

MUTINIES OF JANUARY AND MAY 2017 IN COTE D'IVOIRE: STUDY OF A CRISIS COMMUNICATION

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Abstract

The crisis includes all the contexts in which groups or actors whose interests and thoughts are antithetical and lead them to oppose. In the emergence and management of the crisis related to mutinies in January and May 2017 in Ivory Coast, there is a functionalist and communicational approach of the actors and the media in the issue of crisis communication. In fact, the study of crisis communication aims to determine the contexts of revolt of the Ivorian military and to analyze the means of communication of the mutineers and the Ivorian government. This article leads to perceive the function and urgency of crisis communication in the development of Cote d'Ivoire.

Keywords: communication, crisis, mutiny, organization, development, Cote d'Ivoire

1. Introduction

At the beginning of January 2017, the Ivorian social front experienced an effervescence linked to the revolt of some soldiers and the strike of civil servants¹. These events further tense the socio-political climate of Cote d'Ivoire, which is difficult to extricate from the post-conflict period of the 2010 presidential elections. This cycle of crises culminated in the mutiny of May 2017 with more pronounced consequences for the country and its inhabitants, hence the importance of examining the uprisings of mutineers on the Ivorian territory in January and May 2017. In fact, on 6, 7, 17 and 18 January 2017, Ivorian soldiers from a contingent of 8,500 soldiers fired into various cities across the country to expose social and economic claims. They get an agreement with the authorities. "However, in March, President Alassane Ouattara turned around. He regrets having yielded and decides that he will not pay the remainder, especially as the finances of Ivory Coast are in the red: the price of cocoa, a vital sector for the country's economy, fell more than 35% in six months" (jeuneafrique.com/mag/440562). Thus, on May 12, 13, 14 and 15, 2017, these soldiers raise themselves against the regime accordingly to demand compliance with the agreements of January 2017. The country was on the verge of implosion.

The various mutinies of 2017 have had several media respondents, both at the level of the actors and at the level of the observers of the Ivorian society. Communications and information on the armed demands of the military unveiled the magnitude of the above-mentioned events in the news of the Republic of Cote d'Ivoire. The problematic of crisis communication arose, given the communicational approach of the government, the method of contesting the military and the numerous press articles. In such a situation, the problem of communication in times of crisis linked to mutinies in January and May 2017 then becomes a case study. This study involves questions: What are the communication bases of the mutinies of January and May 2017 in Ivory Coast? What were the methods of communication of Ivorian mutineers and government? Why having a good communication in crisis period?

In view of the various questions, there is a social and scientific interest in elucidating the social contexts of crisis, crisis communication mechanisms, and the consequences of conflict situations in a national environment. Otherwise, the study of the crisis communication of the mutinies of 2017 in Ivory Coast aims, on the one hand, to determine the contexts of the said

¹Monday, January 9, 2017, beginning of the strike of the civil servants of Ivory Coast. The strike was linked to the pension reform, the payment of stocks of salary backlog and the upgrading of wages.

crises, on the other hand, to analyze the methods of communication of the mutineers and the Ivorian government and, finally, to perceive the role of crisis communication in the country's sustainable socio-political and economic development and peace.

1.1 Study of the crisis communication of the mutinies of 2017 in Cote d'Ivoire

The study of crisis communication is essential as the observation of actions and syncretic functions in a disruption of the environment and the system in times of difficulty, conflict or crisis. In this logic, communication is perceived as a global datum that must be interpreted taking into account the political, economic, media, social and cultural context. Differently, in the communicational approach, the contextual dimension constitutes the anchor point of the research conducted on "mutinies in January and May 2017 in Cote d'Ivoire". It analyzes the concept of the system that is always in situation, especially in times of crisis. It is through this approach that crises are perceptible. As a result, the mutinies of January and May 2017 in Ivory Coast require a reflection on the nature and method of communication of the actors of this crisis. According to Edgard Morin, pathologies or crises are in an exaggerated evolution in the 20th century because of the lack of control over gregarious attitudes and emotions. Indeed, the concept of crisis encompasses all the contexts in which organizations, groups or individuals whose objectives, cognitions (thoughts) or emotions are contradictory and lead them to oppose. There are obviously several causes or sources of crises.

