

**GHANA INSTITUTE OF JOURNALISM,  
ACCRA, GHANA, WEST AFRICA**



**SCHOOL OF GRADUATE STUDIES AND RESEARCH  
(SoGSaR)**

EXAMINING THE USE OF STRATEGIC COMMUNICATION FOR ORGANIZATION IMAGE  
DURING CRISIS. A STUDY OF THE UNITED NATIONS DEVELOPMENT (UNDP) PROGRAMME  
AND UNITED NATIONS POPULATIONS FUND (UNFPA)

BY

PRISCILLA MAWUENA ADJEIDU (MAPR 20044)

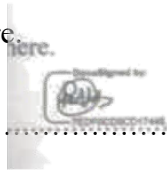
THIS DISSERTATION IS SUBMITTED TO THE GHANA INSTITUTE OF JOURNALISM IN  
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF A MASTER IN PUBLIC  
RELATIONS STUDIES.

DECEMBER 2021

## Declaration and Certification

I, Priscilla Mawuena Adjeidu, do hereby declare that the work presented in this dissertation is my own work produced from research undertaken under the supervision of Dr. Etse Sikanku and that to the best of my knowledge has not been submitted in this university for the award of a Master of Public Relations. All cited works which are not mine have been duly acknowledged.

I further declare that this thesis has not been presented for any other degree in this university or elsewhere.

.....  


Date...13th.../...12...../2021.

Priscilla Mawuena Adjeidu (Student)

MAPR 20044

### **Supervisors' Declaration**

I hereby declare that I have supervised this student in undertaking this study in accordance with the rules and regulations laid down by the Ghana Institute of Journalism (GIJ).



.....

Date: 13../...12...../2021.

Dr. Etse Sikanku

## Dedication

I dedicate this work to the Almighty God for His faithfulness, guidance, goodness and mercies throughout this period of study. I could not have completed this thesis without His help and grace. I would like to also dedicate this research project to my family, Mother: Mrs Vivian Agbenyezi, Grandmother, Mrs Emily Amega and Mr. and Mrs. Nutakor for believing in me and for their undying support, encouragement, patience, moral support and sacrifice during this journey; and for having held my hand and walked with me this far. My sincere appreciation and heartfelt gratitude to you all.

## Acknowledgement

I am extremely grateful to the Almighty God for his unlimited grace, for guiding and protecting me during my studies.

Thank you to my Supervisor, Dr. Etse Sikanku for his utmost patience, guidance and unflinching support throughout the research period, His apt corrections and scrutiny provided guidance and direction in this complexity of qualitative research.

I am also grateful to the professionals from the various organizations. I am grateful for their participation and patience during the collection of data, which has made significant findings in this study.

I would also like to sincerely acknowledge the extreme support of my family especially my mother and Grandmother, Mrs. Vivian Agbenyezi and Emily Amega for the constant prayers.

Tremendous thanks to Mr. Frank Nutakor and Praise Nutakor, for their continuous guidance and mentorship through my study period and beyond.

Many thanks go to all my colleagues at UNDP especially the Communications Team and to my course mates at school especially, Amanda Ofori- Addo who has been extremely supportive in allowing me to seek help during this study. Also to Sandra Emefa Dziwornu and Fakor Amegede who have provided an enabling environment and were extremely wonderful, and understanding during this journey.

Finally, I say a big thank you to all lecturers and staff of the Ghana Institute of Journalism.

Thank you all

## Table of Contents

Declaration and Certification .....	i
Dedication .....	ii
Acknowledgement .....	iii
List of Tables .....	vii
List of Figures .....	viii
List of Abbreviations .....	ix
Abstract .....	x
CHAPTER 1 .....	1
1.0 Introduction.....	1
1.1 Background of the study .....	1
1.1.1 What is Crisis Communication? .....	4
1.1.2 United Nations Development Programme (UNDP).....	7
1.1.3 United Nations Populations Fund (UNFPA).....	9
1.1.4 Crisis Communication and the UN .....	10
1.1.5 Strategic Communication.....	11
1.1.6 The nexus between Crisis Communication and Strategic communication .....	12
1.2 Statement of Problem.....	14
1.3 Research Objectives.....	17
1.3.1 General aim of the study .....	17
1.3.2 Specific Objectives .....	18
1.4 Research Questions.....	18
1.5 Significance of the Study .....	19
1.6 Scope of Study .....	20
1.7 Definitions.....	21
1.8 Organisation of Study .....	23
CHAPTER 2 .....	24
2.0 Introduction.....	24
2.1 Background.....	24

2.2	Empirical Review.....	25
2.3	Literature Review.....	27
2.3.1	Concept of Crisis leadership and Crisis performance .....	28
2.3.2	Strategic communication in times of crisis .....	32
2.3.3	Crisis Communication, the UN, and International Organizations .....	33
2.3.4	Concept of Organizational/ corporate reputation management.....	36
2.3.5	Influence of Crisis Communication Strategies on Stakeholder Perceptions of Organizational Reputation.....	43
2.4	Theoretical perspectives.....	43
2.4.1	Attribution theory.....	44
2.4.2	Situational Crisis Communication Theory (SCCT) .....	44
2.4.3	Image Restoration .....	46
2.5	Chapter Summary .....	47
CHAPTER 3 .....		49
3.0	Introduction.....	49
3.1	Research Design.....	49
3.1.1	Quantitative research.....	50
3.1.2	Qualitative research approach.....	51
3.2	Research Target Population .....	52
3.3	Sample size and sampling technique(s)/method(s) .....	53
3.4	Sources of data and data collection instrument(s).....	53
3.4.1	Sources of Data .....	53
3.4.1.1	Primary & Secondary Data .....	54
3.4.2	Data Collection Methods/ Instruments.....	54
3.4.2.1	Interviews.....	54
3.5	Data collection procedure .....	56
3.6	Data treatment, presentation and analysis processes/methods/procedures .....	56
3.6.1	Thematic Analysis.....	57
3.7	Research ethics.....	63
3.8	Validity of research results .....	63
3.9	Reliability of research results.....	64
3.10	Chapter Summary .....	64
CHAPTER 4 .....		65

4.0	Introduction.....	65
4.1	Presentation of Findings.....	65
4.2	Results.....	65
	Table 1: Table showing the category and themes obtained from interviews.....	66
4.2.1	Results Overview .....	68
4.3	Data presentation and analysis/discussion .....	71
4.3.1	Exploring how strategic communication is employed during the various stages of crisis management at the UNDP and UNFPA.....	71
4.3.2	Crisis Management Plans in building Organizations reputation.....	73
4.3.3	Strategies used during crisis for the reputation of the organization.....	74
4.3.4	Social media and Crisis management .....	79
4.3.5	Cultural Diversity.....	79
4.4	Chapter Summary .....	80
	CHAPTER 5 .....	81
5.0	Introduction.....	81
5.1	Summary .....	81
5.2	Conclusions.....	82
5.3	Recommendation .....	84
5.3.1	Recommendation for Policy and Practice .....	84
5.3.2	Recommendation for further research.....	85
5.4	Limitations of the Study.....	86
	Chapter 6.....	88
	Appendix.....	88
6.1	Interview Guide for the study. ....	88
6.2	Transcribed Interviews (Raw Data).....	90
	References.....	126

## List of Tables

Table 1 : Table showing the category and themes obtained from interviews.....	65
---	----

## List of Figures

Figure 1: UNDP Development Offer.....	8
Figure 2: Beehive’s crisis management and business continuity road map.....	14
Figure 3 : (Andrew, 2014), diagram source.....	40

## List of Abbreviations

PR:	Public Relations
CMP:	Crisis Management Plan
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund
UN-	United Nations
SCCT:	Situational Crisis Communication Theory
UNCG	UN Communications Group
RIP	Regulatory, Infrastructural, and Preparedness

## Abstract

Crises are occurring more often in all organizations, and when they occur, they are leaving a waken of financial, operational, and reputational damage. Organizations have ow tailored strategic communications in the direction of protecting and improving their reputation during crisis.

The general objective of this study was to explore the role communication plays in effective crisis management within a development Agency especially when we talk about reputation of the organisation.

The targeted population consisted of two development agencies in Ghana: United Nations Development Programme (UNFPA) and United Nations Populations Fund (UNFPA). The conceptual framework for this study was Coombs' situational crisis communication theory, Attribution theory and the Image Restoration theory.

The study used the qualitative approach specifically semi structured interview to collect data which were coded and analyzed. Findings revealed that most of the development organizations sampled have an existing communications management plan in pace to proactively manage crisis when it arises.

Data analyzed also revealed that, for strategic communication to have an impact of the reputation of the organisation during crisis, the crisis management approach must be tackled holistically and not solely fixated on reputation protection.

The research findings revealed that cultural diversity plays a very significant role when addressing crisis in development agencies hence communication management plans must have the flexibility to be well adjusted to fit the cultural context of the organizations. This study recommends among several recommendations that future studies can focus more on the integration of social media into crisis management plan to enhance corporate image

## CHAPTER 1

### 1.0 Introduction

This chapter starts by presenting a background discussion, statement of problem, objective of the study, scope, or range of the selected topic of this proposal.

### 1.1 Background of the study

Definitions of crisis are plentiful in the scholarly descriptions of organizational management. “Crises arise when there is a major incongruence between the expectation of a corporation and what happens in the environment” (Egelhoff and Sen 443). Pearson and Clair defined crisis as, “Highly ambiguous events that necessitate a decision or judgment that will result in change for better or worse” (60).

Fink (2015) defined crisis as, “A situation that has reached a critical phase. A crisis is an unstable time or state of affairs in which a decisive change is impending—either one with the distinct possibility of a highly undesirable outcome or one with the distinct possibility of a highly desirable and extremely positive outcome” (15).

Burnett concluded that a crisis is composed of, “A continuum, beginning with an incident, followed by a conflict, and ending with a crisis, the most serious form of disruption” (476).

Shrivastava and Mitroff wrote, “Crises are caused by the simultaneous interaction of failures inside corporations and in their environments “(1987 6). Penrose wrote, “A crisis occurs when an event increases in intensity, falls under close scrutiny of the news media or government, interferes with normal business operations, devalues a positive public image, and has an adverse effect on a business’s bottom line” (156).

Shrivastava, Mitroff, Miller, and Miglani's definition provided a more comprehensive description of crisis: crisis: "Crises are caused by two interacting sets of failures. Inside organizations, a complex set of Human, Organizational, and Technological (HOT) factors lead to the triggering event. These in turn, interact with Regulatory, Infrastructural, and Preparedness (RIP) failures in the organizations' environments. Human factors include operator and managerial errors, purposive acts such as sabotage and terrorist attacks or acts of war. Organizational factors include policy failures, inadequate resource allocations for safety, strategic pressures that allow managers to overlook hazardous practices and conditions, communication failures, misperceptions of the extent and nature of hazards, inadequate emergency plans, and cost pressures which curtail safety (Miller and Freisen, 1980; Miller and Freisen, 1984; Turner, 1978). Technological systemic factors include faulty design, defective equipment, contaminated or defective materials and supplies, and faulty technical procedures (Perrow, 1984).

Crises may also be triggered by acts of nature such as floods, earthquakes, lightning, tornadoes, etc." (1988 290).

A common theme in these definitions is that a crisis is not an event; rather it results from an event. "The word crisis evolved from the Greek word "krisis" indicating a "turning-point of a disease" (Millar & Heath 153). This early definition serves as a basis for concepts in modern day organization crisis management.

Of essence to managing a crisis is tact as well as efficiency in communication. According to (Griffin, 2014), every year, more and more crises play out in the public eye. Reputations are still destroyed, commercial and financial interests hit, and careers of senior leaders lost. Companies still make errors when faced with risks to reputation whether from a sudden incident or a developing issue.

A crisis is any incident or situation, whether real, rumored, or alleged, that can focus negative attention on a company or organization internally, in the media or before key audiences. In the case of a company that offers shares to the public this means ‘anything that could potentially have an impact on the share price’. For other organizations it means ‘anything that could actually, or potentially, damage our reputation. The Situational Crisis Communication theory (SCCT) holds that communication affects people's perceptions in a crisis. The words used and action taken by management affect how people perceive the organization and/or the crisis. In turn, those perceptions shape evaluations of the organizational reputation as well as stakeholders' emotional response toward and future interactions with the organization (Nerb and Spada, 1997). SCCT shares this belief in the power of communication with Image Restoration Theory (Benoit, 1995). Image Restoration Theory is a descriptive system used to analyze crisis cases.

Therefore, a crisis is that which happens when an institution’s reputation is threatened. A reputation is an assessment of an institute created by its publics, who on the other hand are the affected populace or those that can have an effect on an organization (Mitchell et al, 2007).

To minimize the reputational damage and stakeholder agitations resulting from unexpected crises, organizations must adopt relevant crisis strategies. Coombs (2007) opines that a crisis response strategy is a form of crisis communication that focuses on how organizational responses are presented to the public and how these messages are narrated to repair the reputation of the organization. This is because, the choice of a message strategy is critical in determining how stakeholders will perceive the crisis, the image and reputation of the organization (Stephens, Malone and Bailey, 2005)

In his situational crisis communication theory (SCCT), Coombs (2015) divides organizational crises into three clusters: the victim, the accidental and the preventable cluster. The victim cluster

relates to those crisis types where an organization has not caused the crisis but is itself also a victim. An organization can be affected by natural disasters, such as earthquakes or floods, or acts of malevolence. The accidental cluster covers those crises where organizational actions leading to the crisis were unintentional, for example technical breakdowns or failures. The preventable cluster covers those crises where an organization's inappropriate actions led to the crisis. These include human errors and misconduct on the part of an organization. The assumption in Coombs' SCCT is that crises in the same cluster will have underlying similarities, which allows crisis managers to have one crisis plan that can be applied to a group of crises (W. Timothy Coombs, 2007). This statement related closely to this research as it unearths the theory behind managing crisis effectively in an organisation which is the Situational Crisis Communication. Coombs (2004) wrote, "Specifically, SCCT [Situational Crisis Communication Theory] suggests that the information about past crises can shape perceptions of the current crisis, the reputational threat presented by the current crisis, and, hence, should guide the optimal communication responses for protecting the organizational reputation (Coombs & Holladay, 2002)" (266).

#### 1.1.1 What is Crisis Communication?

Communication represents the very heart of crisis management and that it is an ongoing, long-term process involving a range of organizational dynamics and management functions. As Ogrizek and Guillery reasoned, "Crisis management and crisis communication are very tightly interwoven. In addition, the complex nature of a crisis process includes, to a certain extent, corporate communication itself. As Joseph Scanlon (1975) quite rightly emphasizes: 'Every crisis is also a crisis of information.... Failure to control this crisis of information results in failure to control the crisis'".

Effective communication has been identified as central to the success or failure of crisis response strategies, as it can heighten or reduce perceived threats to organizational image and reputation (Fearn-Banks, 2002; Coombs, 2004, Radke, 2011). Crises occur when risk is manifested (Heath and O’Hair, 2009). Thus, all crises are preceded by risks. Some of these risks are known but are mismanaged or ignored. Others go completely undetected until a crisis erupts. Communication and risk management theories focus on recognizing and minimizing risk with the intention of avoiding crises. Each of the theories we discuss in this chapter addresses one common constraint: coping with uncertainty. Uncertainty is “the central variable” in all risk situations (Palenchar and Heath, 2002, p. 131). If we are certain of an outcome, regardless of whether it is unpleasant or fortuitous, there is no risk involved. If, however, we are uncertain how a situation will transpire, some level of risk exists.

When crises occur, organizations are compelled to communicate to various audiences. The quality of these communications is crucial for the success of the organization. Sloppy communication during crises can plague an organization right out of existence. Effective communication during these times can transform potential disasters into positive situations for a company.

Coombs (2004) affirmed that effective communication is vital in mitigating against reputational damage, as the response of an organization can improve or aggravate the situation and influence how the crisis is perceived. Massey (2004) cited by Radke (2011), found communication to be effective in influencing the perception of stakeholders towards the organization as well as in protecting organizational reputation, legitimacy, and image.

Crisis communication, therefore, is “the collection, processing and dissemination of information required to address a crisis situation” (Coombs 2010:20). The major focus of crisis communication is on how communication is used to manage information and meaning during a crisis (Coombs

2009). In other words, emphasis is placed on what organizations involved in crisis can do and say in order to address a crisis situation, and “how it can be used to influence public’s perception of the crisis and the organization involved in the crisis” (Coombs and Holladay, 2014:42).

Coombs (2012) Suggest that crisis communication theories problematize the messages and meaning construction process in all forms of human interaction and coordination that surround these threatening and high uncertainty events. Because crises are, by their nature, unpredictable, theorizing about them creates many challenges. In some ways, every crisis may be seen as an entirely anomalous and unique event that, by definition, defies any systematic explanation. It is common to see a crisis as just an accident, an unusual combination of events that could not happen again. Conversely, the fact that crises occur at an increasing and alarming frequency allows scholars to observe similarities, patterns, and relationships

A basic assumption of much crisis theory is that communication is closely associated with a system’s fundamental ability to respond to a severe disruption such as a crisis. During crisis, organizations and agencies must manage complex elements of the communication process, including multiple stakeholders, interorganizational coordination, the diverse needs of various publics, and the evolving role of the mass media and new communication technologies. In this chapter we explore several crisis management theories: chaos theory and emergent self-organization, crisis coordination theories, communication and community resilience, and the four-channel communication model. These approaches share a focus on the functional and instrumental role of communication during crises. Communication is critical to all stages, we focus here on emergency response, the activities occurring immediately after the crisis.

In fact, Coombs and Holladay (2012) argue that in the emerging social and global media environment organizations are also likely to face high probability but low impact events primarily threatening their reputation and broad relationship management approaches with a range of stakeholder groups. This suggests that for the practitioner or scholar who is interested in the field of crisis communication, the environment is constantly changing and increasingly complex to understand.

However, as crises emerge, the type of crisis that emerges can reveal much about the posed to the organization as a result of the crisis, potential stakeholder reactions to the situation and organization, as well as help guide crisis response strategies (Coombs, 2007b; Pearson & Mitroff, 1993; Seeger, 2002). Crisis response has been found to be fundamentally different depending on stakeholder attributions of blame for the situation (Brown & White, 2010; Bundy & Pfarrer, 2015; Kim, Kim, & Cameron, 2009; Ping, Ishaq, & Li, 2015).

Moreover, there are also substantially different stakeholder needs based on the type of impact a crisis may have in their lives and thus a crisis type heuristic should also consider stakeholder risks as they help us understand crisis response needs (Covello, 2002; Rickard, McComas, Clarke, Stedman, & Decker, 2013; Sellnow & Sellnow, 2014).

### 1.1.2 United Nations Development Programme (UNDP)

UNDP is the United Nation's global development network, an organization advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. UNDP works on the ground in 166 countries, supporting its national partners to build their own solutions to global and local levels.

UNDP focuses on helping countries build and share solutions in three main areas: Sustainable development. Democratic governance and peacebuilding and Climate and disaster resilience.

The UNDP Strategic Plan (2022-2025) specify key result areas include enhancing disaster risk management capabilities and strengthening post-disaster governance to restore the foundations for local development, through: country office presence and trust of partners; capacity development



**Figure 1: UNDP Development Offer**

define its niche areas of comparative advantage in an increasingly crowded field, specifically UN System Coordination through the Resident Coordinator system; capacity to build global partnerships for comprehensive DRR programmers; know-how to manage post-disaster recovery assessments and coordination of the Global Early Recovery Cluster.

How has the international development community changed in recent times? How do United Nations reforms address these changes? How is the United Nations Development Programme (UNDP) going to structure responses to crises and post-conflict situations in the future? Increasingly, it is acknowledged that emphasis must be placed on development co-operation as a tool of crisis prevention as well as a means to sustainable recovery and social and economic progress in the aftermath of crisis. This will be study will focus on the United Nations Development Programme, which is one of the United Nations Agencies in Ghana contributing to

the development agenda of the country. Although there are many UN agencies, the focus on UNDP inevitably covers the other UN agencies, as UNDP before its delinking was the home of the UN in Ghana.

### 1.1.3 United Nations Populations Fund (UNFPA)

UNFPA is formally named the United Nations Population Fund. The organization was created in 1969, the same year the United Nations General Assembly declared “parents have the exclusive right to determine freely and responsibly the number and spacing of their children.

UNFPA is the United Nations sexual and reproductive health agency. Our mission is to deliver a world where every pregnancy is wanted, every childbirth is safe and every young person's potential is fulfilled.

*UNFPA* Supports reproductive health care for women and youth in more than 150 countries – which are home to more than 80 per cent of the world’s population, the health of pregnant women, especially the 1 million who face life-threatening complications each month. It also serves as an information pack for over 20 million women to benefit sufficient contraceptives every year.

UNFPA as part of its mandated also trains thousands of health workers to help ensure at least 90 per cent of all childbirths are supervised by skilled attendants. A strong advocate to Prevent gender-based violence, which affects 1 in 3 women, teen pregnancies, complications of which are the leading cause of death for girls 15-19 years old.

The organisation has also put in efforts to end child marriage, which could affect an estimated 70 million girls over the next 5 years, ensure delivery of safe birth supplies, dignity kits and other life-saving materials to survivors of conflict and natural disaster.

#### 1.1.4 Crisis Communication and the UN

Crisis is Defined as an incident or situation, whether natural or human-made, that due to its magnitude, complexity, or gravity of potential consequence, In the UN, this requires a UN wide coordinated multidisciplinary response.

Effective communications and public information, especially in times of crisis, are both a practical tool and an operational necessity. Strategic communications and public information can play a vital role in helping to manage a fragile or deteriorating situation both at United Nations Headquarters and in the field.

According to the UN's strategic operations procedure (SOP), the UN system, at the global, regional and country level, must respond with a coordinated and disciplined approach to communications. In situations where more than one UN entity speaks out, the internal and external messaging must be consistent and complementary. This will reinforce the credibility of the Organisation and its response with stakeholders, including the public.

This SOP was created to clarify the role, purpose, and objectives of UN Communications Groups during a crisis. It is stated that, it will strengthen the ability of communications staff to coordinate and carry out the UN's work during a crisis. It represents a major revision to the 2008 SOP 'United Nations Communications Group: Communicating together in times of crises. 12. This SOP supports the implementation of the UN system-wide Crisis Management Policy and the Organizational Resilience Management System recognizing the essential role crisis communication has in professionally managing crises.

