of corporate engagement is based on the cases in Nepal	Socio-economic engagement of corporate sector in Nepal so far is insufficient for conflict transformation as engagements tend to be unplanned and unspecified thus sparsely making any effect.

Appendix C: Copy of Ethical Approval Letter for Research

Manchester Metropolitan University

05/02/2019
Project Title: PPP for promoting peace and preventing conflict&violence

EthOS Reference Number: 1305

Ethical Opinion

Dear Jamila Mohammed Makarfi,

The above application was reviewed by the Business and Law Research Ethics and Governance Committee and, on the 05/02/2019, was given a favourable ethical opinion. The approval is in place until 03/10/2021 .

Conditions of favourable ethical opinion

Application Documents

Document Type	File Name	Date	Version
Consent Form	Consent-Form-RD2-291018	29/10/2018	2
Project Proposal	Research proposal-Jamila M Makarfi-27dec18 for ethics application	27/12/2018	7
Additional Documentation	RISK ASSESSMENT FOR TRAVEL-EthOs-RD2	16/01/2019	3
Information Sheet	participant_information_sheet_ethics-form-160119	16/01/2019	4

The Business and Law Research Ethics and Governance Committee favourable ethical opinion is granted with the following conditions

Adherence to Manchester Metropolitan University's Policies and procedures

This ethical approval is conditional on adherence to Manchester Metropolitan University's Policies, Procedures, guidance and Standard Operating procedures. These can be found on the Manchester Metropolitan University Research Ethics and Governance webpages.

Amendments

If you wish to make a change to this approved application, you will be required to submit an amendment. Please visit the Manchester Metropolitan University Research Ethics and Governance webpages or contact your Faculty research officer for advice around how to do this.

We wish you every success with your project.

Business and Law Research Ethics and Governance Committee

Page 1 of 1

Appendix D: Sample Participant Information Sheet

Participant Information Sheet For [*Director or Executive of Business*]
MMU Research Ethics Committee Approval ID Number: _1305_

YOU WILL BE GIVEN A COPY OF THIS INFORMATION SHEET

Title of Study: The Role of Businesses in Promoting Peace and Preventing Conflict through CSR: A Case Study of Northern Nigeria in the Last Decade.

Faculty: Business and Law

Name of the Principal Researcher: Jamila Mohammed Makarfi,
Address: Faculty of Business and Law, Manchester Metropolitan University, All Saints Campus, Manchester, M15 6BH, UK.
Contact Email: Jamila.m.makarfi@stu.mmu.ac.uk

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1. **Invitation Paragraph**
   I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what participation will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask questions if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part. Thank you for reading this.

2. **What is the project's purpose?**
   This research project is being conducted as part of a PhD research. The research project aims to examine the role of businesses in promoting peace and preventing conflict in Nigeria over the last decade through corporate social responsibility and public private partnerships initiatives. The result of this research is expected to form part of the final PhD research report and subsequently help drive policy decisions for the financial sponsors of the project.

3. **Why have I been chosen?**
   You have been chosen because as a Director/Executive of your business, you will have knowledge about the partnership agreements with government security forces and the contributions your business is making towards promoting peace and preventing conflict in the community. About 20 other directors and executives with similar roles will be taking part in the research project.

4. **Do I have to take part?**
   It is up to you to decide whether or not to take part. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form. Note that you can withdraw from this research at any time without giving a reason. If you decide to withdraw you will be asked what you wish to happen to the data you have provided up to that point.

5. **What will happen to me if I take part?**

The research is expected to last for a year, but your direct involvement would last about a week. Within this time, it is expected that you will be involved in an hour long interview with the principal researcher. A second meeting will require you to take part in another 2 hours focus group, which is a meeting held jointly with others. Refreshments will be provided for the focus group meeting, while the initial interview will be conducted at your office.

6. **Will I be recorded and how will the recorded media be used?**
   Audio recordings would be made during the focus group discussions to be later transcribed to obtain accurate details of meetings only. No other use will be made of them without your written permission, and no one outside the project will be allowed access to the recordings. A consent form will be provided to enable you accept or decline the use of audio recordings.

7. **What are the possible disadvantages and risks of taking part?**
   There are no foreseeable discomforts, disadvantages and risks to taking part in the research.

8. **What are the possible benefits of taking part?**
   Whilst there are no immediate benefits for participating in the research, it is hoped that this work will help shape future research and government policies towards promoting peace and preventing conflict in the region.

9. **What if something goes wrong?**
   If you have any complaints about the project in the first instance you can contact the Principal Researcher. If you feel your complaint has not been handled to your satisfaction you can contact the project's Research Director at Manchester Metropolitan University to take your complaint further (see details on Page 3).

10. **Will my taking part in this project be kept confidential?**
    All the information collected about you during the course of the research will be kept strictly confidential. You will not be able to be identified in any resulting reports or publications.

11. **Limits to confidentiality**
    Please note that assurances on confidentiality will be strictly adhered to unless there are compelling or legitimate reasons for this to be breached. For example, if any evidence of wrongdoing or potential danger of harm to others or to the participant is uncovered. If this was the case, the researcher might have to inform relevant agencies but you would be informed about any decisions that might limit your confidentiality.

12. **What will happen to the results of the research project?**
    The results of this research will be published in my final PhD thesis and may be re-used as part of conference presentations. No personally identifiable information of any participant will be revealed. The data collected will be stored in the UK, within secure university storage devices until after the publication of the PhD thesis, and then destroyed.

13. **Data Protection Privacy Notice**
    The data controller for this project will be Manchester Metropolitan University (MMU). The MMU Data Protection Office provides oversight of MMU activities involving the processing of personal data. You may contact the data protection

officer at dataprotection@mmu.ac.uk for further information on how MMU uses participant information.

14. Who is organising and funding the research?

This research is organised by the Principal Researcher, as part of a PhD research project at the Manchester Metropolitan University (United Kingdom). The research is funded by the Petroleum Technology Development Fund, Nigeria.

15. Contacts for further information

The project's Research Director is Dr Yontem Sonmez. He can be reached at the following address: Dr Yontem Sonmez, MMU Business School, All Saints Campus
Manchester, M15 6BH, UK. Email: Y.Sonmez@mmu.ac.uk

Thank you for reading this information sheet and for considering to take part in this research study. A copy of this information sheet, and any signed consent forms will be given to you for your records.

Appendix E: Sample Consent Form

Date:
Name:
Faculty of Business and Law
Manchester Metropolitan University
All Saints Campus
Manchester, M15 6BH
United Kingdom

Tel:

Manchester Metropolitan University

Consent Form

Title of Project:

Name of Researcher: JAMILA MOHAMMED MAKARFI

Participant Identification Code for this project:

	Please initial box
1. I confirm that I have read and understood the information sheet dated …. for the above project and have had the opportunity to ask questions about the interview procedure.	☐
2. I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason to the named researcher.	☐
3. I understand that my responses will be sound recorded and used for analysis for this research project.	☐
4. I understand that the data and information I provide will be stored and analysed by the researcher in the United Kingdom.	☐
5. I understand that my responses will remain anonymous.	☐
6. I agree to take part in the above research project.	☐
7. I understand that at my request a transcript of my interview can be made available to me.	☐

Name of Participant	Date	Signature
Researcher	Date	Signature

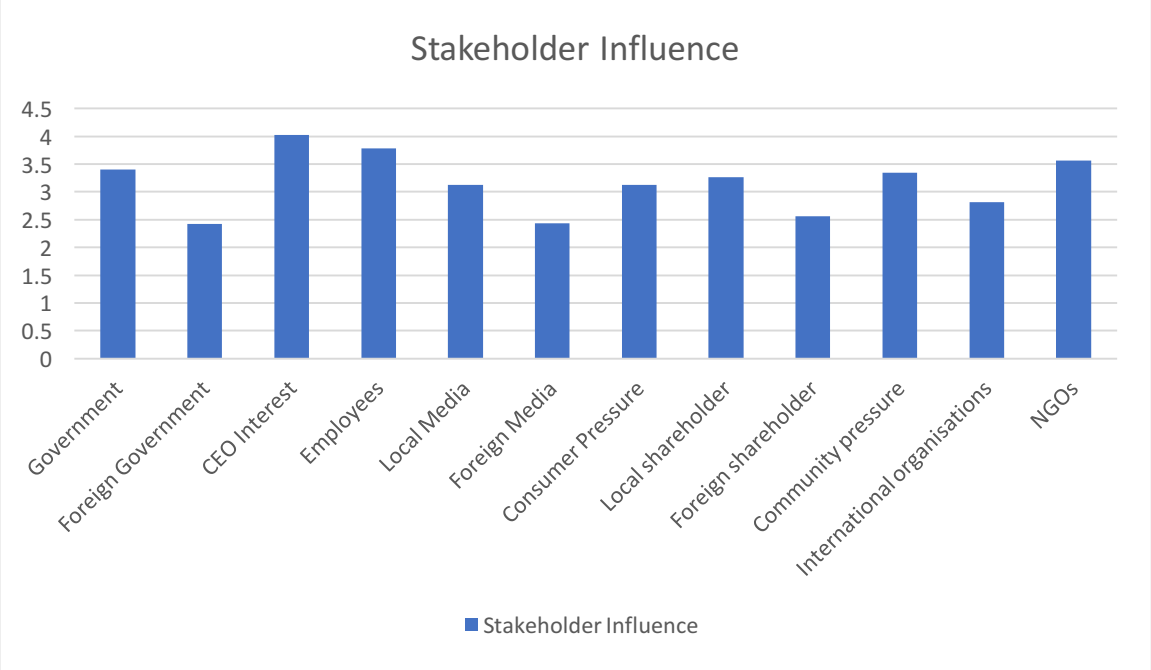
To be signed and dated in presence of the participant

Once this has been signed, you will receive a copy of your signed and dated consent form and information sheet by post.

