CHAPTER ONE

1.1   INTRODUCTION

The Niger Delta regions of Nigeria have in recent years become a hot-bed of explosive crisis and conflicts that often leave some deaths and mindless destructions in their wake, all resulting mainly from sour relationship between the oil producing companies operating in the areas and their aggrieved host communities.

In fact, according to the public relations manager of Shell Petroleum, N.T. Enyia (2000:50), õoil Companiesö host communities have at sundry times perpetrated anarchy against them, which range from vandalization of oil industry facilities, attack on personnel, hostage taking of oil workers, sabotage activities and destruction of lives and property, resulting from pent-up aggressions and restiveness that could have been doused by a systematic development strategyö.

On their own part, indigenes of these oil companiesø host communities have always had a plethora of accusations against the oil companies which range from:

❖ A mindless exploitation and carting away of their god-given resources, which accounts for about 90% of the nations revenue, while the area remains the most backward, under-developed region of the country, with abject poverty as a constant identity of her people (Ledum Mitee, 2001).

❖ A heartless degradation of their agricultural lands, and destruction of their aquatic life, biodiversity and ecosystem, thereby totally denying them of their traditional occupations of fisheries and farming, which further reduces them to a life of suffering, penury and indigence (Saro-Wiwa, 1996:5).

❖ Exposure to inimical health hazards, resulting from environmental pollution through the release of harmful chemical substances into the atmosphere.

This also come in forms of gas flaring, air pollution, water pollution and noise pollutions.

❖ They also accuse the oil companies of not usually doing enough to mitigate the effects of oil spillage, burst pipes and other accidents when they occur, nor adequately compensate the victims of such accidents.

Summarizing all these, the then chairman of the Niger Delta Environmental Survey (NDES), Gamaliel O. Onosode (1996:24) once wrote that õthe exploration and production of oil have greatly impacted on the Niger-Delta both socio-economically and ecologicallyö. õPublic attentionö, Onosode (1996:25) added, õhas focused on the appropriation of oil from the region because this resource which account for the bulk of the national budget has made only marginal impact on the quality of life of ordinary community members, poverty and social dislocation, quite apart from environmental degradation, are facts of life and appear to be sources of conflicts between the oil companies and many communities in the areaö. Onosode, you could say, seems to have not only called a spade on spade here, but also spoken the minds of the entire Niger Deltans.

It is this wave of mentality that manifests itself into violent agitations, environmental activism, and advocacy, protects and in extreme cases wanton destruction of lives, properties, equipment, oil facilities and pipelines belonging to the oil companies from their host community members especially the youths.

In fact, this problem was heightened and even internationalized by the late Ken Saro-Wiwa, the then leader of the movement for the Survival of Ogoni People (MOSOP), who propounded what he termed õthe Ogoni Bill of Rightsö in which he claimed about $25 trillion as reparation from the Federal Government and the Oil Companies, not only for committing the õunforgivable sinö of mining oil from Ogoni-land, but for also destroying their agricultural lands and aquatic culture (Newswatch, March 5, 1996).

Meanwhile, Ken Saro-Wiwa succeeded not only in winning the ears and sympathy of the international community, including world leaders and the United Nation, but also in marketing what the Federal Government saw as a õWeird and bizarreö idea to Niger-Deltan Youths, especially in Ogoniland. These youths, we were told, were sold the line by Saro-Wiwa that if he gets the S25 trillion reparation, every man, woman, youth, children and even babies in Ogoni would receive at least $5 million or about N600 million, which would transform them automatically to instant millionaires and banish poverty forever from their lives. With this, the youths lent total unalloyed support and invested all their energies to the Ken Saro-Wiwa project and were prepared to move down anyone who opposes this õMessiahö that has come to save them from the economic subjugations and exploitations of the oil Companies and the Federal Government, hence, the killing of õthe Ogoni 5, öwhom the Youths passed death penalties on their heads, for either harbouring or being perceived to harbour contrary views to that of Ken Sasro-Wiwa. This in turn, culminated into what some people term the õjudicial murderö of Ken Saro-Wiwa and his eight other colleagues called õthe Ogoni 9ö, by the Abacha regime, followed by a heavy military occupation of the area.

Meanwhile, in spite of the hanging of Ken Saro-Wiwa and his colleagues, the Niger Delta region of Nigeria, has continued to be synonymous with restiveness, crisis, conflicts and problems. Fresh in our minds are the õOdi Massacreö, in which a whole community were razed down by a heavy federal military might and the Jesse fire incident arising from burst oil pipeline, in which over 1000 people were burnt to death.

On the other hand, governors of the core Niger Delta states have been calling incessantly for a õresource controlö of the revenue accruable from their states, instead of the current Federal control. So, what could be done to finally bring peace to the troubled Niger Delta region of Nigeria?

It is the views of Sam Black (1989:15), that, õevery conflict in life arises from either lack of communication, inadequate communication or poor communication and their solution lie in effective two-way communication between the publics or parties involved.ö While Adirika et al (1987:86) also advised that a company must adequately communicate its good works, products or services to its target publics (internal and external), in order to gain their confidence and goodwill.

Other Public Relations experts and social commentators have variously given a catalogue of recipes for dousing this problem and restoring peaceful working climate in the area.   For   instance, SPDCøs Public Relations Manager, Enyia (2000:49) enjoined oil companies õto be sensitize to the needs of their host communities in order to operate safely and remain welcome in the oil-bearing communities ó committed to continually assess environmental degradation and reduce it to a level as low as practicableö.

On his own part, the one time Corporate Affairs Manager of Chevron, Sola Omole (1999:77) advised that, õthe new public relations managers in our oil companies should be issues managers, staying ahead of the emergent issues that have potentials of impacting on the fortunes of their companies.ö
In her own piece, Ajala (1993) said that õto be of help to the community, an organization must know the community, that is,   its people, its needs, its problems, its interests and its attitudes. It is only when community people are favourably disposed to an organization that they can cooperate with herö   while Nwosu (1996:143) says that, õthe Public Relations Manager in Nigerian Oil

Companies should understand environmental issues, and problems, which includes air and water pollution, environmental sanitation, oil spillage, wildlife and sea-life destruction, deforestation, marine and coastal systems management, environmental problems created by mining, drilling, which leads to the degradation or destruction of environment, depletion of its resources and endangering of the human being and other living things that exist in these environments. He should also have good knowledge of global environmental issues and problems.ö

Bearing all these claims in mind, the main thrust of this study is therefore, to undertake a critical appraisal of the effectiveness of public relations employed by oil companies in managing environmental problems/conflicts in the Niger Delta region, with special focus on Shell Petroleum Development Company (SPDC) of Nigeria.

1.2   STATEMENT OF PROBLEM

The face-off between Oil Companies and their Host Communities in our Niger Delta region have oftentimes resulted in the stoppage of operations by the companies in those areas, bringing untold economic losses to the nation. It has also engendered a climate of hostility which makes working in the areas very unsafe for the oil workers. Again, the deliberate destruction or vandalization of oil pipe-lines in forms of protests or sabotage, have sometimes left a tale of woes, blood and lives being lost by those communities.

Therefore, continued conflicts and crisis in the Niger Delta region is an evil wind that blows no one any good. Neither the oil companies, nor their host communities nor the Federal Government gains from that. Hence, what has been the effectiveness or ineffectiveness of the public relations strategies/techniques so far employed in managing these environmental problems/conflicts in our Niger Delta region?

1.3   OBJECTIVES OF THE STUDY

The main objective of this study is therefore to find answers to the following pertinent research questions:

1. To determine how effective the public relations practices of the Oil Companies and the Federal Government in managing environmental problems/conflicts in the Niger Delta region have been.
2. To determine if the Oil Companies and the Federal Government have employed adequate two-way communication in relating with the oil-bearing community publics.
3. To ascertain whether the public relations strategies/techniques employed so far in addressing environmental issues in the Niger Delta are enough.
4. To find out whether qualified and competent public relations managers are being used by the Oil Companies in fashioning-out and or executing those Public Relation strategies/techniques.

1.4   RESEARCH QUESTIONS

The following are the research questions

(a)   How effective are the public relations practices of the Oil Companies and the Federal Government in managing environmental problems/conflicts in the Niger Delta region?.

(b)   Have the Oil Companies and the Federal Government employed adequate two-way communication in relating with the oil-bearing community publics?

(c)   Are the public relations strategies/techniques employed so far in addressing environmental issues in the Niger Delta enough?

(d)   Are qualified and competent public relations managers used by the Oil Companies in fashioning-out and or executing those Public Relation strategies/techniques?.

1.**5**   **RESEARCH HYPOTHESES**

To find answers to the research questions posed, the following hypotheses are hereby formulated for tests by the researcher:

1.   The public relations practices of the oil companies in managing environmental problems/conflicts in the Niger Delta have not been effective.

2.   The oil companies have not employed adequate two way communication in relating with the oil host communities.

3.   The public relations strategies, techniques and media employed so far in addressing environmental issues in the Niger Deltas are not adequate and right.

1.6 SCOPE OF THE STUDY

The study would be restricted in scope to three core Niger Delta states of Rivers, Delta and Bayelsa states and some of their oil producing communities which include; Ogoni land, Bonny, Brass, Eleme, Ijaw, Kolokoma, Jesse, Warri, Odi, Yenegoa, etc. These would serve as sample representatives of other Niger Delta States.   While the Public Relations practices of Shell Petroleum Development Company of Nigeria Limited (SPDC) will also be used as our case study or sample representative of other oil companies/operating in the Nigeria Delta.

1.7   LIMITATIONS

This research was originally intended to go beyond the South East, and the three television houses serving as focus of study. However, the researcher was constrained by time and finance from extending the research to other zones and other T.V. stations outside the South East.

1.8 SIGNIFICANCE OF THE STUDY

The significance and importance of this research lie in the following scores:

- It would help the government to stem the incidence of social unrests, crisis and conflicts that have come to characterize the Niger Delta region of Nigeria.

- It would also unearth some facts that could aid the government in its policy and decision-making formulation that will be mutually rewarding to all the parties involved in this conflict.

- It would help to engender a climate of peace, friendliness, goodwill and cooperation between the oil companies and their host communities.

- It would help to arrest the acts of vandalism of oil pipelines, kidnap of oil workers and general acts of violence and restiveness in the Niger Delta regions.

- It would help the Oil Companies to establish what they have wrong in the past in their Public Relations practices and how best to do it now and in future in order to earn and sustain the confidence and goodwill of their host community publics.

- It would aid the host communities to better appreciate the realities of the situation and the genuine efforts being made by the Oil Companies and Government to better their lots.

- It will serve as a reference material for students and practitioners of public relations and other related fields.

- It would provoke further studies on this subject matter from other students and researchers alike.

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CHAPTER TWO

2.0   REVIEW OF RELATED LITERATURE

2.1   WHAT IS PUBLIC RELATIONS

Various experts have tried to define Public Relations in diverse but convergent ways. For instance, Cutlip, Center and Broom (1985:1) defines public Relations as the Management function that identifies, establishes and maintains mutually beneficial relationships between an organization and the various public on whom its success or failure depends.

The British Institute of Public Relations (IPR), sees it as õthe deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publicsö.

While the International Public Relations Association (IPRA) says that õPublic Relations is the art and social science of analyzing trends, predicting their consequences, counseling organization leaders and implementing planned programme of action which will benefit both the organization and Public interests.

Meanwhile, as a management function, public relations is defined by Rex Harlow (1976:35) as õa distinctive management function, which helps to establish and maintain mutual lines of communication, acceptance and cooperation between an organization acceptance and cooperation between an organization and its publics, involves the management of problems or issues, helps management to keep informed on and responsive to public opinion, defines and emphasizes the responsibility of management to serve the public interest, helps management to keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends and uses research and sound ethical communication techniques as its principal toolsö.

In his own contribution, a veteran public relations expert in the United States, Edward Berneys (1936:5) defines public relations as õthe attempt by information, persuasion or adjustment to engineer public consent for a course, idea, activity, programme or projectö.

Meanwhile, a lot of quacks have tried to bastardize the meaning of public relations, in what Nwosu (1996:2) conserved as the õnon sensicalö definitions of public relations. For instance, people who give bribes in Nigeria, call it õPRö.

Mindful of these, Sam Black (1989:11) warned those who think that public relations could be used to cover up falsehoods that õevery public relations programme must be based on truth and full information and cannot be used to support a weak case. Public relations can succeed only when the basic policy is ethical and the means used are right. In public relations, the end cannot justify the use of false, harmful or questionable meansö.

Organizations therefore, should not employ public relations for blanketing evils or falsehood, for it will not work. This is why another veteran public relations expert from Nigeria, Sam Epele (1978:5) warned that õPublic Relations cannot be used to whitewash poor management practices and it is therefore essential to make the organizationøs rules, aims and efforts construction and positiveö.

For those who think that Public Relations entails bribing people, Tony Nnaemeka (1993:3) warned that õenlisting the support and of key persons in the society through material inducements, is definitely not what public relations is shout. A public relation aims at persuading or influencing others on the reasonableness of oneøs views or perspectives of life, through information, dialogue and exchange of ideasö.

All these could be summarized with the fact that public relations has as its primary objective, the function of helping individuals, organizations, institutions, governments, etc, to achieve their goals and objectives in a most cordial, peaceful and friendly atmosphere, by cultivating the goodwill, understanding, cooperation and support of their various publics, so far as such goals/objectives are ethical, socially harmless and not at variance with societal goals, norms, values and interests (Odigbo, 2000:36).

Oil companies in Nigeria, should therefore adhere to the principles of equity, fairness, good judgment, strategic planning and sound two-way communication mechanism in dealing with their host communities.

2.2 COMMUNITY RELATIONS FUNCTIONS OF PUBLIC RELATIONS FOR OIL FIRMS

Among the functions of a sound community relations are the following activities:

❖ Monitoring and evaluating trends in community that are capable of impacting either positively of negatively on our organization and mapping out plans and strategies to address them.

❖ Keeping abreast of public opinions, perception and feelings in the community through research.

❖ Ensuring effective two-way communication between the organization and her community public.

❖ Cultivating and sustaining a positive image of the organization in the minds of her community publics.

❖ Building and sustaining mutual understanding, cooperation and supports between the organization and her community publics.

❖ Ensuring that the organization keeps alike to her social responsibility obligations to the community at all times.

❖ Ensuring that the organization formulates and adhere to an environmental friendly policies/culture.

❖ Identifying with the community in her development efforts, and other interest.

In addition to the above, Victoria Ajala (2000:15) says that as good community relations practice must start by finding answers to the following questions:

❖ How is the community structured?

❖ Is the population homogenous or heterogeneous?

❖ What are its formal and informal leadership structures?

❖ What are the community strengths and weaknesses?

❖ What are the prevailing value systems?

❖ How are its communications channels structured?

❖ What are the peculiar problem(s) of the community?

❖ What is the local economic situation?

❖ What is the local political situation?

❖ What are the unique resources (human, cultural, natural) possessed by the community?

❖ What does the community know and feel about the organization?

❖ What are the community's expectations with regard to the organizations activities?

2.3 THE HISTORY OF SHELL AND OIL PLROSPLECTING IN NIGERIA

The Shell Petroleum Development Company of Nigeria Limited (SPDC) is the oldest and largest oil company in this country, producing almost half of the country's total oil production from about 31,000 square kilometers in the Niger-Delta area.

As the pioneer Oil Industry, Shell drilled the first successful well in 1956, which culminated in the first oil export by Nigeria two years later.

The company's operations in the Niger Delta are divided into eastern and Western Divisions centred in Bayelsa state, Rivers State, Delta State and Imo state. The SPDC is in joint venture with the government with the government through the Nigerians National Petroleum Corporation (NNPC) holding 55%, Shell has 30% share, ELF has 10%, while Agip holds 5%. The operations are financed monthly by these shareholders is proportion to their shareholding.

Meanwhile, the operational activities of these oil companies are not without its hazards that impact dangerously on the environment, health, farmlands, aquaculture, means and livelihood of the host communities.

The frequent oil spills, environmental degradation, coupled with what the host communities perceive as Shell neglect of her social and societal responsibilities towards them, have for long escalated into sour relationships, conflicts and crisis between them. The youths in these areas had often resorted to taking hostage, some local and expatriate staffs of SPDC. Or in most cases, had their installations and equipment vandalized. Pressure groups and Environmental right activists have sprouted up from these communities. The one that has attracted much international attention be in the movement for the survival of Ogoni people (MOSOP).

In 1990, the MODOP leaders, led by Mr. Ken Saro-Wiwa issued to the government what they called the Ogoni Bill of Rights. This document stipulates the conditions that must be met by Government and Shell before their community would allow them to carry on their oil drilling activities unmolested.

The Military regime of Gen. Ibrahim Babnagida responded angrily by dispatching an army of occupation to Ogoniland. Meanwhile, the oil in Ogoniland is about the

finest quality in the world, called the Bonny Light, which is comparable only to the North Sea Brent. So, the government and Shell could not afford to loose such, hence the army of occupation. Ken Saro and his group, reacted by alerting the international community that the government and shall withdraw some of her operations from Ogoniland in 1993. However, events took a murderous twist when a more brutal and oppressive regime of Gen. Sani Anacha came into office. Hence, in November 10, 1995, the government of Gen. Sani Abacha killed by hanging and eight other Ogoni leaders after what was perceived as a Kangaroo trial.

Things took a dramatic turn for the worse, for government and Shell, as the International Community clamped down on them, through exclusions, sanctions, bad press, condemnation etc. All these damage greatly the corporate image of Shell and the government of Nigeria. Shell's activities in Ogoniland was also brought to a halt for some years to follow. How have her community relations policies and efforts tried to address this problem?

2.4   SPDC COMMUNITY RELATIONS POLICY

The Shell Petroleum Development Company of Nigeria (SPDC) developed a checklist for her community relations programme (Emyia, 2000:48). The above stipulates that her activities must answer the following basic questions:

i. Is a knowledgeable analysis available of the community, its problems, weaknesses, and ambitions?

ii. Are all points of citizens' contact regularly reviewed to ensure that courteous community relations practices are maintained, i.e reception area, security office, telephone switchboard, employment office, etc.

iii. Are available channels of communication used to explain company policies and progrmmes frankly, and in detail, to the opinion leaders in the community?

iv. Do local news media have access to a source of company information 24 hours a day.

v. Does management routinely hold media conferences to announce important changes in its policies or activities?

vi. Are local reporters invited to visit the company periodically, on both a group and individual basis?

vii. Has a mechanism been established for responding quickly to requests for speakers or information about the company?

viii. Is an open house held, at least, once a year?

ix. Is everything possible being done to encourage local schools and community groups to visit company facilities?

x. Are business and professional clubs encouraged to hold occasional meetings on company premises, if conference facilities are available?

xi. Have studies been made of local charities and annual community drives, to determine the amount of contributions that would represent a reasonable share of the company's responsibility to the community?

xii. Does the company cooperate actively with local charities, rather than simply making monetary contributions?

xiii. Has any attempt been made to spearhead a community fund-raising drive by making the initial contribution?

xiv. Are staff members kept fully informed on company developments, so that they can provide accurate information to their personal contacts information to their personal contacts in the local community?

xv. Has a committee been organized to create new ideas and projects that will keep the community relations programme active?

xvi. Is each staff member encouraged to feel that he or she is a community relations representative for the company?

xvii. Is there a method to analyze what the community really needs, rather than what the company thinks is nice to do?

