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Addis Ababa University

College of Humanities, Language Studies, Journalism and Communication

**An Exploratory Study of Ethiopia's Hydropower Projects: Strategic
Communication for Enhancing Eastern Africa Regional Integration**

By

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A Thesis Submitted to

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**Presented in Partial Fulfillment of the Requirements for the Degree of Master
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Addis Ababa University School of Graduate Studies

This is to certify that the thesis prepared by Adisu Sojato, entitled “*An Exploratory Study of Ethiopia’s Hydropower Projects: Strategic Communication for Enhancing Eastern Africa Regional Integration*” submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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I declare that this thesis: “*An Exploratory Study of Ethiopia’s Hydropower Projects: Strategic Communication for Enhancing Eastern Africa Regional Integration*” is my own work. I have duly acknowledged the sources I have used in this paper.

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This research project has been submitted for examination with my confirmation as a supervisor to the candidate.

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Dr. Arka Abota

Abstract

An Exploratory Study of Ethiopia's Hydropower Projects: Strategic Communication for Enhancing Eastern Africa Regional Integration

Adisu Sojato

Addis Ababa University, 2019

This study is built on the proposition that the importance of strategic communication to Ethiopia's hydropower projects, especially on enhancing Eastern Africa integration. Despite Ethiopia's hydropower projects emphasis on Eastern Africa integration, there is a dearth in the communication practices throughout the Ethiopia government offices representing the hydropower projects. Poor strategic communication on the hydropower projects contributes to the Eastern Africa Region poor integration vis-à-vis the electric power. However, a dominant focus on Ethiopia's hydropower projects is evident in practice as it is argued that the success of Ethiopia's hydropower projects is predominantly dependent on people's perceptions.

The study uses a qualitative approach to examine the qualitative data and appropriately analyzed using descriptive analysis. In order for strategic communication to obtain more credibility as a strategy for Ethiopia's hydropower projects, it is argued for the purpose of this study that strategic communication models to describe the strategic communication process of Ethiopia's hydropower projects is observed. The study found that communication plays an important role in the achievement of strategic goals for Ethiopia's hydropower projects as a key success factor in fundraising and improving public relations to influence networks and to elicit feedback to update the existing strategies. Therefore, the study concludes that strategic communication for Ethiopia's hydropower projects is a necessary condition for electricity trade and regional integration.

Key Words: Ethiopia's hydropower projects, strategic communication, regional integration, Eastern Africa region

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List of Abbreviations and Acronyms

AfDB	African Development Bank
AU	African Union
COMESA	The Common Market for Eastern and Southern Africa
CRGE	Climate Resilience Green Economy
DC HV	Direct Current High Voltage
EAC	East African Community
EBC	Ethiopian Broadcasting Corporation
EAPP	Eastern Africa Power Pool
EEPCo	Ethiopian Electric Power Corporation's
EEP	Ethiopia Electric Power
GDP	Gross Domestic Product
GERD	Grand Ethiopia Renaissance Dam
GTP	Growth and Transformation Plan
GW	Gigawatts
IGAD	Inter-Governmental Authority on Development
IGO	Intra-governmental Organization
IOS	iPhone OS Device/ Trademark
HQ	Headquarter
KWH	Kilowatts Per Hours
NGO	Non-governmental Organization
MoFA	Ministry of Foreign Affair
MW	Mega Watt
MoWIE	Ministry of Water, Irrigation, and Electricity
PPP	Public-Private Partnership
REC	Regional Economic Communities
TV	Television
TWH	Terawatt per hours
USD	United States Dollar

Chapter One

1. Introduction

1.1. Background of the Study

Ethiopia, located in the horn of Africa, is a country endowed with huge amount of hydro, wind, geothermal and solar power potentials. However, only a small portion of these resources has been utilized so far and less than one-third of the nation's population has access to electricity. Its hydropower potential, for instance, is estimated to be up to 45GW (DFIP, 2009), the second largest hydropower potential in Africa next to Congo (Bekele & Palm, 2009). Yet only about 2% of this potential is developed so far. However, currently, the country is aggressively developing hydropower plants, as it is relatively cost-effective, not only to fulfill the domestic needs but also to export surplus electricity to the neighboring countries. The export from Ethiopia, in general, has been growing in line with increasing internal electric power demand. Strengthening energy supply is the key to economic growth and macro-economic stability. Therefore, for the country export of surplus electricity is an effective countermeasure to earn foreign currency and improve the account.

