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GORDON INSTITUTE
OF BUSINESS SCIENCE

University of Pretoria

A critical appraisal of collaborative partnerships between business and NGOs in post-conflict settings in Africa

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree

of

MASTERS OF BUSINESS ADMINISTRATION

7 November 2012

ABSTRACT

Collaborative relationships between business and non-governmental organisations (NGOs), is offering innovative business practices, as a new and emerging concept. The potential of this phenomenon to offer market-orientated solutions to the social and developmental challenges confronting us globally is imminent. The significance of this concept for businesses in post-conflict settings in Africa is particularly relevant for Africa as the next growth market. Critically examining this evolving concept, this study looks at the perceptions and nature of collaborative relationships between business and NGOs in post-conflict settings, the contributory and inhibiting factors, as well as its characteristics towards closing the gap in knowledge.

Twenty leaders of businesses and NGOs in Burundi, Sierra Leone and Liberia, involved in collaborative relationships, were interviewed. The concept was scrutinized in a qualitative study, using in-depth interviewing with qualitative and quantitative data collection methods. The methodology allowed innovative practices of collaborative relationships in post-conflict countries to be reflected on.

The findings related to the embryonic and evolving nature of collaborative relationships between businesses and NGOs in post-conflict countries reflect a model of innovative cases for enhancing business processes. The model of Business Process Enhancement (BPE) is conceptualised from the results of this study. Concomitantly, the study presents new insights into the strategic potential of collaborative relationships and offers both business and NGOs in post-conflict countries a framework of the benefits, and the contributory and inhibiting factors.

KEYWORDS

Collaborative relationship between business and NGOs; cross-sectorial collaborative relationships; business and NGO collaboration in post-conflict countries; business and NGOs in Africa; Burundi; Sierra Leone; and Liberia.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Pravina Makan-Lakha

07 November 2012

ACKNOWLEDGEMENTS

This research is dedicated to the family that raised me, the family I joined and the family we created! Thank you for the patience, encouragement and always giving me the space and love to achieve my dreams and vision.

A great depth of appreciation to Paresh, you remain the greatest partner on my journey of life, and an unfailing pillar of support, inspiration, consideration, and love. I could not have achieved this if it were not for your support in so many ways. Thank you for the double duty in keeping our family intact during the past two years. To Chhayal and Daahil, you have made many sacrifices for your tender age. My deepest thank you to both of you, for understanding why mama could not play scrabble, monopoly or uno and why my responses "not now!" were necessary at the time. The end of this means more time to us as a family.

To Professor Margie Sutherland, you are a remarkable individual and someone who epitomises the qualities of a Guru. A very special indebtedness to you for accepting to take the journey with me, for holding my hand throughout, as well as motivating and encouraging me to complete this. Thank you for sharing my belief in the topic area. The journey has been an invaluable learning process. Your commitment to vigorous quality academic research, your passion, commitment, flexibility and availability to me as a student have been admirable. These qualities observed during our interactions over the year are ones I hope to emulate in my future endeavours. I have gained immense learning from your supervision and guidance throughout the research journey. I am so much richer from our partnership. Thank you so much.

I would like to thank the African Centre for the Constructive Resolution of Disputes (ACCORD), an institution I have had the privilege to be a part of since its formative years in 1998. Special thanks to the Founder and Executive Director, Vasu Gounden, who encouraged me to take up this study, mentored me and was supportive and took interest in my study throughout. My fellow executive committee members Tata, Suni, Hayden and Senzo thank you for standing in for me, for the encouragement, and tremendous support throughout the journey. Thank you to Manju for all the support and the invisible hand in the Unit and to Nicky for the encouragement and final editorial support.

To the entire ACCORD family, there are many friends and colleagues across the institution and in the larger network, many to mention all your names, who have been

there in many ways, through showing compassion, offerings words of encouragement, bouncing off ideas at the coffee machine, helping with the set-up of the interviews and sharing relevant resources that you came across that were relevant to the topic. Please accept this BIG THANK YOU as an acknowledgement and appreciation of all your support over the past two years.

To all the interviewees who accepted to participate in the study across the three countries Burundi, Sierra Leone and Liberia and for giving of your time and knowledge so generously.

To the MBA class of 2011/12, we made it! This has been an amazing journey of learning, unlearning and relearning with you all. Thank you guys and let's go out there and make those changes we talked about, learned about and want to see.

TABLE OF CONTENTS

List of Figures and Tables

CHAPTER 1: PROBLEM DEFINITION

Collaborative relationships between business and non-governmental organisations (NGOs) have become an important strategy that is implemented to achieve organisational success (van Huijstee & Glasbergen, 2010a; Bowen, Newenham - Kahindi & Herremans, 2010). Through collaboration, business and NGOs are able to meet goals that they would otherwise not have achieved on their own. As an emerging phenomenon, business and NGOs are using collaboration to leverage off one another's comparative competencies (Lambell, Ramia, Nyland & Michelotti, 2008). On the one hand, business offers NGOs management skills, financial resources, access to business networks and other resources that it may possess in exchange from NGOs for social legitimacy, access to civil society networks, and critical information as well as analysis on the local context in which they operate. These competencies in turn offer both business and NGOs a competitive advantage in meeting their respective goals (Millar, Choi, & Chen, 2004; van Huijstee & Glasbergen, 2010a). While the business case for the private sectors' role in post-conflict reconstruction has been made (Anderson, Evers & Sjostedt 2011), little is known about the way in which business and NGOs do collaborate in post-conflict settings in Africa.

This research study responds to the research and theoretical gap in understanding collaborative relationships between business and NGOs in post-conflict settings in Africa. The study has implications firstly, for business wanting to expand their operations into post-conflict settings particularly in anticipation of the emerging trend that Africa is the next global market (Chironga, Leke, Lund & van Wamelen, 2011). The study is also relevant for NGOs working in post-conflict settings given their central role in post-conflict reconstruction related activities (NEPAD, 2005) in this context. Secondly, in terms of academia the research will add academic knowledge through theory-building on the collaborative relationship between business and NGOs in post-conflict settings, in particular in Africa. The study, while drawing from cross-sectorial disciplines, business, social, development and political sciences, will attempt to make a contribution to both business and political sciences and academia.

1.1 Business and Non-Governmental Organisations (NGOs)

It is generally accepted that the private sector, through business, is responsible for creating the market in a society. Organised formations in the business sector are

referred to as a firm, company and, depending on its size, as a multinational corporation (MNC). The central goal of business is to make profit (Crane & Matten, 2010). For the purposes of this study business will be defined as "an economic system in which goods and services are exchanged for one another or money on the basis of their perceived worth. Every business requires some form of investment and a sufficient number of customers to whom its output can be sold at profit on a consistent basis" (Business dictionary, 2012).

NGOs are organised formations that emerge from civil society or what is commonly referred to as the third sector. NGOs play an important role in closing the gaps that result from the failures of both the state and/or private sector to meet the needs of society. Their activities are cross-sectorial and to a large degree the success of the goals of NGOs are determined by volunteerism and the amount of resources they are able to secure (Crane & Matten, 2010). The role that NGOs play in society can be plotted on a continuum ranging from adversaries on the one end to collaboration on the other end. In addition, NGOs play a further role in society, that of watchdog or an oversight function (Dahan, Doh & Teegen, 2010b). For the purposes of this study NGOs will be defined as "formal (professionalised) independent societal organisations whose primary aim is to promote common goals at the national and international levels" (Martens, 2002 p. 282).

1.2   Collaborative Relationships between Business and NGOs

Literature on the collaborative relationship between business and NGOs is considered to be young (Neergaard, Jensen & Pedersen 2009; Kourula, 2009) and increasing (Bowen et al. 2010; Laasonen, Fouge`re, & Kourula, 2011). The collaborative relationship between business and NGOs can firstly be understood from a stakeholder theory perspective. In this perspective, society is contextualised by three sectors: the state, business and civil society (Crane & Matten, 2010). Each sector has a specific function and exists for the collective good of society. Linked to the specific roles each sector fulfils, are expectations, responsibilities, and obligations that need to be adhered to by the sectors. Increasingly, it is argued that NGOs and business are becoming political actors that are capable of shaping their context (Dahan et al., 2010b). Hence, the search for collaborative relationships between business and NGOs is important for an organisation's strategy in terms of its business- society relations. Another approach to understanding collaborative relationship between business and NGOs is from the literature on partnerships. Essentially, partnership relationships are mainly cornered

with the partnering amongst the three sectors in dyads and or triads. Partnerships take place in different forms depending on which sector partners with which and the motivation for the partnership. Collaboration between all three sectors partnering together results in a tripartite partnership; while collaboration between the public sector and private sector is known and public-private partnership; and between the private sector and social sector is known as non-profit sector – business partnerships (Seitanidi, 2010; Kourula, 2009). In this context, institutions are using the principles of partnership and collaboration theory as a strategy to achieve what could not be achieved by each organisation on its own. Furthermore, the complexity of the challenges that we face in society require the combination of effort and resources to achieve success. Examining the collaborative relationship between business and NGOs will also be understood from peace studies and conflict resolution theory. Both business and NGOs are important non-state actors in post-conflict reconstruction activities.

It is important to be aware of that fact that while business and NGOs are two different organisations, which appear to be in pursuit of mutually exclusive goals, the reality is that they are responsible and accountable to the same constituency. The comment by Druckers (1990) captures this well and challenges conventional thinking about business and NGOs. Drucker said "what distinguishes NGO from business is less the absence of the profit motive than the multitude of constituencies to which they are answerable" (as cited in (Wadham, 2009). The setting in which business and NGO collaboration takes place has a direct impact on the motivation, purpose, and the expected outcomes of the collaboration. In a functional society the relationship is implemented with ease, in pursuit of mutual goals and aided by the international and national normative frameworks that promote and regulate the conduct of business. Most of the research on the impact, both in terms of what benefits and impedes this type of collaboration, focuses on organisations involved in stable political contexts. In post-conflict settings where there is political instability and dysfunctional systems, the collaborative relationship between business and NGOs requires further understanding. There is a dearth of research studies on this relationship for post-conflict contexts. The purpose of this study is to understand collaborative relationship between business and NGOs in post-conflict settings in Africa; towards understanding its value to offer market-orientated solution to the social and development challenges that business have to operate in post conflict countries .

1.3 Post-Conflict Countries

Post-conflict countries are countries that have emerged from war, or countries that have ceased hostilities resulting in the signing of a peace agreement. While the conflict resolution process is not linear, the phases from war to peace are characterised by the United Nations into 3 phases - peace-making, peacekeeping and peace building. The overlap between peacekeeping and the beginning of peace building is characterised by the signing of a peace agreement and the establishment of the post-conflict reconstruction framework and processes. This framework lays out the planning across several reconstruction dimensions including the political, security, economic, and justice and reconciliation dimensions (NEPAD, 2005). Depending on the levels of progress into the post-conflict phase, post-conflict countries fall into 3 phases of reconstruction; stability, transition and transformation. Each stage characterises the level of progress towards post-conflict reconstruction efforts. The understanding of post-conflict countries for this study refers to countries that are engaged in post-conflict reconstruction and that are recognised by the UN as being in the post-conflict and peace building stage.

1.4 Collaborative Relationships

"Our times demand a new definition of leadership - global leadership. They demand a new constellation of international cooperation - governments, civil society and the private sector, working together for a collective global good" (Ki-Moon, 2009)

There is general agreement that the challenges confronting the world today cannot be left to any one sector of society to respond to. The use of collaboration between business and governments, governments and civil society, civil society and business is being promoted as a strategy that the changing times, the interdependence between different sectors and the huge challenges confronting the developing world need to use to meet their goals. Globally, defining moments like the end of the Cold War, the events of 9/11, together with the effects of globalisation, conflict and technological changes has changed the context within which we live and work. The three spheres of society – the state, civil society and business - are in constant search of solutions to deal with a multitude of development factors, including, amongst other, rising unemployment, poverty, underdevelopment, and slow socio-economic development. As the world becomes more interdependent these changes are impacting on the relationship between business and NGOs.

1.5   Research Objectives

The development challenges we confront as a society, following the global financial crisis of 2008; the emergence of new conflicts in North Africa, Mali, and Bukina Faso; and the interconnectedness of the world through globalisation, requires new and innovative solutions. Both business and NGOs are important stakeholders to address development challenges. Collaborative relationship between business and NGOs in stable political settings is an emerging concept that is gaining much research interest (Lambell et al., 2008). Lacking in this research is the understanding of collaborative relationships between business and NGOs in post-conflict and unstable political contexts. For business and NGOs in Africa understanding this relationship is of particular importance given that the continent is mostly affected by conflict. At the same time Africa is a continent of global relevance, in terms of "cracking the next growth market" (Chironga et al, 2011). A few pioneering studies have been undertaken to theorise about this relationship in conflict settings (Kolk & Lenfant, 2011). However there is still a dearth of research on collaborative relationships between business and NGOs.

To summarise, the research objectives for this study are:

- To understand the nature and extent of collaborative relationships between business and NGOs in post-conflict settings, in Africa;

- To identify what factors, if any, contribute and/or prevent the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa; and

- To present elements that may characterise the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa.

CHAPTER 2:   THEORY AND LITERATURE REVIEW

In this chapter, the review of the literature on the focus of the research topic is presented. The literature review was guided by the research objectives and questions and attempts to present literature on the key concepts of this study: collaborative partnerships between business and NGOs and business-NGO collaboration in post-conflict countries in Africa. The main aim of this literature review has been to reflect on the different perspectives of the key concepts in this study as well as to attempt to sketch the current state of the literature to this topic. Thus, the literature review begins with introducing the emerging trend in collaborative relationships between business and NGOs and sets the context. Secondly, it focuses on sketching the context of the three economic sectors of society and discusses the current assessment of partnerships between these sectors. Thirdly, definitions of business, NGOs, and post-conflict countries are presented and adopted for this study. Subsequently, the literature review looks at the collaborative relationship between business and NGOs, its emergence, the motivation for this type of partnership, and factors that stimulate, drive and enable this type of partnership. Further, the review has looked at the changing nature of NGOs and the relevance of collaborative relationships for business in Africa. Then, the literature discusses post-conflict reconstruction in Africa with particular focus on the role of business. Finally, conclusions are presented.

2.1   Introduction

Leaders, in business and NGO are progressively recognising that the global challenges facing the world require partnership and collaborative efforts across all three economic sectors to respond effectively. As a result we are witnessing continuing growth in the collaboration between business and NGOs, which gained momentum in the last decade. As an emerging phenomenon, the literature on the relationship, in the main, is located within the ambit of business and society relations (Austin, 2000; van Huijstee and Glasbergen, 2010a; Kourula, 2009, Kourula & Laasonen 2010; Seitanidi 2010; Laasonen, Fouge`re, & Kourula, 2011). Though, increasingly, there is evidence of literature evolving in a variety of other fields such as in long range planning (Dahan et al., 2010a), international business research, macro-economics, and corporate strategy (Lambell, Ramia, Nyland, & Michelotti, 2008; Wadham, 2009).

The constructs of this study are cross-cutting and draw on knowledge from theory, practice as well as policy development in the fields of business and society relations, corporate strategy, macro-economic studies, social and political science, as well as peace and conflict studies. As an emerging trend some of the literature is still confined in practice and policy relevant literature. For the purposes of this study; literature from all three spheres academia, practice and policy development has been reviewed.

2.1.1 Sectors of Society and Institutional Context

Society comprises of three economic sectors, reflected diagrammatically in Figure 1 (Kourula, 2009; Seitanidi, 2010) - the public sector, social sector and private sector. Terminology used to refer to these sectors differs across the literature (Koula, 2009; Seitanidi, 2010) with the public sector also referred to as state sector; the social sector is also referred to as civil sector and the private sector is also referred to as market sector. Collaborative relationships between the sectors occur. When the relationship is between all three sectors it is referred to as cross sectorial partnerships. When the state sector and private sector enter into partnership, it is referred to as the public-private partnership. These partnerships between the sectors are reflected and labelled graphically in Figure 1. The relationship between the market sector and social sector is the focus of this study and refers to partnerships between the business and NGOs sector and is reflected and clearly marked in Figure 1.

Operating in a dynamic world context the sectors as well as the partnership between any of the sectors are influenced by different layers of interactions in their immediate and outer environments (Koula, 2009). Through the graphical representation of the layers in Figure 1, we see an immediate level, followed by a regional; international and global level. While Figure 1 demonstrates a clear delineation between the levels (triangles) and the relationship between the private sector and civil society (circles); the boundaries are superficial. What is clear from the review of literature about the interaction between the sectors is "boundary spanning" dialogue that leads to mutually beneficial 'working partnerships' (Erweje, 2007) and among the levels is that there is a growing inter-dependence and interconnectedness which leads to a blurring between the sectors and levels and "boundarylessness" (Erweje, 2007).

FIGURE 1: DIAGRAMMATIC REPRESENTATION OF SECTORS OF SOCIETY AND FOCUS OF RESEARCH STUDY (DIAGRAM ADAPTED FROM KOURULA, 2009 AND SEITANIDI, 2010)
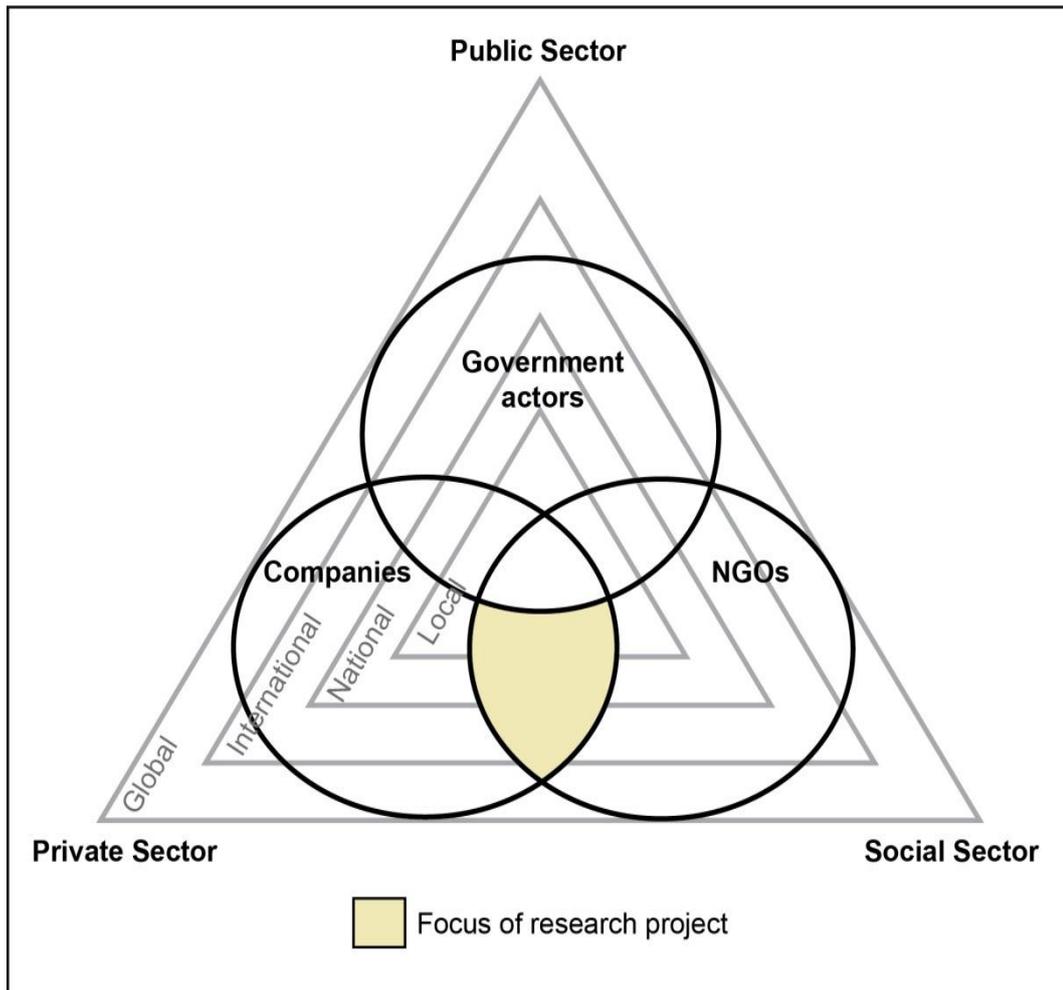
The three sectors in society have very distinct attributes and objectives in relation to their location and activities in society. Waddel, (2005) has extracted some comparative distinctive attributes of the three sectors and these are highlighted in Table 2. Particular attention should be drawn on the market and civil society sector as the focus of this study. From the primary concerns, to the primary goals, and operating framework, comparative and distinctive attributes of the two sectors are clearly highlighted. Vast differences are noted in terms of the variables for example relating to primary concerns, goods produced and dominant legal form.

Table 1: SOME COMPARATIVE DISTINCTIVE ATTRIBUTES OF THE SECTORS (Waddel, 2005, pg 83)

	State sector	Market sector	Civil society sector	GANs
Primary concern	Political systems	Economic systems	Social systems	Systems harmonisation globally
Control unit	Voters/rulers	Owners	Members	Participants
Primary power forum	Laws, police, fines	Money	Traditions, values	Leadership reputation
Primary goals	Societal order	Wealth creation	Healthy communities	Systemic change
Assessment frame	Legality	Profitability	Justice	Sustainability
Goods produced	Public	Private	Group	Collaborative
Dominant legal form	Governmental	For-profit	Non-profit	In development
Operating frame	Administrative	Managerial	Developmental	Action learning
Relationship basis	Rules	Transactions	Values	Mutual respect
Temporal framework	Election cycles	Profit reporting/business cycles	Lifetimes	All sectors' frames
Geographic framework	Nations	Markets	Communities of interest	Global

2.2   Definition of Key Concepts

2.2.1 Non -Governmental Organisations (NGOs)

The definition of the concept NGO has been contested over a number of years and has evaded a conclusive and generally accepted definition (Vakil, 1997; Doh & Teegan, 2002; Martens, 2002; Tvedt, 2002; Teegan, Doh & Vachani, 2004; Ossewaarde, Nijhof, & Heyse, 2008; Matanga, 2010). The term NGO was coined by the United Nations (UN) in the 1950s and since the earliest attempts to capture the essence of this entity by the UN, to define a grouping other than a government (Teegen, et al., 2004), NGOs have represented complexity.

In the UN definition (2003), we see a catch-all phase approach to the definition referring to NGO as "any non-profit, voluntary citizens' group which is organised on a local, national or international level. Task orientated and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to the government's attention, monitor policies and encourage political participation at the community level. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international arguments. Some are organised around specific issues, such as human rights, the environment or health," cited in (Teegen et al., 2004). A key reason that the concept NGO has evaded a single definition is largely because NGOs operate in a dynamic environment. The environment is characterised by the changing needs of society, precipitated by the effects of globalisation, and fluctuations in the political, economic and social context. Whilst the goals of NGOs are determined by the needs of civil society at a given time and within a context; changes in the macro-environment and the local context alter the roles, form and functions as we have witnessed throughout the evolution of NGOs.