Appendix F: Details of stakeholder influence

Stakeholder influence: Follow-up to *"**is the business' decision to conduct activities, influenced by any of its stakeholders?"***

		Government	Foreign government	CEO's interest	Employees	Local media pressure	Foreign media	Consumer pressure	Local shareholders	Foreign Shareholders	Community pressure	International organisations	NGOs
N	Valid	70	48	78	72	60	46	62	58	50	62	54	6
	Missing	54	76	46	52	64	78	62	66	74	62	70	6
Mean		3.40	2.42	4.03	3.78	3.13	2.43	3.13	3.28	2.56	3.35	2.81	3.5



Government (through policy/legislation)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	12.9	22.9	22.9
	2	4	3.2	5.7	28.6
	3	12	9.7	17.1	45.7
	4	12	9.7	17.1	62.9
	5	26	21.0	37.1	100.0
	Total	70	56.5	100.0	
Missing	System	54	43.5		
Total		124	100.0		

Foreign government					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	14.5	37.5	37.5
	2	10	8.1	20.8	58.3
	3	8	6.5	16.7	75.0
	4	6	4.8	12.5	87.5
	5	6	4.8	12.5	100.0
	Total	48	38.7	100.0	
Missing	System	76	61.3		
Total		124	100.0		

Manager/CEO (has interest in philanthropy for the region)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	4.8	7.7	7.7
	2	10	8.1	12.8	20.5
	3	6	4.8	7.7	28.2
	4	10	8.1	12.8	41.0
	5	46	37.1	59.0	100.0
	Total	78	62.9	100.0	
Missing	System	46	37.1		
Total		124	100.0		

Employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.6	2.8	2.8
	2	10	8.1	13.9	16.7
	3	12	9.7	16.7	33.3
	4	26	21.0	36.1	69.4
	5	22	17.7	30.6	100.0
	Total	72	58.1	100.0	
Missing	System	52	41.9		
Total		124	100.0		

Local media pressure/campaign					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	9.7	20.0	20.0
	2	6	4.8	10.0	30.0
	3	18	14.5	30.0	60.0
	4	10	8.1	16.7	76.7
	5	14	11.3	23.3	100.0
	Total	60	48.4	100.0	
Missing	System	64	51.6		
Total		124	100.0		

Foreign media					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	17.7	47.8	47.8
	2	2	1.6	4.3	52.2
	3	6	4.8	13.0	65.2
	4	12	9.7	26.1	91.3
	5	4	3.2	8.7	100.0
	Total	46	37.1	100.0	
Missing	System	78	62.9		
Total		124	100.0		

Consumer pressure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	9.7	19.4	19.4
	2	4	3.2	6.5	25.8
	3	20	16.1	32.3	58.1
	4	16	12.9	25.8	83.9
	5	10	8.1	16.1	100.0
	Total	62	50.0	100.0	
Missing	System	62	50.0		
Total		124	100.0		

Local shareholders					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	4.8	10.3	10.3
	2	10	8.1	17.2	27.6
	3	14	11.3	24.1	51.7
	4	18	14.5	31.0	82.8
	5	10	8.1	17.2	100.0
	Total	58	46.8	100.0	
Missing	System	66	53.2		
Total		124	100.0		

Foreign shareholders					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	11.3	28.0	28.0
	2	12	9.7	24.0	52.0
	3	12	9.7	24.0	76.0
	4	6	4.8	12.0	88.0
	5	6	4.8	12.0	100.0
	Total	50	40.3	100.0	
Missing	System	74	59.7		
Total		124	100.0		

Community pressure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	6.5	12.9	12.9
	2	10	8.1	16.1	29.0
	3	12	9.7	19.4	48.4
	4	16	12.9	25.8	74.2
	5	16	12.9	25.8	100.0
	Total	62	50.0	100.0	
Missing	System	62	50.0		
Total		124	100.0		

International organisations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	11.3	25.9	25.9
	2	10	8.1	18.5	44.4
	3	12	9.7	22.2	66.7
	4	8	6.5	14.8	81.5
	5	10	8.1	18.5	100.0
	Total	54	43.5	100.0	
Missing	System	70	56.5		
Total		124	100.0		

Non-governmental organisations (NGOs)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	8.1	15.6	15.6
	2	6	4.8	9.4	25.0
	3	8	6.5	12.5	37.5
	4	18	14.5	28.1	65.6
	5	22	17.7	34.4	100.0
	Total	64	51.6	100.0	
Missing	System	60	48.4		
Total		124	100.0		

Level of Risk					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	35.5	36.1	36.1
	2	28	22.6	23.0	59.0
	3	26	21.0	21.3	80.3
	4	10	8.1	8.2	88.5
	5	14	11.3	11.5	100.0
	Total	122	98.4	100.0	
Missing	System	2	1.6		
Total		124	100.0		

Appendix G: Graphical Illustration of Data

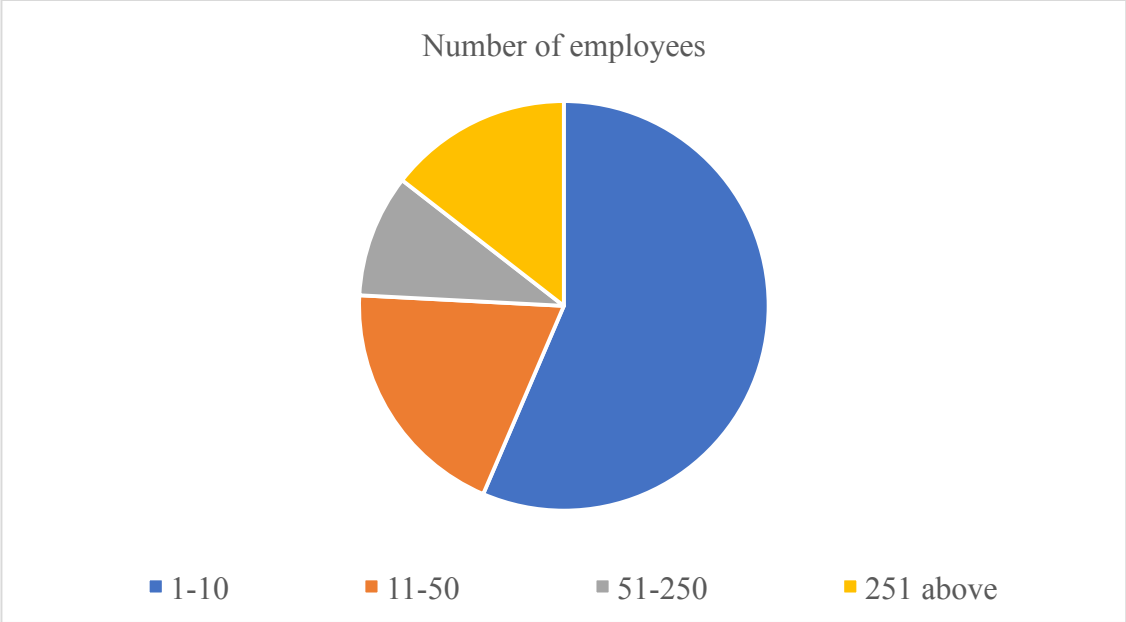


Figure 6.1a: Chart representation of Item 1 data in Table 6.1 (Number of employees)

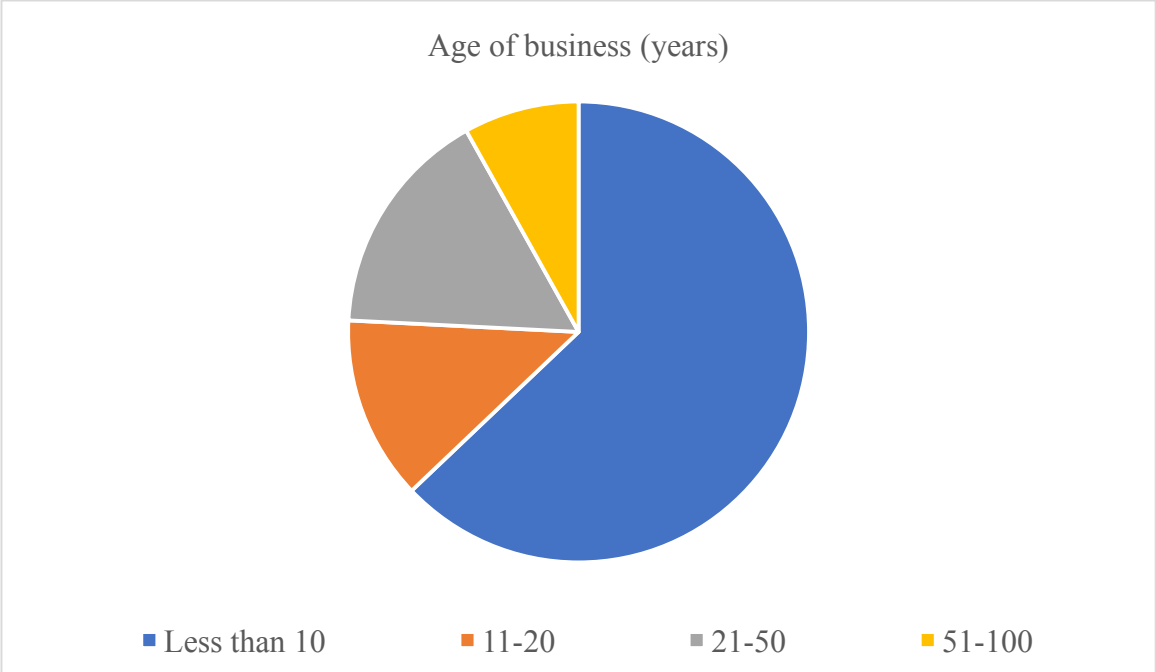


Figure 6.1b: Chart representation of Item 2 data in Table 6.1 (Age of business)

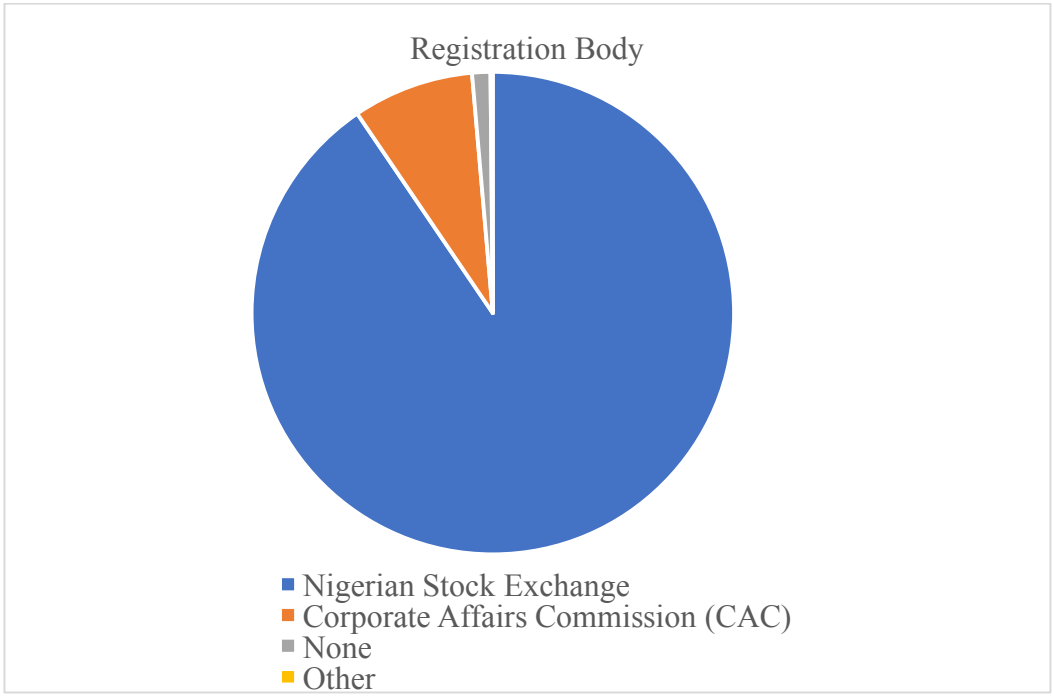


Figure 6.2a: Chart representation of Table 6.2 data (Type of Business Registration)