2.5 **SHELL'S COMMUNITY RELATIONS MISSION STATEMENT**

In order to pursue mutually beneficial relations with host communities and in order to improve the quality of life in host communities, SPDC shall:

❖ Establish and maintain close relationships with the segments of the local population to better understand their concerns, needs and aspirations.

❖ Continuously assess and abate the social economic impact of business activities and take needed preventive or mitigating measures.

❖ Respond to formal community requests in an appropriate and timely manner.

❖ Bring relevant issues affecting host communities to the attention of appropriate authorities and other bodies thast can be of assistance.

❖ Manage the settlement of compensation for land acquired for company operations and for damages in a demonstrably fair, accountable and transparent manner and in accordance with statutory provisions and approved procedures.

❖ Establish a community develop0ment programme, which applies world standard of practice to service its host communities.

❖ Work in partnership with host communities and where appropriate with government, donors, non-governmental organizations, community-based groups and other stakeholders.

❖ Encourage the full participation of host communities in project planning, implementation and monitoring.

❖ Maintain communication with all social segments of hos communities in order to address their needs.

❖ Focus community development assistance on activities having high impact and broad benefits for the host of population.

❖ Pay special attention to the most economically disadvantaged social groups (N.T. Enyia, 2000:49).

2.6 SPDC AND THE NIGER DELTA ENVIRONMENTAL SURVEY (NDES)

As part of its concrete measures to arrest environmental degradation in the Niger Delta area, Shell Petroleum Development Company, according to Gamaliel Onosode (1996:24) established the Niger Delta Environmental Survey (NDES) with the mandate to provide a comprehensive data for the management of environmental concerns of the region. SPDC announced the survey on behalf of its joint venture with NNPC, ELF and Agip on February 3, 1995. The NEES Steering Committee has representatives of the Ministry of Petroleum Resources, River State government, Delta State Government. The World Bank, Oil Producing Companies, the Nigeiran conservation foundation and the London Conservation Foundation.

Between July 1995 and February 1996, the Steering Committee paid field visits to and held briefing and consultative sessions with communities, industry representatives and institutions in the Nigeria Delta in order to seek their views and inputs into the NDES work. Most oil companies were also visited and some of their installation inspected. Thus the NDES familiarized itself with the problems and prospects of several oil producing communities.

In order to realize it community focus and objectives, a participatory rural Appraisal/Participatory learning and Action (PRA/PLA) technique was adopted in securing the active involvement of communities and other interest in defining environment and development issues facing them in their local milieu and in identifying priorities and proffering suggestions for action. This measure ensured that scientific and objective research works that established the spatial extent and levels of degradation were authenticated by the peopleøs own observations and experience and were reconciled with their interests including on the international scene, the NES in December 1995 and in April 1996, in the United Kingdom, held discussions and made presentations to notable professional environmental institutions, public figures and international NGOs, including the Royal Geographical Society (RGS), world Wildlife Fund (WWF) and the British and American media, with a View to explaining Shellø good intentions and plans about the NDES.

In operations, the NDES focused on environmental degradation, biodiversity, land and forest use, water resources/quality, hydrology and coastal dynamics, fisheries, air quality including gas flaring, oil and non-oil industries in context of communities and pollution, aspects of community infrastructural base and development as well as an assessment of historical, institutional and level contexts of resources use in the region.

The PRA/PLA projects enabled communities, based on the profile of natural and human resources available to them, to develop greater awareness of their own potentials in addressing the environmental and socioeconomic challenges facing them at the micro level. This would help in poverty alleviation in the area, while enhancing for more effective natural resource use, creating more stable/peaceful communities, and environmental protection. Thus, have been Shellø efforts in the area of environmental protection.

2.7 CURRENT TRENDS IN OIL INDUSTRY COMMUNITY RELATIONS

According to Chevron's Sola Omole (2000:7), "ten years ago, the level of awareness of environmental rights, both internationally and in Nigeria, was comparatively lower than what it now it; today, even in remote areas of Nigeria and especially in communities proximal to oil production, the level of environmental awareness has become exceedingly high.

In the early years of oil exploration, in Nigeria, concern for human rights and democratic values were minimal, and Nigeria was not subject to the kind of international scrutiny we witness today.

Today, there is an uncomfortable high level of expectation in the host communities and in many cases of these not being fulfilled; antagonism, conflicts and crisis have been the aftermath.

Whereas the demands from host communities in the early days were fulfilled by the offer of scholarships for secondary and tertiary education, which the oil industry liberally granted. Today, the needs have multiplied and the demands are numerous.

The challenges of community relations in today's environment and the issues that are changing the relationships of the stakeholders have become bigger and require professionals who understand the importance of anticipating change and adjusting accordingly through effective public relations strategies/techniques.

2.8 HISTORICAL BACKGROUND OF THE NIGER DELTA AND ITS MANY PROBLEMS

The part of the coast referred to as the Niger Delta is the territory which lies between the estuaries of the Benin River to the West and the Cross River to the

East of the River Niger itself. It covers an area of over 80,000 square kilometer, and consist of a number of distinct ecological zones which are characteristic of a large River Delta in a tropical region. Costal ridge barriers, mangroves, freshwater swamp forests and lowland rain forests.

This region is Cris-crossed by a web of creeks which link together the main rivers, namely, forecados, Num, Benin, Brass, Bonny (all estuaries of the River Niger), the kwa-Ibo, the cross and other separate streams. The region which is home to about 7 million Nigerians with about 800 communities and 12 various ethnic groups has early leaders like the Jaja of Opobo, Nanna of Ebrohimi and Ovonranwan of Benin (Williams, 1997:30).

Again, this region was the great centre of trade with Europe ó the slave trade from the 16th century to the early decades of the 19th century and then palm oil trade from the19th century onwards (K..B.C. Onwubiko 1973:102). It should be noted, however, that one of the results of the slave trade in the Niger Delta was the emergence of city-towns along the coast, which was the outcome of the emigration of people from hinterland villages to the Delta fishing villages to take due advantage of the trade with Europeans. Thus, arose such city-towns as Warri and Sapele inhabited by the Itsekiri and Urhobo, Brase, Akassa, Town and Nenbe inhabited by the Efiks. It should be noted, quickly, that these city-towns of the Niger Delta saw remarkable political and economic changes in the 19th century.

Today, it is from its bowel, almost all Nigeria crude oil is being produced, which makes it, one of the worldǿs largest oil producers. The region which is ecologically fragile comprises the following modern states: Delta Rivers, Bauyelsa, Akwa-Ibom, Cross- River Abia, Edo, Imo and Ondo. The pattern of resources exploitation, exploration and use has been a major threat to this prime resource region. The inequities experienced in distributing the wealth of the

region particularly as it affects the immediate communities have been a source of social discontent generating undue conflict and communal tension (Fola Sanusi 1999: 16 & 17).

No doubt therefore, that the tension so created has lend credence to unabated agitation, advocacy, protest and, in extreme cases, wanton distractions of lives, valuable properties, equipments and pipelines belonging to oil companies operating in the communities. In other words, vandalism, arson and sabotage of major oil installations became the overriding factor in the display of their anger against the Federal Government of Nigeria, and indeed, the oil companies, who least responded to the plight which they are facing as a result of oil exploitation and exploration activities.

A case on hand is the recent incidents of fire disasters which occurred as a result of vandalization of oil pipelines at Oviri-Court, Adeji, Otomewo, Oviku and Okwujeba as well as Ebgerode in Okpe Local Government Council Area and Ijalla, an Itsekiri community in the escrasvos. The Egberode tragedy claimed about 300 lives, while the Ijalla incident recorded about 30 people's dead. Not forgetting the Jesse fire fragedy, also in Delta State, in which nearly a thousand people died (Sunday Punch, July 23, 2000:12). Note specially that the raging fire did not consume only the fuel scavengers, but also the plants and animals it met on its way.

But the latest fire incidents showed that Government needs to find an urgent solution to the problem of pipeline vandalisation. The fire incidents caused through the vandalisation have become regular and embarrassing. Apart from the large number of victims the fire claims when it occurs, an attendant ecological problem is created not only for the affected area, but for the country as a whole.

Already, frequent oil spills in the Niger Delta area is a source of worry to both the Federal Government and the people of the area. The oil companies operating in the area have not found a solution to the problem. It has been claimed that one of the reasons people vandalize the oil pipes, especially youths, is to arm-twist the oil companies to engage them in meaningful employment. Genuine as this excuse may seem, it Federal Government shouldnøt only declare such flash-spots as disaster zones just as it has done because it would in no way curb the trend of pipeline vandalisation in the Niger Delta. A greater measure is needed to, indeed, stop the ugly menace, and save the lives of the people of the Niger Delta who, in their impoverished state, are forced to take to scooping fuel from the burst pipelines to better their lot.

Moreover, we cannot afford to forget in a hurry the õOgnoni 9ö, in which a popular playwright and environmentalist Ken Sarowiwa, along with a 8 of his Kinsmen were cruelly murdered in a manner best described by pundits as õjudicial murderö. Of course, this climaxed a decade-long struggle against oppression and suppression of the Federal Government and its collaborators: the oil companies. It should be noted also that this incident was the aftermath of earlier killing of õOgoni 5ö, in which eminent chiefs and illustrious sons of Ogoni land were murdered. These men were considered by Ken Sarowiwaøs camp as those that arm-twisted their efforts in their quest for a better bargain of oil wealth. These scenarios were seen by Keen watchers as the proverbial house or nation divided among itself, and therefore cannot stand.

This struggle of Ogoni nationality signaled series of agitations in the Niger Delta, and today, the agitation is widespread and unabated, to the extent that the Federal Government is having a sleepless night, and indeed, nightmare over the problem. Except the Federal Government takes urgent and decisive measures, inform of constitutionalised framework which will serve as the basis for problem/conflict

identification, prevention and resolution in the Niger Delta so that Nigerians can have respite from pockets of violence threatening the foundation of Niger Delta in particular and Nigeria as a whole. We shall therefore want to look at other fundamental issues which are conflict-prone and, at the same time, form the fulcrum of the perennial conflicts pervading this region.

2.9 OIL EXPLOITATION, EXPLORATION AND ENVIRONMENTAL PROBLEMS IN THE NIGER DELTA AREA

Activities in the Nigeria Oil sector dates back to the 1930s, when the Shell Overseas Exploration Company Ltd and DøArcy Exploration Company Ltd were jointly granted an exploration license to explore for oil throughout Nigeria. However, the years between 1938 and 1951, the first exploration well in Nigeria at the Uhuo, North-west of Owerri was drilled by Shell DøArcy Petroleum Company of Nigeria Limited.

It should be noted, however that at this stage of development in the oil industry Shell Petroleum Development Company of Nigeria as it is now known and called enjoyed monopoly of the industry. Its effort paid off when in 1956, Shell drilled its first commercial well at Oloibiri in the Niger Delta (Tsado Austen A. O., 1999:13 & 14). Since then, the oil industry has witnessed a rapid growth unparalleled in any other sector of the Nigeria economy. Following Shelløs success, many international oil companies were attracted to Nigeria to begin exploration (Shell 1995:5).

Today, Niger Delta is home to many oil prospecting companies as a result of the presence of natural endowment of mineral resources. Their activities increased tremendously in view of the revenue from the oil.

Note that the process of drilling, refining and marketing the oil led to the establishment of refineries, oil fields and pipelines crises-crossing the entire

landscape. The nature of their operations is depended on the location of production; hence it may either be on-shore (Evwreni, Oleh, Uzere) or off-shore (escarvos, forcados, Burutu) process. Allocations of these locations are on ÷blockø basis. (fola Sanusi, 1999:19; many multinational companies prospection oil in joint venture with the Nigerian National Petroleum Corporation (NNPC) include: shell, Elf, chevron, Agip, Mobil, and Texaco.

Exploration and production activities today are centred around the Niger Delta covering mainly Edo, Delta, Bayelsa, Akwa Ibom, Abia, land and air suffer serious impediments by the activities of these oil companies. The countryøs oil resources are large but found in many small deposits in land swap and off-share areas (Shell 1995:13).

For the Ogonis and other people of the Niger Delta, the source of wealth to the nation has become a cause of deprivation and poverty. Of course, their operations are similar and affect the envir0onment in similar ways. The nature of the activities associated with oil mineral exploration and production is such that the communities where those operations take place have to pay a heavy toll in environmental degradation and drastic change in the traditional socio-economic life of the people. The activities have also been usually characterized by oil spillages which often result in irreversible ecological damage to the flora and fauna, thus, depriving the inhabitants or the communities of their traditional occupations of fishing and farming; (A.K. Horsefall, 1994:3). Together, they have reduced the host communities to disaster zones. One only needs to see the environmental and ecological disasters in some of the communities in order to fully appreciate the physical damage and human misery which stems from it (A.K. Horsefall, 1994:4).

This region which is home to three of the four refineries located in Port Harcourt, and Warri, of which their refining activities affect the environment aqueously and gaseously. Certain effluents from petroleum refineries affect the environment adversely. These include aqueous effluents, gaseous effluents, and hydrocarbon oil. Also, combustion of refined petroleum products such as leaded gasoline and sulphur containing fuel oil and gas oil, cause the emission of obnoxious particles and gases which pollute the environment (Peter A. Obuasi, 1987:279).

The end receiver of all the activities of oil companies is the environment, involving a certain amount of alteration of land surfaces, vegetation are declared to make way for seismic lines and roads, sites for drilling rigs are leveled and drilling mud and oil may reach streams, surface water and land.

Letøs not forget gas flare which is viewed as the effect of light intensity and temperature on the environment, of which it causes varying degree of pollution including effects on meteorological, biological, chemical and soil conditions in the environment. Therefore, we want to note quickly here that the politics of resource exploitation and community development are inseparable. It is therefore imperative the any serious discourse on the Niger Delta must come to terms with this reality. Indeed, the level and quality of development of that region rather than purely environmental concerns, is at the very heart of the conflict. The communities themselves do not want the oil industry or indeed, any other industry or maker human activity terminated. If this is true, there must therefore be a determined and honest search for an integrated process of operation that secures the quality of life of the people and protects the environment. Striking this balance is by building the peopleøs reasonable expectations into the development process. (G.O. Onosode, 1997:14): This is the only viable way forward.

The major environmental and developmental problems associated with oil exploration activities threatening sustainable development in the Niger Delta include the following:

i.   **Pollution**

Pollution is of three types; Air pollution, water pollution and noise pollution. It occurs when potentially harmful substances are release into the atmosphere, arising principally from people's economic and domestic activities as well as industrial activities. Industrial activities one responsible for wide range of pollution in the Niger Delta. Especially the industrial activities of oil prospecting companies in this region. Thermal power stations, gas flaring, burning fossil fuel and moving vehicles emit harmful pollutants like sulphur dioxides, nitrogen oxide and carbon dioxide that cause acid rain, global warning and malfunctioning of human/animals haemoglobins (Smart Uchegbu, 1998:8).

Mba et al (1979) identified major sources of water pollution in Nigeria to include industrial plants decomposed domestic wastes, solid minerals mining activities as well as petroleum, mining operations. In his own view, Odiete (1994) identified water pollution sources as arising from soil erosion, the discharge of industrial and household effluent wastes (in treated) into the water bodies and the growth of water hyacinth.

Furthermore, another major environmental problem is noise. It is most often defined as unwanted sound. Noise is usually measured in Decibels (dB) and is generated mostly in high density urban areas and industrial areas that usually use industrial plants as their sources of energy. In Niger Delta, noise pollution is related to seismic operations of oil companies.

ii**.** **Global warming or Green House Effect:**

This phenomenon occurs as a result of excess carbon dioxide caused by gases concentrated in the atmosphere which trap heats from the sun create the green house affect. It is apparently making the earth a hotter place in which to lives and its happening at a frightening rate. Carbon dioxide from the burning of fossil fuels ó coal, gas and oil-plus other gases contribute to the effect. So do chlorofluorocarbons from aerosol sprays and air conditioners, as well as nitrous oxide from fuel burning, chemical fertilizers and methane from organic matter. Chlorofluorocarbons (CFC) are the culprits in destruction of the ozone layer. Ozone is a natural gas present in the atmosphere that partially blocks ultraviolet solar rays from reaching the earthøs surface. Its continued destruction allows more ultraviolet rays to reach the earth. õFor every decrease of 1% of the ozone layer, there is a 2% increase in the incidence of skin cancerö (Engel, 199O: 17).

Given the assertion of George Engel, it then follows that further depletion of this ozone layer portends great danger to mankind. This is the most reason why every effort that could lead to its check must be taken for seriousness by all lovers of environment.

iii. **Land degradation**

Land degradation is basically related to inappropriate waste management, oil spillage, bush burning, urban and industrial pollution, erosion and improper agricultural practices. Land degradation is one of the worse environmental problems facing many people worldwide. In Nigeria, over 40 million are affected and this has led to food shortages and health problems.

iv. Biodiversity Depletion

Biodiversity has been defined by environmental actuaries simply as a variety of life and its processes (Texas Environmental Magazine). Biodiversity includes all life forms such as fungi, protozoa, bacteria, and organisms such as plants, insects, fishes and mammals.

The depletion of these life forms, no doubt, could lead to their reduction and indeed, their extinction. If this happens, it then means that the means to replace them are quite elusive and even impracticable. Of course, this could best explain why concerted efforts have to employ to sustain them in order to avert the likely phenomenon that will result there from.

Lamenting such phenomenon, (Ukpong, 1994) explains that loss of biodiversity is mainly caused by the destruction of habitats as land is cleared for agricultural and development purposes. He further stated that the greatest loss is the disappearance of the world's tropical forests which house some 40% of plants and animal species.

In Nigeria, biodiversity loss is widespread and pervasive in the oil producing areas like Delta State Rivers State, Abia State, Akwa-Ibom states and Cross River state. As we have noted earlier, biodiversity depletion or loss leads to the extinction of endangered species of plants and animals. It should be noted, however, that the effect of these losses is the disappearance of basic natural resources of food, fishes tubers etc.

v. Atmospherics Contamination

According to Smart Uchegbu (1998:14) Atmospheric contamination is the reduction in quality of the air environment. Although, this could be caused by natural circumstances such as volcanic eruption whirl winds, earthquakes etc, we are very much interested in the man-made causes of atmospheric contamination which include inappropriate solid waste disposal, gas flaring, oil exploration,

industrial pollution, coastal erosion, bush burning, oil spills and effluents from vehicles and energy plants. We want to mention that these causes are known to affect both aquatic and terrestrial lives and contribute to biodiversity loss.

iv.   **Deforestation**

Deforestation occurs whenever forests are cleared on a massive scale for agricultural development, urban growth, industrial expansion and general pressures from increasing population have reduced the extent, diversity and stability of the Niger Delta forests in particular and Nigeria forests in general.