Per the SOP, the global UNCG crisis team will assess the visibility of the crisis) on UNHQ channels and platforms (website, social media channels, radio, television, print) and the accuracy

and quality of crisis content (text, photo, audio, video). It shall work with the local UNCG local to escalate any issues arising from local platforms. 80. Immediate steps must be taken by each UN entity to assess and calibrate content on its channels (social media, website, radio, print etc.) to ensure appropriate visibility for the crisis (e.g., minimizing crisis content during an incident of hostage taking, but maximizing such content during a natural disaster). If necessary, planned content such as for International Days and campaigns should be suspended. 81. Each UNCG entity must ensure that its platforms reflect the core messaging. Any contradictory content should be corrected. If there is a genuine case for non-alignment, this should be raised with the UNCG crisis team chair(s) who can seek a resolution through the CMT. 82. The global UNCG crisis team, in consultation with the UNCG local, shall develop a list of the most needed visual products, including videos, photographs, infographics. If a logo or visual identity is created, it must be used by all entities of the UNCG. 83. During a crisis, UN entities are expected to continue following existing practices on sharing their content with DPI's various photo, website, radio, television, and social media platforms including UN Photo, UN News, www.un.org, UNifeed, UNTV and UN social media.

Generally, according to the UN SOP, when a crisis breaks out in a specific UN agency, it is required that the communications team relay information to UNCG local in that specific country for action. In effect, wherever a crisis erupts in the two focus areas of the study: UNDP or UNFPA, communications must be a consolidated effort in alliance with the UNCG of the specific country.

#### 1.1.5 Strategic Communication

Financial times & ft.com/lexicon define communication as strategic when it is in line with an institution's vision, mission and core values and is able to improve the positioning and competitiveness of any institution or organization. This study underscores the critical role of

communication through information dissemination as the most effective way of achieving the desired message in the best possible way, using the right channels that are measured against well-considered organizational and communications-specific goals.

Communications can be communicated through simple terms. From the sender to Message to Channel to receiver at the end of the day, we get feedback.

One will communicate to create awareness on an issue, address an or issue or concern, gain consensus, engage audience, educate, and get feedback.

As the field of communication developed, a broader set of concepts were used to describe a much more dynamic and transactive process. In these formulations, participants are described simultaneously as senders and receivers, transacting and co-creating meaning through the ongoing and simultaneous exchange of a variety of messages using multiple channels. One of the best examples of this approach is Barnlund's (1970) transactional model, initially developed as a theory of interpersonal communication. This approach emphasized the view that communication is a complex process that is dynamic, continuous, circular and unrepeatable. Communication involves encoding and decoding systems, ongoing feedback loops and the ongoing co-creation of meaning. Other views of communication emphasize different aspects of the process and many of these conceptualizations have direct application to communication in crisis contexts. Dance (1967), for example, argued that communication is both dynamic and cumulative in that it is heavily influenced by past experiences.

#### 1.1.6 The nexus between Crisis Communication and Strategic communication

In institutions and or organizations, the glue that binds all the actions and operations, internally and externally is no doubt communication. Therefore, communication is critical to the effective

performance of any enterprise (UoNCP, 2014). During an emergency, the need to communicate is instant. Communication is foundational to crisis management. It provides clarity and direction for employees, customers, and partners in an otherwise uncertain and confusing time.

The stages of a crisis are divided into precrisis, crisis and post-crisis. The pre-crisis stage involves efforts at preventing and preparing for a potential crisis. Coombs (2007) noted that pre precrisis strategies would involve creating crisis management plans as well as selecting and training crisis management team. The crisis stage, which is the most heavily researched aspect of crisis communication (Coombs 2010), is more concerned with how organizations respond to crisis.

The post-crisis stage is an effort at learning from the crisis; dissecting the crisis management effort, communicating necessary changes to individuals, and providing follow-up crisis messages as needed (Coombs, 2007). Organizations need to understand and use the correct post-crisis communication strategies to repair the damage to their reputations, reduce consumers' negative emotional reactions and to prevent negative behavioural intentions (Grappi, 2015).

The key role of strategic communication during a crisis is to stabilize and advance the organization by inspiring confidence, earning trust, and engaging stakeholders. Clear, consistent communication is vital to successfully maintain business continuity and building reputation. Beehive's crisis management and business continuity road map underlines four phases for crisis response, ready, respond, recover, and restore.



Figure 2: Beehive's crisis management and business continuity road map

The unpredictable nature of crisis places a great demand on the need to respond - a need for information to be given. Communication has been identified as a key component when responding to crisis (Barton 2001, Fearn-Banks 2002, Coombs, 2009). Strategic communications stay relevant throughout these four stages. Organizations move to the Respond phase of crisis management when a crisis strikes. The role of strategic communication during this phase is to provide timely, credible information that keeps stakeholders informed. Communication also serves as a tool for building trust. Organizations that share authentic, transparent, and consistent messages are more likely to gain trust, maintain their brand perception and retain loyal customers, employees, and partners. Strategic communication in a crisis creates a connection between businesses and their stakeholders.

## 1.2 Statement of Problem

Organizations as well as human beings are prone to crisis, which cannot be fully avoided or prevented. Whereas, it has been noted that no organization is immune to the occurrence of crisis (Meer, Vertoeven, Beentjes & Vliegthart 2017), crisis communication researchers agree that a

crisis has the potential to negatively affect the reputation of an organization (Coombs, 2006, 2007; Ulmer, Sellnow and Seeger, 2010; Claeys and Cauberghe, 2012; Ziek 2015). This is largely because a reputation is an important and valuable organizational asset which is vulnerable to be damaged during crisis (Snoeiijers, Poels and Nicolay 2014). As much as crisis can affect the reputation of organizations, it can also affect organizational publics. Gone are the days when companies were only accountable to their own shareholders, now an organisation to stay in business needs to satisfy all its stratified stakeholders. Apart from Publics becoming expansive, they too are curious and require to be well informed.

Lando (2014), states that a crisis is inevitable, to any organization or individual, anywhere and at any time. This is asserted by Argenti (2012), who posits that crises are unpredictable, and as such it is therefore not a matter of if, but when, it will occur. Institutions that have a pre-existing Crisis Communication Plan (CCP) are therefore in a better position to aptly deal with a crisis situation and bounce back to normalcy in the shortest time possible.

To minimize the reputational damage and stakeholder agitations resulting from unexpected crises, organizations must adopt relevant crisis strategies. Coombs (2007) opines that a crisis response strategy is a form of crisis communication that focuses on how organizational responses are presented to the public and how these messages are narrated to repair the reputation of the organization. This is because, the choice of a message strategy is critical in determining how stakeholders will perceive the crisis, the image and reputation of the organization (Stephens, Malone and Bailey, 2005). Thus, the way an organization responds and communicates during and after crisis will often determine, to a large extent, how the stakeholders will react to the crisis and perceive the organization's reputation.

The fundamental steps of successful crisis communication are not hard but require prior planning in order to lessen the damage. According to Bernstein (2013) therefore, the slower the response, the more damage is incurred, hence the need for crisis preparedness, response, and effective communication.

Grunig asserts that handling of corporate communication the world over has transitioned, in order for an organization to stay alive; it must undertake to effectively communicate with its stakeholders. Hence when we find ourselves in a crisis situation, we are charged with one goal that of shielding the image of the organization by communicating the right message, in a timely manner to the targeted audience.

Previous crisis communication studies initially focused more on what Meer et al (2017), described as ‘an organization-centered approach’. These studies (Knoespel, 2011; Villines, 2011; Grundy and Moxon 2013; Maiorescu, 2016, among others), investigated misdeeds arising from an organization that led to crisis. With time, other studies reflected a strong sender-approach by focusing on the messages sent by organizations in crisis situations (Lee 2004). Both approaches had limited considerations on the result of these actions on the reputation of the organisation during and post crisis.

According to Fors-Andrée & Ronge (2015), a crisis of confidence is one of the most considerable and usual crises among companies today. Thus, when building and maintaining brands today, it is important to consider the factor of how a crisis can affect the brand. As Warren Buffet said:

*“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently”* (Tuttle, 2010).

When considering this, as Sirdeshmukh et al., (2002) mentions, trust does not only lead to loyalty but will also help audience to believe that the company is reliable in the future as well, i.e., helps the reputation of a company. Therefore, when saving a company from that crisis of confidence that Fors-Andrée & Ronge (2015) speaks about, it is essential to consider the matter of trust as a factor that could damage the company when working toward a stronger brand. As Fors-Andrée & Ronge (2015) states, there are not two crises that are alike.

Therefore, enhancing the knowledge and exploring further into how crisis management is handled today will contribute to a better understanding and making the subject more up to date. Further, although there is a number of existing literature on the impact of strategic communication on brand reputation during crisis. (Hobbs, 1995) identified that research on the effectiveness of communication strategies to restore reputations during crises, is still in its infancy, hence the need to discover and find solutions to this phenomenon.

Therefore, it was found necessary to add to the already existing knowledge with specific filling of the knowledge gap on how crisis situations have played out in international organisation in Ghana. This research will be examining the use of strategic communication in corporate image during crisis with focus the United Nations Development Programme and United Nations Populations Fund.

### 1.3 Research Objectives

#### 1.3.1 General aim of the study

The objective of this study was to examine how the use of strategic communication can build an organization's reputation after crisis, with a focus on UNDP and UNFPA.

### 1.3.2 Specific Objectives

This study will be underpinned by the following research objectives:

- To explore how strategic communication is employed during the various stages of crisis management at the UNDP and UNFPA.
- To ascertain the factors that affect the implementation of effective communication in crisis management at the UNDP and UNFPA.
- To discover if the internet or social media plays any significant role in building reputation after crisis.
- To ascertain how specific strategies used during crisis played any role in building the reputation of the organisation.

### 1.4 Research Questions

- How does strategic communication impact the various stages of a crisis management process at UNDP and UNFPA?
- How do communication barriers affect the effective implementation of communication in crisis management at the UNDP and UNFPA?
- What are the challenges that affect the effective implementation of a crisis management plan in the UNDP and UNFPA?
- Why are certain strategies deployed during crisis?
- How does the use of social media project brand reputation during the stages of crisis management at UNDP and UNFPA?

## 1.5 Significance of the Study

Much of the literature available on the use of crisis communications in public relations in Ghana are solely dependent on case studies with close to minimal information on the organisation and its reputation.

According to Parsons (1996), Murphy's Law<sup>66</sup> states that if something was meant to go wrong, it definitely will, or whatever is set to go wrong, will most definitely go wrong, when you least expect it in and in the worst of ways.

Although the study of socialization on codes of ethics shows how communication is used, and how information is disseminated and accessed, how decision-making takes place Brown (1990), posits that investigations of more informal communication processes have not yet explicitly focused on the role communication plays in crisis management. Therefore, pertinent questions have been asked concerning how practical issues of crisis resolution within United Nation or International Development Organizations have been handled and the role communication plays in these processes of its reputation. What communication channels have been explored and the tools used for the same. Coombs (1999), further states that we need to interrogate the ways in which guidelines on ethics training are used and their influence the character and choice of communication. This study, therefore, seeks to determine how the role of strategic communication can greatly of any institution during crises.

The study will examine what challenges exist that mar crisis communication from being effective in organizations as well as strive to identify the various types of crisis the institution has experienced, how the organisation handled them, and also establish the role crisis communication played during those moments. Further, the study will explore how the media was handled and further interrogate the opinions and perceptions of the employees, and stakeholders.

### *Businesses /International Organisation*

The contribution from this study to the practice of business may be an improved understanding of how to develop crisis communication plans, how to execute those plans, and disaster recovery efforts. The findings from this study might be valuable to International Organizations or multinationals to use communications effectively in times of crisis to impact on the corporate reputation of the organisation. Other benefits from conducting this study includes new insights for business practices and better preparation for a natural disaster.

### Public Relations Practitioners

The study might help PR practitioners to develop the best communications messages and strategies when it comes to communicating during crisis. This will help them learn the communicative actions and approaches that are suitable to build, enhance or maintain image reputation during crisis.

### Academicians and Researchers

The study findings might also be important to academia and scholars. The findings will add to the communication specific literature in the field of crisis communication. The findings can also be used in learning and teaching by scholars and students while the limitations and suggestions for further research will be provided in the study can be used by researchers to conduct further research in the field of crisis communication and organizational reputation.

## 1.6 Scope of Study

Under the subject scope, the study seeks to examine the use of strategic communication in corporate image during crisis. The study will be focused on how crisis communication strategies are managed in the United Nations Development Programme in Ghana. The study will also analyze crisis issues that has confronted UNDP as an international organisation in Ghana and how they were managed using strategic communication. According UNDP monthly analytics, media reports, reaches about 30 million audiences.

### 1.7 Definitions

*Crisis of Confidence* – A crisis when there is a gap between the expectations of a brand and what the brand delivers and says. The crisis is based upon customers losing their trust in a brand (ForsAndrée & Ronge, 2015).

*Corporate Reputation* – “A corporate reputation is a stakeholder's overall evaluation of a company over time. This evaluation is based on the stakeholder's direct experiences with the company, any other form of communication and symbolism that provides information about the firm's actions and a comparison with the actions of other leading rivals” (Gotsi & Wilson, 2001, p.29)

*Crisis type*: the type of crisis that emerges can reveal much about the risks posed to the organization as a result of the crisis

*Crisis response strategies*- These are strategies adopted to ensure an organisation maintains its reputation during crisis

*Stakeholder*: A party that has an interest in the organisation and can either affect or be affected by the business

*UN*- United Nations

*UNDP*- United Nations Development Programme

*UNFPA*: United Nations Populations Fund

*UN Communications Group* - A body of communicators that shares best practice, guidance, and policy between all members of the UN system. They serve as the UN system's common communications platform, and as a practical tool for bringing the UN system's communications resources and skills under a common umbrella

*UNCG Global* - At the global level the United Nations Communications Group is located in the Department of Public Information at UN Headquarters in New York and is chaired by the Under-Secretary-General for Global Communications. The Strategic Communications Division serves as the Secretariat for the global level UNCG.

*UNCG Local* - At the country level the UNCG (to be known as UNCG-name of the country - e.g. UNCG-Ghana), is a mechanism for coordinating national communications outreach through coordination of agencies, funds and programmes, which are connected at the headquarters-level through the

*UNCG Global* - The UNCG Local seeks to strengthen inter-Agency cooperation in the field of communications and to increase the media profile of United Nations activities at the national and/or regional level by providing leadership in communications for the UN Country Team, identifying new and creative ways to show how UN programmes are delivering results, and promoting a coherent image of the United Nations.

*DPI UNCG Secretariat* - DPI staff from Office of the Director for Strategic Communications Division that provide management and administrative support to the UNCG global.

*UNCG crisis team* -Team of UN system communications focal points whose organizations are most relevant to the crisis.

*UNOCC* - The United Nations Operations and Crisis Centre (UNOCC) supports the crisis coordination structures, the Crisis Managers and Crisis Coordinator by providing situational awareness, maintaining a crisis venue and information management platforms, providing secretariat services for relevant meetings, ensuring secure communications, and tracking actions points.

*SCCT*: Situational Crisis Communication theory

## 1.8 Organisation of Study

The chapter was organised into five separate chapters as outlined below:

Chapter One: This chapter discovered the background of the study and outlined the statement of the problem, research objectives; research questions, significance of the study, scope and the organisation of the study.

Chapter Two: This chapter presented a comprehensive review of existing and relevant literature to situate the study in an appropriate theoretical framework. Consequently, it discussed the findings of related research to this study.

Chapter Three: This third chapter considered the research methodology; explained data collection, data processing, and methods used in analyzing the field data among others.

Chapter Four: This chapter discussed the findings and analysis of the research.

Chapter Five: This final chapter summarized the findings of the study and the conclusions that were reached. It also made relevant recommendations based on the findings for future research.

## CHAPTER 2

### Research Literature Review

#### 2.0 Introduction

This chapter examined literature from studies that have previously been conducted and are of relevance to this research. The chapter at the same time highlights the research problem to create a better understanding of the issues discussed.

#### 2.1 Background

No company is immune to crisis situations, an affirmation which, despite its triviality, is undeniably true. According to (Coombs, 2007), crisis management as a course of action designed to reduce the damage a crisis can cause on any institution as well as its stakeholders. This study lays emphasis on the fact that crisis management is the application of the strategies designed to help the institution deal with a sudden and significant negative event.

In order to have clarity and conciseness, and a proactive crisis communication plan there is need to adhere to certain guidelines. Whatever method is employed to deal with crises in the institution it must be strategic in its approach hence the role of an existing communication policy is key. These entail crafting the right message; knowing the target audience; the spokesperson in charge; and ensure the timely release of the message. As part of that plan, the crisis management team needs to formulate the best mode of communication internally and externally and agree as a team, ensuring that all the stakeholders within the institution have authority to act or better still each one of them understands their role.

## 2.2 Empirical Review

Below are the empirical studies which draw on the use of strategic communications during crisis for an organizations reputation.

Research in the field of crisis management suggests that crisis planning has the potential to reduce the incidence and the intensity of crisis. Crisis planning strategies can be applicable to most organizations, including private companies, non-profits, and higher educational institutions. Research has shown that what an organization says and does after a crisis—crisis response strategies—goes a long way toward protecting organizational reputation (Coombs & Holladay, 2008). Most postcrisis communication research, however, has relied on case study methods, and although case studies offer valuable descriptive data, they “offer little insight into how stakeholders actually respond to crisis response strategies” (Coombs & Holladay, 2008, p. 252). Case studies also offer minimal theoretical understanding of crisis communication (Dawar, N., et al., 2000 ; 2004). The unpredictable nature of crisis places a great demand on the need to respond - a need for information to be given. Communication has been identified as a key component when responding to crisis (Barton 2001, Fearn-Banks 2002, Coombs, 2009).

Over the last decade, crisis communication research has begun to use experimental design methods geared toward assessing the public’s perception of crisis response strategies (Arpan & Roskos-Ewoldsen, 2005; Dean, 2004). (Coombs, 2007) urged communication researchers to go beyond the speculation of case studies based on media reports to create evidence-based crisis communication.

The crisis management literature has a rich tradition of addressing a multitude of organizational and societal crisis-related issues, such as sense making, decision-making, leadership and coordination. A classic debate amongst crisis management scholars concerns the trade-offs

between centralized and decentralized responses to crises (cf. Pollitt 2009). At heart, crises are political events dominated by power struggles and politicization (Boin et al. 2005). How these battles play out depends on organizational and leadership dynamics. The commonly held position, especially in the field of security studies, has been that crises tend to centralize leadership at the highest organizational level (Hermann 1963).

It is very worthy to note that, as the dynamics of Public Relations in evolving, the use of various communications strategies to address crisis keeps springing up. Here, it is important to recognize how these strategies can effectively translate into efficiently managing crisis and ensuring business build back better and enhance their outlook and reputation to the target audience.

(Coombs, 2007) agree that a crisis is a sudden and unexpected event that threatens to disrupt an organization's operations and poses both a financial and a reputational threat. Crises can harm stakeholders physically, emotionally and/ or financially. A wide array of stakeholders is adversely affected by a crisis including community members, employees, customers, suppliers, and stockholders. During crises effective crisis management has a significant importance endeavoring to avoid damage for corporate reputation. In a research conducted by (Lithuania, 2014), on how crisis management can avoid damage on corporate reputation, he emphasized that crises happen unexpectedly and can destroy good corporate reputation immediately. The use of strategic and timely communication can help manage crisis.

(Weiner, 1995) notes that a crisis can take on many forms, including natural or man-made disasters, environmental spills, product tampering or recalls, labour disruptions or criminal acts to name a few. (Payne, 2006) believe that the interaction of reputation and response may be such that traditional strategies do not apply in all cases. For this reason, Grundy, Moxon (2013) suggest when considering an appropriate crisis response, organizations must assess the type and scale of

crisis they are facing. Literature suggests three important aspects of crisis management endeavoring to avoid damage for corporate reputation: the role of CEO, organizational activities, and communication strategy. According to Turk et al. (2012), positive relationships between a company and its stakeholders plus a CEO who plays a visible leadership role during a crisis may allow for a more aggressive, yet defensive communications strategy during a crisis. There is the interconnectedness of reputation, leadership, and communication. So, there is a need for a CEO to play a visible leadership role during a crisis, a long-held tenet of crisis management. However, (Coombs, 2007) believes the priority in any crisis is to protect stakeholders from harm, not to protect the reputation.

The scope of the research will be on the United Nations Development Programme and United Nations Populations Fund. UNDP and UNFPA are development agencies whose dynamics although very different will bring an interesting academic analysis of how crisis situations are handled in international organizations. Over the years, the research on crisis communications has not turned a spectacle to the developmental world. With this research thesis, we will explore how crisis management is handled in the international developmental arena.

### 2.3 Literature Review

Much of the literature on effective public relations at times of crisis has been built on Grunig and Grunig's (1992) and Grunig and Hunt's (1984) public relations' excellence theory, which Fearn-Banks (2002:15) argued, forms the 'bedrock of most crisis communications theories. The mainstay of the excellence theory, the two-way symmetrical model which postulates that during a crisis, both the organization and its publics should engage in active dialogue so as to resolve the crisis in a professional, ethical and effective way, has been positioned as normative theory (Fearn-Banks 2002).

According to (Wilcox, et al., 2000), Public Relations Practitioners are responsible for the building and maintenance of a company's reputation because of their ability to communicate to various publics about the nature of an organization. When crisis strikes in an organisation, the first point of contact or strategy development is the public relations practitioner.

(Regester & Larkin, 2005) in his book "Risk issues and Crisis management" recognizes that we live in a world where corporate reputations are fragile and where crises seem to be occurring more and more. The role of the communicator in this environment is critical. Furthermore, the communication planner who might foresee and prepare for such eventualities is a significant player in our interconnected and changing world. Crisis management can be well managed with the adoption of the accurate and effective communication strategies. At the end of a crisis management, key outcomes are expected: Reputational management and Business continuity.

