

Assessment of Public Relations Strategies Employed by UNICEF in Management of IDP Camps in Maiduguri, Borno State

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Abstract

This study investigated public relations strategies employed by UNICEF in the management of Internally Displaced Persons (IDP) camps in Maiduguri, Borno State, with the objective of assessing their relevance and effectiveness in addressing humanitarian challenges. Guided by Structural Theory and Stakeholder Theory, the research adopted a survey design and utilized questionnaires administered to a sample of 400 respondents drawn from a projected population of 4,143,100, as estimated by the National Bureau of Statistics for 2024. The findings indicate that UNICEF primarily relied on religious and community leaders to drive campaigns, followed by the use of social media messages, public events, financial aid distribution, sponsored campaigns, press releases, and press conferences. Among these, the engagement of religious and community leaders emerged as the most effective strategy. Nevertheless, the study highlights persistent challenges in implementing public relations approaches, particularly limited cooperation and support from government authorities. The study concludes that sustained government support in terms of resources and logistics is essential for effective

public relations interventions. It further recommends the continued involvement of religious and community leaders as campaign mediators, complemented by capacity-building initiatives such as crisis communication training to enhance the quality of service delivery.

Keywords: Public Relations Strategies; UNICEF; Internally Displaced Persons; Crisis Communication; Stakeholder Engagement

Introduction

Millions of people have been forcefully displaced from their homes in the past decade around the globe. The number of who seeks refuge within their own country as Internally Displaced Persons (IDPs) is significantly higher than those who cross national borders as refugees or asylum seekers (United Nations Refugee Agency (UNHCR), 2021). There are about 82.4 million forcibly displaced people worldwide (United Nations Refugee Agency (UNHCR), 2021), of which 55 million are IDPs, with 48 million resulting from conflict and violence and 7 million from disasters (Internal Displacement Monitoring Center (IDMC), 2020). Affected populations often settle in camp-like settings or within other communities who act as hosts (Schmidt, 2003). IDP management differs from refugee management. Unlike refugees who are managed by the international humanitarian community, IDPs are primarily considered the responsibility of the affected countries' national authorities (United Nations 1998).

The plights of displaced persons across the world have become a formidable global challenge with overwhelming disastrous implications for human development, including hunger, insecurity, and death, among other growing humanitarian crises (International Displacement Monitoring Centre, 2019). One of the greatest direct consequences of such displacement is the upsurge of Internally Displaced Persons (IDPs) (International Displacement Monitoring Centre, 2019).

Since 2009, North-eastern Nigeria, which consists of six states that include Borno, Adamawa, Yobe, Bauchi, Gombe, and Taraba has largely been challenged by the internal displacement crisis. Mba (2017) finds that 13.33% of the IDPs in the area were displaced by communal clashes, 0.99% by natural disasters and 85.68% of the displacement was caused by the Boko Haram insurgency. The above statistics confirm that insurgency has largely been responsible for the mass internal displacement of persons, especially in Borno,

Adamawa, and Yobe states, which have remained the epicenter of insurgent activities in North-eastern Nigeria since 2009. The crisis, which is linked to poor governance and religious extremism, is characterized by bombing, kidnapping, and destruction of lives and property. It is on record that the Boko Haram insurgency had killed over 30,000 people between 2009 and 2018, driven over 1.8 million out of their homes, and destroyed property worth #16 billion (International Review of the Red Cross, 2018). Apart from the mass internal displacement of persons, the insurgency has also generated 177,000 refugees in neighbouring countries of Cameroon, Chad, and the Niger Republic (Reliefweb, 2020).

Thus, the North-eastern States have witnessed the unprecedented negative impact of the Boko Haram insurgency from 2009 to date; which eventually culminated in the declaration of a State of Emergency (SOE) in the three most affected states of Borno, Yobe, and the Adamawa States in 2013 by Former President Goodluck Jonathan. Most of the 9.6 million people (National Bureau of Statistics, 2018) living in the then SOE states have been affected in one way or the other by the insurgency attacks, which have led to the collapse of the survival structures of many families, virtual extermination of communities, destruction of social infrastructure and intense destruction of supply chain process of the economy and dispersal of a larger chunk of citizens in the affected states.

