

**CRISIS MANAGEMENT IN THE ENERGY SECTOR: A STUDY OF
KANO ELECTRICITY DISTRIBUTION COMPANY.**

BY

NUHU MOSES ODEKINA

SPS/18/MPR/00036

**BEING A LONG ESSAY SUBMITTED TO DEPARTMENT OF MASS
COMMUNICATION, FACULTY OF COMMUNICATION, BAYERO
UNIVERSITY, KANO, IN PARTIAL FUFILMENT FOR THE
REQUIREMENT OF THE AWARD OF MASTERS DEGREE IN PUBLIC
RELATIONS**

DECEMBER, 2019

DECLARATION

I declare that this research work was written by me and the ideas (except otherwise stated) are mine. All other materials used in this work have been duly acknowledged. Therefore, this research work is original, and has not, to the best of my knowledge been submitted in part or full for any other program of this or any other institution.



Nuhu Moses Odekina

Date

SPS/18/MPR/00036

APPROVAL

We certify that this research work was carried out by **Nuhu Moses Odekina (SPS/18/MPR/00036)**. It is approved by the undersigned on behalf of the department of Mass Communication as meeting the requirements for the award of MPR Degree in Mass Communication.

Prof. BalarabeMaikaba
Project supervisor

Sign/Date

Dr. AbubakarShehuMinjibir
Program Coordinator

Sign/Date

Dr. Isma'ilHaruna
Head of Department

Sign/Date

External Examiner

Sign/Date

DEDICATION

I dedicate this research work to Almighty God for life and Providence; to my unwavering and ever supportive dad, Rtd. S/Sgt. Nuhu Acheneje; and my mum, Mrs. Mercy Nuhu, for their prayers and moral support.

ACKNOWLEDGEMENT

My unreserved gratitude goes to God Almighty for the strength to arrive safely at this point of my life; what feat could I attain without His unfailing love and grace towards me. Thank You God.. My profound gratitude goes to my parents, Rtd. S/Sgt. Nuhu Acheneje and Mrs. Mercy Nuhu for their thoughtfulness towards me and parental guidance. You both are awesome and I cannot love you less.

My heartfelt appreciation goes to my supervisor, Prof. Balarabe Maikaba who, in spite of his tight schedules, painstakingly and meticulously guided me through the writing of this research. Your incisive comments and invaluable advice were indeed instrumental to the success of this project. God bless you sir. I am also grateful to all my lecturers for their indispensable contributions to the course of my study_ especially, Dr. Abubakar Shehu Minjibir, who is an epitome of hardworking, diligence, love and a mentor. I am so glad I met you sir.

To thanks also goes to my siblings and 'academic family'. I love and miss you all.

ABSTRACT

This research work, *“Crisis Management in the Energy Sector: A Study of Kano Electricity Distribution Company”*, an analysis of crises between KEDCO and her customers. The research is informed by Aristotle’s Persuasion Theory, Jefkin's Public Relations Transfer Model, Image Restoration (Repair) Theory and Situational Crisis Communication Theory. It employs a combination of qualitative content analysis and in-depth interviewing methods in finding that KEDCO is misinterpreted by residents which causes 'clash'. Findings also revealed that KEDCO used stakeholders management, rejoinders, corporate social responsibility and collaboration as public relations strategies in resolving all her crises. It was also found out that KEDCO, as a means of being proactive, treats everything as an issue_ as everything comes from an “issue”. Based on these findings, the research concludes that there’s more to all the cases associated with KEDCO.

TABLE OF CONTENTS

Contents

DECLARATION	ii
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT.....	vi
TABLE OF CONTENTS.....	vii
CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY.	1
1:2 STATEMENT OF PROBLEM.....	3
1:3 OBJECTIVES OF THE STUDY.....	4
1:4 RESEARCH QUESTIONS.	4
1.5 SIGNIFICANCE OF THE STUDY.....	5
1:6 SCOPE AND LIMITATIONS OF THE STUDY.	5
1:7 BRIEF HISTORY OF KANO ELECTRICITY DISTRIBUTION COMPANY.	6
1:8 OPERATIONAL DEFINITION OF TERMS.	7
CHAPTER TWO	9
LITERATURE REVIEW/ BRIEF SKETCH.	9
2.1 INTRODUCTION.	9
2.2 CONCEPTUAL REVIEW.....	9
2.3 EMPIRICAL REVIEW.	10
2.4 THEORETICAL FRAMEWORK.....	17

2:4:1 THE PERSUASION THEORY.....	18
2:4:2 THEJEFKINS' PUBLIC RELATIONS TRANSFER MODEL.....	20
2:4:3 THE SITUATIONAL CRISIS COMMUNICATION THEORY.	22
2:4:4 THE IMAGE RESTORATION (REPUTATION REPAIR) THEORY.	24
2:5 RELEVANCE OF THE THEORIES.	29
2:6 REVIEW OF RELATED LITERATURE.....	30
2:6:1 The Concept of Public Relations:	30
2:6:2 The Concept of Crisis:	32
2:6:3 The Concept of Crisis Management:	35
2:6:4 Stages of Crisis Management:	36
2:6:5 The Role of Public Relations in Crisis Management:	38
2:6:6 Using Public Relations Propaganda and Publicity to ManageCrisis:	39
2:6:7 History of Nigeria's Power Sector:.....	39
2:6:8 Crisis in Nigeria's Energy Sector:.....	40
CHAPTER THREE	42
METHODOLOGY	42
3:1 INTRODUCTION.	42
3:2 RESEARCH DESIGN.....	42
3:2:1 Why Qualitative Content Analysis?	43
3:2:2 Why In-depth Interviewing?.....	44
3:3 RESEARCH POPULATION.	46
3:5 SAMPLE SIZE.	46
3:6 RESEARCH INSTRUMENT.....	47
3:7 METHOD OF DATA COLLECTION.....	47
3:8 METHOD OF DATA ANALYSIS.	48

CHAPTER FOUR.....	49
DATA ANALYSIS AND PRESENTATION.....	49
4:1 INTRODUCTION.	49
4:2 DATA PRESENTATION AND ANALYSIS.	49
4:2:1 Interview Themes and Narrative.	49
4:3 DISCUSSION OF FINDINGS.	55
CHAPTER FIVE	59
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	59
5:1 INTRODUCTION.	59
5:2 SUMMARY.....	59
5:3 CONCLUSION.....	61
5:4 RECOMMENDATION.....	61
REFERENCES	63

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY.

Man is an interactive being who cannot exist without expressing his feelings, thoughts and ideas through the phenomenon called “communication”. The disparities he often faces by engaging in communication process tend to spark-off crises which cost him both financial and reputation loss, aside his personal safety. This explains crisis as an integral part of both man and his environment.

Crisis, from the beginning of man’s existence, has been a recurring variable that has effects which can either be positive or negative for him. The ever growing and changing world presents sophistication in technology, information and survival as an essential condition. These have forced man to carry out certain activities to satisfy his primary needs (psychological and safety) and secondary needs (social, esteem and self-fulfillment) (Synder, 2007). Reaching these needs, challenges or threats erupt between man and his environment.

Threats can be seen in the light of organization-employee relations, organization-customers relations, etc. However, man or organizations try to win the bigger share of the market in order to make profit over issues which intensifies competition and degenerates to a full-blown crisis. Organizations and communities engage in crisis for the interests they have at heart. This has necessitated the oxymoronical statement that “crisis is a necessary-evil” amongst us (Opera, 1984).

Just as man sleeps to wake to sunrise everyday, so do we hear of and/or see crises from our immediate environment_ on radio, television and internet. Whether they be religious, political,

social, industrial or otherwise, they cannot be argued to be just emerging today; crises have been with us for centuries. The spate of current and violent crises in organizations, government, family life and communities portends great danger. They threaten the growth and stability of the areas as seen in the society.

Having said, it is only appropriate to put measures in place that prevent crises, or manages them in unforeseen cases. In curbing or controlling the effect of crises, it should be known and understood that a major driving force in cases of disagreements is perception; it is psychological-based as it is traceable to how one sees, perceives or understands a thing or situation. Perception is just a picture of reality (Nwosu, 2004).

It is obvious that Nigeria has enough resources to fend for its energy needs. Some of the resources are not tapped; the potential is vital for Nigeria's economic growth, but the access and utilization, which are the major propellers of the growth, are 'missing'.

Access to substantial quantity and quality energy infrastructures is essential to rapid and sustainable development which improves the livelihood of man in both his immediate and remote environment. Access to modern energy services directly contributes to economic growth and poverty reduction through the creation of wealth; when there is electricity, businesses thrive and hands become gainfully employed. No country can develop and sustain beyond subsistence means without having, at least, minimum access to energy services for the larger portion of its population. Crises encountered (or being experienced) by electricity distribution companies could be traced to the grounds of customers'dissatisfaction on access to energy (electricity) services, and pattern of energy consumption acrossNigeria (which is a recurring and boring 'song' in the nation over the years).

Greater proportions of Nigerian households do not have access to electricity and still depend largely on other forms of energy (e.g., kerosene, generating set, solar, etc) as energy sources. Oseni, (2012) shows that the electrification rate in Nigeria has even decreased over the past decade, because the nation's population has grown faster than the electricity supply.

Over the years, companies have, in their numbers, 'packed up' due to incessant power supply and as cost of sourcing other means of power generation is capital intensive.

Energy is a sine-quo-non for growth and increase. For man and organizations at large, there is almost no life or progress in economic terms should there not be power supply. Families rely on electricity to carry out a chore or more; businesses need power for production and daily assessment of activities. From whatever aspect one looks at the relevance of power to man's daily life, it cannot be disputed that virtually all his activities revolve around it. This has given rise for this study to focus on how Kano Electricity Distribution Company (KEDCO) has been and is still managing crisis in regards to power distribution.

1:2 STATEMENT OF PROBLEM

The effects of crisis is always negative when ignored and/or not well-handled. It may come unannounced with unhealthy rivalry that boomerangs to loss of both properties and human lives. This scares away both domestic and foreign investors who may become skeptical that their huge investments would be safe. This points to fear and insecurity that give rise to lack of trust and confidence.

Individuals and organizations are always forced to adjust and adapt to billing policies and charges for use of power. There are complaints from the services they get. Everyone demands value for their money. When man services don't match up to the money man pays, crisis starts.

Most organizations like Kano Electricity Distribution Company (KEDCO) have public relations units whose crisis management department proactively analyze trends, arrests threats and resolve issues so as to maintain mutually beneficial relationship with her customers. However, one may wonder why the energy sector, despite all her public relations activities, is still faced with lingering threats and emerging crises.

The intent of communication misinterpreted is no communication at all. This pushes the study to find out what widens the lacuna between the organization's public relations efforts and the crisis being faced.

1:3 OBJECTIVES OF THE STUDY.

The goal of this study is to examine crisis management in Kano Electricity Distribution Company. The main objectives are:

1. To find out the different types of crisis being faced by Kano Electricity Distribution Company.
2. To identify the victims of the mentioned crisis .
3. To analyze the crisis management strategies/ tactics being deployed by KEDCO to arrest and/or resolve them.

1:4 RESEARCH QUESTIONS.

In line with the above stated objectives, the following are the salient research questions for the study:

1. What are the types of crisis being faced by Kano Electricity Distribution Company?
2. Who is being affected by the crisis?

3. What crisis management strategies/tactics are being used to arrest/prevent negative implications of the situation(s).

1.5 SIGNIFICANCE OF THE STUDY.

This study is beneficial to the researcher as it affords him the avenue to be exposed to crisis management; thus, giving the experience and ability to practically apply the knowledge acquired to similar crisis situations in the future.