Moreover, to ensure the supply of power needed, the Ethiopia government has started promoting private sector investment in the energy sector in addition to their own huge investment so far. Public-Private Partnership is the new strategy the government has introduced to resolve the financial constraints for its hydropower projects development plans. The Public-Private Partnership (PPP) plan is expected to open space for the private sector to invest in the country energy sector. Additionally, considering the importance of the sector, and the transboundary nature of the country's rivers and its suitability as a subject different organizations are having interests in to invest in the power sector.

On the other hand, the country is having its eye on integrating the region with electric power that can benefit small and low incoming countries through power cooperation. Regional integration also reduces the risk of conflict in two ways (Schiff and Winters 1998; World Bank 2000). First, increasing interdependence among members makes conflict more costly. Economic integration may pave the way for political integration, substantially reducing the risk of internal conflict. Second, regular political contact among members can build trust and facilitate cooperation, including on security. Security arrangements and conflict resolution

mechanisms are sometimes included in regional integration arrangements. Regional integration arrangements can promote cooperation that can provide a framework for cooperation on resources (such as rivers, road and railway links, and electricity grids). (ECA Policy research report, 2004, p.14). Regional integration arrangements in Africa, therefore, hold a central place in the continent's endeavors to achieve economic transformation and attain sustainable socioeconomic development. (ECA Policy research report, 2004, p.12). Considerable direct and indirect evidence indicates that Ethiopia's power export from hydropower can promote regional peace and ultimately lead to political union.

So that the need for strategic communication for Ethiopia's hydropower projects is evidence of an insatiable urge for enrichment through cooperation with the Eastern Africa countries and beyond, for the purposes of growth. However, information is disposed to be corrupted into half-truths and even falsehoods that border on manipulation. Institutionalized communication may also be used to inform, control or even manipulate the citizenry. However, information systems that employ a number of sources and messages assist to foster open-mindedness. So as an important role in strategic communication of Ethiopia's hydropower projects enhanced regional integration by communication through the media and other forms of publicity. The mass media has a role to draw the attention of the people in the Eastern Africa citizenry, on the prospects and contests of Ethiopia's hydropower integration, and the intended gains for the citizenry such as to lead into a greater regional consciousness that will formulate an integration culture. The justification behind this thinking is the fact that the media has the aptitude to set integrative trends and increase awareness thereby contributing to a suitable regional distinctiveness. (Garza, R., 2009, p.1).

1.2. Statement of the Research Problem

Some studies which were done before showed that communication enriches coordination of activities, and effective communication saves money and heightens reputation (Pauls, P. & Jijstad, B., 2003, p. 1). In addition, communication is a key factor of success in fundraising and enlightening public relations, (Shimul, A. S., 2013, P.47) and as result communication helps countries to map impact networks and to elicit feedback to update the strategies which are in existence. (Defense Science Board., 2004, P.22). Communication drives an important role to achieve the Ethiopian hydropower projects plan in promoting integration in the Eastern Africa region.

International understanding is promoted through communication which is a key in formulating interstate relationships. (Larry A. S., 2007, (ed.) P.12). Thus, the objectives of Ethiopia's hydropower projects can be attained if there is effective and competent communication among the Ethiopia government ministry offices to interconnect the region with its electricity construction projects. These include Ethiopia-Djibouti interconnection line, the construction of the interconnector 200 MW with Sudan completed, and the Ethio- Kenya 2000 MW HVDC interconnector in the final stage of completing the construction. Nerveless, the Eastern Nile Power Trade study project which is commissioned by the Eastern Nile Technical Regional Office under the Nile Basin Initiative has concluded the feasibility of implementing 3200 MW interconnector between Ethiopia, Sudan, and Egypt. Furthermore, the East Africa Power Pool master plan study has recommended expediting and making online the Ethiopia-Sudan-Egypt and the Ethiopia-Kenya interconnection lines in order to increase the regional interconnection benefits. (Ministry of water Energy, 2012, p. 4)

In general, all Ethiopia hydropower projects plan to generate electricity meant to serve both the domestic and export demands. Ethiopia effort in integrating the region with power aligned with the African Union premised on the idea of integration the continent through the AU is aspiring to achieve a common vision of a united and strong Africa and to build a strong partnership between civil society and governments. Africa has put in place functional regional economic communities (RECs) as building blocks for establishing the African Economic Community. The impetus for Africa's regional integration is reinforced by the Constitutive Act of the African Union (AU) to create a common free trade area. Negotiation of the common market protocol and subsequent operationalization targeted to promote closer cooperation as well as social integration of Eastern African countries.

There is, therefore, a need to create public awareness about the importance of Ethiopia's hydropower projects with a view to influence policy and decision making through the dissemination of information. In this regard, adopting good communication strategy for exporting hydropower is very vital to effectively communicate with all its stakeholders. This also includes the effective dissemination of information about Ethiopia's hydropower projects in under to realize its goals, one of which is enhancing Eastern Africa regional integration.