### 2.3.1 Concept of Crisis leadership and Crisis performance

(Mohamed , et al., 2019) in their research work analyzed crisis situations in the scope of management or leadership role. Management of crisis situation or taking leadership role during the event needs amalgamation of required skills, knowledge, and abilities. This will lead to an effective crisis management with better plans and response. Crisis leadership is a very important part of leading in today's world. Every organization goes through some form of crisis on a regular basis. Crisis leaders are not needed simply to guide organizations out of crises. Research shows that more and more of the crisis we see today are caused by human error. Typically, it is not just a simple error by one person that leads to a major crisis. Instead, it is typically a chain of errors or an overall systemic error involving humans that leads to most of the crises we see in organizations (Simmonsson & Heide, 2018). The argument about public relations practitioners being the sole system to churn out information or the only entity to quench a fire in this case crisis is argued.

Some term it as crisis management has been synonymous with general clean up and recovery operations.

(Coombs & Holladay, 2008) argues that in the leadership field we need to focus on crisis leadership since this connotes a definitive difference versus the simple management of a crisis and promotes leading with a broader and more holistic view of crises. Here the point is that the immediate cleanup of and reaction to a crisis both fit much better in the definition of crisis management while the leader who uses the cri/sis to improve the organization can be seen as conducting crisis leadership. This is not to say that crisis management is not important because it is vital, rather it is to say we need to prepare leaders to do more than manage the effects from such events.

From the case study on Malden Mills provides an example of a leader, Aaron Feuerstein, who had developed strong positive relationships with his stakeholders prior to the fire at his textile manufacturing plant. These relationships served as a reservoir of goodwill and support that helped him through the crisis. The Schwan's case provides an example of how the truck drivers' positive relationships with customers played an important role in the company's recovery. Similarly, King Car was also able to build on its strong positive relationships with suppliers to recall a very high percentage of its contaminated product following the melamine crisis. Without these relationships, an important component of each company's crisis response would have been missing. What follows is a discussion of why crisis communication should emphasize positive organizational values to be effective.

(Prewitt & Weil, 2014/2015) provide us with a good understanding of what it means to lead during a crisis instead of just reacting to simply manage the situation.

*“Reactive leadership and crisis management have been synonymous for years. This flows from the belief that crisis is unpredictable and unexpected, which is simply not true. Crisis has its genesis in the values, beliefs, culture, or behavior of an organization which become incongruent with the milieu in which the organization operates. A leader, who can read the signals of looming crisis and understands how to harness the exigency brought on by the situation, can diminish the potential dangers and take full advantage of the resulting opportunities”.* (p. 72)

Judging from Prewitt and Weil’s line of argument, a classical demonstration of leadership during crisis that can be cited is how McKinsey and company response to the COVID -19 crisis. According to an article published by the company on the role of leadership in crisis. Key argument raised in the article include:

Recognizing that a company faces a crisis is the first thing leaders must do. It is a difficult step, especially during the onset of crises that do not arrive suddenly but grow out of familiar circumstances that mask their nature. This goes further to say that, once leaders recognize a crisis as such, they can begin to mount a response. But they cannot respond as they would in a routine emergency, by following plans that had been drawn up in advance. During a crisis, which is ruled by unfamiliarity and uncertainty, effective responses are largely improvised.

It is also very essential for leaders should foster collaboration and transparency across the network of teams. One way they do this is by distributing authority and sharing information: in other words, demonstrating how the teams themselves should operate. In crisis situations, a leader’s instinct might be to consolidate decision-making authority and control information, providing it on a strictly need-to-know basis. Doing the opposite will encourage teams to follow suit. Here, the argument suggests another crucial part of the leader’s role, especially in the emotional, tense environment that characterizes a crisis, is promoting psychological safety so people can openly

discuss ideas, questions, and concerns without fear of repercussions. This allows the network of teams to make sense of the situation, and how to handle it, through healthy debate.

Prewit and Weil also indicate the need to make decisions amid uncertainty. It indicates that, one needs to pause to assess and anticipate, then act. Strategic leadership is the process of planning and supervising decision- making within an integrated policy- making process, through stimulating commitment and building strategic leadership alliances to accomplish certain objectives. As it is accepted that uncertainty is inherent in any situation, then, strategic leadership process becomes difficult, as defining the nature of the problem per se is a hard-initial task to do. Strategic leaders lead from the front to establish a high -level teamwork at the top, in parallel, as they, also, lead from the shadows by shaping the conditions that would encourage such collaboration to cascade down. The most important difference between leadership, at tactical/ operational level, and strategic, is the necessity to consider the specific governmental collective thinking. Strategic leadership activities typically entail, in some cases, management and command, although, in others, leadership. In engaging others in the process, leaders need to work in a way that avoids a situation becoming trapped in a paralysis by analysis situation.

Some research works stipulated three components relating to crisis leadership exists that ensures its effectiveness. These are as follows: effective leadership, resource planning and structure of the plan, and support from the public. The author (Fink, 1986, p. 19) stated that for a crisis managers to reach on any decision needs to follow certain criterion, such as collection and analysis of information, . This is referred to as the Fink's theory of decision making. Nevertheless, as stated by other studies, the theory might be practically unrealistic. This is because there are many factors that influence the manager's decision.

### 2.3.2 Strategic communication in times of crisis

The major goals of crisis communication are to: Protection of stakeholders from harm and protection of reputational and financial assets. Once a crisis hit, the crisis team must work to: Prevent it from spreading to unaffected areas of the organisation/ environment and Limit its duration. The effective management of this will ensure the situation does not tarnish the organisation reputation. It is important to note that, once an organization's image is tarnished, it is likely that organisation will it be active business anymore because stakeholder would not want to associate with such a brand. Therefore, strategic communications are very important.

Strategic communication differs from integrated communication because its focus is how an organization communicates across organizational endeavors. The emphasis is on the strategic application of communication and how an organization functions as a social actor to advance its mission. The purposeful nature of strategic communication is critical. Whereas academic research on organizational communications broadly examines the various processes involved in how people interact in complex organizations (including interpersonal, group, and network communications), strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. Of course, this does not exclude their use of relationship building or networks in the strategic process.

According to J. E. Grunig, symmetrical public relations mean “the use of bargaining, negotiating, and strategies of conflict resolution to bring about symbiotic changes in the ideas, attitudes, and behaviors of both the organization and its publics” (J. E. Grunig, 1989, p. 29). In strategic communication during crisis management, it is important to activate a very effective symmetric flow of communication. Symmetrical communication means that each participant in the communication process is equally able to influence the other. In his normative theorizing, J. E.

Grunig advocated a two-way influence model instead of a (controlled) one-way influence model as the most effective and ethical way to conduct public relations. By contrast, (Grunig, 2011) claimed that one-way models are always asymmetric, because the sender is only concerned with the transmission of his message and does not take the receiver into account. Although Watzlawick and colleagues used (a)symmetry in a different way, Dozier and Ehling (1992) defined asymmetry as a communication model in which a one-way, linear causal effect is predicted and evaluated. They stated: “The presupposition is asymmetrical, for it conceives of communication and public relations as something organizations do to—rather than with—people” (p. 176).

Crisis management mechanisms include information releases during crises to inform various publics on people and events in an organization during a crisis. This is a typical method of releasing information that carry the organization’s message and may be released through the Web or by hard copy mailed or faxed to reporters.

Today, PR practitioners need to challenge standing organizational ecosystems and use social media to reinvent PR by making relationships matter again (Friedman, 2013). The author suggests that the future of public relations lies in shareable experiences. Nicoli and Komodromos (2013) quoted that the challenge for PR practitioners is not just trying to find the best way to incorporate social media strategically, but also to determine the best way to measure it and evaluate it effectively. Considering that a primary objective of PR is to realize effective two-way communication and mutual understanding between an organization and its intended audience (CIPR, 2013).

### 2.3.3 Crisis Communication, the UN, and International Organizations

One of the first questions you will need to answer when you work in international public relations is whether you will implement a single, global strategy around the world or craft different approaches for different markets. Anderson (1989, p. 413) defines international public relations

practice as one in which practitioners “implement distinctive programs in multiple markets, with each program tailored to meet the often-acute distinctions of the individual geographic market.”

Proponents of this approach argue that different countries and cultures are so different that they require strategies that are specifically designed to respond to local opportunities and challenges. The benefit of adopting a strictly local approach is that you are completely unencumbered by concepts that do not make sense for your target audience. Because you focus single-mindedly on the country or culture at hand, you are more likely to arrive at an approach that will be effective in its target market.

Anderson (1989, p. 413) defines global public relations practice as one that “superimposes an overall perspective on a program executed in two or more national markets, recognizing the similarities among audiences while necessarily adapting to regional differences.” Practitioners who apply this approach believe that there are certain best practices and messages that are generally successful across countries and cultures.

For example, Hofstede, Hofstede, and Minkov (2010, p. 6) note that part of human nature—which we all inherit in our genes—is “the human ability to feel fear, anger, love, joy, sadness, and shame; the need to associate with others and to play and exercise oneself; and the facility to observe the environment and to talk about it with other humans.” Therefore, global messages can appeal to these common experiences.

Chris Nelson, Crisis Lead for the Americas at the global public relations agency Fleishman Hillard, explains that there are certain universals—survival, hunger, fear, greed, love, pride—that we share as a species. Operating on a global stage during crisis, it is very crucial to understand how a

situation plays into those universal elements, and then I can find people who can help me understand the local culture.

Practitioners who adopt a global approach of addressing crisis also typically believe that their organizations benefit from having a consistent global brand identity. Michael Morley (2002, pp. 30–31), former Deputy Chairman of Edelman Public Relations—the world’s largest public relations firm—argues that speaking with a global voice is now a “corporate necessity” because news travels rapidly around the world and “governments, consumer protection organizations, non-governmental organizations (NGOs) and pressure groups of all kinds are making it their business to discover inconsistencies in multinational concerns.” He (2002, p. 32) also says that there is often a degree of “local anarchy” in business practices around the globe, and so “taking the first steps in this quest to establish a global voice can serve a different and valuable purpose—as a catalyst in the process of defining ‘the reality.’”

These days, organizations are increasingly embracing integrated marketing communications, which focuses on communicating a consistent brand identity across both public relations and marketing efforts.

The downside of a strictly global approach to public relations, however, is that it runs the risk of imposing strategies that work in certain circumstances in contexts in which they are inappropriate and/or ineffective. The trick to crafting a global public relations strategy that can be successful globally is soliciting input as you develop it from practitioners around the world who know what will—and will not—work in local countries and cultures. As Paulo Henrique Soares, Head of Communications for Vale, one of the world’s largest mining companies, explains, “once a global strategy is developed, there is not a lot of room for adaptation, so what we have learned is that it

is nice if a strategy is built together. A global strategy will only be global if it starts with global inputs.

Jennifer Stapper, Chief of Communications for United Nations Volunteers, also recommends making sure that key messages developed at the global level will translate well into the local languages in which your campaign will be implemented. “You should ask at the outset how your ideas will look and feel in different languages,” she says. “There are a lot of things that are simply not going to work in other languages, so it doesn’t make sense to create a global campaign and worry about translating your messages later.

The United Nations specifically UNDP and UNFPA has a dynamic global contest. Preliminary research indicates that, mandate of initiative that might be wholesomely adopted in a country might result in crisis.

#### 2.3.4 Concept of Organizational/ corporate reputation management

Reputation management: Reputation management refers to the perceived image of a company based on a collection of past actions taken by that company’s leaders (Fink, 1986).

A review of the literature on this topic by (Kiambi & Shafer, 2015) referenced a statement made by (Dowling, 2002). In Dowling’s research, he found that to date there are few published scientific studies of how a crisis (adversely) affects a company’s images and reputations. Much of what (we think) we know is opinion based rather than well researched. For example, many managers believe that a good corporate reputation acts as a type of insurance policy the first time the company faces a crisis. (p. 252).

A corporate image is the total of impressions left on the company's many publics. Where the major elements include the core business and financial performance of the company, the reputation, and

performance of its brands, its reputation for innovation or technological prowess, its policies toward its salaried employees and workers, its external relations with customers, stockholders, and the community, and the perceived trends in the markets in which it operates as seen by the public. (INC, 2021).

(Weigelt & Camerer, 1988) conceptualized corporate reputation in terms of actions that can be attributed to an organization's past actions. According to these conceptualizations, corporate reputation is to some extent based on the past actions of an organization. Some studies on corporate reputation have also raised the question of the time it takes for reputation to build and how it should be measured. (Caruana, 1997) argued that to assess the "effectiveness of activities undertaken" by corporation, there is a need for an instrument that "enables the measurement of corporate reputation over time" (p. 114). (Nguyen & Leblanc, 2001) agreed that reputation "needs many good transactions over time" (p. 229).

(Doorley & Gracia, 2011) argued that a good reputation has both intangible and tangible benefits. Intangible benefits—a good feeling about the organization by its customers, employees, and consumer advocates—have the potential of translating into tangible benefits such as an organization attracting better candidates, paying less for supplies, increased profitability, and gaining free press (Doorley & Gracia, 2011).

Predicting incidents is important. Organizational resilience starts with knowing what could happen of a sudden and potentially catastrophic nature. But predicting major physical or systematic incidents is not something in which the corporate affairs department has a significant role. Strategic communication can be a defining value in ensuing well management of an organizational reputation. Reputation is valuable; if you manage a risk to your reputation poorly, you will see the value of what you have lost. But stating that you value something does not necessarily mean

fully appreciating its strategic and financial value. Managing something does not necessarily imply that a comprehensive strategy has been put in place to maintain, enhance, protect, and utilize it for the achievement of business goals and to create genuine long-term shareholder value.

In (Andrew, 2014) book, protecting reputation is about making sure that your organization is as resilient as possible. He proposes horizon scanning to help an organization to identify emerging strategic, operational and reputation risks/opportunities in the short to medium term. It is primarily an 'outside in' capability which brings developing trends and issues into the organization for consideration, analysis and – importantly – action. Some organizations look further ahead to predict societal, political, economic, or other changes that may take place over decades. But the time frame usually associated with horizon scanning is up to one or two years. As part of a horizon scanning capability, organizations should be constantly monitoring the outside world for information on current or possible issues. They should be monitoring a range of sources, with the media only being the most obvious. Large organizations have many sources, both internally and externally, from which to get this information.

The above diagram is a pictorial view of the explanation below:

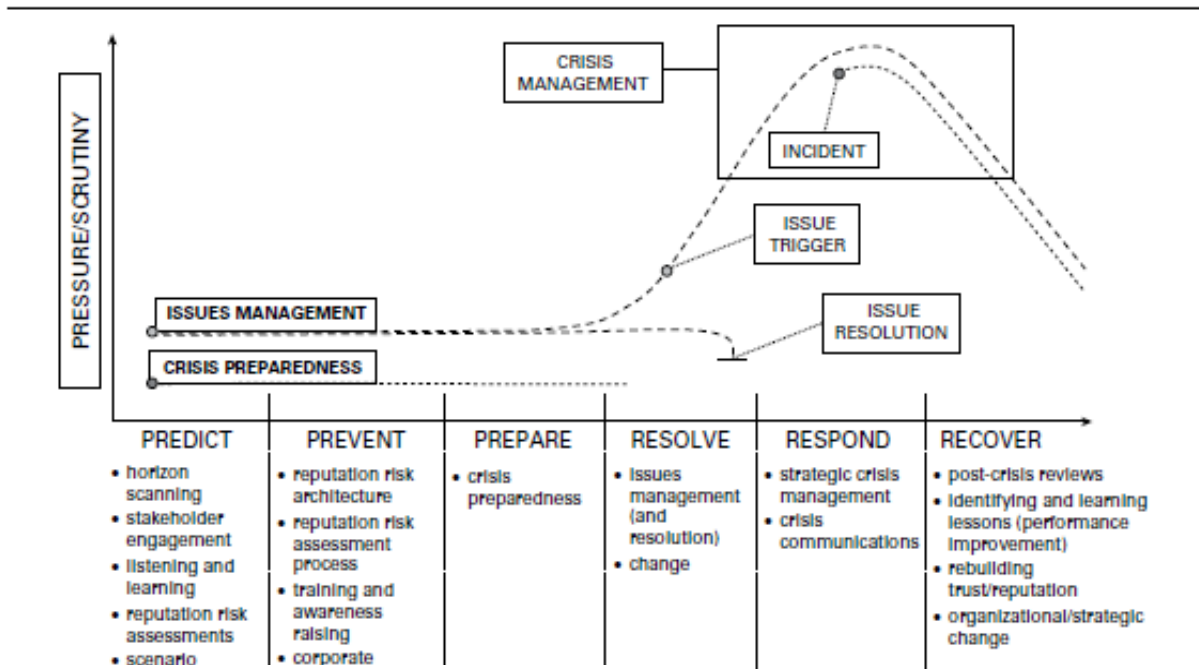


Figure 3 : (Andrew, 2014), diagram source

Incidents can be predicted; actions can be taken to try to prevent them, and actions can be taken to prepare for them. But they still happen. Issues can also be predicted and, sometimes, prevented; they can also be resolved through good issues management. However, a trigger can escalate them into a crisis. Whether a crisis is caused by an issue or an incident, it needs response at a time when pressure and scrutiny are high. Finally, organizations need to recover from a crisis.

The life cycle starts with predicting reputation risk. For communications professionals, this is primarily about issues identification; predicting incidents is more the responsibility of the health, safety, and security functions. The activities covered under predict include:

Horizon scanning, both in the short and long term. This means having a capability in place (process and competence) for understanding where external policy and societal debates and issues are heading and where they might conflict with internal change, developments, policies, or practices.

Stakeholder engagement, because the best way to spot what is on the horizon is to have constructive relationships with those stakeholders who initiate or contribute to issues.

Listening and learning, from stakeholders but also from past experience both within the organization and from others in the industry or indeed in other sectors.

Reputation risk assessment to understand, quantify and prioritize issues so that actions can be put in place to address or resolve them. Scenario planning, taking the identified reputation risks and thinking through in detail how they might develop over time, understanding what will trigger certain scenarios, what might escalate the risk and what the impacts might be were the risks to materialize.

The second stage of the life cycle is preventing reputation risk. For issue-driven risks, this stage is about interventions and controls that ensure reputation is factored into key decisions, strategies, and plans. This is therefore about performance more widely. The best way to prevent issue-driven reputation risks is to have exemplary financial, corporate, environmental, and social performance.

The activities covered under prevent include:

Reputation risk architecture, which is the structure within an organization that ensures reputation risks and opportunities are factored into key decisions and strategies. This might involve, for example, a reputation risk subcommittee of the board empowered to consider the reputational implications of commercial decisions, and/or a reputation advisory group consisting of internal (executive and non-executive) and external members.

Reputation risk assessment process, standardizing the way in which the organization considers and makes decisions about risks within this architecture.

Training and awareness raising, against standards, policies, codes of conduct etc. This is the ‘soft’ intervention that sits alongside the ‘hard’ intervention of compliance, which together help create the right behaviors.

Positive initiatives, such as corporate citizenship. Whilst not necessarily reputation building in and of themselves, such initiatives can help prevent reputation risks by creating a positive, mutually beneficial and listening environment both within the organization and between the organization and the communities and societies in which it operates.

The third stage is preparing to face risks. Even the best risk-prevention measures will minimize rather than eliminate risk. All organizations therefore need to be prepared for the worst. Indeed, a company’s senior leaders and stakeholders – including board members and investors – should demand assurance from the organization that it is ‘ready for anything’. This prepares phase includes all crisis preparedness (both general and communications specific) activities such as:

Preparing leaders, to take a senior role in a crisis. Preparing structure, to ensure the organization can enter into a crisis modus operandi where decision-making powers and limitations, escalation and roles and responsibilities are documented.

Preparing people, through training and exercises, to fulfil their roles. Preparing procedures, including useful guidance, tools and templates, that help people fulfil their roles and work as part of a wider response.

Building relationships and goodwill, both of which are invaluable in a crisis. The fourth phase is resolving risks to reputation. This is where communications and other functions need to work closely with the business to manage identified issue-driven risks down a benign curve. The activities included under resolve are:

Developing and operating an issues management capability, including structures with clear ownership and processes as well as competence. Devising strategic issues management strategies and executing them with the right communications and other actions. Changing. Issue resolution sometimes requires change, whether in response to something that has been driven externally (societal, political issues) or something that is internal.

The next phase is responding to live crises. Whether a sudden incident has struck, or an issue has suddenly escalated, a crisis has been called. The respond phase may include incident management, emergency response, business continuity management and other operational responses but, for the purposes of this book, I focus on crisis management, at the senior strategic level, and crisis communications.

Last, but certainly not least, comes an important but sometimes overlooked aspect of the reputation risk life cycle: recovering from a crisis. However deep and intense the crisis, and however long its ‘tail’, there is always a point at which a senior leader stands the crisis response down. But whilst most of the organization returns to some sort of ‘business as usual’, the immediate aftermath of a crisis is a crucial time. It is the time that will see the organization rebound possibly even stronger than before – or struggle to recover reputation, market share and/or share price. This crucial recovery phase includes:

Post-crisis reviews, which document how the crisis was managed (and sometimes why the crisis happened in the first place, although this is often treated quite separately for legal reasons).

Identifying and learning lessons, by implementing change to crisis preparedness (structures, processes, and training) to ensure that the output of the post-crisis review is taken on board and that the organization is in a better place to manage any future crises.

Rebuilding trust, with both internal and external stakeholders. Changing the organization more fundamentally. Leaders can use the ‘crisis dividend’ – the window of opportunity a crisis presents – to achieve wider change in the organization.

### 2.3.5 Influence of Crisis Communication Strategies on Stakeholder Perceptions of Organizational Reputation

Crisis communication scholars have agreed that no organization is immune to the occurrence of crisis. During crises, organizational reputations are at stake and could be damaged. Stakeholders are also likely to increase the pressure on the stricken organization through various media (Meer et al. 2017). Many organizations make positive assumptions about their stakeholders only to find out that they are wrong when a crisis occurs. Ray (1999) cited by Stephens et al (2005), therefore, reiterates that communication during crisis serves to influence the public perception of the organization and to maintain a positive image or restore a damaged image as well use the opportunity to inform the public about their mission, values, and operations.

In a study conducted by Coombs and Holladay (2008) cited by Claeys and Cauberghe (2011), findings revealed that communication strategies such as “compensation” and “sympathy” were as effective as an “apology” in shaping stakeholders’ perceptions of the organization taking responsibility for the crisis. In addition, a study by Radtke (2011), found crisis communication strategies to be effective in shaping the perceptions of various stakeholder groups following a crisis involving Google during its introduction of Street View in Germany.