Arising from social movements, to responding to the gaps by the public and private sector, to taking on an advocacy role, to being operational NGOs and Hybrid NGOs, NGO development has been dynamic (Teegen et al., 2004). Using the classification in terms of beneficiary's and type of action; Figure 2 Graf & Rothlauf, (2011) provides one approach to categorising NGOs. In Figure 2, Graf & Rothlauf, (2011) classify NGOs along the axis of beneficiary and type of action. The beneficiary axis is segmented into benefits to self and others. On the type of action axis, the axis is segmented into service and advocacy. Thus NGOs can be classified as service for others - examples of this type includes doctors without borders, think tanks, and peace and security institutions; service to self would refer to self-support groups for example the Alcoholics Anonymous (AA), or the Cancer Association. Advocacy for self would be membership associations such as Trade Unions, and professional associations. Advocacy, organisations that look at societal issues like Greenpeace, would fall into this quadrant.

FIGURE 2: NGO CATEGORISATION (GRAF & ROTHLAUF, 2011)

Source: Graf & Rothlauf, 2011
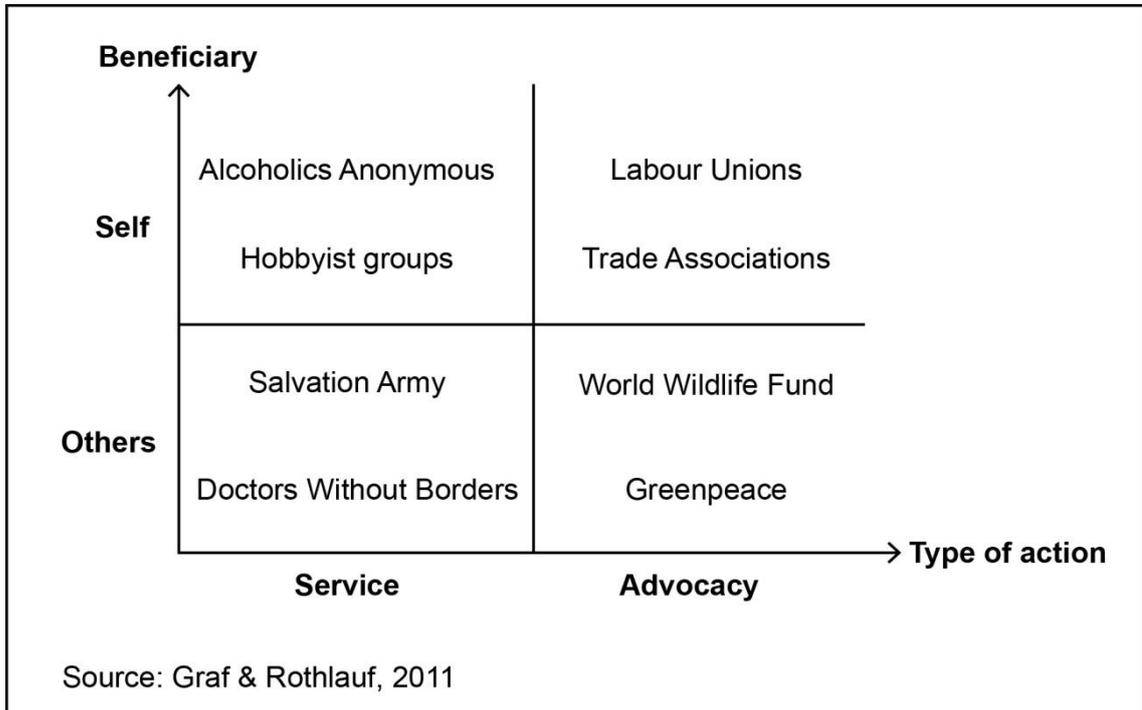
For the purposes of this study, Martens (2002) definition - "NGO's are formal (professionalised) independent societal organisations whose primary aim is to promote common goals at the national and international levels" will be adopted. In the context of this study, the relationships of NGOs and the private sector referred to as business will be discussed.

2.2.2 Business

The central goal of business is to make profit. Organised formations in the business sector are referred to as a firm, company and, depending on its size, as a multinational corporation (MNC). (Crane & Matten, 2010). Within the private sector, business is defined as "an economic system in which goods and services are exchanged for one another or money on the basis of their perceived worth. Every business requires some form of investment and a sufficient number of customers to whom its output can be sold at profit on a consistent basis" (business dictionary, 2012). For the purposes of this study business is defined as having the central goal to make profit.

2.2.3 Post-conflict Countries

There are several institutions and scholars who attempt to define what a "post-conflict country" is and these include amongst other: the United Nations (UN); the World Bank (WB); United Nations Education and Scientific Cultural Organisation (UNESCO); and United Nations Development Programme (UNDP). Evading a conclusive definition, post-conflict spans a continuum from the immediate aftermath of war to when peaceful co-existence is reached (Nkurunziza, 2008; Strand & Dahl, 2011). At the centre of the definitional challenge is the lack of ability of scholars, policy-makers and practitioners to clearly indicate at what point the post-conflict stage begins and ends (Nkurunziza, 2008; Strand & Dahl, 2011). Usually post-conflict refers to the period following the signing of the peace agreement or activities associated with ending the war.

2.3   Collaborative Relationship between Business and NGOs

The literature on collaborative relationships between business and NGOs is a young and emerging research field (Neergaard, Jensen & Pedersen 2009). Growth in empirical research on this relationship has been witnessed over the past decade and a half. Evidence of this can be found in comprehensive surveys by Laasonen, Fouge`re, & Kourula, 2011; Bowen et al., 2010) on NGOs in business and society, management and international business. Both studies surveyed extensive literature on the topic. In the case of Laasonen et al., (2011) 199 academic articles across 11 journals were surveyed, while the study by Bowen et al., (2010) surveyed 200 sources of both academic and practitioner publications. The focus areas of the journals surveyed in both studies include business and society, international business, firm and community engagement, and management.

While the study exposed a growing trend in research on this phenomenon, from 1998 to 2009 it also emphasized a distinct pattern of increase in research between the years 2007-2009. In the case of the Bowen et al., (2010) work, geographical distribution of community engagement research was also studied. In the geographical distribution highlighted by the study it is evident that research on the phenomenon is more prevalent in the North America at 48%; Europe Union at 39% and least developed countries at 11 %; with emerging economies reflecting a low of 2%. Evident in the geographical distribution is a skew distribution in favour of the developed world. No explanations are offered for the why the geographical distribution reflects this pattern. In the case of the (Laasonen et al., 2011) submission they do not offer an explanation

for the increase in research in the area, however they do attempt to classify the emerging research into three broad categories:

- NGO-Business interface;
- NGO-Business-Government interface; and
- NGOs as one of many corporate stakeholders.

Through the review of literature, which for the purposes of this study has focussed mainly on the NGO-Business interface and NGOs as one of the main stakeholders of corporates, a number of insights and observations have been discovered. Some general overall observations include that there is a considerable amount of literature that is emerging that both NGO and business are fast evolving institutions and that global developments such as globalisation, the changing technological age and conflict, have a significant bearing on the collaborative relationship between business and NGOs. The literature on this topic area falls broadly into three thematic areas - a) the drivers for the emergence of the collaborative relationship between business and NGO's; b) the motivation of business and NGOs for collaborative relationship; and c) the conditions necessary for such interaction to take place (van Huijstee 2011).

2.3.1 Rise of the Collaborative Relationship

Business and NGO collaboration brings together two different types of organisations. Two organisations with different goals, performance indicators and measurements, organisational cultures, decision-making styles, sets of competencies, and motivation systems amongst other (Austin, 2000; Dahan et al., 2010b; O'Connor & Shumate, 2011). The drivers for the emergence of collaborative relationship that can be identified in the literature span several dimensions across the global socio – political - economic context.

Before attempting to discuss the drivers for collaborative relationships between business and NGOs it is important to situate the relationship between business and NGOs into its historical context. Historically, the relationship between business and NGOs has been characterised by two extremes; collaboration on the one hand and confrontation on the other (Dahan et al., 2010b; Laasonen et al., 2011). From a collaboration point, the relationship has been one of sponsorship and philanthropy with business assuming its corporate responsibility to NGO's through sponsorship. This type of relationship is less about partnership and exchange but more of obligation and satisfying businesses responsibility to society (Austin, 2000; 2007). From a

confrontation point, NGOs have been associated as the watchdog and thereby, take leadership in ensuring oversight of businesses responsibility and accountability in societies. In most instances this is an adversarial relationship with resentment between business and NGOs.

Several of the authors across the literature assert that the collaborative relationship between business and NGOs is indicative of the transition that the two organisations are undergoing in their respective roles they perform and the changing context that they occupy in society (Dahan et al., 2010a; van Huijstee, & Glasbergen, 2010a; Van Husjstee 2010; Janmali, & Keshishian, 2008; Austin, 2007; Millar, Choi, & Chen, 2004; Doh & Teegan, 2002). The changing role of NGOs is discussed below with more emphasis. The question remains - what factors drive collaborative relationships.

2.3.2 Factors that Drive Collaborative Relationship

At the macro-level, there are significant changes that global governance and regulatory frameworks have been undergoing. Two defining events, the adoption of the Global Compact in 2000 and the World Summit on Sustainable Development in 2002; have placed voluntary responsibility with businesses to take on a more significant role in development, implementation and disclosure of responsible sustainable corporate policies and practices (Waddell 2011; World Bank, 2010). These interventions although voluntary and non-binding at a policy level; are credited for some of the changes that we have seen between business and NGOs. Equally important are, developments like globalisation and regional factors like conflict that have also precipitated shifts in this interaction between business and NGOs thereby changing the demands on both these institutional frameworks. Dahan et al., (2010b) goes further to recognise firms and NGOs as political actors capable of shaping policy development towards firms and NGOs in a country.

2.3.3 Stimulus for Businesses and NGOs to Engage in Collaborative Relationships

With respect to the motives or purpose for the collaborative relationship, empirical studies vary in their findings and analysis. Simpson, Lefroy, Tsarenko, (2011) in a quantitative study argue that partnerships offer a unique bridge between business and NGOs and hence innovative ways of *"doing business by doing good."* In another study, Dahan et al., (2010a) suggest that collaborative relationships contribute to *"new modes of value creation."*

Even though, both qualitative and quantitative literature on the collaborative relationship between business and NGOs has been identified there is dominance in favour of qualitative studies. Examples of qualitative studies include - Together and Apart: Exploring Structure of the Corporate - NPO Relationship (Simpson, Lefroy, Tsarenko, 2011); Corporate-NGO collaboration: Co-creating new business models for developing markets (Dahan et al., 2010a); NGOs moving business: an analysis of contrasting strategies (van Huijstee & Glasbergen, 2010a); NGOs influence on MNEs Social development Strategies in Varying Institutional contexts: A Transaction cost perspective (Vachani, Doh & Teegan (2009). The role of non-governmental organisations in the business government society interface (Dahan et al., 2010b); and Global strategic partnerships between MNEs and NGOs: drivers of change and ethical issues (Millar, Choi, & Chen, 2004). Also, evident from these studies is that the marketplace for collaborative relationship is growing.

Certainly, in the literature reviewed, varying reasons for the collaboration between business and NGO are advanced. The arguments range from - the collaboration facilitates leveraging comparative advantages in meeting the respective goals of the two organisations (Claus & Hogfeldt, 2011; Kourula, 2009), to suggestions that the relationship represents a collaboration continuum along which the partnership evolves. The collaboration continuum stages range from philanthropic on one end of the continuum, to transactional and finally to an integrative stage on the other end of the continuum (Austin 2000). A further submission by Dahan et al., (2010a) suggests that collaborative relationships contribute to "new modes of value creation." Illustrated by Figure 3, Dahan et al., (2010a); argue that through contributing complimentary capabilities along the value chain business and NGOs can be mutually reinforcing to each other. In making the argument for collaboration, they advocate that when business enters developing countries, they have little understanding of the context and the underlying nuances in terms of the culture, local market as well as the institutional and geographic features of the country Dahan et al., (2010a). Where they lack these "intangible knowledge" needed to operate in the developing country context, Dahan et al., (2010a) argue that the collaboration with NGOs may be considered.

Going beyond the argument of cross sector collaboration, Dahan et al., (2010a) advance the idea that the partnership between business and NGOs offers both social and economic value, strengthening the argument that business and NGOs in offering "missing capabilities"; "intangible knowledge" can enhance each other's business models. Austin, (2000) in advancing the idea that every relationship involves a value

exchange offers a tool for understanding what value- add the collaboration will offer. Presented as a Collaboration Value Construct (CVC), the CVC is advanced as a conceptual tool for assessing the value adds of a collaborative relationship. Through identifying 4 dimensions - value definition before an alliance begins, value creation, value balance, and value renewal, the tool provides for categories to assess the value that collaboration between business and NGOs offer. Assessing relationship through the CVC can be determined through understanding the motive, nature and form for the collaboration.

In Dahan et al., (2010a), through the illustration - Figure 4, present scenarios for when business and NGOs can collaborate. In presenting three possible circumstances, the authors identify conditions when collaboration is likely to occur. For instance, in case 1: when the business model of each entity satisfies the meeting of their respective goals – the authors argue that no collaboration is likely to take place. In case 2: the diagram reflects that when both business and NGOs have gaps in their existing business models to meet their goals and objectives, hence they will partner to address the "missing capabilities." In applying Austin's (2000) CVC, case 2: will illustrate a - value balance position. Finally, the idea of partnering to address "missing capabilities" is also supported by several writers (Millar, Choi, & Chen, 2004; van Huijstee & Glasbergen, 2010a). In case: 3, Dahan et al., (2010a) present the idea that business and NGOs jointly work to develop new business models – Applying Austin's (2000) CVC construct, this would constitute an example of value renewal. In Dahan et al., (2010a); while making the argument first in terms of the purpose and motive for collaborative relationships, the authors go further, to introduce the concept of the organisational structure that such collaboration can take either in adapting the existing business models or creating a completely new model.

FIGURE 3: CORPORATE NGO BUSINESS MODELS IN DEVELOPING COUNTRIES (Dahan et al., (2010a)
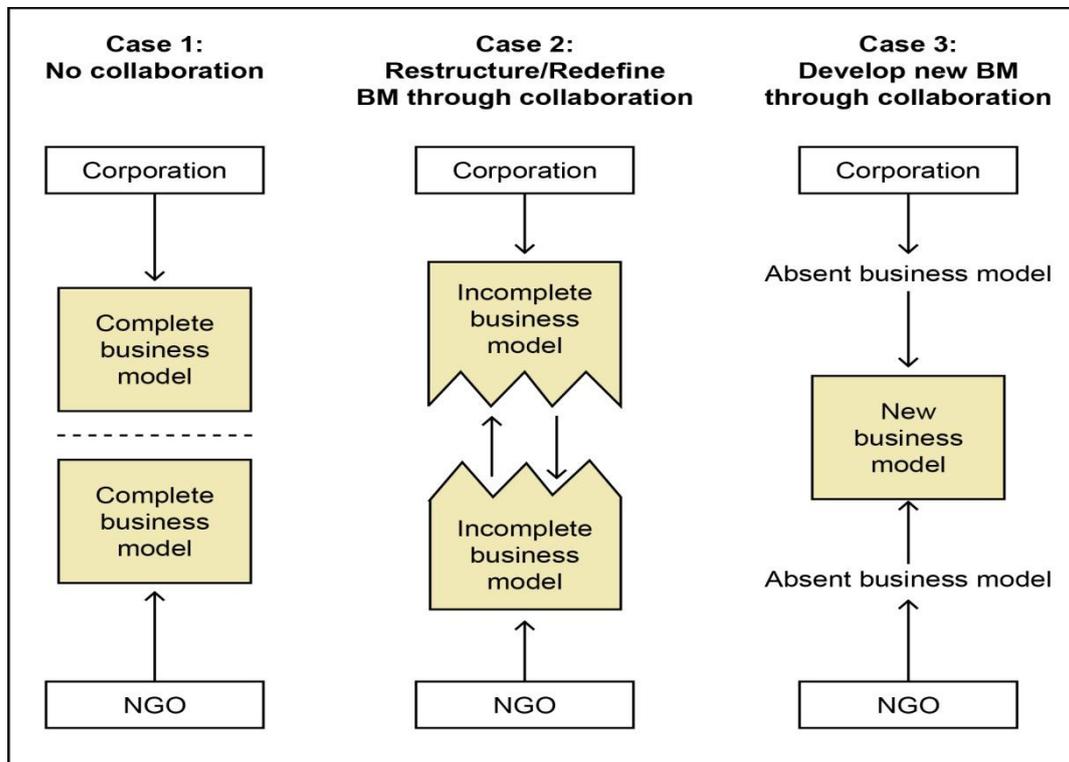
Equally important in the literature on the motive and stimulus for collaborative relationship is the view that business-NGO collaboration is a vehicle for corporate social responsibility. In this belief there is an understanding that NGOs are playing an active role of influencing businesses corporate social responsibility and the focus of these policy options through collaborative relationships (van Huijstee & Glasbergen, 2010a). Several other authors also advance the idea that collaborative relationship between business and NGO's is a vehicle for responsive corporate social responsibility (CSR) that facilitates the design, development and implementation of CSR (van Huijstee 2010; Seitanidi, & Crane, 2009; Kourala, 2009).

On the whole, in the literature on the collaborative relationship between business and NGOs, Austin (2000; 2007) has led in this topic area in providing conceptual clarity as well as conceptual frameworks to understand the relationship. The three frameworks that stand out across the literature are the Collaboration Continuum, the Collaboration Value Construct (CVC), and the collaboration continuum drivers and enablers. The collaboration continuum illustrated in Figure 5, classifies the nature of the collaborative relationship across a continuum into three stages, the philanthropic, transactional and

integrative stages. While the stages are not sequential, they do represent a path of evolution that a partnership can possibly travel. Against the three stages and using 7 dimensions, which include - level of engagement; importance to mission, magnitude of resources, scope of activities, interaction level, managerial responsibility and strategic value, the continuum provides an approach to explain at which stage of development the collaboration a relationship is at. For instance, a relationship will be considered to be in a philanthropic stage of development if there are lows levels of engagement, the importance of the mission is peripheral, and the magnitude of resources is small. Further, in a philanthropic stage, the scope of activities will be narrow; and interaction levels will be infrequent. Characteristics of simple managerial complexity and minor strategic value would also characterise a philanthropic stage relationship.

FIGURE 4: COLLABORATION CONTINUUM (AUSTIN 2000)

Nature of relationship	Stage I (Philanthropic)	Stage II (Transactional)			Stage III (Integrative)
Level of engagement	Low	☆	☆	☆	High
Importance to mission	Peripheral	☆	☆	☆	Central
Magnitude of resources	Small	☆	☆	☆	Big
Scope of activities	Narrow	☆	☆	☆	Broad
Interaction level	Infrequent	☆	☆	☆	Intensive
Managerial complexity	Simple	☆	☆	☆	Complex
Strategic value	Minor	☆	☆	☆	Major

In summary, Austin (2000) presents a "Collaboration Continuum Drivers and Enablers" illustrated in Figure 5. Building on the Collaboration Continuum of classifying the collaborative relationship into three phases - philanthropic to transactional to integrative, this continuum expands to incorporate a set of variables as drivers and enablers of the type of relationship that emerges through collaboration. These drivers and enablers include:

- alignment of strategy, mission and values;
- personal connection and relationships;
- value generation and shared visioning;
- continual learning;

- focussed attention;
- communication;
- organisational systems; and
- mutual expectations and accountability.

Finally, making the argument that collaborative relationships are largely discerned into three stages, and depending on the strength with which each dimensions or a set of dimensions is pursued, the stages of the collaborative relationship can be deciphered as well as an assessment of what will be needed to transform the partnership. Justin, (2000) favours the Integrative stage for collaborative relationships or alternatively the stage that should be pursued.

FIGURE 5: COLLABORATION CONTINUUM-DRIVERS AND ENABLERS (AUSTIN 2000)

	Philanthropic	Transactional	Integrative
Alignment of strategy, mission, values	Minimal fit required, beyond a shared interest in a particular issue area. Gratefulness and charity orientation.	Overlap in mission and values. Partnering mindset. Relationship as tactical tool.	High mission mesh. Shared values. Relationship as strategic tool.
Personal connection and relationships	Minimal personal connection to cause or people.	Strong personal connection at leadership level. Expanded personal relationships throughout the organisation. Increased understanding and trust.	Expanded opportunities for direct employee involvement in relationship. Deep personal relationships and trust across organisation. *Were* mentality replaces *us versus them*.
Value generation and shared visioning	Generic resource transfer. Typically unequal exchange of resources. Minimal collaboration in defining activities. Corporations respond to specific requests from nonprofits.	Core competency transfer. More equal exchange of resources. Shared visioning at top of organisation. Projects of limited scope and risk.	Joint value creation. Value renewal. Culture of organisation influenced by the other. Projects identified and developed at all levels within the organisation, with leadership support. Broader scope of activities of strategic significance.
Continual learning	Minimal or informal learning.	More active learning about process and substance.	Systematic learning and innovation. Discovery ethic.
Focused attention	Little top leadership attention.	Top management engaged at start-up and periodically.	Significant and on-going attention from top management.
Communication	Generally annually around grant process.	More frequent communication between partners and externally.	Explicit internal and external communication strategies and processes.
Organisational systems	Corporate contact usually in community affairs or foundation; nonprofit contact usually in development.	More people involved with responsibilities for specific collaboration activities.	Partner relationship managers. Organisational integration in execution, including shared resources.
Mutual expectations and accountability	Use for stated purpose but minimal other performance expectations.	Explicit performance expectations for targeted collaboration activities.	High performance expectations and accountability for results. Incentives for collaboration.

The collaboration continuum, together with the collaboration value construct and the continuum towards presenting enablers and drivers for collaborative relationships offers a framework that is multifaceted, and unconventional in its approach to assessing the type, nature, enablers and drivers of collaborative relationships and offers a framework that helps us assess collaborative relationships against several dimensions in truly understanding the value added by such collaboration. Several studies include the application and reference of the continuum in their writings and these include (Kolk & Lenfant, (2011); van Huijustee, (2010) Janmali, & Keshishian, (2008). The continuum is widely accepted as a framework for analysing the relationship and has also been subject to adaptations by (Neergaard & Pedersen, (2012). At the same time, (Seitanidi, & Ryan 2007), while recognising that Austin's (2000) model is a good analytical tool of the collaborative relationship, they identify limitations with the framework. The first relates to the fact that the tool does not differentiate amongst the forms of interactions, i.e. between the different type of partnerships charitable or patronage. Further, they argue that while the aggregation of the collaboration is into stages and that as it is an advantage of the framework it is also a limitation.

2.3.4 Limitations with Current Literature on Collaborative Relationships

The literature on collaborative relationships is an evolving field of theory and practice. Several models and frameworks are advanced to analyse the relationship. However, what seem to remain weak in the current literature are empirical quantitative studies that study the nature of this relationship in depth. A further glaring gap is that the literature discusses collaboration, or limits its study of this collaboration, to stable political situations. A common feature to the above mentioned studies is that the vast majority of the studies of collaborative relationship between NGOs and business referred to take place in stable political contexts. These studies have excluded exploring this relationship in post-conflict settings, and in Africa. Safe for a single study on the collaborative relationship between business and NGOs is the recent study of the relationships in the DRC, Kolk, & Lenfant (2011). Across the literature attempts are made to understand and interpret the motivation, structure; goals, outcomes, success and limits of these collaborative relationships. While the various studies have resulted in a number of constructs, models and frameworks to explain and interpret this relationship; greatly lacking in these studies is the relevance, and applicability of these frameworks, models and constructs to post-conflict settings, in Africa

2.4 Changing Nature of NGOs Relationship to Business

A further distinct observation in the literature on collaborative relationship between business and NGOs is the advancement of several arguments to reflect the changing nature of NGOs and their relevance in strategic partnerships and for the international business research agenda. Evident in the arguments by Teegen et al., (2004) who advance the need for international business to be conscious of the importance of NGOs in global governance and value creation. These authors criticise international business research for lagging behind other disciplines like social, political and economic sciences in recognising NGOs and their broader societal value. At the same time the authors argue that the changing roles of NGOs have implications for established assumptions of international business theory.