It will be of great importance to the body of knowledge as it would be a plus to the few works done on the subject matter; it will serve as a compass that guides other researchers who may delve into this aspect of public relations.

This research will be of significance to the society at large, as details would have been gained and presented to crisis communication management students in the field, serving as one of the literature to consult for further research on how best to curtail and utilize crises.

1:6 SCOPE AND LIMITATIONS OF THE STUDY.

The study shall be carefully looking at crisis management in Kano Electricity Distribution Company (KEDCO). It shall discuss the various forms of crisis being faced by the organization, who suffers the effects of the crisis and how the organization has been using public relations strategies in the light of crisis management to contain and avert negative implications on both the organization and her customers. However, effectively doing this comes with some obstacles limiting the success of the study.

The researcher was faced with the challenge of accessing and assessing relevant/interactive works on the subject matter; few materials exist.

There was unwillingness on the part of some respondents in the organization to open up on some details.

Time was not on the side of the researcher to do justice to the subject matter of the discourse.

1:7 BRIEF HISTORY OF KANO ELECTRICITY DISTRIBUTION COMPANY.

In May 2012, a consortium of five companies came together for the purpose of bidding for Kano Electricity Distribution Company (KEDCO) and offering efficient and sustainable energy to the people within the business territory of the company made up of Kano, Jigawa and Katsina states. The companies are: the Sahelian Energy and Integrated Services Ltd (SEIS); the Kayseri Civari Electric T.A.S (KCETAS) Turkey, and the Dantata Investment and Securities Company Ltd. Others are, INCAR Power Ltd and the Highland Electricity Ltd. All together they formed the Sahelian Power SPV Ltd; the company emerged as the core investor in the Kano Electricity Distribution Company Plc, after a very rigorous and transparent process which gained world acclamation.

KEDCO is one of the eleven Distribution Companies privatized by the Federal Government of Nigeria as part of the electricity power sector reform program implementation. Located in the north western geopolitical zone of Nigeria, the Company has license to generate, distribute and market electricity in the three states (Kano, Jigawa and Katsina).

Geographical coverage of the company is 67,128 Km². The company has the largest potential in terms of customer population with the combined population of the three states at 19,564,000.00 (2006 national census).

KEDCO Plc became a Public Liability company on November 7th 2005, after the implementation of the Electricity Sector Reform Act of 2005 had started in earnest. Until

November 1st 2013 when the company was physically taken over by the core investor, the distribution company operated as a pseudo-business enterprise.

As a distribution company, its core business activities are as described under section 67 of the Electricity Power Sector Reform Act which stipulates that: “A distribution license shall authorize the licensee to construct, operate and maintain a distribution system and facilities including but not limited to the following activities as may be specified in the license:

- (a) The connection of customers for the purpose of receiving a supply of electricity;
- (b) The installations, maintenance and funding of meters , billing and collection and ,
- (c) Such other distribution service as may be prescribed for the purposes of this section”.

As at today, the Company discharges its functions of distributing and marketing of electricity through nine regional offices located across the three states.

1:8 OPERATIONAL DEFINITION OF TERMS.

It would be unjust to ignore the basics of this study; some key terms will be explained to give the public clarity of the pedestal on which this discourse is established.

The following have been conceptualized for the study:

- **Crisis Management:** Crisis management involves identifying issues and likely threats, and sequentially addressing them before an outburst, so as to prevent or lessen damages which could halt an organization's operations or incur great loss.
- **Energy Sector:** This specifically refers to electricity distributing companies
- **Communication:** This is the sharing or exchange of impressions (feelings, thoughts or ideas) which are reciprocated as feedbacks when clearly understood or, sometimes, misinterpreted by a recipient.

- **KEDCO:**An acronym which stands for Kano Electricity Distribution Company. KEDCO is a private owned electricity distribution company that gives electricity to Kano and neighboring states like Jigawa and Katsina.
- **Public Relations:**Public Relations is the art and science of probing events and taking deliberately calculated decisions which positively brings an organization's stakeholders closer to the organization_ thereby, bridging the lacuna of either silence, misinformation or misinterpretation, and creating synergy in the mutual relationship created or being managed.

CHAPTER TWO

LITERATURE REVIEW/ BRIEF SKETCH.

2.1 INTRODUCTION.

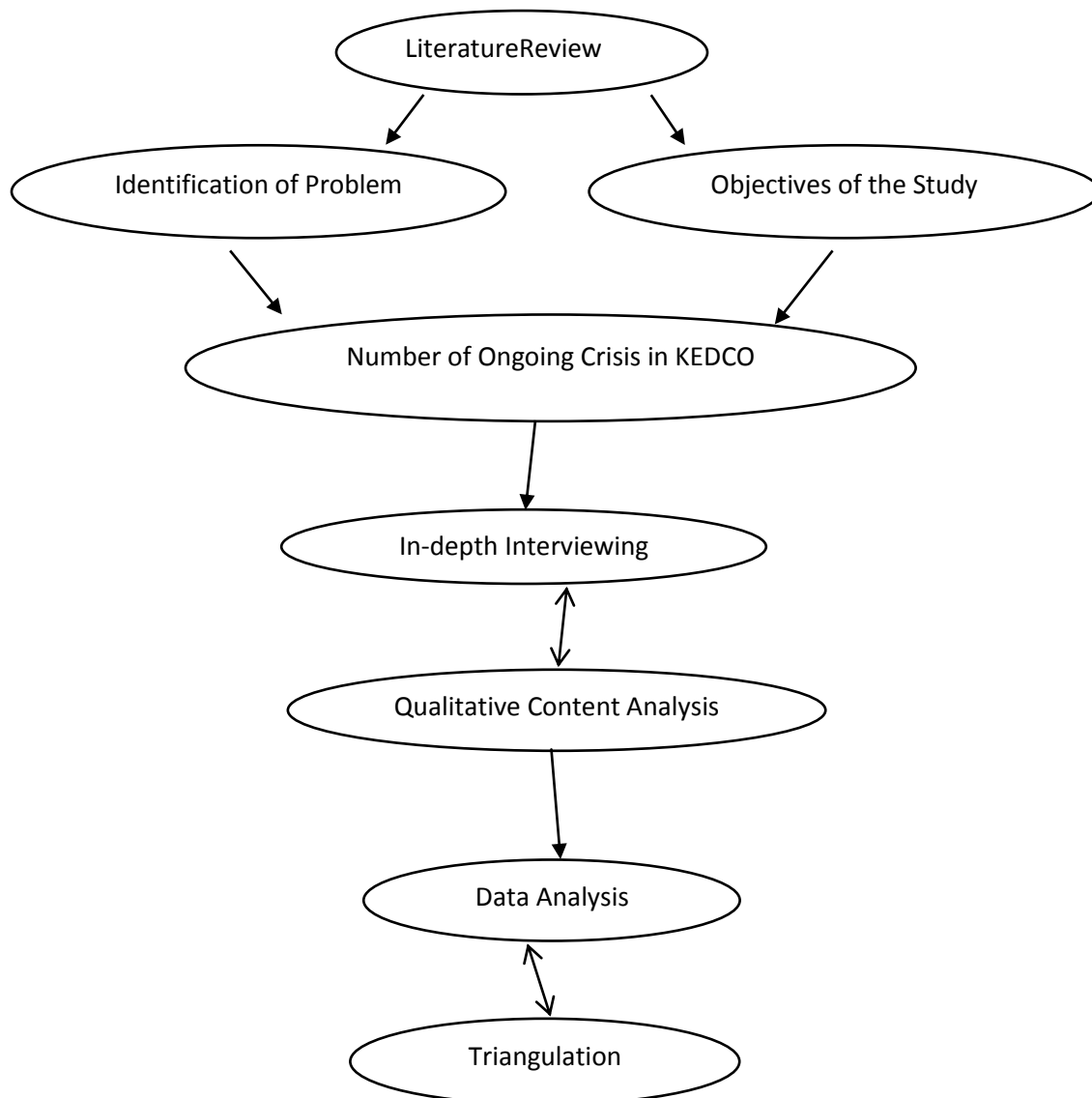
There are reasons behind the emergence of public relations as a profession. This research carries a specialized economic and social undertone as it created a psychological climate. Public relations is directly related to both normal and full-blown crises, instability and disasters; its importance gets clearer in the face of challenges or threats. Just as public relations has roles in advertising, so does it hold a vital place in crisis management. Maihoub (n.d) said that public relations come in-hand during crisis_ especially when it is unexpected and its results are unwanted. He explained further that regardless of its type or level, impact of crisis can take whatever shape_ social, economic, or even, political. One may ask if crisis holds any good on itself. However, for every crisis that happens, there comes with it chances.

2.2 CONCEPTUAL REVIEW.

This study tries to understand what promotes recurrences of crisis between Kano Electricity Distribution Company (KEDCO) and communities in the state_ despite deliberate communication efforts to be on “the same page” with them. This brought about the research objectives as to finding out the different types of crisis being faced by Kano Electricity Distribution Company; identify the victims of the mentioned crisis; analyze the crisis management strategies/ tactics being deployed by KEDCO to arrest and/or resolve them.

Data were collected using both primary and secondary sources so as to adjust information as correct as possible. These data were gathered from a qualitative content analysis and an in-depth interviewing to ascertain the number of crisis being experienced and the ones managed by KEDCO.

Data from the in-depth interviewing were analyzed using the narrative (themes) content analysis which affords the research the opportunity to interpret codes as perceived and in line with the state objectives of the study. Triangulation was used to validate this study.



2.3 EMPIRICAL REVIEW.

Onochie U. P. et al (2015) projects that regular and adequate power supply is the hallmark of a developed economy. Any nation whose energy need is inadequate in supply, prolongs her development and risks losing potential investors. Electricity is the prime mover that drives the economic development of every country and any nation that desires to develop will ignore the

power sector to its peril. It is the fundamental source of our development. It is needed in residence to power domestic appliances and lighting purposes, in the industries to drive various machines, equipment and processes, and by commercial and institutional consumers for the provision of services and driving various devices. Nigeria produces about 2.5 million barrels of oil each day, yet many of its citizens live without electricity. Nigeria is one of the most populated countries in Africa but only about 40% of the people are connected to the energy grid. The people who actually have power, experience difficulties around 60% of the time. The greatest engineering challenge in Nigeria today is the issue of the provision of steady, adequate, affordable and efficient electricity supply by the public utilities to various residential, commercial, institutional and industrial consumers in the country. Nigeria is facing an issue of inadequate supply of electricity from the public utilities which has led to a situation where the nation is wallowing in darkness and the economy is underdeveloped despite the vast energy resources. Thus, the entire citizens of the country have been put into what could be called “Power Cage” and only those individuals, establishments, institutions, industries; companies etc. who possess the financial means or muscle have liberated themselves from the cage by generating electricity to meet their needs. Nigerians spend almost \$5 billion a year on fuel to generate their own electricity, this alone keeps many in poverty.

The Nigerian economy has been described by commentators on the power sector as a generator economy because of the enormous amount of off-grid electricity being generated to satisfy its power requirements. An integrated and pragmatic approach to the issue of power challenges in Nigeria will entail carrying out an overview of the power sector and proffering solutions that provides the way forward to ensuring availability of regular, affordable and efficient supply of

electricity. A clever harnessing of renewable energy resources and effective utilization of the available fossil fuels will be the way forward.”