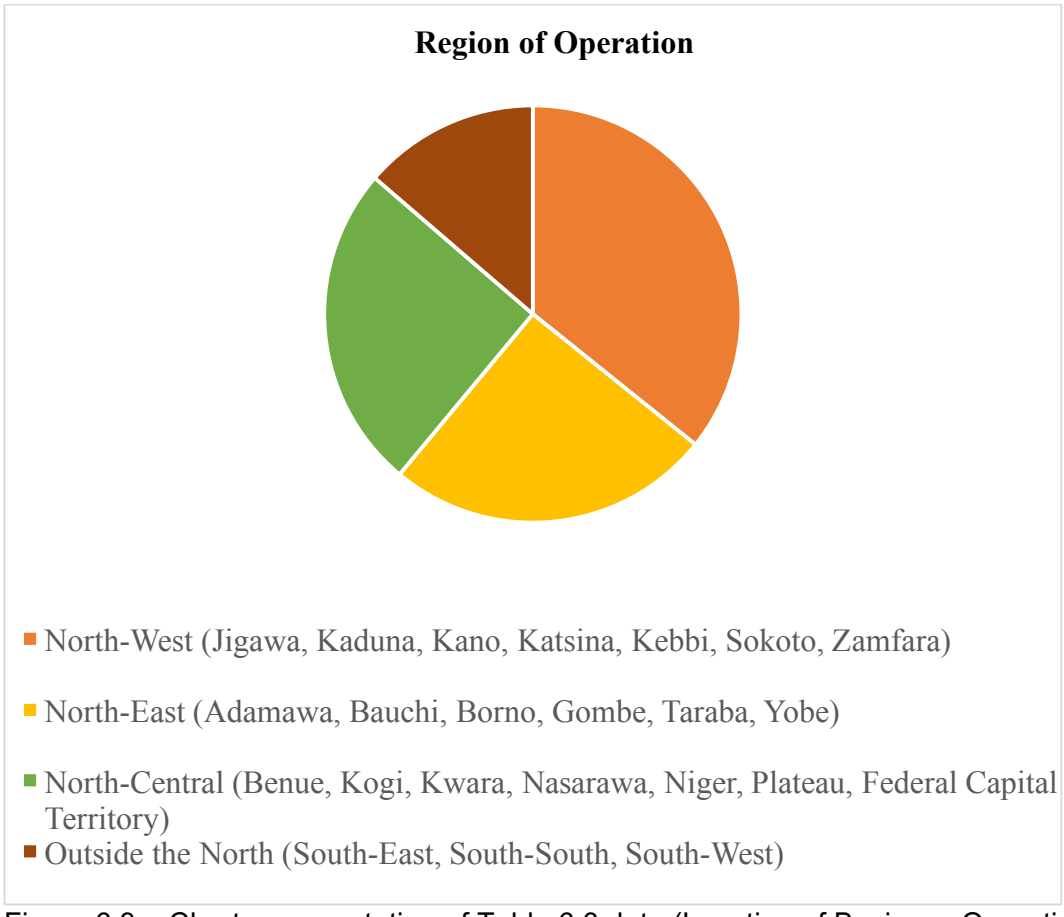


Figure 6.3a: Chart representation of Table 6.3 data (Location of Business Operation)

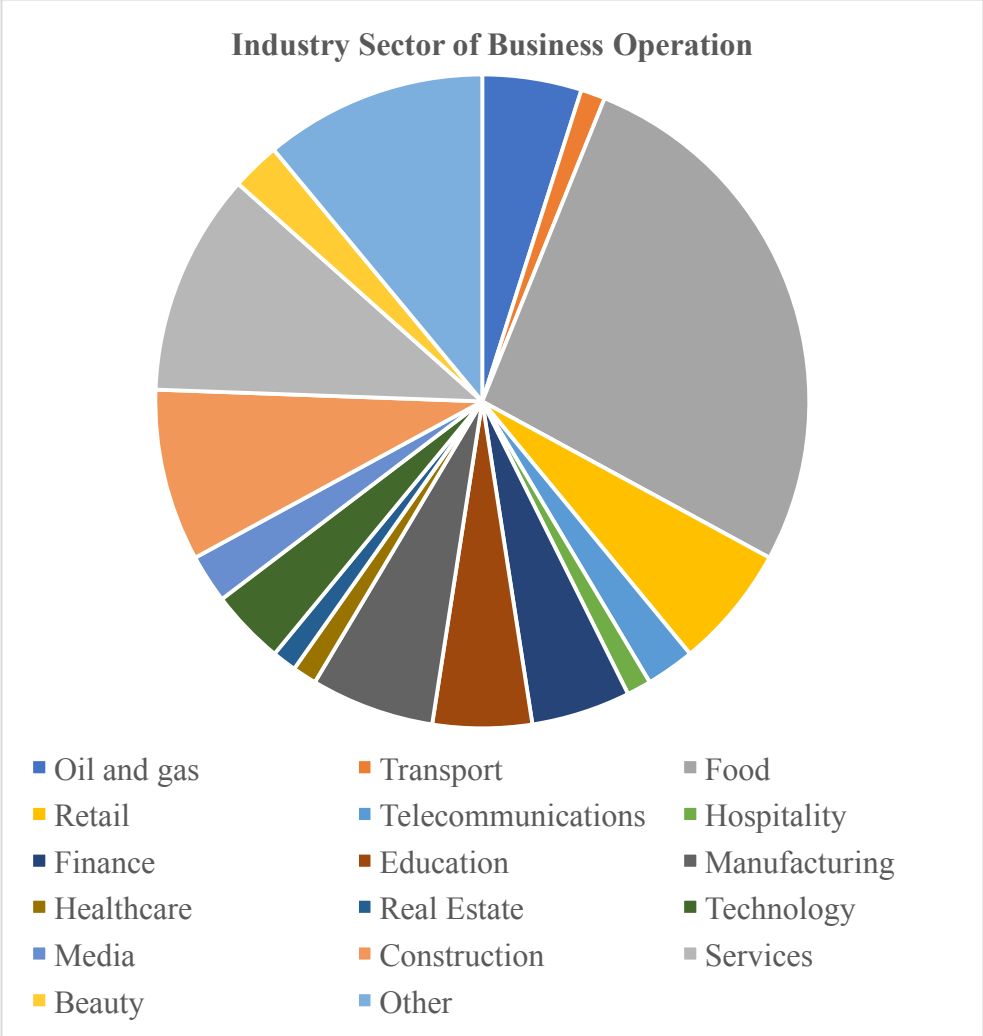


Figure 6.4a: Chart representation of Table 6.4 data (Sector of Business Operation)

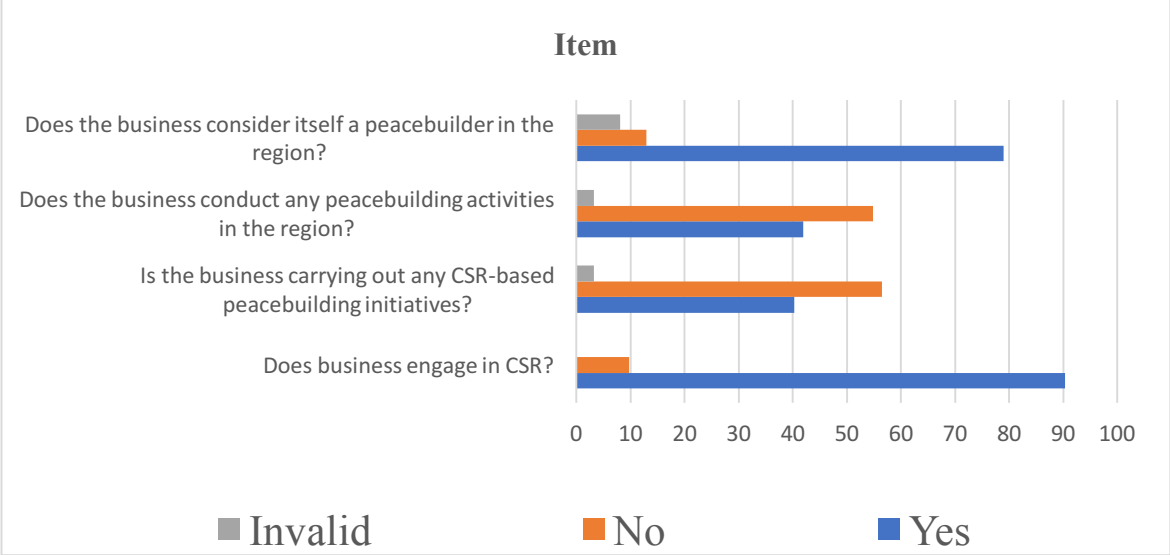


Figure 6.6a: Chart representation of Table 6.6 data (Extent of CSR and peacebuilding activities)