The suggestions that NGOs are important organisational entities that participate in global value creation and governance and that NGOs are evolving is further supported by the survey by Laasonen et al., (2011). In surveying the 199 articles on NGO-business collaboration, the authors present several themes to suggest the evolution, changing role, and shift in position of NGOs. Using the sequence of classification by Laasonen et al., (2011) NGOs are broadly characterised into the following broad areas:

- From Adversaries to Partners
- Addressing the Governance Gap and Tri-sector Partnership and Soft Law Governance
- From NGO Business Relationship to Blurred Boundaries
- Discursive Tensions: Voluntariness Under Pressure
- The Co-option of NGOs
- Role of Special Issue

The rapid expansion of NGOs in the past decade (Matanga, 2010) as well as the roles that it has begun to assume in the speed with delivery of development challenges is gaining recognition. NGOs are assuming the demands in society, are influenced by globalisation, technological advances, changing demands and the interconnectedness of all three sectors of society. This is supported by research (Dahan, et al., 2010a; Doh & Teegan, 2002; van Huijstee & Glasbergen, 2010b; Kourula, 2009; Laasonen et al., 2011).

2.4.1 What is the Relevance of Collaborative Relationships between Business and NGOs for Africa

Globally, from a macro-economic perspective, the unpredictability of the current socio-political-economic environment; influenced by globalisation of nations, information and technology presents challenges in planning for and predicting the future. With respect to Africa, several studies, surveys and analysis are offered on the future of the region. The World Bank made the following comment on its new strategy for Africa:

> "Africa could be on the brink of an economic take off, much like China was 30 years ago, and India 20 years ago." World Bank, 2010

This comment suggests that Africa is being compared to emerging global powers like China and India. At the same time, Chironga et al., (2011) make reference to the global relevance of Africa, as "cracking the next growth market." Further, in a recent survey on the attractiveness of doing business in Africa, Ernst and Young (2011) one of the larger accounting service companies with a large presence in Africa, conducted a survey of 500 business leaders on Africa (Ernst & Young, 2011). In summary the survey concluded that:

- FDI projects into Africa have more than doubled from 339 in 2003 to 857 in 2011

- Intra-African investment has grown exponentially increasing from 27 in 2003 to 145 in 2011 - 17% of all new FDI projects on the continent last year

- 60% of respondents say perception of Africa as a business location has improved over past 3 years and three quarters say attractiveness will improve further over next 3 years

- African GDP forecast to grow between 4% and 5% pa in next decade and FDI into Africa to reach US $150b by 2015

FIGURE 6: INVESTOR'S LOCATION

All respondents' figures based in 551 answers.

Note: Emerging countries includes all emerging and developing economies across the world, using the IMF definition, including those also represented in the 'Asia' and 'Africa' samples.

Source: *Ernst & Young's 2011 Africa Attractive Survey.*
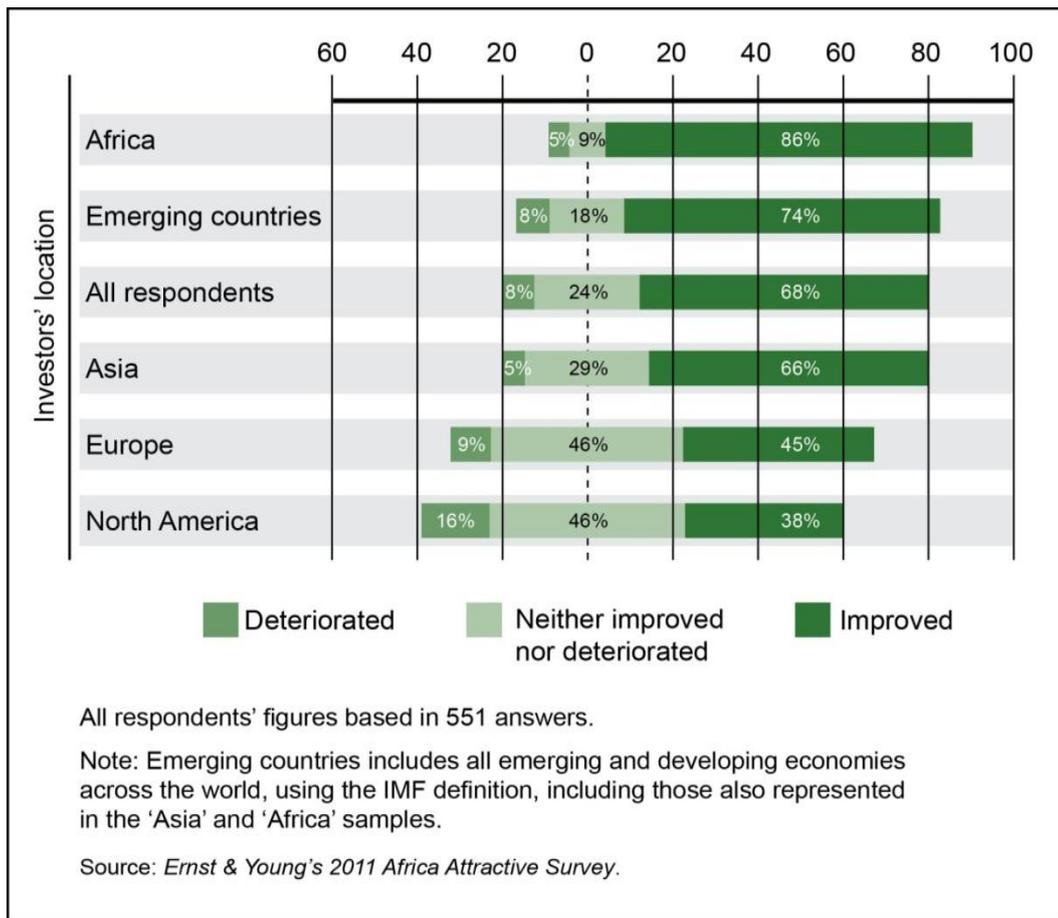
Africa as a region reflects the largest increase with respect to investor perception, showing an improvement of 86%. Ranked closely to emerging economies, Africa has an 8% lead over them and more than 40% lead over Europe and North America (Africa Attractiveness Survey; Ernst & Young 2011). In terms of economic projections on Africa, the indications are that Africa will be the future investment destination in the world. At the same time, politically, no other region in the world is affected by the legacy of conflict as is the case with Africa. For both business and NGOs operating in Africa, dealing with the consequences of conflict must be factored into all business and long-term institutional arrangements. Africa is characterised by both the impact and consequences of conflict which include dysfunctional political and economic systems, poorly developed infra-structure, mass internal displacement of people, migratory movement of people, lack of security, lack of economic recovery, lack of development, and poverty. At the same time the region is not homogenous and its different histories and unique challenges make it difficult to apply consistency to the challenges confronted by the region.

FIGURE 7: FACTORS AFFECTING BUSINESS INVESTMENT

Factor	Percentage
Unstable political environment	41%
We are a local organisation	23%
Corruption	22%
Weak security	22%
Poor transport & logistics infrastructure	17%
Inefficient administrative/regulatory environment	14%
Customers are inaccessible	12%
Poor telecommunication infrastructure	12%
Poor access to highly skilled labour	10%
Lack of entrepreneurial culture & entrepreneurship	8%
Poor utilities and energy security	7%
Complex language, culture and values	6%
Inefficient tax regime & customs procedures	4%
Poor price/quality ratio of labour	4%
Low quality of life	4%

Note: Respondents selected several answers. Total respondents: 170.

Source: *Ernst & Young's 2011 Africa Attractive Survey.*

From the results of the survey it is evident that uppermost in the minds of CEOs considering business investment in Africa is the unstable political context, Africa Attractions Survey (Ernst & Young 2011). While conflict is decreasing, Africa is host to the most number of post-conflict countries in the world. Hence for business the political context is a post conflict setting.

2.4.2 Post-conflict Reconstruction in Africa

"Peace needs Business and Business needs Peace"

Anderson et al., (2011)

The legacy of conflict has impacted the most on Africa's socio-political-economic progress and development. Africa is home to more post-conflict countries in the world than any other region (UCDP 2012). It is widely documented that post-conflict reconstruction seeks to build and consolidate peace, prevent the relapse into violent conflict, and to avoid minor skirmishes and disputes reverting back to violent conflict, it is has a complex set of actors and activities taking place (Nkurunziza, 2008; Strand & Dahl, 2011). This challenge is compounded by empirical research that suggests that

50% of all civil wars that are stopped revert to conflict within 10 years of achieving peace (Collier, Hoeffler & Söderbom 2008).

Classified into three phases - emergency; transition; and development phases; post-conflict reconstruction has multiple complexities to it with several dimensions that requires to be prioritized (NEPAD, 2004). Economic reconstruction and stabilization is one of the core dimensions amongst political stability, security sector reform, development, truth, reconciliation and amnesty. The business case for the private sectors involvement in post-conflict reconstruction is firstly made in the theory and practice of peace research which acknowledges that the private sector is an important non-state; Track II stakeholder (Miall, Ramsbotham & Woodhouse 1999). Closely linked is that in the absence of economic recovery post-conflict countries slide back into conflict. Secondly, the active involvement of the private sector creates opportunities for economic development (Collier et al., 2008). At the same time for the private sector the post conflict context is characterized by risks. These risks include firstly, political insecurity associated with the lack of security sector reform post the conflict. Secondly, in the aftermath of conflict all the infra-structure and economic activity has been severely affected. For business to engage in post conflict settings, there are a host of considerations in terms of the return on investment (Evers 2010). For the private sector the post-conflict setting is one characterized by political and security risks which in turn present economic risks that business is cautious about. While there are several arguments from the peace and security activities for the importance of business' role in post-conflict reconstruction, the development sector has also argued for businesses role in the development sector.

What is important to note is that the business calculation of the risks and return on investment influence the attitudes towards doing business in post-conflict countries. The role of the private sector in post-conflict reconstruction is essential, both local business and international business, given the motive of business, the opportunities in a post-conflict country are measured with the risks of entering this space (Miall et al., 1999; NEPAD, 2004; Evers 2010; Anderson et al., 2011). The business case for the role of the private sector through business in post-conflict setting has been clearly made in peace and conflict studies. Business needs peace and peace needs business (Miall et al., 1999). While the responsibility to resolve political conflicts is the responsibility of nation states, business and civil society are considered important stakeholders in building and reconstructing countries emerging from conflict (Miall et al., 1999). However because post-conflict countries transition through several phase

including stabilization, transition and transformation (NEPAD, 2005), the role of business is a critical one. What is evident from the literature is that business does play a wait and see game. Studies have reflected that there are patterns that can be observed in the way that business enter a post-conflict context.

2.4.3 Collaborative Relationship between Business and NGO in Post-Conflict Settings in Africa

In post-conflict settings, there are limited studies attempting to theorise about the relationship between business and NGOs. At a macro-level Jamali & Mirshak, (2009) argue for the greater integration of the linkages in business-conflict relationships. At an empirical research level, Kolk & Lenfant's, (2011), in a quantitative study, explore business-NGO collaboration in the post-conflict setting of the Democratic Republic of Congo (DRC). Surveying businesses operating in the DRC and NGOs with a major presence in the DRC, the study is one of the few studies of the collaborative relationship taking place in post- conflict settings. There is considerable literature and studies on the motivation and business case for the involvement of the private sector in post-conflict reconstruction. While high emphasis is placed on the relevance of context in which business and NGO's collaborate, studies of this relationship in an unstable political context characterised by the peculiarities of a post-conflict setting are largely missing. There are many contextual issues for business and NGOs collaborating in post-conflict countries.

Business and NGO are some of the first actors to consolidate their presence in post conflict settings and are the main stakeholders during post-conflict reconstruction efforts. One challenge during this phase is the lack of co-ordination of activities, in spite of the limited tangible and intangible resources (Jamali & Mirshak, 2009; Nkurunziza, 2008; Strand & Dahl, 2011) and hence requires greater collaboration amongst all the actors. Business and NGO stand to gain from collaboration and given that both organisations are prone to the complexities of the context that they serve, innovation in collaborative partnership is an important mechanism to explore in pursuit oftheir individual goals and the interdependence of their existence (Jamali & Mirshak, 2009; Nkurunziza, 2008; Strand & Dahl, 2011).

2.5   Conclusion

This study has observed the emergence, drivers and enablers of collaborative relationships, and theories, strategies and methodology for collaboration. In addition, the study explores that value–add transpires through the collaborative relationship between the private sector and civil society sector. Ultimately, this study makes a contribution to theory building on collaborative relationships between business and NGOs. A distinguishing feature of this study is the emphasis on this relationship taking place in post-conflict settings, in Africa.

> "Our times demand a new definition of leadership - global leadership. They demand a new constellation of international cooperation - governments, civil society and the private sector, working together for a collective global good" (Ki-Moon, 2009).

The literature review on collaborative relationship between business and NGOs shows us that it is a fast evolving phenomenon that is multi-layered and complex. Multi-sectoral and disciplinary approaches are being explored to gain more insights in terms of theory and practice of the phenomenon. Since the emergence of business-NGO collaborative relationship, we have come to observe that there is a co-existence of collaborative and confrontational relationship between business and NGOs (van Huijstee, 2010). At the same time several models are presented to analyse the nature of collaborative relationships; the drivers and enablers of this relationship as well as the value add of such collaborative relationship.

Ultimately, the vision seeks to promote transformative partnerships through the collaborative relationship. Indeed, the interdependent world that we live and work in has placed new demands on the three sectors of society, individually and collectively but also in non-traditional collaborative relationship like that we are witnessing evolving between business and NGOs. Surrounded by several layers – the local, regional, and global level developments like globalisation, changing demographics, conflict, and the advancement of the technological, development all have bearing upon motives, drivers and enablers of collaborative relationships between business and NGOs.

As Africa; moves into the focus of economic development and growth, the legacy of conflict is still a reality that characterises socio-political and economic environment. Business has a critical role to play in Africa's post-conflict reconstruction and development for the advancement of the private sectors as well as for stability and

development of the region. The gap in understanding how business and NGOs are collaborating in post-conflict countries and what potential they offer the region is worthy of study and analysis towards complimenting existing practices that the business and NGOs can exercise in pursuit of their respective goals.

CHAPTER 3:   RESEARCH QUESTIONS

Adding to this young research topic area on the collaborative relationship between business and NGOs, this study seeks to address the literature deficit on the nature of collaborative relationships between business and NGOs in post-conflict countries in Africa. In addition, the study critically assesses the theoretical constructs of this area of research, in particular in post-conflict settings, in Africa. Drawing on the gaps in the literature reviewed and presented in the previous chapter, the research questions that the study sought to answer are:

3.1   Research Question 1:

What are the perceptions of and motives for collaborative relationships between business and NGOs in post-conflict countries in Africa?

This research question sought to investigate how business and NGOs perceive collaborative relationships. In addition, the question seeks to determine what motivates businesses to collaborate with NGOs and what motivates NGOs to collaborate with businesses.

3.2   Research Question 2:

What is the nature of collaborative relationships between business and NGOs in post-conflict countries in Africa?

This question sought to assess the nature of collaborative relationship of both businesses and NGOs through the adaptation of Austin's (2000) collaboration continuum. Variables on the collaboration continuum which included: the level of engagement in the relationship; importance of the relationship; magnitude of resources invested; the scope of activities engaged in; the level of interaction; the managerial complexity; and the strategic value of the relationship were rated.

3.3   Research Question 3:

Determine what factors, if any, contribute to collaborative relationship between business and NGOs in post-conflict countries in Africa?

With this research question, the aim was to determine what factors contribute to the collaborative relationships between business and NGOs. To triangulate the data collection for this question, an assessment tool using the drivers and enablers proposed by Austin (2000) was devised to collect data.

3.4 Research Question 4:

What have been the benefits and achievements of collaborative relationship between business and NGOs in post-conflict countries in Africa?

The aim with this question was to determine what the benefits of collaborative relationships are for both business and NGOs engaged in such relationships.

3.5 Research Question 5:

Determine what factors, if any, prevent the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa?

With this question, the researcher sought to determine what factors constrained and or prevented the establishment of collaborative relationships.

3.6 Research Question 6:

What are the characteristics of business-NGO collaborative relationships in post-conflict countries in Africa?

With this question the study sought to determine what characterises collaborative relationships in post conflict countries in Africa.

CHAPTER 4:   RESEARCH METHODOLOGY

4.1   Introduction

This chapter discusses in detail the research methodology that was used for this study. The theoretical constructs on the collaborative relationship between business and NGOs that were identified and learned through the literature review; were tested with businesses and NGOs who engage in this type of relationships. The study was conducted using in-depth interviewing, and focussed on post-conflict countries, in Africa. This is purely an exploratory, qualitative study which is evident in the entire research strategy, more specifically in the research design, method, as well as in the selection of the sample and the approach used to analyse the data.

4.2   Research Method and Design

This qualitative study on the critical appraisal of the collaborative relationship between business and NGOs in post-conflict settings in Africa is a study into a relatively new area of thinking around cross-sectorial partnerships between business and NGOs. As an emerging research topic area, the exploratory method of in-depth interviews was considered most appropriate. Data was collected from businesses and NGOs who engage in collaborative relationships. What differentiates this study from other studies in this area is that it focused on businesses and NGOs located and operating in post-conflict countries, in Africa. In addition, this study is differs from previous research conducted to date because it investigates these relations empirically as opposed to presenting what and how this relationship should be. The focus of the sample in a study of this nature is an important determinant of the methodology (Hart, 2005). In this study the researcher has used purposive, judgemental samples of businesses and NGOs engaged in collaborative relationships in three post-conflict countries namely Burundi, Sierra Leone, and Liberia.

As the study focussed on observing factors in a dynamic and contemporary world context, its design had to incorporate these specifics. It is a well-established fact that post-conflict countries are dysfunctional, information is not easily accessible, and data is mostly within those individuals active in their respective areas of interest and engagement. This study sought to contribute towards closing the vast gap in the knowledge on post-conflict contexts in Africa, but in particular on the relationship

between business and NGOs in this setting. Hence, answering the research questions was largely dependent on using an appropriate research methodology to extract this important information (Hart, 2005; Saunders & Lewis, 2012).

In the main, this study was a qualitative study and is aligned to the objectives of the research, as well as the research questions. Gathering and analysing information on a relatively new and evolving phenomenon in post-conflict settings was at the core of this research. More specifically, the research tried to probe into the perception and the nature of the relationship between business and NGOs, the motivation for the relationship, and the factors that enabled and/or constrained the relationship in post-conflict settings. Further, the study compared this relationship both prior to and post the conflict situation.

4.3   Population

For this study the population of relevance comprised of two distinct populations namely, businesses and NGOs that collaborate in post-conflict countries in Africa. Samples from populations of both businesses and NGOs were drawn for in-depth interviews. The selection of the population and the gathering of data on the relationship allowed for the observations in the literature review process to be easily validated and tested.

4.3.1   Sample

In accordance with the sampling techniques used in qualitative studies, the study used a non-probability, purposive, quota sampling technique (Hart, 2005; Saunders & Lewis, 2012). The sample of businesses and NGOs were drawn from three post-conflict countries - Burundi, Sierra Leone and Liberia. These countries are at a post-conflict stage for between 9-12 years, with Burundi at 12 years, Sierra Leone at 10 years, and Liberia at 9 years. It is useful to note that Sierra Leone and Burundi have been selected as the first two focus countries of the United Nations Peacebuilding Commission (UNPBC). This status of the two countries contributed to the decision to select them for this specific study. Consultative discussions with experts in the peace and security field in Africa were also held to test the selection of the sample.

4.3.2   Selection and Number of Interviews

The selection of interviewees from both populations, business and NGOs in post-conflict settings, had to satisfy the criteria of being engaged in collaborative relationships. Business had to be collaborating with NGOs and NGOs had to be

collaborating with businesses. A total of 18 in-depth interviews were conducted for this study. The sample groups of businesses and NGOs were selected from Burundi, Liberia, and Sierra Leone. Both face to face as well as Skype, and telephonic in-depth interviews were used for this study.

In the case of Burundi, the researcher travelled to Burundi and was able to conduct face-to-face in-depth interviews. In the cases of Sierra Leone and Liberia the in-depth interviews were conducted telephonically and using Skype. The aim was to interview three businesses and three NGOs in each of the selected countries. The samples were drawn from a cross sector of both businesses and NGOs in all three countries; businesses from telecommunications were interviewed in all three countries. In post-conflict settings this is especially relevant because telecommunications is one of the market sectors that are able to get into business with minimal effort after conflict has ended. A detailed list of interviewees is presented in Appendix 1.

While the samples were selected using non-probability and judgemental sampling, the choice of stratified sampling for the study was purposive. This was to allow for the triangulation of the data collected from the business and the NGO as two distinct populations, as well as across the three post-conflict countries. In addition, with the sample encompassing a variety of sectors of business and NGOs, this enabled the cohesion of information in gathering the information related to the research topic.

4.4   Unit of Analysis

The unit of analysis for this study was the perception and the nature of the relationship between business and NGOs, the motivation for the relationship, and the factors that enabled and/or constrained the relationship in post-conflict countries in Africa. Further, a comparison of the relationship prior to and post the conflict was also analysed. The research design and methodology used in the study was appropriate for the research questions posed by the study and ensured that the research objectives where achieved.

4.5   Data Collection

4.5.1   In-depth Interview Design

In-depth interviews were considered an appropriate form of data collection because of its applicability and usefulness in situations when new and detailed information is required (Boyce & Neale, 2006). The research questions were answered using in-depth

interviews, with the support of a semi-structured interview guide which consisted of pre-formulated questions. In keeping with the use of the semi-structured interview guide there was no strict adherence to the pre-formulated questions (Myers 2009).

Guided by the importance and need for good interview questions (White, 2009), the semi-structured interview guides (Appendix 2 - Business, and Appendix 3 - NGOs) were developed. The semi-structured interview guide, had a combination of open ended qualitative, exploratory type questions as well as quantitative, survey-type questions. The open ended questions focussed on gathering data about the perceptions of the relationship, the motives for the relationship, the factors that contributed to the relationship and the factors that constrained the relationship. For the open ended question the probing technique, allowing for new questions to emerge (Myers, 2009), was also used where necessary to gain more detailed insights. This was especially relevant where observations or sharing helped clarify even further the theoretical constructs that the study tried to focus on. In addition this approach allowed for gaining a deeper understanding of the variance in relevance of the theoretical constructs for the selected countries. As the interviews were conducted across two sectors, the business and the NGO and in three different countries, the necessary probing did vary from one context to another, which is reflected in the results.