Diversely, the socio-political environment of Ivory Coast in 2017 has experienced multiple crises, especially the mutinies of January and May in the same year. The strategic analysis of the events, the sources and the actors of crises or the systems of communication, guides the perception of relations between communication and crises in Ivorian society. The observation of communication writings and events, on the one hand, and the assessment of discrepancies, on the other hand, are necessary in the review of the information, results and conclusions of any human process. This study takes into account a set of communication analysis techniques on Dwight Harold Lasswell's model for analyzing the functions and effects of the media (Lasswell and al, 1946) in the January and May 2017 mutinies in Cote d'Ivoire: Who? (Study of the issuer); what to express? (Manifest content); how? (Analysis of the means or vector of the message, media used, rhetoric); whose? (Receiver study); which aim? (Goal); what conclusions? (Effects, influences); in what context? (Social, economic, political). These questions assume the determination of the environments, the actors, the

communications, the means, the targets through the decomposition of the variables and the influences of the messages, especially the media.

For Paul Lazarsfeld² and Robert Merton³, it is necessary to determine the media effects, to determine the structure of ownership and functioning of the media. For this study, several Ivorian dailies from Saturday, January 7, Saturday, May 13, Monday, May 15 and Tuesday, May 16, 2017 (see appendix) have served as a body of media analysis of the crisis situation born of the January mutinies and May 2017 in Ivory Coast. The "Titles" below are samples of the securities analyzed.

Sample of Ivorian dailies.



Source: "Titles" collected by Goa Kacou, 2017: THE NEW ALARM, N ° 4470; LG INFO, No. 1604; FRATERNITY MORNING, No. 15730; OUR WAY, No. 5607; THE PATRIOT, N ° 5230; THE EXPRESSION, No. 2284.

²Paul F. Lazarsfeld (1901-1976) played an important role in the development of empirical studies on the effects of mass communications. Like some American social scientists of his time - marked by the new popularity of statistics and quantitative methods and the rise of the positivist paradigm in the social sciences - Lazarsfeld is interested in producing "scientific evidence" about the effects of the media on individual attitudes and behaviors.

³Robert K. Merton, father of the sociology of science, is the first to regard science as a "standard social structure". In a 1943 article (The Normative Structure of Science), Merton identifies a set of norms that together constitute what he calls the Ethos of Science and are meant to guide the practices of individuals and empower the community

2-Media approach of the mutinies of 2017 in Cote d'Ivoire

Nowadays, the media have been so important that they are considered the fourth power in a modern democratic state (Memel, 2014). The crises that occur in a country like Cote d'Ivoire are growing outside its borders, through national and international media. In this respect, the importance of a crisis is very often linked to the popularizing actions of the media in national and international opinion. For Herbert Gans, the media are first and foremost vehicles of information (Balle, 1980). The media thus retransmits information that sources have given them, but they often reform or add some elements external to each information they spread. This role, the media play it in normal situation as in times of crisis like the mutinies of January and May 2017.

In fact, the media is undoubtedly one of the windows of access to information and the formation of public opinion. In this way, the media approach makes it possible to control and understand our environment, to better situate ourselves in the ambiguity of our near or distant world. Thus, crises are now more advertising with spectacular repercussions using the media (Debray, 1994). Otherwise, the media approach to crises is linked to two observations: the periodic difference (multi-day for radio or television, daily or weekly, especially for the print media, and continuous for the web) and the specificity in the possibility analyzes (the radio and especially the television need to be on the spot, and to have correspondents). The treatment of the crisis information in a press organ is born, first of all, from the qualification given to the crisis identified. Subsequently, the media may perceive a conflict related to political power, cultural, religious, ethnic confrontations, structural discordance. News agencies can detect an organizational and socio-economic crisis related to the sociopolitical or security situation. This is the case of mutinies in January and May 2017 in Cote d'Ivoire.