Electricity capacity and consumption

According to approximately 50.6% of the population have access to electricity. About 10% of the rural population have access to electricity services. 82% of urban population had access to electricity in 2006. Primary transmission of electricity is facilitated by 330 kV and 122 kV lines, with 33 kV and 11 kV distribution feeders supplying major population centers. The annual electricity demand growth is projected to be 7% - 13% depending on economic growth scenarios. There is an 80% demand/supply gap in Nigeria.

Most businesses generate power to meet their electricity requirement. Additionally, the transmission network is overloaded, with a poor voltage profile in most parts of the network. There are frequent system collapses and exceedingly high transmission losses, often in the region of 30-35%. Available power production capacity represents about half of the installed capacity. Government plans to boost power production through new gas plants and the further promotion of Independent Power Producers (IPPs). IPPs currently account for approximately 20% of installed capacity, with a further 4,755 MW of National Integrated Power Projects (NIPP), funded by the Government and commissioned on Operation and Maintenance contracts prior to full privatization.

Electricity crisis and challenges in Nigeria

Electricity crisis in Nigeria has become a norm for several decades and is the bane of her economic development. There is an extreme electricity deficiency in Nigeria and the causes of this deficiency are related to financial, sociopolitical, and structural issues. One of the major

problems facing electricity supply in Nigeria is the issue of pipelines that are frequently vandalized by militants. These pipelines include: Trans-Niger line which passes through Bayelsa to Rivers State and goes to Delta State, Escravos line that passes from Delta State and goes to the South West and Forcados line that passes from Delta State to the South West. Pipelines are frequently vandalized to the extent that between June 2014 and June 2015, NNPC recorded between 3400 to 4000 attacks on the various pipelines in the country.

Secondly, the issue of purchasing gas from the oil and gas companies to ensure adequate delivery of gas to fire the thermal power plants is another problem due to the price at which natural gas is sold to the electricity generating companies, Gen-Cos. For instance, in December 2014, the price of natural gas for power plants was raised to \$2.5 per 1000 standard cubic feet. This was done in order to address the huge debts owed the gas firms by companies in the power sector, thus increasing the price of electricity which led to high cost of doing business, thus leading to complaints by owners of various businesses and companies.

Thirdly, in late May/early June 2015, because of the strike embarked upon by NUPENG/PENGASSAN, the gas supply to the thermal power stations was shut off and the quantity of power available from the National Grid dropped from around 3500MW(after privatization) to a remarkable low of less than 1000MW. The then prevailing fuel scarcity in the country worsened and almost shut down the economy. About 20 out of 23 major power stations in Nigeria, putting electricity into the National Grid are fired by natural gas. Thus, the supply of electricity to consumers is highly dependent on the delivery of natural gas to these stations by the oil and gas companies.

The implication of this reality is that Nigeria power sector is extremely vulnerable to the availability of gas and adequate gas supply infrastructure; hence there is need for an alternative

means of generating electricity. The Nigerian government has not been able to find permanent solutions that will resolve the problems. The irony of the situation is that Nigeria is well endowed with large quantities of renewable and non-renewable energy resources. A considerably large proportion of electricity generated in Nigeria is from non-renewable energy resources.

The need to act on the energy policies in Nigeria has become very necessary. Alternative energy sources are at present the only panacea that will ‘bail the cat’ as seen practiced by many other countries including neighboring Kenya, Ethiopia and South Africa, which the Bloomberg New Energy Finance has confirmed is leading in the renewable energy revolution in Africa, leaving Nigeria, the “Giant of Africa behind.

The Way Forward

Renewable energy is also called non-conventional energy that is continuously replenished by natural processes. It is a clean and inexhaustible energy. We will not run out of them as we may do the fossils fuels. Renewable energy resources include: biomass, hydropower, solar, wind, tidal, ocean thermal and geothermal energy. Renewable energy resources in Nigeria is in abundant but have not been fully exploited. Nigeria should not be lagging behind in following this viable path that other visionary and proactive nations are doing to save their countries from impending energycataclysm. Long-term investments in renewable energy like biomass,solar and wind have the potentials to contributing significantly to electricity generation. The theoretical framework of the energy policy outlined by the Nigerian government seems promising, but thereis a discontinuity,however, between implementation and theory.

Biomass Energy: Several research institutions and international agencies, such as the ESMAP programme administered by the World Bank, rated biomass as one of the cheapest available

renewable energy resource for power generation. Using biomass to generate energy has positive environmental implications and creates a great potential to contributing considerably more to the renewable energy sector, particularly when converted to modern energy carriers such as electricity, liquid and gaseous fuels. Producing electricity from biomass is one of the various ways of responding to the challenges of energy crisis in Nigeria. Total biomass potential in Nigeria, consisting of animal, agricultural and wood residues, was estimated to be 1.2 PJ in 1990. In 2005, research revealed that bio-energy reserves/potential of Nigeria stood at: Fuel wood 13071,464 hectares, animal waste, 61 million tonnes per year, crop residues, and 83 million tonnes. Nigeria has a total of 1,160 constituted forest reserves, covering a total area of 10,752,702 hectares, representing about 10 % of the total land area. Most of the forests in Nigeria are man-made for the purpose of timber exploitation, and in some cases for fuel wood and furniture making industries. Fuel wood is the most widely used domestic renewable energy resource in rural Nigeria and especially by low income groups in the urban areas.

Solar Energy: From the Nigerian Metrological Agency, NIMET, info sheet, Nigeria is endowed with an annual daily sunshine that is averagely 6.25 hours, ranging between 3.5 hours at the coastal areas and 9.0 hours at the far northern boundary and also has an annual average daily solar radiation of about 5.52 kWm²/day, varying between 3.5 kWm²/day at the coastal area, which is in the southern part and 7.0 kWm²/day at the northern boundary. Nigeria receives about 4909.212kWh of energy from the sun which is equivalent to about 1.082 million tonnes of oil; this is about 4000 times the current crude oil production per day, and also put at about 13 thousand times of daily natural gas production based on energy unit.

Hydro Energy: The total technically exploitable hydropower potential based on the country's river system is conservatively estimated to be about 11,000 MW of which only 19% is currently

being tapped or developed. These rivers, waterfalls and streams with high potentials for hydropower, if properly harnessed will lead to decentralized use and provide the most affordable and accessible option to off-grid electricity services especially to the rural communities.

Wind Energy is available at annual average speeds of about 2.0 m/s at the coastal region and 4.0 m/s at the far northern region of the country. With an air density of 1.1 kg/m³, the wind energy intensity perpendicular to the wind direction ranges between 4.4 W/ m² at the coastal areas and 35.2 W/m² at the far northern region. In recent times, numerous studies have been carried out to assess the wind speed characteristics and associated wind energy potentials in different locations in Nigeria. Promising attempts are being made in Sokoto Energy Research Centre (SERC) and Abubakar Tafawa Balewa University, Bauchi, to develop capability for the production of wind energy technologies.

The electricity crisis in Nigeria is a product of huge deficit between the demand of electricity by consumers and that put on the national grid by electricity generating companies (GenCos). In order to meet their electricity demands, consumers have resorted to alternative means of power generation. This practice therefore explains why commentators on the power sector in Nigeria have used the term generator economy to describe the electricity situation in the country. In order to address the problem posed by the electricity crisis, the Federal Government of Nigeria (FGN) enacted the Private Sector Reform Act. The establishment of the Niger Delta Power Holding Company (NDPHC) Ltd led to the execution of a number of projects spanning the construction of gas driven thermal power plants, the expansion of the grid transmission capacity, electricity distribution network and gas supply infrastructure.

On November 1, 2013, the FGN transferred ownership of the electricity generating and distribution assets of the unbundled Power Holding Company of Nigeria (PHCN) to private

investors. Despite these laudable measures by the FGN, the demand for electricity by consumers has not been met. Therefore more power stations must be built and all viable power generation sources must be cleverly utilized. This implies the increase usage of commercially available fossil fuels (gas, coal, fuel oil, etc.) and renewable energy resources (hydro, biomass, solar, wind etc.).

Currently, twenty out of twenty three power stations in Nigeria are gas driven thermal power plants while three are hydro-electric plants. The Federal Ministries of Environment, Power and the Energy Commission of Nigeria should implement their blueprints on renewable energy policies and technologies. Private investors must be encouraged to utilize coal and renewable energy resources to generate electricity.

The increased usage of hydro-energy as well as solar, biomass and wind energy technologies would significantly enhance the quantity of electricity generated from the fossil fuels and ultimately improve the energy mix in Nigeria. The environment will surely benefit from the use of renewable energy resources for electricity generation and also boost the economy of most sectors in the country. This is where it becomes the business of the general public in Nigeria to prod the government to divest to renewable energy technologies to better the socio economic lives of the citizens and enhance the economy of the nation.

2.4 THEORETICAL FRAMEWORK.

Due to its relevance and validity of application in crisis management as an aspect of public relations, this study is guided by the Persuasion Theory, Jefkins' Public Relations Transfer Model, Situational Crisis Communication Theory and William Benoit's Theory of Image Restoration (Reputation Repair).

2:4:1 THE PERSUASION THEORY.

The theory is based on the ideas of the celebrated Greek philosopher, Aristotle and his rhetorical theory of communication, which scholars believe marked the beginning of communication theories. Nwoke (2002:132) says “persuasion is a systematic and skillful method of creating awareness aimed at changing or strengthening opinions, attitudes, beliefs or values for a more positive outcome”.

Baker(1981:30) sees persuasion as “a deliberate attempt to modify the attitudes, beliefs or behaviour of another person or group by transmitting a message. It suggests that persuasion is a psychological concept which depends on careful selection of the message to be able to alter a person’s latent behaviour”.

The ability to control human behaviour is what underlies the theory of persuasion. Persuasion is the key factor in public relations practice and the essence of all purposeful communications. The theory emphasizes seeking the most effective way of influencing the attitudes and behaviours of the recipient in the communication process, so as to enable the receiver see and understand the message from the perspective of the message source.

The basic function of all communication is to control the environment, so as to realize certain physical, economic and social rewards from it. Aristotle observed that the factors that played a role in determining the persuasive effects of a speech were its contents, arrangement and manner of delivery, well not oblivious of the audience. It can be viewed as series of messages designed and initiated with the intention of making the recipient to voluntarily accept or internalize new ideas, beliefs, values and attitudes in order to act in an expected way towards realizing the ultimate rewards for the communication effort.

Simons, cited in Ugande (2001) reiterates the above submission when he suggests that the concept of persuasion can be adopted more as a communication campaign strategy. According to him, “persuasion is human communication designed to influence others by modifying their beliefs, values and attitudes. It is the conscious attempt by an individual to change the attitudes, beliefs, values or behavior of an individual or group of individuals through the transmission of messages. The persuasive message must, however, be well structured, laden with facts and figures, logical reasoning and must be statistically tested and proven so as to produce the desired effect else, it would be rightly constructed as mere empty rhetoric or naked propaganda. This therefore underscores the need for critical situation analysis, sound research methodologies for data collection and presentation, good message planning and delivery towards accomplishing the goals of creating awareness, reinforcing or reversing or even, re-modifying existing attitudes, values and behavior.

The relevance of the persuasion theory to this study can be seen in its centrality to both public relations and crisis management, especially its ability to effectively change public opinion, beliefs, values and behavior of its audience(s). This is true in that both public relations practitioners and crisis managers will employ the use of persuasion in whatever strategy they opt for in the course of designing their various communication campaigns to effect perceptual and attitudinal change. For instance, the management of Kano Electricity Distribution Company and Public Affairs Communication Unit must design their messages in a persuasive manner if they both want to achieve their respective communication goals, which are public understanding, support and sympathy.