We want to note specially that the constant deforestation attitude has caused the extinction of valuable plants and animals in Nigeria. Of course, the reason for this is caused by the shortage of building materials, the quest for fossil fuel energy, hunting and the gathering of natural products. No doubt that all these have caused low productivity in agricultural production in Nigeria and can be attributed to shortage of arable plants in our society today. Commercial logging has been identified as one of the major causes of forest destruction as big companies pay large amounts of money in order to fell trees (Smart Uchegbu 1998:13). Again, another major cause of deforestation in contemporary time is bush burning for agricultural purposes and the recent incidents of bush burning arising from vandalized pipelines of oil companies in the Niger delta.

We cannot therefore argue the fact these have contributed substantially to the loss of our vegetation and wildlife. According to the estimate of Food and Agricultural Organization (FAO, 1983), Nigeria through circles of exploitation and husbandry destroys reforestation efforts of about 25.00 hectares a year, replenishes only about 4% of the loss.

The only way out of this phenomenon is for government to intensify its tree planting campaign and enforcing appropriate laws and regulations that could deter the general public from contributing covertly or overtly to vegetation and wildlife losses.

vii.   **Desertification**

This is the process where the lands are reduced to deser-like conditions and the areas mostly affected by desertification are the Savannas (Ukpong, 1994). In his own submission, (Smart Uchegbu 1998:14), identifies two causes of desertification to include natural and man-made activities. The natural activities include short rainfall and longer dry season, while the man-made activities include over-grazing, over-cultivation, deforestation, bush burning and general environmental misuse. Among the effects of desertification are loss of vegetation, soil erosion, famine and landslides. To curb this phenomenon, government, should enact appropriate laws and regulation that will make practices that could lead to desertification prohibitive, and make sure that such laws are fully enforced to its last letters.

viii.   Ozone Layer Depletion

Ozone layer is a natural gas present in the atmosphere that partially blocks ultraviolet solar rays from reaching the earth's surface. Its destruction allows more ultraviolet rays to reach the earth. It is the depletion of this layer as a result of concentration of carbon dioxide and methane in the atmosphere, arising frame bust burning and burning of fossil fuels like coal, gas and oil, and from organic matters respectively.

The effects of ozone depletion are that it makes the earth a hotter place in which to live, and also can cause skin cancer like malignant melanoma, the most dangerous form of skin cancer. õfor every decrease of 1% of ozone layer, there is a 2% increase in the incidence of skin cancerö (Engel, 1990:17).

Nany scientists put the blame for this increase squarely on the damaged ozone layer. In addition, there are the huge forest fires such as the one reported. From china in the 1980s in which thousands and thousands of square miles of virgin timber burned in this fire that was out of control for months. Coming home to Nigeria, the Jesse fire disaster of 1997 and many other pockets of fire incidents that have happened in the Niger Delta this year, such as in Oviri-court, Egberode, Ikalia, Otomewo, Okwujeba and oviku, among others. Along with spewing millions of tons of pollutants into the air. No doubt that the forest fires mentioned above destroyed an irreplaceable part of the earthøs lungs.

Scientists predict that if the current rate of greenhouse build up continues, sometime between the years 2025 and 2025 the temperature of the earthøs surface could increase by an average of 3 to 9 degrees fahrenbe it. The only way out of this environmental debacle is to bring all activities of individuals and industries within the paradigm of acceptable standard of environmental practices, enforceable under existing relevant laws and regulations.

ix. **Health Problems**

Health hazards related to gaseous emissions and poor management of hazardous wastes cannot be rule out in the lives of the Niger Delta people. It should be noted however that such gaseous emission and wastes are the direct fail outs of the activities of oil companies prospecting for crude oil in this region of which its effects are acid rain and polluted air. In fact, there is not gainsaying the fact that these are ominous to good health.

Therefore, oil companies should, as a matter of priority, put in place methods and mechanisms that could mitigate the incidence of disease break-out in Niger Delta in near future.

x.   Low agricultural Production

This phenomenon is related to over-exploitation of resources, poor farm yields and gnarled disincentives for farming operations and unsustainable agricultural practices. In an environment where the land is degraded, to argue that such land will not be favourable to agricultural production is to state the obvious, and led to further impoverishment of the people living therein. This, by extension, enhances the poverty and disease level of the people in the Niger Delta. The only way out for the people is to seek reciprocal investment on developmental project that will enhance the total personality and status of the people. Therefore, it is incumbent on the Federal Government and indeed, the oil companies to see this task as part of their overall corporate objectives.

xi.   Socio-Economic Problems

The socio-Economic problems arising from environmental problems as identified above are varied and contagious, and of course related to joblessness, poverty, loss of farm land, fishing water inappropriate compensation measures, poor housing, poor infrastructural/amenity base and human settlement difficulties, lack of sustained commitment to rural implement, coordination and resource assessment. It further expanded to include ethnic crashes, pipeline vandalisation, open confrontation with oil companies, arson and wanton destruction of valuable poverty as well as loss of lives.

xii.   Vandalism and Sabotage

The consequential effects of the aforementioned problems are sabotage from employees of oil companies, on one hand, and the host communities, on the other hand. The extreme cases of such sabotage manifested in the form of vandalism.

That is why in recent times, vandalisation of oil pipes belonging to oil companies and NNPC has reached all time high, leading to loss of lives as a result of fire that results therefrom, loss of vegetation; loss of wild animal species, loss of farm land; loss of aquatic lives and fishing waters, and finally, loss of huge financial resources.

xiii.   Acid Rain

As a result of acidulous and toxic waste expelled into the atmosphere following the industrial activities of oil companies, the people of Niger Delta found it difficult to drink from rain water. Drinking from such water means taking poison which will have adverse health problem on the people. To say the least, this problem continued unabated till date.

The situation is made worst as the people are surrounded by salty and oil spilled water from the ocean, rivers and creeks, as well as absence of pipe-borne water. The combined implication of all these is that the people lack drinkable water and of course, this is a serious problem to the people of Niger Delta.

xiv.   Flooding and Coastal Erosion

These phenomena are related to deforestation, poor engineering construction, sea encroachment, dredging, vandalisation, excavations and inappropriate and use along river banks. No doubt, that this is a concerned problem of the Nigeria Delta people.

xv.   Sedimentation and situation

This problem is great and consequential on the Niger Deltans.   The problem is related to narrowing of creeks, reduction in creeks, reduction in creek dept, and increase in intertida zones, farming and dam construction.

The list however is not exhaustive but suffice it to say that these are few of the problems facing the people of Niger Delta, which of course require enabling initiative on the part of oil companies and the Federal Government by way of formulating both short and long term community development policies and welfare programmes aimed at alleviating the suffering of the people as well as cultivating cordial relations with the people. Therefore, planned and deliberate management actions must be considered in these aspects and given first priority too.

This position supports the belief of Kenneth Andrews in Steiner (1977) when he says that social responsibility is õthe intelligent and objective concern for the welfare of the society that restrains the individual and corporate behaviour from ultimately destructive activities no matter how immediately profitable and leads to the direction of positive contribution to human betterment.

2.10   Environmental Public Relations (EPR): A Definitional and
**   Explanatory Overview**

Over the years, man has exploited nature and his environment to his advantages paying little attention to sustainability of the environment upon which his very existence depends. It was on this note that some environmentalists maintain that world leaders, albeit without intending to, have created a civilization that is headed for destruction. They went further to warn that, we either learn to control our growth in economic activity and population towards environmental sustainability or nature will use death to control it for us. Time International Magazine (1991) in

its publication entitled õLearning How to restore the Wilds of Edenö captures the picture most vividly by asserting that õif the fate of human depends on nature, the fate of nature irrevocably and irretrievably rests in human handsö. Hence the key to manøs survival on earth is sustainable development.

According to the World Commission on Environment and Development (WCED), in the 1987 Brundtland report, õour Common Futureö, sustainable development is defined as the development that meets the needs of the present without compromising the ability of future generations to meet their own needs:

2.11   Public Relations, Public Opinions and Public Attitudes

Public Relations seeks to elicit goodwill, support for and build mutual understanding between individuals, groups or   organizations and their various publics. It can also be said that public relationsø achieves its objectives through actions and two way integrated and systematic communications, based on truth and full information, as opposed to lies, half-truth deceptions, misinformation, disinformation, buck-passing and other propaganda techniques.

> It is a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potentials to meet human needs and aspirations.

But to secure a worthy environmental legacy both for ourselves and for future generations, we must find ways to reconcile humanity more satisfactorily with the natural systems and the environment upon which all human life and civilization depend. This is based on the understanding that the natural systems of which we are a part have an intrinsic worth, transcending narrow utilitarian values.

However the idea, the ideal sustainable environment is far from being realized in most developed and industrialized countries, not to talk of the developing nations within which our discourse and research in this book is located.

This is why the adoption and implementation of the various principles, practices of environmental public relations (EPR) as a veritable strategy for sensitizing and persuading individuals and groups in our various societies to change their negative attitudes and behaviours towards environmental issues and problems and adopt more environmental friendly behaviours and attitudes is very crucial. According to Nwosu (1996), õthe adoption of the EPR Public enlightenment and Public Education option is informed by the fact that the days are gone when any major issue of public policy can be formed without widespread public support. Moreover, õif a proposal cannot be presented in a form in which it can gain support of the general public, prospects for its success are dim indeed (Nwosu,1996). The campaign against environmental degradation is not an exception in this regard. And therein lies the great importance of EPR.

The full realization of the obvious consequences of leaving the environment to degenerate led to the popularity of the new concepts of environmental communication and environmental public relations (Nwosu 1996). To underline the importance, the United Nations came up with the United Nations Environment Programme (UNEP), a body charged with global environmental monitoring and regulation. Equally, to fulfill its own national obligation, Nigeria set up the Federal Environmental Protection Agency (FEPA), to monitor and coordinate the efforts of individuals and corporate bodies towards a harmonious environment. More still, various state governments have instituted their own state environmental agencies. For example, in Enugu State, there is the Enugu State Environmental Protection Agency (ENSEPA). In the same line, various non-governmental organizations are contributing their quote in the bid to maintain a healthy

environment. But the questions still remain what strategies are those bodies using? Have those strategies shown a remarkable result, which goes to justify the huge chunk of resources being invested on them?

It is still evident that many industrial outfits do not care for the negative effect of their activities (like industrial pollution) on the environment.

2.12 Environmental Public Relations (EPR)

It seems necessary to proceed by more pointedly defining and explaining the concept of environmental public relations for easier reference, perusal and understanding.

Simply put, environmental public relations is a specialized area of public relations and reputation management practice that focuses on how best to apply relevant public relations principles, practices, strategies, techniques, models and tactics in any effort to properly manage environmental issues, problems and projects and so ensure the achievement of sustainable development objectives at the communal or local, national, regional and global or international level. But it is much more than this. It is a specialized public relations concept or strategy, which grew out of observed utter   neglect of the deliberate, planned and systematic application of relevant public relations and reputation management strategies at various levels in past attempts to manage environmental issues and problems.

EPR is a specialized Public relations and reputation management strategy that also arose from our observation that even those environmental management managers or experts who make any effort at all to apply public relations and reputation management do so lackadaisically, haphazardly, adhocishly,   half heartedly, tokenistically and without making any real effort to first acquire come good working knowledge of public relations and reputation management; or employ some trained public relations executives or managers to work with them; or use

the services of professional public relations consultants, in order to properly apply public relations strategies in the management of environmental problems, issues and projects.

EPR also grew out of our observed gap in knowledge in the area of public relations literature or studies and practice, and our desire to contribute towards the filling of that gap with the hope that more public relations scholars and experts will start doing more research and publishing more technical journal articles and books that will help to create abundant and reliable body of knowledge in this specialized area of public relations (EPR) that touches on all aspects of our existence in this earth, no matter where we are because for example, the air we all breath, the water we all drink and the sunshine we all enjoy, know no boundaries.

If public relations and reputation management is a relatively new management function and is consequently facing many misperceptions, misunderstandings, misapplications and even poor recognition and underutilization, we should expect that the much newer environmental public relations (EPR) is bound to face all these negative factors and a lot more. The problem though is that EPR as a specialized area of public relations study and practice, unlike many other areas of regular public relations and reputation management practice, has to do with life and death because of its focus on critical and dangerous problems in the ecosystem or the human environment that can massively destroy man, animals, plants and indeed the entire each as we know it today. Even though crisis and issues management, as a specialized area in modern public relations and reputation management, has to do with life and death (Nwosu, 1996), it is not as crucial as ER, at least for two reasons.

Firstly, most issues and crisis management problems are usually geo-specific and their consequences hardly ever pose life and death danger to the entire earth or a very high percentage of the world's population. Secondly strictly speaking, a major focus of EPR is issues and crisis management because many environmental problems today have gone beyond mere localized problems to global issues, and if not properly managed at the issues stage, as research on crisis management have shown, they will sooner than later graduate into full-blown crises (Nwosu, 1996). In fact, many of the environmental issues in the world today are already at the crisis level or stage and many United Nations Agencies, nations, governments and non-governmental organizations (NGOs) are already spending billions of Dollars in tackling them as global challenges. All these go to clearly and strongly demonstrate the importance of EPR.

2.13 The Other Side of EPR: The Flip Side of The Coin

Under this subtitle we will further expand our understanding of ER in this section by giving other definitions and explanation of it, in addition to the ones we have given already. This will be aimed at expanding the one-sided and unidirectional definition and explanations of the concept of EPR, which we intentionally gave earlier because that is easy to understand, and also because that is really the major focus of or approach to ER we want to emphasize in this section.

In offering these other sides or dimensions of the meaning of EPR, our emphasis will extended to the inescapable fact that environmental issues and problems themselves influence EPR decisions, communications and activities or practices. These constitute what we described above as the flip side of the coin in EPR management and reactive, which we should bear in mind and be guided by. They also underscore the need for us to adopt a multi-dimensional, wide-spectrum and

holistic approach to the understanding and application of EPR principles and strategies.

We can define EPR as a set of public relations management activities that are aimed at creating public acceptance and competitive advantage for any corporate entity by convincing its stakeholders (domestic and international) that its policies, products and activities are totally harmless to the environment or at least environmentally ó friendly, especially when compared with the policies, products and activities of their competitors. This definition sounds right and appropriate. But it is narrow, simplistic and incomplete. It is at best only 50% of what EPR is or should be, as we shall see later. It is also similar to the intentionally simple definition of EPR we gave earlier.

It can also be said to be opportunistic and too heavily focused on or directed towards the achievement of tactical advantage, rather than the pursuit of the strategic change needed to ensure the achievement of broad and specific environmental and societal development goals and objectives. Furthermore, it is dangerously too close to the now discredited lip service and lopsided or one-sided approach by companies (especially commercial or profit oriented ones) to dealing with environmental problems and issues. As one critic of this discredited approach rightly observed, õselling and Public Relations activities with a green theme were ripe, but these had little connection to customers (stakeholders) needs or to the realities of the environmental impact of the products (and policies) involvedö (Peattie, 1995).

A publishing company may, for example, write on all its publications the following promotional and environmental ó friendly stunt or statement: õThe publisherøs policy is to use paper manufactured from sustainable forestsö (Pitman Publishing Company, London). That is well and good, but we need to go beyond this slogan or statement. Get inside the company or organization, critically

examine its policies, products and activities, and most importantly, procure research insights from its internal and external stakeholders, before we can give it the credit of being a truly environmental-friendly company. That is the only way. It is imperative therefore, that for us to get closer to the true, expanded and appropriate meaning, definition and explanation of EPR we must relate it to or situate it in the very complex and inseparable socio-cultural, political, economic, technological, physical (Ecosystem) and other environments in which organizations (profit and non-profit) and their stakeholders or publics exist and interact with each other. Based on all these, we shall operationally define EPR in this section as follows: EPR is a holistic management process and specialized are of public relations management that is responsible for identifying and anticipating (forecasting the ecosystem needs, interests, policies, public activities, issues and programmes of any corporate entity (etc. Company, Country or State, Parastatal), and also implementing sustainable programmes of public relations actions and communications that will reconcile them with the ecosystem needs, interests, expectations, demands, activities, problems and policies of the stakeholders of that corporate entity (domestic and global). This is to ensure sustainable development through environmental friendly corporate policies and actions, as well as the perception and acceptance of that corporate entity, its products, services, policies and activities as environmental-friendly by all the domestic and global stakeholders of the corporate entity and the environment.

This is an intentionally long definition that is supposed to, at the same time, explain the various dimensions of EPR, especially its essential two sides that will always remind the EPR, manager that while he is using public relations and other related strategies to ensure that his organization is environmental ó friendly. He should never forget to factor in these environmental problems, actors and issues into his organizations policies, projects, programmes, plans and activities because, whether he likes it or not, these environmental problems, issues and actors do

have significant or serious influences on his organization's EPR policies, activities, performance and overall rating on the environmental-friendliness or management scale in the mind and eyes of environmental actors and the general public (domestic and global). This might be described as the dualism of dual nature of effective EPR management.