## 2.4 Theoretical perspectives

As communicators, it is essential to understand why people behave the way they do, thus the attribution theory asserts that the ways we deduce behavior traits of others has a lot to do with how

the audience will perceive things. Coombs (2007) asserts that the Situational Crisis Communication Theory (SCCT) offers a guide for understanding this dynamic. SCCT provides a structure that is able to anticipate and interpret the likely reaction of stakeholders to a crisis in terms of the reputational risk posed to them during a crisis episode.

#### 2.4.1 Attribution theory

This study draws from Heider the founder of the attribution theory, who posits that generally people tend to infer causes in terms of how they perceive a situation and how the factors related to the event they are faced with impact on the individuals being. (Littlejohn & Foss, 2011). The attribution theory is relevant to this study in that the experiences that the institution encounters during a crisis determine what cause of action is necessary to take. The plan of action and steps of implementation during crises resolution will be based on individual dispositions experienced during particular situations. Hence the reason the attribution theory is ideal for this study.

#### 2.4.2 Situational Crisis Communication Theory (SCCT)

The quality of crisis communication strategies may support rapid recovery efforts (Palttala & Vos, 2011). Situational crisis communication theory is evidence-based management that joins business needs and social concerns (Coombs, 1999, 2007, 2010; Coombs & Heath, 2005; Coombs & Holladay, 1996, 2002). Since 2002, Coombs's concepts of SCCT evolved from how communication affects people's perceptions and reactions to a crisis to a vital strategy for mitigating loss and supporting a rapid recovery for businesses.

The three constructs of SCCT are (a) understanding the severity of the crisis, (b) the personal control organizational leaders have over the crisis, and (c) the company performance history (Coombs & Holladay, 2002). Having a strategy for mitigating loss is important.

Furthermore, organizations cannot thrive without situational crisis communications (Coombs & Holladay, 2002; Lando, 2014). As international organizations widen, the public pressure for some to address pressing social and environmental concerns intensifies (Coombs, 2010; Coombs & Holladay, 2002). Having effective communication strategies is vital (Wiederhold, 2013).

Two general uses of the term crisis communication are (a) as information and (b) as a strategy (Coombs & Heath, 2005).

SCCT builds upon attribution theory to predict the reputational threat posed by a crisis and to recommend the crisis response strategies that would most appropriately protect the reputation of an organization (Coombs, 2007). By understanding the crisis, a crisis manager can determine the crisis response strategies that will protect the reputation of the organization. SCCT posits that the potential reputational damage emerging from a crisis is a function of crisis responsibility. Crisis responsibility, the extent to which the public attributes the cause of the crisis, is in turn a function of the crisis types and severity of the damage (Coombs, 2006). SCCT further posits that the choice of crisis response strategies should be influenced by crisis type. The choice of crisis response strategies can be achieved by matching crisis clusters—victim, accidental, and preventable—to the appropriate response options—denial, diminish (e.g., excuse and justification), and deal option (e.g., concern, compensation, sympathy, and apology; Coombs, 1995).

Crisis responsibility in the victim cluster is “very low and there is little violation of societal norms” to use denial (Coombs, 2006, p. 249). Coombs (2007), states that SCCT projects people’s reactions to the response strategy that is rolled out in order to manage the crisis. They deduce their role in an event and are faced with feelings either of anxiety, sadness or even joy depending on the outcome of the crisis.

Whilst communicating with the public, it is important to read their body language. Whatever the reaction, it will inform the researcher as to how effective they are in communication; as well as form the basis through which the public will react during a crisis to counter the effects. Since this study will explore the effective role communication plays during crisis it will seek to establish how and why it is important during a crisis. Even if there exists a good crisis communication plan in the institution; it must be rolled out, and the public must be aware about its existence and informed and as a result they need to know what strategies, channels or platforms are in place and how they can be used in the event of a crisis.

### 2.4.3 Image Restoration

Benoit's (1997) image restoration discourse and crisis communication theory is dissimilar to Coombs's SCCT because the essence of image repair discourse is the art of persuasion. Persuasion serves to control communication during crises. Benoit and Czerwinski (1997) used strategies such as denial and evasion of responsibility within messages as available options for crisis communication. The premises of the image restoration discourse theory were to (a) understand the nature of the offense by holding the accused responsible for an action and (b) acknowledging the wrongdoing as offensive (Benoit, 1997; Benoit and Czerwinski, 1997).

Fink's (1986) crisis management theory was also different from Coombs's SCCT because Fink combined crisis management and crisis communication theories into one theory.

Image repair theory, also known as image restoration theory, shares a focus on rebuilding an organization's reputation when it has been damaged by a crisis. Communications scholar William Benoit originated image restoration theory in his 1995 book *Accounts, Excuses, and Apologies: A Theory of Image Restoration Strategies*, which focuses on the messages a company should communicate during a crisis. He offers five categories of image repair strategies: denial, evasion

of responsibility, reducing perceived offensiveness of the action (such as with compensation), corrective action, and mortification (confessing and begging forgiveness). Crisis communication and identity restoration theories have undergone extensive changes, additions, and improvements for the past two decades in applied communication research (Allen & Caillouet, 1994).

Crisis communication research has been traditionally grounded in studies identifying effective ways for organizations to manage a crisis, as well as the effect those strategies have on their external publics. However, there is a clear need for the expansion of crisis communication research and its application to audience perceptions and attitudes. The ways in which organizations can restore their public image after a crisis have been developed extensively.

Crisis management first involves an attempt to eliminate organizational structural failure and secondly the development and implementation of communication systems to avoid and manage crisis events (Barton, 2001). Littlejohn (1983) first contributed to the field of crisis management by developing a set of six steps including structure, team design, training, auditing, planning, and the actual crisis management effort itself. Allen and Caillouet (1994) developed a list of 20 impression management techniques organizations can use following a crisis event. Later, the research of Benoit (1995, 1997), led to the development of the five main categories of image restoration typologies to rebuild public image, including: (1) denial, (2) evasion of responsibility, (3) reducing the offensiveness, (4) corrective action, and (5) mortification.

The research variable of image during crisis, exposes how relevant to use the image restoration theory to understand and underpin the findings from the research.

## 2.5 Chapter Summary

This chapter reviewed the literature on the phenomenon under study and provided insight into what other researchers have done on the topic. It also discussed relevant theories underpinning the study. The next chapter discusses the methodological processes employed in gathering and analyzing data for the study.

## CHAPTER 3

### Research Methodology

#### 3.0 Introduction

Buckley and Chiang define research methodology as “a strategy or architectural design by which the researcher maps out an approach to problem-finding or problem-solving. According to Crotty, research methodology is a comprehensive strategy ‘that silhouettes our choice and use of specific methods relating them to the anticipated outcomes, but the choice of research methodology is based upon the type and features of the research problem.

The methodology used in this study is discussed in this chapter. The study focus was on unpacking the research design, the study area, target population, sampling design and procedure, sampling techniques and sample size, administration of data instruments, data analysis, validity and reliability of the study as well as ethical considerations.

#### 3.1 Research Design

Research design has been explained by scholars such as Babbie (2010) as a blueprint or process by which a research is conducted. It is also defined as the ‘procedures for collecting, analyzing, interpreting and reporting data in research studies’ (Creswell & Plano Clark 2007, p.58). It is the overall plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. In other words, the research design sets the procedure on the required data, the methods to be applied to collect and analyze this data, and how all of this is going to answer the research question (Grey, 2014). As explained by Robson (2002), there are three possible forms of research design: exploratory, descriptive and explanatory. The purpose of a descriptive study is to provide a picture of a situation, person or event or show how things are related to each other and

as it naturally occurs (Blumberg, Cooper and Schindler, 2005). However, descriptive studies cannot explain why an event has occurred and is much suitable for a relatively new or unexplored research area (Punch, 2005). Therefore, in situation of abundant descriptive information, alternative research designs such as explanatory or exploratory approach is advisable.

Exploratory research is conducted when enough is not known about a phenomenon and a problem that has not been clearly defined (Saunders et al., 2007). It does not aim to provide the final and conclusive answers to the research questions, but merely explores the research topic with varying levels of depth. Therefore, its theme is to tackle new problems on which little or no previous research has been done (Brown, 2006).

On the other front, an explanatory study sets out to explain and account for the descriptive information. So, while descriptive studies may ask ‘what’ kinds of questions, explanatory studies seek to ask ‘why’ and ‘how’ questions (Grey, 2014). It builds on exploratory and descriptive research and goes on to identify actual reasons a phenomenon occurs. Explanatory research looks for causes and reasons and provides evidence to support or refute an explanation or prediction. It is conducted to discover and report some relationships among different aspects of the phenomenon under study.

There are three types of research designs they are the Qualitative, Quantitative and the Mixed method of Research design

### 3.1.1 Quantitative research

Quantitative research focuses on testing theories and predetermined hypotheses. It requires a huge sample size and is normally analyzed through math and statistical tests. Qualitative research on the other hand qualitative research uses different research methods to collect and analyze data and

give room to answer different kinds of research questions. it is usually focused on exploring ideas and formulating theories or hypotheses thus it requires a few respondents. Use qualitative research if you want to understand something (concepts, thoughts, experiences). Quantitative uses more descriptive approach to arrive at a conclusion.

### 3.1.2 Qualitative research approach

Qualitative research methodology is considered to be suitable when the researcher or the investigator either investigates new field of study or intends to ascertain and theorize prominent issues. Qualitative research is one which provides insights and understanding of the problem setting. It is an unstructured, exploratory research method that studies highly complex phenomena that are impossible to elucidate with the quantitative research. Although, it generates ideas or hypothesis for later quantitative research. Qualitative research is used to gain an in-depth understanding of human behavior, experience, attitudes, intentions, and motivations, on the basis of observation and interpretation, to find out the way people think and feel. It is a form of research in which the researcher gives more weight to the views of the participants. In-depth interview, case study, grounded theory, ethnography, historical and phenomenology are the types of qualitative research.

The choice of research design depends on the objectives of the research in order to be able to answer the research questions in research problem (Crotty, 1998). The research problem is an issue or concern that needs to be addressed. In such regard, this study aims to examine, it aims to answer the question “how”.

Based on the overall objective of this study, the study used the qualitative research approach. The qualitative research design (explanatory) was employed because it is aimed at examining how the use of strategic communication can affect an organization’s reputation after crisis, with a focus

two developmental agencies: UNDP and UNFPA. The basis was to explore how strategic communication is employed during the various stages of crisis management and to ascertain the factors that affect the implementation of effective communication in crisis management.

### 3.2 Research Target Population

The population of a study is the total number of items or units that are under investigation of which all other possible observation is made (Kumekpor, 2002).

The study area was conducted in UNDP and UNFPA. The study focused on these two UN organizations because they are one of the leading UN agencies with diverse programmatic areas in Ghana. UNDP has existed in Ghana for more than 50 years and its role has been formed as an integrator of the Sustainable Goals achievement.

UNFPA on the other hand has been in Ghana since the 1960's. Since their existence in Ghana, these two agencies have focused primarily on delivery its mandates and supporting various government implement development initiatives in the country. For UNDP, its focuses on environment and climate action, governance and peace building and inclusive development and UNFPA focuses on issues of women and gender based violence, girl child and issues of the reproductive health.

At the end of the day, most these programmes must be implemented in close coordination and collaboration with government agencies. This leave the UN as a trusted entity. The tricky question is, how does it mange these well-informed audience and diverse audience in case crisis arises.

For this study, the population include UNDP and UNFPA. These two UN Agencies were selected for the study because of the research topic. These two organizations form part of the biggest UN agencies in Ghana with diverse development programmes and their method of addressing crisis

issues can be significantly linked to other UN agencies and the proximity of the setting to the researcher.

The study focused on responses from the Communications Specialist and Senior Management Team of both organizations. In order to draw information from knowledgeable key informants, purposive sampling was used by the researcher, by way of interviews.

### 3.3 Sample size and sampling technique(s)/method(s)

This study employed a purposive sampling technique. Creswell (1998) says purposive sampling allows you to select participants based on their knowledge on a particular topic. Purposeful sampling is a widely used technique in qualitative research whereby those cases most likely to be information-rich on the point of interest are selected in order to effectively use limited resources (Patton, 2002).

This saw the selection of individuals within the organization who are highly or actively involved in crisis communication and can provide reliable information: We have the Communications Specialists of these organizations. In addition, a crisis communications expert will also be interviewed to add a strong perspective to the research. They were the right candidates to consult for information about the use of strategic communications have affected the organizations image during crisis.

### 3.4 Sources of data and data collection instrument(s)

#### 3.4.1 Sources of Data

Data gathering is crucial to research because it contributes to a better understanding of a theoretical framework that is applied in a study (Bernard, 2002). It is also important because the information

gathered will make informed decisions for further analysis, study, and research. The data gathered for the research came from two main sources and they are; primary and secondary sources.

#### 3.4.1.1 Primary & Secondary Data

Primary data was data collected through firsthand experiences, studies, or research. This is where the researcher personally collected the data from the source to gather the information and make deductions or reach conclusions as necessary. It is more reliable, authentic, and objective. Unlike primary data, secondary data is data or information that has been collected from other sources that may not be directly from the respondents. Although less time-consuming, findings from the data may be subjective because of the secondary source.

The primary data for this study was obtained from the interview that was employed as the method for data collection in this study. The secondary data was encompassed information obtained from the annual report and documents.

#### 3.4.2 Data Collection Methods/ Instruments

In order to collect relevant information, qualitative research approaches were used. Qualitative research was used to get explanatory, in-depth data from the key respondents. This type of data cannot be quantified because they draw from individuals' opinions.

Interviews are particularly useful for understanding participants' thoughts and experiences about a phenomenon thus, the interviewer can dig out in-depth information and gain certain responses to questions to further investigate responses. (McNamara, 1999). For this reason, an interview is the best method to get such in-depth content from respondent.

##### 3.4.2.1 Interviews

Interview is a qualitative research method where the researcher collects data directly from the participants (Creswell, 2007). The purpose of interviews is to extract information from the respondent for further analysis in the research. An interview can be formal or informal. There are three forms of interview: structured, semi-structured and unstructured.

For the purpose of this research, in-depth interview method was used to gather the data for interpretation and analysis. In-depth interview is a method of data collection whereby the interviewer interview only one interviewee at a time. In this method, the respondent/interviewee is freer to give his/her personal opinion on a subject matter in a more comprehensive and candid manner without having to worry about the presence or opinion of others.

In-depth interview is a highly efficient data collection method which can uncover in-depth details of the respondent's experience and perspective on the subject being discussed. Unlike a rating scale or questionnaire, participants in an in-depth interview are able to speak their mind; while the researcher is also able to adjust the order of the questions based on the situation as it unfolds.

According to McNamara (2009), the strength of the general interview guide approach is the ability of the researcher "...to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee".

The design was appropriate as it provided the researcher with a guide on how to get factual data and thoughts and attitudes of development organization during crisis.

The study investigated the existence of crisis communication plans, the implementation processes, and the outcomes therein with greater focus on the role communication policies play in effective communication and information dissemination during crisis episodes.

The instrument used is a semi-structured interview guide. The semi-structured interview is a qualitative data collection strategy in which the researcher asks informants a series of predetermined but open-ended questions (Gall, Gall, & Borg, 2003).

Semi structured interviews are an effective method for data collection when the researcher wants to collect qualitative, open-ended data, explore participant thoughts, feelings, and beliefs about a particular topic; and to delve deeply into personal and sometimes sensitive issues. Hence, the researcher's data collection instrument adopted was Semi structured for the researcher to ask follow questions in order to understand the phenomenon under review.

### 3.5 Data collection procedure

An interview schedule was designed in order to obtain in-depth data from key informants within the institution's management. The schedules were aimed at standardizing the interview situation to ensure that uniformity in all the interview sessions was maintained. Through the interviews the researcher was able to minimize issues of non-response from the respondents.

### 3.6 Data treatment, presentation and analysis processes/methods/procedures

Data analysis has been described as 'the most complex and mysterious of all of the phases of a qualitative project, and the one that receives the least thoughtful discussion in the literature' (Thorne 2000). Many qualitative research papers lack explicit description of the methods informing data analysis, or, when included, the terms used to describe data analytic methods are often used imprecisely or are mislabeled entirely (Sandelowski and Barroso 2003; Sandelowski 2010).

Data analysis in qualitative research is defined as the process of systematically searching and arranging the interview transcripts, observation notes, or other non-textual materials that the researcher accumulates to increase the understanding of the phenomenon.

The process of analyzing qualitative data predominantly involves coding or categorizing the data. Basically, it involves making sense of huge amounts of data by reducing the volume of raw information, followed by identifying significant patterns, and finally drawing meaning from data and subsequently building a logical chain of evidence. (Bogdan RC, 1982)

Data gathered from the interviews and was transcribed. After transcription, the researcher used Braun and Clarke's reflective thematic analysis an approach to analyzing qualitative data. Thematic analysis is a method for analyzing qualitative data that entails searching across a data set to identify, analyze, and report repeated patterns (Braun and Clarke 2006). It is a method for describing data, but it also involves interpretation in the processes of selecting codes and constructing themes.

To execute the data analysis, the data obtained from the interviews was transcribed. After the transcription, the first stage of analysis was the process of initial coding, where keywords and phrases are sampled from participants' words. After, the codes were arranged into similar categories and then into broader themes.

Then each theme in the context of the research objective was discussed, and interpretations and meanings will be provided for responses from the respondent.

### 3.6.1 Thematic Analysis

Thematic analysis is data that entails searching across a data set to identify, analyze, and report repeated patterns (Braun and Clarke 2006). It is a method for describing data, but it also involves

interpretation in the processes of selecting codes and constructing themes. A distinguishing feature of thematic analysis is its flexibility to be used within a wide range of theoretical and epistemological frameworks, and to be applied to a wide range of study questions, designs, and sample sizes. While some scholars have described thematic analysis as falling within the realm of ethnography (Aronson 1995) or as particularly suited to phenomenology (Joffe 2011), Braun and Clarke (2006) argue that thematic

Analysis can stand alone as an analytic method and be seen as foundational for other qualitative research methods. Indeed, the principles of thematic analysis of how to code data, to search for and refine themes, and to report findings are applicable to several other qualitative methods such as grounded theory (Watling and Lingard 2012) and discourse analysis (Taylor et al. 2012). Because of this flexibility, Braun and Clarke (2006) refer to thematic analysis as a method, as opposed to a more tightly prescribed methodology.

(Braun and Clarke 2006) uses thematic analysis in different research paradigms entails harnessing this method to distinct purposes and outputs. Post-positivists can use thematic analysis to focus on individuals' meanings and experiences to gain insights into the external reality, there by supporting the development of conjectural knowledge about reality. Hence, the data analysis employed in this research was the use of thematic analysis.

This study used thematic analysis (Braun and Clarke, 2006). This required the transcription of interview recordings and followed coding stages. Initially, the authors read and re-read transcripts in order to identify potential themes, which they then forwarded to the lead author. The second level of analysis involved both the first and last authors reviewing these initial codes. They considered particularly how to retain the diversity of the initial codes, while producing overarching elements, higher level sub-themes.

There are two types of thematic analysis: Open and Axial coding. Open coding involves techniques to describe and conceptualize the data at a very basic level, on small parts of the data, often a line-by-line basis. It is kind of like breaking down the data into the smallest components, so that they can later be brought back together in a greater conceptual level in axial coding. Axial coding is where connections between the open codes are examined, and used to create larger codes or eventually themes (in the selective coding step).

This research employed the use of axial coding. With axial coding, I focused on identifying the “Categories” which are derived from the relationships between the codes developed in open coding. To help with this, Corbin and Strauss (1999) developed a Coding Paradigm that defined six subcategories. These subcategories, which are phenomenon, causal causation, strategies, consequences, context, and intervening condition. After we are done with the axial coding process, we will have a handful of categories, supported by the 6 subcategories, each of which have emerged from the codes we developed in open coding.

#### The Six-Phase Approach to Thematic Analysis.

##### Step 1: Become familiar with the data.

In undertaking thematic analysis, it is crucial to first familiarize with the data. The process involves skimming through and reviewing textual data (transcribed interviews) and listening to audio recordings while taking notes. Taking notes to highlight items of potential interest can be done either by annotating transcripts or writing comments in a notebook. This step aimed to become familiar with the data and find out what is relevant to the aim of the study.

Below are some early, rough notes made when reading the transcript:

“Communication is right at the forefront of managing a crisis. What must be done as a communication expert is to be able stand your ground when put against legal experts. One key thing if you are working with an organisation is to own the stand early”.

From the extract, above from one respondent, the rough note was "for most participant, communications is the center of managing crisis”.

### Step 2 Generating Initial Codes

Next is using open coding to generate initial codes. Codes are the building blocks of analysis because they identify and provide a label for a feature of the data that is potentially relevant to the research question. The data was organized in a systematic way through open coding. This was done to reduce the data into small chunks and to address specific research aims. However, there was no pre-set coding rather developed and modified throughout the process. For instance, the issue of culture kept coming up during the interview process and thus became relevant to the research. During this stage, the codes can either mirror participants’ language and concepts or invoke the researchers’ conceptual and theoretical frameworks. Also, the codes can either be done in larger chunks or smaller ones (not every line needs to be coded). Preliminary ideas were set separately. Then it was narrowed down to every text that was relevant to the research using the aims as a guide. Codes were then compared and modified throughout the process. Additionally, new codes were also generated and some were deleted. This process was primarily done by hand by working through the hard copies of the transcribed interviews with highlighters. However, the qualitative data analysis software Nvivo can also be used.

### Step 3: Searching for Themes

As defined earlier, a theme is a pattern that captures something significant or interesting about

the data and/or research question. As Braun & Clarke (2006) explain, there are no hard and fast rules about what make a theme. This phase involved reviewing the coded data to identify areas of similarity and overlap between codes. Firstly, the codes were examined and some fitted together into a theme.

#### Step 4: Reviewing Potential Themes

This involves one final reread of all data to determine whether your themes meaningfully capture the entire data set or an aspect thereof. (Braun and Clarke, 2006).

This phase involves a recursive process whereby the developing themes are reviewed to the coded data and the entire data set. During this stage, the preliminary themes developed in stage 3 are reviewed, modified, and developed. The next step is to think about whether the themes work in the context of the entire data set. The themes within both a single interview and across all interviews must be considered and coherent. Some questions to ask are as follows: Is this a theme (it could be just a code)? If it is a theme, what is the quality of this theme (does it tell me something useful about the data set and my research question)? Is there enough (meaningful) data to support this theme (is the theme thin or thick)? The phase is essentially quality checking.

