

**STRATEGIC COMMUNICATION FOR MARKETING
PEACE IN AFGHANISTAN: AN INDIAN PERSPECTIVE**

MAYANK SHARMA



**DEPARTMENT OF MANAGEMENT STUDIES
INDIAN INSTITUTE OF TECHNOLOGY DELHI
OCTOBER 2022**

© Indian Institute of Technology Delhi (IITD), New Delhi, 2022

**Strategic Communication for Marketing Peace in Afghanistan:
An Indian Perspective**

by

Mayank Sharma

(2014SMZ8138)

Department of Management Studies

Submitted

in fulfilment of the requirements of the degree of Doctor of

Philosophy

to the



Indian Institute of Technology Delhi

October 2022

Certificate of the Supervisors

This is to certify that the thesis titled ‘**Strategic Communication for Marketing Peace in Afghanistan: An Indian Perspective**’, which is being submitted by Mr. Mayank Sharma to the Department of Management Studies, Indian Institute of Technology Delhi, for award of the degree of **Doctor of Philosophy (PhD)** is a record of bona-fide research work carried out by him. He has worked under my supervision in conformity with the rules and regulations of the Indian Institute of Technology Delhi. The research reports and results presented in the thesis have not been submitted in part or full for the award of any degree or diploma in any other university or institute.

Dated: October, 2022

New Delhi

Prof Mahim Sagar

Professor

Department of Management Studies

Indian Institute of Technology, Delhi

New Delhi, India

Dr Arvind Gupta

Director, Vivekananda International Foundation

Former Deputy National Security Advisor

and Former Secretary National Security Council

Secretariat, New Delhi India

Dedicated to

Late (Mrs) Maya Sharma

My mother

My journey of research began even before I first held a book in my hand. My mother, late (Mrs) Maya Sharma, a teacher, used to mentor me as a child to question, analyse and base decisions on facts. She created an imbining spirit of enquiry and inquisitiveness in me through her scientific approach to education. Her world view and vision were beyond imagination and comprehension. Throughout my life, I remained intrigued with her exceptional mental faculties. I never stopped learning from her, even after she left this world. My indebtedness to her cannot be expressed in words.

Acknowledgement

The research on ‘Strategic Communication for Marketing Peace in Afghanistan: An Indian Perspective’ was a long journey. The process of discovery of substantive theory took me through various stages of academic enquiry. During this journey of long working hours, in-depth discussions, intensive analysis and academic pursuit, I was fortunate to get the support, guidance and encouragement from many to whom I am indebted.

First and foremost, I express my heartfelt gratitude to my research guides Professor Mahim Sagar, IIT Delhi and Dr Arvind Gupta, former Deputy National Security Advisor and Secretary National Security Council Secretariat of India and currently Director, Vivekananda International Foundation, New Delhi.

Prof Mahim Sagar has profound knowledge and experience in marketing, brand management, marketing not-for-profit, ethical branding and policy research. He is associated with several prestigious projects with the government of India and Non-Government Organisations. His extensive knowledge and understanding of the subjects of social marketing and public policy was the driving force behind crystallisation of the concept of ‘marketing peace’ in my research topic. Prof Sagar’s guidance and academic support helped me deal with this conceptually new and emerging topic in the context of the biggest international conflict in the neighbourhood of India, having a bearing on the country’s national security. Prof Sagar provided invaluable insights about marketing and ‘Grounded Theory Methodology (GTM)’ and took me through the process of understanding and applying them to my research. His constant mentoring during the course of my research helped me go through the process with academic rigour. I am grateful to Prof Sagar for providing me enormous reading material on social marketing, qualitative research and GTM in the form of books and research papers. His long sessions of intense discussions were vital to keep me focussed and grounded. In addition to his academic expertise, I gained from his working experience in several public policy areas in health, telecommunication and human resource development with the government of India.