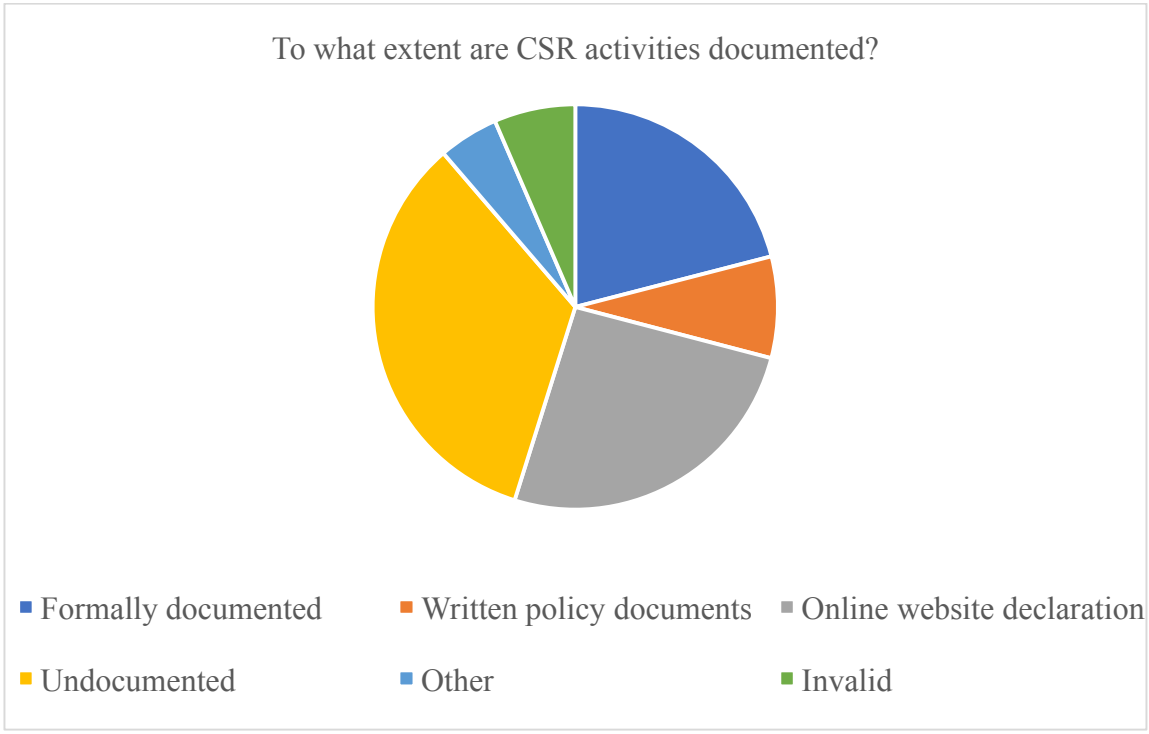


Figure 6.7a: Chart representation of Question B3 in Table 6.7 data

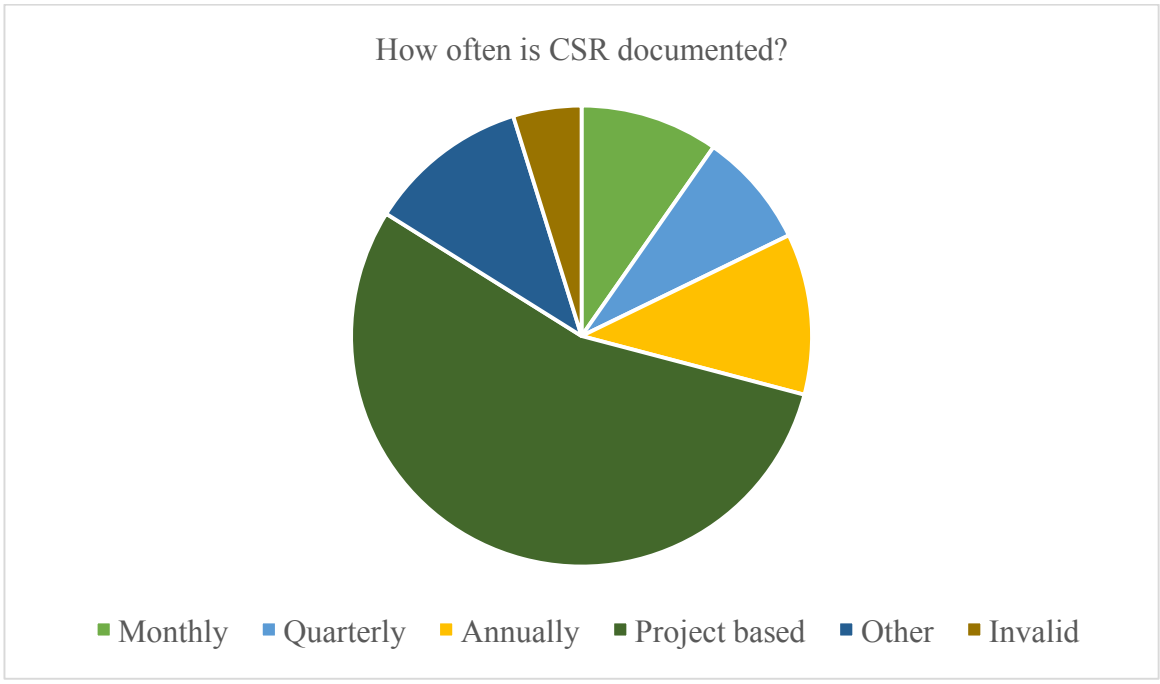


Figure 6.7b: Chart representation of Question B4 in Table 6.7 data

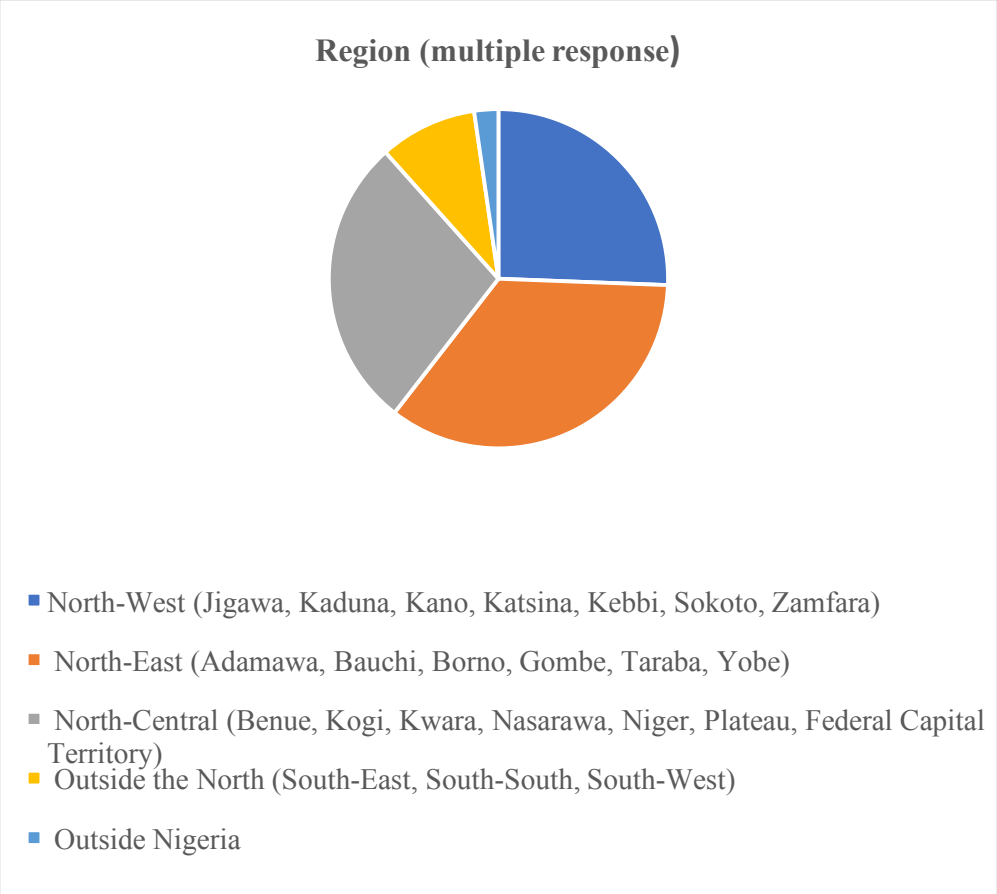


Figure 6.8a: Chart representation of Table 6.8 data (Region of CSR activity)

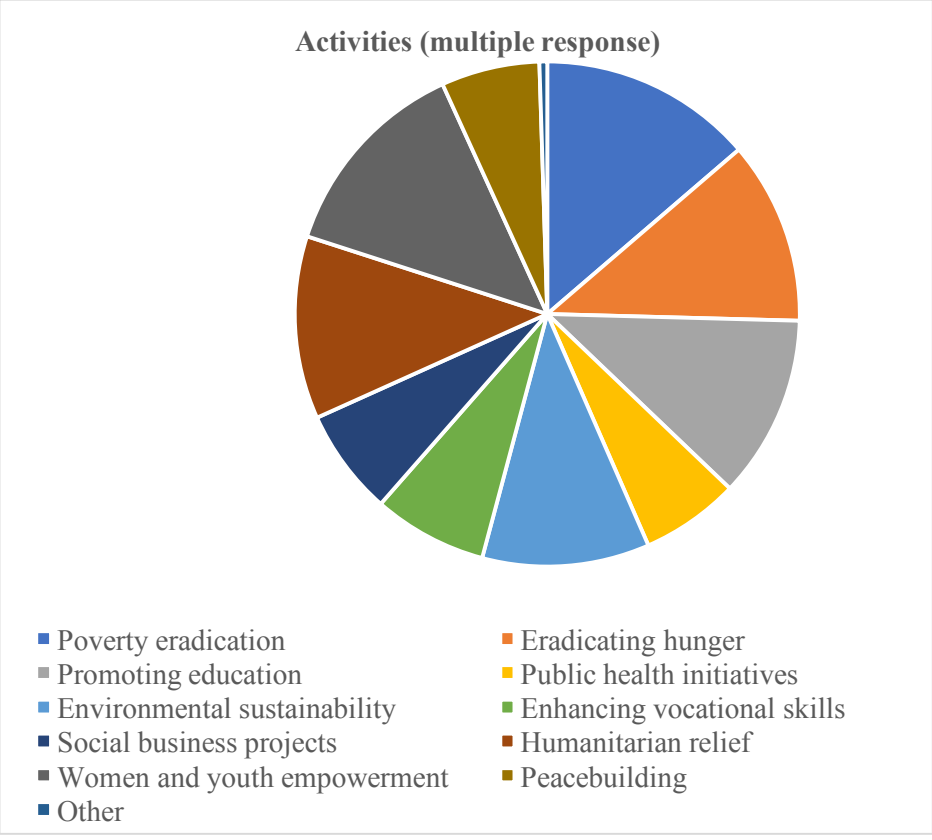


Figure 6.9a: Chart representation of Table 6.9 data (Types of business CSR activities)