When the media describe crisis information like that of the mutinies of January and May 2017, they give it a certain dimension in the public opinion (Champagne, 1991) to whom they report the object of the crisis situation. As a result, by the intervention of the media in the mutinous crisis in 2017, there is popularization and amplification of the dimension of the subject (Saillant, 1996). In addition, the media amplify or attenuate the content of the national crises of Ivorian political or socio-professional organizations, according to their editorial line and their sensitivity. It is about taking into account their conception, their geographical situation, the means at their disposal and their ideological, political and socioeconomic belonging. In this vein, the crisis in the Ivorian army is treated differently according to the press organ, and perceived differently according to the audience (national or international) of

the newspaper. In fact, the crisis of the Ivorian mutineers seen on television, heard on the radio, and read in the print media, reveals apparent characteristics on national (near) and international (distant) opinion (Schudson, 1995). Thus, the military crises that occurred in Ivory Coast in January and May 2017 are understood differently by citizens and partners. Similarly, the military crisis reported by the national press, does not have the same impact when this crisis is broadcast by international media like RFI, France 24, Africa24, Le Monde, New York Times, La Lettre duContinent, etc. By the repeated incursion of the Western press agencies in the mutinies of 2017, the events took an international turn. The mutinies of January and May 2017 highlight cases of crisis between the Ivorian government and some soldiers of the Ivory Coast army.

3-Mutinies of January and May 2017 in Cote d'Ivoire: a crisis case

The crisis is originally a contradiction, an incompatibility or a disagreement. It is a time when social, economic, political and / or ideological difficulties are felt to be extremely strong in a group or community. Thus, the concept of crisis encompasses all contexts in which natural persons (individuals) or legal entities (groups) whose objectives and cognitions (thoughts) are antithetical and lead them to oppose. In this context, the mutinies of January and May 2017 in Cote d'Ivoire are cases of crisis between the Ivorian regime of President Alassane Ouattara and some soldiers from the former rebellion.

In fact, on Friday 6, Saturday 7 January 2017 and Tuesday 17, Wednesday 18 January 2017, a series of mutinies shakes the Ivorian socio-political climate⁴. Military and mutinous gendarmes, from the ex-Forces Nouvelles, disturb the peace of the Ivorians in early 2017 by shooting in the air and blocking corridors in several towns in Cote d'Ivoire housing military barracks. This mutiny left the city of Bouake and gained others like Abidjan, Daloa, Daoukro, Yamoussoukro, Man, Korhogo, and Odienne. The mutineers demand the payment of a bonus of 12 million CFA francs (18,000 euros) to 8500 soldiers of the former Ivorian rebellion. The media echo these uprisings that paralyze the whole country. The insurgency ended with an agreement between the Ivorian government and the insurgents for the payment of the amount claimed, with an immediate start of disbursement of 5 million F CFA (7,600 euros) to the mutineers. The Ivorian government is talking about the ECOMOG bonus for those soldiers

⁴ In Cote d'Ivoire, the agreement to pay bonuses to 8,400 soldiers has obviously attracted greed. A new wave of anger hit several cities of the country Tuesday, January 17, including the capital Yamoussoukro where four mutineers were killed. By Frédéric Garat, RFI. Posted on 18-01-2017

who took part in the battle for the ouster of former Ivorian President Laurent Gbagbo from power during the post-election crisis of 2010. The remainder had to be regularly paid from of May 2017.

The Ivorian population was there when it was informed by the public television, the RTI (Ivorian Radiobroadcasting-Television), on Thursday, May 11, 2017 at 8 pm, a meeting between the Ivorian Head of State and representatives of the mutineers of January. During this meeting filmed by the Ivorian national television, Sergeant Fofana, the spokesman of the mutineers in an inconstant posture, asks the clemency of the population and the president of the republic on behalf of the rebels for the uprising of January 2017. He even persists that "mutineers renounce all financial claims". This statement will trigger a new mutiny on the morning of May 12, 2017. Indeed, it is approximately 3am when the first shots are heard in the city of Bouake, the stronghold of the former rebellion. "The next day, Bouake is imitated by Korhogo, Odienne and especially Abidjan. In the economic capital, the contestation wins Camp Gallieni - which hosts the staff - and that of Akouedo. Putting on their hoods, the former rebels come out into the streets, shoot in the air and threaten: "Money or death! They shout. This new uprising of May 2017 lasted five days, from Friday, May 12 to Tuesday, May 16, 2017 inclusive. This revolt, the fourth mutiny in three years, was a resounding snub for the Ivorian government and president in a matter of months⁵. The regime had to yield to mutinous claims after the failure of the negotiation and the military solution.