Dr Arvind Gupta, brought with him immense knowledge and practical experience. He is a former officer from the ‘Indian Foreign Service’ who had worked in diplomatic missions in London, Moscow and Ankara. In the Ministry of External Affairs, he had dealt with Afghanistan, Kashmir, USSR, Russia and Central Asia. In addition to his vast experience in diplomatic and strategic affairs, Dr Gupta’s association with framing approaches to ‘strategic communication’ provided the much-needed support and guidance relating to this emerging

concept in the context of Afghanistan. His profound knowledge and understanding of strategic affairs provided the necessary depth and punch to my research. Dr Gupta's vision and contextualisation of the situation of Afghanistan in the broad framework of international terrorism, conflicts, security and diplomacy strengthened my understanding of the subject. His pointed questions and piercing insights relating to the Afghanistan conflict helped me analyse the data without losing focus.

Initially it appeared to be challenging to analyse a prolonged international conflict from the point of view of emerging concepts like 'strategic communication' and 'marketing peace'. But gradually with the guidance of Prof Sagar and Dr Gupta, I completed my research.

I am grateful to Prof Monica Singhania, professor at Faculty of Management Studies (FMS), Delhi University, Delhi, member of my 'Student Research Committee'. Her strong support and encouragement motivated me to work hard. During the course of my research, her continuous monitoring of progress, along with research-oriented guidance helped me remain goal-oriented. Her academic insights and scholarly advice provided an edge to my research.

I sincerely thank members of my 'Student Research Committee', Prof Kanika T. Bhal and Prof Harish Chaudhry, IIT Delhi, for their incredible support and inputs during the research. Their clarity and focussed and strategic approach to the subject made immense contribution to my research.

I express my gratitude to Dr Kriti Singh, Assistant Professor, Sharda University, Noida whose in-depth understanding and knowledge of 'Grounded Theory Methodology (GTM)' and 'MAXQDA' was of enormous help to me. I had intensive discussions with her about GTM and MAXQDA, which proved to be highly beneficial. Her clarity on qualitative research methodologies and academic excellence in conveying complex concepts in simple ways made my journey easy. Dr Kriti Singh's untiring approach to academic rigour and selfless erudite support was a pillar of strength.

I acknowledge the support of Ms Charru Hasti, project consultant and research scholar under the supervision of Prof Mahim Sagar at IIT Delhi. Her understanding of MAXQDA visualisation techniques provided excellent support to my research.

I am thankful to Ms Shirley Rex for the sincere assistance she provided during the process of transcription of interviews.

I am indebted to my respondents, who despite their very busy schedules and sensitivity of the subject and their jobs, devoted long hours for discussions and interviews. These interviews were the bedrock of my research as source of primary data. The ease with which they threaded through the complex situation in Afghanistan with conceptual clarity provided rich information. Some of them had handled important and sensitive assignments and had exceptional and practical knowledge of strategic affairs. I would be failing in my duty if I didn't mention the invisible hands that walked me through some of the very intricate and complex labyrinth of strategic affairs and international conflicts.

My sincere gratitude to my elder sister Mrs Mridul Joshi, a teacher, who inculcated in me, scientific temper and spirit of evidence-based knowledge, since my primary school days. Her background in science motivated me to adopt a systematic and focussed approach in studies. She continues to remain an inspiration to me.

I would not be able to complete my gratitude without mentioning the unprecedented, exceptional, strong, untiring and dedicated support that I got from my family. My wife Mrs Manju Sharma, my son Kanishk Sharma and my daughter Ananya Sharma were my source of inspiration, strength and energy. During this long journey, I took away from them some very precious moments. The time I should have spent with them, I spent in my research. I always got their support and encouragement. Most interesting, were our discussions about my research during our evening walks and long drives during our journeys. Their inquisitiveness spurred in me the excitement associated with sharing new knowledge and discussing about it. Due to my research, even they started reading a lot about Afghanistan, marketing peace and strategic communication. Our discussions became more academic over time. In several instances, some very insightful understanding, regarding the situation in Afghanistan emerged during discussions. This created a research-oriented environment at home which proved to be beneficial to us all. I express my deepest love and appreciation for their support. I don't think I need to thank my family for anything as families stand together always.