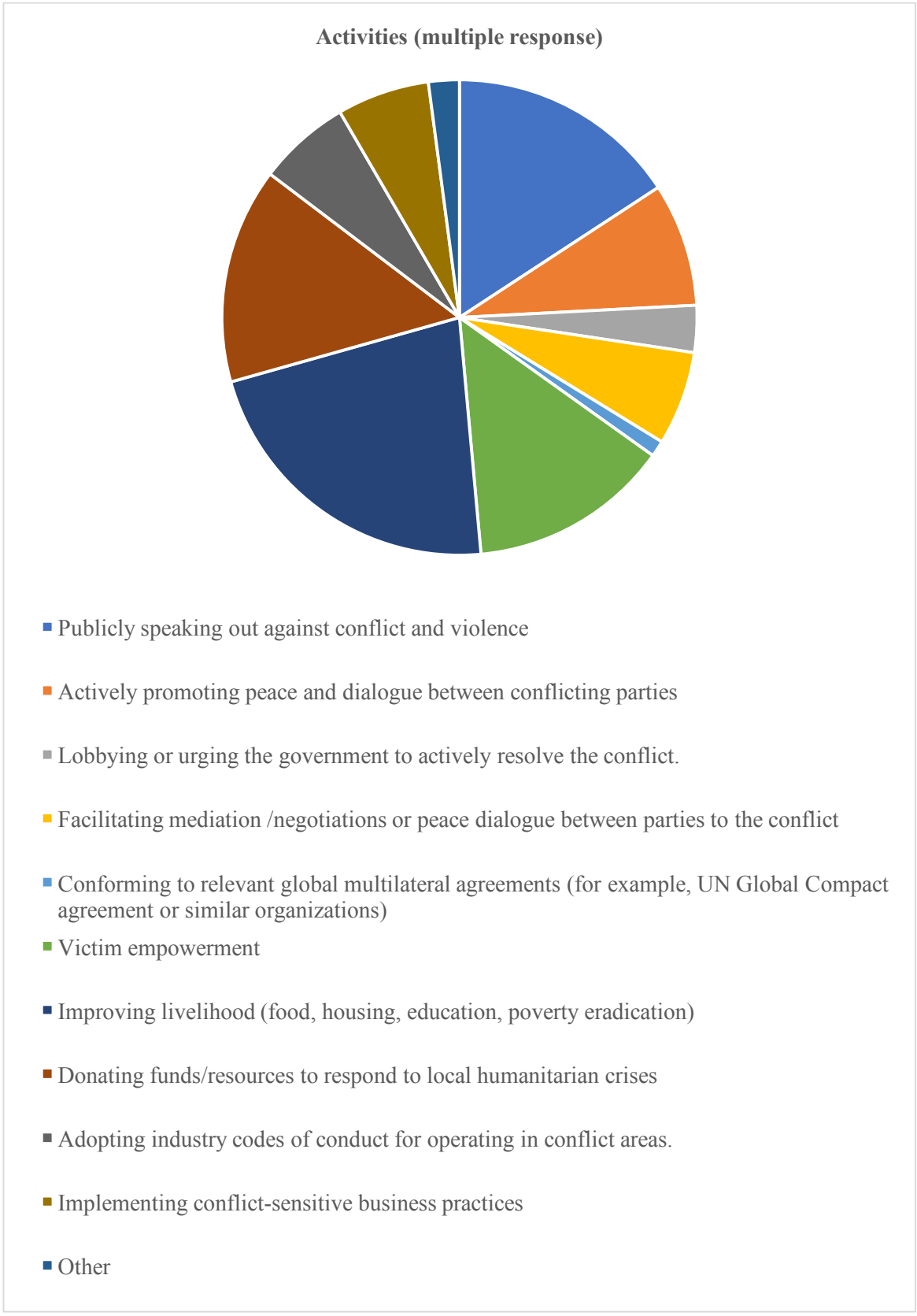


Figure 6.10a: Chart representation of Table 6.10 data (Types of peacebuilding initiatives)