All these uprisings are forms of communication. These are crises arising from misunderstanding between actors in the field. This form of crisis situates two or more actors who are themselves opposed to the subject of their respective choices in terms of objectives and / or values, behaviors and attitudes. In fact, the conflictual relations between the Ivorian regime and the mutineers stem from the existential, cognitive and behavioral confrontation, on the one hand, and the objectives of the interlocutors, on the other hand. This source of crisis is perceptible in the dialectic of the master and slave of the German philosopher Friedrich Hegel, which shows a conflict in which two consciences struggle for survival⁶. This assertion is also shared by Jean Paul Sartre who says that externality is the place where

⁵"In January, after the mutiny, ADO was sounded. This time, he is sounded power ten, "said a diplomatic source. For the Palace, failure is military as much as political. By Anna Sylvestre-Treiner and Vincent Duhem. <http://www.jeuneafrique.com/mag/440562/politique/cote-divoire-retour-mutinerie-reussie/> (May 26, 2017).

⁶Friedrich Hegel and Jean Paul Sartre think that the existence of others (the other) is already a source of conflict linked to the "look" of the other and to his hierarchical, social position

consciences oppose one another. In this way, the crisis is a period of abrupt, violent and brutal rupture. It demonstrates the essence of things and actors. Thus, the crisis communicates a knowledge and is conceived as the crucial moment of the reports to our facts. From the perspective of its dynamics, the crisis evolves in a positive or negative aim.

Otherwise, a crisis is the final phase of a series of dysfunctions that endangers the reputation and stability of a group or a country. The crisis seems to be related to the lives of men or communities. In such a case, it seems paradoxical to learn how to manage crises (Goa, 2016) or pretending to regulate or mitigate them through communication. Change is not decreed, it is communicated. We know the social and economic cost of poor communication: various blockages, information retention, demotivation, and crisis. Human resources management and communication are therefore closely linked, with a view to accompanying changes and fluctuations. It is then important to outline the advantages and disadvantages of communication in all social and / or economic organizations at all times, but especially in situations of conflict or crisis. There is obviously an approach to global and public communication in any common situation.

4- Approach to global and public communication

Communication, and hence the communicational approach, is eminently multidimensional and global. It aims at determining the various paradigms of a phenomenon going from the microphenomenon to the macro-event, and exposes a wide range of possible arguments, complementary, modifiable according to the object. This approach allows us to situate the model of communication. Communication is considered either as an information transfer, as an influence process, or as an operation to be managed. Alex Mucchielli (1998) thinks that communication is not exclusively the art of transmitting and apprehending information. It also consists in guiding exchanges to bring the actors to the reconciliation of their points of view and thus to better understand the decisions. It involves an organizational information system and a process of exchanges with its environment, hence the global communication.

Indeed, global communication is understood as the proper implementation of all processes (information, public relations, marketing-advertising, and internal communication...) to generate and increase institutional awareness. The communication system makes it possible to prevent confusion of speech and to respond to the need for coherence in global communication. Systemic theories define communication as a set of communicative vectors and it is the connections between the members of the system that give it meaning.

Diversely, global communication tries to resist the possible mess of policies, messages and investments. It then leads to the image of the institution as a strategic development variable without antithetical dichotomy between the apparent communications, or between the reality of the structure and the information published. Global communication imposes the idea of communication method and communication plan. It thus builds all its essence and its utility by an adequate hierarchy of the resources and a perfect concordance between the various devices of communication. It is about organizing the different types and tools of communication as a system that leads naturally to a long-term management. Constructivist models determine communication as a language intervening in the common construction of meaning. What meaning can be given to the public communication of the Ivorian government in situations of mutiny of January and May 2017 in Côte d'Ivoire?

Pierre Zémor(1995) defines public communication as "the set of messages issued by the public authorities and public services whose objectives are to improve civic knowledge, facilitate public action and guarantee political debate". Otherwise, public communication presents the communication operations orchestrated by any organization exercising a public service mission. There are state and supranational institutions; public administrations; local authorities; businesses and public institutions.