Mayank Sharma

(2014SMZ8138)

Abstract

The research on ‘Strategic Communication for Marketing Peace in Afghanistan: An Indian Perspective’, was based on exploratory qualitative research design and interpretivist research paradigm. The study used ‘Grounded Theory Methodology’ (GTM) by Corbin and Strauss. The primary data collection method was in-depth semi-structured interviews which enabled collection of rich data from respondents based on their personal experiences while maintaining focus on the research questions. ‘Computer Assisted Qualitative Data Analysis (CAQDA)’ was done using MAXQDA 2020 software.

The research was carried out after identifying research gap in literature review which indicated that ‘strategic communication’ and ‘marketing peace’ were emerging concepts. There was no comprehensive theory or research based on actual on-the-ground implementation of ‘strategic communication for marketing peace’. No research could be found which had focussed on this subject from the standpoint of actions taken by government in a third world country like Afghanistan.

The context for the research was chosen as Afghanistan and it was carried out with an Indian perspective. The research covered the period from 2001 to 2021. Afghanistan was chosen for this research because it was an important arena of international conflict in 21st century involving multiple internal and external stakeholders. The Indian perspective was important due to significance of Afghanistan for the country. The research was based on the analysis of in-depth interviews of Indian experts on Afghanistan, who had wide ranging experience of the country, including practical exposure in case of most of them.

The GTM paradigm based on conditional/consequential matrix, adopted in the research, produced a substantive theory of ‘Strategic Communication for Marketing Peace (SCMP)’. According to this theory, in a prolonged and conflict ridden, third world country like Afghanistan where interests of multiple stakeholders are involved, the SCMP consists of six essential elements which dynamically interact with each other and produce situation-specific consequences. The study identifies the roles and properties of SCMP. Additionally, the research suggests that SCMP passes through several phases, each of which is characterised by distinct properties, which separate them from each other. However, the phases do not indicate a progressive or linear movement. The research further suggests that ‘strategic communication’ and ‘marketing peace’ are inter-related.

सार

“अफ़ग़ानिस्तान में विपणन शांति के लिए सामरिक संप्रेषण : एक भारतीय परिप्रेक्ष्य” पर शोध खोजपूर्ण, गुणात्मक अनुसंधान डिज़ाइन एवम व्याख्यावादी शोध प्रतिमान पर आधारित था । इस अध्ययन में कोर्बिन और स्ट्रॉस द्वारा दी गयी “ग्राउंडेड थ्योरी मेथोडोलोजी” (जी टी एम) का उपयोग किया गया था । प्राथमिक डाटा संग्रहण की विधि गहन अर्ध-संरचित साक्षात्कार की थी जिसने शोध प्रश्नों पर ध्यान केन्द्रित करते हुए उत्तरदाताओं के निजी अनुभवों के आधार पर समृद्ध डाटा एकत्रित करने में सक्षम बनाया । “कम्प्युटर अस्सिस्टेड क्वालिटेटिव डाटा एनालिसिस” MAXQDA 2020 सॉफ्टवेयर का उपयोग करके किया गया था ।

शोध , साहित्य समीक्षा में अनुसंधान-अंतराल की पहचान करने के उपरांत किया गया था जिसने यह संकेत दिया था कि “सामरिक संप्रेषण” और “विपणन शांति” उभरती हुई अवधारणाएँ थी । विपणन शांति के लिए सामरिक संप्रेषण के वास्तविक ज़मीनी कार्यान्वयन पर आधारित कोई व्यापक सिद्धांत या अन्वेषण नहीं था । अफ़ग़ानिस्तान जैसे तीसरी दुनिया के देश में सरकार द्वारा की गई कारवाइयों के दृष्टिकोण से इस विषय पर किसी प्रकार का अध्ययन नहीं पाया गया है ।