2.14   Towards a Holistic Model of EPR

To further expand our understanding of EPR principles and applications, we shall offer and explain below an EPR model (Nwosu, 2003: 12 and 2004: 45-45).
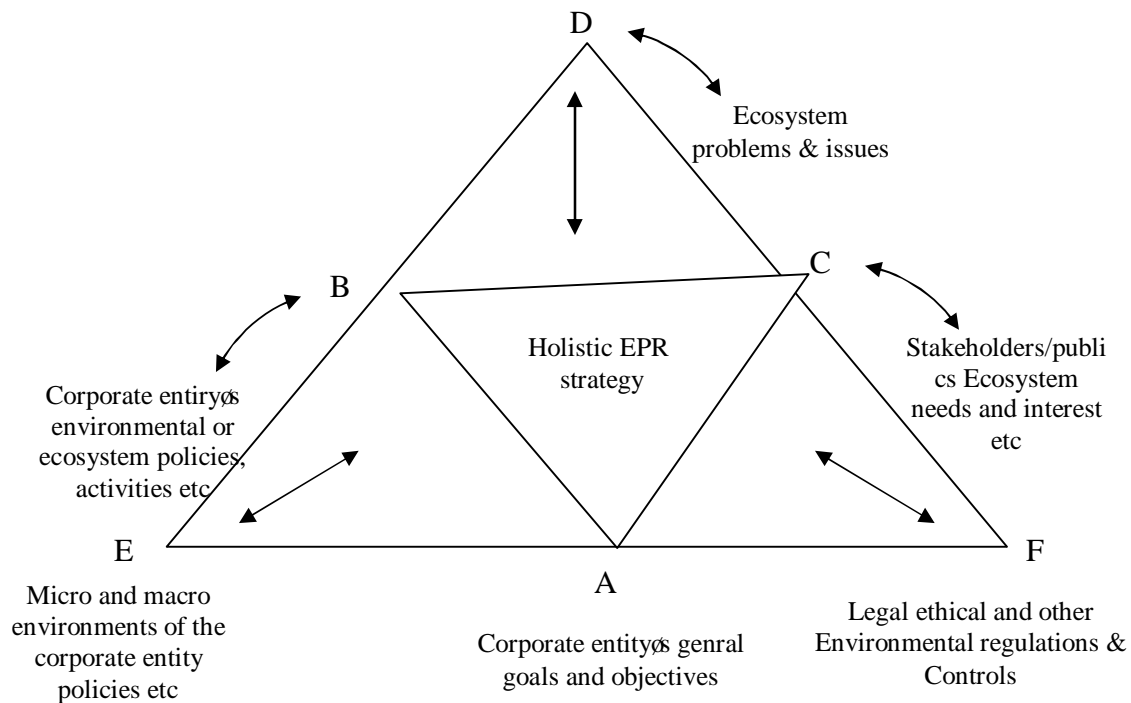

Fig 2.1: The Holistic Four Trianges Model of Environmental ublic Regulations (EPR)
Source: Nwosu, Ikechukwu E. (2002: 12)

As shown in fig. 2.1 above, the inverted triangle ABC encapsulates or encloses the recommended Holistic EPR strategy that forms the hub of the Holistic Four Traingle Model of Environmental Public Relations. In this inverted trangle, the A tip or segment represents the corporate entity or organization concerned or whose environmental performance is being examined or handled with the EPR strategy.

The A tip also shows that we should start by identifying, understanding and critically examining how that organization's general policies, goals, objectives corporate strategies and plans are influenced by or are sensitive to environmental issues and problems as well as how they can influence the organization's ecosystem or environmental policies activities etc, which are shown in tip B or segment B of the ACB inverted triangle. Triangle ABC shows and emphasizes the need to reconcile always the ecosystem or environmental needs, policies activities and interests of that organization with the environmental needs, expectations, interests, demands and activities of its stakeholders or publics, all in a holistic manner.

Also, as shown in Fig 2.1, the normal (uninverted) bigger Triange DEF envelops the EPR Triangles (ABC), and the D part or tip of that triangle houses the Ecosystems or general environmental problems and issues which the EPLR manager and his company must manage well and which also impinges on the organization's overall policies, strategies and activities. The E tip or segment in Triangle DEF houses the micro and macro environments of the organization (eg. Political, economic, social, technological environments) which influence the EPR policies and activities of the organization, and which the manager must effectively manage in order to achieve his organization's EPR objectives. And lastly in the DEF triangle is the F segment or section which draws out attention to the legal, ethical and other regulatory and control measures which influence and are in turn influenced by the EPR management decisions, actions, communications, policies and programmes of the organization concerned. The three arrows inside triangle DEF which all point to triangle ABC (the EPR triangle) and which have two pointed ends go to underscore the holism or interactive philosophy or relationships among the various parts of the model which should make them systematically and perpetually interdependent.

2.15   Holism, Ecology, Sustainability and EPR

Another look at our operational or expanded definition of EPR above will show that we worked with the concepts of holism, ecology and sustainability in trying to come up with that definition. We therefore need to tightly explain and discuss them here to further bring out their meanings and utility in understanding and practicing EPR management.

The origin of the concept of holism can be traced or credited to J. Smuts who in his 1920 book titled Holism and Evolution stated that nature's evolution and progressions towards ever more complex forms and organizations is driven by a tendency to form wholes that are more than sum of the parts, through the process of ordered groupings, and that it is only through the appreciation of the whole entities and interactions among them that life can be understood. Smuts' 1920 holism concept must have directly or indirectly influenced Ludwig von Bertalanffy's (1968). It is also on record that it was as from the 1960s and 1970s that management experts like Peter Drucker (1973) and I. Unterman (1974) started promoting the idea or concept of holism in management studies and practice. All these gave birth to the holistic management strategy.

But as Ken Paettie (1995:30) rightly pointed out, the holistic management strategy "was originally prescribed for companies to tackle the problems of internal control and coordination. In order words, it had an internal closed system, production orientation". And as the operational definition and the model of EPR we offered in this section clearly shows, holism in EPR management must involve taking an internal and external open-systems marketing orientation to achieve the desired objectives. This involves seeing the organization concerned not just as a holistic corporate entity in techno-economic terms "but a socio-environmental ecological system" (Paettic 1995).

2.16   Marketing Strategies in EPR

Since EPR is holistic management process, its practice must extend far beyond the normally recognized boundaries of public relations theory and practice, especially in terms of its philosophy, strategies, techniques and mode of application. For example, EPR must be more proactive and interactive than the run-of-the mill public relations practice or management. It must also put into use many more marketing and management strategies than general public relations practices for example, it must be guided by the principles of societal marketing which is essentially a marketing philosophy that emphasizes the Corporate Social Responsibility (ESR)   or Community Relations (CR) principles of ensuring that we use EPR to make sure that our companies or other organizations contribute appreciably or reasonably to any society or community in which they operate or do business in, so that they will not be seen as distantly, uncaring or uninterested landlords whose only interest is to collect their rents (profits) at the end of every month and smile to the banks while the citizens of these societies and communities suffer neglect and poverty.

Related to the concept of Societal Marketing is the concept of Social Marketing, which is very often confused with Societal Marketing. It is more of a marketing strategy, which is used in the marketing of not-for-profit product, services, ideas and institutions, such as environmental issues, and problems. Also important is the concept of Demarketing which refers to the marketing Strategy that can be used to stop a consumer from consuming harmful products like cigarette and marijuana, or engaging in unwholesome behaviours like having multiple sex partners, as well as polluting the environment with all kinds of waste material.

In addition, the EPR manager is expected to embrace the principles and strategies of Relationship Marketing which essentially involves building and sustaining close and lasting relationships with customers, distributors, suppliers and other

important or special stakeholders of the organization to maintain loyalty, cooperation and lasting respect and understanding. This can be quite an expensive strategy; but the pay-off is worth it, especially when properly applied and managed. The EPR manager should not have problem with this because relationship marketing grew out from the good old marketing support function of public relations known as Customer Relations or Customer Care/Services (Nwosu, 1996).

2.17 Management Strategies in EPR

With regard to management, the EPR manager will also benefit immensely from leading and relevant management strategies for maximal success in his job, while applying the holistic approach or the concept of holism. The understanding and application of Strategic Management principles will come very handy to him. It will help him to properly align his EPR activities to the organization's vision, mission, policies, philosophy and objectives, as well as make correct strategic decisions and choices. But even more importantly, the application of strategic management principles will help him to go beyond the internal environments of his organization and respond well to the changes posed by the external environmental factors (including the ecosystem itself) by evolving implementing and supervising the EPR strategies that will ensure resounding performance, internally and externally. Of course, he can also easily and proficiently carry out other critical strategic management activities like strategic planning, environmental scanning monitoring, evaluation strategy audit and SWOT or TOWS analysis.

Adopting and applying the holistic management principles will also help the EPR management to always adopt a Human Resource Management (HRM)
strategy that is human centric, motivational and unexploitative. These will help him to properly empower his EPR team and encourage other workers in the

organization to respond appropriately to the various publics and stakeholders of the organization in order to mobilize, team up and work with them to achieve the organization's environmental management objectives. In like manner, the EPR manager and his team will help to ensure that an environmentally – friendly Total Quality Management (TQM) strategy is not only installed but practiced for the satisfaction and full involvement of the õInternal customersö and õexternal customersö of the organizations towards tackling the organization's qualitative and maximal eco-performance in the organization. This brand of TQM can be referred to as Total Quality Environmental Management (TQM).

Furthermore, the EPR manger must put to practice and preach the gospel of management Re-engineering which involves a total and radical restructuring or redesign of both human, material, financial, processes and the corporate culture or the way things are done in the organization concerned. Re-engineering requires a lot of vigour, discipline and accountability for it to be beneficial and successful, because if wrongly applied, it can be very disastrous generally and painful to the organization's stakeholders. So, the EPR manager has to use it with care in order to reap from its benefits and avoid its pains. This is especially so, because generally speaking environmental management with its.

2.18 Ecology and EPR

What of the Ecology Concept? What does it mean and how does it relate to EPR management.   In trying to explain the ecology concept we shall adopt the very apt and lucid four-points description of the concept offered by B Commoner (1972) in his book entitled: The Closing Circle. The first point to note in understanding what ecology is, is that õeverything is connected to everythingö in nature. This idea makes the ecologist to see the environment as a õweb of lifeö in which a change to one strand, unit or lament (e.g. an organization or community) can have repercussions through the whole network or chin. The global ecosystem

or environmental web will therefore, collapse, if one or all of its strands or units is continually abused or destroyed.

The second point posited for the understanding of the concept of ecology is the point that õeverything goes somewhereö. Physicists tell us that matter and energy cannot be destroyed; so they must go somewhere else. This is why any pollution, industrial waste, toxic material or other such anti- environmental maters constitute clear and present danger to one and all, at the individual, corporate,, national or global levels. This is also why the EPR manager should embrace and use this particular principle or point in ecology, in planning and executing his EPR campaigns, and in advising his organization on environmental issues, problems and polices.

The third outstanding ecology explanation point or statement we must note is that õnature knows best and can always balanace itselfö. We should therefore, desist form all activities that tend to change the õbalance of natureö, for economic profit, development or other purpose. This is no doubt, a strong or powerful lesson for the EPR manager in doing his job. This is the balance of nature he must learn. That message, lesson or point is that õthere are no such things as free lunchö. this means that the bill for every intervention may come decades later, and sometimes even to a different address, but environmental damages definitely have to be paid for by someone, somewhere sometimes

2.19 EPR and Sustainable Development
What about the sustainability concept and its relationship to and application in EPR management ? This concept has its root in the concept of sustainable development, which has its origin in the 1980, world conservation Strategy, which was further, crystallized and more widely disseminated in the Bruntland

Report (WCED, 1987). Sustainable Development has been defined as the development strategy that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987).

M. Jacobs (1991) identified the three key components of sustainability which we believe will serve as appropriate guides to the understanding and application of the sustainability concept by the EPR manager and his team. the first component is futurity which involves the adoption, in all we do, EPR mangers, a long- term perspective which gives equal consideration to the needs of future generation and to our own needs both individual and corporate levels, especially with respect to environmental protection or preservation.

The second component is welfare-ism, which underscores, the need for the EPR manager, his team and us all, to always factor into our activities and policies a deep consideration of the benefits accruable to every individual in every society from these policies and activities. This will help to ensure improved quality of life for all, now and in the future.

The third component or element of sustainability is Equity. This calls for a concerted effort by individual and organizations to endeavour to balance the distributions of economic costs and benefits between different communities, countries, regions, socio economic classes, ethnic groups, religions races and sexes in all that they do. This sense of equity and fair judgment will no doubt form a cardinal point in the EPR management policies and activities of any organization, for it to achieve any reasonable results or impact in managing environmental issues and problems.

Perhaps it is for these and many other reasons that can be given that a senior lecturer in Strategic management at the Cardiff Business School, Ken Peattie (1995) has emphatically stated that:

> Sustainability is no longer an alternative policy; it is now a generally agreed principle of future economic growth and development. The international chamber of commerce¢s Charter for Sustainability has been signed by over 1000 of the world¢s leading companies, and sustainability is an inherent part of the European Union (EU) policy, following the publication of the fifth Environment Action (plan), Towards Sustainability.

We cannot agree more with the above statements and will indeed hasten to add that the whole of African through the AU (formerly OAU) have in 2001 and 2002 fully endorsed the principles and practical applications of sustainability as a development and environmental management philosophy.

We want to recommend at this point some other popular EPR Strategies, which the EPR manager should use, depending on what the environmental situation calls for. The first is the Offensive Strategy, which requires the EPR manager to take the initiative with his PR actions and communications. This strategy is also called the Proactive Strategy and is similar to what is known in marketing practice as offensive marketing strategy. Related to the offensive EPR strategy is what is described as the Pre-Emptive Strategy. In fact, both of them are sometimes confused with each other. But the difference between them lies in the fact that we only use pre-emptive strategy anticipatorily; that is when there is an anticipated attack, danger, criticism (ie foreseen or expected). In offensive public relations

strategy, there does not have to be a foreseen attack, before you initiate an EPR campaign or project, program or attach.

Then, there is the Offensive Strategy, which is used when a harm has been done to your organization, its policies or products. It is a retaliatory or corrective strategy for attacks you never foresaw before they occurred. And finally, we have the opportunistic strategy, which is employed when the EPR manager sees a clear opportunity, after environmental scanning for exploit the opportunities in these environments for achieving these set objectives, using the best of their already uncovered or discovered strengths and carefully managing the already identified weaknesses of the organizationøs environments in such a way that they do not thwart the organizationøs effort or get exploited by the opposition or õcompetitorsö (in this context, the anti-environmental management actors, factors or forces).

It is indeed from all these that SWOT or TOWS Acronyms that have been in the management literature for a long time, was developed. In both acronyms, S. stands for Strength, W stands for Weaknesses, O stands for Opportunities and T stand for Threats. Both acronyms are quick but effective tools for analyzing the data collected by managers during the above-discussed environmental scanning exercise or effort. Whether we use the SWOT acronyms or the TOWS acronyms depends on such factors as the peculiar situations or problems which the organization is facing at any particular time. With all these as background, we can now go ahead to identify and discuss the usual or general factors we should monitor and analyze from time to time, and from the internal and external environments

2.19.1   The Internal Environment

The saying that charity begins at home applies here. Any organization must first keep its house in order before trying to get or reach out to manage the external

factors, actors or forces in its external environments (the micro and macro environments). This is extremely important for any organization or agency that wants to get involved in the murky waters, and highly sensitive issues and problems (or even people) involved in environmental or ecosystem management.

The first duty of EPR manager here therefore, is to work with other managers to ensure that the organizations internal environments factors are available, adequate, strong and well managed. These internal environment's factors can be identified and described with what we have described as the 4 Ms + S formula (Nwosu 2000). In the formula, the four Ms refer to the usual men, money, machine and materials in management studies or practices, while the S refers to Structures or physical structures (e.g Buildings, offices, places or landscapes, etc). of all these five factors, the men or human resources is the most important in ecosystem or environmental management, and indeed all other areas or applications of management. The recruitment, enlistment or mobilization of the men and women that will be involved in managing environmental, õgreenö or ecosystem issues and problems must carefully or painstakingly be carried out by the organization or agency involved or concerned. They must be round pegs in round holes. They must be properly trained in EPR and general environmental issues, ecosystem management and general management strategies and techniques as well as properly motivated in a manner that goes far beyond money and Abraham Maslow's lower order needs (Maslow, 1954).

When the human resources element is adequately handled, it is much easier to manage the money or financial, machines or equipment, materials and structures dimensions of the internal environment or the organization or agency, including any changes or influences on them from the micro and macro environments. Money is another internal environment's factor that must be properly managed (eg. sourced, controlled and carefully budgeted and well accounted for by the EPR

manager and the rest of the management team. This is because environmental management activities (eg. EPR public enlightenment and publicity campaigns, event management, community relations, crisis management, environmental impact analysis, researches etc) can be very expensive indeed. We also need adequate amount of money to be able to procure the required machines or equipment, and materials, as well as set up adequate physical structures for carrying out result-oriented or effective EPR activities in any organization or agency.

Then, as part of managing the internal environment of his or her organization for effective ecosystem management, the EPR manager should work closely with his Chief Executive Offier (CEO) and other managers to ensure that a strategies management plan that is environmentally friendly is put in place. This will help him to ensure that the vision, mission, corporate policies, corporate strategies, corporate culture and corporate objectives of the organization have been. This will go a long way to make the EPR Managers job much easier. Both in terms of ensuring that his organization or agency is seen and known as one that has an environmental friendly reputation and image, as well as in terms the EPR managerøs task of designing, planning and executing specific EPR programmes and projects. Having finished with the internal environment of the organization, we can not move to the external environment, bearing in mind of course that for our purpose, we have subdivided the external environment above into the micro environment and macro environment.

2.19.2 The Micro-Environment

We have already defined or stated above what we mean by the microenvironment in analyzing the environments of environmental public relations (EPR) and have given some examples of its constituents or elements. At these points, we shall

discuss some of them for greater understanding and more in-depth treatment in this book.

2.19.3   The Governments

Governments are very important members or actors in any general environmental and EPR management situations. This is, understandably, so because of the most powerful or inexorable powers usually wielded by governments through their executive, legislative, powers or even off-the-cuff executive pronouncements on environmental issues and problems, as in other areas of governance. The actions or inactions of government actors especially in the developing countries with high level of poverty, ignorance, corruption, absence of human rights, poor governance, etc, (eg. Nigeria) can spell doom or success for any general environmental or EPR programme or project. It   does not matter if the government involved in the progrmmes or projects is the central government, state government or local government. It could even be just a government parastatals or agency like the Federal Environmental Protection Agencies (FEPA) of Nigeria or the state governmental environmental agencies in Nigeria¢s 36 states and Federal Capital Territory (FCT) in Abuja that will have those negative influences through their inactions or actions. Even when they take actions, on environmentally related issues or problems, these actions should be above par or at least adequate, for them to have the desired impact. The problem though is that most of the time these governments are guilty of inaction or inadequate actions that have continued to worsen the environmental issues and problems in these developing areas.

Yet, the EPR manager does not have a choice. He must keep working hard always to find a way of enlisting the support and understanding of these government agencies. If not for anything, the EPR Manager needs substantial and regular funding from these government nor government agencies to finance most of its environmental programs or projects, many of which we know, can be very

expensive. The EPR manager does not have any choice most of the time especially in the developing countries, because these governments control most of the fund or money available in the country, state or local government concerned. He must therefore find a way of penetrating these governments and government agencies using various tried and tested public relations strategies (eg. Lobbying). Because he needs them badly as partners in progress, as far as environmental management is concerned.

Apart from funding, it is only when these government and government parastatals see themselves as partners in progress with the EPR and other environmental experts that say they can come up with environmentally friendly legislations and policies as well as be ready to work closely with environmental experts to see that these are implemented and widely adopted by the citizenry.