#### Step 5: Defining and Naming Themes

This is the final refinement of the themes and the aim is to ‘..identify the 'essence' of what each theme is about.’(Braun and Clarke, 2006). What is the theme saying? If there are subthemes, how do they interact and relate to the main theme? How do the themes relate to each other? , these are all questions to be considered when naming the themes. The themes need to be stated and unique to the research questions and aims as well.

This phase involves the deep analytic work involved in thematic analysis, the crucial shaping up of analysis into its fine-grained detail. It involves selecting extracts to present and analyze and then setting out the story of each theme with or around these extracts. Each extract must provide a vivid, compelling example that clearly illustrates the analytic points and must not be paraphrased.

In presenting the findings, the data must be interpreted and connected to the broader research questions and to the scholarly fields within which the study is situated. Some qualitative research includes this as a separate discussion section; other research incorporates discussion of the literature into the analysis, creating a Results and Discussion section. Both styles work well in reporting thematic analysis. An integrated approach also works well when strong connections exist with existing research and when the analysis is more theoretical or interpretative. This approach can also avoid repetition between results and discussion sections and that was what this research study employed. Regardless of the style, the analysis must use the extracts to make a point. Regardless of what form of TA is done, the analysis uses data to make a point. Analysis needs to be driven by the question, "So what?" What is relevant or useful here to answer my question? This process of telling an analytic narrative around your data extracts needs to take place for all your themes. Each theme also needs to be developed not only in its own right but also about your research question and to the other themes. Conclusions can and should be drawn from across the whole analysis. So, an analysis needs to make interconnections between themes and say something overall about the data set. The other aspect of this phase is working out what to call each theme. Naming might seem trivial, but this short title can and should signal a lot. A good name for a theme is informative and concise.

Step 6. Producing the report

Writing and analysis are thoroughly interwoven in qualitative research—from informal writing of notes and memos to the more formal processes of analysis and report writing. The purpose of the report is to provide a compelling story about the data gathered based on the analysis. The story should be convincing and clear yet complex and embedded in a scholarly field. Even for descriptive TA, it needs to go beyond description to make an argument that answers your research question. In this section, the language needs to be concise and precise and avoid the use of paraphrasing. In general, qualitative research is best reported using a first-person active tense but check the requirements for your report. The order in which you present your themes is important: Themes should connect logically and meaningfully and, if relevant, should build on previous themes to tell a coherent story about the data.

### 3.7 Research ethics

In any social research, considerations such as confidentiality and avoidance of deception are important. Best practice demands to always avoid breach of confidentiality. In the case of this study, the researcher did not intend to do anything or did not expect to be misconstrued as a breach of confidentiality. The researcher wrote a concept note which was followed by the writing of a project proposal. The proposal was successfully defended, and when permission was granted, the researcher proceeded to the field to collect data. The researcher then embarked on preparation of data collection tools.

### 3.8 Validity of research results

Validity is meant to establish the relationship between the data collected and the variable or construct of interest. To ensure accuracy of data the researcher will pre-test the semi structured questions and analyzed the results and made amendments where necessary. The researcher will

visit the sample population to sensitize them about the study. This will ensure that the data collected is valid.

### 3.9 Reliability of research results

Reliability is concerned with relevance of the questions asked. It seeks to measure the level at which a research instrument would give rise to the same results after repeated trails. The researcher engaged the sample size for a period of 3weeks.

### 3.10 Chapter Summary

This chapter described the research methodological processes the study used to achieve the objectives of this research. Key areas such as the research design, population of the study, sample and sampling techniques, data collection instruments among others were discussed.

## CHAPTER 4

### Data presentation and analysis/discussion

#### 4.0 Introduction

This chapter presents the analysis and discussions of the data gathered through the interview conducted in the previous chapter. Using the thematic analysis method, the study presents the analysis of the data gathered in line with the research objectives which is to examine how the use of strategic communication can build an organization's reputation after crisis, with a focus on UNDP and UNFPA.

The findings of the interview were conducted amongst participants within the communications and marketing departments of the organizations chosen for the research and a crisis management specialist. These organizations were chosen because make up the largest development organization in the UN. Primary data was collected through in-depth interviews and secondary data was obtained from the company's website; specifically, their reports and spanning from 2019 to 2020. A total of four interviews were held on the phone and spanned between 15 to 20 minutes.

#### 4.1 Presentation of Findings

The study started off by understanding how crisis been faced by the organizations have affected them in order to acquire a clear picture of how crisis incidence in development agencies. The study also explored whether the organizations have crisis management plans

#### 4.2 Results

The results were obtained from transcribed interviews from five participants as stated earlier.

The interviews were initially coded, broken down into patterns and then organized into themes to be discussed. The discussions on each theme were used to interpret the findings and give meaning, draw conclusions, and provide possible reasons from the views made by the respondents.

Table 1: Table showing the category and themes obtained from interviews

Category	Themes
Development Organizations and Crisis	<ul style="list-style-type: none"> <li>• Crisis is part of the existence and growth of an organization</li> <li>• Mandate of some development organizations can cause crisis</li> </ul>
Crisis Management Plan	<ul style="list-style-type: none"> <li>• Crisis Management plans are a necessity for the organization</li> <li>• It absolutely essential</li> <li>• Undebatable traditions of the organization</li> <li>• Regularly updated</li> </ul>
Crisis Communications and Messaging	<ul style="list-style-type: none"> <li>• Key messages are critical for communications</li> <li>• Identifying a spokesperson during crisis periods</li> <li>• Use all channels to relay accurate information timely</li> </ul>

	<ul style="list-style-type: none"> <li>• Culture diversity plays a role in managing crisis in development agencies</li> <li>•</li> </ul>
Reputation and Crisis	<ul style="list-style-type: none"> <li>• Communications enhanced the organizations and have t more visibility</li> <li>• Reputation affected by initial stages of the crisis but communications helps build it better</li> <li>• Organizations that solely focus on reputation during crisis will lose crisis management battle</li> </ul>
Strategies deployed during crisis	<ul style="list-style-type: none"> <li>• Use of traditional media</li> <li>• Use of Interpersonal communications</li> <li>• Stakeholders are key to determine the channel to use</li> <li>• Identifying spokespersons</li> </ul>
Social Media and Crisis management	<ul style="list-style-type: none"> <li>• Social media played strategic roles in mitigating crisis and protecting reputation.</li> <li>• Social media must be a part of the communication management plan</li> </ul>

	<ul style="list-style-type: none"> <li>• Young people are social media savvy, great influencers for organizations reputation</li> </ul>
--	---

4.2.1 Results Overview

The analysis produced Six Categories with a number of core themes.

The table above showed that development organizations are constantly faced with crisis or issues both locally and internationally. Interestingly, areas such as its mandate or mission can be a bedrock of crisis for these organizations.

Participant 1 stated that “...*We face Crisis day in day out. Particularly when you look at our mission, UNFPA, delivers in a world where every pregnancy is wanted. So, when we talk about every pregnancy being wanted, why would we not face Crisis in communicating this all-important mission? UNFPA talks about every childbirth been safe.* (Participant 1, Interview 2021)

This statement was emphasized by Participant 4 who indicated that “*For many organizations especially development agencies, it might be the values and mission they pursue in specific countries that might generate into specific crisis. Sexual reproductive health agency, is usually a taboo topic in many places, it's a controversial, it's a controversial mandate, and it's difficult to get their message out there. It is only through communication, breaking it down and getting people to understand the nitty gritty that demands and why it is very necessary, as good.*”. (Participant 4, Interview 2021)

From Participant 3 who shares an expert view:” *Crisis is actually a key component for an organization to grow, however, based on how it is managed it can affect the growth of the organization positively negatively.* (Participant 3, Interview 2021)

However, the evidence from the table shows differences in terms of decision making when crisis occur. It is noticed that some organizations roll out responses through their overall leader whereas others also pass through the communications specialist.

Participant 3, the expert in crisis communication points that “*For crisis management, it differs from organization to organization. Key thing is ability to issue proactive and timely response and communication.* (Participant 3, Interview 2021)

Crisis Communications and Messaging remains critical from our literature review. Respondent affirmed this statement by pointing out that when you have an issue or when you have crisis, there is an underlining theme. So, it is important to design your messages that in the end will connect back to the main issue or to the main theme. So, if you have three key messages, all your three key messages should be responding to the overall theme, because there is a mindset you want to change or there is a perception you want to change, and that perception cannot be changed if your messages are not interconnected. (Participant 2, Interview 2021)

According to Participant 1, “Anytime I’m talking about communication, I liken it to political things. And I tell them that, look, you can have the best, political, whatever. But if your communications are not active, you lose your election. So you always have to get your communications, right. You know, so I always do that search is development communications, such as communications, of programs in the UN, you always have to get your communications

apt. So I've always told colleagues also that we have moved from a situation where people just likened communications to that straight jacket”.

The result on the table indicate that being able to coordinate across a very large scale because of it is international. Another challenge is about culture differences. Hence if you are going to create a crisis management response or plan. You are supposed to have the flexibility to adjust to cultural differences. These are the 2 things that makes it different from other organizations. Audience might not be well defined. Coordination's has to be well done. (Participant 3, Interview 2021)

From the table above, reputation of organizations is well managed when strategic communications are employed during the crisis. From the themes, strategic communications tactics stated were similar during the crisis.

*“... So, for us, crisis management is also a time to reinforce your image and your reputation. So, we are focused on our core organizational messages that is helping Ghana to accelerate sustainable development in the country”, (Participant 2, Interview 2021)*

The new media did not lose it touch with crisis management in development agencies and results from the table provides the evidence.

Participant 1 noted that “Social media helped a lot. I told you how we as young people's potential. So we deal with a lot of young people. So, in our clients, we also deal with a lot of young people. So even in this crisis management thing. A lot of the misinformation fill the air; we use social media to reach out to most of our stakeholders”.

Lastly, the table shows all respondent noted that Communication plays an integral role in managing the reputation of organization during crisis.

### 4.3 Data presentation and analysis/discussion

Data was analyzed using the research questions

#### 4.3.1 Exploring how strategic communication is employed during the various stages of crisis management at the UNDP and UNFPA.

Crisis management is a challenge any organization can face and one that many fail. When crisis management fails, stakeholders and organizations suffer. All organizations must become prepared for crises. For many organizations, communications have been an integral part of mitigating crisis as noted by Participant 3: *“Communication is right at the forefront of managing a crisis. What must be done as a communication expert is to be able stand your ground when put against legal experts. One key thing if you are working with an organisation is to own the stand early. If you do that before a crisis happens then when you find yourself in the middle of a crisis you find a common ground that you and these legal experts both share to work towards the goal of getting through managing the crisis together”*. (Participant 3, Interview 2021)

This study sought to explore how strategic communication is employed during the stages of crisis management. The unpredictable nature of crisis places a great demand on the need to respond - a need for information to be given. Communication has been identified as a key component when responding to crisis (Barton 2001, Fearn-Banks 2002, Coombs, 2009).

Over the last decade, crisis communication research has begun to use experimental design methods geared toward assessing the public’s perception of crisis response strategies (Arpan & Roskos-Ewoldsen, 2005; Dean, 2004). (Coombs T. , 2007) urged communication researchers to go beyond the speculation of case studies based on media reports to create evidence-based crisis communication.

From responses gathered, most of the organizations interviewed recognize the role of communication in mitigating and protecting their image. Participant 1 stipulated that “...*When crisis comes in, depends on how we're able to manage it depends on the techniques and the strategies that you are you use to communicate with people, you see, and this is where I keep saying that every organization, no matter how small it is, should pay critical attention to communication, and make communication, part and parcel of the organization, no matter how tiny the organization is*”. (Participant 1, Interview 2021)

In this regard, the key role of strategic communication during a crisis is to stabilize and advance the organization by inspiring confidence, earning trust, and engaging stakeholders. Hence Clear, consistent communication is vital to successfully maintain business continuity and building reputation. Beehive’s crisis management and business continuity road map underlines four phases for crisis response, ready, respond, recover, and restore.

In understanding whether development agencies undergo these phases, participants were required to answer: How does strategic communication impact the various stages of a crisis management process at UNDP and UNFPA?

According to (Participant 2, Interview 2021), crisis management is a time to reinforce your image and your reputation. And this can be done through the use of strategic communication. By instituting a crisis management plan that will be revised regularly, issuing timely response when crisis occurs, developing key messages that will last through out the crisis period.

This was echoed by participant 3 who stated that, ‘*Communication matters in entrusting confidence because, people will see a chaotic organization rather than calm, confident and measured one*’. (Participant 3, Interview 2021).

Citing some practical examples, Participant 4 also noted: My organisation was once confronted with crisis before and I can cite an example in 2019. When we're introducing a comprehensive sexuality education. So how that crisis was managed, involve first, understanding the issue at hand and recognizing the fact that there was a lot of backlash in society, especially from civil society and religious groups, or right wing bodies, over the introduction of CSC, which they believed was a subtle attempt at introducing foreign values...so we designated a spokesperson because we need to communicate with one voice in such a crisis. And that was to be the country representative speaking on behalf of the organization within the country. So he was moving from media house to Media House responding to interviews and granting requests for further explanation of the issue at hand, the role we were playing, and why the backlash we're receiving was unfounded. I must say, our existing strategic crisis management plan helped in addressing this crisis.”.

Participant 3 also noted that “If you get to recognize that something is happening, one of the things to do is what is called stealing thunder, you will go out to give as much information as possible to try and limit the damage. Another approach would be to drip feed information in a way that suits you in terms of what you are doing about the situation as well. One of the fundamentals in any form of crisis situation is to declare what you want to achieve from what you're doing. Preserving the life of people should be the essential element. The other strategy would be to affect the changing behavior, thus asking people to approach the crises in a slightly different way like we have saw during the early stages of the pandemic”.

In essence, strategic communication has been a bedrock in managing these development organizations during crisis.

#### 4.3.2 Crisis Management Plans in building Organizations reputation

*I think it's very important for organizations, for organizations to have crisis management plans in place is just like preparing for a rainy day, you do not know what's going to happen at the next time. So as a comms unit, or as an organization, you need to have a plan of that nature, because there's a time that an issue can arise which can affect your reputation, and you need to manage it. And it will only be easy, or it's only easy to manage it if you have a plan in place. And so I believe organizations need it very much. (Participant 3, Interview 2021)*

SCCT shares this belief in the power of communication with Image Restoration Theory (Benoit, 1995). Image Restoration Theory is a descriptive system used to analyze crisis cases. The focal point is identifying which crisis response strategies were used in the case and drawing speculative conclusions about the utility of the crisis response strategies.

Developing a comprehensive crisis management program (CCMP) that captures the ongoing nature of crisis management is not an easy task. The crisis management process is varied and requires the integration of knowledge from such diverse areas as small-group decision making, media relations, environmental scanning, risk assessment, crisis communication, crisis plan development, evaluation methods, disaster sociology, and reputation management.

Several persistent elements create the need for managers to better understand and adopt principles of crisis. These include changing patterns and speed of information flow, changing organizational dynamics, more volatile financial markets caused by greater stakeholder access to information, and societal changes, including a public that demands more information.

#### 4.3.3 Strategies used during crisis for the reputation of the organization.

Grunig & Dozier posits that successful crisis planning involves examination and action relating to organizational discourse, messaging, and communication. I interpret this to mean that messaging

is important in passing important information, however; communication is vital to an organization in both crisis and routine periods

According to Ahmed (2006) crisis communication usually focuses on clarifying issues affecting the stakeholders and stating the impact they are bound to have, through provision of adequate information about what has happened and what is on-going and extent of damage or harm to property and reputation.

Crisis response strategies are used to repair the reputation, to reduce negative affect and to prevent negative behavioral intentions. Crisis response strategies, what management says and does after a crisis, have been studied extensively in management (eg, Bradford and Garrett, 1995 ; Marcus and Goodman, 1991 ; Siomkos and Shrivastava, 1993 ) and communication (eg, Allen and Caillouet, 1994 ; Benoit, 1995 ).

A researcher cannot hope to craft the one, perfect list of crisis response strategies. What can be created is a list of useful crisis response strategies. SCCT demands a theoretical link between crisis situations and crisis response strategies. Logically, we cannot match crisis response strategies to the reputational threat of a crisis if there is no conceptual connection between the two. Responsibility provides the conceptual link in SCCT.

The evaluation of the reputational threat (the situation) is largely a function of crisis responsibility. Responsibility requires accountability and the organization must answer for its actions (Weiner, 2006). The crisis response strategies are the organization' s answer. SCCT' s list of crisis response strategies is built around the perceived acceptance of responsibility for a crisis embodied in the response.

As crisis response strategies become more accommodative, show greater concern for victims, stakeholders perceive the organization as taking greater responsibility for the crisis (Coombs and Holladay, 2004, 2005).

Participant 1 and 3 cited some crisis the organization had been faced with. It is also crucial to recognize that for development agencies, what might pose as a crisis issue for the same agency in a country might differ from the other.

Clearly seen in the Comprehensive Sexual Reproductive policy that UNFPA intended to roll out with the Ghana Educations Service.

According to Participant 1, this crisis had a huge opportunity to damage and ruin UNFPA good reputation and good will with citizens in Ghana. “So, this was something we agreed with. With Ghana Education Service. I mean, this thing has been there. I remember when I was growing up, they used to teach us. And I remember that during my time. It was known as Family Life Education. But I remember that during my time, it was a bit scattered there. There were times you found it in science class, there were times you found a find home science. You know, it was scattered. So, all we did with Ghana Education Service was to try and bring them together. Right? And get a guideline for it. So that when a teacher in a primary is teaching me that teacher has the same method and everything like any other. Basically, this was how the whole thing was going to be done. Somehow, somehow, it came out and it was messed up with something else. And the crisis came. And you UNFPA were all over the news. And I quite remember you remember it. It had to be managed. And it was managed, as simple as that. You know, so for the crisis, we do get it every day. But the most important thing is for you to sit back and manage it. So, we use all techniques to manage it. And I tell you this is where communication is very, very important.”

(Participant 1)

SCCT holds that communication affects people's perceptions in a crisis. The words used and action taken by management affect how people perceive the organization and / or the crisis. In turn, those perceptions shape evaluations of the organizational reputation as well as stakeholders' emotional response toward and future interactions with the organization ( Nerb and Spada, 1997).

Regarding the reputation of the organization during crisis, participant 1 pointed out that "...For us, it impacted the organization positively this was due to the strategic communications we rolled phase. out during that. I keep saying I wish it will be becoming often because people who didn't even understand the work we do, because it gave us the opportunity to explain what we do as an organization. It gave us the opportunity to of course, there are those who always would have formed their minds about you anyway.

Participant 2 indicated that there have been issues upon issues. "...*One I can readily remember is one that happened in somewhere 2018 When there was news circulating that UNDP had built some flats for its staff. Of course, that was not consistent with the values of UNDP. So we had to quickly issue, a rejoinder to set the record straight. What I can say is that even though it wasn't a crisis, it was an issue, but had we not managed it the way we did, it would have escalated into crisis. So we have not faced crisis. But I think that particular issue had potential, it had the potential to be too big to become a full-blown crisis. But thankfully, it was well managed at the initial stages. And so it was resolved.* (Participant 2 , Interview 2021)

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.

No matter what happened, from responses gathered, we see that it is not reasonable to form an unfavorable impression of a firm unless that company is believed to be responsible for that act.

Furthermore, if nothing happened - or if what did happen is not considered offensive - then the company's image is not threatened. Importantly, a salient audience (or audiences) must be thought to disapprove of the act.

Second, for both conditions, perceptions are more important than reality. The important point is not whether the organisation in fact is responsible for the offensive act, but whether the firm is thought to be responsible for it by the relevant audience. Of course, if the firm is not really to blame for the offensive act, this can be an important component of its response. As long as the audience thinks the firm at fault, the image is at risk.

Similarly, the key question is not if the act was in fact offensive, but whether the act is believed by the relevant audience(s) to be heinous. Of course, if the act in question was not actually offensive, that can be an important part of its defense. But the most important question is whether the salient audience believes the act to be offensive.

Finally, corporations often address multiple audiences. For example, a business might face local citizens, governmental regulators, stockholders, employees, pressure groups, and politicians. Each audience potentially has diverse interests, concerns, and goals. The crisis communicator must identify the most important audience (or prioritize important audiences).

For Organizations (UNDP and UNFPA) under review, the researcher ascertains that strategies such as the use of traditional media, identification of spokes persons and crafting of key messages enabled the organisation to retain and in some interesting cases cited improved the image.

Some of the respondents admitted to use image restoration theory: denial, evasion of responsibility, reducing perceived offensiveness of the action (such as with compensation), corrective action, and mortification (confessing and begging forgiveness) to avert any reputational damages.

#### 4.3.4 Social media and Crisis management

*“Of course, social media remains a very viable option when it comes to responding to issues that is where all many of many of the target audience are based. In fact, let me add that it is a platform where these rumors and this fake news usually originate from so that's the best place to start to respond to such issues. So if someone is circulating on social media that the UNDP has built some zeros flats for stuff, you can't be responding to that one in a radio station”.* (Participant 2, Interview 2021)

Participant 3 also pointed out *“There are a lot of benefits it brings in terms of the ability to get information amended. It gives the opportunity for people to give you feedback.* (Participant 3, Interview 2021)

It helps you access the mood and tone of what is happening. There are some drawbacks as well, there's a possibility to get a narrow audience and narrow feedback of how people understand the issues”.

#### 4.3.5 Cultural Diversity

From the findings, crisis management in development agencies have some parameters that set its crisis management different from other organizations. That is cultural diversity. In strategic communication and public relations research, culture has mainly been interpreted as “national culture”. But culture is a much wider concept, focusing on different social systems of lifestyles, norms, values and ways of understanding the world. Basically, traditional societies are defined by a common cultural understanding while modern societies are defined by increasing cultural diversity.

Crisis team members should also examine their own cultures, worldviews, and biases, including how these may affect the provision of mental health services. For example, cultural issues such as communication (decision and way to communicate verbally and nonverbally), personal space (appropriateness of physical contact and proximity), social organization (the influences of family, kinships, tribes, and religious, political, and economic organizations), time (variability in interpretation and measurement), and environmental control (belief about external versus internal control) can affect responses to crisis (Athey & Moody-Williams, 2003; Sandoval & Lewis, 2002).