Amid these threats and challenges, UNICEF and other humanitarian NGOs in the State have continued to strategize for ways of managing the situation and sustaining their presence and relevance, relying majorly on public relations tools to create a sustainable relationship between the public, authorities, and their workers. UNICEF workers are forced to change the way they work, alongside the Nigerian authorities in Borno State, the UNICEF strategic move was the development of a special action plan to be able to continue its delivery of life-saving humanitarian assistance to vulnerable women and children in IDP camps across the State. But, these action plans can only be effectively deployed if the relationship between the Government Authorities, UNICEF Humanitarian workers, other NGOs, and the general public is strengthened.

Solidifying this relationship depends on the strategy deployed by these foreign organizations and aid workers, of which the aim will be to sustain their relevance and presence in the State. However, UNICEF identified the choice of Public Relations tools as the determining factor in achieving its set objectives in Borno State. Public relations in this regard, is a two-way communication medium concerned with image building, generating

acceptance, sustaining relevance, and importantly, being able to deliver the organizational mandate and objectives to a given population. Ekpo (1993) explained that Public Relations as a profession is concerned with communicating policies and actions to special groups or the public at large. It is against this backdrop that this study seeks to examine the Public Relations strategies that were employed by UNICEF in management of insurgency in IDP camps in Maiduguri, Borno State, intending to broaden the understanding of humanitarian crisis management in Nigeria.

Statement of the Problem

The crisis of existence and challenges of survival confronting internally displaced persons in North-eastern Nigeria have assumed a disturbing phenomenon with protracted implications for the displaced (Anthony and Nwobashi, 2016, International Committee of the Red Cross (ICRC), 2016, Mba, 2017, International Committee of the Red Cross, 2018, Displacement, Tracking Matrix (DTM), 2020, Reliefweb, 2020). As reported by the International Review of Red Cross (2018), there are more than 2,000,000 displaced persons across the Northeast along 120,000 Nigerian displaced refugees from the area to the neighbouring countries of Cameroon, Chad, and Niger in 2018. The DTM (2020) Round 33 Report put the number of internally displaced persons in the Northeast states of Borno, Yobe, Adamawa, Gombe, Bauchi, and Taraba at 2, 118,550 cutting across 436,058 households as of August 2020. Aside from sudden displacement, which is enough physical torture for most displaced persons from their communities in North-eastern Nigeria, the displaced are more vulnerable in the camp to further threats of shortages of essential items, insecurity, psychological depression, and low self-esteem, among others. Many stakeholders, including the federal and state governments along with local and international donor agencies, have made concerted efforts to address the plights of the IDPs within the available resources through several measures, including the provision of food and non-food items (DTM, 2020). Despite their efforts, intense suffering persists in the IDP camp in North-eastern Nigeria.

Several strategies have been deployed by non-governmental organisations and international non-governmental organisations in the bid to find a lasting solution to the management of insurgency and IDP camps in North-eastern Nigeria. Particularly in Borno state which is the epicenter of the terrorism at that time. Be that as it may, the Boko Haram insurgency seems to have defied all efforts put in place to curb the menace of this

insecurity and its attendant effects. It is, therefore, imperative to assess the strategies applied over time to ascertain factors responsible for the failure and or success of the efforts made so far.

According to Osueke (2006), impartiality/neutrality is valuable for the long-term operation in Maiduguri, humanitarian aid agencies feel they are forced to compromise these principles to gain aid access. This positive compromise is necessitated by the need to build a two-way relationship between the victims and the organisation to enable the organisation to achieve its set goals. To this end, this study assess the Public Relations strategies UNICEF employed in, Borno State and how effective they were in managing the impacts of the insurgency at the various IDP Camps.