Nevertheless, studies done from Addis Ababa University demonstrate that communication enriches coordination of activities, (Wossen Mengesha 2014 and Biruk Bekele, 2010). However, studies have not been carried out to explore Ethiopia's hydropower projects strategic communication which aim to enhance Eastern Africa regional integration. Therefore, this study seeks to explore the existent and effectiveness of the strategic communication that the Ethiopia government has employed for its hydropower projects towards Eastern Africa regional.

1.3. Objectives of the Study

1.3.1. General Objective

- This study investigates Ethiopia's hydropower projects strategic communication with a specific focus on enhancing Eastern Africa regional integration.

1.3.2. Specific Objectives

The study attempts:

- To identify the role of strategic communication of Ethiopia's hydropower project in enhancing Eastern Africa regional integration.
- To examine the communication channels and communication strategies adopted by Ethiopia's hydropower projects to maintain involvement and cooperation with external stakeholders?
- To determine how the strategic communication adopted by Ethiopia's hydropower projects integrate the Eastern Africa region.

1.4. Research Questions

The study answers the following research questions:

1. What is the role of Ethiopia's hydropower projects strategic communication for enhancing Eastern Africa regional integration?
2. Which communication channels and communication strategies have been adopted by Ethiopia's hydropower projects to maintain involvement and cooperation with external stakeholders?
3. How can Ethiopia's hydropower projects enhance Eastern Africa regional integration through strategic communication?

1.5. Significance of the Study

This study has attempted to contribute to filling the knowledge gap in the area of Ethiopia's hydropower projects strategic communication to enhance Eastern Africa regional integration. The study can be used as a baseline and serve as a secondary source of data for those who want to conduct further investigation in this area. The results of the study will serve as input for the organizations to assist in decision making, in identifying key variables in order to develop strategies to address and improve the current strategic communication trend. The study is also useful for Ethiopia's mega hydropower projects and other similar projects to identify the importance of strategic communication for regional integration. Furthermore, its practical application will also allow Ethiopia's hydropower projects to assess problems and weaknesses related to strategic communication.

In addition, the study has a significant advantage for every stakeholder to indicate the importance of strategic communication in their daily activity. Furthermore, the findings and subsequent recommendations can be replicated to other organizations as well. Finally, the study will help trigger other studies in the area and can be used as an input for research on Strategic Communication.

1.6. Scope of the Study

The study covers the practice of Ethiopia's hydropower projects strategic communication for enhancing Eastern Africa regional integration. The population of the study is limited to the Ministry of Foreign Affairs, and Ministry of Water, Irrigation and Electricity, and Ethiopia Electric Power. Moreover, data were collected from the African Union, Economic Commission for Africa, Africa Development Bank, and Eastern Africa Power Pool to explore Ethiopia's different government offices strategic communication practices.

1.7. Limitation of the Study

The Sensitivity of the topic and interviewees fear of disobeying their offices' procedure to give an interview has limited the study's ability to gather data. The busy schedules of the interviewees and the long bureaucracy procedures to meet the interviewees have been another factor that discouraged some interviewees from participating in the study i.e. AU. Moreover, the nature of the study supposes the data collection through interviewing most senior officials due to that meeting the officials were having a long bureaucratic, tedious and lengthy process

before getting access to the relevant respondents. On the other hand, some of the government officials were not willing to share vital information to the study concerning matters Ethiopia's hydropower and foreign policies. Also accessing vital documents about the Eastern Africa integration was so hectic because most of the respondents do not have sufficient information.

1.8. Organization of the Study

Chapter one establishes background, statement of the problem, and presents the objective of the study. It also deals with significance, scope, and limitation of the study. Chapter two is all about the review of related literature. Chapter three presents the research methodology. Data presentation and analysis is what chapter four presents. The final chapter five includes a conclusion, summary, and recommendation of the study.

Chapter Two

2. Literature Review

Introduction

This chapter review related literature on the Ethiopia hydropower, strategic communication and regional integration in the Eastern Africa region as the main topic. Moreover, an attempt was made to discuss various literature on Ethiopia's hydropower potential, Ethiopia's hydropower projects, strategic communication, regional integration, diplomacy and selected theories of communication. Both the conceptual and theoretical frameworks are framed in the way they support the topic of the study.