For sure, since the 1992 RIO Summit, environment protection has been a major concern and issue in the agenda of governments all over the world. What is needed however, is not just expressions of concern by governments but concrete actions. And in this respect the developed countries governmentsø ar very far ahead of the developing countries governments. Unfortunately, it is in these developing countries that we have the highest need for environmental protection since they have the worst cases of environmental pollution or degradation whose effect on the citizenry are made worse by poverty. So, the governments of the developing countries like Nigeria do not just have to wake up and improve significantly their environmental management practices, but in the spirit of the global village theory or globalization trends with the slogan of one word, one destiny, the governments of the developed countries should, on the platform of appropriate global agencies (e.g UN Agencies), team up with the governments of the developing countries in the war against environmental degradation. Here again, the EPR manager and other environmental experts have a key role to

palsy in advocating, lobbying for and promoting this global approach for environmental management through greater and more integrated involvement by the governments of the developed and developing countries.

As we noted earlier, we cannot do without the governments in managing environmental issues and problems, espically, in the developing countries. We have tried to give various reasons for this situation above. But similarly we must additionally note that government polices tend to contain an admixture of command and ó control style regulations, financial incentives and the promotion of industry self-regulation. And these can affect the prices of environmental products, quantitative aspects of eco-performance such as outputs of emissions or the nature of the technology used (Simon, 1992).

2.19.4 Host Community and Community Neighbours

We cannot neglect local communities in any effort to manage environmental problems and issues. For one thing they feel the negative impact of environmental pollution and degradations in many ways, especially in the developing countries where about 75 ó 80% of the citizenry or population still live in the rural areas, where poverty is most severe. Next to them in the õenvironmental suffering ladderö are the residents of the urban slums.

The EPR manager should therefore, put his community relations and corporate social responsibility (CSR) strategies to the maximum use in managing environmental issues and problems at the local community levels. This will help them to properly mobilize the members of the host communities of their organizations, as well as their community neighbour to ensure the highest level of participation and partnership with them from the beginning of any environmental promotion or protection project to the end. To this end, the EPR managers should

ensure to enlist the support of the town unions or development unions, women groups.

These groups or actors or others like them in most local communities are very influential and do not only influence the attitudes, opinions or behaviours of the citizenry, but always have well established methods of group or individual sanctions that make for high compliance by most of the citizens, if not all. The local groups and citizens wear the environmental degradation shoe and so usually know where it pinches most. We cannot do without them. We must work with them. And for greater effectiveness we must understand, the concepts and influence of community structures, values, mores norms and culture in general. You cannot work with or respect people you do not understand their ways and they cannot, of course, respect you or your organization, not to talk of working with you to find solutions to environmental issues and problems. The host community refers to the immediate community in which your organization exists and operates.

2.19.5   Banks, Insurance and other Financial Institutions

"No fund, No EPRö is as maxim that should always guide the EPR manager, if he wants to achieve high degree of success always for his projects, as he should EPR and other environmental management activities can be very expensive indeed. The actions and inactions of banks, insurance and other financial institutions in any society or country, therefore have serious influence, on the environmental management quality of that society or country. These financial institutions are also influenced by the environmental problems, issues and regulations and policies in the countries and societies where they operation.

It is therefore, imperative that the EPR management of these financial organizations (eg. bank and insurance companies) work closely, with EPR consultants, experts and managers outside their own companies as actors in the ecosystem (eg governments), to formulate policies, initiate policies or ensure the implementation of environmental protection policies and regulations in their areas of operation and beyond. They must embrace the õGreen Cultureö by making all their policies, products or services and actions or activities to be environmentally friendly in their own interest and in the interest of others in their immediate and remote environments. The achievement of this objective holistically is one of the biggest challenges of the contemporary EPR manager. He must among other things be an expert in financial public relations.

2.19.6 Investors and EPR

Investors, like banks and other financial institutions we discussed above, are major actors in the environment of environmental public relations (EPR). The EPR manager should therefore not forget to sharpen his professional tools or strategies in the broad area of investor relations and apply them systematically in his EPR projects to relate to the highly competitive and project driven business sector. To this end, he and his team should never get tired in reminding this business investors of their roles and social responsibilities towards managing the ecosystem or physical environments in which their businesses operate. They should also educate and keep reminding them of the consequences of their neglect of these environmental roles and responsibilities both for the country and the world.

Through these and other EPR methods, the EPR manager and his team should be able to enlist these investors and their businesses or companies in the war against environmental degradation. In doing this, the EPR manager and his team may need to enlist the support of various groups in the organized private sector (OPS). Such groups in Nigeria include the Nigerian Association of chambers of

Commerce, Industry, Mines and Agriculture (NACCIMA) at the centre, the Enugu Chamber of Commerce, industry and agriculture ECCIMA) in Enugu South Eastern Nigeria. The Lagos Chamber of Commerce, Industry, Mining and Agriculture in south Western Nigeria (Lagos) and their sister body in Northern Nigeria, as we;; as the central/nations and state branches of the Manufacturers Associations of Nigeria (MAN).

Unfortunately, the EPR managers in Nigeria and other developing countries would have to work harder than their counterparts in the developed countries because facts available in the environmental research literature show clearly that the awareness on and acceptance of environmental problems and responsibilities are already high or more established in these developed countries. One of such studies carried out as far back as 1991 shows that in most European countries, there is a rising interest in green investment and recognition that a greener strategy can generate competitive advantage and cost efficiency (Tennant and Companale 1991). Another survey research carried out the same year by Dewe Rogerson (1991) in which he studied 80 senior fund managers from major institutional investors, found among other things that:

- 67% of the investors/managers believed that environmental factors had a significant effect on business:
- 58% said that a coherent and effective environmental strategy enhanced their perception of as business:
- 90% said that environmental performance was an important factor in their investment decisions; only 11% viewed the environment as unimportant.

It would be very interesting to survey Nigerians or Zambian investors to find out if they would be this much driven by environmental considerations in investment decisions, policies and actions. The findings, compared to the figures in the above reported study, may be very revealing negatively, if not shocking. Again this

translates to a big challenge for the EPR manager operating in these and other developing countries who would have to start at the basic level of sufficient awareness creation before daring into the higher levels of attitudinal opinion and behaviour change among the investors in these countries, in order to enlist them as true partners in progress in any effort to manage their physical environments or ecosystem problems more effectively.

2.19.7 Media and Media Practitioners

Media Relationsø management is a crucial part of professional public relations practice and management. It involves, among mother things, a deep understanding by public relations managers of the mass media as a social institution and as a business enterprise as well as understanding media practitioners (editor, reporters etc), their professional needs, wants and interests and how all these interest with the other intra-media and extra-media dynamics to determine whatever role the media plays in any sector (Local, state national or global), whatever effects the media have and how the media itself is influenced by forces external to it (Nwosu, 1996; Nwosu, 2000). The EPR manager should not only know all these but should know how to factor the media and media men must be persuaded or won over by the EPR manager to partner with him in his effort to achieve EPR objectives. It will be a very formidable partnership as the facts and figures in, the role of the media in the management of environmental problems and issues, which we management of environmental problems and issues, which we have critically and quantitatively handled, or examined in various chapters of this book, have shown.

Furthermore, with the growing influence of the satellite and ICT based media, the media influence in managing ecosystem problems will be even more pronounced. Also, media practitioners who by their training, often see themselves as the watchdog and conscience of the society as well as the eyes and ears of the masses (Nwosu, 1990), now tend to see themselves as crusaders or advocacy instruments

against industrial and government agencies companies or other groups or individuals who engage in any activities or formulate as well as implement policies that are inimical to environmental protection or preservation. Many of them have on their own initiated pro-ecosystem or green campaigns using such media fares as editorials commentaries, articles, features, advertorials and others.

 Paettie (1995) would agree with the above observation and has written that õThe environment has become increasingly visible as a media issue. The more dramatic and therefore newsworthy environmental degradation becomes the closer the interest that media organizations will take in corporate environmentally related deeds and wordsö. Has this practice or trend always been like this and in all parts of the world? The answer is Yes and No because the media dynamics we referred to earlier in this chapter have always ensured that there will be some deviations from the norm or trend from time to time and from place to place around the globe. The different studies of mass media handling of environmental issues and problems, which we reported in various chapters of this book, clearly reflect these ever changing trends.

The studies carried out in Britain by different researchers on media reportage of environmental issues and problems also confirm this ever-changing trend over time. The study by S.K. Brooks and his research associates (1976) reported that in newspaper journalism there was steady but minor coverage of the environment in the ages of The Time between 1953 and 1965. This was followed by triple or three fold increase in this coverage between 1995 and 1973 in terms of proportion of space devoted to environmental issues. And A. Mitchel and L. Levy (1989) reported that in Britain between 1985 and 1989, the use of the phrase õenvironmentally friendlyö in a sample of printed media leapt from one a month to 30 times a day, and the word recycling was used nine times as oftenö.

All said, the point must be made that due to the increasing attention being paid worldwide to the environment, the greater awareness on the environment in different societies and improved (ICT developments, environmental issues are now (1990s and early 200s) generally in the increase and there are also increased media advocacy or adversarial campaigns on the environment, with the media in the developed world understandably leading or doing much better than those in the developing countries. According to D. Mulhall (1992), õthe massive impact of instant media in accelerating the message of gross environmental incompetence by our leaders can be summarized in three letters -= CNN. It means that a companyøs reputation can be destroyed globally in one dayö.

2.19.8   Green NGOs, Interest and Activist Groups

The last group, but by no way the least group, that the EPR manager should pay serious attention to, is made up of many environmentally relevant groups we shall lump together for the purpose of discussion in this section, but which are really many and usually autonomous. These are the Non-Governmental organizations that focus their interest on the environment (the green NGOs), as well as other special interest and activist groups who are very concerned and involved in drawing attention not environmental issues and problems, combating anti-green behaviours or policies by governmental companies or individuals and taking other direct and indirect actions to help ensure a safe, clean and sustainable environment in any society. Apart from working independently these groups are very good in partnering with other groups or individuals to achieve their environmental protection objectives. They are also perceived by the general public as credible, effective and altruistic in their policies and actions.

These are parts of the reasons why the EPR manager working within an organization must know them, understand them, to ensure that their organizationøs environmental objectives are well set, remain on track and get achieved as well as

become seen by the general public (perception) as having been achieved and can be sustained. They should work closely with them to avert negative perceptions of their organization's policies or environmental mistakes by their organizations that can attract serious consequences from the general public, the media, the government and other stakeholders. EPR consultants should also work along the lines we described above to ensure success all the time in the environmental management polices, objectives and activities of companies or organizations they represent.

EPR managers should also be very familiar with the popular methodologies of the pro-environmental interest groups or how they operate, as well as the key people, representatives or officials in these groups. They should move from them to build public relations bridges of mutual recognition, mutual acceptance, mutual trust and mutual respect, because this is the only way thy can work well with them also the time or on specific environmental management project.

Their major methods of operation, in addition to the ones we mentioned above include Direct Action emphasized by such groups as the Green Peace Movement, Campaigning and Lobbying emphasized by groups like the Friends of the Earth, and Partnership emphasized by such groups as the World Wide Fund for Nature (WWF), all depending on the situation or circumstances being confronted by the group concerned. It is also important to note that whenever an organization is under attack from these pro-environmental groups the EPR manager is advised not to adopt the usually negative responses like Deence, Denial, Discrediting, Disapproval and Deflection. We like to call these the 5Ds of negative response to environmental criticisms, attacks or complaints against your organization.

The EPR manager is advised to avoid them like AIDS or leprosy and PARS because as K. Peattie (1995) rightly pointed out, õSuch responses can be counter productive, since given conflicting stores from green groups and a company, the company is likely to finish second in the race for credibilityö. Peattie supported his point with data from a study by W.K. Kamena (1991) which surveyed selected consumers in the USA to find out how they score or rank-order different groups as source of environmental information, and found out that õenvironmental groups scored 37%, the highest score, consumer groups 24%, the media 19%, Retailers 9%, Government 7% and product manufacturers a very distant 5%. So, are you dying or longing to fight with the environmental interest or activist groups for credibility? We guess you would rather not.

2.19.9 Competitors and Customers

The EPR manager and his team should remain proactive rather than reactive when dealing with environmental issues and problems.

They should also ensure that the packagings of their organizationøs products are environmentally friendly and environmental laws complaint.

In respect of pricing, EPR managers should advise continually that their organizations, especially those who produce and sell products or service for profit differentiate between monetary price from socio- environmental price, which is not aimed at immediate cash profit, so that they do not regard what they spent on the environment as economic waste. They should also plan and execute campaigns aimed at educating and persuading consumers and companies to purchase less environmentally damaging or environmentally friendly products and services even at higher prices. Even more importantly, we believe that EPR manger should continue reminding all   stakeholders in any society that the environment or nature is indeed priceless.   It is therefore absurd to consider whatever inputs or investment we make in preserving the environment in terms of the price they cost us in terms of money or even time, which we know, is money.

Peattie (1995) will probably agree fully with the above thought process and has captured the dilemma or difficulty in considering price in environmental management in these words:

Societies and consumers pay two prices for goods and services that are consumed. The economic price is clearly defined, must be paid today or soon after, and any debt that is incurred can be paid later. The socio-environmental price is unclear, can be deferred today (even if it must be paid eventually) and any debts incurred are unlikely to be paid.

As far as the suppliers and marketing intermediaries are concerned, all we want to say here is that the EPLR manager and his team should regularly check the environmental records or performance of these marketing actors and advise management whether the company should continue to do business with them or not.

What about the customer as part of microenvironment in EPR management? The main job of the EPR manager and his team here is to regularly monitor and control or manage, without panicking, customer or consumer complaints and pressures that are related to the environmental performance of their organization and its product or services. They should also use preventive EPR strategies to avoid such complaints or pressures. They should in addition, carry out research and maintain data banks of past, present and emerging customers of consumerøs of environmental or ecosystem concerns, especially as they relate to their organizations, in order to address these concerns pointedly, appropriately and adequately. They should also as recommended by the Total Quality management (TQM) strategy, mobilize and carry the internal customers (employees) along in all EPR campaigns.

2.20 The Macro Environment of EPR

The PEST acronym or analytical model has been for a long time the most popular tool for analyzing the macro environments part of the external environment, as well as the influences they have on the organization and its activities. This method of the macro environmental analysis is sometimes simply known as carrying out a PEST Analysis. P stands for political environment and usually includes the legal and regulatory environments. E stands for Economic environment, including national and global economic trends, changes, cycles of recession, population trends etc. s stands for Social environment, which includes changes in values, attitudes, opinions, lifestyles, ethics and other socio-graphic variables. T stands for the Technological environment, which includes technological changes like the internet, Database, Digital Television and many others (Smith, 2000; Peattie, (1995).

We recommend however, that the EPR manager and his team go beyond this basic analytical tool (Pest Analysis) in any attempt by them to analyze the trends or changes in the macro-environment of their organizations (environmental scanning) into gather data and information that will guide their ecosystem decisions and actions, as well as those of other managers in the organization. Why? For one, the PEST model is somewhat limited in its scope as analytical tool, despite the attempts of those who use it to subsume related variables under any of the four sub-sectors, or themes that are closely related to them. For example, as we noted above, the legal and regulatory environments are subsumed or forced to fit into the political environment. But, as we should know, such subsumed treatment of any issue or factor or variable does not make for in-depth or sufficient analysis of all dimensions of such issues. Moreover, the subsumed factors or issues are crucial or important enough to be given their own independent analyses or considerations. Again, in any attempt to put everything or every factor in the PEST bag, some very important issues are most often totally forgotten. Therefore, the EPR

managers should use environmental analytical models that are more broad based and which will help them to do proper and in-depth environmental trends analysis for both profit or commercial and non-profit of non-commercial organizations, and which gives them the opportunity to carry out very deep analysis of the physical environment or ecosystem which is the major focus of EPR.

To this end, we recommend that EPR managers adopt and apply (as it is or in any contextually modified form) Nwosu's SCEPPTICALE MODEL or environmental trends analytical framework (2003:7), which has been used in environmental analysis of business and non-business organizations. This model was developed from the SCEPPTICALE analytical model which has also been in the literature ((Peattie, 1995) by the addition of Two new factors or variables which, especially for developing countries, were considered as very important, but which have been neglected, subsumed or left out completely in environmental scanning efforts of managers and experts, especially those from the developed countries and the old business management disciplines, because they can afford to forget about them, take them for granted, play bride or tangential attention or lip service to them in their analysis. One of the big but often forgotten variables is Education. The second variable highlighted in Nwosu' SCEPPTICAL model and politics, which was surprisingly subsumed under the Legal environment in the Scepptical model is erroneously put last in that analytical model. We consider this as strange because we all-powerful and over-bearing influences of the political actors, forces and issues in all sphere of life, especially in the developing countries.

We had to add and make Education prominent in the new Sceptticale Model because managers in the developing countries cannot effort to leave out or play down education or changes and influences from the equation sector because it is the root of all types of development. And in most developing countries like Nigeria, the education sector is wobbling, grossly neglected or sick. It is

therefore, a major source of crisis or other problems that can negatively influence, if not destroy any plans or objectives we set for our organizations ó short term, medium term, or long-term, including eco-system objectives.

Further more, education of the populace is central to the achievement of ecosystem or environmental management efforts or campaigns. In fact, it is always there is every EPR or general environmental management models or plans of action (eg. the RICEE model). It does not matter whether we are thinking of formal, nomadic or any other types or forms of education; the changes, forces or actors in them will always play a major role or have major influences on ecosystem management, especially in the developing countries where functional illiteracy is still not only general problem but also an ecosystem problem.

In addition, apart from working for or with orthodox or pure business organizations who may not see any direct connection between the organizationøs bottom line or profit (or even as a top line essential), EPR managers will definitely also work for or with not-for-profit organizations like UN agencies, NGOs, or even religions organizations whose corporate objective may be solely or partially ecosystem management. They might even work inside educational institutions ast the primary, secondary, or tertiary levels. So, the education sector or the educational environment is a sector or environment which EPR managers and other managers cannot afford to neglect in their environmental scanning efforts, both in their own interest and in the interest of the wider society in which they exist and operate. Indeed, it is corporate immorality to do so, especially in developing countries like Africa. The case for isolating and making politics a separate environment in the SCEPPTICALE model is quite obvious and so requires not further explanation here.

The Sceppticale model recommended to the EPR managers as an effective environmental analytical framework goes thus:

- S stands for the social environment;
- C stands for the Cultural Environment;
- E stands for the Economic Environment;
- P stands for the Political Environment;
- P stands for the Physical environment (the ecosystem);
- T stands for the Technological and Scientific environment;
- I stands for the International or global Environment;
- C stands for the communications environment (processes and structures)
- A stands for the Administrative, managerial and institutional environment;
- L stands for the Legal regulatory
- E stands for the Education environment.

Note that in the above analytical model or framework, cultural environment has been separated from the social environment to make for greater or more in-depth analysis of culture, which is a critical, factor in ecosystem or environmental management. Most experts lump them together and call it the socio-cultural environment. In EPR environmental scanning, this separation will allow us to do detailed analysis of the two vital factors in the environment or the ecosystem. Note also the prominent fifth position given by the model to the physical environment or the ecosystem. Whether we believe it or not, if we continue polluting neglecting, raping and reaping recklessly from mother nature or mother earth, she will die a natural death, a slow, tortuous but sure death. And when she dies all the other factors in the model will not matter anymore. Why? Because dead men cannot set up organizations, not to talk of analyzing their environments and running or operating them.