Objectives of the Study

This study is aimed at assessing Public Relations Strategies Employed by UNICEF in Management of IDP Camps in Maiduguri, Borno State. The specific objectives are to:

1. Identify the public relations strategies used by UNICEF in the management of IDP Camps in Borno State.
2. Examine the extent of application of the UNICEF public relations strategies in the management of IDP Camps in Borno State.
3. Find out the effectiveness of UNICEF public relations strategies in the management of IDP Camps in Borno State.

Review of Concept

It is expedient to review the relevant concept in the study to provide a good background for the intellectual discourse.

Public Relations Strategies

Benson-Eluwa(1998), Black (1990), Gregory (2010) in Chiakaan (2016, p.36), Okeke and Nwosu (2020) have identified the following activities of public relations aimed at communicating with members of the public;

Media Relations: This entails working with the mass media in seeking publicity or responding to their interest in the organisation. It is also the interaction that exists between an organisation and members of the press. The aim is to enable an organisation gain effective coverage from the press for presentation to its external publics.

Research: This area determines the attitudes and behaviours of the publics

through research in order to have effective and efficient public relations plans. This type of research can be used to generate mutual understanding between an organisation and its publics. It can also help to influence or persuade the publics to key into certain public relations activities that will be beneficial to the organisation and the publics.

Advertising: Public relations personnel make use of advertising as a strategy of reaching members of the publics of an organisation with information. According to Baran (2002) cited in Chiakaan, Kaigama and Ayagwa (2022), public relations professionals often use advertising but advertising and public relations are not the same. The kind of advertising used by public relations is referred to as image or institutional advertising.

Employee Relations: Here, public relations managers, as much as possible try to respond to concern, informing and motivating organisations employees. Employees of an organisation constitute the internal publics of that organisation. The field of employee relations coincides with personnel welfare, labour relations, and training of workers. When organisations create and sustain a peaceful and motivating atmosphere for their workers to be very effective in their output for ultimate goal attainment, it is referred to as employee relations.

Community Relations: When workers of an organisation attend events, attend events that occur in the community in which their organisation exists, when they get involved in projects or events in communities their organisations exist through sponsorships, donations, gifts etc, they are into community relations. Chile (2005, p.53), notes that the concept of community relations evolves because of the inter-relationship that exist between an organisation and the community where it is established. When this relationship is sustained over time, it enables the organisation to carry out what is referred to as Corporate Social Relationship to the host community.

Review of Related Literature

Different literatures have been reviewed to provide newer insight on the topic under investigation.

Public Relations Strategies Employed by Non-Profit Organizations in Managing Internally Displaced Persons (IDP) Camps in Nigeria

The management of Internally Displaced Persons (IDP) camps in Nigeria has become a critical area of focus due to ongoing conflicts and humanitarian crises,

particularly in the northeastern region. Non-profit organizations (NPOs) play a pivotal role in addressing the needs of IDPs, employing various public relations (PR) strategies to manage these camps effectively. This literature review explores the PR strategies utilized by NPOs in the management of IDP camps in Nigeria, drawing from recent studies and reports.

One of the primary PR strategies employed by NPOs is media advocacy. Olanrewaju et al. (2020) highlight the use of media to promote health policies and interventions in IDP camps, emphasizing the role of media advocacy in improving healthcare services for displaced persons. By leveraging media platforms, NPOs can raise awareness about the conditions in IDP camps and advocate for necessary policy changes.

Community engagement is another critical PR strategy. NPOs often collaborate with camp leaders and residents to identify needs and implement programs. For instance, Jesuit Refugee Service (JRS) Nigeria conducted a needs assessment in the New Kuchingoro IDP Camp, leading to the provision of educational and hygiene support (JRS USA, 2024). This approach fosters trust and ensures that interventions are tailored to the specific needs of the community.