2:4:2 THEJEFKINS' PUBLIC RELATIONS TRANSFER MODEL.

The Public Relations Transfer Process Model was propounded by Frank Jefkins in 1988. The model is an antidote against some negative developments in organizations. It explains how public relations practitioners can use and apply public relations tools and strategies towards changing hostility among an organization's target public to sympathy, so as to be in a better position to convert prejudice into acceptance, develop interest when there is apathy and then, be able to communicate effectively to achieve knowledge where there is ignorance.

Negative Situation		Positive Situation	
Hostility	-----	Sympathy	
Prejudice	-----	Acceptance	
Apathy	-----	Interest	
Ignorance	-----	Knowledge	

From the foregoing, it means that organizations can use the Jefkins' public relations transfer process model to win the goodwill of the public so as to reduce crisis level. Through communication, the public relations practitioner can convert the four negative attitudes of the publics into four positive attitudes - ignorance to knowledge, hostility to sympathy, prejudice to acceptance, apathy to interest.

Jefkins' (1988:9), however, presents the transfer process model into a diagram representing the change public relations can bring about for good, when faced with negative, complex and disturbing situation as shown in the above diagram. The transfer process model was to make up for the short comings of other public relations models. Such negative attitudes, which public relations seeks to change, according to Osho (2004:5) are:

➤ **Hostility:**

It suggests that every organization has hostile publics, who at one time or the other will be hostile towards its programs and activities. It is the role of public relations in this situation to arouse the sympathy of such publics towards the organization.

➤ **Prejudice:**

At a particular point in time, every organization has public who do not want to hear or agree with the programs and activities of the organization. Such prejudices may be borne out of educational backgrounds, parental care, religions, social or class influences, environmental or societal factors and political factors. At least, people naturally show some level of conservation towards new products or ideas, which may account for negative attitude. It is the duty of public relations to change such prejudices to acceptance of the organization by the publics.

➤ **Apathy:**

This suggests that we have worse enemy of understanding that do not want to have anything to do with the products, services and even the corporate organization and therefore, lack any feeling of desire to act in any way towards the organization. It is the responsibility of public relations to inspire or arouse the interest of such publics towards the organization. Such apathy may be a product of laziness, selfishness, lack of imagination or a result of the subject not having been presented in an interesting and convincing way.

➤ **Ignorance:**

Most corporate organizations do not make themselves known to the publics. Some believe that they do not need to reach out to the internal and external publics, once they are making sales or

have improved profits. Such financial success will dwindle when the publics are not getting the required and sustained information.

Contributing to the efforts of Jefkins, Nwosu, cited in Ashiekpe (2007:25), added another component to the transfer process model – War - Peace. To him, effective communication can be used to pave way for peace in a war situation. Given the fact that public relations can be used to turn negative situation into positive one, the public relations practitioners must work round the clock, using public relations principles and strategies to make maximum contribution to the attainment of their organization's goals.

2:4:3 THE SITUATIONAL CRISIS COMMUNICATION THEORY.

Commonly known as “SCCT”, the Situational Crisis Communication Theory by Timothy Coombs points out response strategies that managers in organizations can employ in containing and handling crises. This theory goes further to say response is, however, determined on the consideration of the party responsible for the serious threat that is detrimental to the life of an organization's image or reputation.

SCCT outlines a guide for crisis communication, however, the nature of an organization's operations determines what actions it should take in response to a situation (crisis). SCCT affords the leadership of an organization the opportunity to fully understand a crisis, and project into the future on the possible reactions its stakeholders to each decision taken to contain the crisis. In SCCT planning for stakeholders' response, the four main strategies for effective communication includes:

➤ **The Rebuilding Strategy:**

The rebuild strategy seeks to restore the mutual relationship it has with its target publics by redeeming the organization's reputation. The organization takes the blame for the crisis and tenders compensation and apologies, so as to pacify the affected stakeholders.

It is advised that the rebuild crisis strategy be used in responding to crisis associated with accidents, especially when the organization had similar crises and negative reputation in the past. This strategy is best for preventing crisis where stakeholders relationships may be permanently damaged_ which may take more time to revive. However, it is the first step towards recovering a lost reputation.

➤ **The Diminishing Strategy:**

The diminish strategy offers excuses and justifies a company's action, thereby, reducing the number of responsibilities placed on an organization.

This strategy is used, mostly, to respond to a victim crisis where the organization is not the cause of the issue. However, when responding to a crisis associated with an accident, the diminish strategy is advisable to be used on the condition that the organization has no history of crisis with a negative impact on her reputation.

For smaller crises, this strategy can help businesses minimize the negative effects of a situation while still avoiding taking unnecessary fault.

➤ **The Denial Strategy:**

The general strategy completely shifts the blame away from the organization by either confronting the accusers for their untrue statements, or disabuse the minds her stakeholders about any ongoing crisis, or put the blame on another party for the crisis.

This strategy keeps in mind that the organization is not at fault for the crisis and, as such, the need to confront or shift the blame of causing the crisis when it is at the rumor or accusation phase. Immediate denial helps in avoiding further escalation.

➤ **The Bolster (Reminder/Revalidation) Strategy:**

Reminding the stakeholders of the track records helps in positioning and repositioning the organization as an asset. The bolster strategy takes stakeholders through all the good deeds of the organization in the past and assures them of the organization's loyalty and dedication. This strategy is best applicable in the case of a crisis emanating from loss of human life (lives).

Overall, these four response strategies have been prescribed for specific cases or forms of crisis. Inasmuch as they bear the stakeholders in mind, an organization should also plan ahead of the probable reactions from both her stakeholders and the large publics. Follow up to every reaction to an organization's response should be done.

2:4:4 THE IMAGE RESTORATION (REPUTATION REPAIR) THEORY.

In 2015, William Benoit introduced the image restoration theory (also known as image repair theory), which outlines strategies that can be used to restore one's image in an event where reputation has been damaged. Image restoration theory can be applied as an approach for understanding personal or organizational crisis situations. This theory can be applied to both individual and organizational crisis situations. Image repair theory is a component of crisis

communication, which is a sub-specialty of public relations. Its purpose is to protect an individual, company, or organization facing a public challenge to its reputation. Benoit outlines this theory in Accounts, Excuses, and Apologies.

➤ **Basic Concepts of Image Restoration Theory:**

The key to understanding image repair strategies is to consider the nature of attacks or complaints that prompt such responses or instigate a corporate crisis. An attack has two components:

1. The accused is held responsible for an action.
2. That act is considered offensive.

No matter what happened, it is not reasonable to form an unfavorable impression of an organization unless that organization is believed to be responsible for that act. Responsibility can appear in many guises for example, a business can be blamed for acts that it performed, ordered, encouraged, facilitated, or permitted to occur (or for acts of omission or poorly performed acts that it appears responsible for). Furthermore, if nothing happened, or if what did happen is not considered offensive, then the company's image is not threatened. Importantly, the audience must be thought to disapprove of the act.

This theory is more exhaustive than the earlier theories (apologia, accounts) on which it builds. This theory offers five broad categories of image repair strategies, some with variants that respond to such threats. Denial and evasion of responsibility address the first component of persuasive attack, rejecting or reducing the accused's responsibility for the act in question, reducing offensiveness and corrective action, the third and fourth broad category of image restoration concerns the second component of persuasive attack which is reducing offensiveness

of the act attributed to the accused. The last general strategy, mortification, tries to restore an image by asking forgiveness.

Denial

One general approach to image repair, with two variants, is denial. For example, Pepsi-Cola accused Coca-Cola of requiring its other accounts to pay higher prices, subsidizing its largest customer, McDonald's. Coke replied by simply and directly denying Pepsi's charges that Coke increased prices for some customers but not all, "were absolutely false;" price increases were "universally applied; there were no exceptions." Here, Coke rejects Pepsi's charges as false. A firm may deny that the act occurred, that the firm performed the act, or that the act was harmful to anyone.

A second form of denial is shifting the blame, arguing that another person or organization is actually responsible for the offensive act.

Evasion of Responsibility

This general image repair strategy has four versions. An organization can say its act was merely a response to another's offensive act, and that the behavior can be seen as a reasonable reaction to that provocation. For example, an organization might claim it moved its branch to another state because the first state passed a new law reducing its profit margin.

Another specific form of evading responsibility is defeasibility. Here, the organization alleges a lack of information about or control over important elements of the situation. For instance, a busy executive who missed an important meeting could claim that "I was never told that the meeting had been moved up a day." If true, the lack of information excuses the absence.

A third option is to claim the offensive action occurred by accident. If the organization can convince the audience that the act in question happened accidentally, it should be held less accountable, and the damage to that organization's image should be reduced.

Fourth, the business can suggest that the offensive behavior was performed with good intentions.

Reduce Offensiveness

An organization that is accused of wrongful actions can also try to reduce the perceived offensiveness of that act. This general image repair strategy has six versions.

- First, an organization may use bolstering to strengthen the audience's positive feelings toward itself, in order to offset the negative feelings connected with the wrongful act. Organizations may describe positive characteristics they have or positive acts they have done in the past.
- A second possibility is to try to minimize the negative feelings associated with the wrongful act.
- Third, an organization can employ differentiation, in which the act is distinguished from other similar but more offensive actions.
- A fourth way of reducing offensiveness is transcendence, which attempts to place the act in a more favorable context. A company that experiment on animals could claim the benefits to humans from such research outweigh the harms to animals.
- Fifth, those accused of wrong-doing may decide to attack their accusers.

Corrective Action

Another general image restoration strategy is corrective action, in which the organization promises to correct the problem. This action can take the form of restoring the state of affairs existing before the offensive action, and/or promising to prevent the recurrence of the offensive

act. For instance, in 1993 AT&T experienced a breakdown in long distance service to and from New York City. Chairman Allen relied heavily on corrective action: "We have already taken corrective and preventive action at the affected facility" in New York City, including "a thorough examination of all of our facilities and practices, from the ground up." He also announced plans "to spend billions more over the next few years to make them even more reliable." Thus, he not only promised to correct the current problem but also to prevent future problems.

Mortification

The final general strategy for image restoration is to confess and beg forgiveness, which Burke labels mortification. A major response from Boeing Max chairman in the series of crisis that rocked the company between 2018 and early 2019 was mortification, or apology: "I apologize to all of you who were affected, directly or indirectly." A potential drawback to this strategy is that it might invite lawsuits from victims.

Crisis communication has emerged as an important area for theory and research in communication. Image repair, along with communication about disasters and terrorism, is a component of crisis communication. "Image" refers to reputation or face. Image is composed of perceptions about us held by others (relevant audiences). Our image is influenced by things we say and do, by what others say about us, and how others behave toward us. Of course, an image is based on beliefs and values (attitudes) as well as current statements and deeds. Image is important to people because threats to image often create embarrassment, which is unpleasant. Image is also quite important to both people and organizations (including corporations, universities, and governments) because reputation affects how others treat them. When we believe that others accuse or suspect us of wrong-doing, a threat to our image arises. Image

repair can come into play when we hold the perception that others have negative perceptions of us.

2:5 RELEVANCE OF THE THEORIES.

The relevance of the transfer process model to the study can be seen in the fact that the public affairs communications unit of KEDCO can effectively use public relations tools and strategies to change negative perception about them before the public to positive one. By implication, this means that they can change hostility to sympathy, prejudice to acceptance, apathy to interest and ignorance to knowledge, especially as it regards the crisis between KEDCO and her customers, as well as allegations and counter allegations.

Effective use of public relations can change the public's perception regarding the KEDCO as being insensitive to one in which the KEDCO is viewed by her publics as simply a subject of victimization by the government of the day. Likewise, proper utilization of public relations by the public affairs communications unit of KEDCO can help gain the people's understanding as to the reasons behind company's actions.