शोध के लिए संदर्भ को अफ़ग़ानिस्तान के रूप में चुना गया था और इसे भारतीय परिप्रेक्ष्य के साथ किया गया था । शोध 2001 से 2021 तक की अवधि को समेटता है । इस शोध के लिए अफ़ग़ानिस्तान को चुना गया था क्योंकि यह 21वीं शताब्दी में अंतराष्ट्रीय-संघर्षों का एक महत्वपूर्ण क्षेत्र था जिसमें बहुत से आंतरिक और बाहरी हितधारक शामिल थे । देश के लिए अफ़ग़ानिस्तान के महत्त्व के परिणामस्वरूप भारतीय दृष्टिकोण महत्वपूर्ण था । यह शोध अफ़ग़ानिस्तान पर भारतीय विशेषज्ञों के गहन-साक्षात्कारों के विश्लेषण पर आधारित था , जिनके पास देश का व्यापक अनुभव था , जिसमें से अधिकांश में व्यावहारिक-जोखिम भी शामिल था ।

औपबंधिक /परिणामी मैट्रिक्स पर आधारित जी टी एम प्रतिमान शोध में अपनाया गया जिसने विपणन शांति के लिए सामरिक संप्रेषण के एक मूल सिद्धांत का निर्माण किया । इस सिद्धांत के अनुसार एक लंबे समय तक संघर्ष से ग्रस्त अफ़ग़ानिस्तान जैसे तीसरी दुनिया के देश में जहाँ कई हितधारकों के हित शामिल हैं , एससीएमपी में 6 आवश्यक तत्व शामिल होते हैं जो गत्यात्मक रूप से एक – दूसरे से संप्रेषण करते हैं और स्थिति-विशिष्ट परिणाम उत्पन्न करते हैं । यह अध्ययन एससीएमपी की भूमिकाओं और गुणों की पहचान करता है । इसके अतिरिक्त शोध यह भी बताता है कि एससीएमपी कई चरणों से होकर गुजरता है जिनमें से हर एक के भिन्न-भिन्न गुण हैं जो उन्हें एक-दूसरे से अलग करते हैं । हालांकि यह चरण किसी प्रगतिशील या लिनियर गति का संकेत नहीं देते हैं । शोध आगे बताता है कि सामरिक संप्रेषण और विपणन शांति परस्पर संबन्धित है ।

Table of Contents

	Page No.
Certificate of the Supervisors	v
Dedication	vii
Acknowledgement	ix
Abstract	xiii
सार	xv
List of Figures	xxi
List of Tables	xxv
1. Chapter 1: Introduction to the Study	1-11
1.1 Introduction	1
1.2 Chapter Plan of Thesis	10
2. Chapter 2: Literature Review and Research Gap	13-31
2.1 Literature Review	13
2.2 Research Gap	30
3. Chapter 3: Research Design and Methodology	33-47
3.1 Research Problem	33
3.2 Research Objective	33
3.3 Scope of the Research	33
3.4 Research Questions	34
3.5 Qualitative Research	35
3.6 Inductive Research	35
3.7 Research Paradigm	36
3.8 Ontology	36
3.9 Epistemology	36
3.10 Grounded Theory Methodology (GTM)	37
3.11 Grounded Theory Methodology (GTM) Paradigm	38
3.12 Conditional-Consequential Matrix	38
3.13 Data Collection Methods	38
3.14 Sample Design	41
3.15 Software Used	44
3.16 Reflexivity and Sensitivity	45
3.17 Ethical Considerations	45