Educational initiatives also serve as a PR strategy, enhancing the visibility and credibility of NPOs. The Cormode Cancer Foundation, in partnership with the National Commission for Refugees, Migrants and Internally Displaced Persons, launched awareness programs in IDP camps to educate young people about cancer prevention (The Guardian Nigeria, 2024). Such initiatives not only address health concerns but also position NPOs as proactive and caring entities. Furthermore, NPOs utilize storytelling and positive media coverage to shape public perception. The World Association for Christian Communication (WACC) recommends that media reports focus on positive stories and individual experiences within IDP camps to foster empathy and support (WACC, 2024). By highlighting success stories and resilience, NPOs can garner public support and counter negative stereotypes.

Effectiveness of Public Relations Strategies Used by Non-Profit Organizations in the Management of Internally Displaced Persons' Camps in Nigeria

The management of Internally Displaced Persons (IDP) camps in Nigeria presents complex challenges, necessitating effective public relations (PR) strategies by non-profit organizations (NPOs) to address the needs of displaced populations. This literature review

examines the effectiveness of PR strategies employed by NPOs in managing IDP camps across Nigeria, drawing on recent studies and reports. Media advocacy has emerged as a pivotal PR strategy in addressing health concerns within IDP camps. Olanrewaju et al. (2020) discuss how media platforms have been utilized to promote health policies and interventions targeting vulnerable groups, including IDPs. By leveraging media advocacy, NPOs can raise awareness about health crises in IDP camps and advocate for improved healthcare services. This approach not only informs the public but also pressures relevant stakeholders to take action, thereby enhancing the effectiveness of health interventions.

Community engagement is another critical PR strategy employed by NPOs. Engaging IDPs in the decision-making processes ensures that interventions are tailored to the specific needs of the community. A study by Shehu et al. (2021) highlights the role of NPOs in providing essential services such as healthcare and education in IDP camps in Borno State. However, the study also notes challenges such as insecurity, mistrust, and lack of collaboration among NGOs, which can hinder effective community engagement. Addressing these challenges is crucial for the success of PR strategies aimed at fostering community involvement. Educational initiatives serve as a PR strategy that enhances the visibility and credibility of NPOs. The partnership between the National Commission for Refugees, Migrants and Internally Displaced Persons and the Cormode Cancer Foundation exemplifies this approach. Their joint effort to establish Cancer Champions Clubs in IDP camps aims to educate young people about cancer prevention and early detection (The Guardian Nigeria, 2024). Such initiatives not only address health concerns but also position NPOs as proactive and caring entities, thereby strengthening their public image.

Theoretical Framework

Stakeholder theory was used to serve as theoretical underpinning for the study.

The Stakeholder Theory

An organization's stakeholders comprise the individuals or groups who can affect or are affected by the actions, decisions, policies, practices, or goals of the organization. The stakeholder theory, according to (Valor, 2005), is the brain child of R.E. Freeman who conceived it in the 1980s. The theory is premised on the idea that corporate organizations operate for both the economic benefit of their shareholders as well as for the benefit of others who are not shareholders but have stake in such organizations.

In postulating the theory, (Chapple, Crane, &Matten, 2003) posit that the stakeholder theory is essentially a business ethics framework that identifies groups to which an organization has responsibilities. As a result, the theory emphasizes that beyond shareholders there are several groups that have interest in an organization's actions and decisions. The above also agrees with the opinion expressed by Garriga, & Mele, (2004) in reasoning that "a socially responsible firm requires simultaneous attention to the legitimate interests of all appropriate stakeholders and has to balance such a multiplicity of interests and not only the interests of the firm's stockholders" (p. 60).

Similarly, the theory argues that the various stakeholders of organizations and the organizations are closely linked together with each influencing the other. For Freeman cited in (Valor, 2005), any group or individual who can affect or is affected by an organization's objectives is classified as a stakeholder of such an organization. He further maintains that stakeholder theory means that groups that could have effect on or be harmed by a company's business practices and decisions are consulted so their interests are made known and considered in the decision-making process. In explaining the theory, Werther, & Chandler, (2006) identified three layers of stakeholders which a company needs to have a good working relationship with. These layers or categories, according to them, include organization stakeholders, economic stakeholders and societal stakeholders.