*“...Being able to coordinate across a very large scale because of it is international is very crucial when it comes to crisis management in development agencies. Culture differences is one of the major setback that needs to be well taking care of. Hence if you are going to create a crisis management response or plan, you are supposed to have the flexibility to adjust to cultural differences. These are the 2 things that makes it different from other organizations. Audience might not be well defined. Coordination’s has to be well done” (Participant 3, Interview 2021)*

In this regard, (Athey & Moody-Williams, 2003) affirm this statement by Participant 3 by indicating that crisis teams should establish relationships with community resources, including trusted organizations, service providers, cultural and faith-based community leaders, multicultural television stations, radio stations, and newspapers.

#### 4.4 Chapter Summary

This section presented the results and discussed some underlying themes which pointed out the use and impact of strategic communications during crisis. This was done by examining findings from four participants from the specifies organizations: UNFPA and UNDP in addition to an expert.

## CHAPTER 5

### Summary, Conclusion and Suggestions

#### 5.0 Introduction

This chapter presents a summary of the key findings of this study and its limitations. It also presents conclusions for the study and makes recommendations. The chapter will endeavor to examine the use of strategic communication for organization reputation during crisis. A study of the United Nations Development (UNDP) Programme and United Nations Populations Fund (UNFPA). It will at the same time undertake to give a summary of the data analyzed, whilst laying emphasis on the study objectives to determine how communication is employed during the various stages of a crisis episode; as well as and the divert in deploying communications strategies in development organization during crisis.

#### 5.1 Summary

This study found that most development organization recognize the relevance of strategic communication during crisis. This is evident from the responses gathered as respondent affirmed how communication has helped the organization when it faced crisis.

The study also revealed the relevance of developing crisis management plans. For development organization, this study shows that it is rather mandatory to have crisis management plans instituted and this is synchronized into a global spectrum due to its multinational attributes.

The study also revealed a dynamism in preparing crisis management plans in development agencies. It recognized the value of cultural diversity where the was a strong advocate to leave room to accommodate culture dynamics. This came out very strong in all the responses.

It was revealed that, indeed crisis affect reputation of organizations, but the use of an already robust crisis management plan with a good integration of communication has a maximum potential of turning things around. Organizations were able to amass a lot of visibility their work as a result of how the crisis was effectively managed.

The findings also indicated

## 5.2 Conclusions

This study sought to examine the use of strategic communication for organization image during crisis. A study of the United Nations Development (UNDP) Programme and United Nations Populations Fund (UNFPA). It revealed that organizations must be able to predict and or anticipate crisis situations. It is also essential for organization to develop crisis communication plans to counter the same in the event a crisis should occur thus leading to crisis preparedness. It further interrogated how effective strategic crisis communication has been employed within the organizations and what channels of communication have been employed and how this has impacted on the organizations reputation during times of crisis.

This project explored the different forms of communication that are and can be used to mitigate crises for example, through use of the traditional media as a communication guide, internet, social media, newspapers, emails and how they can help thei3ww3sr successful application by providing the publics“ with a ready resource of information to understand a crisis situation; and by creating a way to sharing critical, timely information in the shortest time possible to stakeholders, crisis managers and communicators. On the same breath, Holmes (2011) asserts that poor communication practices can hinder an organizations mode of crisis communication through

spread of untruths at rapid speed for example, via unethical media practices as well as social media malpractices.

The importance of communication in crisis management was emphasized. Crisis is inevitable, it is not something that we can predict but the development organizations need to be prepared in the event it does occur. Communication therefore is the glue that binds everyone in the organizations, it is therefore important for crisis mitigation. The general overview by the respondents is that the development organizations already have a systematic crisis management plan but should also engage the media more proactively and be alive to the fact that it is necessary to involve the media in crisis episodes. Communication stems rumor-mongering. All communication structures need to be employed during a crisis at short notice to work for the benefit of the organization.

The findings show therefore, that the development organizations like UNDP and UNFPA are able to contain a crisis on time without it escalating as well as be able to draw from and learn from its past experiences. The findings also expose culture diversity integration into crisis management plans as one of the critical keys to protect and improve the reputation of these agencies.

Meanwhile, crisis is seen in this study to strengthen organizations and help it stay prepared for any and every eventuality as it paves way for the crisis management team who then become visionary by anticipating crisis and providing guidelines that would help ease a crisis when it occurs. When an organization attempts to focus its crisis management plan on protecting its reputation, it has a high potential of rather destroying it as the response will be one sided focus.

Also, if organizations let things follow their own course it may ruin its reputation in the face of the public. Rather, it is best for organizations to use the four phases of crisis responds to address crisis,

that is when its reputation will stay protected and even get more improvement. It is not always possible to anticipate a crisis so when confronted with one it presents challenges.

A crisis need not be student related, for instance in Kikuyu campus last year, the explosion in the halls of residence caught staff and students unawares but management took it upon itself to inform the public through regular updates of what was happening and this was well received by the stakeholders as they appreciated the flow of information. Outcomes enable the institution to safeguard its image. Without proper mitigation mechanisms the institution can face irreparable damage to the institution. They also help to counter the negative perception of untruths in the public domain by putting things into perspective. They at the same time ensure people are aware of what is happening in the institution.

### 5.3 Recommendation

#### 5.3.1 Recommendation for Policy and Practice

Based on the findings it emerged that the best practices for crisis preparedness is to be able to anticipate as much as possible what is likely to happen and device ways or formulate guidelines which may be used when confronted with a crisis to contain the situation with ease and in the shortest time possible. By having a laid down procedure or guideline which could be used as a reference point during a crisis would be something that ought to be thought about and implemented. This would therefore mean that there would have to be a crisis management team in place charged with that responsibility. This team would virtually be ready and prepared at all times for any eventuality by planning ahead to counter crisis episodes. In organizations with a good PR team, they are charged with thinking about what will happen by carrying out media monitoring which helps in informing the organisation of a problem.

It also emerged that the majority respondents were aware about the existence of a Crisis Management Plan in mitigating crisis. It however, was evident from the key respondents that there is a structured crisis management plan, the two development organizations had an already established system addresses crisis when it occurs. It therefore was proposed that the development organisation should widen up the crisis management plan to integrate cultural diversity.

It was very revealing to view, organizations recognize the relevance of identifying a spokesperson, who comprise the crisis management team of the organisation.

It also emerged that the PR office was adequately utilized because it was an integral part of any organization, especially in times of crisis. This statement lends credit to the fact that the PR office and or the Corporate Affairs office in many development organizations are charged with the responsibility of dealing with and diffusing a crisis when it occurs and this they do in close consultation with management.

The study sample affirmed that the PR office when more visible in matters pertaining to public relations, crisis management matters, will help the reputation of the organisation.

During a crisis situation it is important to involve the media because the media is a powerful medium of communication. It is important to stay in touch and update the media of the situation at hand so that they can communicate the same to the stakeholders internal and external alike. Failure to do so opens avenues of media speculation, leading to misreporting and in the process fueling the crisis further.

### 5.3.2 Recommendation for further research

The study revealed from the data collected that the existing channels and platforms of communication were not too bad but could be improved and enhanced in order for them to become more effective. It was noteworthy to state that the communication policy had been implemented. A proposal to utilize more social media to keep people being informed of issues as they unfold. However, the information would need to be censored so that only what needs to get out to the public domain does whereas the rest is retained.

Another challenge cited that would need to be addressed was bureaucratic nature of some of the development organisation system. It was also evident that because, things are coordinated globally, usually implementing crisis management plans delay to an extent.

However, since a crisis should be anticipated before it actually happens; as opposed to the organizations managing it as it happens. Stakeholders have to prepare themselves psychologically for any eventuality.

This of course requires a team that has no self-interest and is well trained on issues pertaining to communication. Hence an effective communication plan as well a crisis management team are key for any organisation.

The research employed the use of qualitative, but the researcher recommends that, this research is further explored using mixed methods in addition to content analysis in order to ascertain feedback from a wider population.

#### 5.4 Limitations of the Study

The researchers resorted to using only the interview as their tool for data collection. Again, due to the compressed schedules of participant and the rise in COVID-19 cases, out of the four participants only one could afford a face to face interviews, the rest were phone interviews.

Although convenient, this was a limitation because the researcher was only able to obtain the answers to the questions asked but could not obtain additional data from the body language of the interviewee and the nature of the office.

Also, the findings cannot be generalized to a larger population because of the research design and sample size.

## Chapter 6

### Appendix

This section contains the interview guide and the transcriptions of the interview conducted.

#### 6.1 Interview Guide for the study.

Introduction: My name is Priscilla Mawuena Adjeidu, a graduate student from the Ghana Institute of Journalism. I would like to ask you to assist me in understanding this phenomenon by answering a few questions. My research topic is "*Examining the use of strategic communication in corporate image during crisis. A study of the United Nations Development (UNDP) Programme and United Nations Populations Fund (UNFPA)*". To further explain, I want to examine how communications has been used strategically during crisis period for the image of the organisation.

I hope to use this information to help arrive at some conclusions regarding my study. The interview should take about 20 minutes of your time and every information given will be confidential. Are you available to respond to some questions at this time?

#### **A. Crisis**

1. How has your organisation been faced it any crisis and how was it managed?
2. *How has it affected your organisation?*

#### **B. Crisis Management**

1. In your opinion do you think it is important for organizations to have a Crisis Management Plans? Explain
2. Does the organisation have a Crisis Management Team in place?
3. How is crisis management practiced in development organizations?

4. What are the challenges that affect the effective implementation of a crisis management plan in your organisation?

### ***C. Crisis Communications***

1. What are the channels and or platforms of communication you use to mitigate crisis situations?
2. In your opinion, do you think communication is important during crisis mitigation? Explain
3. Are the message design and message timing being necessary in crisis aversion?
4. Do you think the existing communication channels are effective in crisis aversion? How do you deal with the media during crisis situations?
5. How does the use of social media project brand reputation during the stages of crisis management at UNDP and UNFPA?
6. How have your organizations employed the use of communications during crisis?
7. Why are certain strategies deployed during crisis?

### ***D. Reputation***

1. In your opinion, do you think the development organisation is prepared at all times to mitigate crisis episodes?
2. How have communications impacted the image of your organisation?
3. In your opinion, what are the best practices for crisis preparedness?
4. Do you think Communication has had any impact on your brand image during crisis?
5. How does strategic communication impact the image of your organisation?

## **Closing**

I appreciate the time you took for this interview. Is there anything else you think would be helpful for me during the research? Thank you so much for your time.

## 6.2 Transcribed Interviews (Raw Data)

**Interviewer:** So, my name is Priscilla Mawuena Adjeidu, a graduate student at the Ghana Institute of Journalism. Kindly assist me in understanding a phenomenon by answering a few questions. My research topic is examining the use of strategic communication for organization image during crisis. My focus areas are United Nations Development (UNDP) Programme and United Nations Populations Fund (UNFPA). To further explain I would want to examine how Communications has been used strategically during any crisis period faced and how it has built your image over time. I hope to use this information to help arrive at some conclusions regarding my study. And the interview will take 20 minutes of your time and every information given will be confidential. Are you available to respond to your question?

**Participant 1:** I think you choose because you know that we are a youth-oriented organization. Like being a young person yourself, there is no way we would say no to you. Knowing that this is very critical to your career, and your own development as a young person. Definitely, yes.

**Interviewer**

Thank you. Thank you so much. So the very first question I would want to know is Has UNFPA faced any crisis and how was it managed,

**Participant 1:** We face Crisis day in day out. Particularly when you look at our mission, UNFPA, delivers in a world where every pregnancy is wanted. So when we talk about every pregnancy being wanted, why would we not face Crisis in communicating this all important mission? UNFPA talks about every childbirth been safe. Why would you not face Crisis when talking about this important thing. And we also talk about every young person's potential fulfilled. So this is a huge mission. We deliver in a world where every pregnancy is safe. Every pregnancy is wanted every

child baby safe. And every young person potential fulfilled. That's our mission, a huge one. So in trying to achieve this mission, you will definitely encounter crisis in getting people to understand this mission and vision. Because a vision understood, I mean, you have to share that vision with people to definitely create crisis. So, it is how you communicate this. That is what would get people to understand it's and move with you. And so as for the crisis, we get it on daily basis, but it is how it is managed. That is the problem. That is the success of it, or the failure of it. So yes, this is I mean, the mission as an organization, we do crap gets crisis every day. It is how that crisis is managed, and or not managed.

**Interviewer:** How have you managed any crisis you've been faced?

**Participant 1:** It's not been an easy thing. I've just told you; we have a mission. And so, for any mission to be achieved, you have to clear the road, that is you have to chat a path. So, this is a broad thing. So, and don't forget, we are just one organization, one UN organization as UNFPA and we deliver in this broader one of the entire UN and the entire UN we have a broader goal, which is the sustainable development goals. So, we contribute this little thing into a broader basket, right. So you have to be strategic. So how do we contribute to the broader goal? So, we have to check our path, and in chattering this path, we have some results. So, we believe that in delivering on these results, which we call the three transformative results, then would have been contributing to the broader Sustainable Development Goals. So, these three transformative results if you are in delivering in the country, where you are, assist the people, or the government and the people to achieve zero, maternal death, zero, unmet need for family planning, and zero sexual and gender-based violence and harmful practices. Now, with these three things, you realize that they are controversial issues, right. So, I'll just give you an example. In talking about zero unmet need for maternal, talking about zero sexual and gender-based violence, you have to get young people to

understand it, you have to get children to understand it. So the issue of letting children understand the fact that if someone, particularly not even just the girls, both boys and girls, that if an offer, I'm just giving you an example, if an older man is trying to put his penis, excuse my language, this is what we do every day. If an older man is trying to put his penis into you, a six-year-old, into your vagina that's abusing you. It's an abuse. So, you have to report it. You have to teach that child so that that little child is aware. If it happens, she can be very comfortable, even if it's in their home. And then and an older brother is trying to do that, she should be comfortable to tell you the mother. Right? Yeah. It's something we call comprehensive Sexuality Education is part of it CSE.

**Participant 1:** So, this was something we agreed with. With Ghana Education Service. I mean, this thing has been there. I remember when I was growing up, they used to teach us. And I remember that during my time. It was known as Family Life Education. But I remember that during my time, it was a bit scattered there. There were times you found it in science class, there were times you found a find home science. You know, it was scattered. So, all we did with Ghana Education Service was to try and bring them together. Right? And get a guideline for it. So that when a teacher in a primary is teaching me that teacher has the same method and everything like any other. Basically, this was how the whole thing was going to be done. Somehow, somehow, it came out and it was messed up with something else. And the crisis came. And you UNFPA were all over the news. And I quite remember you remember it. It had to be managed. And it was managed, as simple as that. You know, so for the crisis, we do get it every day. But the most important thing is for you to sit back and manage it. So, we use all techniques to manage it. And I tell you this is where communication is very, very important. And I keep telling all my colleagues in programs, that look, you can have very beautiful programs and everything. But if your communication is not strong, if your communication is not apt, then forget it. And anytime I'm

talking about communication, I liken it to political things. And I tell them that, look, you can have the best, political, whatever. But if your communications is not active, you lose your election. So you always have to get your communications, right. You know, so I always do that search is development communications, such as communications, of programs in the UN, you always have to get your communications apt. So I've always told colleagues also that we have moved from a situation where people just likened communications to that straight jacket. .

**Interviewer:** Thanks so much. I think he really, really broadened the scope. And then the understanding, looking at how UNFPA got affected by the CSE crisis, do you think affected your image in any way?

**Participants 1:** No, no, it's rather, it's rather, I don't know, it's rather broadened our reach.

**Interviewer :** Tell us how?

**Participants 1:** For me, I keep saying I wish it will be becoming often because people who didn't even understand the work we do, because it gave us the opportunity to explain what we do as an organization. It gave us the opportunity to of course, there are those who always would have formed their minds about you anyway. But such is life, you wouldn't get people who would always like you as a human being 100% or otherwise, I mean, then you are not a human being. So yes, the few that wouldn't like us, yes, let them be there. But it gave us the opportunity to explain what we do. I've just told you of our transformative groups. This is an organization that is talking about women not dying, whilst giving life. If your mother was giving life to you, and that, would you have been me? Can you imagine the women who died while giving life? Can you imagine the number of people who grew up knowing that their mothers died, while giving life to them? This is an organization that advocates for that, that supports the Government of Ghana, through Ministry

of Health, Drew Ghana Health Service, through NGOs, to ensure that we put mechanisms, structures systems in place to ensure that that does not happen that as many women as possible that will survive, survive when they get pregnant. So, it gave us the opportunity to explain ourselves. It gave us the opportunity to explain ourselves that let women give birth to the number of children they feel their body can manage. Give them the opportunity to do that. I am here. I know how I feel today as DORIS. It's my body. Dr. Mark doesn't know how I feel Right, although he's my partner, but he doesn't know how I feel, I know how I feel. So, my body is my own. So, give me the opportunity to make my choice. Let me have a discussion with him. So that together we agreed for me to agree to the number of children that I can adequately because I am going to carry the baby. Yes. So, what is this about us? And then we also think that as an organization, let us have zero Let us all work together as a country to have zero domestic violence. What else? So it gave us the opportunity to explain our brand. And I tell you, for the years that I have worked with UNFPA, that crisis, give us the opportunity to explain ourselves better. So. Now, we can't even take requests, I think, for us to speak on platforms. We are overwhelmed. You know.

**Participant 1:** When crisis comes in, depends on how we're able to manage it depends on the techniques and the strategies that you are you use to communicate with people, you see, and this is where I keep saying that every organization, no matter how small it is, should pay critical attention to communication, and make communication, part and parcel of the organization, no matter how tiny the organization is.

**Interviewer :** Awesome. So then, just from the strategies you mentioned, what are the some of the strategies you rolled out during that period? What's the kind of the communication strategies that was rolled out to turn the issue to your advantage?

**Participant 1:** Okay, so, issue number one, you have to designate spokespersons. You see, the fact that we have technical people, doesn't mean they are good communicators. They are technical people, but they might not be good communicators. Right? They know that XYZ is on paper, but how to explain that XYZ could be something else. Okay. So as an organization, you have to first get your facts, right, and then select people who would respond to the issues. That's why, too, you also have to get the facts down. And you don't respond to everything that comes up. I'm just telling you some of the practical, I am not going to tell you that this is what the book says. I'm just telling you some of the practical things that we did. So yes, this one is saying this, this one is saying that no, we are not saying this. We are just we're just bringing out facts. And we kept hammering on what we do as an organization. So, they are coming in, they're saying this is what you This is this, this is and we kept saying this is what we do. This is what we do as an organization. They said you have done this. We said no, we haven't done this. We did XYZ and you see the U N. Our role as a U N in Ghana is to support the government and the people of Ghana, right. So, there was nothing that we did as a U N organization or as well as be without the government of Ghana, right. And so, this particular guideline that they were talking about, we did it together with the Ghana Education Service. It is right through the curriculum. We did it together with it. So even with this, what we did was we allowed NACCA to also be explaining whatever. And I remember at that time, , some of the people that we dealt with they had left. And so, what we did was we tried getting them so that they will get the facts, right. So, we got them, they came back. And they were also given technical assistance to those who were, then there. And so virtually, because we're now giving them the mission, which is the real facts, you know, and we were also really using the media and giving the immediate effect, because you see the media are those who give them the information, if the wrong information, once they provide them, don't send out the wrong

information. So I remember those these people provided some information, and then we would also send them the evidence with real one. So, you give the media the evidence. Remember, I'm telling you, we support the Government of Ghana. So, there is nothing we will do outside the government of Ghana. So whatever the government is doing is what we support. So, if at the end of the day, the government is saying that this is my stance on the thing, why should we go outside the President's decree? And so those were some of the strategies that we used because there are rules. And we're trying we I mean; we try as much as possible to follow the rules. And between all these strategies, and it worked.

**Interviewer:** Impressive, that to say that those already exists and crisis management plan before the crisis?

**Participant 1:** Well, that's one good thing about us once on a yearly basis, you know, you put in plans. You know, once you have your own plans, you also put in what we call the crisis management plan. It's always there. In case this happens, what do you do in give this happen? What do you do? As I tell you next week, you see, Dr. Claudia coming around, you know, on Anwar basis, there is flooding in the north. So can you put in contingency plan? So you see, last boot case, it happens support not moving this? You know, we always do that? Because you always have to plan in case something happens.

**Interviewer:** How did social media help with this particular crisis?

**Participant 1:** Social media helped a lot. I told you how we as young people's potential. So we deal with a lot of young people. So, in our clients, we also deal with a lot of young people. So even in this crisis management thing. A lot of the things we try to also explain our situation to the young people, so that they don't, I listen to what other people will be telling them because they believe in

whatever we tell them. So, you don't allow people to, to tell them what we don't believe in. Right. So and we reach young people through the social media. That's the language young people we're not going to be reading the billions of things in graphical. So they go on Geeta, what is UNFCC or so you have to so we go we have our Twitter chat. We do our Instagram Live with Do a little thing with them. So yes, when we are doing this, we have all these things with that. We have what we call our orange multimedia. And I think I have to give a lot of credits to our current UNFPA representative. I think it's because he's representative, because he's full of idea. We use this orange multimedia to think through as to how to get young people to do things, you will realize that a couple of times after all, they are enjoying these conversations. Our strategy has been giving the young people the opportunity to fully maximization potential and at the end of the day they share our message online when crisis arises.

**Interviewer:** Thank you so much. So, thank you, mommy, finally, appreciates your time for this interview, I'm super grateful. You gave me lots of nuggets that I won't forget, especially in managing crisis as one of my key interests in communication. And then I would want to know if there's anything else you would you think would be helpful in my research ?

**Participant 1:** I think this is an interesting topic and looking forward to seeing the final output.

**Interviewer:** God bless you, mummy. You're such a blessing.

Participant 2

**Interviewer :** Thank you for opting to grant me this interview. My name is Priscilla Mawuena Adjeidu, A final year students of the Ghana Institute of Journalism, I would like you actually, to assist me in understanding a phenomenon by answering a few questions. My research topic is examining the use of strategic communication in building an organization's image during crisis. To further explain, I want to examine how communication has been strategically used during crisis period to for the image of the organization. I hope to use this information to help arrive at some confusion regarding my statement, the interview should take about 20 minutes of your time. And all information given will be confidential, are you available to respond to questions at this time.