3.18	Coding	45
3.19	Memo Writing	46
4.	Chapter 4: Analytic Examination of Identified Major Categories	46-293
4.1	Major Categories	49
4.2	Communication by the Government-Core Category	53
4.2.1	Enabling Communication	57
4.2.2	Inhibiting Communication	112
4.2.3	Validation by Literature	146
4.3	Conditions Influencing Communication by the Government	149
4.3.1	Enabling Conditions Influencing Communication by the Government	152
4.3.2	Inhibiting Conditions Influencing Communication by the Government	164
4.3.3	Validation by Literature	199
4.4	Key Constituencies and Audiences Identified by the Government	201
4.4.1	Internal Constituencies	202
4.4.2	External Audiences	214
4.4.3	Validation by Literature	220
4.5	Phases of Peace Process in the Country	220
4.5.1	Properties of Phases	222
4.5.2	Phase I: 2001-2003	222
4.5.3	Phase II: 2004-2007	225
4.5.4	Phase III: 2008-2012	227
4.5.5	Phase IV: 2013-2018	228
4.5.6	Phase V: 2019-2021	230
4.5.7	Validation by Literature	232
4.6	Context Circumscribing the Situation in the Country	232
4.6.1	Internal Context	234
4.6.2	External Context	243
4.6.3	Conceptual Context	246
4.6.4	Validation by Literature	258
4.7	Consequences of Communication by the Government	259

4.7.1	Actual Consequences	261
4.7.2	Possible Consequences	272
4.7.3	Validation by Literature	277
4.8	Strategic Goals and Objectives of the Government	278
4.8.1	Constructive Goals for Peace	279
4.8.2	Defensive Goals for Peace	286
4.8.3	Validation by Literature	290
4.9	Marketing Peace	291
4.9.1	Elements of Marketing Plan in SCMP	291
4.9.2	Validation by Literature	292
5.	Chapter 5: Substantive Theory of Strategic Communication for Marketing Peace (SCMP)	295-312
5.1	Communication by the Government	296
5.2	Key Constituencies and Audiences Identified by the Government	301
5.3	Strategic Goals and Objectives by the Government	302
5.4	Context Circumscribing the Situation in the Country	303
5.5	Conditions Influencing Communication by the Government	306
5.6	Phases of Peace Process in the Country	308
5.7	Consequences of Communication by the Government	309
5.8	Conclusion	309
5.9	Differences between SCMP and Commercial Marketing	310
5.10	Evidence From Literature	311
6.	Chapter 6: Implications, Limitations and Future Directions of Research	313-315
6.1	Implication of the Research	313
6.2	Limitations	314
6.3	Future Directions	315
7.	Chapter 7: Conclusion	317-320
8.	References	321-333
9.	Appendices	335-338
	Appendix A – Operational Definitions and Glossary	335

Appendix B - Abbreviations	337
10. Brief Bio-data of the Author	339

List of Figures

Figure No.	Description	Page No.
Figure 3.1	MAXQDA Screenshot During Coding Process	44
Figure 3.2	MAXQDA Screenshot Showing Memos	47
Figure 4.1	MAXQDA Screenshot Showing Open Codes Frequencies	49
Figure 4.2	MAXQDA Screenshot of Seven Major Categories with Code Frequencies	49
Figure 4.3	Comparative Frequencies Bar Chart of Major Categories	51
Figure 4.4	Code Matrix Browser from MAXQDA	52
Figure 4.5	Document Portrait Showing Core Category and other Categories in Decreasing Order of Code Frequencies	52
Figure 4.6	MAXQDA Screenshot of Core Category and its Sub-Categories	54
Figure 4.7	Hierarchical Code-Subcodes Model of Core Category 'Communication by the Government'	55
Figure 4.8	Subcode Statistics of 'Communication by the Government'	56
Figure 4.9	Subcode Statistics Bar Chart of 'Communication by the Government'	56
Figure 4.10	Hierarchical Code-Subcodes model of 'Enabling Communication by the Government'	57
Figure 4.11	MAXQDA Screen shot of minor categories of sub-major category 'Enabling Communication by the Government'	58
Figure 4.12	Hierarchical Code-Subcodes Model of 'Verbal Communication by the Government'	59
Figure 4.13	MAXQDA Screenshot showing Subcodes of 'Channels of Government's Communication'	60
Figure 4.14	Subcode Statistics of 'Channels of Government's Communication'	61
Figure 4.15	Subcode Statistics Bar Chart of 'Channels of Government's Communication'	61
Figure 4.16	MAXQDA Screenshot showing Subcodes of 'Themes of Government's Communication'	67
Figure 4.17	Subcode Statistics of 'Themes of Government's Communication'	68
Figure 4.18	Subcode Statistics Bar Chart of 'Themes of Government's Communication'	68
Figure 4.19	MAXQDA Screenshot of 'Theme of Government's Communication with External Audience'	71
Figure 4.20	Subcode Statistics of 'Theme of Government's Communication with External Audience'	72
Figure 4.21	Subcode Statistics Bar Chart of 'Theme of Government's Communication with External Audience'	73
Figure 4.22	Hierarchical Code-Subcodes Model of 'Communication by Actions on the Ground (ATG)'	76
Figure 4.23	Subcode Statistics of 'Communication by Actions on the Ground (ATG)'	77