Organization Stakeholders, according to Werther, & Chandler, (2006) are the stakeholders who exist within an organization and have direct interest in ensuring the survival and good performance of an organization. They are so called because they are directly linked to the smooth running of an organization. Organization stakeholders seek to ensure that a company is robust and healthy which in turn translates into benefits to them. Managers, employees, shareholders are good examples of organization stakeholders.

Economic Stakeholders serve as the important interface between a corporate organization and the society at large. Customers, banks and other financial institutions, creditors, and suppliers are the most vital stakeholders under this category. Societal Stakeholders determine the business environment under which a company can operate. Werther & Chandler (2006), note that good relationship with these stakeholders could act as a kind of "insurance" for a company if something goes wrong. Stakeholders under this layer include various governmental agencies, host communities, non-governmental

organizations, regulators, etc. Societal stakeholders can be useful avenue to convey goodwill and organization's values to the society.

The theory is developed to cater for the various interest groups that are identifiable in and around any corporate organization. The bottom line in the stakeholder calculus is that it is a theory that incorporates the various segments in a business environment with a view to entrenching a win-win situation. The theory is relevant to this study because it highlights the need for public relations to make efforts in contributing positively to the development of their publics.

METHODS

Research design is the plan, structure and strategy of investigation conceived to obtain answers to research questions. This study adopted survey design method. The population of this study is the entire residents of Borno State. Therefore, the population of this study is 4,143,100 based on the projected 2023 population in Nigeria by National Bureau of Statistics (NBS, 2023).

The sample of this research is calculated by using Taro Yamane (Yamane, 1967) formula with 95% confidence level and 0.5 margin error in order to avoid sampling error. The calculation formula of Taro Yamane is presented as follows.

$$n = \frac{N}{1 + N(e)^2}$$

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

Substitute numbers in formula:

$$n = \frac{4,143,100}{(1 + 4,143,100(0.05)^2)}$$

$$n = \frac{4,143,100}{(1 + 4,143,100(0.0025))}$$

$$n = \frac{4,143,100}{(1 + 10,357.75)}$$

$$n = \frac{4,143,100}{10,358.75}$$

$$\frac{4,143,100}{(1 + 4,143,100(0.05)^2)}$$

$$n = 399.96$$

$$n = 400$$

After calculating the sample size by substituting the numbers into the Yamane formula, the numbers of sample is 399.78 persons. In order to obtain reliable data, researcher has approximated the sample size to 400 persons. The study used questionnaire as instrument for data collection. The researcher administered 400 copies of the instrument to respondents. However, only 394 copies were completed and returned useable.

RESULTS

The analysis and presentation is based on the data obtained from the questionnaire administered from the field work through the instrument of questionnaire.

Table 1 Showing level of awareness of UNICEF activities in IDP Camps by UNICEF in Maiduguri

Responses	Frequency	Percentage
Very aware	286	72.5%
Aware	65	16.5%
Slightly aware	43	11.0%
Total	394	100%

Source: Field Survey (2024)

The table 1 above shows the level of awareness of UNICEF activities in IDP Camps by UNICEF in Maiduguri. This implies that majority of the respondents are very

aware of the level of awareness of UNICEF activities in IDP Camps as shown by 286 respondents represented by (72.5%) of the entire population.

Table 2 Showing public relations strategy(ies) used and still in use by UNICEF in the management of insurgency in Maiduguri

Responses	Frequency	Percentage
Press conferences	33	8.4%
Sponsoring campaigns	49	12.4%
financial aid to IDPs	50	12.7%
Press releases	23	5.8%
Public events	54	13.7%
Social media messages	68	17.3%
Using religions/community leaders to campaign	117	29.7%
Total	394	100 %

Source: Field Survey (2024)

Data on table 2 above shows public relations strategies used and still in use by UNICEF in the management of insurgency in Maiduguri. This implies that majority of the respondents identified religions/community leaders' campaign is the public relations strategies used and still in use by UNICEF in the management of insurgency in Maiduguri, as shown by 117 respondents represented by (29.7%) of the entire population.