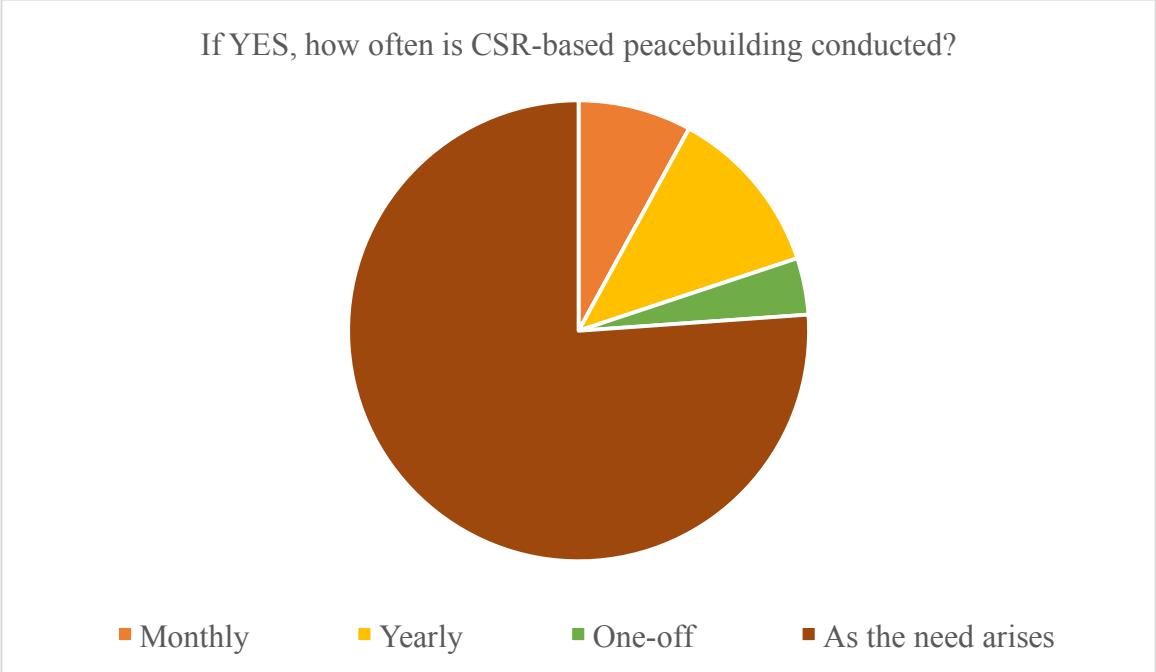


Figure 6.11a: Chart representation of Item 1 in Table 6.11 data

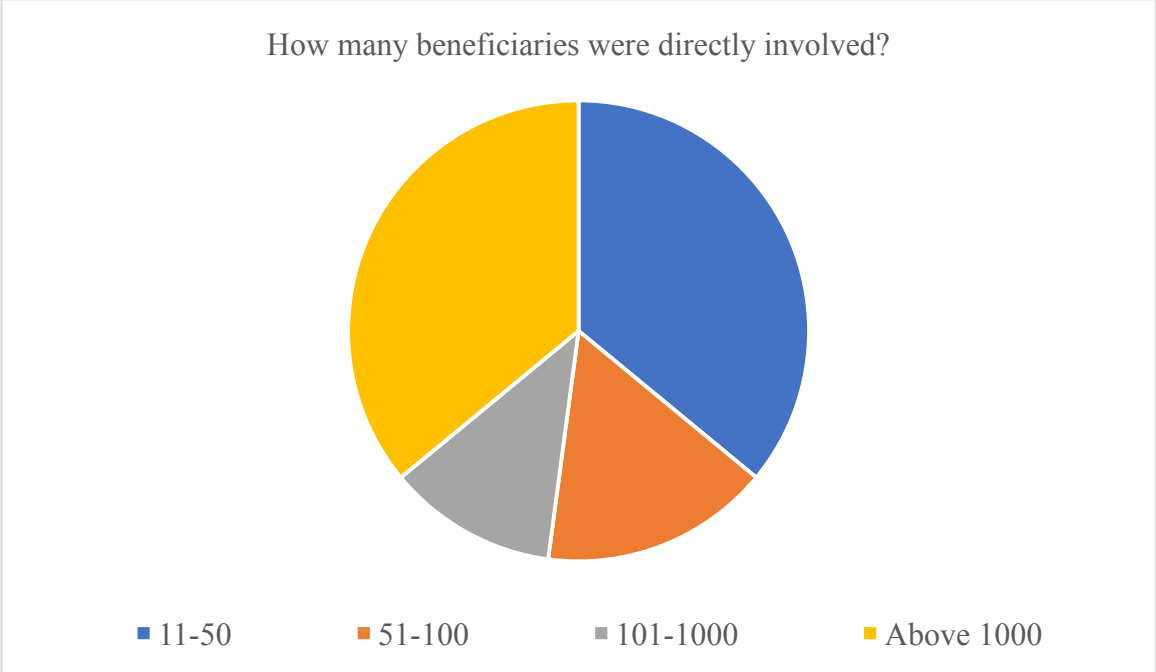


Figure 6.11b: Chart representation of Item 2 in Table 6.11 data

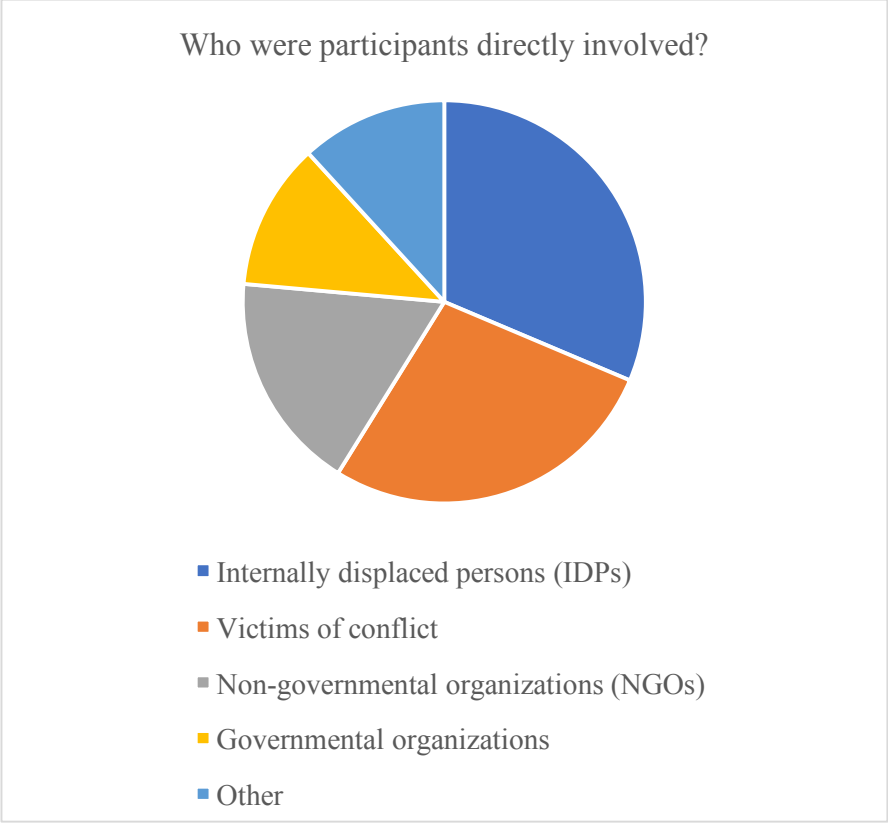


Figure 6.11c: Chart representation of Item 3 in Table 6.11 data

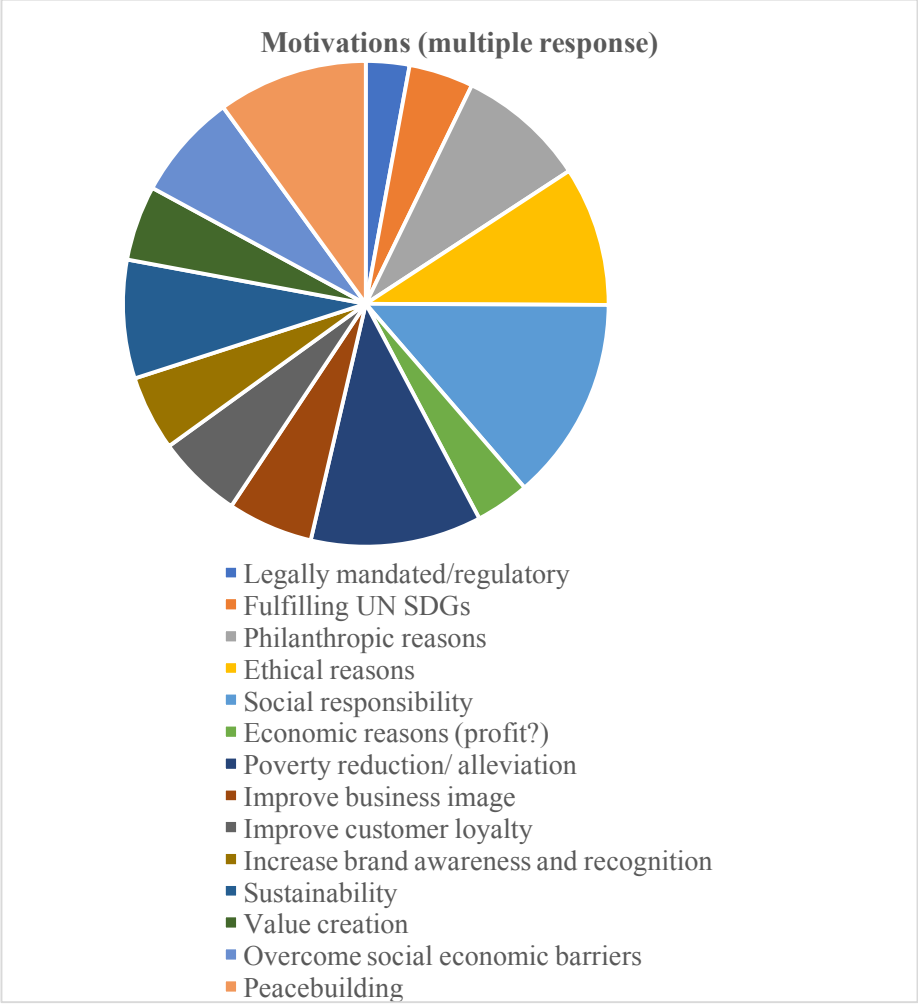


Figure 6.14a: Chart representation of Table 6.14 data (Reasons for engaging in peacebuilding)

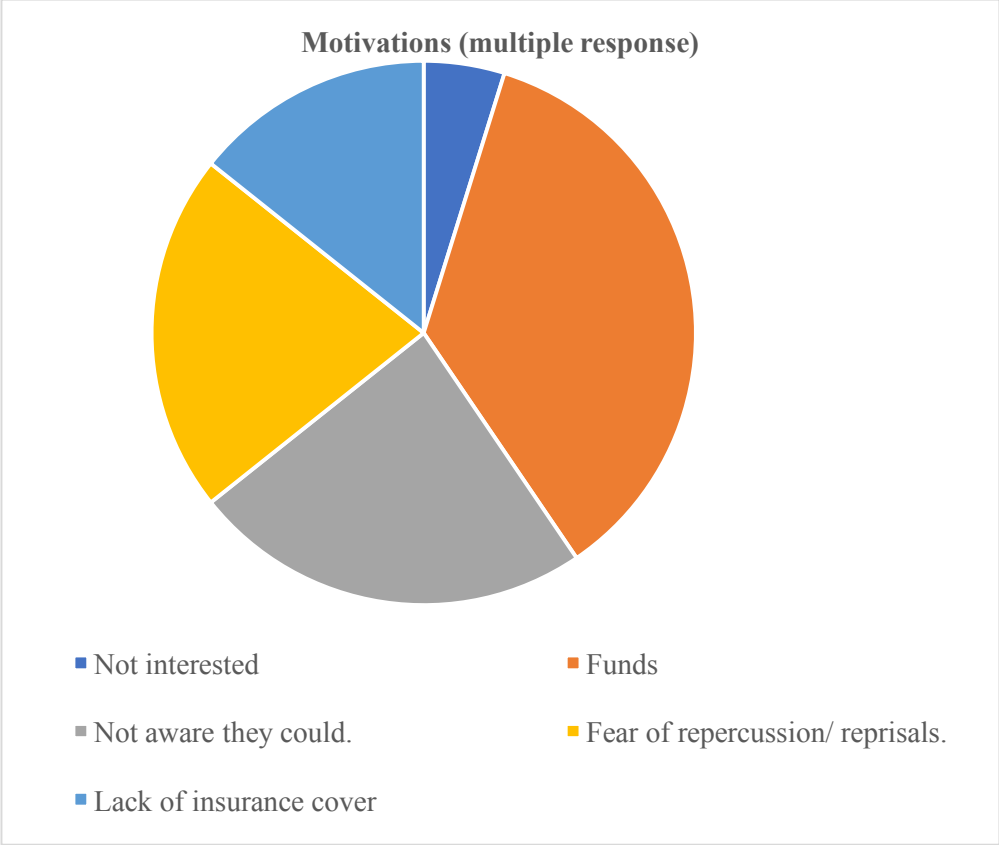


Figure 6.15a: Chart representation of Table 6.15 data (Reasons for not engaging in peacebuilding)

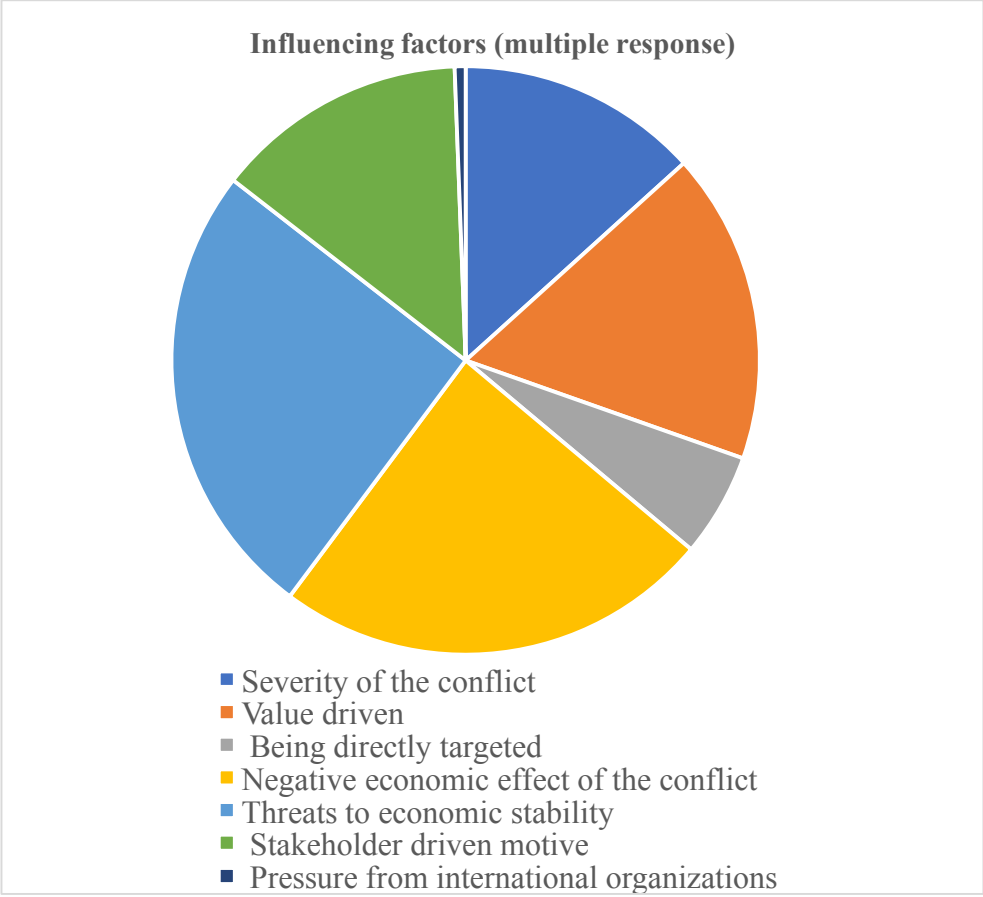


Figure 6.16a: Chart representation of Table 6.16 data (Influencing factors driving business peacebuilding)