Also, the image restoration (repair theory) is significant to the study in the sense that it avails us further understanding as regards the various crisis resolution strategies public relations officers of the KEDCO can employ in view of managing her crises. Basically, the theory advocates the use of communication to defend organization's reputation that is under eminent threat. This implies that the KEDCO can decide to deny all of the allegations leveled against her; it can choose to evade responsibility as well; it may equally resort to correct the problems at hand; it can accept responsibility for the offense and render apology which is called "mortification".

2:6 REVIEW OF RELATED LITERATURE.

2:6:1 The Concept of Public Relations:

Public relations is considered a two way communication between an organization and the audience critical to its success. It is the management activity responsible for the creation of favorable attitudes among key audiences. It is the management function primarily responsible for shaping and implementing policies of mediation, among social, political and economic interests, capable of influencing the growth and survival of an organization's basic franchise. Public relations is also seen as the promotion of rapport and goodwill between a person, firm or institution and other persons, especially the public or community at large.

Jefkins (1978) says public relations consist of all forms of planned communication – outwards and inwards, between an organization and its publics for the purpose of achieving specific objectives concerning mutual understanding. Black (1989) says that public relations involves the establishment of a two way communication to resolve conflicts of interest, seeking common grounds or areas of mutual interest and establishment of understanding, based on truth, knowledge and full information. It entails an organization creating a favorable public opinion for itself, which will therefore make the publics - both internal and external to accept its programs and policies. The British Institute of Public Relations (BIPR), cited in Yaroson and Asemah (2007) defines public relations practice as the deliberate, planned and sustained effort to establish mutual understanding between an organization and its publics.

Contributing to the numerous definitions of public relations, Nwosu (1992) says that public relations include winning friends, keeping and influencing them. Through effective public relations, an organization will be able to win public acceptance. The Public Relations Society of America (PRSA) says “public relations is concerned with, or devoted to creating mutual

understanding among groups and institutions.” The PRSA recognizes the place of groups and institutions in the public relations process. It admits that these entities have interests that must be protected. It also presupposes a streamlining of these benefits for mutual good. The concept of mutuality in this definition makes you as a public relations man or woman an intermediary between your organization and its publics. This implies that you should be able to align the interests of these two parties for their mutual advantage.

According to Cutlip, Center and Broom (1994), “Public relations is the management function that identifies, establishes and maintains mutually beneficial relationship between an organization and the various publics on whom its success or failure depends.”

One other generally accepted definition of public relations is that which is popularly called ‘the Mexican Statement’ given by the International Public Relations Association (IPRA) during a world Public relations conference in Mexico in 1978. It says “public relations is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programs of actions which serves both the organization and the public’s interests.”

Public relations is inseparable from management. Management is a process which enables organizations to achieve their objectives through planning, organizing, directing and controlling, including gaining the commitment of employees (motivation). Corporate communication package can be planned to maintain goodwill, internal relations and correct mistaken impressions, promote patronage and general excellence.

Public relations is crucial to the attainment of the goals of organizations. For public relations to yield more result, there is a need for it to be considered as part of management of an

organization. The point here is that, the head of public relations should be allowed to attend management meetings, and make contributions that will contribute to the achievement of the organization's goal from the public relations perspective. Supporting this view, Oyeneye (1997:46), advises that any organization where the head of public relations department does not belong to the management, needs to reconsider its position because the best structural arrangement as it affect public relations is yet to be put in place.

The foregoing implies that for any organization to justify its huge investment in public relations, public relations needs to be elevated to management level, where it is not. This is so in that most management meetings dwell on topic concerning either the internal or external publics or both. And the public relations head, based on his experience will be better placed to make meaningful contributions in such meetings.

Public relations is aimed at handling external relations in order to curtail misunderstanding and bring about goodwill, respect and acceptance, which will in turn, bring about better stakeholders relationship and lessen industrial conflict. This can better be achieved when public relations is allowed to be part of management. As part of management, public relations does not only serve as an interface between the organization and its publics, but also makes meaningful contributions during management meetings.

2:6:2 The Concept of Crisis:

Humans today are witnessing multiple serious crises, weather economic, social, environmental, but the most devastating crisis are those security crisis that end up with endless wars killing thousands each year, and displacing millions of others. In fact, most of those destroying conflicts could be avoidable if the parties involved embraced wisdom by putting common interests ahead of their own desires, and choosing patience and dialogue over stubbornness and extremism,

particularly, when conflict and crisis do not build nations and civilization but destroy everything instead.

Timothy Coombs defines crisis communication as the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes.

The term crisis carries many meaning in itself. These meanings guide the crisis managers and leaders in deciding what to do in crisis situation. It is an interesting applied area as well, since we talk about managing a crisis when actually each crisis situation is very unique by itself.

Although, what constitute a crisis is not easily agreed upon, however, despite lack of clarity, there are specific conditions of crisis in crisis literatures. For example, crisis situation shares six characteristics which are rare, significant, high impact, ambiguous, urgent and involve high stakes. A crisis could start out by a simple piece of news being disseminated through media outlet or social networks, then find recipient at large, which leads to the state of agitation and uncertainty within the target of the crisis.

The solution against any crisis begins initially with fighting its causes, such as dealing efficiently with the sources of rumors and false news including via social media, which targets official and non-official organizations and create a toxic environment, which turns into an explosive one in the real world, if not tackled early enough and efficiently.

Some crisis can be positive but if they are not well handled, could result in negative consequences. Think of a man that earns 15,000 Naira monthly, whose wife just had a set of quadruplets. How would he react to this development? He might decide to brace up as a man by deciding to take up the challenge of taking care of the babies and their mother by seeking sources

of extra income or seeking for government assistance. He could on the other hand decide to abandon the babies and their mother and disappear into thin air.

What happens when your company's product are over demanded by its buyers? Your competitor's products have been banned by a government agency like NAFDAC so that all users of the product now turn to your company for supply which you cannot effectively cope with. This is a corporate crisis, but a positive one. Most crisis are however unpleasant and negative and they could pose threat to your company's corporate image or identity.

Most people misuse the word crisis to mean the same as problem or incident, but in reality they are not exactly the same. Problems are more common and predictable developments than crisis. They can be dealt with in a short time without arousing the attention of the public or expending much of your organization's resources. Crises on the other hand are less predictable and could require some investments in time and money as well as other resources to address them. They equally, very often attract public attention.

Crisis expert Steven Fink defines a crisis as "an unstable time or state of affairs in which a decisive change is impending." Fern-Banks (1996) views a crisis as "a major occurrence with a potentially negative outcome affecting an organization, company, or industry, as well as its publics, products, or good name."

No organization remains the same after a crisis. Any crisis would usually leave some negative or positive trails behind. The state of your organization after a crisis is a function of how prepared it was and how it handles the crisis. The truth is, organizations must have crisis plans to effectively handle crisis situations.

2:6:3 The Concept of Crisis Management:

Crisis management is a proactive process which involves dealing with the crisis, before it happens, during the crisis and aftermath. Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders. As a process, crisis management is not one thing. The purpose of crisis management is to protect the organization, sector or the stakeholders from damage and prevent or diminish the negative outcomes of crisis.

As stated, crisis management is a process with many parts and one of the crisis management models is explained as a three stage process by Coombs; the pre-crisis stage consist of three sub-stages: signal detection, prevention and crisis preparation. At this stage, if a crisis has been detected, this crisis should be prevented from taking place and prepare for crisis management. The goal is to reduce the risk that may create crisis and also be prepared strategically and tactically. In this respect, action-wise, the organization at this stage is expected to have a crisis management plan that is updated regularly. The organization forms a team for managing the crisis, select spokesperson/and prepares draft crisis messages.

The second stage is the crisis stage itself, and this stage is formed by two sub-stages, which are crisis recognition, and crisis containment. At this stage, the organization's response to the crisis situation, its communication with stakeholders and how the organization deals with crisis is important. This stage covers the response of the organization to what has actually happened: the crisis management plan is put into action, and the literature suggests three points which are to be quick, to be accurate and to be consistent. Support from public relations is heavily observed at this stage, since they develop the messages to be sent to all stakeholder groups, making sure that the public safety is the most important aspect. The damage that is inflicted on the organization is worked on to repair it.

The post crisis stage, as the name suggest, comes after the crisis is resolved. At this stage, the organization evaluates how it dealt with the crisis. Their focus is to be better prepared for potential crisis. The crisis may not be hot as before, but still, the organization scans the media and the activities of stakeholder groups. Understanding the perceptions of their stakeholders group is vital. In the crisis management literature, there are other crises management process models suggested, however, this three face model is a simpler one compared to them.

2:6:4 Stages of Crisis Management:

At the planning phase, it is pertinent to apply public relations in analyzing trends and 'shutting down' probable issues that might grow into real crisis situations. Coombs (2006) asserts that the obstacles facing the science of crisis management is ensuring to deal with crisis before they occur. Planning, at the **pre-crisis stage**, represents the essential foundation for any effective crisis management; it contributes to preventing crisis. He adds that prevention has to do with probing into risks that are known and capable of bringing about crisis. Planning has always been a management function in organizations. At the pre-crisis stage, Coombs (2006) and Barton (2001) summarized that organizations striving to handle crises should:

1. Have a crisis management plan.
2. Have a crisis management team.
3. Conduct exercises to put their crisis management plan to test and;
4. Draft a crisis message.

Fahad A. (2016) says there are a number of tasks that rests with public relations in institutions **during crisis**. Some relate to mental image of the instruction; wrong treatment by the institution; management issues; or solving emergent problems. Aside traditional and formal tasks amongst

managers, the tasks incumbent on public relations at the crisis phase is enormous. It is important to contact the subject of dealing with the crisis_ as it is a strategic part in its management.

In one of his lecture notes, Nura (2019) discusses five points to observe at the crisis stage:

- Hold a de-escalation meeting as soon as possible. This requires the manager to communicate with key stakeholders on time before the crisis becomes overwhelming.
- Keep communication open. People should know they can talk about what is going on. The manager should call for conversations in small or larger groups.
- Bring in professionals. Expertise is needed in containing crisis at this stage.
- Stop to reflect. Pause and think.
- Have a plan for dealing with the media.

The crisis is no longer the focal point of management's attention, but still requires some attention. Reputation repair may be continued or initiated during the **post-crisis phase**.. There is important follow-up communication that is required. First, crisis managers often promise to provide additional information during the crisis phase. The crisis managers must deliver on those informational promises or risk losing the trust of publics wanting the information. Second, the organization needs to release updates on the recovery process, corrective actions, and/or investigations of the crisis. The amount of follow-up communication required depends on the amount of information promised during the crisis and the length of time it takes to complete the recovery process. If you promised a reporter a damage estimate, for example, be sure to deliver that estimate when it is ready. West Pharmaceuticals provided recovery updates for over a year because that is how long it took to build a new facility to replace the one destroyed in an explosion. Coombs reports how mass notification systems can be used as well to deliver update

messages to employees and other publics via phones, text messages, voice messages, and e-mail. Personal e-mails and phone calls can be used too.

2:6:5 The Role of Public Relations in Crisis Management:

Public relations thrives on effective communication that comes with presentation of facts. Here, the two-way asymmetrical model becomes the crux for strategic communication; it presents a more scientifically persuasive channel of having contact with key audiences.

Talking about contact, Achammara (2008) said that the role of public relations in crisis management is not just to understand through the process of contact, which stands as the bedrock for maintaining mutually beneficial relationship. Communication is crucial in resolving issues in crisis management. When adequate and effective communication is engaged with the publics affected, the image or reputation of an organization would be protected.