Table 3 Showing the most effective strategies used by UNICEF in the management of insurgency in Maiduguri.

Responses	Frequency	Percentage
Press conferences	23	5.8%
Sponsoring campaigns	59	15.0%
financial aid to IDPs	67	17.0%
Press releases	33	8.4%
Public events	7	1.8%
Social media messages	84	21.3%
Using religions/community leaders to campaign	121	30.7%
Total	394	100 %

Source: Field Survey (2024)

The data on table 3 above shows which strategies used by UNICEF in the management of insurgency in Maiduguri is the most effective. This implies that majority of the respondents say using religions/community leaders to campaign is the most effective strategies used by UNICEF in the management of insurgency in Maiduguri, as shown by 121 respondents represented by (30.7%), of the entire population.

Table 4 Showing the frequency of exposure to Public Relations strategies sponsored by UNICEF on the management of insurgency in Maiduguri

Responses	Frequency	Percentage
Very often	115	29.2%
Often	274	69.6 %
Rarely	5	1.2%
Total	394	100 %

Source: Field Survey (2024)

Data on table 4 above shows the frequency of exposure to Public Relations strategies sponsored by UNICEF on the management of insurgency in Maiduguri. This implies that a majority of respondents are often exposed to Public Relations strategies sponsored by UNICEF on the management of insurgency in Maiduguri, as shown by 274 respondents represented by (69.6%) of the entire population.

Table 5 Showing the extent to which UNICEF uses public relations strategies in the management of insurgency in Maiduguri

Responses	Frequency	Percentage
Very high extent	78	19.8%
High extent	299	75.9%
Low extent	7	1.8%
Very low extent	2	0.5%
No extent	8	2.0%
Total	394	100 %

Source: Field Survey (2024)

The data on table 5 Shows the extent to which UNICEF uses public relations strategies in the management of insurgency in Maiduguri. This implies that majority of the respondents indicate that to a very high extent UNICEF uses public relations strategies in the management of insurgency in Borno State, as shown by 299 respondents represented by (75.9%) of the entire population.

Table 6 Showing the effectiveness of public relations strategies in the management of insurgency in Maiduguri.

Responses	Frequency	Percentage
Very effective	81	20.6%
Effective	212	53.8%
Averagely effective	64	16.2%
Not effective	37	9.4%
Total	394	100 %

Source: Field Survey (2024)

Data on table 6 above shows the effectiveness of public relations strategies in the management of insurgency in Maiduguri. This implies that majority of the respondents believed that public relations strategies in the management of insurgency in Maiduguri is effective as shown by 212 respondents represented by (53.8%) of the entire population.

Table 7 Showing the level of success recoded by public relations strategies deployed in the management of insurgency in Maiduguri

Responses	Frequency	Percentage%
Very successful	76	8.7 %
Successful	284	72.0 %
Unsuccessful	34	19.3%
Total	394	100 %

Source: Field Survey (2024)

Data on table 7 above shows the level of success recoded by public relations strategies deployed in the management of insurgency in Maiduguri. This implies that majority of the respondents are of the opinion that the public relations strategies deployed

in the management of insurgency in Maiduguri by UNICEF is successful as shown by 284 respondents represented by (72.0%) of the entire population.

DISCUSSION

Sub-themes were generated from the objectives of the study in order to guide the discussion of findings for this study. In line with that, the findings of this study were discussed here thematically to answer the research questions towards meeting the overarching objective of the study.

What are the public relations strategies used by UNICEF in the management of IDP Camps in Borno State?