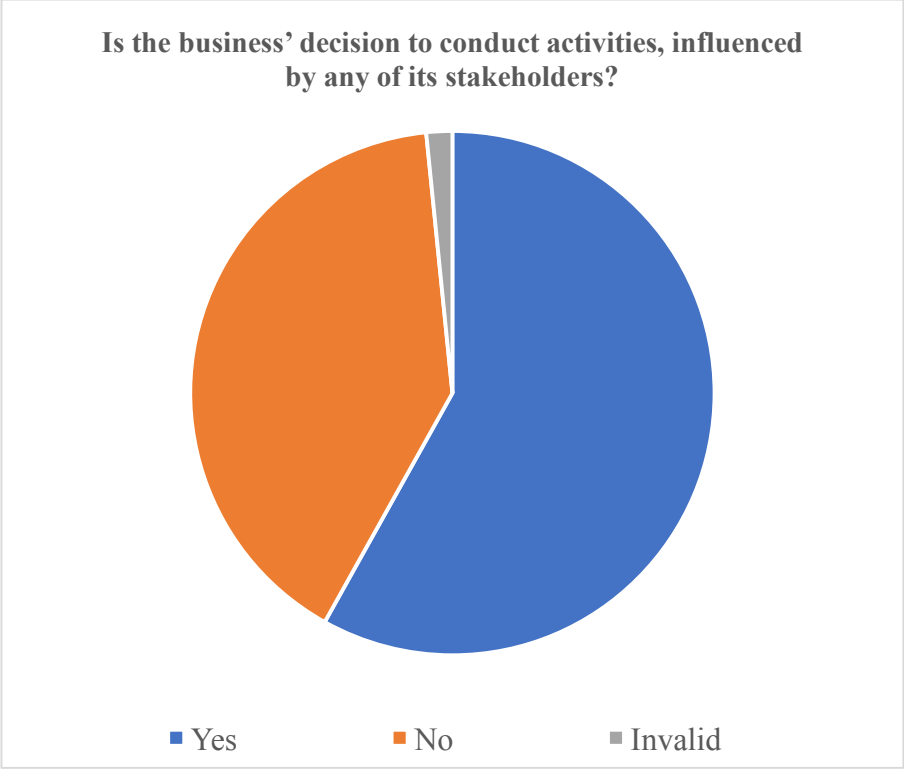


Figure 6.17a: Chart representation of Table 6.17 data (Existence of stakeholder influence)

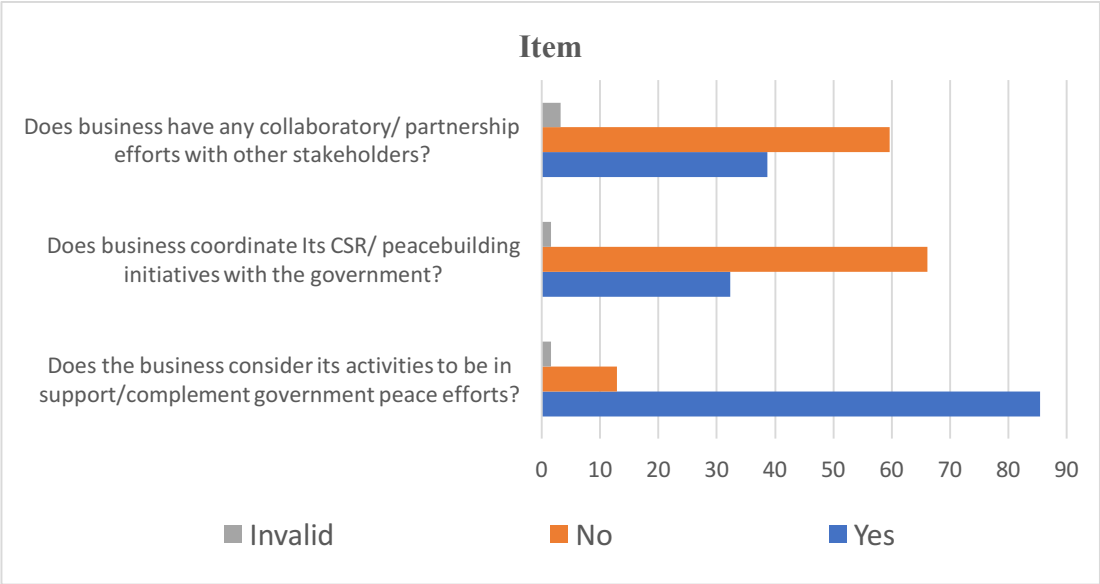


Figure 6.19a: Chart representation of Table 6.19 data (Business activities that support government peace efforts)

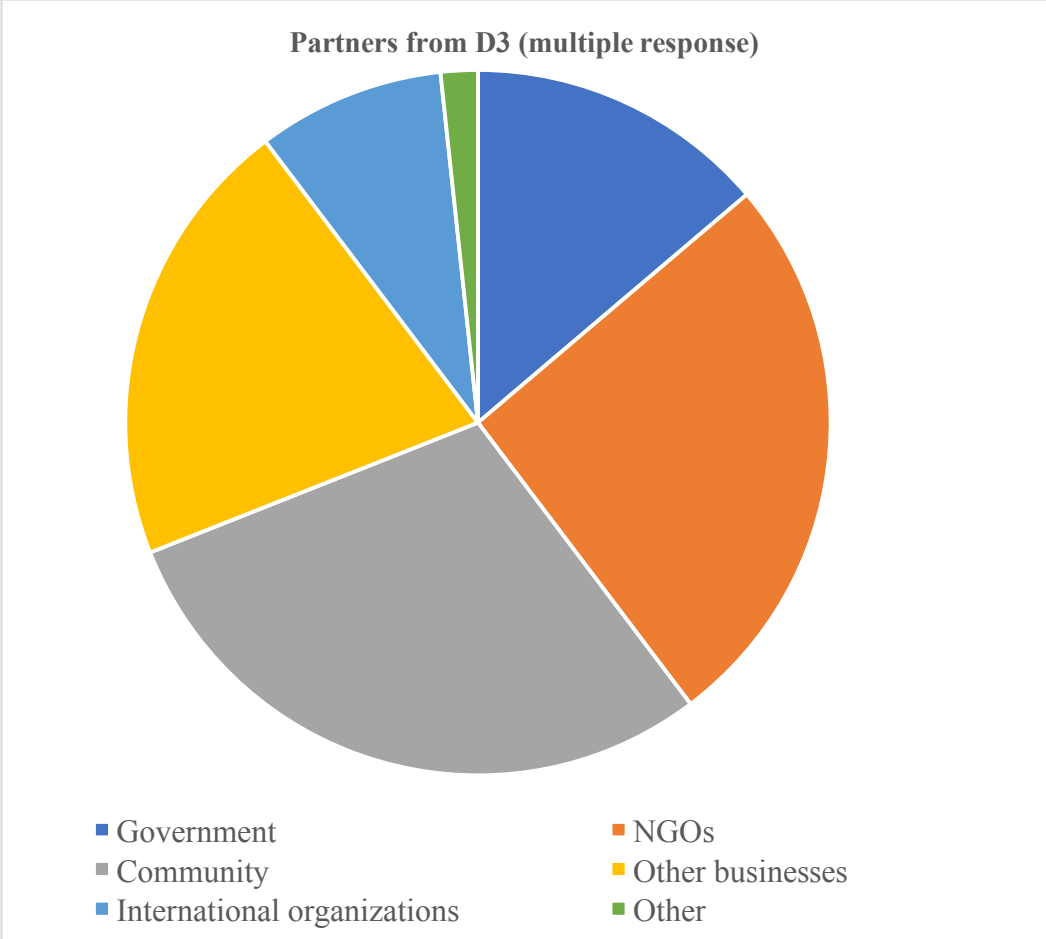


Figure 6.20a: Chart representation of Table 6.20 data (Summary of stakeholder partnerships)

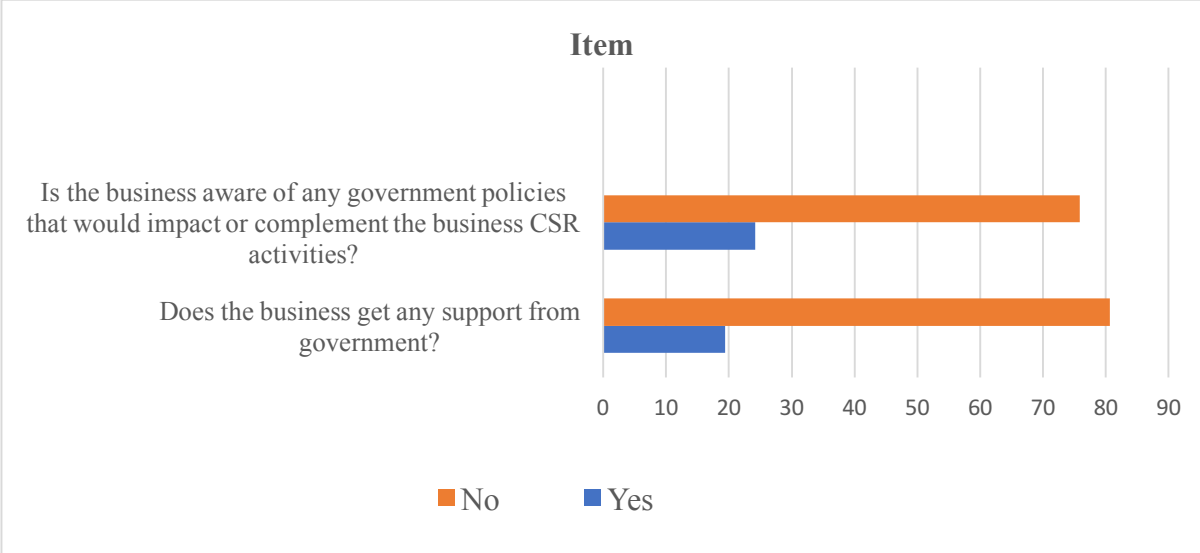


Figure 6.21a: Chart representation of Table 6.21 data (Government activities that support business peace efforts)

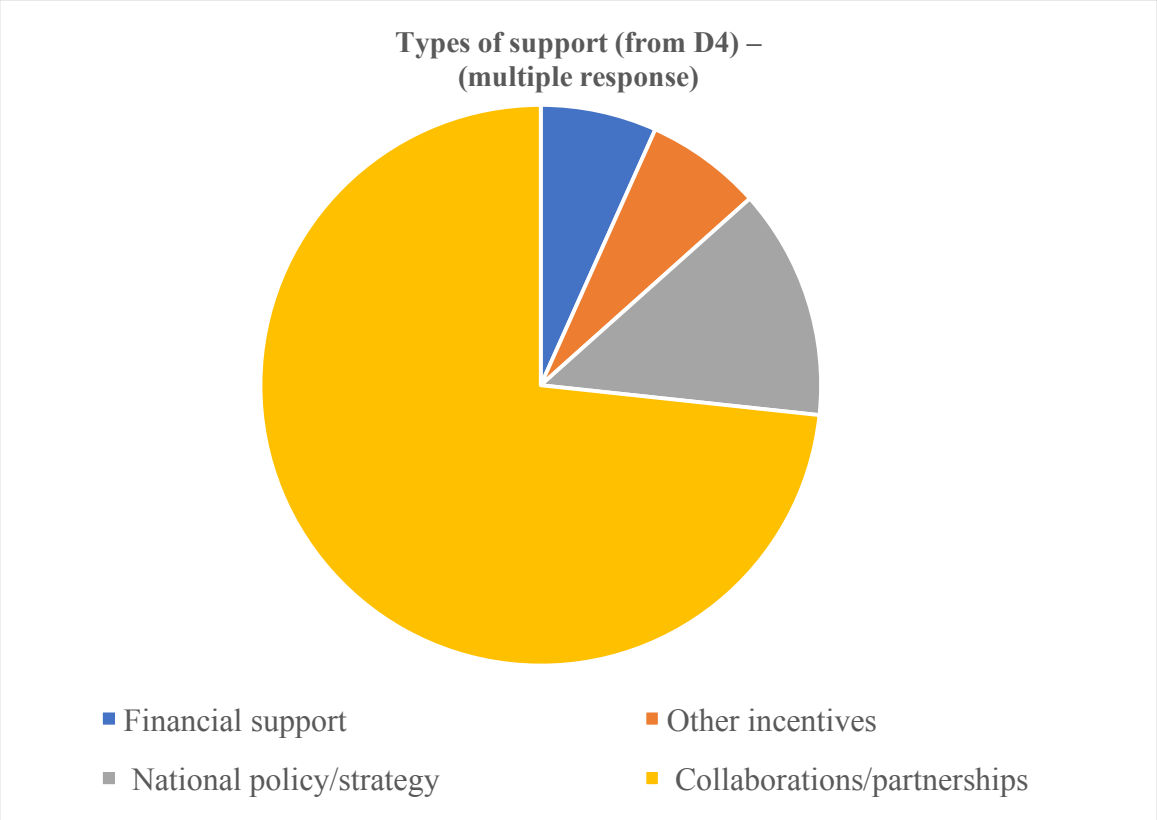


Figure 6.22a: Chart representation of Table 6.22 data (Government support to businesses)