2.1. Strategic Communication

The term strategic communication has been used in the academic literature for many years, scholars are only now in the process of coherently exploring this in terms of a unified body of knowledge. Here the term will be examined from various perspectives that cut across national borders and several academic disciplines, with the aim of laying the foundation for a systematic study of this new academic field. First, we examine the emergence of strategic communication as a social phenomenon, how it is applied in today's society, and how it relates to other communication disciplines. Second, we deconstruct the term strategic to determine whether it necessarily implies manipulative or deviant communication practices or whether it allows for alternative, more critical readings that could provide a home to many different types of scholars. Third, we (re)turn the focus on communication as an essential part of the study of this field, rejecting the notion that the study of communication should be replaced with a narrow focus on relationships or other phenomena that have communication as the underlying force but essentially ignore that influence. Finally, we explore the notion of how meaning is formed and whether strategic communication necessarily implies undue influence on an unresisting message receiver. (Hallahan et al., 2007 p.4).

Because of its many-faceted meanings, the term strategic might offer one of the most inclusive, although conflicting and contradictory, descriptions of the field of communication practice. Although it emphasizes the role of communication as a management practice, it does not necessarily imply power and control of management over other stakeholders. It also allows for the study of participatory communication practices that include stakeholder communication, change management, and complex analyses of organizational environments. Strategic further

includes the study of all communication practices, including those of public relations, advertising, and marketing, as well as the other disciplines mentioned earlier. Finally, it focuses the attention of critical scholars on power relations in the communication environment and on the role of the communication practitioner as an organizational agent. (Hallahan et al., 2007 p.16).

According to J. E. Grunig, symmetrical public relations means “the use of bargaining, negotiating, and strategies of conflict resolution to bring about symbiotic changes in the ideas, attitudes, and behaviors of both the organization and its publics” (J. E. Grunig, 1989, p. 29). Symmetrical communication means that each participant in the communication process is equally able to influence the other. In his normative theorizing, J. E. Grunig advocated a two-way influence model instead of a (controlled) one-way influence model as the most effective and ethical way to conduct public relations.

By contrast, J. E. Grunig (1992a, 2001) claimed that one-way models are always asymmetric because the sender is only concerned with the transmission of his message and does not take the receiver into account. Although Watzlawick and colleagues used (a) symmetry in a different way, Dozier and Ehling (1992) defined asymmetry as a communication model in which a one-way, linear causal effect is predicted and evaluated. They stated: “The presupposition is asymmetrical, for it conceives of communication and public relations as something organizations do to rather than with people” (p. 176). In J. E. Grunig’s work, however, it is still unclear what is meant by “one-way.” Does this predict the existence of a receiver or not? If so, what is the difference between one-way asymmetrical and two-way asymmetrical? If not, what is meant by one-way? J. E. Grunig dismisses the value of one-way communication, including the two underlying common models of public relations practice that are subsumed by it press agency and the dissemination of public information (for descriptions, see J. E. Grunig & Hunt, 1984). (Hallahan et al., 2007, p. 21).

2.2. Importance of Strategic Communication

As stated by Hallahan et al., 2007 strategic communication makes sense as a unifying framework to analyze communications by organizations for at least four reasons. First, the ability of communicators to differentiate between traditional communications activities and their effects is rapidly disappearing. Although IMC focused attention on the coordination of

various functions, many of those functions themselves are being redefined. Public relations practitioners, for example, are increasingly relying on paid advertising to communicate critical messages on topics ranging from corporate reputation and social issues to events sponsorships. Meanwhile, marketers are spearheading cooperative programs and cause-related marketing programs that once were the exclusive province of public relations. The reason is simple: These techniques work in an era in which organizations must differentiate themselves and in which audiences view organizations from multiple perspectives including their product and service offerings, their expertise and competence, their service commitment, and their social responsibility. Any claims to exclusive responsibility for particular activities within an organization are becoming challenged in many organizations.

Second, important changes in public communication are being driven by technology and by media economics. Digital technologies such as the World Wide Web and instant messaging, for example, make it increasingly impossible to differentiate what is advertising versus publicity, sales promotion, or e-commerce. Technology is converging communications channels. Several universities now offer programs in Multimedia Journalism or Media Convergence to prepare future journalists to work in converged media environments. In a similar way, the array of hybrid messages being touted by profit-driven media companies worldwide advertorials, product placements, sponsorships is melding the traditional and familiar genres of public communication.

This is an important, but overlooked an example of postmodernism at work in communications. Third, organizations use an expanding variety of methods to influence the behaviors of their constituencies what people know, how people feel, and the ways people act—relative to the organization. Thus, audiences' experiences with and impressions of organizations are the sum total of the people's experiences and it is increasingly questionable whether the effects of any particular communication activity can be validly examined in isolation. People do not necessarily differentiate between the various forms of communications in which organizations might engage. One example is the difference between advertising and publicity (Hallahan, 1999). Thus, it is important to consider an organization's communications activities from a strategic and integrative perspective.