According to Article 1 of the Public Communicators Code, adopted in 2002, "facing the growing deployment of the information society, public communication is now asserting itself as an unavoidable necessity of democratic institutions and states. From this point of view, it is not a mere technical tool for shaping public policies, but a global approach inscribed in the very exercise of public governance "⁷. Thus, public communication is at the service of the general interest. Government communication is an approach. It varies significantly depending on the context and events, especially in crisis period. This is the case of the communication of the Ivorian authorities during the mutinies of January and May 2017 in Côte d'Ivoire. The violence of the uprisings of January and May 2017 is a form of communication of the mutineers to the communication of the Ivorian government. In the crisis of the mutineers and its management, there was, surely, communication, but also incommunication.

⁷www.cap-com.org/content/what-is-the-communication-public (accessed December 12, 2017)

5-Communication and incommunication in the crisis of Ivorian mutineers in 2017

Communication is a mirror that undoubtedly accompanies the variation of citizens' relations with institutions. A framework for exchange between societal actors, public communication is one of the essential engines for the functioning of life in a community or a country. The communication of an institution can be qualified as good, bad or non-existent depending on the events that occur. In the occurrence and management of the crisis related to the various mutinies of 2017, the government has less communicated for some but has communicated more for others.

On the one hand, communication is a discipline structured in several systems. And these are observed both in the existence of the form of things studied, but also in the contextual sense of the messages. On the other hand, the analysis of the discourse and the textual contents of the supports makes it possible to better identify the sources, the objectives, the channels, the psychologies, the policies, the senders and recipients, the effects, and the interests at stake. It consents to detect, through the reading of the lines, the games of power and humanity. This paradigm exposes the visions of all national and international trends, through the press review, for example. We can better understand the aspirations of experts, governments, opponents, people and politics. Thus, the use of the semicological, iconographic and audio-visual semic analysis is clear to the communication in crisis situation related to the mutinies of 2017 in Cote d'Ivoire.

Formally, on Saturday, January 7, 2017, the government newspaper, Fraternity Morning, reports the first public statement of a member of the government, the defense minister; Alain Richard Donwahi, after the first shots of the rebels. He says in essence: "We are going to talk to our men". The various interventions of the President of the Republic, the ministers of guardianship (defense and security), the Chief of Staff of the armed forces and the spokesman of the government were opportunities for communication. These papers presented the facts, causes, consequences and plans of the government to resolve the crisis. It is necessary to recall that the mutiny of 6 and 7 January 2017 was an opportunity for the military to send a strong message to the Ivorian authorities who seemed to ignore their concerns. These mutineers were understood because an agreement of payment of the bonuses was concluded between the government and the insurgents. This agreement led to the second revolt of the same month of January, 17 and 18 January 2017. The new insurgency comes after the payment of a portion of the bonuses promised by President Alassane Ouattara to the former members of the Forces Nouvelles Forces Armies (FAFN) of Guillaume Soro. They

participated in the overthrow of former President Laurent Gbagbo in power in 2011. It should be recalled that the former rebels integrated into the Ivorian army, not paid by President Ouattara, had mutinied early in January. And this revolt ended with an agreement with the regime for the payment of 12 million CFA francs (18,000 euros) to 8500 soldiers, with a start of disbursement of 5 million FCFA yesterday to these mutinous soldiers. It is a message perceived by other socio-professional groups as a bonus to arms and force.

The ambiguous communication of the government is a case of incommunication that caused the mutiny from 12 to 16 May 2017. Indeed, the first agreement and the first disbursement were perceived by some observers as a promotion to the demands of any order, including those civil servants and other socio-economic strata of Côte d'Ivoire. "Goa Kacou, communications specialist, thinks rather that the discontent that is heard is rather a result of over-communication. "If every day, the government says that everything works well, it gives the impression to the people that the march towards emergence has produced results and that they can already claim their share of cake, while the construction is still In progress" (Tanoh, 2017). The mystifications, the exaggerations (everything is under control), the effects of announcement are sources of incommunication. The worst is to contradict or be contradicted by reality. Making commitments that can not be honored is almost as irresponsible. In fact, in early May 2017, following rumors about the Ivorian regime's willingness to no longer pay the remaining bonuses due to mutinous soldiers in January 2017; and especially after a meeting of the Head of State with a group of soldiers saying to give up the rest of money, the soldiers scream at the manipulation, take again the streets and paralyze still the country. The crisis is accentuated by a climate of suspicion between the actors. The dissonances create dysfunctions. The president of the republic has given the impression of fleeing its responsibilities or seeking scapegoats: it is frequently counterproductive.