Through the literature review, the discovery of the collaboration continuum developed in the seminal work by Austin (2000) presented an important framework with a set of variables to assess collaborative relationships against. Using the set of variables prosed by Austin (2000), which includes: the level of engagement, importance to mission, magnitude of resources, scope of activities, interaction level, managerial complexity and strategic value, a quantitative survey of these variables using the likert rating scale was constructed. This survey is captured by Figure 1 in Appendix 2 and 3. Interviewees from both business and NGOs had to rate the nature of the relationship against the identified set of variables. Slight adaptations to these questions were necessary for the two population's types that were targeted by the study. A similar quantitative design approach was developed to assess the drivers and enablers of the relationship between business and NGOS. Using Austin's (2000), theory on drivers and enablers of collaboration, a similar survey of the variables was constructed using survey-type questions with a Liekart rating scale. This survey is captured by Figure 2 in Appendix 2 and 3. Overall, the aim of the semi-structured interview guide was to help facilitate the collection of answers to the research questions.

4.5.2 Questionnaire Pre-Testing

The semi-structured interview guide was pre-tested with an NGO colleague from German Technical Co-operation (GTZ) in Sierra Leone. The draft interview guide was sent to the interviewee. The interview was conducted by telephone, and the conversation was recorded using audio recording and note taking. The aim of the pre-test was to test the semi-structured interview guide, the flow of the questions, and the variation in the data collection technique, the use of the recording mechanism as well as the use of telephone interviews. The test confirmed that the guide was appropriate, there was a flow in the interview and the time allocation appeared sufficient. Sending the interview guide in advance did help with the quantitative data collection sections of the semi-structured interview guide. The pre-testing helped the researcher develop a level of comfort with the process and task.

4.5.3 Conducting In-depth Interview

In keeping with the ethical requirements of doing research (Hart, 2005; Saunders & Lewis, 2012), all participants in the research were informed by way of introduction that the interviews were a voluntary process to share information and that they were able to withdraw from the study at any time. As the interviews were recorded both in audio recording and through note taking, the researcher did clarify this with the interviewees and verbal approval was received. In the case of the telephonic and Skype interviews a research assistant supported the interview process by being present and to enable the data collection. Given the peculiarities of post-conflict settings, and the accessibility to interviewees, it was necessary to have a research aide help with the setting up of equipment and to make the interview process least onerous on the participants to prevent cancellations. In addition, the assistant arrived at the place of the interview in advance to ensure all ran smoothly.

The duration of the interviews ranged from forty minutes to an hour. While the semi-structured interview guide was used as a framework for the conversation, the use of in-depth conversations enabled the interview to focus on a host of themes with the aim of creating a picture and constructs on the collaborative relationship between NGOs and business. The data collected constituted storytelling and many direct quotes and words of the respondents were collected and are presented in the results section.

One of the realities of doing research in post-conflict countries like Burundi, Liberia and Sierra Leone is the access to data and information given that infra-structure and systems are being rebuilt and not at an optimal level of functioning. Given the fragile

state of relationships in these countries there is a high degree of mistrust and data collection can be challenging. This is a reality of conducting research in countries that have just emerged from conflict and is one of the main reasons for the lack of information and studies from these countries. Data is largely not available and in instances where it is available, access is a real challenge. The mistrust in this environment did require some manoeuvring for this specific study.

This study benefited from the relationship and network of the African Centre for the constructive resolution of disputes (ACCORD). ACCORD is a specialist peace and security institution working across Africa in political conflict situations. It has a track record of 20 years and is a leading NGO with high credibility. ACCORD is recognised by the United Nations as a model for conflict resolution in Africa. The collection of data from the three selected post-conflict countries was enhanced by the location of the researcher with ACCORD. All inquiries for potential interviewees and information of the relationship between business and NGOs were met with a willingness to help. This greatly benefited locating business and NGOs in the focus countries as well as identifying interviewees. In addition, the selection of interviewees and the set-up of interviews benefitted from local networks and support in the three countries, given the logistical and geographical realities as well as the infra-structure deficiencies associated with the post-conflict context.

Given that the interviews took place with business and NGOs, two completely different sectors of society, as well as the sensitivity of the subject matter to both institutions, it was important to build a rapport of trust and respect with the interviewees. In the case of all the interviews, the semi-structured interview guides were sent ahead of time. With the permission of the interviewees, the interviews were audio recorded as a back-up; however the researchers took detailed notes during the interview along the questions posed in the interview guide (Rudestam & Newton 2001).

4.6   Data Analysis and Data Management

Reducing the data collected into manageable sections for the interpretation or "making sense" according to Rudestam & Newton (2001); as well as for the analysis of the findings, was achieved through several approaches. As the literature on research methods confirms, data collection and analysis in a qualitative study is an iterative process (Hart, 2005). As the goal of a qualitative study is to develop deeper levels of understanding of the phenomenon, the data management was a dynamic and continuous process whose efficacy was critical to the quality of the results.

While there is no agreement in the research methodology literature on how to conduct and report qualitative data analysis, Rudestam & Newton (2001) advise developing a well organised strategy to make sense of the data and present it comprehensively. In this study, the strategy used to make sense of the data and present the results entailed recording the notes of the interview immediately after the interview. Further, the interviews were transcribed. The reviewing of the notes, transcripts, as well as listening to the interviews took place on a continuous base while further data collection continued. As a dynamic process, patterns and thoughts began to emerge and were mapped into mind maps. This took place long before the formal analysing of the results had started.

Qualitative methods of data analysis were the data is "words" and "ideas" (Rudestam & Newton 2001) requires a combination of data analysis techniques. Using the research questions, thematic networks (Attride-Sterling, 2001), coding an indexing frame (Hart, 2005; Saunders & Lewis, 2012) was developed and the data was categorised. Through the review of the data – words and ideas-patterns, trends and themes relating to the research questions were analysed. The analysis of the data has relied on content and frequency analysis. This is reflected in how the results are presented. The aggregate responses are ranked in terms of the frequency with which they had emerged. In the case of qualitative studies, a unique feature of this methodology is the direct quotations and capturing data in the own words of the respondents (Hart, 2005; & Saunders & Lewis, 2012). The themes and patterns that emerged from the studies are amply illustrated and supported by examples and quotations of the interviewees. The data analysis did communicate the uniqueness of the data that has been derived from the data collection.

4.7   Data Reliability and Validity

Data reliability is about using data collection methods and analysis procedures which produce consistent results (Saunders & Lewis, 2012). In this study data reliability was achieved through the use of a standardised interview guide, with adaptions for data collection and analysis for the two sectors interviewed. Although the qualitative techniques allowed for intentional probing, the interview guide was important in establishing the "rules that guides the administration and implementation" of the interview (Boyce & Neale, 2006). The use of the interview guide helped to ensure consistency in interviews and reliability in the data collected (Boyce & Neale, 2006; Hart, 2005; & Saunders & Lewis, 2012).

Validity in qualitative research is mainly concerned with the dependability or credibility with the research process – are the findings really about what they appear to be about (Saunders & Lewis, 2012) The closeness of the researcher to the topic and researcher bias was minimised in this qualitative study through presenting the findings in the words of the research participants, which is one of the advantages of the qualitative method of investigation.

4.8 Limitations

Qualitative studies like this one are associated with limitations (Rudestam & Newton, 2001). The most obvious limitation is that of time which has been allocated to complete a study of this nature. Additionally, as a non-probability, judgemental sample was used the sample cannot be used to generalise the findings for other instances. . As the study sought to study the perceptions of people, it has been assumed that realistic data has been presented.

Other limitations include:

- The limited number of businesses and NGOs collaborating in post-conflict countries;
- The challenges of conducting research in post-conflict countries in terms of the availability of resources; and
- The study used both face-to-face and telephonic in-depth interviewing. While the combination of methods assisted in the triangulation of data and with data collection, the limitations associated with telephonic interviews were applicable to this study.

4.9 Conclusion

The research methodology strategy and design sought to meet the objectives that this study intended to achieve at the outset of the process. The main purpose of the study was to understand the nature of, motivation for, and the enablers and drivers of collaborative relationship in post-conflict countries. In the light of this emerging phenomenon, the study sought to explore this phenomenon in post-conflict countries in Africa.

CHAPTER 5:   RESULTS

5.1   Introduction

In this chapter the results of this study are presented. Data collected from 20 in-depth interviews across two sample groups, business and NGOs, are interpreted, analysed, and presented. Content and frequency analysis was the main process used to analyse the data. In the case of the quantitative data collected through questions 2.3 and 4 of the interview guide, statistical analysis was used. The overall structure used to present the results was achieved through a mapping exercise linking the research objectives, to the research questions, to the interview guide questions. Each of the interview guide questions were linked back to the research questions and the specific theme that each question sought to answer is used to structure the presentation of the results. Finally, using the research questions as a framework the results of the study are presented.

5.1.1 Demographics of the business and NGO sector interviewed

Table 2 and 3; reflect the demographics of the two groups: business and NGOs. More specifically, the tables present the distribution of interviews across the three post-conflict countries, the sectors from which the interviewees were drawn, and the geographical nature of the business and NGOs. Further, the tables provide the number of collaborative relationships the institutions interviewed are engaged in. Finally, the table reflects the job designation of the interviewees in both groups.

Table 2: DEMOGRAPHIC INFORMATION: BUSINESS INTERVIEWEES

Interviews per selected post-conflict country in Africa	Burundi		Liberia		Sierra Leone	
	5		2		3	
Business sectors	Telecommunications	Other	Agriculture	Mining	Micro-finance	
	3	1	2	2	2	
Geographical spread of business	Local		Regional		International	
	3		2		5	
Number of NGOs business are collaborating with	0-1		1-3		3-more	
	4		6		0	
Job designation of interviewee	Executive		Middle Management		Other	
	8		2		0	

Table 3: DEMOGRAPHIC INFORMATION: NGO INTERVIEWEES

Interviews per selected post-conflict country in Africa	Burundi	Liberia	Sierra Leone
	4	3	3
NGO sectors	Agricultural	Micro- finance	Development
	3	2	5
Geographical nature of NGOs	Local	Regional	International
	2	3	5
Number of business NGOs are collaborating with	0-1	1-3	3-more
	7	3	0
Job designation of interviewees	Executive	Middle Management	Other
	8	2	0

5.2   Results for Research Question One

Research question one sought to investigate what the perceptions of collaborative relationship by businesses and NGOs engaged in such a relationship are. In addition, the question aimed to assess what the motives for business to collaborate with NGOs and NGOs to collaborate with businesses are in post-conflict countries in Africa. The results presented in this section relate to the data collected from questions 3.1 and 3.2 of the semi-structured interview guide (Appendix 2 and 3) across both the sample groups.

5.2.1 Perceptions of Business - NGO collaboration

5.2.1.1   Business Response

In response to how collaborative relationship between business and NGOs in post-conflict countries is perceived, the four constructs that emerged from the responses are presented in Table 4. Firstly, the relationship is perceived as being embryonic, "nascent," "it has started;" secondly, the significance of the relationship is considered important; and thirdly, the relationship is understood as being "long-term." The fourth construct is, "challenges are associated with the relationship." Table 4 presents the perceptions ranked according to frequency with which respondents from the sample interviewed reflected the construct. Throughout the interviews direct quotes explaining and illustrating the constructs could be observed and these are presented under the heading of each construct.

Table 4: PERCEPTIONS OF THE RELATIONSHIP BETWEEN BUSINESS AND NGOs: BUSINESS RESPONSES

Rank		Counts
1	Embryonic (new, nascent, it has started)	8
2	Significance of the Relationship	7
3	Long-term Initiative	5
4	Challenging	4

5.2.1.1.1   Embryonic

With respect to the perception that the relationship is embryonic, a respondent from Burundi said that the relationship "is nascent;" a second respondent said "not often that you see companies doing business with NGOs." In another instance, a respondent from Sierra Leone indicated that the relationship was "difficult and new" and a respondent from Burundi said that "it happens in post-conflict countries." A slight variation was observed in the response from a respondent from Liberia who presented an aspiration for this type of collaboration by saying "it will come, but it's not here, business don't see the role in this collaboration so it will come we started." A less committal response from another respondent from Sierra Leone was "its cordial and they are co-existing peacefully". In another surprising response from a business involved in at least three collaborative relationships, the respondent said "I have to say I don't see it, particularly in post-conflict countries–there you have lots of NGOs and it makes it difficult to choose which NGO is the right one to work with."

5.2.1.1.2   Significance of the Relationship

In terms of the significance of the relationship, quotes to illustrate this construct include a respondent making reference to "it is important that we collaborate;" while another respondent went on to say "in post-conflict countries it is very helpful for them because it allows them to build their projects and they are working in solidarity." At the same time a respondent from Burundi said, "before I came to Burundi, I had no expectation or hope or thought that business and NGOs would work together at all. Businesses are trying to make a profit and NGOs are just trying to live on people, they both have their issues, they are two different worlds. So I thought just stay out of it and do my thing. So I thought I would just come in and source coffee and that would be it, but when I got here I realised that I cannot do as a private business and I need the help of NGOs. It was absolutely necessary in a post-conflict situation."

A similar view was held by a respondent from Liberia who said "I think it is expanding, on the whole, the relationship is collaborative. There are issues that constrain the relationship, for example, when the NGO is on the other side of the fence advocating for community rights and stakeholder issues and so forth then sometimes the relationship becomes a bit aggressive. Our engagement has been very useful but there is still room for improvement, in terms of expanding that to other areas. In the case of Acerttol Mittal we consider ourselves as a leader in the country through NGO engagement."

5.2.1.1.3   Long-term and Challenging

For both these constructs, long-term and challenging, direct quotes that illustrate resonance with these two constructs are grouped because in some instances both constructs appeared interrelated. For example in one instance the respondent from Burundi said it's a "long-term relationship;" while a second respondent said "there has to be some ethical and incentive elements into their foundations and visions that can motivate this kind of position to collaborate." At the same time a respondent from Sierra Leone said "we collaborate in micro issues where government may not be able be able to get the objectives achieved." Additionally, for a respondent from Burundi the challenge was that "the one thing I see in post-conflict countries is that there are too many NGOs and it makes it difficult to choose which NGO is the right one to work with."

The respondent from Liberia on the other hand said, "but with the NGOs coming around they also help in the way that they get us to know how to work with the community people. If we don't get that acceptance within that community then it makes our work difficult. For instance there is another NGO that is working in one of our areas, I think it is a German NGO they are trying this conflict resolution they always get our people involved in it. They have community meetings and we get invited to those meetings and they also have benefits for us being there. That is giving the community more nourishment and it gets us also aware that we have to make sure that we are doing just compensation for whatever damage we may cause in the community. So it makes us aware of taking good care of the community and then we see that things are working fine."

5.2.1.2   NGO Response

For the NGO group the results of the perceptions of collaborating with business in post-conflict countries reflected four dominant constructs. The first construct on the perceptions refers to - "new"; in the "developing stages"; "is an emerging initiative with lots of NGOs jumping onto the idea." A second construct that emerged from the interviews is that collaboration is associated with an economic link. A third construct that was identified is the importance of mutual interest in collaborative relationships, and finally, the fourth construct refers to importance of harmonisation and alignment. Table 5, reflects the results of the rank and frequency with which each construct was reflected by the respondents.

Table 5: PERCEPTION OF THE RELATIONSHIP BETWEEN BUSINESS AND NGOs: NGO RESPONSES

Rank		Counts
1	Emerging Initiative, "new", "developing stages"	8
2	Economic link	7
3	Mutual interest to collaborate	6
3	Importance of harmonisation and alignment	6

5.2.1.2.1   Emerging Initiative, New, Developing Stages

In the case of this construct – "emerging initiative," "new and developing stages", the majority of the responses of eight counts reflected this. Some direct quotes in support of this construct include the following: in one response a respondent shared "I think we have a long way to go...we are beginning to interact and we are beginning to build relationships but generally business are a bit removed from the work of NGOs." Another respondent indicated "so we have just started but we are a long way up and a lot still needs to build and strengthen the relationship." Linked to the previous idea was a further response indicating "for now it is new for us, but we would like the relationship expanded to many companies?" On the other hand, another respondent while indicating the construct is emerging, also qualified this response with making the following statement "emerging initiative lots have jumped on the bandwagon but albeit small scale."

On the other hand a respondent from Sierra Leone was cautiously optimistic in his response when he said "NGOs that came here have been set and working under very severe circumstances. You even have members of the society you are operating in come and they are against you even if they believe you are not doing the right thing. But we see that this is now changing and there is a lot of opening up and NGOs today are in a much better position to be able to deliver services to be able to do whatever they want to do in the communities."

Additionally, two responses, while also supporting the emerging nature of the construct, also made comments about aspirations for this type of relationship. One respondent

said "business is not sensitised to working with NGOs." while another respondent said "wish more NGOs will be involved with business."

5.2.1.2.2   Economic link

There was strong support for the economic link in the collaborative relationships. At least seven respondents referred to the relevance of this construct. To illustrate this quote some direct quotes include: in one instance a respondent said "cannot separate business and NGOs in Burundi;" sharing a similar view a second respondent said "a lot of business realise they make the economy improve if they collaborate;" still echoing the same sentiment a third respondent said "collaboration is an emotional attachment with the market," and finally another respondent said "at the end business comes from the community." In still another view a respondent said "cannot separate the business and NGO environment in Burundi, business needs stability and peace to survive. Business must trigger the ball…it is not only the states responsibility."

In addition, three respondents were less direct but made a similar point: "at the end of the day business comes from the community;" "a lot of businesses realise they can make the economy improve if they collaborate. There is a lot of instability in the country and this will help it to improve;" "collaboration is an emotional attachment with market;" and "win hearts of the market."

5.2.1.2.3   Mutual Interest to collaborate

The third construct reflected in the results associated the importance of mutual areas of interest for collaboration. For more than half the respondents, collaboration seems to take place around mutual areas of interest or need. At the same time there was a strong emphasis with at least six respondents making specific reference to the importance of harmonisation and alignment between what NGOs and businesses are working on as important for a post-conflict country. Illustrating this point further is some direct quotes observed from the respondents. In one response from Burundi, the respondent said "I think many times we work separately, but according to topics that are of benefit to us."

A similar sentiment was expressed by a respondent from Sierra Leone who said "NGOs are working with some business depending on what the interest of the business as well as what the NGO is doing." In another instance a respondent from Liberia went on to say "many of these relationships are still in the development stages, however are increasing as business see the country is growing economically and

peacefully and that their investment as good partners is used wisely and based on prudent business and social programmes in which NGOs are actively engaged." The importance of "finding the common interest points and how we can work is the biggest challenge," said another respondent.

At the same time a respondent from Burundi, while highlighting that businesses and NGOs are completely different made reference to the importance of alignment and harmonisation. "I think that NGOs and business are two completely separated realms. On so many levels that's troublesome. NGOs are setting up programmes that are not aligned to the needs of business. There is no alignment or harmonisation. NGO are doing their own donor funded work but then the private sector is looking at them that they need skilled qualified staff, but really the programmes are not aligned. So that I think is weird."

5.2.2 Motives for business NGO collaborative relationships in post-conflict Countries

5.2.2.1 Business Response

From the perspective of business the motives for collaborative relationships in post-conflict countries are presented in Table 6. Three constructs showed dominance in the results obtained from this question. The first construct communicates to the level of relevance of vision and role of the leader of the business, while the second construct relates to the importance of collaboration to the business strategy. The third construct relates to the corporate and reputational advantage for business "giving back" and the importance of "reputational advantage." Table 6 presents the three constructs in terms of the rank and number of counts for the business respondents.

Table 6: MOTIVES FOR COLLABORATIVE RELATIONSHIPS: BUSINESS RESPONSES

Rank		Counts
1	Importance of the visionary leadership	7
2	Relevance to business strategy	5
3	Corporate responsibility and reputational advantage	4

To further illustrate the constructs presented in Table 6, direct quotes observed during the interviews are presented under each construct

5.2.2.1.1   Importance of visionary leadership

A respondent from Burundi shared that the "vision of the founder of the company was important–understood that the best way to service the community is to know and support the least of the least in the community. By doing so, support the work and understand in advocating on behalf of the community."

5.2.2.1.2   Relevance to the Business Strategy

Associated with this construct a respondent from Liberia said "as an international corporate, the expectations on us are high so we evaluate to see which collaboration enhances our own ideologies." In another example to illustrate this construct a respondent from Burundi said "70% of GDP in Burundi comes from the coffee industry, the NGOs in this sector are important. Working with the cooperatives do great for the coffee business."

Continuing the respondent from Liberia went on to say "our engagement with NGOs is based on the realisation that NGOs and other stakeholders are a core part of our business strategy in a post-conflict country. Unlike developed countries where there are structures for engagement, information dissemination, in post-conflict countries, the issues are different. Engaging with NGOs also helps to manage expectations. Because although there are NGOs who have that confrontational style and what have you, we have noticed that once you engage and engage fairly you provide an opportunity for people to hear you out. Moreover, engaging with NGOs, engaging with communities and other stakeholders is a business imperative. Because NGOs and other stakeholders, we going to listen to them today on genuine issues that affect their status, you will listen tomorrow and when you listen tomorrow it would be costly. So if you look at it, it is an investment, not in public relations but it's a business investment. The net present value of your business today that includes the stakeholder engagement into it will more or less increase when that engagement is done reasonably, because what you going to have is work stoppage. Work stoppage, community riots – we are a mining company; we don't have the time to go put out fires. So it is better to clear the bushes before the fire can set in."

In another quote a respondent from Burundi indicated that from a micro-finance perspective the view is that "in micro-finance you can have all the money at your

disposal but if you cannot administer it properly especially if you are looking in a post-war country, then you definitely have problems because in the mind-set of the people is simple that anything that comes after the war is supposed to be something for free, so when you working in this kind of environment you need the necessary assistance and to do what you have to do, so some of the NGOs they partners with us for some of those things."

5.2.2.1.3   Corporate Responsibility and Reputational Advantage

Illustrating this construct, direct quotes included a respondent making reference to the importance of "giving back to the community;" in another response the respondent referred to "reputation;" and "reputational advantage;" Several respondents echoed this construct through similar concepts which included - "NGOs provide a reference point and reflection;" and "want to leave a good legacy in the community." For a Burundi company, the respondent said "the fact is that you have to give back to the community. The community drinks our beverages and they pay us, we ought to give them something. Especially in the areas were the breweries are based.'

A respondent from Liberia said "NGOs and a business like ours we have to work together because as an exploration company our idea is to go and explore. But with the NGOs coming around they also help in the way that they get us to know how to work with the community people. If we don't get that acceptance within that community then it makes our work difficult. For instance there is another NGO that is working in one of our areas, I think it is a German NGO they are trying this conflict resolution they always get our people involved in it. They have community meetings and we get invited to those meetings and they also have benefits for us being there. That is giving the community more nourishment and it gets us also aware that we have to make sure that we are doing just compensation for whatever damage we may cause in the community. So it makes us aware of taking good care of the community and then we see that things are working fine. Some of these NGOs, when we talk about water in the areas they are prepared to make this water available. That is also good to have somebody who will provide those services than us doing it ourselves because this is not in line with our business, and it will take a lot of our time so it would be an NGO that is able to do those things. They are talking about baseline studies; they also help us to focus on our exploration rather than going to do all these other studies."