This research question focused on identifying the public relations strategies used by UNICEF in the management of IDP camps in Borno State. The study revealed that there is high level of awareness of UNICEF activities and Public Relations in the management of Insurgency by UNICEF in Maiduguri is high as shown by 246 respondents represented by (62.5%) of the entire population. In identifying the public relations strategies used by UNICEF in the management of IDP camps in Borno, the study showed that various public relations strategies were used in the IDP camps which include but not limited to using of religious/community leaders to sensitise as foremost followed by social media messages, public events, giving of financial aid to IDPs, sponsored campaign, press conference and press release. In the same vein, among the various public relations strategies used by UNICEF in the management of IDP camps in Borno State, the respondents found using of religious/community leaders for campaign as most effective followed by social media messages, public events, giving of financial aid to IDPs, sponsored campaign, press release and press conference.

This agrees with the partly findings of Musa, Asiha and Melea (2019) who carried out a study on *“The use of Public Relations by Nigeria Armed Force in Countering Boko-Haram insurgency in Nigeria.”* The study revealed that Nigerian army had and is still employing several Public Relations strategies in promoting mutual trust and confidence through the use of the traditional and social media platforms, particularly radio, television, newspapers and the Facebook. Francis, Haruna and Bawa (2021) also added in their study on *Assessment of NEMA’s Strategy in Resettlement and Reintegration of Internally Displaced Persons (IDPs) in Maiduguri Metropolis, Borno State* that there is a significant relationship between NEMA’s

Strategy and the resettlement and reintegration of Internally Displaced Persons (IDPs) in Maiduguri Metropolis of Borno State. It was concluded by the study that NEMA's Strategy in the resettlement and reintegration of Internally Displaced Persons (IDPs) in Maiduguri Metropolis of Borno State could be more effective if partnered with SEMA and other NGOs. The study recommended for more partnership between NEMA, SEMA and other NGOs in meeting the emergency needs of other IDPs in Borno State and beyond. This indicates that NEMA just like UNICEF utilised public relations strategies of giving of financial aid to the IDPs and it yielded the desired result.

What is the extent of application of the UNICEF public relations strategies used in the management of IDP Camps in Borno State?

This research question sought to examine the extent of the application of the UNICEF public relations strategies in the management of IDP camps in Borno state. The results from the study revealed that majority of respondents are often exposed to Public Relations strategies sponsored by UNICEF on the management of insurgency in Maiduguri and their exposure level is to a high extent, as shown by 274 respondents represented by (69.6%) and 75.9% of the entire population respectively. It is apposite to say that the application of public relations strategies in the management of IDP camps in Borno State and generally has come to stay as evidence in the research data. These public relations strategies are applied regularly and as a result, audience level of exposure to the various strategies of public relations is high.

Similarly, Maikomo and Idi (2021) averred that although public relations strategies are multifaceted but there are key elements that can be integrated in managing insecurity in Nigeria which include but not limited to the use of early warning system, community relations, corporate social responsibility, negotiation, mediation, continuous communication, international relations, research and action. The study concludes that effective utilization of public relations in the management of insecurity in Nigeria requires the deployment of professional PR personnel. Thus, the study has implication on expert to come up with PR models for managing key security issues in the country. In addition to that governmental Community relations can be developed when government institutions like the Nigeria Police, Military and other related agencies understood that they are vital part of the communities they operate from. Therefore, they take part in the community developments of such communities through various kinds of supports, such as

encouraging volunteer works, and donating needed equipment to local schools or hospitals, IDPs and so on. In so doing, the agencies will successfully befriend community members and by extension create mutual relationship that will lead to the provision of useful information to track criminals and to discourage criminalities.

Musa, Asiha and Melea (2019) also aligned with the findings of this study where he stated in his study on *“The use of Public Relations by Nigeria Armed Force in Countering Boko-Haram insurgency in Nigeria”* that the Nigerian army is employing several Public Relations strategies in promoting mutual trust and confidence through the use of the traditional and social media platforms, particularly radio, television, newspapers and the Facebook. This also supports the finding of this study to establish the fact that public relations strategies are being utilised by the government, non-governmental organisations and other government agencies for the management of insurgency in Borno state and other parts of the country

What is the effectiveness of UNICEF's public relations strategies in the management of insurgency in IDP Camps across Borno State?