Fourth, strategic communication recognizes that purposeful influence is the fundamental goal of communications by organizations. Whereas certain disciplines are conceptually grounded merely in providing information (e.g., technical communication) or in establishing and maintaining mutually satisfactory relationships (public relations), these foci are only necessary but not sufficient conditions for organizations to achieve strategically important goals. To be relevant today, communication theory and research must focus on how communications contribute to an organization's purpose for being.

Communication is a strategic management process by which an organization communicates with its various audiences to the mutual benefits of both and to its improved competitive advantage (Dolphin, R. R & Fan, Y. (2000). 99-106) Cornelissen (Cornelissen, J. (2004).) define communication as the function and process of managing communications between an organization and important stakeholder groups (including markets and public) in its environment. (Dolphin, R. R & Fan, Y. (2000). 99-106)

Three dimensions of corporate communications are presented by Balmer and Greyser. (Balmer, J.M.T. and Greyser, S.A. (2003). These are primary communications (the communications effects of products, services, management, staff and corporate behavior), secondary communications (the communication effects of controlled forms of communications) and tertiary communications (the communications effects of communication given by third parties such as competitor and media commentary, the media and that from interest groups). The three dimensions of corporate communications provide a tripartite bridge between an organization's identity and corporate image and reputation. In short, it represents the nexus between corporate reputation and corporate identity (Gray, E.R. and Balmer, J.M.T., 1998, P 695-702)

A key success factor in various organizations is communication. It helps organizations/countries in fundraising, improving public relation or marketing new products and services. (Shimul, A. S., 2013, p 47) Countries can design successful communication strategy if they can align the message with goals and objectives of the audience, and for this, it is vital for organizations to know who their audience is and how that audience perceives the message being delivered. (Shimul, A. S., 2013, p 47) It is vibrant for organizations/countries to decide the target audience, shape the message and then deliver the message in an efficient and effective way.

Communication strategies establish a set of objectives that each individual message builds toward. Three core objectives for communications are to elicit data and information, communicate model insights, and build a relationship between the modeling and client team. Peck, C. (2011, p.7). In addition to establishing objectives, a well-articulated communication strategy delineates each objective. Once the objectives of the communication strategy have been established and delineated, it becomes magnitudes easier for the modeling team to get the right message to the right audience in the right format at the right time. Homer, J. (2011). After an initial framework for communication has been established, the next step is to formulate an action plan that will help the modeling team to achieve its objectives. (Sterman, J., 1991, p. 209) proposes a selection of a set of communication vehicles that will keep the client engaged and contributing throughout the organizational processes.

Coordination and communication are closely related but are different in their respective scopes. Coordination includes a broad range of project activities related to the management of the people and resources. (Pauls, P. & Jijstad, B., 2003).) Communication is perhaps the most important tool in achieving organizational, national and international goals. Good communication among team members should be clear, honest, open, and frequent but not excessive. Therefore, achieving effective coordination depends on the communication skills of the participants and their ability to tailor their communication style and techniques to the project at hand. Effective communication saves money and enhances reputation. It helps prevent coordination problems that can cause frustration and dissatisfaction among team members and lead to project failures.

Communication strategies help organizations/countries to map influence networks and the prevailing sentiments within them; plan communication themes and messages; target audiences and select channels to reach them; monitor success; and to elicit feedback to update current strategies. (Defense Science Board. 2004). Once an initial communication infrastructure has been established, communication strategies provide guidelines that help orchestrate the actions, images, and words used by individuals within an organization to achieve its objective. (Hastings, R., 2008).

2.3. Public Relations and Media Relations

We need a clear understanding of the role of the government public relations officers who are behind campaigns and/or political communication. As Garnett and Kouzmin (1997) pointed out communication in public sector organizations often seems to be forgotten by communication scholars despite the increasing relevance of communication for major activities in the public sector. Government public relations officers play an important role because they contribute to public understanding of government policies and raise awareness of the roles of decision-makers and purview of public institutions, availability of social services, noteworthy trends, and risks to public health and safety (Édes, 2000, p.455).

Studies investigating communication practices in the public sector are mostly country-based or contextualized to a specific service, e.g. health care, transportation, etc., provided by the public agency (cf. Lee, 2009). Within public relations scholarship, only a few studies have dealt with public sector communication (i.e. Lee 2009, 2007, 2001a; Grunig and Jaatinen, 1999; Baker, 1997; Adams, 1995), although practices, strategies, and tactics of public relations are commonly used by government public relations officers.