In the crisis, communication is not everything, but everything has an informational component (more or less known decision or evaluation elements that one should know, which is imperative to know or to make know) and a communication component (how to speak or negotiate, the means and contexts chosen to do so, the persuasive or emotional value of the discourse, the anticipation of how it will be interpreted, reflected, in particular by the media, and often contradicts). It is not enough to have a pleasant spokesperson to break a crisis. But there are a multitude of rules (to say or not to say, to do or not to do) that will not solve everything, but will help avoid major mistakes.

When a crisis is badly negotiated or when it is too deep and too complex, this situation can even divert the organization from its first fundamental objectives. In fact, at the moment when the authorities have to manage harmoniously the resources (human and material) of the country towards the objectives of sustainable development (emergence), the conflict generates a bad use of the human and material resources with the loss of time and money (flight of investors). Diverse mutinies have had a detrimental effect on the reputation and credibility of Cote d'Ivoire. The crisis is a time when economic, political and / or ideological difficulties are felt to be extremely strong in an organization. Here, the authority is invited to solve multiple contradictions of internal and / or external order. It is also a time when the psychological imbalance reaches a higher intensity of stress following a strong tension (Goa, 2013). Crisis management also requires the responsible authorities to be able to organize and coordinate the efforts of the different actors. It is controllable by the action of a crisis communication.

6-Crisis communication: factor of peace and sustainable development

Crisis communication consists, usually in times of crisis, in carrying out difficult actions such as justifying oneself, admitting impotence and / or responsibility, and making promises of circumstance. This implies the choice between hasty communication with unsuspected consequences of renunciation, misinformation, accusation ..., silence ("no comment") and the method of organized communication. It is done in crisis conditions and pressure. There is relentless propensity of the actors to clear themselves by finding a scapegoat, to receive a psychological shock. Diverse, lateral and / or collateral victims are very affected. Under these conditions, thinking (or saying) that recriminations are unjustified or poorly presented, and that the media are tendentious and hysterical does not resolve the crisis. Crisis communication refers to all the operations and resources implemented by an organization to get out of a conflict, a contradiction of any kind that slightly or seriously affects its activities and its image. It is the structural and informational methodology by which an organization in difficulty systematizes and optimizes its communication with its internal and external environment.

In this vein, the government sought to reassure insurgents, Ivorian populations and international partners during a press conference of the Prime Minister, Amadou Gon Coulibaly, on June 15, 2017. He announced the availability in an account of the remainder of the 2 millions due to mutineers. For the head of the Ivorian government, concerning the Mutiny in Côte d'Ivoire, "the 2 million FCFA that remain after the 10 million will be paid this

month". The most important benefit is credibility. The government's willingness to demonstrate goodwill is a crucial asset.

On August 30, 2017, visiting the barracks in city of Bouake, the new Defense Minister Hamed Bakayoko said he would work to ensure that the army is reconciled with itself and with the population. He also said that the military should not suffer any injustice by insisting on discipline in the military. There is a clear desire of the Ivorian regime to communicate with internal and external actors to avoid another crisis of confidence.

On the one hand, the government must think and heal its communication, through good crisis communication that will highlight the determination of the warning signs of the crisis by the day before (anticipate crisis situations); the creation and organization of an adequate crisis unit (a group used to working together); taking into account the various actors, including the "opponents" for each type of crisis (identify possible adversaries, but also potential allies). On the other hand and from previous experiences, the authorities must determine the possible threats; the construction of structures, means and procedures for the dissemination of warnings (imagine all crisis scenarios, from simple to most likely); the preparation of arguments and documents for the first reaction, the education of government actors to speak in a crisis context (planning a specific communication training in times of crisis, orally, in writing, in front of audiovisual media and on the Internet); the selection of the essential media for the vulgarization of the messages (to decide the process and methods of alert of the crisis).