**Participant 2:** Yes, I am available.

**Interviewer:** Thank you very much. Before we begin, can you please tell me a bit about UNDP

**Participant 2:** Okay, so I am Ibrahim Suhuyini. I am a communications officer at UNDP where I provide strategic communication support to UNDP, Ghana, including reputation management, in the efforts to accelerate the attainment of the SDGs in Ghana.

**Interviewer:** Has UNDP been faced with any crisis? and how was it managed?

**Participant 2:** UNDP in Ghana hasn't faced any issues over the years. I mean, we must face any crisis. Of course, there have been issues upon issues. One I can readily remember is one that happened in somewhere 2018 When there was news circulating that UNDP had built some flats for its staff. Of course, that was not consistent with the values of UNDP. So we had to quickly issue, a rejoinder to set the record straight. What I can say is that even though it wasn't a crisis, it was an issue, but had we not managed it the way we did, it would have escalated into crisis. So we have not faced crisis. But I think that particular issue had potential, it had the potential to be too

big to become a full-blown crisis. But thankfully, it was well managed at the initial stages. And so it was resolved.

**Interviewer:** How has it affected your organization? So, did you have to organization in any way?

**Participant 2:** Well, of course I mean, once you have an issue, especially at the initial stage, it's has an impact on your image because the people are portraying that kind of organization that is so self-centered instead of trying to see how they can help eradicate poverty they are rather the nice plus, for the staff. Of course, these are things that understandably affects or influence people's perception about the organization. But like I said, once it was managed and the explanations were given out using various tools, communications tools, we were able to overcome it.

**Interviewer:** Awesome. So, it means in your opinion, you think it is very relevant for organizations to have a crisis management plan?

**Participant 2:** It is absolutely necessary for you to have a low crisis management plan because the way we manage the issue, if we didn't have a crisis management plan, you would have blown the issue of blown into a full-blown crisis. So, I think it is important to be prepared for any eventuality, because you cannot say you are immune to crisis, everyone is susceptible to crisis. So, what is important is for you to get yourself a ready. And in getting yourself ready, you need to have a crisis management, and response plan. So, I think it is absolutely necessary. Regardless your field your setup, you need to have one in place, just so that you'll be prepared for any eventuality.

**Interviewer:** We have set crisis management plan in place.

**Participant 2:** Of course, we have we do have crisis management plans in place, but we have a planning a plan that is updated regularly, despite the fact that we are not having we are not faced

facing crisis, but we have it in place and we keep updated because you have no idea when crisis will hit. That is why it is crisis it is unexpected to the most important the best we can do in anticipation of crisis is to get our plan and our management plan ready and that is what we do. So, we keep updating it as and when we deem fit.

**Interviewer:** That's good to know. And if you can help us to know how, crisis management plan is tracked and how it used in the organization?

**Participant 2:** Well, like I said, fortunately for us, we have not we've not had that we must we've not got into a situation where we need to use our plan or our crisis management strategy. But like I said, we do run demos we do these demonstrations, just in case we hit them we are prepared. So we've not really implemented one before because we've not like I said, we've not faced a major, major crisis. But it is something we consistently update, and we sometimes test it because when you have it and you don't test it you will not be you can't determine how ready you are or how effective you will be when you when you face Crisis. So we do sometimes organize small demonstrations just so that we can we can test our readiness levels for any crisis.

**Interviewer:** Thank you very much. . What other channels or platforms, communication, you use you to gauge crisis situation, even with voice relation about by failing in the beginning, what are some of the channels or platform you use location to address issues?

**Participants 2:** What so that's largely determined by the key actors in the crisis or if they are victims, the victims in this case, when to determine the channels. If we are talking about stakeholders, the stakeholders involved in the crisis will determine the channels we use but of course we have the main channels. That's obvious. So everyone's social media is one. So for example, the 2018 one, one of the things we did was circulate the our statements on various social

media pages so that social media platform so that people will have a fair idea of what the true facts are on the ground. But of course we also engage traditional media to amplify our voices when we are responding to such issues. We use both TV radio and prints. The Our website is also I mean, of course the digital too. That form is one of the places that we one of the channels that we use to reach audience, but critically, because of the involvement, and then the kind of stakeholders we deal with. Sometimes it goes beyond just the channels, it goes beyond just a normal social media, the traditional media, to even interpersonal engagement. If the crisis involves a government agency or a state official or other individuals, we can involve them, we can engage them in conversations, we can have interpersonal compositions, so interpersonal conversations, social media, digital platforms, traditional media, or channels that we use, depending on the issue. So our, the actors in the crisis, or the artists within the crisis, largely will determine the kind of channels we use in addressing oil responded to the border crisis.

**Interviewer:** Very well. Now, also to balance all that you just mentioned. Any message designed, message time using message or message timely, unnecessary will were necessary in mitigating the issue experience.

**Participant 2:** of course, when you have an issue or when you have crisis, you're as they say, they say theme, I mean, they said particular message that is underpinning the crisis. So, it is important to design your messages that in the end will connect back to the main issue or to the main theme. So, if you have three key messages, all your three key messages should be responding to the overall theme, because there is a mindset you want to change or there is a perception you want to change, and that perception cannot be changed if your messages are not interconnected and are not feeding into the ultimate theme of the crisis. So, it is important to have your key messages that key messages will inform any other thing you do, whether you are reading social media posts, whether

you are doing interpersonal engagement, whether you are issuing a press release to the traditional media for publications or even whether you are publishing something on your on your on your digital platforms or your website, it is important that you have messages that will guide and in cases where you are having more useful spaces, which is also very important, because in times of crisis unit spokesperson has to be at the forefront in in responding to the issues. So if you want to have spokespersons who will be very effective, that is important you prepare them alone, the key messages that you want to put across so key messages or messaging is central to crisis management.

**Interviewer:** Awesome. What are some of the strategic messages rolled out during your issue management?

**Participant 2:** So, for us, it's me, crisis management is also a time to reinforce your image and your reputation. So, we emphasize on the fact that we are for course, we are focused on the on helping Ghana to accelerate sustainable development in the country. We emphasize on the fact that we are a group of self-selfless people who are only interested in transforming the lives of others, we highlighted some of the things that we have been able to do so far. So for empaths because if people think you are self-serving, and you are just ready luxury was ignored, if you are supposed to be saving, that is important. You draw their attention of the general public to the specific things you have done that is working for people out there. So these were some of the things we highlighted. And of course, we reiterated that those publications were false, and that we didn't have any of such facilities available. But of course key is the fact that we remain for costs, and we continue to support the Government and people of that not to bring development to the doorsteps of everyone.

**Interviewer:** Okay, so to the next question, do you think that existing communication channels are effective and crisis arbitration? And in this case, I'm referring to media, how does UNDP inculcate traditional media during crisis situation, or even issues situations.

**Participant 2:** Traditional media is indispensable, because remember, in Africa, we are still lagging behind in terms of internet connectivity. So the digital divide is wide. So, if you have issues or if you have crisis that you want to respond to, you cannot respond with the hope that your social media channels or your digital channels, I enough to reach your target or the oil your target audience. So traditional media remains a very crucial channel that is used or that can be used in crisis management. So it is important that we continue to build the relationships with such media outlets, so that in the end, we take a look at some of the channels, they have very wider coverage. In fact, people watch, for example, people watch GTV in some places that there is no no network internet network, or there is no mobile network for them to even connect to the internet. So how do you reach people in terms of crisis? How do you bring hope? Or how do you reassure such people of your brand and your reputation? And then your your mission to transform that? How do you give them that reassurance, the best place to go is the media is the traditional media. So traditional media is not something we can do away with the fact the digital divide is still wide, we still have a long way to go. And the best way to ensure that everyone who needs to hear your message, or anyone who needs to be targeted during crisis, the best way to target all of them is to combine these various outlets, including traditional media.

**Interviewer:** Okay, thanks so much, how social media has amplify your message, messages during crisis.

**Participant 2:** Of course, social media remains a very viable option when it comes to responding to issues that is where all many of many of the target audience are based. In fact, let me add that it

is a platform where these rumors and these fake news usually originate from so that's the best place to start to respond to such issues. So if someone is circulating on social media that the UNDP has built some zeros flats for stuff, you can't be responding to that one in a radio station somewhere, it is important to respond to that one on social media because that is the only way you can reach many of those who have who have seen that robot. So, social media remains a very key one that we we deploy. The good thing is that we have a large following we have a large standing following on social media. So it is always important that you reach out to them face because remember, when they hear they might also carry the message across and in in the era of N media, social media is the best place for you to end media for you to publish your things get publicity without even paying for it. So, it is important that we continue to use social media and social media to continue to play a very important role in crisis management plans.

**Participant 2:** one so our you know in crisis management is it has become almost the becoming norm that in responding the very first thing we do is issue a press statement or a press release. And for us social media is usually the first point of call so we issued a press release while sending it to traditional media. We also publish it on our social media because that is the case we remember what you say to traditional media someone they say gatekeeper someone else or look at someone else's story or someone else probably it goes through some bureaucracies. But if you are using your social media, click of a button you are born and report actually because of the ability to obtain feedback from audio From from the public to social media, it makes it much much easier and effective in responding to each. So for us social media is usually first when we're in at any point in time wherever we do whatever we are sending to traditional media, whatever we are putting on our website, whatever we do everything at the same time goes to social media, because we feel that that is the most direct which to our audience. Awesome.

**Interviewer:** Thank you so much. So, the final lap of our interview and then we are done. I am very excited when someone said someone.

**Participant 2:** it's it's an undeniable fact that crisis has an adverse effect on an image of an organization. So, in your opinion, jeeping organization generally are prepared at all times, especially development organizations like UNDP are prepared at all times to meet mitigate crisis episodes for markets and its image. There are so many organizations that are also preparing costs in the development and rebooting because they are not in profit making all these they think they cannot they are immune to crisis. So I think a lot of organizations are not prepared. Or of course, we're as we keep engaging among us, as we keep engaging within our community within our network, we keep advancing each other that they need to have a crisis plan in place so that when the unexpected happens, you will be in a very good position to respond. But I do know that a lot of the organizations do not have any simply because people do not people think they are not, they are immune, they don't think crisis is something that should be on their mind. They have in their development, when they have a problem, they think does all this, they have nothing to fear, fear for I have, like I said, within our network, we encourage people to do that, to have a plan in place.

**Interviewer**

Thank you so much for that sunsets, and I'm really grateful. So how have communications impacted your organization? How do you think as a particular organization, and judging from the issue nation, how it's affected the brand name portraying?

**Participant 2**

what So, if there's crisis above issues, who else can respond? Nobody. So communications is the is the face of the organization to the issue we face if communications wasn't productive, it means

they would have really affected our brand or our reputation. So communications continue play a very important role. It is our face in times of crisis communications is our mouthpiece if our communications even if our our SDR representative, when they speak somewhere it is the responsibility of the communications team to prepare him or her. So she can or he can respond to the issues adequately. So, the reputation of UNDP remains intact to date, because of the work that our communications did and continue to do to protect the image of the organization. Excellent so.

### **Interviewer**

So saying that why Your main piece stations, that during crisis period

### **Participant 2**

where our resident representative who is the head of the Office is the head of office or is our our head is the topmost spokesperson. When it comes to crisis, she's the face of our organization, then followed by our deputy Resident Representative, who is the Deputy deputy country director. These are people who are at the forefront responding to crisis because they are the leaders. And of course, the communications analysts who is the Head of Communications. These three are the key spokesperson, but of course, dependent on the issue or dependent on the crisis at hand. Some of the incidents can be technical issues to indicate if it is an issue that is related to enrollment with this method. Gov. Economics, then, now, Deming, who also is a US a spokesperson, so usually some of our senior management's will join these three, these three spokespersons as purchasers of the web, but of course, no one speaks without guidance from the Resident Representative. So, our crisis management plan is quite clear. The Resident Representative, the deputy representative, the communications analyst, and a senior management member, obviously, dependent on the expertise needed to respond to the crisis.

**Interviewer**

Awesome. Thanks so much. So, last few questions. You know, what are the best practices for crisis prepared, prepared? Preparedness?

**Participant 2**

Well, the best part is that you first of all, you know, the dynamics in your field, so that you can actually split the potential crisis might face because if you will not have a crisis plan. So you should anticipate you should understand what your full, very aware and anticipate what are the crises that will befall us in the time, that would form a crisis you need to have in place. And the third one is, so you first of all, you need to understand your environment to know the economic crisis that are likely to hit, then you develop a plan. And then the third thing is to update it regularly. Because it's supposed to be a living document, your crisis plan is supposed to be a living document that is updated regularly, depending on the circumstances. So it is important, keep changing, and then updating to ensure that when crisis is like the best as possible.

**Interviewer**

Awesome, this is beautiful. Thank you so much as a developer, it is what it is, what are some of the crisis locks?

**Participant 2**

Well, of course, just just like any other organization, sexual harassment is one thing that we are very particular about. And also, you know, we work mostly with domestic wood. So you have to be careful because you might be caught in the web of politics, because we deal with who is something that we sometimes also answered and because for peacebuilding, nature of

peacebuilding, the peace building portfolio, we have, you ask you sometimes anticipate that sometimes, conflict might erupt, and people think that you have a hand in it, probably because you have engaged at one party or the other in the mediation and negotiation. So these are things we anticipate, and we usually try to, as much as possible, draft our plans along those lines so that when crises do come, we can mitigate the impact. But of course, the most important thing is to prevent them from happening so that we don't have to mitigate. But we also do put in place planners to mitigate those crisis.

### **Interviewer**

Thank you so much. Final question as an expert in communication. Can you please tell us maybe what strategic communication is and how Strategic communication has been used by UNDP so far? 50 and more years have been in Ghana, to build it brand to build it in age during crisis.

### **Participant 2**

For crisis, I repeat, we have not been involved in crisis but our work speaks for us. Our work is the reason we we have the reputation we have we have been added. We have always supported the people we have, always to me, the people of Ghana, we have always to the Government of Ghana, to tackle the very issues that are affecting the lives of people. So for us, our work is there for everyone. Want to see? We are aware an agile organization control phase, helping government to create sustainable development solutions to tackle various issues that are affecting the people. So our the work we do, honestly, and really, it's what speaks for us is what we saw. It's that is why our petition, we have built that trust and respect, both within governments, Ghana, Ghana has had the opportunity to 10 different governments. And we have had, we have enjoyed a very good

working relationship with every government. So we have built that kind of trust, and we have truly become a partner of choice.

### **Interviewer**

Wow, wow. Thanks so much. Appreciate your time, the family to progress in taking, then anything else you like you. Eating will be helpful for for me during the research.

### **Participant 2**

I think this is a good project. It's a good projects. If you get to speak to a lot more people, I'm sure you will gain insights. And I also think you should go online, we have various UN communication strategies, especially UNDP. You can look at some of those things online. We have the mother document that's available online that you can download and understand further. Our UNDP is utilized leverage in communications to enhance this reputation, and then they respond to practice.

### **Interviewer**

Thank you so much for your time. Thank you. Thank you. You're welcome.

### **Interview 3**

#### **Interviewer**

So, my name is Priscilla Mawuena Adjeidu, a graduate student at the Ghana Institute of Journalism. Kindly assist me in understanding a phenomenon by answering a few questions. My research topic is examining the use of strategic communication for organization image during crisis. My focus areas are United Nations Development (UNDP) Programme and United Nations Populations Fund (UNFPA). To further explain I would want to examine how Communications has been used strategically during any crisis period faced and how it has built your image over time. I hope to

use this information to help arrive at some conclusions regarding my study. And the interview will take 20 minutes of your time and every information given will be confidential. Are you available to respond to your question?

**Participant 3**

**Yes, that's fine**

**Interviewer**

So, one of the reasons I opted to speak to an expert aside the comms lead just to get a good understanding of how crisis communications are handled in a profitable agency and a development agency and to ascertain if the parameters are the same.

To start with have you ever worked in a development agency that has been faced with crisis before?

**Participant 3**

I have worked with the police for 20years. The police service in the UK is a public sector organisation. And with that we have dealt with a few crisis. This includes operational issues like the Manchester Arena bombings but also very reputational issues like something the organization did. Since 2 years ago, I have been in a fully-fledged PR agency.

**Interviewer**

Good feedback. Do you think it is important for organizations to have a crisis management plan and why?

**Participant 3**

Yes. It absolutely essential. Both operationally and the business wise. You need it because, if you have plans that is tested it allows you to have processes and systems to make decisions quickly and proactively to ensure reputation is well managed. Communication matters in entrusting confidence because, people will see a chaotic organization rather than calm, confident and measured one.

**Interviewer.**

Thank you so much. With what you are saying, it is very crucial for organizations to have crisis management plan in place in order to stay confident during crisis.

**Participant 3**

Right. I think you have seen from the pandemic; how important it is to have processes and plans and knowing how they work.

**Interviewer**

From your experience as a crisis management consultant, how is crisis management practiced in development organizations

**Participant.**

Being able to coordinate across a very large scale because of it is international. Another challenge is about culture differences. Hence if you are going to create a crisis management response or plan. You are supposed to have the flexibility to adjust to cultural differences. These are the 2 things that makes it different from other organizations. Audience might not be well defined. Coordination's has to be well done.

**Interviewer**

This is very revealing. I got the cultural diversity and coordination aspect; does it mean that when handling crisis it is going to take a different terrain, or the parameters are the same?

**Participant 3**

Yeah . It can mean taking a different approach in different locations. One of my key approach is understanding the impact on people. You need to identify who is most impacted. If you are looking at it from that perspective. They are going to be different. You need to look at what it means for the affected people. It also takes understanding that people are also different. This may take even a different operational response.

**Interviewer**

Okay, thank you so much, what are the challenges you think affect the effect implementation of crises management in organization

**Participant 3**

At the initial stage, it is important to accept that there truly is a crises and then you are able to put in a response.

**Interviewer**

Awesome, now we go to talk about crises communication, what are some of the channels or platforms that can be used to address crises situations?

**Participant 3**

If you are looking at channels, it can be anything, news media, social media. The most important thing is getting your message through, working with key stakeholders who can share your message is essential in getting your message through to the target group(s). You can equally produce

newsletters and other forms of paper copies. It is important when crises happen you focus your communication efforts on where the biggest impacts are.

**Interviewer**

Awesome, thank you, are you saying that communication is very important for crisis mitigation? I ask this question given the fact that when crises confront organizations, some of them turn to use legal expertise.

**Participant 3**

Communication is right at the forefront of managing a crisis. What must be done as a communication expert is to be able stand your ground when put against legal experts. One key thing if you are working with an organisation is to own the stand early. If you do that before a crisis happens then when you find yourself in the middle of a crisis you find a common ground that you and these legal experts both share to work towards the goal of getting through managing the crisis together.

**Interviewer**

Thank you so much, you practically answered two of my questions. I also want to know your thoughts on this, in the past, social media was not a tool used for crisis management etc., how do you think social media plays a role in crisis management in our digital world , to say that, what is the additional value it brings to crisis management?

**Participant 3**

There are a lot of benefits it brings in terms of the ability to get information amended. It gives the opportunity for people to give you feedback. It helps you access the mood and tone of what is

happening. There are some drawbacks as well, there's a possibility to get a narrow audience and narrow feedback of how people understand the issues. Hence it can be part of your crisis communication approach but does not have to be the main thing in itself. It also brings massive challenges as information may be falsified and inaccurate in some instances.

### **Interviewer**

Amazing, Thank you so much. I am very grateful for all the feedback, now let's move to the corporate image, but before, I wanted to find out if you can touch base on strategies that can be deployed during crises.

### **Participant 3**

If you get to recognize that something is happening, one of the things to do is what is called stealing thunder, you will go out to give as much information as possible to try and limit the damage. Another approach would be to drip feed information in a way that suits you in terms of what you are doing about the situation as well. One of the fundamentals in any form of crisis situation is to declare what you want to achieve from what you're doing. Preserving the life of people should be the essential element. The other strategy would be to affect the changing behavior, thus asking people to approach the crises in a slightly different way like we have saw during the early stages of the pandemic.

### **Interviewer**

Taking from what you just mentioned it means that if an organisation seeks to maintain its image or even enhance its reputation communication strategies would be deployed differently in accordance with the objectives of the organisation.

**Participant 3**

Possibly, however, for an organization no matter who they are, if your response is more focused on protecting your reputation then they would be likely to make poor decisions. You are likely to take account of only a small piece of the crisis response and shift the focus from protecting the public good or ensuring safety and security.

**Interviewer**

I think that this is very insightful, so you mean that if an organisation set out to manage crises and the objective is to protect reputation, you are likely to be focusing on a very minute aspect, and it might backfire on the organisation.

**Participant 3**

Yes, you are potentially going to make decisions to protect yourself while not actually limiting the damage because you have a skewed understanding of the happening.

**Interviewer**

What are some of the strategies you think some organizations have employed first of all to mitigate the crisis and then at the end also protect its image.

**Participant 3**

In terms of mitigating when a crisis has happened, the first thing is recognizing it has happened. Then, look at who is affected, try to manage the consequences of it, be honest about the situation as you can be. In terms of protecting your image, you have to manage how words and actions work together, reputations will be built on what you do as well as what you say.

**Interviewer**

Is it possible to give us a systematic step, because from the onset I got to understand that crisis communication or management is practiced differently based on one, the kind of crisis involved, and also the organizations objectives in managing that crisis. Let's say for instance UNDP gets hit by a crisis, because of the nature of the organisation as being multinational it can affect other UNDP organizations, how can UNDP protect its image.

### **Participant 3**

First things, do you understand how people view the organisation, because often we don't have that data hence it is difficult to quantify what impact something has had or not had. I think we need to invest how people think, feel, understand about the organization and then we can start to build the strategy to deal with what is happening. You also need to have stakeholder maps, understanding where your key stakeholders are, so that as things emerge you can send messages to explain to others because of the potential impact on other countries so they can also prepare to respond in the most appropriate way. You again have to understand the consequences of the response.

### **Interviewer**

Thank you so much, this has been very good. I am yet to touch base with the communications specialists from UNFPA Ghana and other UN Agencies I mentioned but this really sets the tone for further conversations. Would you permit me use you as reference when I am transcribing and attributing certain posts to you in my research?