Grunig and Jaatinen (1999) pointed out that the traditional models of public relations are also valid for the public sector and acknowledge that, even if the public information model seems to be the most employed among public administrations in several countries, it is possible that other models, such as the two-way symmetrical model, are used in other parts of the world by the public sector. Gelders and others (2007) further explain that civil servants working in communication have four additional constraints commonly found the public sector compared to the private sector: more complicated and unstable environment, additional legal and formal restrictions, more rigid procedures, and more diverse products and objectives. Allison (2004) and Beckett (2000) also concur that as public sector management differs in many respects from corporate management, communication practices in the two spheres are far from being identical.

Typically, government public relations officers deal with: monitoring media coverage, briefing and advising political officials, managing media relations, informing the public directly, sharing information across the administration and formulating communication strategies and

campaigns, and researching and assessing public opinion (Lee, 2009). Some of these activities are one-way communications, but today government public relations officers are called for a more dialogical approach in communicating with their constituencies (Valentini, 2010). Because public sector organizations need to keep their public informed and openly report on their activities, public reporting is one of the government public relations activities that is widely implemented (Fitzpatrick, 1947). Public reporting can be performed indirectly, through news media coverage of agency activity, and directly, through products such as annual reports, websites, TV programs and newsletters (Lee, 2001b). Public reporting, external communication, and publicity contribute to the democratic accountability (Viteritti, 1997) by informing and enabling citizens to make political decisions, by mobilizing citizens towards an issue and/or simply allowing citizens to evaluate the work of their representatives.

Public relations are crucial for providing information to the general public and forgetting policy support through the media. For government public relations the media are the most important link between politics and citizens.

2.4. Communication and Diplomacy

Radical changes have been seen in the last half a century in the organization of international life and the unprecedented challenges that have confronted diplomacy are in high demand for a shift in the human venture. Tran compares the role of communication in diplomacy to that of blood to the human body in a bid to underscore the importance of communication in the diplomatic process. (Tran, 1987)

The relationship between communication and diplomacy dates far back in history. Diplomacy can be defined as a regulated form of communication or the international community's way of communication. (Tran, Van Dinh, 1987, P.25). The place of communication upon modern and forthcoming diplomacy largely remains precarious, due to the essential roles of diplomacy namely: representation, communication, and reproduction of international society which effectively make diplomatic communication trans-historical. (Der D. J. 1987, P.199). In fact, the introduction of resident envoys, a vital innovation of pre-modern diplomacy, was necessitated by the great need to gather information regarding neighboring states around Italian City states that were ambitious yet vulnerable. (Keith & Langhorne, 1995). Gathering of information has since then been regarded as a key function of modern-day diplomacy.

Ambassadorial appointees have since been tasked with gathering information on a myriad of issues ranging from the economic stability or lack of it, of the host state, to the details of the state's foreign policy, the state of their armed forces, the health of the key people at the helm of leadership, the balance of power within the government, the status of the opposition, among other issues. (Berridge, 1995, P.41)

Communication plays a very vibrant role in the conduct of International relations. Therefore, communication is a fundamental pillar of the art of diplomacy. A communitarian strategy ought to be at the center of any diplomatic undertaking. It should be based on the primacy of community, nonviolence, ecology, participatory democracy, economic self-reliance, social responsibility, and cultural pluralism. (Korzenny, 1990, P.173). Consequently, communication in any diplomatic processes cannot be taken for granted either as a neutral and mechanical aspect of international interaction or as a concern, because potential public relations endeavor is to be conducted. It is fundamentally, in its own right a proper subject of international relations evaluation, that governments among other actors must give more consideration to. (Fisher, 1979, P.123). There exists a profound linkage between communication, peace, democracy and real development.

The modern national state, unlike in classic diplomacy, has had its decision process and sovereignty thereof conceded toward the citizenry constituency. For communication that is meant to influence public opinion to be effective, it should be directed to the principal voices in the national decision making. This is as a result of the devolved citizenry participation in national tasks. In advanced modernization of diplomacy, sovereignty rests in the public; the leaders become the servants of the people. (Lloyd, 1961, P.48) Therefore, communication remains to be an essential aspect of diplomacy.

Modern diplomacy has acquired an aspect of public diplomacy that requires the involvement of both the government and private individuals in influencing public advisory on policy matters. Hoffman, 1968, P.4) Modern diplomacy has also seen mass communication avail to the citizenry, the world within instant sound and sight thus forming a platform in which the citizenry speak directly to each other across the national frontiers.