But even if dead men can set up organizations, ther will be no mother earth on which those organizations can exist. It is not yet conclusive that there is life, as

we know it, in the other planets. But even if there is life in the other planets, we are not sure they will welcome human beings who have notoriously and without qualms destroyed or murderedö their own mother earth, habitat or planet. Even if they are so benevolent to welcome us, we are not sure that we will not continue with our bad old ways of destroying whatever good that is given to us by God. And if we ar not sure of ourselves, who can they be sure of us. So, now is the time to change our anti-ecosystem behaviours because three is nowhere to run to after destroying mother earth. This should be the key message of EPR managers and all others interested in the conservation of our God given environment or ecosystem.

The other elements of our SCEPPTICALE Model are easy to understand and apply. They are also interrelated and should be treated holistically, along with the internal and micro-environment factors we discussed earlier in this section. But we should take particular note of the communications environment in the model because of its great importance to the job of the PEPR manager, the existence of any organization, community, country, society and indeed the global or international system which is also highlighted in this model because, as we all should know, the world is now a global village in which no one can live in isolation. And communication holds the key to interactions and survival in the new global village (mother earth, which we should all work hard to protect or preserve for our generation and generations unborn.

2.21 Environmental Degradation and Environmental Public Relations: The Past, Present and Future.

The earth is at risk as never before. We have contaminated lands and rivers with poison, fouled shorelines and oceans with massive spills of oil and altered the chemistry of the air on which life depends (Porrit, 1991:91). People today trend to measure progress almost exclusively in materialistic terms. But it is good to note that there are now evident unanswerable cases that such õvisionö of progress if

pursued to its logical conclusion, must inevitably destroy that which it set out to achieve. The aspiration to go on getting richer, come what may in ecological terms, must inevitably destroy the natural resources and life support systems on which we depend.

Stressing this point of view further, there has been a scientific consensus about the environmental problems plaguing our earth. On November, 18, 1992, some 1,680 of the world's senior scientists from 70 countries, including 102 of the 196 living scientists who are noble laureates, signed and sent an urgent warning to government leaders of all nations. The warning runs thus:

The environment is suffering critical stress.. Our massive tampering with the world's interdependent web of life coupled with the environmental damage inflicted by deforestation, species, loss and climate change could trigger widespread adverse effects, including unpredictable collapses of critical biological systems whose interactions and dynamics we only imperfectly understand uncertainty over the extent of these effects cannot excuse complacency or delay in facing the threats.

No more than one of a few decades remains before the chance to avert the threats we now confront will be lost and the prospects for humanity immeasurably diminished. Whether industrialized or not we all have but one life boat (The earth). No nation can escape injury when global biological systems are damaged. We must recognize the earth's limited capacity to provide for us (Miller, 1998).

Also in the same 1991: The prestigious US National Academy of Sciences and the Royal Society of London issued a joint report, their first ever, which reads thus:

If current predictions of population growth prove accurate and patients of human activity on the planet remain unchanged, science and technology may not be able to prevent either irreversible degradation of the environment or continued poverty

for much of the world. Thus, all these point to the urgent need for a re-orientation of the people towards a sustainable development (Miller, 1998).

It has been observed that pollutants can enter the environment naturally (for example from volcanic eruptions) through human (anthropogenic) activities (for example, mining, burning of coal, improper disposal of refuses and sewages, contamination of streams, and drinking water sources, unrestricted disposal of industrial effluents and wastes). Equally, most pollution from human activities occur in or near urban and industrial areas where they are produced; others are carried by wind or flowing water to other areas. Pollution does not respect local, state or national boundaries.

Furthermore, some pollutants come from single, identifiable sources, such as the smokestack of a power plant or the exhaust pipe of an automobile. These are called point sources. Other pollutants come from dispersed or non-point sources. These are often difficult to identify. Examples are run-off of fertilizers and pesticides from farmlands, golf courses and suburban lawns and gardens into streams and lakes. It is much easier and cheaper to identify and control pollution from point sources than from widely dispersed non-point sources. More still, three factors determine how severe the harmful effects of a pollutant will be;

1. The chemical nature: this implies how active and harmful it is to living organisms.

2. Its concentration: This means the amount per unit of volume or weight of air, water, soil, or body weight. (For example a concentration of one part per million (1pm) corresponds to one part pollutant per one million parts of gas, liquid or solid mixture in which the pollutant is found). We note here quickly that one way to lower the concentration of a pollutant is to dilute it is as large volume of air or water. But currently, with the

overwhelming of the air and waterways with pollutants, dilution is now but only a partial solution.

3.	The pollutantøs Persistence: This entails how long it stays in the air, water, soil or body. We have degradable or non-persistent pollutants. Degradable pollutants can be broken down completely or reduced to acceptable levels by natural physical, chemical and biological processes. Slowly degradable pollutants include insecticides; DDT and most plastics while Non-degradable pollutants cannot be broken down by natural processes. Examples are toxic elements as lead and mercury and some other effluents from industries. The best way to control this kind of pollutants is not to release them into the environment ast all or to recycle or reuse them. Removing them from contaminated air, water or soil is an expensive and sometimes impossible process

The major environmental problems include:

a.	Air pollution: This come in form of or results to Global climate change.

 b. Water Pollution: Forms of this include

Oil spills

Toxic chemical

Pesticides

Infectionøs agents

Nutrient overload

Sediments

c.	Waste production: This entail

Solid waste and refuses and hazardous waste

d.	Biodiversity Depletion and land pollution

Habitat destruction

Forest depletion

Habitat degradation

Extinction

e. Food supply Problems:

Farmland loss and degradation

Soil erosion

Soil salination and soil water logging

Water shortages

Potable water contamination.

Each of these forms or types of pollution has chains of agonizing environmental consequences that are far reaching even unto generations still to come. For example Depletion of the ozone layer which is an outcome of air pollution, damages the DNA in humans and causes acute erythema (sunburn) and keratitis (snow blindness); thronic cataracts and skin cancer. It equally decreases immuno surveillance and thus increases susceptibility to cutaneous infection and air cinogenesis (Jones, 1989: 208). As regards effects of Depletion on plants and marine organisms; here is an abstract by Robert C. Worrest and Dester D. Grant of US Environmental Protection Agency;

Experimental evidence suggests that increased exposure to ultraviolet ó B. Radiation (an outcome of Ozone Depletion) at the Earthós surface, would have negative effects on both terrestrial and aquatic biota, crop yields are potentially vulnerable forest productivity is also affected, it will modify the distribution and abundance of plants, and thereby change ecosystem structure. It equally causes damage to fish larvae and juveniles and other small animals and plants essential to the marine food web. Effects include decreases in reproductive capacity, growth, survival and other functions (Worrest and Grant, 1989).

On another note, global warming which was caused by pollution and by greenhouse gases would lead to rise in sea level and culminate in loss of wetlands, pollution of estuary waters, decrease in soil moisture, and increased tropical

storms (Oppenheimer, 1989:100). More still, the Guardian of December 16 1997 reports that global warming would enhance the El-Nino phenomenon and its effect (Etuk: 1997). Furthermore, Houghton maintains that with the warming, the activities of many insect disease carriers, which thrive better in warmer and wetter conditions, would double, for example epidemics of such diseases as viral encephalitis carried by mosquitoes would increase ((Houghton, 1994). Equally, some diseases currently confined to tropical regions with warmer conditions could spread into mid-latitudes, Houghton observed.

As it is, there are only two basic ways or approaches to dealing with pollution: Prevent is from reaching the environment or clean it up if it does. Pollution prevention or input pollution control slows or eliminates the processes. Pollution can be prevented by switching to less harmful chemicals or processes, either through reuse, recycle or minimal reduction. On the other hand, pollution clean-up or out-put pollution control involves cleaning up of pollutants after they have been produced.   But environmental scientists have always urged that we emphasize prevention because it works better and it is cheaper. As the age-long saying will maintain, an ounce of prevention is better than a pound of cure.

Pollution clean-up has three major disadvantages; firstly, it is often only a temporary bandage as long as population and consumption levels continue to grow without corresponding improvement in pollution control technology. Secondly, it usually removes a pollutant from one part of the environment only to cause pollution in another part. For example, we can collect garbage, but at the end, it is either burned (perhaps causing air pollution and leaving a toxic ash that must be put some where; dumped into streams, lakes and oceans (perhaps causing water pollution); or buried (perhaps causing soil and ground water pollution). Thirdly, once pollutants have entered and become dispersed in the air and water (and in

some cases, the soil) at harmful levels, it usually costs too much to reduce them to acceptable concentration (Miller, 1998).

But the big question is: how would the world's populace come to embrace this pollution prevention or input control? They need to be enlightened and educated on the inescapable dangers of the scourge of environmental degradation and pollution and on the urgent need for a change of attitude and behaviour towards our dear earth. This is where Public Relations is strictly indispensable. Hence the appraisal of the PR RICEE model s a strategy towards winning this enlightenment campaign.

2.22.Environmental Pollution
So there are four major types of environmental pollution in the world today. These are land, water, air and noise pollutions:

2.22.1 Land Pollution: Land pollution which affects over 40 million acres of land in Nigeria occurs when some pollutants are introduced into a piece of land or through alteration in such a way as to render it unsuitable for its best zoned uses. It is usually caused by such things as refuse dumps or scattered waste materials, rubbishes from demolition, unstable stripped solid, exposed erodoble soil, rock from mining operation, junked materials waste or spilled oils, soil cutting caused by quarrying operation and mothers. And the effects of land pollution include breeding of disease carriers (eg. Rats, flies and mosquitoes) increasing run-off erosion and flooding, killing of valuable or rare vegetation and wild life, destruction of aesthetics, production of bad odour and litters, ground and surface water contamination etc. (Umeh and Uchegbu, 1997).

But according to Ukpong (1994) the major cause of pollution and degradation in Nigeria are improper resources management, destructive logging of our forests, overgrazing and over cropping of arable lands, flooding and wind erosion, over population, poor property management, poor sewage and waste management poor law enforcement, indiscipline, inappropriate use of technology in farming and manufacturing, mining in Jos and Enugu areas, land degradation with pesticides and fertilizers some known natural land slopes, and destructive of oil wells and marshes. To this must be added the serious effects of desert encroachment in far Northern Nigeria and the Atlantic Ocean encroachment in Lagos and other littoral areas of Nigeria. Other serious areas of land pollution in Nigeria include the lead and other mining areas of Ebonyi State, (eg. Abakaliki), the Okplella mines in Edo State, gypsum mining aras in Sokoto, the gold ore mining areas of Kebbi state and the limestone quarrying areas of Ewekoro in Ogun State.

These are somewhat similar to the causes of land pollution in the developed countries like the USA and Europe as identified thusly by Tyler G. Miller (1991): periodic flooding, water logging of soils, nutrient depletion of soil, and washing away soil and crops, cultivation of land, deforestation, overgrazing and mining, urbanization, agriculture-logging and construction, all of which can erode the soil and so degrade or pollute it.

2.22.2 Water pollution

Water Pollution occurs when a concentration of certain pollutants are introduced into any water or water source for reasonably long period for it to have some negative effects on the physical, biological and chemical qualities of water. In Nigeria, water pollution is usually caused buy water pollutants that include coloured matters, heated liquids, organic matter, mineral salt, detergents, toxic chemicals, industrial wastes, domestic wastes, and oil spillages. Waster pollution has negative effects that include causing or increasing of corrosion of surfaces

which the water comes in contact with, encouraging the growth of undesirable biological life in excessive quantities interfering with the quality of water for drinking, bathing, boating recreation etc. and rendering the water unfit for industrial irrigation, and domestic purposes (Umeh and Uchegbu, 1997).

Water pollutants from industrial plants or companies(eg. Manufacturing firms) include cyanided, leads sulphates, nitrates, arsenic and many other such dangerous and poisonous elements. The dangers that they pose to man, animals and living organisms are quite enormous. According to P.A Vesoland and J.J. Pierce (1982) the main causes of water pollution in the developed areas of the world are as follows: organic water from industrial plants: organic wastes from industrial plants; unknown chemicals; heat from industrial discharges, municipal wastes agricultural wastes; sediments from land erosion; acid rain, oil spills and contributions from routine human operations or activities. These are no doubt not really different from the causes sof water pollution in Nigeria and other developing countries of the world. But in Nigeria and other oil producing countries, oil spillage is definitely one of the most outstanding causes of water (and even land) pollution especially in the riverine and other oil production areas like the Niger Delta areas of Nigeria which include Rivers State, Bayelsa State, Delta State, Akwa Ibom State, Abia and some parts of Imo State, Edo State, Ondo State. For example, a single reported case that occurred in 1980, the Funiwa number five oil well low-out, resulted din the loss of 400,000 barrels of rude oil and the death of large numbers of fishes crabs and plants (Nwankwo and Ifedi, 1980).

And recent statistics from the department of petroleum resources (DPR) of Nigeria, shows that the above reported 1980 oil spill is in no way an isolated case and that indeed the trend from 1980 to the present day shows continuous upward movement in the cases of oil spills in Nigeria on the oil spillage chart or frequency

polygon. According to the DPR, (in This Day, 2001), , the volume of oil spillage has been on the increase since the early 1990s; from 14,940 barrels in 1990 to 98, 345 in 1998 then from 84,072.13 barrels in 2000 to 120.970 16 barrels in 2001. The DPR went further to point out that 80% of the total quantity of oil spilled was due to equipment failure.

Even though the DPR has stated that most oil spills in Nigeria were due to equipment failure and metal fatigue, largely because integrity tests on oil pipelines were not carried out as and when due, as reasonable number of oil spills were attributed to sabotages that come in such forms as willful destruction of pipelines and oil producing equipment, as well as community crises which often lead to vandalization of oil producing sites, pipelines and equipment. All these go to show that EPR managers in and outside the oil companies have a lot of work to do in this regard. For one, there is need to advise remind, and ensure that the oil companies and pipelines regularly, police or monitor them always to avoid their vandalization (in collaborating with the communities and the governments). Step up EPR community relations activities that will educate the entry and jobless youths in the oil producing communities who carry out these vandalization most of the time, that their activities do more harm than good in their communities, and so they need to dialogue more frequently with these oil companies and the governments, instead of taking the laws in their hands. The EPR manager and his team must also use PR issues and crisis management approaches (Nwosu, 1996) to help in managing the usual crises, which these situations bring about. Perhaps, a look at the following four cases of recent oil spills reported in Table 6.1 below will hell to drive home the point we have made above on the deleterious and devastating impact of oil spills on the environment:

ENVIRONMENTAL PUBLIC RELATIONS MANAGEMENT

Table 61: some recent oil spills in the Niger Delta (from NDDC'S EP & C's 2001 Third Quarter Report)

	Spill incident	Date	Company involved	Cause of spill	Habitat impacted
1	Qua iboe terminal tank farm spillage	16/5/2001	Exon mobile	Pressure surge, value opened due	21/2 km stretch of coastline impacted by crude oil.
2	Oil spillage and explosion at umudike 11 in Ohaji Egbema local government	3/11/2001	SPDC	Equipment failure	Farmland, Homes vegetation
3	Fire outbreak and pipeline vanalization at B-Dere and K-Dere communities in Gokana local Government Area	25/8/2001	SPDC	Sabotage:several kilometers of the trans Niger pipeline were excavated and cut in sizeable lengths fro onward transportation to buyers	Swampy Basins and vegetation which consist secondary forest and farmland
4	Qua Iboe terminal spill	8/8/2001	Exxon mobil	Sabotage suspected	

	in Mkpanak			3/4plug was removed Grassland and some buildings in the vicinity of the spill point	

Source: Ugochukwu, Onyema (2002:4) and NNDC's EP & 2001 Third Quarter Report.

2.22.3   Air pollution

Air pollution has to do with dangerous contamination of the atmosphere , which reduces the quality of the air we breathe and which sustains other on earth (Nwosu, 2003).

AIR POLLUTION

Air pollution has to do with dangerous contamination of the atmosphere, which reduces the quality of the air we breathe and which sustains other lives on earth (Nwosu, 2003) And the atmosphere has been described as the thin envelope of life- sustaining gases surrounding the earthøø(Miller, 1998: 1860).

Air pollution can be caused by nature and can be man- made. Some of the natural causes include volcanic eruption, whirl Windsor wind storms, earth-quakes and others, while the man-mad causes include wrong solid waste disposal, gas flames, oil exploration, production and use, industrial pollution, and many other such factors which also have damaging effects on both aquatic and terrestrial lives and contribute to biodiversity loss (Uchegbu, 1998).They also have serious negative effects on human health and materials. Other air pollutants like cigarette smoke, radioactive random- 22 gas, asbestos, aerosol sprays, some room deodorants,

gasoline etc. cause dizziness, headaches, coughing, sneezing, burning of eyes, flu- like symptoms that is known as the sick- building syndrome.

To change the adverse effects of these air pollutants on man, experts advise, the regular changes of air fillers, cleaning our air condition system, exchanging humidifier water trays frequently, not storing inside our room gasolineøs, solvents or other volatile and hazardous chemicals. In addition, it is advised that we do not use room deodorizers or air fresheners and aerosol spray products, control our smoking habits and making surer that our wood-burning, gas or kerosene cookers or stoves and fire places are properly installed, vented an maintained.

We cannot talk about air pollution without discussion the GREEN HOUSE and its effects. We have defined the green house as a place, which traps heat in the atmosphere are have explained how it is actualized or formed in the concluding section of chapter five of this book. We need to give more details about the green house because of its importance and effect on the environment. First, we must note that without the trapped heat in the green house , the earth would be too cold for human survival . second, that various human survival activities have increasingly and negatively poured into the atmosphere gasses that capture too much heat or; carbon dioxide from burning of wood, coal, oil and natural gas, produces most of the green house gas while trace gases like methane nitrous oxide and chloroflour carbons (IFCS) continue to rise (Newswatch, 1990).

Experts have warned that if- the build-up of these green house gases in the atmosphere is not halted, it will result in what we know today as GLOBAL WARMING which will bring about adverse drastic climatic changes that include the following : shift in rainfall pattern changes which disrupts

agriculture in many areas of the world; rise in sea levels, which results in the flooding of the coastal or littoral areas (e.g the Lagos bar beach or Victoria Island, Lagos) shift in ocean current s which affects the climate and which will result in the extinction of many plant and animal species (e.g in Madagascar and many parts of Nigeria or African) rise in heat waves, droughts, hurricanes and other weather anomalies that would definitely harm man, animals, crops, forests, etc. (Gues Speth, in Miller, 1998).

Luckily, there are things we can do to avert the above- listed negative effect of global warming and the DEPLETION OF THE OZONE LAYER. Question is, are we ready to embark on these interventions? And how many people, especially in the developing countries like Nigeria, even know these interventions or even what global warming means or portends. These are no doubts enormous tasks for the EPR managers who play key roles, as have discussed in section two of this book in these aspects of managing the environment.