This research question aimed at investigating the effectiveness of UNICEF in using public relations strategies in the management of IDP camps in Borno State. The findings indicated that 212 respondents represented by (53.8%) said public relations strategies in the management of insurgency in Borno state is effective. In addition to that, 284 respondents represented by (72.0%) also stated that the result of the public relations strategies in the management of insurgency in Maiduguri is successful. Therefore, it is logical to infer from the data that public relations strategies in the management of IDP camps were successful as a result of the effectiveness of the public relations strategies applied.

This is in consonance with the studies of Enyigwe, Udejah and Ugwuanyi (2017) who posited that public relations strategies like negotiation which is basically concerned with discussions between parties with a view to reconciling divergent opinions or views can yield understanding in the differing positions of the stakeholders. Over the years, Nigeria has continued to experience various forms of agitations championed by separatists, religious groups among other divides. Attacking and discrediting the leaders of these parties by government and media have failed to solve the problem rather increase tension and attacks against security agents and innocent Nigerians in many places. The suitable PR approach to managing this problem is the adoption of negotiation whereby eminent leaders

of these groups can have a platform with authorities to explain, interpret and clarify issues at stake. This will encourage mutual understanding and harmonious relationship. It is in this light that Aliede (2016) asserts that public relations establish an opportunity for peaceful negotiations, diplomacy, tolerance, accommodation and eventual restoration of normalcy.

This means that in addition to using of religious/community leaders to sensitise, sending of social media messages, holding of public events, giving of financial aid to IDPs, sponsored campaign, press conference and press release as public relations strategies, government and concerned non-governmental organisations should employ the use of negotiations owing to its effectiveness as occasion may demand for proper management of IDP camps in Born State. In relation to the use of press release and press conference as public relations strategies for effective communication, scholars suggest that effective communication cannot be overemphasised. Aliede (2016) observes that even under war situations, effective communication processes usually deplored with a view toward restoration, rehabilitation, reconstruction, reabsorption and transformation when the crisis would be over. Absence of communication leads to misunderstanding and unhealthy verbal clashes that can lead to physical clashes in security threat. As part of efforts to manage security situation in Nigeria, there is need for open communication among various divides to facilitate understanding of national issues and goals. The mass media and the various government institutions like the National orientation Agency (NOA) can lead in this direction by facilitating collaborative conversation that involves the use of constructive dialogue among Nigeria as means of finding solution to the problem of insecurity. Achalonu (2012) also recommends that to stoutly tackle insecurity, the mass media should through the use of appropriate communication principles, techniques and strategies take the lead in national socialization and attitudinal change campaigns; regular awareness campaigns against issues like terrorism, kidnapping etc. should be seen as part of their social responsibilities, and the role of information as powerful and valuable tool should be recognized and applied professionally to mitigate the effects of insecurity in the country.

CONCLUSION

The study has established that different forms of public relations strategies were used in the management of IDP camps and insurgency in Borno State were using of

religious and community leaders known to the people was found to be the most effective public relations strategies. Consequently, success was recorded in the public relations campaign carried out in the management of the IDP camps and insurgency in the study areas. Therefore, it is logical to infer from the data that public relations strategies in the management of IDP camps were successful as a result of the effectiveness of the public relations strategies applied. In spite of the successes recorded, several challenges were encountered in the application of public relations strategies in the management of IDP camps/insurgency in Borno, which majorly border on cooperation and support from the government. There is therefore, the need for the government to live up to expectation in meeting the basic needs of the internally displaced persons through effective public relations strategies that will ensure the participation of the people in both decision making and implementation. Only then will their situation be ameliorated and the intended goal achieved.

Recommendations

Based on the findings, the following recommendations were made, and they are:

- i. There should be continuous use of religious/community leaders known and identified by its people for public relations campaign in collaboration with public relations officers.
- ii. Public relations professionals should organise training on crisis communication for religious and community leaders so as to improve on the quality-of-service delivery.
- iii. The government needs to support the public relations activities with adequate resources and every other logistic needed for the efficient running of their duties.

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