2.4.1. Water Diplomacy

Water diplomacy as a multi-disciplinary concept that draws on technical, political, and socio-economic knowledge; located at the intersection of science, policy, and practice, and including both state and non-state actors. Contributing authors were selected from a call for abstracts on the following themes: The Approaches, Methods, and Tools of Water Diplomacy; The Governance Architecture of Water Diplomacy; Gender and Water Diplomacy; Water Diplomacy and Regional Cooperation; Water Diplomacy: Building Security and Peace; and Water Diplomacy and Conflict Management. In selecting articles for inclusion, the editors also prioritized innovative approaches to water diplomacy and involvement of in-country-based authors (Journal of Hydrology, 2019).

This Special Issue presents a set of articles representing different perspectives and approaches to addressing challenges and opportunities related to the management of shared water resources from researchers, foreign policy practitioners, thought leaders, and development practitioners. Through the collected articles, diverse entry points are identified aiming to leverage cooperation over shared freshwater resources to contribute to stability, community resilience, conflict transformation, peacebuilding, and regional cooperation. Brought together, the assembled articles aim to facilitate knowledge and experience sharing across various water diplomacy¹ fields and basins and strengthen linkages between technical aspects of water cooperation and policy-oriented diplomatic efforts. Ensuring knowledge shared around the approach and toolkit of water diplomacy is essential to activate coordinated action when ripe opportunities for water cooperation arise (Journal of Hydrology, 2019).

Water diplomacy is an approach that enables a variety of stakeholders to assess ways to contribute to finding solutions for joint management of shared freshwater resources. It is a dynamic process that seeks to develop reasonable, sustainable and peaceful solutions to water management while promoting or informing cooperation and collaboration among riparian stakeholders. One of the prime tools of water diplomacy is dialogue facilitation and finding innovative ways to build trust and strengthen cooperation among stakeholders. This is not limited only to government stakeholders. Indeed, non-state actors and sub-basin processes also play important roles in water diplomacy as demonstrated in a number of the articles included in this Special Issue. Molnar et al. (2017) present a comprehensive overview of how water

diplomacy and water cooperation are defined by different actors. They note that there is not a universally accepted definition of water diplomacy and the term is often used interchangeably with water cooperation (Molnar et al., 2017: 7) (Journal of Hydrology, 2019).

Building upon these arguments, we see water diplomacy as a process leading towards establishing and/or enhancing cooperation over shared freshwater resources among a wide range of actors at multiple levels; formal and informal, intra and inter-state. In our interpretations of the term, water diplomacy is informed by technical tracks as it relies on its data. Across all contributions to the Special Issue, a consensus emerged around the need to identify and enhance well-functioning linkages between the technical track tools and approaches, and the diplomatic tools to facilitate and enhance the dialogue among riparian stakeholders (Journal of Hydrology, 2019).

Currently, 1.4 billion people live in rivers facing basin closure, meaning that under prevailing management practices, water commitments to agricultural, industrial, domestic, and environmental needs cannot be met during all or part of the year (Falkenmark and Molden, 2008; Smakhtin, 2008). Groundwater increasingly faces the same pressures as surface supplies. Abstractions have ballooned in recent decades as underground sources have come to provide half of the irrigation water for growing the world's food supply and now account for one-third of total global water use. Withdrawals are well beyond sustainable levels in many major transboundary aquifers with abstraction surpassing natural rates of replenishment, progressively exhausting groundwater reserves (Famiglietti, 2014). Growing water scarcity and climate change effects are having global impacts now. Many of the most affected regions are also, in parallel, impacted by political tensions, armed violence, and internal water mismanagement. Effective and sustainable solutions will require the strengthening of synergies across and between actors and sectors; foremost the political and technical tracks of transboundary water management (Journal of Hydrology, 2019).

The embedded linkages between water management and regional cooperation have prompted discussion on how water diplomacy can contribute to or even drive regional cooperation and integration. Although both terms are often used interchangeably, regional integration is understood to require a higher degree of institutional harmonization and cooperation than regional cooperation. Muller et al. (2015) look at the two main theoretical approaches to

regional integration that stem from either political or economic perspectives. The development of new regionalism has broadened the discussion regarding the basis of a region, i.e. territory versus network, state versus non-state, and its implications on the necessary institutional framework to support such regional integration. In the context of water management, there has also been a shift of looking at regional integration as a product of security concerns (Buzan, 1991; Buzan et al., 1998) to de-securitization (Turton, 2003; Ashton and Turton, 2006), in which the interdependence of riparian countries is a key national interest and driver of cooperation (Journal of Hydrology, 2019).

One of the key challenges of establishing transboundary water cooperation is the predominant focus on the issue of water allocation, which essentially confines the benefits of water resources and services to water volume as a largely fixed (stock) resource. This approach fundamentally treats water as a zero-sum game, in which gains (or losses) for some parties must result in losses (or gains) for others; thus, water becomes a source, or potential source, of a conflict. Regional cooperation on transboundary water offers a shift beyond the zero-sum game approach to positive-sum outcomes (Journal of Hydrology, 2019).