Tyotim K. In Nwosu I.E (2004) sees the role of public relations in crisis management adopting a “sharp, focused and concerted effort that consists of planning a strategy and an action plan”. Planning involves a clear definition of the problem and its causes, strategy achievable communication objectives with affected publics and the message to voice out during the communication process. Strategizing implies adopting ways to diffuse the plan made_ which could be:

- “Look at aspects of your operations that might become targets of your opponents.
- Be prepared with correct and authoritative information that might be focused on by the public.
- Be honest and open in your response to the email yes, media and other target groups.
- Convince your management that it is essential to have an open attitude and approach...

Have experts...

- Train your people for the toughest conditions they might meet in swinging into action.

He explains that planning without actions has its own effect. Public relations in crisis management requires both proactive and holistic measures. This can mean selectively choosing and influencing the media you want on your side. Selective and in-depth coverage should be done so as to get the right details to feed the media with. Promises and claims should be kept and must tally with the organization's performance. Fahad A. (2016) treats three stages to resolving organizational crisis; the pre-crisis, during crisis and post-crisis stages.

2:6:6 Using Public Relations Propaganda and Publicity to Manage Crisis:

Prevention is better than cure. As much as needed, it is better to prevent or stop crisis from happening_ if possible. Preventive public relations is the underlying principle in crisis management. So long as relationships exist, crisis are bound to happen.

Moguluwa (1999) asserts that the starting point for the management of an organization in establishing an effective public relations is with its staff; they should have a stake through good employee relations. Employee relations involves of having good work relationship which serve as foundation for goodwill, morale, cooperation and motivation of the workforce established.

Openness and honesty is a key factor in public relations as details and facts are made available. Public relations is often misinterpreted at this juncture as telling lies, deceits or cover-ups. This finds on organizations to make clear their policies, operations and avoid suspicious activities that breeds crisis. The employees should be in the know of activities in the organization as they will serve as a 'bridge' between the organization and the publics.

2:6:7 History of Nigeria's Power Sector:

Wikipedia shows that in:

- 1886 - First two power generators installed in the Colony of Lagos.
- 1951 - Act of Parliament establishes the Electricity Corporation of Nigeria (ECN).
- 1962 - The Niger Dams Authority (NDA) was also established for the development of hydroelectric power.
- 1972 - Merger of ECN and NDA to create the National Electric Power Authority (NEPA).
- 2005 - Following reforms, the NEPA was renamed Power Holding Company of Nigeria (PHCN). The Electric Power History of the Power Sector Sector Reform (EPSR) Act was enacted allowing private investment in electricity generation, transmission, and distribution.
- November 2005, the Nigerian Electricity Regulatory Commission (NERC) was inaugurated and charged with the responsibility of tariffs regulation and monitoring of the quality of services of the PHCN.
- February 1, 2015 - The Transitional Electricity Market (TEM) announced.

2:6:8 Crisis in Nigeria's Energy Sector:

An energy crisis is any significant setback in the supply of energy resources to an economy.

According to Wikipedia on an article entitled “Nigerian Energy Supply Crisis”, energy supply crisis refers to the ongoing failure of the Nigerian power sector to provide adequate electricity supply to domestic households and industrial producers despite a rapidly growing economy, some of the world's largest deposits of coal, oil and gas, and the country's status as Africa's largest oil producer. Currently, only a fraction of Nigeria's population is connected to the energy grid and power supply difficulties are experienced, virtually, everyday. At best, average daily power supply is estimated at four hours, although several days can go by without any power at

all. Power supply difficulties cripples the agricultural, industrial, mining sectors and impede the Nigeria's ongoing economic development. The energy supply crisis is complex, stems from a variety of issues and has been ongoing for decades. Most Nigerian businesses and households that can afford to do so run one or more diesel fueled generators to supplement the intermittent supply.

CHAPTER THREE

METHODOLOGY.

3:1 INTRODUCTION.

Research methodology in the social sciences is a plan that provides a guidelines for data collection. This chapter focuses on the methods used in gathering information for this study. It therefore consists of the research design, population of the study, sampling procedure, sampling size, research instruments, method of data collection, validity of instruments and method of data analysis.

3:2 RESEARCH DESIGN.

Research design is the basic plan which guides the data collection and analysis aspect of a research work. The design of a research can be seen as the ‘framework’, which specifies the type of information to be gathered, including the sources of data and procedure used in collecting them.

In order to arrive at ample, factual and useful data for this study, the researcher will employ two methods; the Face-to-face in-depth interview method and qualitative content analysis in which the researcher would examine and evaluate reports unrelated crisis to KEDCO by select media outfits_ especially, the broadcast media within Kano State.

In-depth interviews are open-ended interviews, often conducted in person. The personal interview method requires a person known as the interviewer asking questions, generally, in a face-to-face contact with the other person known as the “interviewee” for a specific duration of time. According the Broom and Dozier (1990), in-depth interviews are useful at the formative stages of research. At times, the interviewee asks certain questions which the interviewer

responds to, but usually the interviewer initiates the interview and collects the information personally from the sources concerned.

The content analysis also provides a means to evaluate qualitative data quantitatively (Stacks, 2002). It systematically analyzes the content of communication to determine whether key messages are being communicated to key audiences. It can be used to analyze documents, news articles, speeches, interviews etc. The focus of the analysis will be on what opinions the actors have expressed in reaction to the crisis on the select channels, and these opinions will be placed side-by-side with feedbacks gathered from the interviews.

Furthermore, the above methods are chosen based on their advantages in saving time, cost and the opportunity to study the representative sample of the population, as it might not be possible to study the entire population.

3:2:1 Why Qualitative Content Analysis?

A qualitative content analysis is an approach to analysis which tries to identify, understand and interpret topics (problems) associated with a particular society_ in line with predefined research objectives. The scope of this study focuses on Kano Electricity Distribution Company_ which restricts the analysis to just Kano State (as the “society”).

Qualitative content analysis affords the researcher to ascertain why people make certain choices and/or exhibit specific behaviors. This types of content analysis requires a smaller sample size (unlike the quantitative content analysis).

Qualitative research requires examination of existing research and information about the chosen problem. To accomplish this, a researcher must develop a plan that determines what sources to use; such as libraries, databases or specific search engines. Relevant documents are reviewed and

carefully summarized. The final literature review should briefly describe how the literature review was conducted and provide summaries of documents relevant to the research problem.

3:2:2 Why In-depth Interviewing?

In-depth interviewing is a qualitative research technique that requires conducting intensive individual interviews with a small number of respondents to explore their views or opinions on a particular idea, program, or situation. For example, participants, staff and others associated with a program may be asked about their experiences and expectations related to the program; the thoughts they have concerning program operations, processes, outcomes and about any changes they perceive in themselves as a result of their involvement in the program.

In-depth interviews are useful when detailed information are needed about a person's thoughts and behaviors, or want to explore new issues in depth. Interviews are often used to provide context to other data (such as outcome data), offering a more complete picture of what happened in the program and why.

In-depth interviews could be used in place of focus groups if the potential participants may not be included or comfortable talking openly in a group, or when a researcher distinguishes individual (as opposed to group) opinions about the program. They are often used to refine questions for future surveys of a particular group.

The primary advantage of in-depth interviews is that they provide much more detailed information than what is available through other data collection methods, such as surveys. They also may provide a more relaxed atmosphere in which to collect information_ people may feel more comfortable having a conversation with you about their program as opposed to filling out a survey. However, there are a few pitfalls described below:

- **Prone to bias:** Because program or clinic staff might want to “prove” that a program is working, their interview responses might be biased. Responses from community members and program participants could also be biased due to their stake in the program or for number of other reasons. Every effort should be made to design a data collection effort, create instruments, and conduct interviews to allow for minimal bias.
- **Can be time-intensive:** Interviews can be a time-intensive evaluation activity because of the time it takes to conduct interviews, transcribe them, and analyze the results. In planning your data collection effort, care must be taken to include time for transcription and analysis of this detailed data.
- **Interviewer must be appropriately trained in interviewing techniques:** To provide the most detailed and rich data from an interviewee, the interviewer must make that person comfortable and appear interested in what they are saying. They must also be sure to use effective interview techniques, such as avoiding yes/no and leading questions, using appropriate body language, and keeping their personal opinions in check.
- **Not generalizable:** When in-depth interviews are conducted, generalizations about the results are usually not able to be made because small samples are chosen and random sampling methods are not used. In-depth interviews however, provide valuable information for programs, particularly when supplementing other methods of data collection. It should be noted that the general rule on sample size for interviews is that when the same stories, themes, issues, and topics are emerging from the interviewees, then a sufficient sample size has been reached.

3:3 RESEARCH POPULATION.

The population of this study consists of Public Communications Unit in Kano Electricity Distribution Company (KEDCO).

3:4 SAMPLING PROCEDURE.

The researcher employed purposeful sampling technique in order to ensure adequate representation of the organization under study; so as to get useful information from key actors in the crisis_ like the public relations officer to KEDCO.

Purposeful sampling, also known as judgmental, selective or subjective sampling, allows the researcher to rely on his own judgment when choosing members of the population to participate in the study_ based on characteristics of the population and the objectives of the study.

This will ensure fairness and balance in presenting data gotten from the department of Public Affairs Communications in KEDCO. The choice of this technique is further justified considering the fact that the key actors have first-hand information regarding the crisis and its probable causes, which makes information gotten from them to be most reliable and factual.

Purposeful sampling is also utilized in selecting the media content to analyze because of the need to have a balanced representation of views expressed on each of the media.

3:5 SAMPLE SIZE.

The sample size for this study includes three interview subjects which consist of the staff in and head of the Public Communications Unit in KEDCO. Also, there will be analysis of the reports on various newspapers.

3:6 RESEARCH INSTRUMENT.

The researcher employed the use of triangulation in research which implies the use of two or more methods to obtain data from sources. Triangulation according to Asemah, et al (2012 : 245) “refers to the application and combination of several research methodologies in the study of the same phenomenon”. Also cited in Asemah, et al (2012), Barbour (1998) says that “by using multiple methods, the researcher strives to decrease the deficiencies and biases that stem from any single method, creating the potential for counter-balancing the flaws or the weakness of one method with the strength of another”.

Interviews and analysis of selected media contents will be used to illicit relevant information for the study.

3:7 METHOD OF DATA COLLECTION.

This study will employ gathering data from primary source (i.e, Public Communications Unit in KEDCO). It will also use the content analysis to checkmate the accurateness of information in past times. Journals, textbooks, magazines, and online sources will be consulted to help in conducting a thorough research.

The researcher approached the subjects with questions that are relevant to the study objectives and help the better understanding of the cause of the crisis as expressed by respondents, as well as public relations approaches adopted in addressing the crisis. Interview was used because of its suitability in getting reliable data from sources directly, or closely concerned with the phenomenon under discussion. Responses from the interview subjects will be used to weigh the reports from the various media channels as expressed by other actors in the crisis. Also, content analysis was used by studying reports of the crisis by various newspapers based on the depth of relevant reportage done on the crisis.

3:8 METHOD OF DATA ANALYSIS.

The method that was used for analyzing the data gotten from the interview is narrative content analysis. This method emerged as a discipline from within the broader field of qualitative research in the early 20th century. It uses field texts, such as stories, autobiography, journals, field notes, letters, conversations, interviews, etc. as units of analysis to research and understand the way people create meaning in their lives.