5.2.2.2   NGO Response

Table 7 presents the motives for collaborative relationships in post-conflict countries from the perspective of NGOs. Three constructs showed dominance in the results. The first related to sustainability and resource mobilisation and the second related to programming for the development of business sector. The third construct was associated with the role of leadership in driving collaborative relationships. The three constructs in terms of the rank and number of counts for the NGO respondents is detailed in table 7.

Table 7: MOTIVES FOR COLLABORATIVE RELATIONSHIP: NGO RESPONSES

Rank		Counts
1	Sustainability; Resource Mobilisation	8
2	Programming for development of business sector	7
3	The role of leadership in driving the relationships	5

5.2.2.2.1   Sustainability; Resource Mobilisation

Sustainability is an important motive for collaborative relationships and is ranked first. A respondent from Burundi further illustrated this construct with his quote "We have realised that for an NGO to function there has to be funding, funding comes from the business environment. It is important to come to a possible partnership for the development of the community. It's a "win win" situation. As business wins communities also win, but it will take long for everyone to understand "win win" situation it's a long term thing. You can't put money into the community today and expect results tomorrow. It's a long term thing. "

Further, a respondent from Sierra Leone also emphasised this point in her comment: "We have limited resources and by cooperating with the business we get additional resources for different kinds of activities at the same time the business also benefits. In our case they work with better trained farmers, they can establish new cocoa plantations. So that is for the cooperation in the cocoa sector." Another respondent from Sierra Leone indicated "We realised there is donor fatigue and we feel we have a responsibility to fulfil and our responsibility is to be self-sufficient. We as Sierra Leone

must be able to continue the project and continue to work with what we have been doing. So it's the sustainability of it."

5.2.2.2.2 Programming for development of business sector

Working with business is directly linked to the objectives of the NGO programmes that have been set up in post-conflict countries to build the private sector. Direct quotes that illustrate this point include comments by a respondent who said "The target for our programmes is business. We collaborate with the business sector to develop entrepreneurs. The business sectors are brought in for training, coaching because they know how to help starting entrepreneurs." Additionally, the respondent from Sierra Leone went on to explain this association further in her comment that "We are working on training farmers on cocoa production and processing and establishing plantations so in cooperation with this private partner we could reach a lot more farmers than we could on our own.

Under this collaboration a few hundred cocoa farmers are trained they receive tools, they receive support for their plantation and we could not afford all this on our own. At the same time the farmers who participate in this project they have a guarantee market for their produce to the private partner – the business will buy their cocoa."

5.2.2.2.3 The role of leadership in driving the relationships

The role of leadership has been identified as a significant motive for initiating collaborative relationships and a respondent from Burundi spoke of the role of leadership in an emphatic way when he said, "It is the vision from the founder so that is why you will see the strategic implication of this work starts from founder. It is an organisational culture, even when a new CEO joins in he is inducted into this setup."

5.3 Results for Research Question Two

Research question two looked at assessing the nature of collaborative relationships between business and NGOs on a collaboration continuum proposed by Austin (2000, 2007). The relationship was assessed against a set of variables from the collaboration continuum using a Likert scale. The results presented here relate to the data collected from question 3.2 of the semi-structured interview guide (Appendix 2 and 3) across both sample groups business and NGO sample.

5.3.1 Nature of the Relationship

5.3.1.1   Business Response

The results presented in Table 8 captures how the business respondents rated the collaborative relationships along the collaboration continuum proposed by Austin (2000). The modal responses are shaded and reflected by the key.

Table 8: NATURE OF THE COLLABORATIVE RELATIONSHIP: BUSINESS RESPONSES

Variables	Philanthropic	Transactional	Integrative
Level of engagement	1	6	3
Importance to mission	1	3	6
Magnitude of resources	3	2	5
Scope of activities	3	2	5
Interaction level	2	3	5
Managerial complexity	6	1	3
Strategic value			10

Key

	Modal Response

5.3.1.2   NGO Response

The results presented in table 9, captures how the NGO respondents rated the collaborative relationships along the collaboration continuum proposed by Austin (2000). The modal responses are shaded and reflected by the key.

**Table 9: NATURE OF THE COLLABORATIVE RELATIONSHIP:
NGO RESPONSES**

	Philanthropic	Transactional	Integrative
Level of engagement	1	4	5
Importance to mission	1	4	5
Magnitude of resources	2	3	5
Scope of activities	3	2	5
Interaction level	2	4	4
Managerial complexity	5	3	2
Strategic value	0	0	10

KEY

	Modal Response

5.4   Results for Research Question Three

Through research question three the aim was to determine what factors contributed to the collaborative relationship between business and NGOs. The results presented relate to the data collected through open ended question 3.3 of the semi-structured interview guide, as well as trough question 4 (Appendix 2 and 3) across both sample groups business and NGO samples.

5.4.1 Factors that contribute to business NGO collaborative relationships

5.4.1.1   Business Response

In response to what the factors that contribute to collaborative relationships are, the business respondents considered at least four constructs as significant. The first construct related to the success with collaborative relationship, the second related to the vision of the founder; and the third construct was associated with the involvement of the community. The fourth construct looked at the importance of collaboration to the mission. Table 10 presents the rank and counts for each construct.

Table 10: FACTORS THAT CONTRIBUTE TO BUSINESS NGO COLLABORATIVE RELATIONSHIPS: BUSINESS RESPONSES

Rank		Counts
1	Success with the Collaborative Relationship	7
2	Visionary Leadership	6
3	Involvement of the community	5
3	The importance of collaboration to the mission	5

To illustrate the constructs further, direct quotes are presented below:

5.4.1.1.1 Success with the Collaborative Relationship

It was evident from the respondents that success with collaborative relationship is an important determinant for considering this type of partnership. For a respondent from Liberia she said "Nobody wants to start something and then it does not work." A second respondent from Liberia shared a similar sentiment when he said "the involvement of the community in which we collaborate–if they are really engaged then it's a win-win situation."

5.4.1.1.2 Visionary Leadership

From Burundi, a respondent's view was that "the understating and vision of the founder has supported the efforts to collaborate. The founders understand very much that the business is here to tap into the nation and support people regardless of what they will become tomorrow and not expecting a return from the community besides the support for our business." A second respondent said, "it comes down to the leaders of business saying what is your core value it's about leaders saying it's about the core values of your company."

5.4.1.1.3 Involvement of the community

A respondent from Sierra Leone, elaborated on this construct by saying "It's the realisation that every institution in Sierra Leone has a role to play in helping government achieve its objectives in helping people live a normal life. If you want to make your business prosper you need to have a healthy population you need to have a relation that is educated in helping the population that is settled because if you don't

address some of these issues then you have a lot of insecurities, the youth getting into all of these sorts of activities so there is an appreciation by everybody that operates in Sierra Leone. Health has been a key factor of the economy, of the society, another one is education. Government left to its own whims will not be able to drive some of these initiatives to the local level. What is peculiar in Sierra Leone is that because of the history of the country everybody knows that the country is rebuilding but we can't take it for granted that everything will continue in the same impact so there is this lingering fear in the back of every business establishment, that things could relapse back into what they used to be. Because of that you have a role to play to make sure that, for example, as Airtel we offer employment to many of the youth in Sierra Leone indirectly via our distribution infrastructure across the whole country and I am aware of some other organisations as well that do play that role."

Another respondent went on to say that "there is an awareness that is coming up from the population themselves that some of these businesses come and establish themselves in their communities, there is an expectation that people have, for example, if you are taking iron ore from my village, there is something you need to do for the village."

5.4.1.1.4   The importance of collaboration to the mission

A respondent from Burundi, said "there is no one Micro Finance Institute that has all the knowledge to do the kind of business it wants to do because times now are dynamic so we need to have some of these partners to help assist us one way or another to fulfil our missions so that is why I say it is major. And whenever they come in it is always beneficial to us."

5.4.1.1.5   Enablers of Collaborative Relationships

Linked to assessing the factors that contribute to collaborative relationships, the enablers of collaborative relationships were assessed using Austin's (2000) collaboration continuum model. The relationship was assessed against a set of variables of collaboration continuum using a Likert scale. The results for Question 4 of the semi-structured interview guide are presented in Table 11.

Table 11: ENABLERS OF COLLABORATIVE RELATIONSHIPS: BUSINESS RESPONSES

Enablers	Philanthropic	Transactional	Integrative
How are your business strategy, mission, and values aligned to the relationship you have with the Business?	0	4	6
How would you rate your NGOs personal connection and relationships with Businesses?	1	3	6
What is the value generation and shared visioning in your relationship?	3	2	7
Is there continual learning in the relationship?	3	3	4
Does the relationship with Business get your Organisations focussed attention?	1	2	7
What is the nature of communication in your relationship with business?	2	6	2
Are there specific organisational systems in place for the relationship?	2	4	4
What are your mutual expectations and accountability from the relationship?	0	3	7

KEY

	Modal Response

5.4.1.2   NGO Response

With regards to the factors that contribute to the relationship between business and NGOs, the issue of sustainability and the access to additional resources stood out as the most occurring response. In addition, the importance of the goal and objectives being reached where programming by the NGOs targets the business sector emerged as an important motivation for the relationship.

Table 12: FACTORS THAT CONTRIBUTE TO BUSINESS NGO COLLABORATIVE RELATIONSHIPS: NGO RESPONSES

Rank		Counts
1	Sustainability; Resource Mobilisation	8
2	Objectives of Business Sector programme achieved	7
3	The role of leadership in driving the relationships	5
4	Mutual benefit of the relationship in the context of post conflict countries and limited resources	4

5.4.1.2.1   Sustainability; Resource Mobilisation

Sustainability and Resource mobilisation was identified as a contributory factor to collaborative relationships. Illustrating this construct a respondents said there are "limited resources in Sierra Leone, so by collaboration get additional resources for activities." In another instance a Liberian respondent went on to say that "they build relationships outward creating opportunities which bring about sustainability."

5.4.1.2.2   Objectives of Business Sector programme achieved

The importance of programming aimed at the business sector was another dominant construct associated as a contributory factor to collaborative relationships. A respondent from Sierra Leone shared that "as an NGO we have a business forum. We set up a business in this country and so we are working in that area. We set up community structures and we normally lend out money for people to set up businesses. And we also work with those small businesses.

The Liberia respondent went on to say "We also work with other business groups in the form of companies in the area of supporting our activities." The response from the respondent from Liberia goes further in reflecting this construct in the Liberian context. "So we provide business development services also specific trainings and coaching's so that they can grow and get that administration in order, the financial management in order and then we really help them out. So it's really about operationalizing the private sector in the countries that we work in so that they can grow themselves and of course micro-financing become successful and creating more employment which is really what this organisation is about is about creating this employment in countries so create this stable middle class. This is very important for the transition. Maybe if we engage the private sector – we are aware that what we are doing is very private sector oriented so

it's not just us asking an NGO and providing all these cool trainings it's also about us engaging the private sector with our work."

5.4.1.2.3   The role of leadership in driving the relationships

The role of leadership in stimulating the relationship and driving the ideas was the case for at least half the respondents. A Sierra Leone respondents indicated that their leaderships is "very interested in working with the private sector so they are pushing up to look for this collaboration and they also provide us with additional resources".

5.4.1.2.4   Mutual benefit of the relationship in the context of post conflict countries and limited resources

In the case of mutual benefit and gain for the relationship in the post-conflict context, this observation related to a specific strategy for collaborating and this included instances where the motive for collaboration is about growing the market for goods and services; stimulating access to customers; and the need to use collaboration because of limited resources was also presented. Some responses to highlight this include: "One such story is competition-business are trying to reach customers across the country and there are many business, there are many micro finance institutions and there are other companies in the country as well, so because there is competition for limited resources, business are trying to reach out to work with NGOs" and "The third factor is the state of the country right now and the growth of the economy as well. As more investors are coming into the country, the empowerment is providing the possibility for organisations to begin to look for partners that they can link up with and they can help with their work and also their interest."

"There is a lot of obstacles for SMEs to get started, the price of electricity is high, the registry of the business could take up to weeks so a lot of obstacles to get your business started so that is what we are working with. Then you are still in a post conflict country – if you talk about the market – I am a company A and want to sell product B but there is not a lot of people out there who can actually buy my product – so on one side of the spectrum we can support an enormous amount on the start-up but if they are not really able to sell their product or services then they won't survive. Liberia war for 40 years there is not a big middle class not a lot of consumers out there; it has taken aside all the barriers that are there to do business. There is still there a very poor market, not financially poor but barren market. But this also drove us to the bigger businesses collaborating with them because we can link up the SMEs with the potential

clients which benefits everybody because our businesses actually become prosperous and they do eventually employ a lot of people. So collaborating with the private sector creates three winners."

5.4.1.2.5   Enablers of Collaborative Relationships

Table 13: ENABLERS OF COLLABORATIVE RELATIONSHIPS: NGO RESPONSES

Enablers	Philanthropic	Transactional	Integrative
How are your business strategy, mission, and values aligned to the relationship you have with the Business?	2	4	2
How would you rate your NGOs personal connection and relationships with Businesses?	3	3	4
What is the value generation and shared visioning in your relationship?	3	3	4
Is there continual learning in the relationship?	2	5	3
Does the relationship with Business get your Organisations focussed attention?	3	2	5
What is the nature of communication in your relationship with business?	4	5	1
Are there specific organisational systems in place for the relationship?	3	2	5
What are your mutual expectations and accountability from the relationship?	2	2	6

Key

	Modal Response

5.5 Results for Research Question Four

Research question four focussed on determining what the benefits of collaborative relationships between business and NGOs offered. Using open ended questions 3.4 of the semi-structured interview guide data collected across both sample groups business and NGO sample is presented.

5.5.1 Benefits of collaborative relationships between business and NGOS

5.5.1.1 Business Response

In response to what the benefits of collaborative relationships are, the business respondents reflected three constructs. The constructs include product development, intangible benefits and the enhancement of the supply chain, Table 14; reflects the rank of the construct and the frequency with which respondents referred to the constructs.

Table 14: BENEFITS OF COLLABORATIVE RELATIONSHIPS BETWEEN BUSINESS AND NGOs: BUSINESS RESPONSE

Rank		Counts
1	Product Development	7
2	Intangible Benefits	6
2	Enhance the Supply chain	6

To illustrate the constructs in greater detail, direct quotes observed are referred to.

5.5.1.1.1 Product Development

For a micro-finance business in Sierra Leone, the respondents shared that they were able to develop new products from the ideas shared by the partners. An example was shared indicating that the micro-finance company had a loan product only targeted at women. The respondent then shared "in Sierra Leone we were doing pure 100% women as a target group and later on as the partners came in they said fine you are doing women, it is good but there is a need to focus on the men. So we also had to

look at a product to target the men. We came up with a product that would be available."

5.5.1.1.2   Intangible Benefits

Throughout the responses on the benefits of collaborative relationships, a number of the benefits relate to intangible benefits. To illustrate this point the following quotes give expression to this construct. "NGOs would be the biggest providers providing infra-structure technical advice, business planning. It's the kind of stuff you can't really put a dollar figure on hand to quantify how much to invest my money into, but I also know that if they don't get the technical advice and training and have somebody walk on the side as they start this process, teaching them market value, if somebody does not do that it won't happen so these NGOs are needed especially in the coffee sector." For a Burundi Respondent the view is "part of my business gains is a good relationship with the producers and the NGOs. If that good relationship exists it's going to be easier for me to do business with these producers in the future which would make it easier for me to make a profit, because I will have access to their coffee. And they will trust me because I have invested relationally into these people. It is very much profit related, relationship is going to make it better, its going to make it more profitable for me. When I came to Burundi I didn't want to just make profit, I wanted to make a social impact in the country and I wanted to make a gospel impact."

5.5.1.1.3   Enhance the Supply Chain

In several of the agriculture sector collaborations, the role of collaborative relationships in enhancing the supply chain is evident. In Burundi, a respondent shared "we have another project which is sorghum, and we work on the local sourcing of the material from the communities to make the beer. And this is not only about giving back to the community it is also financially rewarding for us because the raw materials will be less expensive than the ones we import." In another instance, a respondent from Burundi shared the following "my business gains a good relationships with the producers and the NGOs and when this good relationship exists it's easier for me to do business with these producers in the futures which would make it easier for me to make a profit because I have access to the coffee."

5.5.1.2   NGO Responses

In response to what the benefits of collaborative relationship between business and NGOs in post-conflict countries are, the NGO responses reflected four main constructs.

These constructs are presented in table 15 reflecting the rank and frequency with which appeared.

Rank		Counts
1	Gained recognition, exposure, commercial mileage and brand development	6
2	Creates value, speeds up; accelerates	5
3	Meeting the objectives of our programme with business and reach more of target audience	5
4	Increased resources and expanding reach	4

To illustrate the constructs, direct quotes are presented below:

5.5.1.2.1 Gained recognition, exposure, commercial mileage and brand development

For a Liberian respondent he said "we gain; I now have twice as much funds I now have twice as much money to spend every year. So we can help so many more entrepreneurs. Instead of having one incubator in Monrovia, early next year we will also have an incubator in Uganing, the second or third city of Liberia. So we help so many more entrepreneurs there as well. So everything just speeds up, accelerates. I add another buck to it and I have twice as my many entrepreneurs set up and employment realised so there are so many gains on so many levels." In another instance a respondent from Burundi said "one of the things we have gained is recognition from people. A lot of people are looking at us as an example; a lot of people are admiring us. We have a style of encouraging work" it's helped us to be independent."

5.5.1.2.2 Creates value, speeds up; accelerates

For the respondent from Liberia, collaborative relationships "create value through the development of our brand." In another response, a Liberian respondent indicated collaboration "gave us exposure and an opportunity to educate business about our

success stories." In the case of the Sierra Leone respondents the creation of value rates to "one thing we have gained is recognition from people. A lot of people are looking at us as an example, we have a style of encouraging this work, and it has helped us be independent."

5.5.1.2.3 Meeting the objectives of our programme with business and reach more of target audience

For a respondent from Sierra Leone the importance of meeting the objectives of the programme are illustrated by this point. "the benefits are quite a lot only if you look in the broader picture, the positive corporate image from the community. But if you look at a smaller picture you will consider this initiative an unnecessary business cost that can be avoided, but I say it's an investment and must be seen as such." Under the collaboration a few hundred coco farmers are trained, they receive tools, they receive support to their plantation and we could not afford this all on our own. At the same time the farmers who participate in this project they have a guarantee market for their produce to the private partners, the business will buy the cocoa, not to an agreed price but then to an agreed percentage of the world market price so then we can make sure they receive a fair price."

5.5.1.2.4 Increased resources and expanding the reach

For a Sierra Leone respondent he said "we are trying to increase our impact to the farming groups" That is with the farming groups they can sell their goods to companies directly and they can make more money and moving the middle men in the process and having income and finding a life that is meaningful." For the Burundi respondent she indicated that that had achieved; "big gains last year in the business plan competition the 10 finalists they have been assigned a coach from the captains of industry, Directors of big companies they have agreed to coach starting entrepreneurs from the business plan. This is really pro bono."

5.6 Results for Research Question Five

Research question five looked at what are the factors that constrained or inhibited collaborative relationship between business and NGOs. Using question 3.6 of the semi-structured interview guide across both sample groups business and NGO, the data collected is presented here.

5.6.1 Factors that Constrain NGO-business Collaborative Relationships

5.6.1.1 Business Response

For the business respondents, three constructs emerged in response to what factors constrained collaborative relationships in post-conflict settings. Table 16 reflects the three constructs; lack of trust, availability of resources; and absence of resources. In addition, the table indicates the rank and frequency for each construct.

Table 16: FACTORS THAT CONSTRAIN BUSINESS-NGO COLLABORATIVE RELATIONSHIP: BUSINESS RESPONSES

Rank		Counts
1	Lack of Trust	**8**
2	Availability of resources	**6**
3	Absence of Incentives	**4**

To explain the constructs with more detail, direct quotes from the respondents are presented.

5.6.1.1.1 Lack of Trust

Across the group of respondents there was an overwhelming indication that the lack of trust is considered a major constraint for collaborative relationships. At least eight respondents conveyed this in their responses and direct quotes to illustrate the construct are presented.

In one instance a respondent from Burundi gave an example to support this construct as well as share the impact of this construct on collaborative relationships. He said "There is no trust, so to get the producers trust the NGOs and then the NGOs trust the business and business to trust the producers. And because there is no trust people end up doing things out of desperation. And then it breaks the trust more or breaks down the reliability of things. There is one of the producers this year that was working closely with two of the NGOs and I loved the coffee it was great, it was probably the best coffee in Burundi. And the NGOs had a system to kind of help all the cooperatives so

you do the negotiating through the NGOs as a kind of service provider. So I went to the washing station met the producers, met the President of the board and then went back to Bujumbura to talk to the about, to get this coffee, I want this coffee. In the meantime another supplier came in and brought a contract with them and said no you have to sign right now I am going to give you a great price. Kind of muscled in bullied into signing this contract. It was a fine contract, it wasn't a bad contract. But now for me with the buyers I had lined up, I look very silly because I was trying to work with an NGO instead of just working with the producers. So that really undercut – how realistically they are helping – if that continues that will really destroy any kind of business/NGO partnerships".

A second respondent indicated that **"**NGOs don't have noble intentions and take opportunity of post conflict environment, the authenticity of NGOs and credibility of NGOs has sometimes affected the collaborative relationship". A respondent from Liberia said, "If we give them the money and we happy that this is what they have done, and then we go and see that this did not happen, the community will get angry with us. And even with us we tell them that this project was given to this NGO to do. So NGOs should be able to implement when they are given a task, especially when money is involved."

5.6.1.1.2   Availability of resources

Availability of resources was another construct that more than half the respondents made reference to. Demonstrating this point a respondent from Sierra Leone said, "it all boils down to resources, money at the end of the day. Need to make a contribution in one way or another. When everybody is looking at the bottom line sometimes it becomes difficult for you to collaborate with NGOs. That is what I have seen that constrains the relationships. Also in a post- conflict country like Sierra Leone you also have some NGOs that come and set up and they are not necessarily having noble intentions. Either they are trying to make some money by positioning themselves by doing something on the ground but sometimes people are just using them. There is that history as well. if you are not an NGO that is not well established from a global perspective it makes it difficult for you to get that credibility when you are discussing with a business, for example". A Sierra Leone respondent said that in the case of Sierra Leone "few companies have necessary turnover to attract partnership'

Availability of resources seemed not only to refer to funds but also non-financial resources. For example a respondent from Burundi talked about the "lack of database

of NGO's in a post-conflict country" and a similar point was made by a respondent from Liberia who said, "if you can get an Africa database or country database, if this NGO is active in this and this and this then you can easily find out who does what and who is good at doing what."

5.6.1.1.3   Absence of Incentives

Illustrating the absence of incentive construct, a respondent from Burundi suggested "the first is the framework in which we are operating, if the country could give me facilities that would allow us to deploy more resources. Secondly is the time." A second respondent went on to echo a similar view by saying "a policy framework is important because policy sets in place the guidelines and channels for business processes generally whether in government or in the private sector and they provide a standard when no policy framework exits it means there is no stability or guidelines. Most of what we see is driven by common interest.". The emphasis for a policy framework was further advocated by a respondent from Sierra Leone saying, "the first is a policy framework; we don't have a policy framework that relates to NGOs, private sector and business interaction. So it needs more initiatives like policy so we know how to act. so this is a limiting factor."