What are some of these possible interventions by men and organizations ? They include banning all production and use of chloroflur carbons and halos; greatly improving energy efficiency to reduce emissions of carbondioxide; and other pollutants; shifting to perpetual and renewable energy sources that do not emit carbon dioxide. Slowing population growth because if we cut green house gas emissions in half and population doubles, we cut greens house gas missions in half and population doubles, we are back where we started; planning tress recycling carbondioxide released in industrial processes; getting air- polluting old cars off the road, stopping gas flaring and indiscriminate bush burning (Miller, 1998). These interventions are mandatory for man now because according to the unite nations inter-governmental panel on climatic change (IPCC), the last two decades of the 20th century were the hottest on record

(UN, 1998) as a result of global warming and depletion of the ozone layer. And as all can tell, it is not getting any cooler today.

2.22.4   Noise Pollution

One often neglected area of environmental pollution today is noise pollution. As a result, many people do not know that there is anything like that or the negative impacts or consequences of noise on man and his environment today. In many Nigerian cities today (e.g Lagos, Onitsha and Aba), noise has become a very big problem that need to be managed. But as noted above, most residents of these urban cities are quite ignorant of noise pollution and its effects or impacts. There is therefore, a big job for EPR managers in Nigeria, in this important area of environmental management.

Those who work in or attend disco clubs (e.g the youths) in Nigeria are quite oblivious of the negative incremental or long- term effects of the heavy sounds that blare from the loudspeakers as well as the human noise (e.g shouting or singing along with the music output , shuffling of legs etc) have on their overall health and learning particularly. The neighbours that live in such noisy places, including noisy motor- parks, can however tell you the big discomfort they have to cope with everyday and even night. The only problem is that most of them feel they cannot do something about it and so have resigned to their fates. They can do a lot, and it is the job of the EPR managers and other to their health by remaining complacent, as well as actions they can take to save themselves and other form this avoidable environmental problem.

Those living close to or working in industrial plants or industrial areas also suffer immensely from noise pollution. They also need the attention or intervention of EPR managers and environmental experts through the managers of these industrial areas and plants. They should educate them to the fact that

what constitutes noise as a part of environmental pollution management is usually loud and unwanted sound and that sounds are usually measured in decibels; though higher the decibel of any sound, the more qualify it is to be regarded as noise that is harmful to man and his environments.

Sound experts have classified sound types of 0 to 60 decibels as audible , quiet or moderate and therefore harmless, while sound types from 70 decibels to 150 decibels are described as loud, very loud, uncomfortable or even painful. Hence they have described threshold hearing of 0 decibel as audible. Normal breathing which usually has 10 decibels; leaves rustling in breeze which have 20 decibels usually as very quiet; whispering which usually produces 30 decibels as also very quiet; library which usually has 40 decibels described as quiet; restaurant which has 50 decibels of sound as quiet; and   normal conversations which produce 60 dibbles fo sound usually as being moderate. On the high and therefore noisyspecturm vacuum cleaners which usually produce 70 decibels of sound are described as loud. Food   blenders with 80 decibels of sound are described as loud. Food blenders with 80 decibels are described as very loud also; moving   train which produces 100 decibels of sound is described as UNCOMFORTABLE; machine gun firing at close range which produces 120 decibels of sound described as extremely loud; and noise experts, only God known the cumulative negative effects all the above, coupled with the extremely noisy and many home- installed electricity generators which are now common in many urban towns and even some rural towns and neighborhoods, which serve as alternative to public power supply from the Nigerian Electricity power Authority (NEPA), have been having on the mental, physical and other health dimensions   of Nigerians. The danger is definitely on the very high side, considering the fact that because of the very low   and epileptic supply of electricity of NEPA, most Nigerians including industrial plants, all depend more on their generator sets than the NEPA public power supply for many hours of

each day when the public power supply is so bad or so poor in Nigeria that many Nigerians would confirm and have indeed expressed the fact in many for a that NEPA is a standby power supply source, while their self- installed electrical generators are the major sources power. May God save us from the noise pollution and the other environmental pollutions e.g frequent release of carbondioxide and other dangerous gases, which the above stretched situation has brought about.

2.23 Regulation and Control

again, even through we have discussed this, in part, in chapter five of this book an in some other chapter (tangentially) we want to discuss further this aspect of environmental management, regulation and control, because of this importance as an intervention method generally, there are three broad methods of regulating and controlling environmental activities in Nigeria. These are statutory provisions for prohibiting and controlling pollution as well as environmental degradation, the National policy on the environment and the oil spillage monitoring programmes (Mba, 2001). With respect to the Nigeria's statutory provisions in addition to the ones we have provided in chapters 5, other chapters and the Appendices, we like to also draw the readers attention to the following laws: The Mineral Acts of 1946; the mineral oil (safety) Regulation of 1967; the Oil in Navigable Waters Acts, Number 34 of 1968, petroleum Regulation of 1967; petroleum Decree, (Act) of 1969; petroleum drilling and production), Regulations of 1969; petroleum (drilling and production) Amendment regulation of 1973: and the petroleum refining regulations of 1974. Nigeria also has statutory regulations against erosion- inducing activities, bush burning and quarrying in environmentally unsuitable areas (Mba, 2002).

But the problem with Nigeria is not making laws and   polices. The problem is with implementation; so we must ask and answer the question: to what extent have   the federal environmental protection Agency (FEPA) , the National council on the Environmental, the state governments and other appropriate government ministries and agencies at the federal, state and local government levels, been able to apply these environmental laws regulations and polices ? With respect to the third   type of interventions or   controls, the   oil spill monitoring programmes or polices, the story is the same ó abysmal failure . What are some of those programmes or policies? There is the monitoring programme set up by the inspectorate Division of the federal ministry of petroleum and National resources to oversee, monitor and control the activities of the oil companies. But to date, its impact is still to be felt in the country as they have been quite unable to control the oil spillage, country, as they have been quite unable to control the oil spillage, and other environmentally unfriendly activities of the oil companies. Again, the failure story is the same for the three other specific programmes set by the government to monitor and check oil spillage and other environmentally unfriendly activities of the oil companies. These are : the oil spillage controls programmes which contingency for minor to medium scale oil spills; the efficient discharge of control programs which was designed to monitor and control the impact of discharges   on the   environment; and the environmental baseline studies programmes which was set up by the petroleum inspectorate Division mentioned   earlier, for   collecting,   collaborating, and analyzing data on impacts of oil operation on the Niger Delta environment on a regular basis. These programmes have not lived up to expectation.

In every part of the world or mother earth, this story of õwoes and crimeö against the environment is the same. For example, while õevery European leaves a life time of wastes one thousand times his or her body weight, for every person in the third world, forty square hectares of rain forests are destroyedö (Harrison,

1993).take the sad and unfortunate case of Madagascar. That country is said to illustrate better than any other place on earth the creative processes of the past and the destructive forces of the present.

And this immoral destruction of Madagascarøs rich forests, wild life, biodiversity, arable land etc. continues even more aggressively today as reported recently by a CNN progamme on the wildlife (CNN, November 11, 2003).

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Of the original forest of 11.2 million hectres, only 7.6 hectres remained in 1950. today this has been halved to 3.8 million hectres. Every year 111,000 hectres more are cleared. At this rate all of Madagascarøs rain forests will varnish entirely within thirty- five year. In 1973 Ronomafana forest (in Madagascar) was 60 kilometers wide . by 1987 it has been cut back to a strip only 7- 15 kilometers acrossö (Harrison, 1993: 74-77)

And this immoral destruction of Madagascarøs rich forests, wild life, biodiversity, arable land etc. continues even more aggressively today as reported recently by a CNN progrmme on the wildlife (CNN, November 11, 2003).

2.24 The Future Of Environmental Public Relations (EPR)

When we consider the future of public relations, we can vividly see the trend of public relations claiming the centre- stage in addressing immediate and even remote environmental issues and problems. The erstwhile prime minister of Canada, Brain Mulroney had an inclination to sharing this view when he foresaw two major issues that would be addressed by public relations in the future as health care and the environment.

As it is , there is this growth or increasing concern for the environment within various companies and organizations. This however, might have their roots in the need for different organizations to address the agitations against environmental pollutions from the indigenceøs or inhabitants of the community in which they are operating. Thus this concern for the environment among various organization could be viewed as a new initiative in the organizations community relations and social responsibility programs (Nwosu, 2003; Nwosu, 2004),

The truth of the matter is that most often, taking adequate or proper care of the environment seems to reduce the optimal profit making of the organization, in that some part of the profit has to be set aside on regular basis to take care of the environment. Equally, some activities of the organizations, like indiscriminate disposal of industrial effluents are replaced by more efficient and environment friendly means of effluent disposal, which we know, need some sizeable financial inputs. Hence, left on their own, most companies would have loved to continue maximizing their profits at the expense of the environment. But thanks to the agitations of the enlightened members of the communities and

interventions by the government, Pungencies and environmental agencies, which ultimately led to the global clarion cal for sustainable development and environment. Examples of such agitations by different communities abound in Nigeria today, most especially in the areas of the south East part of the country which are oil producing areas. Equally, another example where such conflicts of interest as regards the environment exist between n organization or even an industry and the publics, is seen in the dilemma of protecting endangered species (such as the spotted owl in Oregon) on the both sides, and the timber industry must combat a damage public image, similar to the one that mining and oil and gas exploration companies had, before them, and so started repairing the environmental damage done during though sours of their activities .

However, when we view the whole scenario form the long- term perspective, we are of the options that maintaining sustainable environment does more good than harm, not only to the community at large but even to the organizations themselves. We observe that it, for example, he company is disposing effluents in its vicinity, a point of saturation would be reached one day when the environment may not be able to take in any more wastes. This could lead to different forms of hazard ranging form epidemics to landslides. And when this happens, no one will be left out.

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CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 RESEARCH DESIGN

In carrying out this research, the researcher employed descriptive research procedure. This procedure was used because descriptive research gives a picture of a situation and it serves as a basis for most researches in assessing the situation as a prerequisite for drawing conclusion. Descriptive research also involves collecting data in order to test hypotheses or ensure questions covering the study.

3.2 RESEARCH METHOD

The method applied in this research is the survey method. The study however, made use of primary and secondary data to elicit the necessary information required to achieve its objectives.

3.3 SOURCES OF DATA

As noted above, both primary and secondary data were considered pertinent in solving the research problems.

A. **Primary Sources:**

i. *Questionnaire:* The researcher used a structured questionnaire to obtain information from the respondents. Questions were formulated to generate relevant information to the study.

ii. *Oral Interview:* This involves the asking question researcher asking questions which were formulated to elicit relevant information from the respondents. The responses were also recorded on the spot. This method became necessary, as the researcher had the opportunity of explaining everything to the respondents as well as making on the spot assessment of the situation.

B.   **Secondary Sources:**

Relevant information were also obtained from textbooks, records of the three television stations, journals, magazines and other published and unpublished works on the subject matter.

3.4   POPULATION OF THE STUDY

The population of this research comprises of the Management and Staff of Shell Petroleum Development Company. The second population studied were the selected residents of Niger-Delta Communities. The population is regarded as an INFINITE POPULATION, because the exact population could not be determined.

3.5   DETERMINATION OF SAMPLE SIZE

A pilot survey was conducted to be used among other things in determining the sample size for this study. Thus, 40 questionnaires were distributed to the target respondents selected from the diverse demographic strata. 32 of the respondents were knowledgeable about the subject matter and were positive on the effectiveness of PR activities of She in managing the environment; thus, giving a positive response rate of 80%.

While 8 respondents believed otherwise. This gave us a negative response rate of 20%.

Hence, for the optimal sample size, we applied the Trend and Williams mode of sample size determination. And calculated at 95% confidence level and 5% standard error, the formular is:

$$N = \frac{(z)^2 \cdot (PQ)}{e^2}$$

where N   =   Sample size

P   =   Percentage of Negative Response

$$Q = \text{Percentage of Negative Response}$$

$$e = \text{Margin of error}$$

$$z = \text{Normal variance for the desired level of confidence}$$

Substituting and then solving for õNö, we got:

$$N = \frac{(1.96)^2 \cdot (80- x\ 20)}{5^2}$$

$$= \frac{3.8416\ x\ 1600}{25}$$

$$= \frac{6146.56}{25}$$

$$= \mathbf{245.86}$$

With this outcome, we approximated the figure, since we are talking about human beings and thus adopted the sample size of 246.

DISTRIBUTION OF QUESTIONNAIRE COPIES

RESPONDENTS	NO OF COPIES ADMINISTERED		
Management and Staff of Shell Petroleum Development Company (SPDC)	100		
Selected Residents of Niger- Delta Communities	146		
TOTAL	**246**		

3.6 VALIDITY AND RELIABILITY OF THE DATA

The researcher used the test-retest technique to estimate the reliability of the questionnaire. By selecting four respondents each, who had filled the questionnaire and giving them another questionnaire to fill, it was discovered that their responses showed an appreciable degree of consistency.

3.7 METHOD OF DATA PRESENTATION/ANALYSES

The data were presented in the following form:

i.   Tabular presentation

ii.   Charts ó Pie Charts, Bar Charts.

3.8 TEST OF HYPOTHESES

The statistical tools used in testing and analyzing data in order to arrive at valid conclusion is the Chi-square (X^2).

This can be used to test more than two population proportions. The Chi-square (X^2) provides means of comparing a set of observed frequencies with a set of expected frequencies (Osuala, 2005). The formula is:

$$X^2 = \frac{\sum (Oi\ ó\ Ei)^2}{Ei}$$

Where: X^2 =   Chi-square

Oi   =   Observed frequency

Ei   =   Expected frequency

$\sum$ =   Summation sign

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CHAPTER FOUR

4.0   DATA PRESENTATION AND ANALYSIS

4.1   INTRODUCTION

The researcher devoted this chapter to the presentation and analysis of the data collected mainly through interviews and questionnaires administered on the relevant target respondents.

The chapter is divided into three parts.   Part ‡Aø is concerned with the demographic variables of the respondents.

Part ‡Bø treats the sociographic, psychographic and economic variables of the respondents with regards to the subject matter.

Finally, part ‡Cø is on the tests of hypotheses earlier formulated.

4.2   ALLOCATION OF QUESTIONNIARES AND RATE OF RETURNS

Two hundred and forty-five (245) questionnaires were administered on the respondents. And the results were collected and collated as follows:

Table 1: Questionnaire Distribution, Response rate and usage:

Number distributed	Number returned	Number used
245	230	225
(100%)	(93.9%)	(91.8%)

Source: Field Survey, 2010

Table 1 above tells us that the researcher distributed 245 questionnaires, out of which, 230 were filled and returned. However, out of the 230 returned, 5 were found to be badly mutilated and wrongly filled, and were thus rejected. So, the remaining 225 correctly filled questionnaire gave us a response rate of 91.8% and were used for all further analysis in this study.

Table 2: Respondents' distribution by age

Age	Frequency	Percentage
16 ó 25 years	40	17.8%
26 ó 35 years	55	24.43%
36 ó 45 years	55	24.43%
46-55 years	50	22.22%
56 years or above	25	11.11%
Total	**225**	**100%**

Source: Field Survey, 2010

Table 2 above gives us the information that people in the age bracket of 16 ó 25 years gave us 40 respondents. Those in the age bracket of 26 ó 35 years boasted of 55 respondents, representing 24.43%. People in the age range of 36 ó 45 years again accounted for 55 respondents, representing 24.43%. people within the age bracket of 46 ó 55 years accounted for 50 respondents or 22.22%. Finally, those who are 56 years or above gave us 25 respondents or 11.11%.

All these showed that people of all age brackets were accommodated in this study.

Table 3:   Respondent's Distribution by sex

Sex	**Frequency**	**percentage**
Male	125	55.56%
Female	100	44.44%
Total	**225**	**100%**

Source: Field Survey, 2010

Table 3 above tells us that 125 respondents, representing 55.56% were male, while 100 respondents, representing 44.44% were female. This again shows that there were no gender discrimination in this study, as people of all sexes were fully represented as clearly depicted above.

Table 4: Respondents' distribution by Marital status

Marital status	Frequency	Percentage
Married	105	46.67%
Single	70	31.11%
Divorced	20	8.89%
Widowed	30	13.33%
Total	**225**	**100%**

Source: Field Survey, 2010

Table 5: Respondents Educational qualification

Educational qualification	**Frequency**	**percentage**
FSLC/WASC/GCE/SSCE	75	33.33%
OND/Equivalent	30	13.33%
HND/B.A/BSc.	70	31.11%
M.Sc/MBA/Ph.D	50	22.22%
Total	**225**	**100%**

Source: Field Survey, 2010

Table 5 above indicates that 75 of the respondents, representing 33.33% have only either first school leaving certificate of WASC, GCE or SSCE. 30 of the respondents on the other hand, have ordinary national diploma (OND) or its equivalent. 70 of the respondents have either HND or BSc or B.A., that is their

first degrees. While 50 respondents, representing 22.22% have either Masters or Doctorate Degrees.

This distribution shows that people of all educational backgrounds are fairly represented in this study.

Table 6: Respondents Area of Domicile

Area of Domicile	Frequency	percentage
Yenagoa	20	8.89%
Kolokoma	20	8.89%
Eleme	20	8.89%
Jesse	20	8.89%
Warri	25	11.11%
Itsekiri	20	8.89%
Bonny	25	11,11%
Brass	25	11.11%
Ogoni-land	25	11.11%
Odi	25	11.11%
Total	**225**	**100%**

Source: Field Survey, 2010

As seen in table 6 above, five communities ó Yenegoa, Kolokoma, Elema, Jesse and Itsekiri accounted for 20 respondents or 8.89% respectively. While Warri, Bonny, Brass, Ogoni and Odi accounted for 25 respondents or 11.11% respectively. All these are oil producing communities in our three study states of Rivers, Bayelsa and Delta.

Table 7:   Respondents' assessment of the Public Relations Practices of the Oil Firms in their Management of Environmental Issues/Conflicts in the Niger.

Options	Frequency	percentage
Effective	75	33.33%
Ineffective	120	53.33%
Not sure	30	13.33
Total	**225**	**100%**

Source: Field Survey, 2010

The data on table 7 above reveals to us that 75 respondents, representing 33.33% perceive the public relations practices of the oil firms in their management of environmental issues and or conflicts in Niger Delta areas to be effective. Meanwhile, 120 respondents, representing 53.33% view their public relations practices in the Niger Delta to be ineffective.   While the remaining 30 respondents, representing 13.33% said they are not sure.

Table 8:   Respondents' Rating of the Relationship between the Oil Companies and their Host Communities

Options	Frequency	percentage
Cordial	80	35.56%
Unfriendly	110	48.89%
Don't know	35	15.56%
Total	**225**	**100%**

Source: Field Survey, 2010

From table 8 above, we could gather the information that 80 respondents representing 35.56% rated the relationship between the oil companies and their host communities to be cordial.