It starts from gathering data from the interview and stories, analyze the stories gathered as well as look for insights and meanings, compare and contrast different sides to the responses gotten and also from the media contents, and finally relate the analysis to the study objectives.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION.

4:1 INTRODUCTION.

This chapter is centered on the presentation of data obtained from both the Public Affairs Communications unit of KEDCO (interview), newspaper contents and their analysis. The presentation was done using some themes that have been fashioned from the interview, and reports to aid better understanding of the study. The analysis was done using the narrative approach which discusses various themes of the study as gotten from the research design. Although, the researcher indicated interview of at least two subjects, however, contact was established with just one of them which was the Head of Public Affairs Communications unit.

4:2 DATA PRESENTATION AND ANALYSIS.

4:2:1 Interview Themes and Narrative.

➤ About the Interviewee:

Malam Ismail Danmomoduis the current Head of Public Communications unit in KEDCO. He is also pursuing his PhD in the department of Mass Communications at Bayero University, Kano. The data presented are as gathered from a series of interview with him in his office on 9th and 12th December, 2019 respectfully.

➤ Types of Crisis in KEDCO:

The interviewee started by saying the crises encountered by the organization are in two forms, which he mentioned as “internal and external communication crises.

According to the interviewee, internal communication crisis is one which happens at various levels within an organization which emanates from management decision or indecision. Such

decisions can be policies which are not favorable friendly to the staff in an organization. In his words, “whatever affects our employee is internal crisis.”

Symptoms of likely crisis can be rumor, small groups discussions, lateness to work, etc. which boomerangs to less productivity and affect an organization's overall objectives. Crisis can be in the form of promotion, demotion, suspension or sack (retrenchment). He revealed that the National Union of Electricity Employees on 9th December, 2019 threatened to shut down the nation’s electricity supply is a good example of an internal crisis.

On the other hand, there are crises between the organization and public’s which he identified under the “external communication crisis”. Some of the crises he mentioned under this category includes “Dakata”, “Rangaza”, “Kawo”, “Danbare”, “Transmission Company of Nigeria (TCN)”, “Sharada”, “Manufacturers Association of Nigeria (MAN)”, “Funtua Vandals”, “Funtua Millers” and “Hadejia-Na-Mafita”. At the time of the interview, all the crises mentioned were 3months old, except “Hadejia-Na-Mafita” which was 7months old.

➤ **Major actors of the Crisis:**

From the response of Mallam Ismail Danmomodu, it was gathered that the major actors in the crises are the employees, unions, communities and KEDCO.

➤ **Cause(s) of the Crisis:**

As gathered from the interviewee, the external communication crises recorded are the Dakata crisis that started when a KEDCO truck was passing and the people from the community started shouting at them. This led to a fight where a life was lost. It became tougher when the community demanded that all KEDCO staff must be present.

At Rangaza, there was a high-tension that makes a frightening noise during the rainy season. The community was scared it may cause a fire outbreak and, so, made a threat to beat up any KEDCO staff they see if the high-tension is not tended to. He added that some KEDCO staff were attacked and beaten by residents in Kawo.

The crisis at Danbareinvolved two communities which he tagged as “Community A” and “Community B”. It all started when a person in “Community A” gave an order that “Community B” be disconnected. Although “Community A” is neither KEDCO nor a ‘distributing company’, but “Community B” gets electricity from them. This misunderstanding is a threat to KEDCO because whenever there is no peace between communities on the grounds of electricity, it creates an opportunity for vandals to come in.

It was also gathered that the National Union of Electricity Employees (NUEE), had in December 2019, threatened to shut down the nation’s electricity supply as a result of Federal Government's persistent negligence about the union’s demands.

Another major external communication crisis was that of Transmission Company of Nigeria (TCN). KEDCO got to know from a publication which announced that the Kano distribution company had already been disconnected due to her inability to conform to the Electricity Operators Administered Market Conditions/Market Participation Agreements and its failure to remedy them. KEDCO did a rejoinder to counter the publication. This brought about a crisis.

The crisis that happened with customers in Sharada had to do with a married woman who went to collect money, but was beaten and stripped naked. The residents of Sharada who attacked the woman were said to be under the influence of weeds.

The Manufacturers Association of Nigeria refused to pay her bills as the increment in tariff was much. The increment was said to be a nation move, and their refusal to pay shot a problem because MAN happened to be KEDCO's biggest customers who give over 75% of the revenue gotten each month in Kano.

The Hadejia-na-mafita crisis involved the community who were angry at the regional manager in the district on the ground of his arrogance. This made the community refuse to pay her electricity bills.

The Funtua crisis was double-faced as it came with vandals and that of the millers who rejected the Pre-Paid Meters (PPMs).

➤ **PR Strategies Used:**

Before the interviewee attempted this theme of the interview session, he made it clear that crisis management in KEDCO is takes a different approach to resolving threats. However, this approach is just an advanced level to the well-known Public Relations strategies normally used in addressing crisis in corporate organizations. Mallam Ismail Danmomodu revealed that in KEDCO, every thing is treated as "an issue". He buttressed that "an issue is anything that is capable of causing misunderstanding, misinterpretation and misinformation, which can lead to a crisis." He revealed that most corporate organizations today are beginning to understand the place of an issue manager in her management cadre. He added that when issues are proactively and effectively managed, crisis maybe just be avoided (inasmuch as crises are inevitable). Issue management is the foremost strategy employed by KEDCO in managing all her crises. Nevertheless, KEDCO engages in publications, media relations, external relations, internal

relations, strategic communication, aside issue management in handling crisis in the organization.

The internal crisis involving the National Union of Electricity Employees, the Public Communications Unit approached the executives of the union at round table to solicit their consent to operate outside their offices as the company could not afford to not collect her “moneys” before residents travel for the Christmas celebration; failure to collect money from KEDCO’s customers can lead to another crisis which might arise from non-payment of salary. KEDCO was granted the permission with conditions to operate by. Also, KEDCO collaborated with NUEE to arrest the crisis via the use of strategic communication where the union was divided into two sets and individually addressed as whole. Summarily, internal crises in KEDCO are handled through collaboration, communication, stakeholders meetings and interpersonal communication. He opened up about how meetings in KEDCO are of two types; small group interactive forum and large group interactive forum. Other strategies for arresting crises in KEDCO include pep-talks, sharing of messages via memos and WhatsApp.

In addressing community crises, KEDCO resorts to **stakeholders management**. This required KEDCO to identify the influential figures or persons in a community_ who could might be either an opinion leader or opinion molder. These two persons contribute to how KEDCO handles her crises with communities. This strategy was used in tackling the Dakata crisis as KEDCO had to get through to someone who is revered by the community, pacify him about the loss and follow his directive as to resolving the misunderstanding. After calming the tensed situation of loss of life, KEDCO employed **Community engagement** where the community is talked to understand what the problem is. **Environmental scanning** is the next phase where KEDCO went to the community to check what needs to be fixed and where she went wrong in her dealings with the

community. At the environmental scanning stage, condolence visits was paid to the deceased's family. **Community sensitization** was when KEDCO invites the community, key stakeholders, security outfits, etc. to sensitize them on what went wrong; information is very key at this stage. In carrying out community sensitization, the information was shared to the people, promise was made, prayer was given to make the community understand the company and a report was documented.

The public relations strategy used in addressing the TCN crisis included:

- **A rejoinder:** To buttress KEDCO's argument that the reason why they have not been paying was because customers were not paying either.
- **Research:** This was used to find out what the main issue was. Also, KEDCO used to media to clear its reputation from been soiled with in the mud.

While trying to bring the TCN crisis under control, KEDCO's issue manager pointed out to say a rejoinder was not the best approach to take when the company is at fault. The issue manager directed for a round table discussion to be organized with the key stakeholders involved. This birthed **collaboration** which is known as **strategic communication**. Thereafter, a round table discussion was done again to strike an agreement for the future.

Though the Sharada crisis was very sensitive, but it was handled by, first, identifying the culprits and finding out the reason behind their actions and it was amicably resolved at the police station so it doesn't skyrocket to something worse.

The Manufacturers Association of Nigeria crisis was curtailed through collaboration, strategic communication, round table discussion, stakeholders management, etc.

In brief, KEDCO engages **public relations (information sharing)** to contain crises. Under this approach, stakeholders management is carried out; community engagement, environmental scanning, community sensitization, etc. are done.

➤ **Corporate Social Responsibility (CSR):**

KEDCO's second strategy of handling issues. The company looked out for what the community was lacking and helped to provide it. This brought KEDCO closer to the community as people would see her empathy and kind-heartedness. It naturally made the community to understand with the organization and her operations..

These were the public relations strategies employed by KEDCO in handling, virtually, all her community or external communication crisis.

➤ **Effect of the PR Strategies:**

The impact of the public relations strategies used for tackling the crises were felt by all who knew what was going on between KEDCO and all the communities/individuals who were in the crises against her. The PR strategies used encouraged communication and providing more information to the customers, communities and stakeholders_ which, like Jefkins' Public Relations Transfer Model, it changed KEDCO publics' ignorance to knowledge, hostility to sympathy, and apathy to interest.

4:3 DISCUSSION OF FINDINGS.

This research sought to identify cases of crisis associated with KEDCO; the causes of the identified cases; the public relations strategies used in handling them; and the impact of the PR strategies applied.

Inasmuch as crisis management in public relations requires being proactive, crisis cannot always be predicted sometimes; it can creep in unnoticed. This requires one being timely with PR activities and plan, as reactive PR is seen as damage control_ which may not be too good for any corporate organization.

The first and second questions bothered on identifying the types of crisis cases in KEDCO and the parties involved in the crises. From the findings done, the organization is proactive in addressing everything which it sees as “an issue”. Issues unhandled give rise to crises which overwhelms an organization. The organization’s effort to avoid crisis made it to employ the expertise and services of an “issue manager”. The issue provides guidance and innovation on how to go about addressing issues or crises. Crisis can be internal or external. An external, which involves the organization and her publics, may be serious in nature and affect the reputation, operations and finance of an organization. This type of crisis may happen as a result of either misinformation, misinterpretation, inadequate effective communication, ignorance or underestimating issues which could degenerate to violent crises and, sometimes, record loss of lives (as can be traced to the Dakata crisis where a life was lost).

An internal crisis may not be as 'loud' as external, but it has the capacity to halt the normal operations of an organization. This type of crisis can come from arguments or misunderstandings amongst employees; it can start from wrong perception of organization's policies in the areas of salary, promotion and incentives. When an external crisis happen, an organization may still go about her normal activities with caution and away from the crisis area. However, an internal crisis cannot be directly avoided by an organization as the actors in such crises are from within the organization. It said that “an enemy within is more deadly than the enemy outside”. This implies internal crisis requires an organization's full attention to end. The crisis involving

National Union of Electricity Employees (NUEE) is an internal crisis that threatened to shut down the nation's electricity supply_ which seemingly happened in parts of the country.