### **Participant 3**

I would be more than happy to, and if I could help again with anything regarding issues, questions that come back as you are continuing the work then just come back to me then will try and help.

**Interviewer**

Awesome, I am super grateful, I don't know how to express how thankful I am to you, I am super super grateful. Is there anything else you think would be helpful for me in the research?

**Participant 3**

It's that no matter what the organisation is, there are certain fundamental foundations but there could be some very distinct challenges for UN organizations. Probably one of the things we haven't spoken about is the political element, when you are working cross country and dealing with governments the approach is very different from what organizations would want to do.

**Interviewer**

Thank you so much. I am very grateful

**Participant 3**

It's very lovely to meet you, do come back to me whenever you need help and good luck with the rest of your work. Take care.

**Interviewer**

Take care too. Bye Bye

**Interview 4**

Interviewer

Thank you so much for agreeing to do this interview. My name is Priscilla Mawuena Adjeidu, a graduate student from the Ghana Institute of Communications has been used strategically during crisis period. To improve the image of your organization. I hope to use this information to help arrive at some conclusions regarding my study. The interview shouldn't take more than 20 minutes of your time, please i available for this interview.

Participant 4

Yes, I'm available

Interviewer

to you so much. So thank you so much. So Kelly, can you help me and know more about your organization if you can tell me a bit about your organization?

Participant 4

Okay, my organization in the United Nations Population Fund The acronym, UNFPA, which is the UN sexual reproductive health agency at UNFPA, we deliver a world where every pregnancy is wanted, where every child birth is safe and every young person's potential is fulfilled, established in 1969, primarily as their populations of the UN. Today, we exist in more than 150 countries and we help in supplying contraceptives to many countries, we work towards ending gender based violence and harmful practices bring into zero all incidences of maternal preventable maternal deaths, and also zero method for family planning.

Interviewer

That's very interesting. So has your organization faced any crisis? And before?

Participant 4

Yes, organization crisis before and I can cite an example in 2008. Teen in fact, no 2019 When we're introducing a comprehensive sexuality education.

So how that crisis was managed, involve first, understanding the issue at hand and our the fact that there was a lot of backlash in society, especially from civil society and religious groups, or right wing bodies, over the introduction of CSC, which they believed was a subtle attempt at introducing foreign values, what it called for values, which they believed was going to undermine gang culture values in quotes, and mainly because of the LGBTQI. Plus, that is the main reason. And so we designated a spokesperson because we need to communicate with one voice in such a crisis, we designated a spokesperson, and that was in keeping with the values of the United Nations. And that was to be the country representative speaking on behalf of the organization within the country. So he was moving from media house to Media House responding to interviews and granting requests for further explanation of the issue at hand, the role we were playing, and why the backlash we're receiving was unfounded. So that was how we moved in it. And at some point, it took a backseat, because you didn't get to allow the issues to be discussed, because you also need to tolerate the views of the opposing and so that you did not come into a class, it was not a case of being caught. And so when the issue subsided, we now have to resort to the use of figures to explain the fact about why we're supporting the Government of Ghana to introduce comprehensive sexuality education for the benefits of adolescent and young people. So in a nutshell, outsi is first understanding the issues designating a spokesperson so that we could communicate with one voice, clarify the issue, take the backseat, and now use data to Buckeye information to make sure that our word went out there and was not distorted. As had happened in the beginning, which caused the communitarian crisis we are facing.

Interviewer

So how did this crisis affect the image of your organization?

Participant 4

So I would say to understand its attempt to erode the goodwill we had with many groups in society, because even prior to that we are engaged office of the Second Lady, the Office of the National Chief Imam, and also other content religious groups. So because they remain at the center of all this, it could harm our reputation with these institutions. So I'd say, in a way, it's try to catch that. In in ways I cannot easily quantify, but I'll say in the aftermath of it, the figures and the data show that the work we do was more important. And so under that those circumstances, it was, it was hard, because many of us if you check, social media and even online media, Ghana, there was a lot of backlash that UNFPA was trying to introduce subtle items to get LGBTQI in the country. But eventually, I will say that trust and goodwill as in physical, it's realized that the work they're doing is rather impacting society done introducing things that are no good for the country as a whole.

Interviewer

Awesome, thank you so much, that was very well seen. Now, in your opinion, do you think it is colonization's to have a crisis management planning?

Participant 4

I think it's very important for organizations, for organizations to have crisis management plans in place is just like preparing for a rainy day, you do not know what's going to happen at the next time. So as a comms unit, or as an organization, you need to have a plan of that nature, because there's a time that an issue can arise which can affect your reputation, and you need to manage it.

And it will only be easy, or it's only easy to manage it if you have a plan in place. And so I believe organizations need it very much.

Interviewer

Awesome. Awesome. So what are the challenges that has affected like the implement effective implementation of a crisis management plan in your organization?

Participant 4

So I wouldn't say I know it clearly. But obviously, see, my organization is a highly bureaucratic one. And so even when a plan is in place, putting a plan into effect also takes time because it requires approvals. It requires birth setup consultation. And so if you want to move swiftly, that may be a challenge the bureaucracy of the organization is one challenge. Yes.

Interviewer

Okay. Okay. Thank you so much. So, in your opinion, do you think communications is important during crisis?

Participant 4

I think is very important. I think communication is very important during crisis, because we mean see, I mean, political power, and that's the best form of defense attack, you do not need to allow you to be distorted your reputation to be badly damaged before coming to try to fix it, when it is going on you need to also come and respond, you do not allow the other side to get the upper hand when you also need to put yourself in a good light because poverty patience requires that you always put the goodwill forward and try to relate to your public very well. If you are quiet age, no

communicate, then there will be skeptical and the doubts Mirada affect you adversely so communication is very vital during crisis.

Interviewer

Awesome. So what are some of the channels of platform that your organization's to communicate during crisis?

Participant 4

So we communicate using traditional media and online media, online media, talk about website or talk about social media, and traditional media, talk about granting interviews to radio stations, TV stations, and newspaper networks.

Interviewer

Okay. Thank you so much. Do you think that okay, so yes, I think we've answered the patch on traditional media already. So if you can throw more light on how social media has played a very vital role during your recent crisis.

Participant 4

Show me I've made a very vital role because it has been it has become a center of public discourse lately and no organization can ignore it. Because for instance, on Twitter, you always see the trends on Facebook. Do you not see that trend? quickly you can see from the conversations people have that one issue has become topical one. And it is it is the ground to also address the issue. So social media has been very critical because that's where we can also get information shared widely. That's where we can put links and videos, which are accessible to online media users, for them to also make sense of their situation, and not be swayed by false information that seeks to dental

reputation. And communication while social media is very crucial, because a place where information is shared very quickly, and you get discussions going on. Which you can even track and assess your effort. Yes.

Interviewer

So I think someone that questions to get to answer like two or three questions. So we have less than three more questions. So in your opinion, do you think development organizations are usually prepared at all times to mitigate crisis?

Participant 4

In my view, I think they're always prepared. Okay, you need to have a lot of protocols in place. And that means you have rules and guidelines on how to go about our procedure on how to go about communications. And so far, I've realized from international organizations like mine, that we always get out there when information is being brought out to the entire teaching. And I see that even at the global level, we have support because press releases are sent out. And information is also to ensure that when false information is coming release disclaimers, we release press or we have press releases to the press when we speak to the EU in real time. So largely from what I've observed international organization communications crisis plans in place, which they also use effectively or do I may not be able to quantify the efforts. Okay.

Interviewer

So do you think Communications has had any impact on the image of the organization and if you can give me a practical way that it has just the last question.

Participant 4

Okay, I think communication has been about organization a lot because my organization for instance, those which part of the UN sexual reproductive health agency, which is usually a taboo topic in many places, it's a controversial, it's a controversial mandate, and it's difficult to get their message out there. It is only through communication, breaking it down and getting people to understand the nitty gritty that demands and why it is very necessary, as good. As UNFPA, we see, our communication that we tried to be bold and try to be vocal we try to be visible because that we set up our mandate is conversions. We are not bored about it. We're not visible seen or vocal, it's very difficult to get the message out and I'll say, our communications effort that we streamline our main strategy, and has been out there too largely on social media. And traditional media is put out a message and many people know if i assistance and the work I'm doing, though it is a difficult mandate to be working around.

Interviewer

So how ?

Participant

does help my organization by giving attention to the issues we address on a daily basis, it includes empowerment of women, it includes empowerment of men, including vulnerable ones like the Chi Wah headquarters, we live in with obstetric fistula who need reconstructive surgery to be able to get back to the normal life is available for people to prevent unwanted pregnancy and also sexually transmitted infections, as well as ending sexual and gender based violence communication has really helped to put us in a good light bring people's attention to the work we do and also makes us the go to place for anything sexual reproductive health, especially young people in adolescence. Awesome. I think that's a very fine operation that Hello. Yes, my Yeah.

Interviewer

Okay. Thank you so much. I think your final question answer the very last question I was about to add. So I wanted to say I appreciate your time took for the interview. Is there anything No shooting will be helpful for me doing the research

Participant 4

That is very good and appreciate your time.

Thank you so much.

## References

. International Journal of Advanced Academic Research | Social & Management Sciences , 2017.

*Corporate Image*. [Online]

Available at: [www.ijaar.org](http://www.ijaar.org)

[Accessed October 2021].

ADDO, N., 2015. *Corporate Image. The Role Of Public Relations In Building An Organization's Corporate Reputation: A Study Of Kinross Chirano Gold Mines Limited..* s.l., s.n.

Andrew, G., 2014. *Crisis Issues and Reputation Management*. London: British Library Cataloguing-in-Publication Data.

Atuguba, R. & Saani, I., 2006. *Corporate social responsibility in Ghana*. ACCRA-GHANA: Friedrich Ebert Foundation-Ghana.

Berman, S. L., Wicks, A. C., Kotha, S. & Jones, T. M., 1999. Does stakeholder orientation?The relationship between stakeholder management models and firm financial. *Academy of Management Journal*, 4, Volume 42, pp. 488-506..

Bernard, H., 2002. *Research Methods in Anthropology: Qualitative and quantitative methods(3rd Edition)*. ,Walnut Creek, California: AltaMira Press .

Brian, B., 2021. *Black Swan Events and Investing*. [Online]  
Available at: <https://www.investopedia.com/articles/trading/11/black-swan-events-investing.asp>

Carroll, A., 1979. A three-dimensional conceptual model of corporate performance'. *Academy of Management Review*, 4(4), p. 497–505.

Carroll, A., 1991. 'The Pyramid Of Corporate Social Responsibility: Toward The Moral Management Of Organizational Stakeholders. *Business Horizons*,, pp. 39-48.

Carroll, A. B. & Shabana, K. M., 2010. Business Case for Corporate Social Responsibility:.. *International Journal of Management Reviews*., Volume 12, pp. 85-105..

Caruana, A., 1997. Corporate Reputation: Concept and measurement. *Journal of Product and Brand Management*.

Coombs, T., 2007. Protecting Organization Reputations During a Crisis. *Protecting Organization Reputations During a Crisis*.

Coombs, T., 2007. . *Protecting Organization Reputations During a Crisis*. *Protecting Organization Reputations During a Crisis*. s.l.:s.n.

Coombs, T. W. & Holladay, S. J., 2008. Comparing apology to equivalent crisis response strategies: Clarifying apology's role and value in crisis communication. *Comparing apology to equivalent crisis response strategies: Clarifying apology's role and value in crisis communication*.

Courtright, J. L. & Smudde, P. M., 2009. *Leveraging Organizational Innovation for Strategic Reputation Management*. s.l.:s.n.

Creswell, J. W., 2014. *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.)..

Creswell, J. W., 2014. *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.).. Thousand Oaks, CA: Sage Publication..

D'amato, A., Henderson, S. & Florence, S., 2009. *Corporate social responsibility and sustainable business. A Guide to Leadership tasks and functions*. Greensboro, North Carolina: Center for Creative Leadership Press.

Dawar, N., N., Pillutla, M. M. & Dean, 2000 ; 2004. Impact of Product-Harm Crises on Brand Equity: The Moderating Role of Consumer Expectations..

Donaldson, L. D. J. H., 1989. *CEO governance and shareholder returns: Agency theory or stewardship theory*. Washington, DC., s.n.

Doorley, J. & Gracia, H., 2011. *Reputation management: The key to successful public relations and corporate communication*. New York: Routledge.

Dowling, G., 2002. *Creating corporate reputations: Identity, image, and performance*.. New York: Oxford University Press.

Farooq, O., Rupp, B. E. & Farooq, M., 2017. The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of Management Journal*, Volume 60, pp. 954-985..

Fink, S., 1986. *Crisis Management*. s.l.:s.n.

GIPC, G. I. P. C. -, 2021. *About Ghana Club 100*. [Online] Available at: <https://gipc.gov.gh/about-gc-100/> [Accessed 2 JULY 2021].

Goh, C., 2017. Keeping Investors Onboard: A Corporate Social Responsibility Crisis Response Framework. *Accountancy, Business and the Public Interest*, 2 February, Volume 17, pp. 164-175.

Graafland, J. & Mazereeuw-Van der Duijn Schouten, C., 2012. Motives for Corporate Social Responsibility. *The Economist (Netherlands)*, 160(4), p. 377–396..

Gray, E. & Balmer, J., 1998. Managing Corporate Image and Corporate Reputation (corporate image and corporate reputation framework; corporate image and corporate reputation: definition; corporate image and corporate reputation:). *LONG RANGE PLANNING*, 31(5), p. . 695 to 702.

Griffin, A., 2014. *Crisis , Issues and Reputation Management*. London: British Library Cataloguing-in-Publication Data.

Grunig, J. E., 2011. *Problem Solving and Communicative Action: A situational theory of problem solving*. s.l.:s.n.

Grunig, J. E. & Hunt, T., 1984. *Managing Public Relations*. s.l.:s.n.

Harrison, G. A., 2005. *Communication Strategies as a Basis for Crisis Management Including Use of the Internet as a Delivery Platform*. Georgia State University: s.n.

Hatch, M. & Schultz, M., 2003. 'Bringing the Corporation into Corporate Branding' ,. *European Journal of Marketing*, 37(7-8), pp. 1041-1065.

He, H. & Harris, L., 2020. The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of Business Research*,, Volume 116, p. 176–182..

Hussain, B. & Hussain, M., 2005. "Corporate Social Responsibility: Do Customers Get What They Expect?". *Journal of Business Studies, Southeast University*,, July-December, 1(1), pp. -.

INC, 2021. *Corporate Image*. [Online]  
Available at: <https://www.inc.com/encyclopedia/corporate-image.html>

INC, n.d. [Online].

Khanifar, H., Nazari, K., Emami, M. & Soltani, H., 2012. Impacts corporate social responsibility activities on company financial performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), pp. -.

Kiambi, D. M. & Shafer, A., 2015. Corporate Crisis Communication:Examining the Interplay of Reputationand Crisis Response Strategies. *Corporate Crisis Communication:Examining the Interplay of Reputationand Crisis Response Strategies*, p. 24.

Komodromos, M., 2014. *A Study of PR Practitioners' use of Social Media Tools in Cyprus*. University of Nicosia: s.n.

Kyrychok, A., 2017. An impact of situational crisis communication theory on the efficiency of investigations in the field of crisis communication. 5(55).

Lithuania, K., 2014. Crisis management to avoid damage for corporate reputation, the case of retail chain crisis in the Baltic countries. *Crisis management to avoid damage for corporate reputation, the case of retail chain crisis in the Baltic countries*, p. 6.

Luisser, S. & Marom, R., 2020. Corporate Social Responsibility during Coronavirus Pandemic: An interim Overview. *Business and Economic research*, 10(2), p. 251.

Madrigal, R. & Boush, D., 2008. Social responsibility as a unique dimension of brand personality and consumers' willingness to reward. *Psychology & Marketing*, 25(6), pp. 538-564..

Maignan, I. & Ferrell, O. C., 2004. Corporate social responsibility and marketing: An integrative framework.. *Journal of the Academy of Marketing science*, 32(1), pp. 3-19.

Mandina,Maravire,Masere, 2014. Effectiveness of Corporate Social Responsibility in Enhancing. *Journal of Applied Business and Economics vol. 16(3)*, pp. 154-155.

Mao, Y., He, J., Morrison, A. & Andres Coca-Stefania, J., 2020. Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory. *Current Issues in Tourism*, pp. 1-19.

Menyah, K., 2013. Stewardship Theory. In: Idowu S.O., Capaldi N., Zu L., Gupta A.D. (eds). *Encyclopedia of Corporate Social Responsibility*.

M, E. & S, B., 2016. Corporate Social Responsibility and Image on Brand Equity. *Global Business and Management Research; An International Journal*, Volume 8, pp. 55-66.

Mitroff, I. I., 2004. *Crisis management and the organizational mind*. s.l.:s.n.

Mohamed , N., Alharthi1, A. & Khalifa, . G. S., 2019. Business Continuity Management and Crisis Leadership: An Approach to ReEngineer Crisis Performance within Abu Dhabi Governmental Entities.

MTN, G., 2020. *Covid:19, News and Updates*. [Online] Available at: <https://mtn.com.gh/personal/covid-19/> [Accessed 2 JULY 2021].

Nguyen, N. & Leblanc, G., 2001. Corporate image and corporate reputation in customers retention decision in services. *Journal of Retailing and Consumer Services*, pp. 227-236.

Payne, 2006. Weathering the crisis: Effects of stealing thunder in crisis communication.

Prewitt, J. & Weil, R., 2014/2015. Organisational opportunites endemic in crisis leadership. *The Journal of Management Policy and Practice* , pp. 72-87.

Rawlins, B. L., 2006. Prioritizing stakeholders for public relations.. *Institute for public relations*, pp. 1-14.

Regester , M. & Larkin, J., 2005. *Risk issues and Crisis management*. s.l.:s.n.

Sauce, E., 2016. *Importance of data and data collection*. [Online]  
Available at: <https://www.essaysauce.com/science-essays/importance-of-data-and-data-collection/>

[Accessed 11 09 2021].

Schwab, K., 2020. *Post-COVID Capitalism*, Project syndicate. [Online]  
Available at: <https://www.project-syndicate.org/commentary/post-covid-capitalism-great-reset-by-klaus-schwab-2020-10?barrier=accesspaylog>

Sethi, S., 1975. Dimensions of corporate social performance: an analytic framework. *California Management Review*, 17(3), p. 58–64..

Simonsson, C. & Heide, M., 2018. How focusing positively on errors can help organizations become more communicative : An alternative approach to crisis communication. *Journal of Communication Management*.

Simonsson C, H. M., 2018. How focusing positively on errors can help organisations become more communicative : An alternative approach to crisis communication. *Journal of Communication Management*.

Varadarajan, R. & Menon, A., 1997. ‘Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, July, 52(3), pp. 58-74.

Verwer, F., 2007. *Striking the right note on social media during a tragic crisis-The situational crisis communication theory applied to the case of the*, s.l.: s.n.

Visser, W., 2008. The A to Z of Corporate Social Responsibility. [www.aynevisser.com](http://www.aynevisser.com).

Waddel, 2010. *Public Relations NY Becomes Social*.

Washburn, M. & Bromiley, P., 2013. Managers and analysts: An examination of mutual of influence. , *Academy of Management Journal* , 56(4), pp. 1002-1023..

WBCSD, 2003. *WBCSD*. [Online]

Available at: <https://www.wbcd.org/>

[Accessed 20 April 2021].

Weigelt, K. & Camerer, C., 1988. Reputation and Corporate Strategy: A review of recent theory and application.. *Strategic Mangement Journal* .

Weiner, B., 1995. An Attributional theory of Achievement Motivation and Emotions.

Weiner, B., 1995. *An Attributional theory of Achievement Motivation and Emotions*. s.l.:s.n.

Wilcox, d., Ault, P., Agee, W. & Cameron, G., 2000. *Public Relations Strategies and tactics*. 6th ed. New York: Addison Wesley.

Woldeamanuel, A., Geletu, Y. & Mathewos, T., 2021. . Corporate Social Responsibility in Time of COVID-19: What should Researchers Focus on During and After the Pandemic?. *Academia Letters, A*.

Wood, D., 1991. Corporate social performance revisited. *The Academy of Management Review*, 16(4), p. .691–718.

World Business Council of Sustainable Development., 1998. *World Business Council of Sustainable Development*. [Online]

Available at: <http://www.wbcd.org/DocRoot/hbdf19Txhmk3kDxBQDWW/CSRmeeting.pdf>

Worldometer, 2021. *Worldometer*. [Online]

Available at: <https://www.worldometers.info/coronavirus/country/ghana/>

Yin, R., 1993. *Applications of case study research*. California.: Sage Publication, .

Youngupstarts, 2013. *The Stakeholder Theory And How It Ties Into Your Corporate Objective*.

[Online]

Available at: [https://www.youngupstarts.com/2013/12/23/the-stakeholder-theory-and-how-it-ties-](https://www.youngupstarts.com/2013/12/23/the-stakeholder-theory-and-how-it-ties-into-your-corporate-objective/#:~:text=The%20starting%20point%20for%20Stakeholder%20Theory%20is%20the,forward%20and%20allows%20it%20to%20generate%20outstanding%20performance.%)

[into-your-corporate-](https://www.youngupstarts.com/2013/12/23/the-stakeholder-theory-and-how-it-ties-into-your-corporate-objective/#:~:text=The%20starting%20point%20for%20Stakeholder%20Theory%20is%20the,forward%20and%20allows%20it%20to%20generate%20outstanding%20performance.%)

[objective/#:~:text=The%20starting%20point%20for%20Stakeholder%20Theory%20is%20the,fo](https://www.youngupstarts.com/2013/12/23/the-stakeholder-theory-and-how-it-ties-into-your-corporate-objective/#:~:text=The%20starting%20point%20for%20Stakeholder%20Theory%20is%20the,forward%20and%20allows%20it%20to%20generate%20outstanding%20performance.%)

[rward%20and%20allows%20it%20to%20generate%20outstanding%20performance.%](https://www.youngupstarts.com/2013/12/23/the-stakeholder-theory-and-how-it-ties-into-your-corporate-objective/#:~:text=The%20starting%20point%20for%20Stakeholder%20Theory%20is%20the,forward%20and%20allows%20it%20to%20generate%20outstanding%20performance.%)

Zaremba, A. J., 2010. *Crisis Communication, Theory and Practice*. New York: Routledge Publication.