Another respondent from Burundi went into greater detail by saying "it is important to advocate to Government, on the benefits of that relationship, Government should stimulate business community to support the work of the NGO's and to build the trust of the NGOs." Expanding this point he went on to explain this further by saying that, "Governance issues – if you had to support an NGO working on governance issues, you will bring attitude and heart to your business. If you had to work with an NGO working in Human Rights is to bring an attitude that human right elements are taken into consideration. To a mining company it would be the environment. Match the issues of the business to the issues of the NGO this is seamless and easier to support and get value and engaged in".

5.6.1.1.4   NGO Response

In terms of identifying factors that constrain collaborative relationship among the NGO respondents, several constructs emerged. The broad array of themes is better reflected in terms of the expanse, then clustering, hence, table 17, presents seven constructs that constrain collaborative relationships reflecting the rank and counts. The first three constructs are: stringent requirements for business partners, business is not sensitised

to working with NGOs and lack of Support from senior employees. At least four constructs: corruption and politics; expectation beyond ability of the NGO and narrow views of NGOs; business interests; business is risk averse shared the fourth rank position and are presented in Table 17.

Table 17: FACTORS THAT CONSTRAIN BUSINESS NGO COLLABORATIVE RELATIONSHIP: NGO RESPONSES

Ranks		Counts
1	Stringent requirements from business partners	6
1	Business is not sensitised to working with NGO	6
2	Lack of support from Senior Employees	4
3	Corruption and politics	3
3	Expectation beyond ability of the NGO, narrow views of NGOs	3
3	Businesses interest	3
3	Business is risk adverse	3

Illustrating the constructs in greater detail are direct quotes:

5.6.1.1.1   Stringent requirements from business partners

For a respondent from Burundi, she said that "business subject us to a thorough background check" before they enter into collaborative relationships. While for a Sierra Leone respondent from an international NGO she indicated that in Sierra Leone, "companies don't meet stringent criteria of international NGO to partner with."

5.6.1.1.2   Business is not sensitised to working with NGO

Illustrating this construct, business is not sensitised to working with NGOs, are some direct responses. For a respondent from Burundi he said "business companies are not sensitised to supporting NGOs. Because in their minds they think that NGOs get money from Europe, from North America from outside it's not necessary to partner". Another respondent said, "business is not being sensitive to the benefits of partnership with NGOs;" while another respondent went on to say that "not to many well established companies are interested in collaboration." For a Liberian respondent, the

importance of being business minded. "As a country manager, I need to go around and sometimes I need to overstep my boundaries. With an international cellular communication company, these guys were a bit sluggish but in the end they said yes we are going to partner."

5.6.1.1.3 Senior employees who don't support this kind of vision

While a respondent from Sierra Leone said, "what constrains collaboration is the willingness, the vision of the business, or management – the not wanting to do something" Another respondent from Burundi, said "senior employees don't support the vision"; some board members preference is to channel resources to pressing business needs"; "some individuals are not committed".

5.6.1.1.4 Business is risk adverse

A respondent from Sierra Leone said "most companies are risk averse so the fear of taking risks with the communities we have to go and generally they don't want to invest in rural communities because of the risk of losing out some of that investment."

5.7 Results for Research Question Six

Research question six looks at what characterises the relationship between business and NGOs in post-conflict countries. This question used data from a combination of the questions 3.1; 3.2; 3.4; 4 and 6 of the semi-structured interview guide across both sample groups business and NGO.

5.7.1 Characteristics of Business NGO Relationship in Post Conflict Countries

Across the two groups: business and NGOs, innovative practices of collaborative relationships are taking place in post-conflict countries. The nature of the collaboration is linked to the business context of post-conflict settings and reflects original ways of achieving the mission of the respective groups.

5.7.1.1 Business Response

In the case of the business sector, across the three post-conflict countries models of collaboration could be observed. In the case of a respondent from Burundi, collaboration takes place around the supply chain of the coffee business. Farmer co-operatives as non-profit organisations were contracted to supply the coffee as well as

through their cooperative complete the first process of washing the coffee beans for a coffee business. In a second case of farmers in Sierra Leone, collaboration entailed providing the farmers with skills in farming and hence enhancing their produce for local and foreign markets.

5.7.1.2   NGO Response

An innovative practice that emerged from the NGO respondents was a usual situation were the Burundi Business Women's Association as an NGO set up a micro-finance business to complement its work and to collaborate with. A further observation in collecting the data was that the business sector is a target of NGO programming in post-conflict settings. For example in Burundi, ACORD the development NGO, targets business with a large labour force to implement an HIV/AIDs Programme for employees. A third case that was observed was that NGOs implemented programmes aimed at building entrepreneurs for the business sector. Collaboration with business helps build a pool of entrepreneurs. This was observed in Liberia and Burundi.

CHAPTER 6: DISCUSSION OF RESULTS

6.1   Introduction

As a global emerging phenomenon, the review of literature has indicated that there is a dearth of literature on collaborative relationships between business and NGOs. More specifically, this dearth in literature refers in particular to lack of literature from post-conflict countries in Africa. In analysing collaborative relationships in three post-conflict countries: Burundi, Sierra Leone, and Liberia, this study pursued to close the research and knowledge gap on this new concept and new research area. More importantly, the study aims to add knowledge on doing business in Africa for several reasons. Several references in the literature in Chapter 2 back the view that Africa will be the new global market. These include, "Africa could be on the brink of an economic take off, much like China was 30 years ago, and India 20 years ago." World Bank, (2010).

Chironga et al., (2011) make reference to the global relevance of Africa, as "cracking the next growth market." In addition, the attractiveness of doing business in Africa survey by Ernst and Young (2011), one of the larger accounting service companies with a large presence in Africa, conducted a survey of 500 business leaders on Africa (Ernst & Young, 2011).

To reiterate the survey concluded that:

•   FDI projects into Africa have more than doubled from 339 in 2003 to 857 in 2011

•   Intra-African investment has grown exponentially increasing from 27 in 2003 to 145 in 2011 - 17% of all new FDI projects on the continent last year

•   60% of respondents say perception of Africa as a business location has improved over past 3 years and three quarters say attractiveness will improve further over next 3 years

•   African GDP forecast to grow between 4% and 5% pa in next decade and FDI into Africa to reach US $150b by 2015

Given the post conflict nature of Africa, innovative business practices will be of critical importance to navigate this new market. Underrating and exploring the potential and

value of collaborative relationship and what is has to offer is important for the Africa business context.

This study on collaborative relationship between business and NGOs in Burundi, Sierra Leone, and Liberia, three recent post-conflict countries, has reflected interesting findings and insights into this new and evolving concept. In addition to discovering how the relationships are perceived across both groups, the nature of the relationship, and the motives emerged from the study. The results have shared new information on the benefits, contributory and inhibiting factors of collaborative relationships in post-conflict countries.

6.2 Research Question One

Research question one sought to investigate what the perceptions of collaborative relationship by businesses and NGOs engaged in collaborative relationships are. Further, the question sought to assess what the motives for business to collaborate with NGOs and NGOs to collaborate with business are. The results from the interviews, and content analysis, reflected the following results.

Collaborative relationship between business and NGOs is an emerging phenomenon which has gained momentum in the last decade. Both business and NGOs are using collaborative relationships to meet their respective objectives and to achieve what they would not ordinarily be able to achieve on their own without such partnerships.

6.2.1 Perceptions of Collaborative Relationships

The results for how collaborative relationships are perceived by both business and NGOs engaged in this type of relationship are captured in Table 4 and Table 5 respectively. Across both groups the results reflect congruence, and variance in these perceptions. However, what was evident in the results on how the relationship is perceived is that collaborative relationships are new and embryonic for both groups and across the three post-conflict countries. Figure 8 represents the several descriptive concepts of the construct, such as "embryonic;" "nascent;" "developing stages;" and "emerging initiative," which could be observed across the data analysed.

What stands out is that the relationship is embryonic. Further, from Table 4 and 5, it can be observed that the construct "new" shared the highest frequency counts, as well as the first rank position across both groups. In addition, direct quotes to illustrate the views of the respondents are presented under 5.1.1.1. and 5.1.1.2.1. There is

congruence in how the respondents perceived collaborative relationships and the view held by several of the authors including Austin, (2000); van Huijstee and Glasbergen, (2010a); Kourula, (2009), Kourula & Laasonen (2010); Seitanidi (2010); Laasonen, Fouge`re, and Kourula, (2011) that collaborative relationship is an emerging phenomenon.

FIGURE 8: SHARED PERCEPTION OF BUSINESS AND NGO COLLABORATIVE RELATIONSHIP IN POST-CONFLICT COUNTRIES
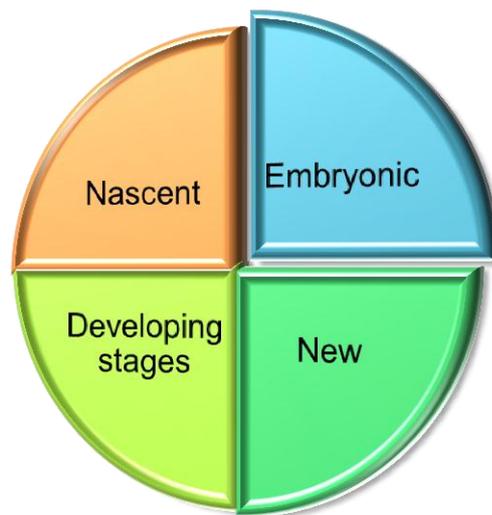
In terms of the gap in the literature on this relationship in post-conflict countries, the results indicate that the relationship is taking place in post-conflict countries and that albeit at a smaller scale the trends are not dissimilar to international norms in this regard. While Neergaard, Jensen & Pedersen (2009) make an assertion that the field of literature on collaborative relationships is a "young field," from these results obtained, an additional claim can be advanced or advocated. What is apparent from this study is that, not only is the field of literature young and emerging, but that the practice of collaborative relationships in post-conflict countries is also young and emerging. This view is supported by both business and NGO groups across the three post-conflict countries involved in this type of relationship. Reference is made to the direct quotes such as "it happens in post-conflict countries;" and "cannot separate business and NGOs in post-conflict countries."

One critical difference in terms of the perceptions of both groups is that it appears that business made a stronger reference for the inextricable link between business and

NGOs than the NGO respondents. This is evident in the responses from business, observed in comments like "cannot separate business and NGOs in Burundi," by the business respondent from Burundi. The additional three constructs relating to how the relationship is perceived across the groups, which refer to the "economic link;" "mutual interest to collaborate" and the understanding of the "significance of the relationship" express the importance of the exchange of value in collaboration that Austin (2000) proposes. Austin, (2000) advanced the idea that every relationship involves a value exchange and presented tools for understanding what value-add the collaboration will offer.

The constructs "economic link;" "mutual interest to collaborate;" and the understanding of the "significance of the relationship" can be argued to reflect dimensions of the collaboration value construct proposed by Austin (2000). The perception that there is an "economic link" would refer to value creation in terms of Austin's (2000) model. While the constructs "mutual interest to collaborate" and "an understanding of the significance of the relationship" are examples of value renewal. Hence, linked to how the relationship is perceived by both groups is the importance of the exchange of value in collaboration. In addition, the three constructs "importance of harmonisation and alignment;" "long- term initiative" and "challenging," highlight the perceptions observed but also make reference to the nature of the relationship.

6.2.2 Motives for Collaborative Relationships

The results for what the motives for collaborative relationships are, is reflected in Table 6 for business, and Table 7 for NGOs. For both groups the motives varied. In the case of the business respondents the constructs discovered included importance of visionary leadership which ranked first. At the same time, the association of collaboration with the business strategy, corporate responsibility, and reputational advantage were additional constructs identified.

For the NGO respondents, the link between collaboration and the sustainability of the NGO ranked as the most important motive for collaboration. Meeting the programme objectives in the instance of business being the target of NGO programming was considered as the next most important construct. The importance of leadership was also a motive identified by the NGO respondents. While both the business and NGOs respondents identified the importance of leadership as a construct, a differentiating factor was that the construct did not share the same level of importance as a motive for collaboration for both the groups.

Given the nature of NGOs and their survival on the access and availability of resources, the importance of the construct sustainability for the NGOs is not a surprising result. However, the discovery that programming aimed at the business sector, ranked second as a motive, reflects the theoretical underpinning of an NGO as reflected in Table 1 in Chapter 2, which discusses the attributes of the two sectors in the literature study. The findings in terms of what motivates both sectors to have collaborative relationship are mostly consistent with the characteristics of business and NGOs. Hence, in partnerships and collaborative relationships, the results show that while both business and NGO preserve their attributes, partnership or collaboration does allow innovation.

6.2.3 Conclusion

In summary, to answer research questions one, business and NGOs are engaged in collaborative relationships in post-conflict countries in Africa, albeit on a small scale. On the contrary to post-conflict countries being characterised by dysfunctional institutions, systems, and an underdeveloped private sector collaborative relationships do take place in post-conflict contexts. Undisputed across both business and NGOs is the perception that this relationship is considered to be new, in its developing stages, and is embryonic. There is a connection between how a relationship is perceived in relation to the value that it adds. The constructs "economic link;" and "the significance of the relationship" are two perceptions associated with what value is added.

On the motive for collaborative relationships, while there was a difference in how the motives were ranked in terms of the level of importance by each group, there was an agreement on what the motives are. Notably, visionary leadership, referring in particular to leaders advocating for collaboration, making the resources available for the partnerships and instilling the values of collaboration are central to this motive for the phenomenon. The quote by a respondent from Burundi explained this further: "the understating and vision of the founder has supported the efforts to collaborate. The founders understand very much that the business is here to tap into the nation and support people regardless of what they will become tomorrow and not expecting a return from the community besides the support for our business." A second respondent from Liberia said, "it comes down to the leaders of business saying what is your core value it's about leaders saying it's about the core values of your company." Equally of consequence in terms of the motives for collaboration is the constructs - the

importance of collaboration to the mission, and its relevance to the programming aimed at the business sector.

6.3   Research Question Two

Research question two sought to assess the nature of collaborative relationship of both businesses and NGOs through adapting Austin's (2000, 2007) collaboration continuum into an assessment survey. Austin's (2000, 2007) collaboration continuum provides a framework to categorise the nature of collaborative relationships. While the framework is not considered to be a normative framework, it is helpful in developing an understanding of the nature of collaboration against a set of variables which include: the level of engagement in the relationship; importance of the relationship; magnitude of resources invested; the scope of activities engaged in; the level of interaction; the managerial complexity; and the strategic value of the relationship. Depending on the nature of occurrence of each variable, the relationship is categorised into three categories – philanthropic, transactional and integrative. The rating of the nature of the relationships for business and NGOs was achieved using a Likert scale.

6.3.1 Nature of Collaborative Relationships

The results for how the relationship between business and NGOs are assessed against Austin's (2000, 2007) collaboration continuum are reflected in Table 8, for the business respondents and Table 9, for the NGO respondents. What is evident from the results obtained is that neither business nor NGOs collaborating in post-conflict countries like Burundi, Sierra Leone and Liberia, show a complete fit into one of the three categories of relationships - philanthropic, transactional and integrative proposed by Austin (2000). According to Austin (2000), the transition from philanthropic to transactional is intended to show the evolution of the relationship from one of purely giving - philanthropic, to one of an exchange or trade-off – transactional, to one of an integrative nature– a partnership of equality with each partner bringing to the relationship value to exchange and true partnership.

From the results obtained in this study, none of the collaborative relationships observed, amongst both the business and NGO respondents, could be categorised fully into any one of the three types advanced by Austin's (2000) framework. What is clear from the results is the modal responses for the majority of the variables of the framework clearly show dominance for the integrative type of relationships. Hence if we apply the reasoning advanced by Austin (2000), the results of collaborative

relationships in post-conflict countries show characteristics of maturity and of a real partnership. This is a significant observation in spite of the finding in research question one on the perceptions of this relationship which show that the relationship is still emerging and embryonic.

6.3.1.1 Discussion on Business Results

For the results from the business respondents reflected in Table 8, the following observations are evident. In the case of the variables - importance of the relationship; magnitude of resources invested; the scope of activities engaged in; the level of engagement; and the strategic value of the relationship, the majority of the modal responses reflect the integrative nature of relationship. The two outlining results were under the variables level of engagement and managerial responsibility which showed results in favour of the transformative and philanthropic type of relationship respectively.

From these results the following can be interpreted, while the majority of the modal responses show in favour of the integrative category of relationships, the modal response for the variable-level of engagement, and managerial complexity differ. In the case of level of engagement, the modal response is consistent with the transactional category. This result reflects that in the case of the level of engagement between business and NGOs, from the perspective of business, this is still very much a contractional matter in the relationship. At the same time in the case of the variable-managerial complexity, the modal response shows that this variable is consistent with the philanthropic category reflecting that there is still characterised by simplicity in the management of the relationships.

In summary, for the business respondents we can infer that for collaborative relationships in post-conflict countries like Sierra Leone, Burundi and Liberia, the nature of the relationship differs to the categories proposed by Austin's (2000) model. The results show that in post-conflict countries a hybrid category reflecting elements of all three categories but with greater consistency with the integrative category can be observed. Hence, the hybrid category would still reflect Austin's assertion that the relationships reflect greater maturity and is consistent with the spirit of partnership. The variables level of engagement and managerial complexity in the hybrid would reflect characteristics consistent with the transactional and philanthropic nature of Austin's (2000) model.

6.3.1.2   Discussion on NGO Results

In terms of the results for the NGO respondents reflected in Table 9, the following observations are evident. Across six of the seven variables assessed the NGO modal responses showed an overwhelming result for the integrative type – true partnership approach to the relationship.   These results were for the variables - the level of engagement in the relationship; importance of the relationship; magnitude of resources invested; the scope of activities engaged in; the managerial complexity; and the strategic value of the relationship. For the variable the level of interaction, the modal response was split between transformative and integrative.

From the results obtained for the NGOs collaborating in post-conflict countries like Sierra Leone, Liberia and Burundi, it is evident that the relationships are consistent with the integrative type collaboration. In the case of the variable managerial complexity the categorisation is consistent with the philanthropic category and in the case of the level of engagement the variable shared the categorisation with the transactional and integrative type. As in the case with the business respondents, the NGO categorisation is not an absolute fit with the Austin's (2000) categorisation.

In summary, in the case of the NGO respondents, the nature of the relationship is reflective mostly of the integrative characteristics.

6.3.1.3   Discussion on Comparative Results for Business and NGO

In comparing the results for both the business and NGO respondents, what is clearly evident is that both groups do not fit neatly into Austin's (2000) categorisation of collaborative relationship. Also clear from the results obtained is that for business and NGOs collaborating in post-conflict countries, the collaboration is consistent with the integrative categorisation of partnerships or partnerships of exchange and spirit of equality.

Common in the variance with Austin's (2000) model for both groups was on the variable- managerial complexity; both groups showed practice in favour of a simple relationship devoid of complexity as Austin's (2000) model proposes for integrative nature relationships.

Also showing overwhelming understanding and acceptance of, in the results obtained relates to the variables - importance to mission and strategic value. Again, both groups' results showed an overwhelming support for the integrative type categorisation on this variable.   Hence these results reflect that in collaborative relationships between

business and NGOs both groups share the view that collaborative relationships are important to their respective missions and that there is strategic value in these relationships.

6.3.1.4   Conclusion

With regard to the results obtained on the nature of collaborative relationships, the analysis of the results is reflected by figures 9 and 10. From the results obtained for question two, it can be concluded that in the case of post-conflict countries like Burundi, Sierra Leone, and Liberia, collaborative relationship when assessed against Austin's (2000) collaboration continuum show that the nature of the relationship using Austin's categorisation does not yield a perfect fit with the proposed categorisation. In the case of the results both groups are consistent with the integrative type of relationships. In the area of managerial complexity both groups reflect simplicity in the management of the relationship to be consistent with the partnership approach to collaboration and not complexity as proposed by Austin (2000). The results obtained are reflected in a Hybrid Model represented in Figure 9 as a comparison to Austin's (2000, 2007) proposed categorisation.

FIGURE 9: STAGE FOR POST-CONFLICT SETTINGS - HYBRID STAGE

Nature of relationship	Stage I (Philanthropic)	Stage II (Transactional)			Stage III (Integrative)	Stage for post-conflict settings HYBRID
Level of engagement	Low	☆	☆	☆	High	Medium
Importance to mission	Peripheral	☆	☆	☆	Central	Central
Magnitude of resources	Small	☆	☆	☆	Big	Big
Scope of activities	Narrow	☆	☆	☆	Broad	Broad
Interaction level	Infrequent	☆	☆	☆	Intensive	Intensive
Managerial complexity	Simple	☆	☆	☆	Complex	simple
Strategic value	Minor	☆	☆	☆	Major	major

Figure 9 reflects the variation especially as it relates to the variables: level of engagement, and managerial complexity. These findings are also consistent with the overall findings that the in post-conflict settings the relationship reflects more of a partnership approach. These results may hold significance for its value in using collaborative relationships to reconstruct and transform the post-conflict business environment which is necessary to prevent the relapse of conflict which (Collier et al., 2008) caution us against.

Figure 9, using Austin's (2000, 2007) presentation of the collaboration continuum, presents an additional Coolum referred to as the Hybrid. It incorporates the elements across the variables and rankings of Austin's (2000; 2007) three stages to present what the nature of collaborative relationships in post-conflict countries reflect. This is a finding of this study.

FIGURE 10: NATURE OF COLLABORATIVE RELATIONSHIPS IN POST-CONFLICT COUNTRIES

nature of relationship	Hybrid-
Level of engagement	Medium
Importance to mission	Central
Magnitude of resources	Big
Scope of activities	Broad
Interaction level	Intensive
Managerial complexity	simple
Strategic value	major
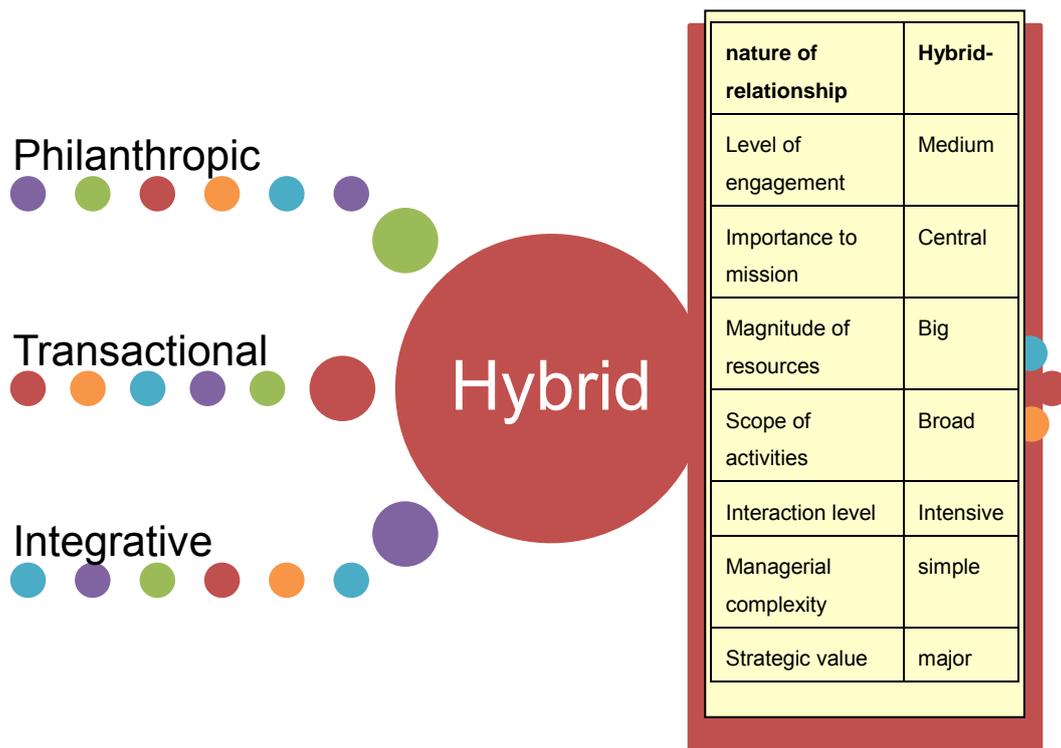
In addition, both business and NGOs reflect an overwhelming understanding in favour of the importance of collaborative relationships to the mission of the organisations and the importance of the strategic value of collaboration. In the literature review process it was noted that while the business case for the private sectors' role in post-conflict

reconstruction has been made (Anderson, Evers & Sjostedt 2011), little is known about the way in which business and NGOs do collaborate in post-conflict settings in Africa. The results for research question two begins to address this gap in knowledge about the way in which business and NGOs collaborate in post-conflict countries. More specifically the research question provides insights into the nature of the relationships in post-conflict countries.