On the other hand, 110 respondents, representing 48.89% view their relationship to be largely unfriendly. While the remaining 35 respondents representing 15.56% seemed not to have made up their minds on this.

Table 9:   On whether the oil companies employ Adequate two-way communication mechanism in Relating with their host communities

Options	Frequency	percentage
Yes	90	40%
No	110	48.89%
Don¢t know	225	15.56%
Total	**225**	**100%**

Source: Field Survey, 2010

The data displayed on table 9 above, gives us the information that 90 respondents representing 40% believe that the oil companies employ adequate two-way communication mechanism in relating with their host communities.

On the contrary, 110 respondents, representing 48.89% believe that they have not employed adequate two-way communication mechanism in relating with their host communities. While the remaining 25 respondents, representing 11.11% said they don¢t know.

Table 10: On whether the Oil companies generally communicate adequately or poorly with their host community publics

Options	Frequency	percentage
Adequately	95	42.22%
Poorly	100	44.44%
Not certain	30	13.33
Total	**225**	**100%**

Source: Field Survey, 2010

Table 10 above gives us the information that 95 respondents, representing 42.33% believe that the oil companies are communicating adequately with their host community publics.

Meanwhile, 100 respondents, representing 44.44% said they are communicating poorly with their host community publics.

While the remaining 30 respondents, representing 13.33% said they are not certain about this.

Table 11: Respondent's Assessment of the PR strategies   Employed   by   the Oil Companies in Addressing   Environmental Issues in the Niger Delta.

Options	Frequency	percentage
Adequate	100	44.44%
Not adequate	100	44.44%
Donøt know	25	11.11%
Total	**225**	**100%**

Source: Field Survey, 2010

From table 11 above, we could see clearly that 100 respondents, representing 44.44% assessed the public relations strategies employed by the Oil Companies in addressing environmental issues in the Niger delta to be adequate.

On the contrary, another 100 respondents, representing 44.44% again believe the PR strategies are not adequate. While the remaining 25 respondents, representing 11.11% said they don't know.

TESTS OF HYPOTHESES

Hypotheses one

Ho: The Public relations practices of the oil companies in managing environmental issues/conflicts in the Niger Delta have not been effective.

Hi: The Public Relations Practices of the Oil Companies in Managing Environmental issues/conflicts in the Niger Delta have been effective.

Test statistics = Chi-square (x^2)

$$X^2 = \frac{(Fo - Fe)^2}{Fe}$$

Where Fo = Observed frequency

Fe = Expected frequency

Ho = Null hypotheses

Hi = Alternative hypotheses

X^2 = Calculated Chi-square

XC^2 = Critical Chi-square

$$Fe = \frac{Row\ Total\ x\ Column\ Total}{Overall\ Total}$$

Level of significance = **5 percent**

DECISION RULE:

Reject Ho, if the calculated chi-square is greater than the critical chi-square. Otherwise accept

CONCLUSION

Since the calculated chi-square is less than the critical chi-square, we hereby accept the null hypothesis which says that: õthe public relations practices of the oil companies in managing environmental issues/conflicts in the Niger Delta have not been effective.

Hypotheses two

Ho: The oil companies have not employed adequate two-way communication in relating with their host community publics.

Hi: The oil companies have employed adequate two-way communication in relating with their host community publics.

Test Statistics   =   Chi-square (X^2).

$$x^2 = \frac{(Fo \text{ ó } Fe)^2}{Fe}$$

Level of significance   =   5 percent.

Decision Rule

Reject Ho, if the calculated chi-square is greater than the critical chi-square. Otherwise accept.

Test table

Options	Fo	Fe	Fo	Fe	Total
Yes	90	93	95	93	185
No	110	105	100	105	210
Not certain	25	27	30	27	55
Total	**225**	**225**	**225**	**225**	**450**

Source: Field Survey, 2010

Adapted from tables 9 and 10.

Degree of Freedom = (C-1) (r ó 1)

$$= (2 ó 1) (3 ó 1)$$

$$= 1 \times 2 = 2$$

∴ X^2 0.05, 2 (x^2_C) = **5.991**

Do not reject zone

Rejection zone

5.991
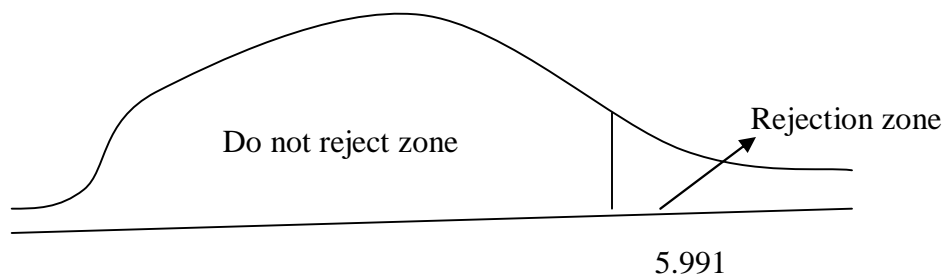
$$X^2 = \frac{(90\text{-}93)^2}{93} + \frac{(110\text{-}105)^2}{105} = \frac{(25\text{-}27)^2}{27}$$

$$+ (95\text{-}93)^2 + (100\text{-}105)^2 + (30\text{-}27)^2$$

$$= 0.1 + 0.24 + 0.15 + 0.04 + 0.24 + 0.33$$

$$= 1.1$$

Conclusion

Since the calculated chi-square is less than the critical chi-square, we hereby accept the Ho, which says that: õthe oil companies have not employed adequate two-way communication in relating with their host community publics.

Hypotheses Three

Ho: The Public Relations strategies/Media/Techniques employed so fasr by the oil companies in addressing environmental issues in the Niger Delta asre not adequate and right.

Hi: The Public Relations strategies, techniques/Media employed by oil companies in addressing environmental issues in the Niger Delta are adequate.

Test Statistics   =   Chi-square (x^2)

Lev el of significance   =   5 percent (0.05).

<center>Test Table</center>

Options	Fo	Fe	Fo	Fe	Total
Adequate/Right	100	103	105	103	205
Not Adequate/right	100	100	100	100	200
Donøt know	25	22	20	22	45
Total	**225**	**225**	**225**	**225**	**450**

Source: Field Survey, 2010

Degree of freedom =   (C ó 1) (R ó 1)

=   (2 ó 1) (3 ó 1)

=   1 x 2 = 2

∴. X^2_C =   **5.991**

Decision Rule

Reject Ho, if the calculated chi-square is greater than the critical chi-square. Otherwise accept.

Do not reject zone   Rejection zone

5.991
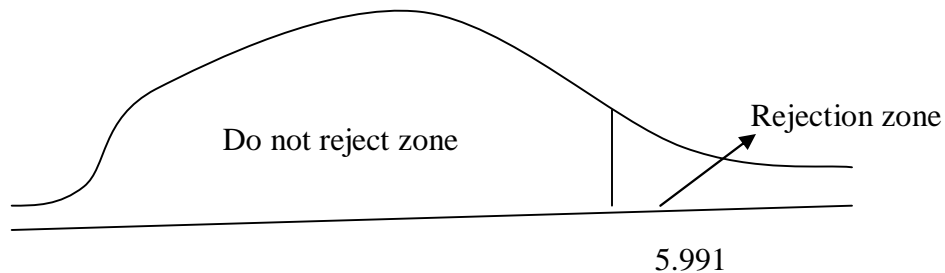
$$X^2 = (100 \text{ ó } 103)^2 + (100\text{-}100)^2 + (25\text{-}22)^2$$
$$+ (105\text{-}103)^2 + 100\text{-}100)^2 + (20\text{-}22)^2$$
$$= 0.09 + 0 + 0.41 + 0.04 + 0 + 0.2$$
$$= 0.74$$

Conclusion

Since the calculated chi-square is less than the critical chi-square, we hereby accept the Ho, which says that: õthe Public Relations strategies/media/techniques employed so far by the oil companies in addressing environmental issues in the Niger Delta are not adequate and right.

5.0 SUMMARY OF FINDINGS, DISCUSSION, AND CONCLUSION RECOMMENDATIONS

This chapter is devoted to a summary presentation of the findings of our study. This would be followed with an in-depth discussion on those findings and other issues raised, then some suggestion and recommendations for the way forward, and finally, the conclusion.

5.1 Summary of Findings

After a statistical analysis and testing of the data collected and hypotheses formulated for this study, the following results were obtained:

(i) That the Public Relations practices of the Oil Companies in Managing environmental issues/crisis/conflicts in the Niger Delta have not been effective.

(ii) That the Oil Companies operating in the Niger Delta have not been employing adequate two-way communication in relating with their host community Publics.

(iii) That the relations strategies/media/techniques employed so far by the oil companies in addressing environmental issues in the Niger Delta have not been adequate and right.

5.2 DISCUSSION

As clearly depicted by all the three findings of this study, the Public Relations practices of the Oil companies operating in the Niger Delta. In the context of the broad criteria of considerations in this study leaves much to be desired.

Firstly, our number one finding explicitly shows that the public relations practices of those companies in the Niger Delta areas of our country have not been effective. No wonder then, we have been having the cycle of crisis characterized by vandalisation of oil pipelines and other facilities, kidnap of oil workers, killings, arson, fire outbreaks just to mention but a few.

Secondly, we were told by our number two findings here that the oil companies operating in the Niger Delta have not been employing adequate two-way communication in relating with their host community publics. In Public Relations practice, adequate two-way communication is considered a portentous solution to many relationship problems of man. In fact, communication is taken, not to be complete, except there is a feedback.

Hence, the attitude of communicating to the best community publics, without giving them enough avenues/opportunities to air their own views, feelings and perception on the issues at stake, could certainly be one of the factors finalling the Niger Delta crisis

Then, the number three findings tells us that neither the strategies, nor the media nor the techniques used in executing the public relations practices in the Niger Delta area are adequate or right.

For Public relations practices to be effective, the right strategies appropriately tailored to the right issue/problem at the right time must be fashioned out or packaged. Such strategies, must as be blended with the right techniques and finally dished out to the target public through the right media, that are suitably amenable and accessible to the socio-cultural backgrounds of the target publics. If the right message is disseminated through the wrong media, the result is going to be negative.

Hence, the practice by the oil companies of mainly using opinion leaders and or traditional rulers in communicating to the publics in their host communities is not acceptable to most of those publics, especially the youths, who always accuse those opinion leaders/traditional rulers of serving their own selfish interests and not the interest of the entire community. They believe either rightly or wrongly

that the oil companies õsettleö those traditional rulers or opinion leaders to stand against or work against the common interest of their people. Hence, the killing of the õOgoni 5ö by aggrieved Ogoni youths.

5.3 CONCLUSION

All said and done, it is then our earnest belief that if the findings, revelations, discussions, suggestions and recommendations of this study are given due consideration, it would go a long way in arresting tensions, conflicts and crisis in the Niger Delta regions and restore the much desired climate of peace, friendship and cordial relationship between oil companies and their host communities there.

5.4   RECOMMENDATIONS

In view of the foregoing, we hereby proffer the following suggestions/recommendations for improving the public relations practices of the oil companies operating in the Niger Delta:

(i)   Effort should be geared towards fashioning out grassroots oriented public relations practices that are tailored to the socio-cultural lives, needs and perceptions of the Niger delta people, who are mainly agrarian and riverine fishermen.

(ii)   Adequate Public relations research should be employed to clearly appreciate the needs, feelings and perceptions of host communities before dispensing social responsibility goodies to them.

(iii)   Adequate two-way communication mechanisms should be instituted between the oil companies and their host community publics.

iv)   The right public relations communication media/techniques which are amenable and suited to the socio-cultural and traditional realities of the Niger Deltans should be employed in communicating to/with them.

(v) Selected enlightened people from the Niger delta areas, should be involved in packaging incentives, development projects and even communication messages to the people.

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Department of Marketing

Faculty of Business Administration

University of Nigeria

Enugu Campus

September 15, 2010

Dear Sir/Madam,

RESEARCH QUESTIONNAIRE ON: "PUBLIC RELATIONS MANAGERS PERCEPTIONS OF MASS MEDIA AND MEDIA PRACTITIONERS

The enclosed questionnaire is in connection with an academic exercise required by the Department of Marketing. Faculty of Business Administration, University of Nigeria, Enugu campus. It is partial fulfillment of the requirements for the award of an MBA Degree in Marketing to the Researcher.

Kindly assist us by answering or filling the questionnaire as forwarded and return to the address stated above.

We assure you that any information given to us in this regard will be treated with the utmost confidentiality and used strictly for the academic purpose mentioned above.

Thank you for cooperation.

Yours faithfully,

Onyeneje Justina C.

APPENDIX II
THE RSEARCH QUESTIONNAIRE

The Research questionnaire:

Please tick (ç) in the appropriate box

1. Sex (a) male [ ] (b) female [ ]
2. Age
   (a)   16 ó 25 years [ ] (b) 26 ó 35 years [ ]
   © 36 ó 45 years [ ] (d) 46 ó 55 years [ ]
              (a)   56 years or above [ ]
3. Marital status? (a) marital [ ] (b) Single [ ]
          © Divorced [ ] (d) Widow [ ]
   4. Academic qualifications
   (a)   FSLC/WASC [ ]   (B) OND [ ]
   © HND/B.Sc/B.A. (D) M.Sc./MBA.h,D [ ]
5. Area of abode or work
   (a)í í í í í í í í .(b) í í í í í .. (c)í í í í í í ..
   (d)í í í í í í í í (e)í í í í í í í í .(f)í í í í í .
   (g)í í í í í í í í (h)í í í í í í í í (i)í í í í ..
6. Do you consider the public relations practices o the Oil companies in managing environmental problems/conflicts in the Niger Delta to be effective or ineffective?
(a)   Effective [ ] (b) ineffective [ ] (c) donøt know [ ]
7. how then do you rate the relationship between the oil companies and their host communities
(a) cordial [ ] (b) unfriendly [ ] (c) donøt know [ ]
8. Do the oil companies employ adequate two way communication in relating with their host community publics?

(a)   Yes [ ] (b) No [ ] (c) Don¢t know [ ]

9.   Then do you think they communicate adequately or poorly with the host communities?

(a) Adequately [ ] (b) Poorly [ ] (c) Not certain [ ]

10.   Do you thin the PR strategies employed by the oil companies in addressing environmental insures in the Niger delta are adequate?

(a) Adequate [ ] (b) Not adequate [ ] (c) Don¢t know   [ ]

11. Then do you consider the PR media and techniques they use to be right?

(a) Right [ ] (b) Not Right   [ ] (c) Don¢t know [ ]

APPRAISAL OF THE EFFECTIVENESS OF PUBLIC RELATIONS EMPLOYED BY OIL COMPANIES IN MANAGING ENVIRONMENTAL ISSUES IN THE NIGER DELTA.
(*STUDY OF SHELL PETROLEUM DEVELOPMENT COMPANY*)

BY

ONYENEJE, JUSTINA CHIOMA.
PG/MBA/99/30411

DEPARTMENT OF MARKETING
FACULTY OF BUSINESS ADMINISTRATION
UNIVERSITY OF NIGERIA
ENUGU CAMPUS

APRIL, 2010.

TITLE PAGE

APPRAISAL OF THE EFFECTIVENESS OF PUBLIC RELATIONS EMPLOYED BY OIL COMPANIES IN MANAGING ENVIRONMENTAL ISSUES IN THE NIGER DELTA.
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BY

ONYENEJE, JUSTINA CHIOMA.
PG/MBA/99/30411

BEING A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE IN MARKETING

DEPARTMENT OF MARKETING
FACULTY OF BUSINESS ADMINISTRTION
UNIVERSITY OF NIGERIA
ENUGU CAMPUS

SUPERVISOR: PROF. IKECHUKWU E.NWOSU, Ph.D

APRIL, 2010

CERTIFICATION

This is to certify that this project written by **Onyeneje, Justina C.** with Reg. No. **PG/MBA/99/30411** presented to the Department of Marketing is original and has not been submitted for award of any Degree or Diploma either in this or any other tertiary institution.

------------------------------------   --------------------------

Onyeneje, Justina C.

      Candidate   **Date**

APROVAL PAGE

This research work written by **Onyeneje, Justina C.** with Reg. No. **PG/MBA/99/30411** presented to the Department of Marketing, has been approved in partial fulfillment for award of Master of Business Administration (MBA) Degree in the Department of Marketing.

--------------------------------------   ----------------------------

Prof. Ikechukwu E. Nwosu*, Ph.D*   **Date**

Supervisor

--------------------------------------   ----------------------------

Dr. (Mrs) Geraldine Ugwuonah   **Date**

Head of Department

DEDICATION

This work is dedicated to God Almighty.

ACKNOWLEDGEMENTS

I am eternally grateful to God Almighty, for life and the enablement to actualize this MBA. Degree Programme in Marketing. I am deeply grateful for all persons HE has positioned along the way, who have been of tremendous assistance.

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Onyeneje, Justina C.
PG/MBA/99/30411.

ABSTRACT

This project undertook an indepth appraisal of the effectiveness of public relations practices of Oil Corporations in Nigeria in managing environmental issues and conflicts in the Niger Delta, with special focus on the Shell Petroleum Development Company of Nigeria Limited, SPDC. The main research objectives were to find answers to the following research question: How effective have been the public relations practices of Oil Companies operating in Nigeria, in managing environmental problems/conflicts in the Niger Delta regions; Have the Oil Companies and the Federal Government employed adequate two-way communication in relating with the oil bearing communities; Are the Public relations strategies/techniques employed so far in addressing environmental issues in the Niger Delta adequate enough; Are qualified and competent public relations managers being used by the Oil Companies in executing their public relations programmes. To find answers to the above, the following null hypotheses were formulated and tested in this study: The Public relations practices of the oil companies operating in Nigeria, in managing environmental issues/conflicts in the Niger Delta have not been effective; The Oil Companies operating in Nigeria have not employed adequate two-way communication in relating with their host communities; The Public Relations strategies/techniques/media employed so far in addressing environmental issues in the Niger Delta are not adequate. The researcher employed opinion survey techniques of face to face interviews, telephone interviews and questionnaires in gathering data for the study. The data were analyzed and tested with the statistical techniques of chi-square (x^2). At the end of the tests, the following results were obtained: That the public relations practices of the Oil Companies operating in Nigeria in managing environmental issues, crisis and conflicts in the Niger Delta have not been effective; That the oil companies operating in the Niger Delta have not been employing adequate two way communication in relating with their host communities; That the public relations strategies/media /techniques employed so far by the oil companies in addressing environmental issues in the Niger Delta have not been adequate; With this outcome, the researcher then proffered some suggestions and recommendations for improving the public relations practices of Oil Companies operating in the Niger Delta in their relationship with the host communities.

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