Figure 4.24	Subcode Statistics of ‘Political Actions’	78
Figure 4.25	Subcode Statistics Bar Chart of ‘Political Actions’	78
Figure 4.26	Subcode statistics of ‘Social Development’	93
Figure 4.27	Subcode Statistics Bar Chart of ‘Social Development’	94
Figure 4.28	Subcode Statistics of ‘Economic and Development Actions’	95
Figure 4.29	Subcode Statistics Bar Chart of ‘Economic and Development Actions’	96
Figure 4.30	Subcode Statistics of ‘Military Consolidation’	98
Figure 4.31	Subcode Statistics Bar Chart of ‘Military Consolidation’	99
Figure 4.32	Hierarchical Code-Subcodes Model of ‘Feedback Mechanism Used by the Government’	102
Figure 4.33	MAXQDA Screenshot of ‘Feedback Mechanism used by the Government’	102
Figure 4.34	Subcode Statistics of ‘Internal Feedback Mechanism’	103
Figure 4.35	Subcode Statistics Bar Chart of ‘Internal Feedback Mechanism’	104
Figure 4.36	Subcode Statistics of ‘External Feedback Mechanisms’	108
Figure 4.37	Subcode Statistics Bar Chart of ‘External Feedback Mechanisms’	108
Figure 4.38	Subcode Statistics of ‘Government’s Action on Feedback’	110
Figure 4.39	Subcode Statistics Bar Chart of ‘Government’s Action on Feedback’	111
Figure 4.40	Hierarchical Code-Subcodes Model of ‘Inhibiting Communication by the Government’	113
Figure 4.41	MAXQDA Screenshot of Minor Categories of ‘Inhibiting Communication by the Government’	113
Figure 4.42	Subcodes Statistics of ‘Political Issues’	115
Figure 4.43	Subcode Statistics Bar Chart of ‘Political Issues’	115
Figure 4.44	Subcode Statistics of ‘Planning and Policy Issues’	125
Figure 4.45	Subcode Statistics Bar Chart of ‘Planning and Policy Issues’	126
Figure 4.46	Subcode Statistics of ‘Economic and Development Issues’	128
Figure 4.47	Subcode Statistics Bar Chart of ‘Economic and Development Issues’	129
Figure 4.48	Subcode Statistics of ‘Behavioural and Attitudinal Issues’	130
Figure 4.49	Subcode Statistics Bar Chart of ‘Behavioural and Attitudinal Issues’	131
Figure 4.50	Subcode Statistics of ‘Governance Issues’	132
Figure 4.51	Subcode Statistics Bar Chart of ‘Governance Issues’	132
Figure 4.52	Subcode Statistics of ‘Security Issues’	134
Figure 4.53	Subcode Statistics Bar Chart of ‘Security Issues’	134
Figure 4.54	Subcode Statistics of ‘Communication Issues’	137
Figure 4.55	Subcode Statistics Bar Chart of ‘Communication Issues’	137
Figure 4.56	Subcode Statistics of ‘Feedback Mechanism Issues’	1425
Figure 4.57	Subcode Statistics Bar Chart of ‘Feedback Mechanism Issues’	145
Figure 4.58	Hierarchical Code-Subcodes Model of ‘Conditions Influencing Communication by the Government’	150
Figure 4.59	MAXQDA Screenshot depicting Sub-categories of ‘Conditions Influencing Communication by the Government’	151
Figure 4.60	Subcode Statistics of Major Category ‘Conditions Influencing Communication by the Government’	151