Diverse, harmonious crisis communication involves a list of up-to-date contacts, including in the chancelleries, the media, the business community and the various socio-professional strata (prepare memory-aids, useful addresses, interlocutors, minimum procedures); make the stress tests to take into account the imponderables and prepare the reactions in a crisis situation (think simulation and stimulation without concealment by training to control the time, panic, communications, psychological factors...); and build the best communication around complex issues (analyze the crisis in order to be ready for the next crisis)⁸. Preparation, anticipation and the right decision seem essential to better withstand a crisis. Any crisis requires a capacity for diagnosis, exact reaction and therefore decision. The Ivorian government must therefore analyze, evaluate and prioritize significant risks, causes and consequences. It must identify techniques, means of adaptation and reconstitution. The crisis situation is above all a living situation. It is important to perceive quickly the gravity of the context, the priorities deduced

⁸www.institut-numerique.org/154-la-gestion-dune-crise-5061bdeacd30f (accessed January 10, 2018).

and the advantageous decisions. The crisis analysis process involves determining the essential objectives of the organization concerned. A risk is relative. It becomes theoretically serious only if it compromises the achievement of one of these objectives.

7. Conclusion

Sustainable development is linked to the mastery and perfect management of human resources and means of communication. Thus, the structural analysis imposes to create accordingly a participative system favoring the promotion of the communication and the control of the vectors of institutional change to cultivate the peace and to anticipate the crises. The crisis phenomenon is general and global. In fact, analyzes and reflections focusing on the issue of the crisis communication system will make it possible to reveal the sources, the stakes and the consequences of communication and to provoke the need for communication in all social, economic or political organization. There are prospects for effective communication of organizations with the goal of growth, especially in times of crisis.

Crises are critical periods for the development or even the survival of a group. In this sense, they divert the structure of the missions, the methods of administration, and the primary objectives of a normal period of management. To counter the harmful impacts of conflicts of interest and use them for its benefit, the organization must use crisis communication. These are institutional development strategies through a systemic approach, dynamic communication and management constantly watch. In fact, the crisis communication policy consists in destroying the constants at the origin of the disagreements, in constructing perspectives or prospects for effective and lasting communication and organization, and in preventing structural dissonances.

Indeed, this research demonstrates the vectors of communication and organizations in situations of managerial difficulties. This is based on the methodical or methodological management of organizations, the aspect of communication in negotiations, and the need for systemic governance of communication. Finally, this analysis makes it possible to determine the ethnography of communication, in particular, the culture and sociology of organizations and communication, the right to informational pragmatics, and the psychosociology or sociolinguistics of communication.

In short, communication is the alpha and omega of institutional management at all times, especially in crisis period. It is therefore necessary for every modern organization concerned

with its future to prepare a crisis communication. The communication links the opinions of the actors and determines the life of the group.

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APPENDIX: MUTINIES OF JANUARY AND MAY 2017, TITLES OF IVOIRIANS DAILIES

Titles identified and classified by GOA Kacou.

SATURDAY, JANUARY 7, 2017 DAILIES



1. FRATERNITY MORNING, No. 15623: "Alain Donwahi about the mood movement of the military, yesterday: " We will discuss with our men
2. THE PATRIOT, N ° 5122: "Noise of boots in Bouaké, Daloa, Korhogo, Daoukro ... What happened yesterday"
3. OUR WAY, N ° 5500: "Mutiny of Soldiers, yesterday: the whole truth about the revolt that comes from the North"
4. EVENING INFO, N ° 6674: "Uprising in the Army yesterday: mutineers attack police stations and corridors"
5. THE INTER, No. 5565: "Mutiny: the military shake the country"
6. THE NEW ALARM, N ° 4470: "Mood movement of the military, yesterday: Bouaké, Korhogo, Daoukro, Daloa and Odienné paralyzed"
7. THE INTELLIGENT OF ABIDJAN, N ° 3834: "Old Ivorian behaviors and 2nd Republic reported in military in the interior of the country: it's enough these armed anger"
8. THE ABIDJAN DAILY, N ° 1934: «Since 2 days: Bouaké, Korhogo, Daloa fallen into the hands of the mutineers»
9. THE MANDATE, N ° 2040: "Mutiny in Bouake, Daloa, Korhogo: the root causes of the uprising"
10. THE GAZETTE, N ° 276: "Mutiny in Bouake, Korhogo, Daloa and Daoukro: why why? The roots of malaise"