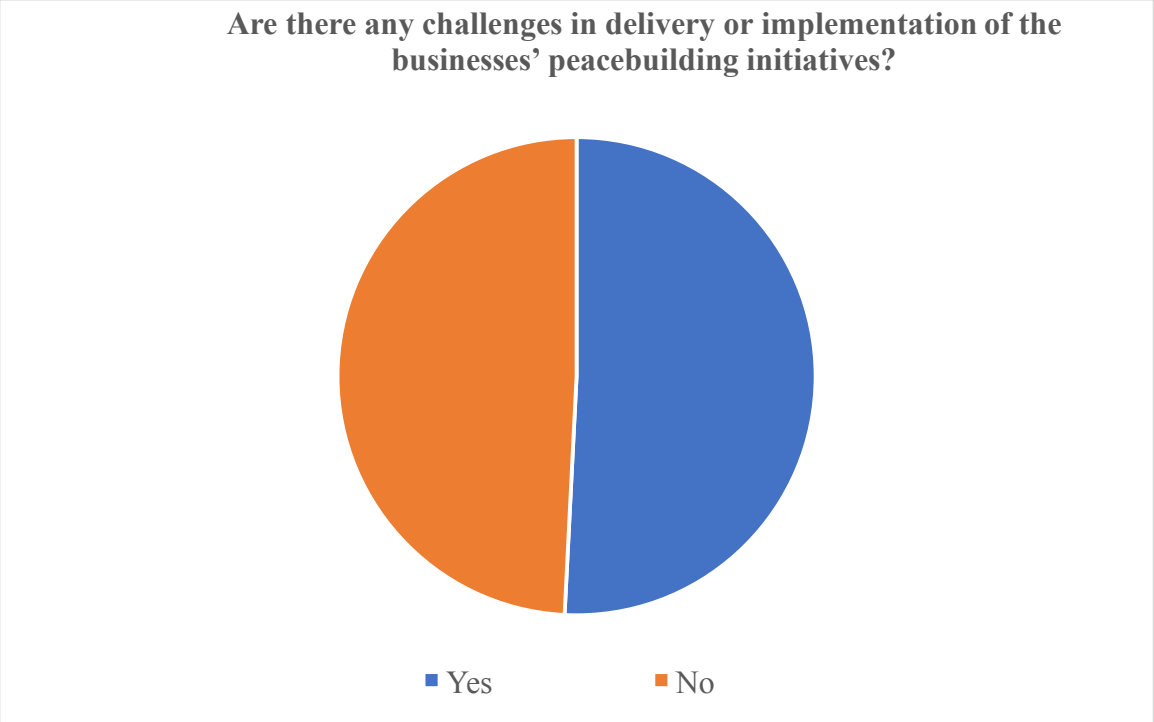


Figure 6.24a: Chart representation of Table 6.24 data (Challenges in implementation of business peacebuilding initiatives)

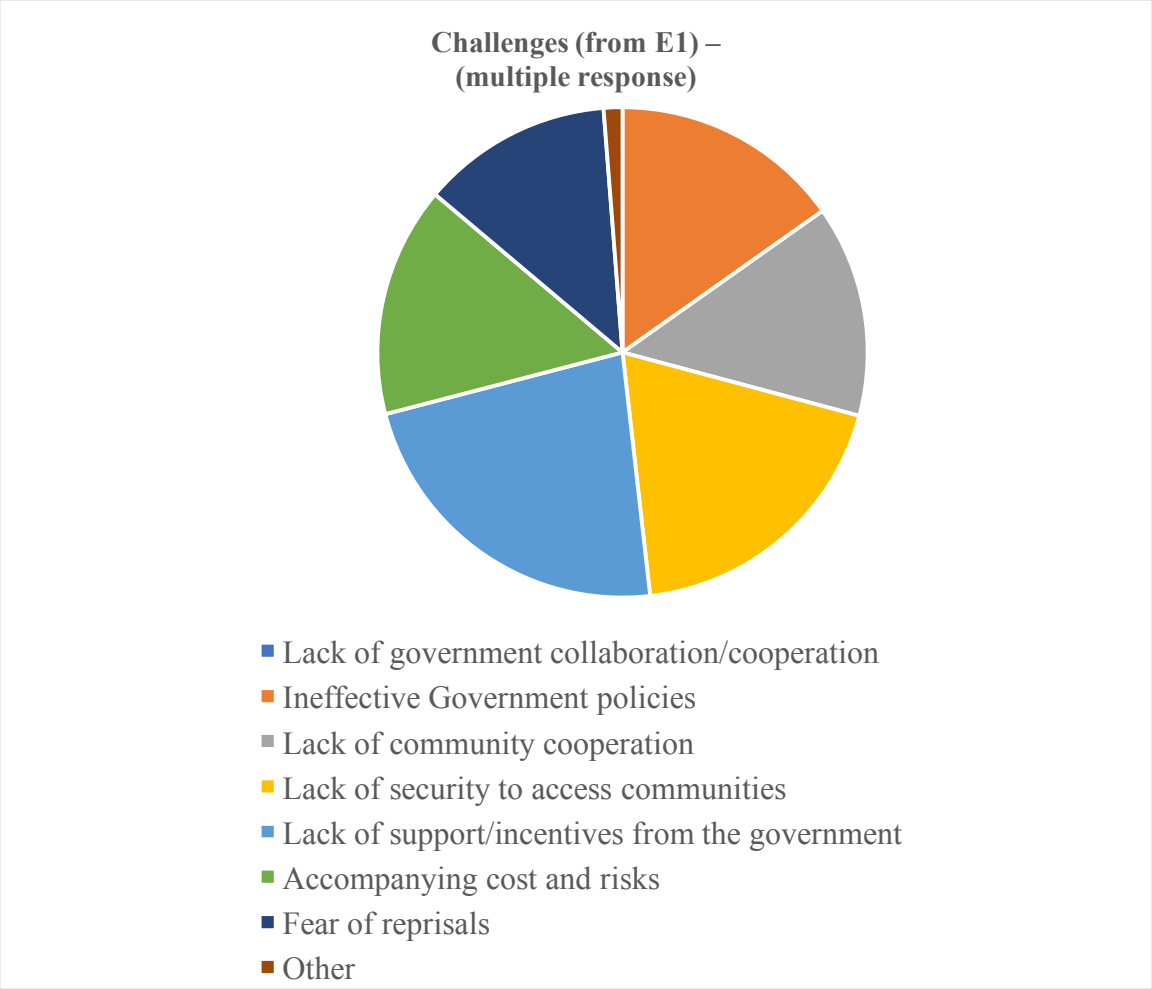


Figure 6.25a: Chart representation of Table 6.25 data (Summary of business challenges)

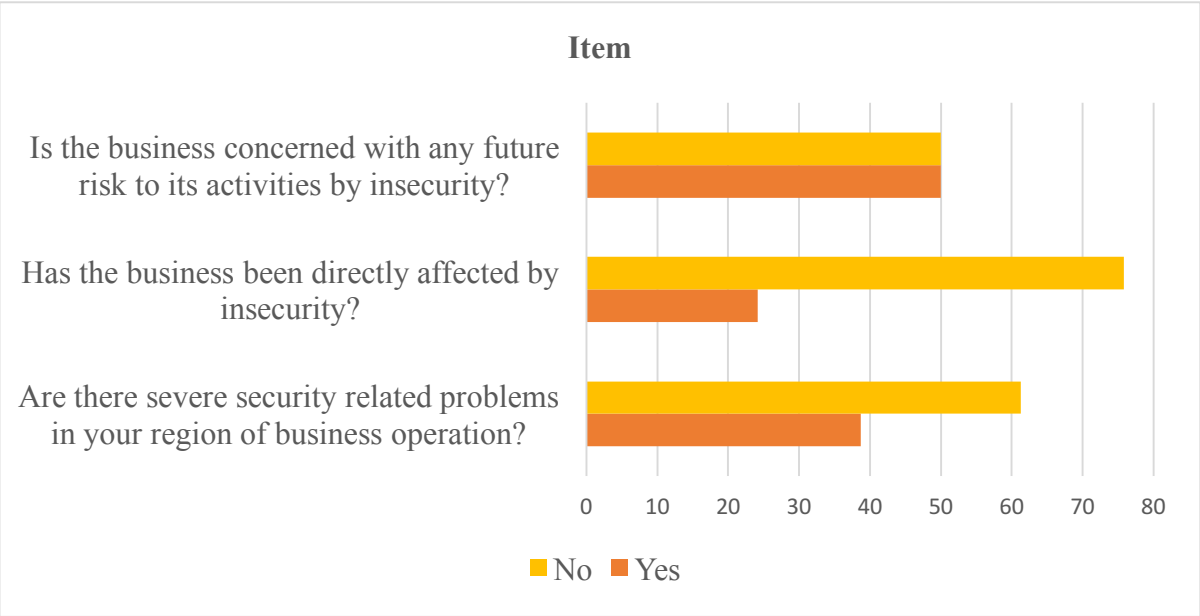


Figure 6.26a: Chart representation of Table 6.26 data (Effect of security risk on business activities)