6.4   Research Question Three

Research question three sought to understand what factors contributed to the collaborative relationship between business and NGOs. For this question in addition to posing an open-ended question on what factors contributed to collaborative relationships, Austin's (2000) collaboration continuum on enablers of collaborative relationship was transformed into an assessment framework of enablers of collaborative relationships. Respondents rated the enablers across three types of relationships, namely philanthropic, integrative and transformational. The results for what factors contributed to collaborative relationships between business and NGOs are reflected for business in table 10 and 11 and for NGOs in tables 12 and 13.

6.4.1 Contributory Factors to Collaborative Relationships

Table 10 and 12 display the results of factors that contribute to collaborative relationships between business and NGOs in post-conflict countries such as Burundi, Liberia and Sierra Leone. From the results for business reflected in table 10, four factors were identified – success with collaborative relationships, the vision of the founder, involvement of the community, and the importance of collaboration to the mission. In the case of the constructs success with the collaborative relationships and vision of the founder, these ranked most important and the results reflected majority counts for these constructs.

From the literature review it appeared that macro-level factors like global governance and regulatory frameworks were claimed to have been some of the driving factors that contribute to collaborative relations. The literature asserts that while the global regulatory frameworks are non-binding, business and NGOs have heeded to the calls for more responsible business relationships. This view also resonates well with the business society relationship theoretical framework (Crane & Matten, 2010).

However, while the results from the study in post-conflict countries did not reflect this thinking; it did reflect the importance of factors that are at a micro-level or at the level of the firm. The results reflected for this question would support the view that globalisation and regional factors have also precipitated shifts in this interaction between business and NGOs thereby changing the demands on both these institutional frameworks as advanced by Dahan et al., (2010b). Further Dahan et al., (2010b) recognition that firms and NGOs are political actors capable of shaping policy development towards firms and NGOs in a country can also be observed in collaborative relationships in post-conflict countries.

It was evident from the respondents and the results obtained that success with collaborative relationship is an important determinant for considering engaging in such partnerships and the quote by the respondent from Liberia who said "Nobody wants to start something and then it does not work," reflects this view. As it relates to the construct of the vision of the founder, it was evident that the vision of the founder played an important role and this was illustrated in the direct quote ""The founder understands very much that the business is here to tap into the nation and support people regardless of what they will become tomorrow and not expecting a return from the community besides the support for our business." In another instance a respondent was more direct and said, "it comes down to the leaders of business saying what is your core value, it's about leaders saying it's about the core values of your company." Hence the role of leadership and it would appear to be visionary leadership in particular, can be considered as an important contributory factor of collaborative relationships especially from the view of the business respondents.

In the case of the NGOs, table 12 reflect what factors the NGO respondents considered as contributory factors to collaborative relationships. The factors included sustainability; resource mobilisation; objectives of business sector programme achieved; reputation of the NGO; the role of leadership in driving the relationships; mutual benefit of the relationship in the context of post-conflict countries and limited resources. The constructs of sustainability and resource mobilisation as well as the achievement of the objectives of business sector focused programmes were considered the most important factors that drive collaborative relationship. In addition, to occupying the highest rank position in the responses, these construct were the views held in by at least 7 and more of the 10 respondents- hence showing an overwhelming support for the construct. One observation, from the results that contributes new knowledge to the literature on collaborative relationships, is that NGOs in post-conflict

countries target business and the development of the business sector in their programming. This in turn is considered as an important factor that contributes to collaborative relationships. Therefore in post-conflict countries we are witnessing the involvement of NGOs in collaborative relationships as a means to developing the private sector.

6.4.2 Enablers of Collaborative Relationships

Tables 11 and 13 reflect the results that attempted to assess the enablers of collaborative relationships through converting Austin's (2000) Drivers and Enablers framework into an assessment framework. The framework classifies enabling variables that include alignment of strategy, mission and values; personal connection and relationships; value generation and shared visioning; continual learning, focussed attention, communication; organisational systems; and mutual expectations and accountability into three types of relationships: philanthropic, transactional and integrative.

6.4.2.1   Discussion on Business Results

In the case of the results for business reflected by Table 11, the modal responses reflected that the enablers that correlate most with the integrative type of relationship were observed. The highest modal response was observed for three enablers namely value generation and shared visioning; and focussed attention and mutual expectations and accountability. The enabler, the nature of communication, shared the transactional type of relationships classification with the variable: presence of specific organisational systems. From the results it is apparent that the majority of the enabling variables show that collaborative relationships between business and NGOs in post-conflict countries reflect maturity in terms of being at the advanced stages of the collaboration continuum. These results shared insights about the factors that enable this relationship that have not been assessed or known of before this study.

6.4.2.2   Discussion on NGO Results

In the case of the results for the NGO respondents, table 13 reflects the results of what enables collaborative relationships. For the NGOs the responses were not as definitive as in the case with the business respondents. Most of the responses fell between the transactional and integrative type of relationship. The modal responses did not show any overwhelming dominance for any of the enablers except in the case of the variable mutual expectation and accountability where just over half the respondents agreed that

this variable reflected the integrative type of relationship. Nothing conclusive could be observed in terms of the enablers, in terms of the integrative type of relationship the modal responses could be observed for the following variables: personal connection and relationships; value generation and shared visioning; focussed attention; specific organisational systems and mutual expectations and accountability. In terms of the transactional type of relationship the modal responses reflective of the transformational type of relationship is the variables - alignment of strategy, mission and values; continual learning and communication.

6.4.2.3 Conclusion

In summary, the answer to research question three – on what the contributory factors to collaborative relationship are and what enabling factors contribute to business and NGO collaboration, the results indicate the following. Firstly, the contributory factors for both business and NGOs are very different. In the case of business, the importance of success with the initiative and visionary leaderships are of crucial importance. The answer to this question provides new knowledge and insights about this contributory factor that has not been found in the literature. So in answering this question this research has provided new insight on this relationship in post-conflict countries. Secondly, in the case of NGOs the importance of sustainability as a contributory factor was confirmed, however an additional insight that was brought to light is that NGOs target the business sector in their programming in post-conflict countries and the development of the business sector in post-conflict countries is also the resolve of NGOs.

Thirdly, common contributory factors to both business and NGOs are the constructs of leadership, and importance to the mission, but they differ in ranking albeit not as much in terms of the frequency with which the constructs are observed. For example in the case of the business respondents the vision of the founder ranks second with just over half the group of respondents supporting this view. At the same time, for the NGO responses the importance of the leadership constructs rank third with half the respondents supporting the view. Ranked within the top 4 ranks is the importance of the construct of mutual benefit and importance to the mission of the organisation.

6.5 Research Question Four

Research question four focussed on determining what the benefits of collaborative relationships between business and NGOs offered. The results on what are the

benefits of collaborative relationship for business and NGOs is reflected in table 14 and 15 respectively.

6.5.1 Benefits of Collaborative Relationships for Business

In the case of the business respondents, the benefits related to both tangible and intangible benefits gained from the collaboration between business and NGOs. The three strategic benefits for business were product development, intangible benefits and enhancement of the supply chain. All three benefits would be important to the business sector given the nature of business-profit seeking. Hence in essence we see that how the benefits are perceived or identified is about its relevance to business and that would be important to the business sector given the nature of enterprise. An interesting difference that is observed in the results is the assertion by business that the benefits of collaboration could be intangible. This view is inconsistent with the "bottom line" thinking that is generally synonymous with for-profit entities like business. The intangible benefit relates to a significant element in the business value chain, that of product development.

At the core of business of a" for-profit entity" is its ability to anticipate the needs of its market and expand its product to meet demand. What the results indicate in this instance is that collaboration between business and NGOs in post-conflict countries provide business with this intelligence that can in turn enable the business to meet its objectives. This is particularly significant for post-conflict countries, because of the fragile nature of the business environment, and the lack of data that will allow business to gather this kind of market research.

In terms of collaborative relationships, enhancing the supply chain of a business, this is a significant finding for the post-conflict context. The results in this instance indicate that business has an opportunity through collaborative relationships to mitigate challenges that it could encounter with its supply chain. This is particularly significant in a post-conflict context, where the infra-structure has been destroyed through war, where linkages between different elements of the business cycle which would otherwise be achieved with ease in stable contexts is hampered in a post-conflict context. What is evident from this result is that businesses working in post-conflict contexts can use collaborative relationships to benefit the supply chain process.

While it will be counterproductive to use collaborative relationships as a motive for enhancing your supply chain, it is a strategic option that a business in a post-conflict

setting can use to mitigate challenges with its supply chain but also as a strategy to navigate around the difficult context of doing business in a post-conflict setting like it was observed in this study in Burundi, Sierra Leone and Liberia.

6.5.2 Benefits of Collaborative Relationships for NGOs

The results of the respondents from the NGOs are reflected in table 15. The benefits for the NGOs ranged from gaining recognition, commercial mileage and brand development; to creating value and meeting the objectives of the programmes targeted at the development of the business sector in post-conflict countries like Burundi, Sierra Leone, and Liberia. For NGO's while collaboration is important to the mission and is considered of strategic value as reflected in table 9, the benefits as reflected by the respondents through the study appear accidental rather than purposive. The results to this question did not communicate that there is an intentional purpose around the objectives of the NGO. What the results do reflect is that collaboration benefits the NGO through brand development, and in particular in the meeting of the programme objectives. The insight around programming aimed at the development of the business sector is important. In terms of the Post-Conflict Reconstruction Framework (NEPAD 2005), economic development is a critical element of the post-conflict reconstruction framework. NGOs through collaborative relationships with business, where business is the target of NGO programming, reflects a new practice for the Post-Conflict Reconstruction Framework in the area of economic development.

6.5.3 Conclusion

In summary, the answer to what the benefits of collaborative relationships between business and NGOs are reflected varying results across the two groups. In the case of business, the benefits of collaboration consisted of both tangible and intangible benefits. In both the tangible and intangible benefits, these were closely related to the nature and core goals of business. From enhancing product development to the supply chain, collaboration was closely linked to the aims of the business. For the NGO group the benefit of meeting programming objectives for the business sector is especially relevant for the role that NGOs play in the development of the business sector in a post-conflict country. NGO collaboration with business could be a model for post-conflict reconstruction activities under economic development.

6.6 Research Question Five

Research question five looked at what the factors are that constrained collaborative relationship between business and NGOs. A semi-structured question was used to collect data for this question. The results for question five are reflected in table 15 for business and table 16 for NGOs.

6.6.1 Factors that Constrained Collaborative Relationships for Business Group

In the case of business, three factors that were considered to constrain collaborative relationships were: lack of trust, availability of resources and absence of incentives. An interesting observation with the factor lack of trust was that besides ranking as the first factor, there was an overwhelming consensus with eight of the respondents indicating this as an inhibiting factor. In the direct quotes this is reflected in the results section 5.5.1.1.1. For instance, respondents indicated that **"NGOs don't have noble intentions and take opportunity of post-conflict environment, the authenticity of NGOs and credibility of NGOs has sometimes affected the collaborative relationship"**.

The respondent from Burundi also gave a very practical example of an instance where the lack of trust had a direct impact on the core reason for the collaborative relationship between this coffee business and the NGO of coffee producers. He said "there is no trust, so to get the producers trust the NGOs and then the NGOs trust the business and business to trust the producers. And because there is no trust people end up doing things out of desperation. And then it breaks the trust more or breaks down the reliability of things". Trust is an essential element in any partnership.

Historically these two relationships have been characterised by mistrust and while there is partnerships between business and NGOs trust continues to be an element that will have to be worked at. In terms of the second and third rank factors, availability of resources and the absence of incentives, these factors appear related and refer to the actual issues of exchange that take place in collaborative relationships. Business identified the lack of incentives as an inhibiting factor. This is an interesting observation, because while at a macro-level global governance and regulatory frameworks have been undergoing enormous changes, the responsibility for business has remained voluntary. Hence, it would appear that while the defining moments in terms of the Global Compact in 2000 and the World Summit on Sustainable Development in 2002 have placed voluntary responsibility with businesses to take on a

more significant role in development, implementation and disclosure of responsible sustainable corporate policies and practices (Waddell 2011; World Bank, 2010) business may want these responsibilities to be more binding but more importantly incentivised.

6.6.2 Factors that Constrained Collaborative Relationship for NGO Groups

In Table 17, the results of the factors that have constrained the collaborative relationship between business and NGOs from the perspective of the NGO respondents are presented. The result for this group does not show any dominant trends in the results obtained. From the perspective of the NGOs the two factors that shared the first rank position are stringent contractional requirements from business partners and business not being sensitised to working with NGOs. A second factor was the lack of support from senior business partners. There could be a relationship between the factors that business is not sensitised to working with NGOs and the lack of support from senior employees. If you are not sensitised to the opportunity of collaborative relationships there is unlikely to be support from senior employees.

Several factors including corruption and politics, expectations beyond the ability of the NGO, business interest and business is risk averse shared the third rank position and the frequency of the three does not allow the drawing of any trends in the factors that constrained the relationships. In fact in terms of the results for the NGO responses, several factors could be identified that included stringent requirements from business, business not sensitised from the perspective.

In examining the factors that have emerged from the results, we see that although the relationship between business and NGOs has been growing in magnitude and expanse under the phenomenon of collaborative relationships; dynamics related to what defines NGOs and business and characterises these two entities still have significance in how they collaborate and the factors that inhibit their collaboration.

6.6.3   Conclusion

In summary, this study has identified that indeed there are factors that constrain collaborative relationships both in terms of business and NGOs. In the case of business the results showed a strong consensus around the factor- lack of trust. In addition, a very interesting observation is that business does want incentives to enter

into collaborative relationships. This is an important insight for policy developers with regards to sustainability because while the approach has been awareness raising and setting in place non-binding and voluntary responsibility, incentivising business to take a more active role in initiatives like collaborative relationships can yield different results.

For NGOs, a wide array of factors was considered to inhibit collaborative relationship. Across the group there was hardly any consensus of what the factors are. The first rank position was shared by two factors stringent requirements from business partners and business not sensitised to working with NGOs. At the same time several factors shared the third rank position with a low frequency. However, in terms of the two dominant factors it related to two different entities working together and more about being knowledgeable about each other differences and strengths.

6.7   Research Question Six

Research question six looks at what characterises the relationship between business and NGOs in post-conflict countries. This question used data from a combination of the questions 3.1; 3.2; 3.4; 4 and 6 of the semi-structured interview guide across both sample groups - business and NGO.

6.7.1 Characteristics of Business and NGO collaborative Relationships in Post conflict countries

Across the results for business and NGOs, the finding in tables 4 - 18   show that collaborative relationships in post-conflict countries are characterised by the concept being new, yet both business and NGOs are using this phenomenon to achieve their respective institutional goals. What stands out is that, several innovative practices that enhance business processes could be observed. While the importance of several macro-level factors like the specific needs in post conflict settings as well as the tough business environment that needs to be navigated. At the same time micro-economic factors like of and within institutions for the concept played an enabling role.

With respect to the motivation and benefits several cases of innovative practices linked to enhancing business process could be observed. In a first case of supply chain innovation - both in Sierra Leone and Burundi, small framers in the cocoa industry organised themselves into small co-operatives to sell their produce. NGOs from the agricultural sector in turn assisted these farmers in developing their agricultural skills towards the production of a greater agricultural yield –in this instance cocoa. The cocoa

export businesses sourced its cocoa through these co-operatives and responded to the worlds demand for cocoa. In the case of Burundi, the owner of cocoa business interviewed outlined that the business relied extensively on this benefits of business NGO collaboration to achieve its supply chain requirements.

In a second case, Human Resources Innovation could be observed, in how NGOs target business as the receipts of it training needs on broader social issues confronting the specific post conflict context. In Sierra Leone, the importance of the agricultural sector is recognised for its contribution to economic development and agriculture farmers are targeted to help improve the agricultural yield satisfying multiple goals. Business benefits training and development for their Human resources. Evident again in the NGO in Burundi which targeted large employer businesses for it HIV programme on education testing and post testing support, again a clear case of human resources innovation and business process enhancement.

Yet again in another instance of product development, both in Sierra Leone and Liberia, business product feedback was received through the collaborative relationship towards the enhancement of a micro finance product and this has been detailed in the results section.

A final case of innovative practice towards enhancing business processes was observed in terms of marketing. While it was expected given the previous dominance of corporate social responsibility and responsible private sector engagement, image enhancement through collaboration was accepted as an outcome. But in these instances of collaborative relationships both business and NGOs confirmed the marketing advantage of their relationships and how this helped with the enhancement of this business process.

In summary, the post conflict business context is a difficult context for business from all sectors and levels, innovative business process have the potential o offer solutions for immediate challenges and can be used strategically for longer term involvement in this context, this is especially relevant for the anticipated role Africa market will play in the future.

CHAPTER 7:   CONCLUSION AND RECOMMENDATIONS

7.1   Introduction

The main conclusions on the collaborative relationship between business and NGOs in post-conflict countries in Africa are presented in this chapter. New knowledge on this relationship, that has been established and discovered through this study, are presented. Firstly, a framework of collaborative relationships between business and NGOs in post-conflict countries in Africa, reflected in figure 11, distils the findings of the relationship along three features: the contributory factors, the benefits, and the inhibiting factors. Secondly, a Business Process Enhancement (BPE) Model for post-conflict countries is reflected in figure 12. The model is conceptualised on the finding of several cases of innovative practices in key business processes observed in this study and the findings relating to the characteristics of the relationship. Finally, recommendations to business and NGOs operating in post-conflict countries in Africa are offered. In addition, recommendations to academics for further research are presented.

7.2   Synthesis of Research Data

Institutions across the three sectors of society, private, public and the social sector, operate in a complex global political, social and economic context. Progressively, there is experimentation into the value and potential of cross-sectoral collaborative relationships to meet individual and collective institutional goals – those goals which would not have been possible in the absence of collaboration. Business and NGOs are collaborating in post-conflict settings to confront the twin scourge of, on the one hand, being part of a critical element of post-conflict recovery that of rebuilding the economy and economic activity; and on the other hand business is seen as a key stakeholder in the development and rebuilding of countries in the aftermath of conflict. While the post-conflict context offers new business opportunities and a new market, it is challenging context and increasingly business is relied on as a partner in post-conflict reconstruction. The business case for this is made by several writers (Miall et al.,1999;Anderson, Evers & Sjostedt, 2011)

A synopsis of the findings of this study in terms of the three factors of collaborative relationships: the contributory factors, the benefits, and the inhibiting factors, are

presented as a framework for collaborative relationships between business and NGOs figure 11. In the framework, on the business side the contributory factors, benefits and inhibiting factors for the business sector are presented. These correspond to the results from tables 10, 14, and 16 in the results chapter. On the NGO side the contributory factors, benefits and inhibiting factors for NGOs are presented. These correspond to the results in tables 12, 15, and 17 in the results chapter. The centre represents the outcome of collaboration.

This framework ultimately allows business and NGOs to identify the necessary contributory factors for such relationship as well as the potential benefits. Further, the insights, especially in terms of the challenges with this relationship, can be used to avoid similar difficulties.

FIGURE 11: FRAMEWORK FOR COLLABORATIVE RELATIONSHIPS BETWEEN BUSINESS AND NGOS IN POST CONFLICT COUNTRIES

Contributory Factors

Success with the collaborative relationship.

Visionary Leadership.

The importance of collaboration to the mission.

Benefits

Product development.

Intangible benefits.

Enhance the supply chain.

Inhibiting Factors

Lack of trust.

Lack of resources.

Absence of Incentives.

Contributory factors

Visionary leadership as a driver.

Recorded positive outcomes.

Link between vision and mission of organisation to collaboration.

Benefits

Enhancing the value of outputs offered.

Value expansion of core business processes.

Inhibiting factors

Limits of required resources.

Encouragement and incentives are motivating factors.

Contributory Factors

Sustainability, resource mobilisation.

Objectives of business sector programme achieved.

The role of leadership in driving the relationship.

Mutual benefit of the relationship in the context of post conflict countries and limited resources

Benefits

Gained recognition, exposure, commercial mileage and brand development.

Creates value.

Meeting the objectives of our programme with business and reach more of target audience.

Increased resources and expanding reach.

Inhibiting Factors

Stringent requirements from business partners.

Business is not sensitised to working with NGOs.

Lack of support from senior employees.

Corruption and politics.

Expectation beyond ability of NGO, narrow views of NGOs.

Business Interest.

Business is risk adverse.

Business

Collaboration

NGOs

7.3   Main Findings

In observing the perceptions, motivation, benefits, contributory and inhibiting factors and the characteristics of collaborative relationships, several stimulating insights into collaborative relationships between business and NGOs in post-conflict countries were identified. Firstly at the macro-economic level, secondly in relation to the operating context and finally in the micro-environment at the level of business processes.

At a macro-economic level, this study has found that there is a climate and appetite for collaborative relationship between business and NGOs in post-conflict countries. The post-conflict context is supportive of the relationships, which could be attributed to the need of both sectors to navigate the challenging post-conflict business context. This finding was evident across three recently post-conflict countries – Burundi, Sierra Leone and Liberia. Linked to the climate and appetite for collaboration, is the evidence that these collaborative relationships are less about corporate social responsibility and being responsible as the business sector only, but more importantly it is concerned with the strategic relevance and more longer-term benefits of collaborative relationships. To this effect, collaborative relationships enable institutions to achieve what would otherwise have not been possible on their own, thus serving as a strategy that can be leveraged both by business and NGOs in pursuit of their goals and mission and this was clearly evident across the investigation and is reflected in the results.