SATURDAY, MAY 13, 2017 DAILIES



1. FRATERNITY MORNING, No. 15729: "Mood movement of the military: the Head of Staff of armies calls for calm"
2. THE PATRIOT, N ° 5228: "After the movement of the military / the government is very firm: the break is over"
3. OUR WAY, N ° 5605: "Mutiny in the Army: confusion and suspicions at the top of the state"

4. EVENING INFO, N ° 6780: «Another mutiny triggered, despite the meeting with Ouattara: Abidjan trembled, yesterday»
5. THE INTER, No. 5671: "After apologies to the Head of State, the mutineers are still shaking the country"
6. THE NEW ALARM, N ° 4576: "Unexpected resumption of the mutiny of the soldiers yesterday: who lied to Ouattara?"
7. THE TIME, N ° 4081: "After the meeting with the representatives of the mutineers: the soldiers still rise against Ouattara"
8. THE INTELLIGENT OF ABIDJAN, N ° 3922: "Republicans left and right against an ever-angry party of 8400 soldiers: 10 thousand Republicans left and right today in Adjamé to say " Too much is too much ""
9. THE ABIDJAN DAILY, N ° 2040: "Sociopolitical situation: the mutineers brave the regime"
10. LG INFO, N ° 1604: "Explosion of anger in the barracks yesterday: Ouattara speaks, the mutineers are shooting everywhere! "
11. THE ORIGINALE WAY, No. 162: "Ouattara speaks from the palace: his ex-rebels respond with shots"

MONDAY, MAY 15, 2017 DAILIES



1. FRATERNITY MORNING, N°15730: "Mood movement of soldiers, General Toure Sekou (Head of Staff of armies): a military operation is under way to restore order"
2. THE DAY MORE, N ° 3611: "Alert / To pay yourself: the mutineers want to break banks"
3. THE PATRIOT, N ° 5229: "Faced with the excesses of soldiers-mutineers: General anger!"
4. OUR WAY, N ° 6061: "Mutineers and RDR activists clash: Abidjan, Bouake, Korhogo, Daloa ... shots and blood"
5. EVENING INFO, N ° 6781: "Military insurrection in Ivory Coast: the mutineers were preparing to make a statement to RTI Bouaké"
6. THE INTER, N° 5672: "Uprising of the military, things mix with Bouaké and Korhogo: mutineers attack, dead and wounded"
7. THE NEW ALARM, N ° 4577: "Continuation of the movement of the soldiers: the mutiny flips ..."
8. THE TIME, No. 4082: "Mutiny / Despite the threats of the authorities: everything mixes in the field"
9. THE MANDATE, N ° 2130: "Uprising of the military: here are those who manipulate the mutineers"
10. THE NEW MAIL, N1608: "Ouattara had said it: the country is now ungovernable"
11. TODAY, N ° 1342 : "Mutineers-Ouattara crisis: last chance negotiations fail"
12. THE ORIGINAL WAY, N ° 163 : "Bouaké in terror as in 2002: Ouattara threat, the mutineers do not care"

TUESDAY, MAY 16, 2017 DAILIES





1. FRATERNITY MORNING, N°. 15731: "Mood movement of the military / Alain Donwahi: " an agreement has been found ""
2. THE PATRIOT, N ° 5230: "Mood movement, soldiers-mutineers, the troubles persist ... Donwahi reassures: " an agreement was found "
3. OUR WAY, N ° 5607: "Ivory Coast, black Monday: mutineers occupy all cities"
5. EVENING INFO, N ° 6782: "Anger of the soldiers in Côte d'Ivoire: the mutineers are reinforced by weapons"
6. THE INTER, N°. 5673: "Yesterday in Bouaké / The mutineers attack Soro protocol's home, cases of weapons and ammunition carried away". "The government: " an agreement has been found " " Let the mutineers return to barracks ""
7. THE TIME, N ° 4083: "Mutiny in Abidjan and inside the country: towards chaos!"
8. THE MANDATE, No. 2131: "Security situation in Côte d'Ivoire: jihadist attackers enter the scene"
9. THE EXPRESSION, No. 2284: "Mood movement of some soldiers / Finally, the end of the crisis? Richard Donwahi: " an agreement has been found " »
10. LG INFO, N ° 1606: "5th day of mutiny: mutineers shake Ouattara"
11. THE ORIGINAL WAY, N ° 164: "Mutiny against Ouattara for war bonuses: Ivory Coast blocked"