Figure 4.61	Subcode Statistics of ‘Strengthening Conditions – Government Strengths’	153
Figure 4.62	Subcode Statistics Bar Chart of ‘Strengthening Conditions-Government Strengths’	153
Figure 4.63	Subcode Statistics of ‘Enabling Conditions by External Actors’	158
Figure 4.64	Subcode Statistics Bar Chart of ‘Enabling Conditions by External Actors’	159
Figure 4.65	Subcode Statistics of ‘Inhibiting Conditions due to Endogenous Challenges’	165
Figure 4.66	Subcode Statistics Bar Chart of ‘Inhibiting Conditions Due to Endogenous Challenges’	166
Figure 4.67	Subcode Statistics of ‘Inhibiting Conditions Due to Internal Actors’	173
Figure 4.68	Subcode Statistics Bar Chart of ‘Inhibiting Conditions due to Internal Actors’	173
Figure 4.69	Subcode Statistics of ‘Inhibiting Conditions Due to External Actors’	188
Figure 4.70	Subcode Statistics Bar Chart of ‘Inhibiting Conditions Due to External Actors’	188
Figure 4.71	Hierarchical Code-Subcodes Model of ‘Key Constituencies and Audiences Identified by the Government’	201
Figure 4.72	MAXQDA Screenshot of ‘Key Constituencies and Audiences Identified by the Government’	202
Figure 4.73	Subcodes Statistics of ‘Internal Constituencies’	203
Figure 4.74	Subcode Statistics Bar Chart of ‘Internal Constituencies’	203
Figure 4.75	Subcode Statistics of ‘External Audiences’	215
Figure 4.76	Subcode Statistics Bar Chart of ‘External Audiences’	215
Figure 4.77	Hierarchical Code-Subcodes Model of ‘Phases of Peace Process in the Country’	221
Figure 4.78	MAXQDA Screenshot of ‘Phases of Peace Process in the Country’	221
Figure 4.79	Hierarchical Code-Subcodes Model of ‘Context Circumscribing the Situation in the Country’	233
Figure 4.80	MAXQDA Screenshot of ‘Context Circumscribing the Situation in the Country’	233
Figure 4.81	Subcode Statistics Model of ‘Internal Context’	234
Figure 4.82	Subcode Statistics Bar Chart of ‘Internal Context’	235
Figure 4.83	Hierarchical Code-Subcodes Model of ‘Consequences of Communication by the Government’	260
Figure 4.84	MAXQDA Screenshot of ‘Consequences of Communication by the Government’	260
Figure 4.85	Hierarchical Code-Subcodes Model of ‘Actual Consequences’	261
Figure 4.86	Subcode Statistics of ‘Actual Consequences’	262
Figure 4.87	Subcode Statistics of ‘Possible Consequences’	274
Figure 4.88	Subcode Statistics Bar Chart of ‘Possible Consequences’	274
Figure 4.89	Hierarchical Code-Subcodes Model of ‘Strategic Goals and Objectives of the Government’	278
Figure 4.90	MAXQDA Screenshot of ‘Strategic Goals and Objectives of the Government’	279

Figure 4.91	Subcodes Statistics of ‘Constructive Peace Goals’	280
Figure 4.92	Subcodes Statistics of ‘Defensive Goals for Peace’	287
Figure 4.93	Subcode Statistics Bar Chart for ‘Defensive Goals for Peace’	288

List of Tables

Table No.	Description	Page No.
Table 3.1	Particulars of Interviews	42
Table 3.2	Profiles of Respondents	43
Table 4.1	Major Categories with Code Frequencies	50
Table 5.1	Evidence from Literature	311