The third question aimed at knowing the public relations strategies KEDCO used in containing both its internal and external communication crises. It was found out that the company's public relations unit, which is called "Public Communications' Unit", used PR/ Crisis Management theories to guide itself with the actions it takes in the face of crises. One of such theories is the Jefkins' Public Relations Transfer Model which aims at bombarding the key publics with information that changes its ignorance to knowledge, apathy to interest, and hostility to sympathy. As such, it uses the following strategies to curtail crises:

- **Public Relations:** Public Relations thrives on adequate and effective communication. Here, KEDCO utilizes all PR tools to keep her key publics and stakeholders abreast of what they should know about a thing. KEDCO uses memos, circulars, social media (WhatsApp), meetings(large group interactive forum (LGIF) and small group interactive forum (SGIF)), etc. to address internal communication crises. Summarily, strategic communication is engaged in to resolve crises through collaboration, communication and interpersonal communication. Here, publicity, media relations, external relations, internal relations and issue management are done.
- **Community Relations:** In resolving external communication crises in KEDCO, some lined up tactics are followed to have the expected behavior. One of the plan is **stakeholders management** where KEDCO invites or engages stakeholders in the community that is an actor in a crisis. It enlightens the stakeholders about course.Stakeholders management is often used by KEDCO to calm down the people affected. After initiating the dialogue, KEDCO employs **community engagement** so as

to ascertain what could have caused the crisis. Thereafter, it scans the environment to know that situation of things and to see where it really went wrong in its interaction with the community. This act is known as “**environmental scanning**”. At this ‘juncture’, KEDCO apologizes to victims of the crises and, even, pays condolence visits. **Community sensitization** becomes the next step towards rebuilding and strengthening the mutual relationship between KEDCO and the community. At the stage of sensitization, information is still passed out to the community so that they can know the truth; promise is made to keep them hopeful that things would be better over time; prayers are made to make the community know that the crisis management team can only inform and promise, but all the promises can be done when the management approves of it by releasing money for it_ since the organization is capital intensive.

- **Corporate Social Responsibility (CSR):** This is done after the environmental scanning. Here, KEDCO look into the community's condition of livelihood and tries to pacify them by doing something charitable and important. KEDCO may decide to either build a school, or a hospital, or a bridge; or furnish the community’s classrooms; or construct a road. By this act, the aggrieved community becomes calm and sympathetic with the company over the crisis.

This shows that KEDCO values the welfare of her customers and stakeholders, as their grievance can affect the normal operations of the company. This makes KEDCO to collaborate with the community in the face of tension, through personalities who are well-respected by the community. Through this, it re-establishes the waning relationship by communicating and sharing information. Calm is attained when the organization apologizes to and does something profound for the aggrieved community.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS.

5:1 INTRODUCTION.

This chapter summarizes the entire research on crisis management as it focus on crises in KEDCO as an electricity distributing company. This chapter also arrives at a conclusion and makes necessary recommendations on the likely and best approaches towards solving both internal and external communication crises.

5:2 SUMMARY.

This study is centered on the use of public relations in crisis management; analyzing crises in KEDCO_ an electricity distribution company. Analysis of the crises have shown that public relations is a vital and critical tool in the management of any crisis as it avails crisis managers with series of strategies in handling crises effectively.

The importance of an issue manager can be deduced from the report of the interview with the head of public communication in KEDCO. Public relations is considered a two way communication between an organization and the audience which is the crux to its success. It is the management activity responsible for the creation of favorable attitudes among key audiences. It is the management function primarily responsible for shaping and implementing policies of mediation, among social, political and economic interests, capable of influencing the growth and survival of an organization's basic franchise. Public relations is also seen as the promotion of rapport and goodwill between a person, firm or institution and other persons, especially the public or community at large.

The persuasion theory has provided needed insight into how public relations professionals can employ the use of persuasive messages to change or mold the public's perception about their

organizations or clients by appealing to their rationale. The ability to control human behavior is what underlies the theory of persuasion. Persuasion is the key factor in public relations practice and the essence of all purposeful communications_ especially, in crisis management. The theory emphasizes seeking the most effective way of influencing the attitudes and behaviors of the recipient in the communication process, to enable the recipient view the message from the perspective of the originator of the message. The basic function of all communication is to control the environment, so as to realize certain physical, economic and social rewards from them.

Also, the Image Restoration Theory has provided ready explanation to how public relations experts as well as crisis experts can employ the strategy of image restoration of their clients. This theory offers five broad categories of image repair strategies, some with variants that respond to such threats. Denial and evasion of responsibility address the first component of persuasive attack, rejecting or reducing the accused's responsibility for the act in question, reducing offensiveness and corrective action, the third and fourth broad category of image restoration concerns the second component of persuasive attack which is reducing offensiveness of the act attributed to the accused. The last general strategy, mortification, tries to restore an image by asking forgiveness.

The third is the Jefkins' Public Relations Transfer Model which stipulates how public relations practitioners can change a negative perception about their organizations to positive.

The study found that the crises recorded are majorly between the KEDCO and either her employees or customers (communities).

It was also revealed that the public communications unit of KEDCO engaged in propaganda in an attempt to win public sympathy and support; and this, to a large extent worked for the organization_ giving credence to the Jefkins' Public Relations Transfer Model discussed a while ago. Where the communities resort to communicating their grievances via violent means, KEDCO uses collaboration, communication and interpersonal communication to resolve any issue and/or crisis.

5:3 CONCLUSION.

The research carried out has shown that, indeed, the crises between KEDCO and her internal/external publics were caused as a result of inadequate and effective communication. This lacuna brought about clashes, loss of life and protest.

The researcher believes, however, that there may be more than meets the eye as regards the crises; he didn't get the opportunity meet with the communities and hear their sides of the 'stories'. The researcher mostly did findings from available reports on the crisis as reported by the media and an interview granted by the head of Public Communication unit in KEDCO. The researcher calls for further research with a bias to hearing from the communities' sides.

5:4 RECOMMENDATION.

The researcher is of the opinion that there can be a better society where people live together in harmony if only they learn to manage misunderstandings amicably without resorting to violence. The following recommendations were made as possible PR strategies that can be employed in solving crisis.

1. Public relations practitioners should give keen focus on the relevance of public opinion, referring to the words of Abraham Lincoln who said that *“public sentiment is everything; with it, nothing can fail and without it, nothing can succeed. He who molds*

public sentiments goes deeper than he who execute statutes or pronounce decisions.”

Always avail the right and accurate information to the public without delay.

2. Public relations practitioners should endeavor to the peculiarities of their organizations so as to be better prepared during crisis situations. Like the saying goes “information is power.”
3. PR practitioners must should be girded with necessary crisis plans by availing themselves to continuous trainings and retraining in the area of crisis management, by crisis experts to better handle or manage future any recurrence.
4. Organizations must ensure to build and maintain good relationship with the media at all times by employing the expertise of an issue manager. This will go a long way in determining the kind of coverage they give to you when the need arises.
5. Building goodwill with the public is one of the hallmarks of PR. Practitioners must vigorously pursue this course if their organizations and clients must withstand crisis in the future.
6. Further research should also be carried out to know other factors that may have caused the crises between KEDCO and communities_ considering the fact that the researcher could not secure a first-hand interactive moment with either the communities or employees, aside from the interviewee, Mallam Ismail Danmomodu, Head of Public Communication unit of KEDCO.

REFERENCES

- Achammara, A. (2008). *“The Role of Public Relations in Addressing Security Crises”*. Alain: Session scientific.
- Ajala, V. (1993). *“Public Relations: In Search of Professional Excellence”*. Ibadan: Maybest Publications.
- Asemah, E.S., (2011). *“Perspectives in Advertising and Public Relations”*. (Rev) Jos: Lisborn Press. Jos.
- Asemah, E.S., Mohammed, G., Daniel, O., Ruth, A.O. (2012). *“Research Method and Procedures in Mass Communication”*. Jos: Great Future Press.
- Benoit, W. L. (1995). *“Accounts, Excuses and Apologies: A Theory of Image”*.
- Black, S. (1972). *“The Role of Public Relations in Management”*. London: Sir Isaac Pitman and Sons Ltd.
- Black, S. (ed.) (2001). *“The Practice of Public Relations”*. London: Heinemann.
- Bridges, J.A., & Nelson, R.A. (2000). *“Issues Management: A Relational Approach”*.
- Broom, G., & Dozier, D. (1990). *“Using Research in Public Relations”*. Upper Saddle River, NJ: Prentice Hall.
- Carolyn, B. & Palena, N. (2006). *“Conducting In-depth Interviews: A Guide for Designing and Conducting In-depth Interviews for Evaluation Input”*. Pathfinder International. USA.
- Coombs, W.T. (1995). *“Choosing the Right Words: The Development Guidelines for the Selection of the “Appropriate” Crisis Response Strategies”*. Management Communication Quarterly.
- Coombs, W. T. (2006). *“Teaching Crisis management and Communications”*.
<http://www.instituteforpr.org/crisismanagement-and-communications/>
- Cutlip, S. & Centre, A. (1978). *“Effective Public Relations”*. Englewood Cliffs: Prentice Hall.
- Fahad, A. (2016). *“The Role of Public Relations in Organizational Crisis Management”*. International Journal of Scientific and Engineering Research, Volume 7.
- Grunig, J. And Hunt, T. (1984). *“Managing Public Relations”*. New York: Holt Rinehart and Winston Inc.
- Hyman, Herbert H., et al. (1975). *“Interviewing in Social Research”*. Chicago: University of Chicago Press.
- <https://www.sciencedirect.com/topics/social-sciences/qualitative-content-analysis>.
- Idowu, O. (2008). *“Dialogue as an Essential Instrument in Conflict Resolution”* and in J.A. Ledingham & S.D Bruning (Eds.), *“Public Relations as Relationship Management”*. (pp. 95-116). Mahwah, NJ: Lawrence Erlbaum Associates.
- Interview* by Nuhu, M. O. (on 10th and 12th December, 2019).

- Israel, G.D. (1992). ***Determining Sample Size***. New York: McGraw-Hill Book Company.
- Jefkins, F. (1980). ***Public Relations***. Plymouth: Macdonald and Evans Limited.
- Kendra, Y. (2017). ***Components of a Qualitative Research Report***.
<https://penandthepad.com/components-qualitative-research-report-7613569.html>
- Miller, D., & Salkind, N. (2002). ***Handbook of Research Design & Social Measurement***. Thousand Oaks, CA Sage Publications, Inc.
- Nura, (2019). ***Crisis Communication Management: A Lecture***. Bayero University Kano.
- Nwosu, I. (1995). ***Public Relations Management: Principles, Issues and Applications***. Aba: Dominican Publishers.
- Nwosu, I.E. (1996). ***Mass Media and African Wars: Media Images of Crises in Africa***. Enugu: Star Printing and Publishing Company.
- Nwosu, I. E. & Wilson, D. (2004). ***Communication Media and Conflict Management in Nigeria***. Enugu
- Offonry, K. (1985). ***Guide to Public Relations Practice in Nigeria***. Lagos: New Africa Publishing Company.
- Okoro, N. (2001). ***Mass Communication Research: Issues and Methodologies***. Nsuka: AP Express Publishers.
- Omoisili, I. (1996). ***Social Research Methods for Nigerian Students***. Lagos: Malthouse Press Limited.
- Onochie, U. P., Obonor, A., & Aliu, S. A. (2015). ***Electricity Crisis in Nigeria: The Way Forward***. American Journal of Renewable and Sustainable Energy. Online Article
- Opera, E. (1984). ***Group at War: Strategies for Managing Inter-ethnic Conflict***. Enugu.
- Oseni, M. (2012). ***Improving Households' Access to Electricity and Energy Consumption Pattern in Nigeria: Renewable Energy Alternative***. Renewable and Sustainable Energy Reviews, Elsevier, Vol. 16(6), pages 3966-3974.
- Synder, p. et al. (2006). ***Ethical Rationality: A Strategic Approach to Organizational Crisis***. Journal of Business Ethics.
- Weihrich, H. & Harold, K. (1994). ***Management: A Global Perspective***. New York; Singapore: McGraw-Hill.
- Wilcox, Ault., and Agee. (1992). ***Public Relations: Strategies and Tactic***. Happer Collins Publishers, London.