Staying at the macro-economic level context, the spirit and commitment to sincere partnership was discernible across the thirty-five collaborative relationships observed in the 20 interviews conducted. While the findings from the study reflected a distinct leaning towards a partnership-type relationship, one of exchange and sharing, this finding situates itself outside of the norm of contemporary theory and thinking. Contemporary thinking claims that collaborative relationships progress along a continuum which starts out as one of purely giving - a philanthropic relationship, and then progresses towards one of exchange or trade-off - an integrative relationship consistent with true partnership (Austin 2000).

In fact, this study has shown that the ethos of true partnership is existent at the onset of the relationship showing a greater commitment to such relationship as opposed to a 'wait and see' or 'trial and error approach.' The spirit of partnership in collaborative relationships between businesses is of particular relevance for post-conflict settings and is a strength that can be used in strategizing for a business.

At a micro, institutional level, the centrality of leadership in advocating and advancing the thinking and implementation of collaborative relationship across both types of institutions was identified as a critical factor. It is evident that leadership is important in identifying the approach, showing buy-in for the approach and having the conviction to lead resources and be central to the sustainability of such an initiative. Again, this is especially relevant in the context of the newness of the concept and the absence of the idea being mainstreamed. Leadership no doubt contributed to the supportive context that these relationships take place in.

At an institutional level, cases of how various business processes are enhanced through collaborative relationships across the results presented cases of innovation in practice. Firstly, supply chain innovation – case 1 was evident, with the results reflecting models for managing the supply chain of businesses especially in the agricultural sector. These are expanded on in the discussion on research question 6.

Secondly, Human Resources Management innovation – case 2 was identified. The findings showed how, through training and development programmes focussed on business in post-conflict countries, NGOs help business to meet their human resources capacity development needs. NGOs are a resource for human resources training and development needs of the business sector. From a business perspective this insight can be used in terms of strategizing for human resources management related goals and achieving goals in this regard.

Thirdly, product development innovation - case 3, was an interesting insight for understanding the needs of the market and having access to knowledge and insights. For both new and existing businesses entering a post-conflict context, this is important in understanding the needs of the market and the levels of demand. The findings from the study show that NGOs are able to provide knowledge on this because of their activities and their location in communities. In addition, the findings show that NGOs have provided research and knowledge that business used to develop its products as well as develop a better understating of market demands, and hence match the corresponding supply.

Fourthly, marketing and image-building innovation – case 4 was identified. The findings of the study confirmed the theory that collaborative relationships serve as a vehicle for marketing and image-building. The businesses and NGOs interviewed for this study confirmed that collaborative relationship has been used to achieve this. In volatile situations like the post-conflict contexts used in this study, where trust is broken down

and the context in which relationships exist is in a state of flux, this offers an important vehicle to improving these relationships.

In summary, supportive macro- and micro- level context factors identified such as the appetite and climate, the partnership nature of collaborative relationships, the strategic relevance of collaborative relationship beyond corporate responsibility, and the role of leadership, provide a dynamic and supportive context for collaborative relationships in post-conflict settings.

Within this context, the cases of innovative practices in the enhancement of business processes in four areas take place. What is clearly evident in the cases of benefits shared is that collaborative relationships are enhancing business processes in the following:

- Supply chain management (case 1)
- Human Resources Management (case 2)
- Product innovation (case 3)
- Marketing and image-building (case 4)

Figure 11, which presents a model for Business Process Enhancement in post-conflict countries, reflects the key findings of this study graphically. In a post-conflict setting, characterised by supportive macro- and micro- level factors, business processes are enhanced.

FIGURE 12: MODEL FOR BUSINESS PROCESS ENHANCEMENT IN POST CONFLICT COUNTRIES THROUGH COLLABORATIVE RELATIONSHIPS BETWEEN BUSINESS AND NGOs

POST CONFLICT NATION STATE

- Small scale cocoa farms
- Organised cooperatives and NGOs
- Coffee exports sourced from cooperatives
- World coffee market reliant on exporters

- NGOs collaboration helps business achieve improved product development
- NGOs & business involved in knowledge transfer

SUPPLY CHAIN INNOVATION (CASE 1)

PRODUCT DEVELOPMENT (CASE 3)

BUSINESS

BPE

NGOs

HUMAN RESOURCES INNOVATION (CASE 2)

MARKETING INNOVATION (CASE 4)

- NGOs target business as the service recipient
- NGO provides HR support
- Business HRM in training and development

- NGOs help business impact their image
- Business products and activities are marketed by NGOs

SUPPORTIVE POST-CONFLICT ENVIRONMENT

96

7.4   Recommendations to Business

The business case for businesses involvement in post-conflict reconstruction has been made theoretically (Miall, Ramsbotham & Woodhouse 1999; Collier et al., 2008). The findings of this research study conducted for post-conflict countries has shown that for businesses already operating in post-conflict countries and wanting to enter post-conflict countries, collaborative relationship with NGOs is an important avenue to explore in the overall business strategy given the appetite and climate for this innovative practice. This research study shows how individual businesses can achieve responsible business practice, while enhancing their business processes such as human resources management, supply chain management, product development and marketing, through collaborative relationships with NGOs. In addition, the competiveness of businesses can benefit from this partnership.

On the other hand collectively, business could drive the reconstruction of post-conflict economies through collaborative relationships, by working around the challenges such as the lack of infra-structure, lack of data, dysfunctional institutions and systems. This clearly came out of the research and in the analysis of the data. The competiveness of a nation is achieved through cluster development (Porter, 2008) and collaborative relationships hold this opportunity in post-conflict contexts.

7.5   Recommendations to NGOs

The insights and findings from this study illustrate that the value of collaborative relationship is an undervalued strategic tool at the disposal of NGOs in post-conflict countries. The narrow focus on sustainability, while understandable, needs to be readdressed from the NGO perspective. Based on the findings of this study, it is recommended that the concept is popularised through dialogue. As a new or embryonic concept there is the need to create a platform to enter into dialogue on the concept, its advantages and in particular the dominance for the partnership approach in the nature of the relationships that was found in this study in the post-conflict Africa setting, as well as the benefits.

NGOs can also help alleviate the inhibiting factors, especially the finding of the lack of trust from business of NGOs. The framework for this study (figure 13) is an important tool that can be used to show the benefits, contributory factors and inhibiting factors. The importance of incentives and being motivated to engage in this approach to work

requires further thinking at a policy level to create an enabling environment for these relationships to blossom, and their full potential to be realised.

7.6 Recommendations for Future Research

There is a dearth of literature on collaborative relationships between business and NGOs in post-conflict countries. Especially missing, are empirical studies with relevant baseline statistics on this phenomenon. With the absence of data from contexts like Africa, future studies must begin to capture this kind of data, in addition to more in-depth studies into some of the benefits of the relationship.

The central research question that remains would be: *Will collaborative relationships between business and NGOs offer innovative market-based solutions to the social and developmental challenges in Africa?* Leading from this large question, future research could focus on:

- How are collaborative relationships between business and NGOs improving business processes such as supply chain management, human resources management, marketing, or product development?
- What are the financial benefits of collaborative relationships?
- Are there similarities and differences in collaborative relationships across business industries? Are they more peculiar and popular to certain industries? What types of NGOs are required for collaborative relationships to be mutually beneficial?

7.7 Conclusion

Today, the complexity of the development challenges facing the developing world is in need of innovative practices to meet the competing challenges. Nowhere is this truer than in countries engaged in conflict in Africa. As Africa moves into the focus of the world as the next global market with economic potential for growth, collaboration between the three sectors in society will become a choice. In the case of collaborative relationship between business and NGOs, this study has found that as a new phenomenon, collaborative relationships between business and NGOs, albeit embryonic, is an innovative practice that has started to evolve in post-conflict countries in Africa. The use of collaborative relationships, as an evolving concept and as a strategy to meet the objectives of both business and NGOs in post-conflict countries, is

in demand for contemporary knowledge on the climate, motives, benefits and challenges of engaging in this type of collaborative activity.

This study and its findings assist in contributing to assessing how collaborative relationships between business and NGOs will offer innovative market-based solutions to the social and developmental challenges in Africa.

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APPENDICES

APPENDIX 1: List of Interviewees

GROUP	NAME OF INTERVIEWEE	COMPANY	SECTOR
BURUNDI			
Business	**Donatien Ndayisjimiye** Managing Director	**Onatel** No 1 Avenue de Commerce, Bujumbura	Tele-communications
	Marie Louise Kamikazi Director General	**Women's Initiative for Self-Empowerment (WISE)** Robero 1 5, Av. Du. Progres, BP 1610, Bujumbura	Micro-Finance
	Ben Carlson Owner	**Long Miles Coffee Company** BP 6468, Kinindo, Bujumbura	Agriculture-Coffee
	Regis Nsengiyumva Executive Secretary	**ECONET Wireless** 281 A Boulevard de l'Uprona, Bujumbura	Tele-communications
	Alexandra Sindahera Corporate Relations Manager	**Boulevard du 1er Novembre, BP 540 Bujumbura Ville, Bujumbura Ville,**	Beverages
NGOs	**Annelies van den Berg** Country Manager Burundi Business Development Manager	**SPARK** Tel: +257 22 277027 / +257 78 710709 Email: a.berg@spark-online.org	Enterprise Development
	Felix Furero Programme Co-ordinator	**ACORD** Chaussee Prince Louis, Rwangasore, Building CNI, Bujumbura	Development
	Immaculee Nsengiyomia Secretary General	**AFAB** Burundi Business Women's Association BP 2277, Bujumbura	Women Entrepreneurship
	Marshall Bizure Programme Manager	**Higher Life Foundation** 281 A Boulevard de l'Uprona, Bujumbura	Education
SIERRA LEONE			
	Keith G Tukei	**Airtel**	Tele-

			communications
	Commercial Director	Plot 42 Main Motor Rd Wilberforce, Freetown Mobile: +2327660018	
	Mr. Mohamed A. Bashoon Managing Director	**Seed-Tech International** Mobile: +23276 614 243 Email: seedtechint@yahoo.com	Agricultural sector
	Vincent Igonor Project Manager	**Lapo Micro Finance** Mobile: 076 27 33 88 Email:finance.laposl@yahoo.com/ vinosam2003@yahoo.com	Micro-Finance
NGOs	**Christiane Hornikel** Youth Employment Advisor	**GTZ** www.gtz.de	Development
	Martia Koi Demoh Country Director	**World Vision** Mobile: +23276 634 165 Web: www.worldvision.org	Development
	Justina Konsept Director	**Saint George's Foundation** Mobile: 078 43 69 23 Email: directorst.george@yahoo.com Templars House, Lulworth Close, Chandlers, Ford, SO533TL Web: www.adecentlife.org	Youth Development
		LIBERIA	
Business	**Josephus Dokie** Community Liaison Manager	**BHP Billion, Iron Ore Inc** Old Sophie Road Congo Town, Monrovia, Liberia Email: Josephus.Dokie@bhpbilliton.com Web: www.bhpbilliton.com BHPB +231 776 555 010/+231 888 555 010 Private +231 886 484 343/ +231 777 523 946	Iron Ore

	Marcus S. WLEH External Affairs & Corporate Responsibility	ArcelorMittal 12th Street, Tubman Blvd, Sinkor Monrovia, Liberia Mobile: (231) (0)777838775 E-mail: marcus.wleh@arcelormittal.com Web: www.arcelormittal.com	Mining
NGOs	**Caroline Bowah Brown** Deputy Head of Mission	**Medica Mondiale Liberia** Swiss Building, Old road, Monrovia, Liberia Tel: +231-886-532820 Skype: cbowah*	Women Empowerment
	Richard van Hoolwerff Country Manager	**SPARK** University of Liberia Kofi Annan Graduate School Building Room GD 2-8, Liberia Tel: +231 (0)880675471	Development and Entrepreneurship
	Pia Brown Executive Director	**Sirleaf Market Women's Fund** 18th Street, Gibson Avenue, Sinkor Monrovia, Liberia Email: management@smwf.org	Development/Women Empowerment

APPENDIX 2   Semi-Structured Interview Guide for Interviews with Business

**GORDON INSTITUTE
OF BUSINESS SCIENCE**

University of Pretoria

INTERVIEW GUIDE PACKAGE

for

Interview with Business

Pravina Makan-Lakha

Student number: 11356902

Email: pravina@accord.org.za

Mobile number: 083 271 5822

Work number: 031 502 3908

Supervisor: Prof Margie Sutherland

GORDON INSTITUTE
OF BUSINESS SCIENCE

University of Pretoria

Dear _____

I am a Masters in Business Administration (MBA) student at the Gordon Institute of Business (Gibs) and I am currently conducting research. My research topic is "a critical appraisal of collaborative partnerships between NGOs and business in post-conflict settings, in Africa".

The key objectives of the study are to:

- *Critically analyse the current literature on collaborative partnerships between NGOs and business, to determine the nature and extent of this partnership;*
- *Determine what factors, if any, contribute to the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa; and*
- *Determine what factors, if any, prevent the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa.*

*Our interview is expected to last approximately 45 minutes, and will help me understand the relationship between business and NGOs at your institution. **Your participation is voluntary and you can withdraw at any time without penalty**. Of course, all data will be kept confidential. If you have any concerns, please contact me or my supervisor. Our details are provided below.*

Researcher*: Pravina Makan-Lakha.*

Email: pravina@accord.org.za

Phone: +27 (0) 83 271 5822

Research Supervisor*: Professor Margie Sutherland*

Email: sutherlandm@gibs.co.za

Phone: +27 11 771 4362

Please find attached the interview guide –questions that I will use in the interview. In addition, two rating tables are included in the questionnaire and will require a few minutes of your time to complete. The completed forms can be sent back to me by

e-mail on pravina@accord.org.za.

Semi-Structured Interview Guide for Interviews with Business

1. Introduction and clarify the background and motivation for the study

Thank you for accepting to be interviewed for this study on the collaboration between business and NGOs in post-conflict settings. By way of introduction, there is a growing interest in the interaction between business and NGOs. The aim of this conversation is to gain deeper insights into the reason why business and NGOs collaborate, what form these collaborations take, and what are the factors that enable or impede the collaboration. The research is particularly interested in information about these collaborations in post-conflict countries, in Africa.

- Confirm that the interview will be recorded for academic purposes.

- Confirm the interviewer's acceptance to be interviewed and that the data collected will be kept confidential and used for the purpose of the study only. (Consent form)

2. Context, tone setting and screening questions

- Name;
- Business;
- Designation;
- Brief background to the business;
- Which post- conflict countries does the business operate in?
- What are the main activities that your Business is engaged in?
- How many NGOs do you collaborate with?

3. Collaborative Relationships

3.1 How do you see the relationship between Business and NGOs in post-conflict countries?

3.2 If you were to reflect on the nature of the relationship between your business and NGOs, how would you rate the relationship across these variables? Please rate the relationships in the table below.

Nature of the Relationship	Rating		
What is your level of engagement in the relationship with the NGOs you collaborate with?	low	medium	high
How important is the relationship with the NGO, to the mission of your Business?	peripheral	medium	central
What magnitude of resources from your Business have you allocated to this relationship?	small	medium	big
How would you rate the scope of your Businesses activities in the relationship?	narrow	medium	broad
What is your level of interaction with the NGO?	infrequent	medium	intensive
What is the managerial complexity of your relationship?	simple	medium	complex
What is the strategic value of this relationship to your Organisation?	minor	medium	major

Figure 1: Rating of the Nature of Collaborative Relationship

3.3 What has stimulated your business to engage in a relationship with an NGO? What factors motivated the relationship?

3.4 What has your business achieved/gained through this collaborative relationship?

3.5 What factors do you think helped drive/enable this collaborative relationship between your business and NGOs?

3.6 What factors do you think <u>constrained/ impeded/ prevented</u> this collaborative relationship?

4. How would you rate your relationship with NGOs against the set of variables illustrated in Table 2 (see overleaf); Three options are presented for each variable, please tick the one response most relevant for your business.

5. How would you compare your relationship with NGOs now, as opposed to during the conflict?

6. Is there any other information on your relationship with NGOs that you wish to share?

7. Closing

- Thank you for the valuable information you have shared and the time you have offered to the study.
- Do you have any questions that you would like to pose?
- A quick final note on the study; the final outcome of the study will be shared with you? In addition the timeframes will be explained.

Figure 2: Rating Scale for Drivers and Enablers of Collaborative Relationships between NGOs and Business (overleaf)

Drivers and Enablers	1	2	3
How are your business strategy, mission, and values aligned to the relationship with the NGO?	There is minimal alignment.	There is and overlap in the two organisations mission and values with a partnership mind-set.	There is high alignment with the mission and shared values.
How would you rate your businesses personal connection and relationships with NGOs?	There is minimal connection with the NGO and to the cause that the NGO stands for.	Strong personal connection at the leadership level is enjoyed.	Expanded opportunities for involvement in the relationship exist.
What is the value generation and shared visioning in your relationship?	There is an unequal exchange of resources.	The exchange of resources is more equal.	Joint value and value renewal is created.
Is there continual learning in the relationship?	There is minimal or informal learning.	More effective learning about process and substance takes place.	Systematic learning and innovation discovery takes place.
Does the relationship with NGOs get your focussed attention?	There is little top leadership attention on the relationship.	Top management engagement takes place at the start up and periodically.	There is significant and on-going attention from management.
What is the nature of communication on the relationship?	Takes place on administration of the grant process.	Communication is more frequent and takes place between partners and externally.	Communication strategies are explicit internally and externally.
Are there specific organisational systems in place for the relationship?	The relationship is managed mostly around the contract	More personnel are involved with responsibilities for specific collaboration activities.	Specific staff are allocated for management of the partnership.
What are your mutual expectations and accountability from the relationship?	Minimal performance expectations.	Explicit performance expectations and collaboration activities are targeted.	There are high performance expectations and accountability for results.

APPENDIX 3: **Semi-Structured Interview Guide for Interviews with NGOs**

INTERVIEW GUIDE PACKAGE

for

Interview with NGOs

Pravina Makan-Lakha

Student number: 11356902

Email: pravina@accord.org.za

Mobile number: 083 271 5822

Work number: 031 502 3908

Supervisor: Prof Margie Sutherland

GORDON INSTITUTE
OF BUSINESS SCIENCE
University of Pretoria

Dear _____

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The key objectives of the study are to:

- *Critically analyse the current literature on collaborative partnerships between NGOs and business, to determine the nature and extent of this partnership;*
- *Determine what factors, if any, contribute to the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa; and*
- *Determine what factors, if any, prevent the establishment of collaborative partnerships between business and NGOs in post-conflict settings in Africa.*

*Our interview is expected to last approximately 45 minutes, and will help me understand the relationship between business and NGOs at your institution. **Your participation is voluntary and you can withdraw at any time without penalty**. Of course, all data will be kept confidential. If you have any concerns, please contact me or my supervisor. Our details are provided below.*

__Researcher__: Pravina Makan-Lakha.

Email: pravina@accord.org.za

Phone: +27 (0) 83 271 5822

__Research Supervisor__: Professor Margie Sutherland

Email: sutherlandm@gibs.co.za

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Please find attached the interview guide –questions that I will use in the interview. In addition, two rating tables are included in the questionnaire and will require a few minutes of your time to complete. The completed forms can be sent back to me by

e-mail on pravina@accord.org.za.

Semi-Structured Interview Guide for Interviews with NGO's

1. Introduction and clarify the background and motivation for the study

Thank you for accepting to be interviewed for this study on the collaboration between business and NGOs in post-conflict settings. By way of introduction to the interview, there is a growing interest in the interaction between business and NGOs. The aim of this conversation is to gain deeper insights into the reason why NGOs and business collaborate, what is the nature of these relationships, and what are the factors that enable or impede the collaborative relationship. The research is particularly interested in information about these collaborations in post-conflict countries in Africa.

- Confirm that the interview will be recorded for academic purposes.

- Confirm the interviewer's acceptance to be interviewed and that the data collected will be kept confidential and used for the purpose of the study only. (Consent form)

2. Context, tone setting and screening questions

- Name;
- Organisation;
- Designation;
- Brief background to the work of the organisation;
- Which post-conflict countries does the organisation operate in?
- What are the main activities that the organisation is engaged in?
- How many businesses does your NGO collaborate with?

3. Collaborative Relationships

3.1 How would you describe the relationship between NGOs and Business in post-conflict countries?

3.2 If you were to reflect on the nature of the relationship between your NGO and Businesses, how would you rate the relationship across these variables? Please rate the relationships in the table below.

Nature of the Relationship	Rating		
What is your level of engagement in the relationship with the Business that you collaborate with?	low	medium	High
How important is the relationship with Business to the mission of your Organisations?	peripheral	medium	central
What magnitude of resources have you allocated to this relationship?	small	medium	big
How would you rate the scope of your activities in the relationship?	narrow	medium	broad
What is your level of interaction with the Business?	infrequent	medium	intensive
What is the managerial complexity of your relationship?	simple	medium	complex
What is the strategic value of this relationship to your Organisation?	minor	medium	major

Figure 1: Rating of the Nature of Collaborative Relationship

3.3 What has stimulated your NGO to engage in a relationship with a Business? What factors motivated the relationship?

3.4 What has your NGO achieved/gained through this collaborative relationship?

3.5 What factors do you think helped drive/ enable this collaborative relationship between your NGO and businesses?

3.6 What factors do you think <u>constrained/ impeded/ prevented</u> this collaborative relationship?

4. **How would you rate your relationship with Businesses against the set of variables illustrated in Table 2 (see overleaf); Three options are presented for each variable, please tick the one response most relevant for your business.**

5. **How would you compare your relationship with Business now, as opposed to during the conflict?**

6. **Is there any other information on your relationship with Businesses that you wish to share?**

7. **Closing**

- Thank you for the valuable information you have shared and the time you have offered to the study.
- Do you have any questions that you would like to pose?
- A quick final note on the study; the final outcome of the study will be shared with you.? In addition the timeframes will be explained.

Figure 2: Rating Scale for Drivers and Enablers of Collaborative Relationships between NGOs and Business (overleaf)

Drivers and Enablers	1	2	3
How are your business strategy, mission, and values aligned to the relationship you have with the Business?	There is minimal alignment.	There is and overlap in the two organisations mission and values with a partnership mind-set.	There is high alignment with the mission and shared values.
How would you rate your NGOs personal connection and relationships with Businesses?	There is minimal connection with the sector the business is involved in.	Strong personal connection at the leadership level is enjoyed.	Expanded opportunities for involvement in the relationship exist.
What is the value generation and shared visioning in your relationship?	There is an unequal exchange of resources.	The exchange of resources is more equal.	Joint value and value renewal is created.
Is there continual learning in the relationship?	There is minimal or informal learning.	More effective learning about process and substance takes place.	Systematic learning and innovation discovery takes place.
Does the relationship with Business get your Organisations focussed attention?	There is little top leadership attention on the relationship.	Top management engagement takes place at the start up and periodically.	There is significant and on-going attention from management.
What is the nature of communication in your relationship with business?	It takes place mostly on administration of the grant process.	Communication is more frequent and takes place between partners and externally.	Communication strategies are explicit internally and externally.
Are there specific organisational systems in place for the relationship?	The relationship is managed only around the contract	More personnel are involved with responsibilities for specific collaboration activities	Specific staff are allocated for management of the partnership
What are your mutual expectations and accountability from the relationship?	Minimal performance expectations.	Explicit performance expectations and collaboration activities are targeted.	There are high performance expectations and accountability for results.