In practice, regional cooperation is highly related to the concept of benefit sharing and issue-linkage. The benefit sharing approach proposes that negotiations should be based around the benefits derived from the water, rather than the water itself (Sadoff and Grey, 2002; Schiff and Winters, 2002; Phillips et al., 2006; Namara and Giordano, 2017). Phillips et al. (2006) also underscore that benefit sharing and equitable allocation are in fact complementary approaches (two sides of a coin), in which riparian countries attempt to arrive at a fair and just allocation of shared water resources and the benefits arising from these water uses. Issue-linkage occurs when an upstream-downstream issue is linked to another issue where the downstream state is in control and the upstream state is the party making a request (Le Marquand, 1977; Golub, 1996; Mostert, 2005) (Journal of Hydrology, 2019).

Regional cooperation as an approach to water diplomacy conveys the main benefits of expanding the solution spaces for cooperation, inspires behavioral and institutional changes or significant shifts in riparian perspectives, thus enabling water diplomacy reframing. Three articles in this Special Issue illustrate those developments by discussing how regional cooperation frameworks have evolved in different basin cases, i.e. Brahmaputra basin (Barua,

2018), the Caspian Sea (Akhmadiyeva and Abdullaev, 2018), and the Eastern Nile (Al-Saidi and Hefny, 2018). The contributing article authors discuss in detail the intersection of regional cooperation and water diplomacy and identify potential next steps to further enhance sustainable water cooperation (Journal of Hydrology, 2019).

2.5. Strategic Communication Framework

2.5.1. Agile Strategy Development

As Betteke van Ruler and Frank Körver stated (2016) Linear communication models are ineffective but remain widely used by public relations practitioners. Agile strategy development can revolutionize the communication function and strengthen the relationship with the management team. According to the European Communication Monitor, linking communication and business strategy is the number one challenge for today's communication practitioners. This is both good and bad news. The good news is that communication professionals are ambitious: they aim to support the organization in realizing its strategic goals. They are eager to really make a difference. The bad news is that they still struggle with the strategic element of their contribution. Consequently, CEOs still see the communication department as no more than as a tactical entity providing lots of detail that don't really help them - strategically speaking. Therefore, in order to improve the visibility and credibility of the Communications Department, it is time to fundamentally rethink how strategic communication is developed and start using modern agile tools to do this.

Many scholars contend that two-way symmetrical communication in public relations is effective to establish and maintain positive and long-term relations with internal and external publics. According to J. Grunig & L. Grunig, (1992), symmetrical communication "adjusts the relationship between the organization and its publics." Two-way symmetrical communication is research-based on not "the intent to persuade but to build mutual understanding between public and organizations. It is a collaborative approach to building understanding in which organizations are open to changing internal policy based on what they learn from the public." (Public Relations, v. 1.0 (2012)). The other three communication models being press agent which is one-way information dissemination used for publicity, public information also one way of dissemination of information and two-way asymmetrical which is research-based but used for persuading publics

Communication professionals perform in a world in which multi-interactive, multi-stakeholder and 24/7 communication is the norm. Control over effect is further away than ever before. Stakeholders have high expectations and organizations not meeting those expectations face severe reputational risk. Moreover, the context in which communication professionals are operating has changed dramatically with no end in sight. Yet, too often strategic communication plans are still linear, very detailed descriptions of steps to be taken, and aimed at controlling the communication processes by defining smart goals in advance. The agile charged communication function strives to make (unexpected) change a natural fact of organizational life and legitimize professionals to adapt quickly to new markets, environments and challenges. The agile communication professional, therefore, has a legitimate alibi to take advantage of emerging opportunities and to neutralize risks, 24/7 as stated by PRSC professionals (Betteke van Ruler and Frank Körver, 2016)

2.5.2. Strategic Communication Frame

The Strategic Communication Frame facilitates the communication professional to forcefully and efficiently make the right choices and it provides a clear picture of the communication strategy in one page. The Frame does not prescribe what one should do or which strategy is best. It just sets up and enables practitioners to select the best choices for the best strategy.

The Strategic Communication Frame is basically a balancing act of a realistic but limited set of questions and challenging answers that, when executed conscientiously, delivers a comprehensive but nevertheless crystal clear strategy at a glance (a one-pager). By putting superfluous details aside and concentrating on the essentials, the model has easily proven to be an instant eye-opener for clients and other stakeholders. These requirements helped in constructing a model we call the Strategic Communication Frame (see Figure 1.)

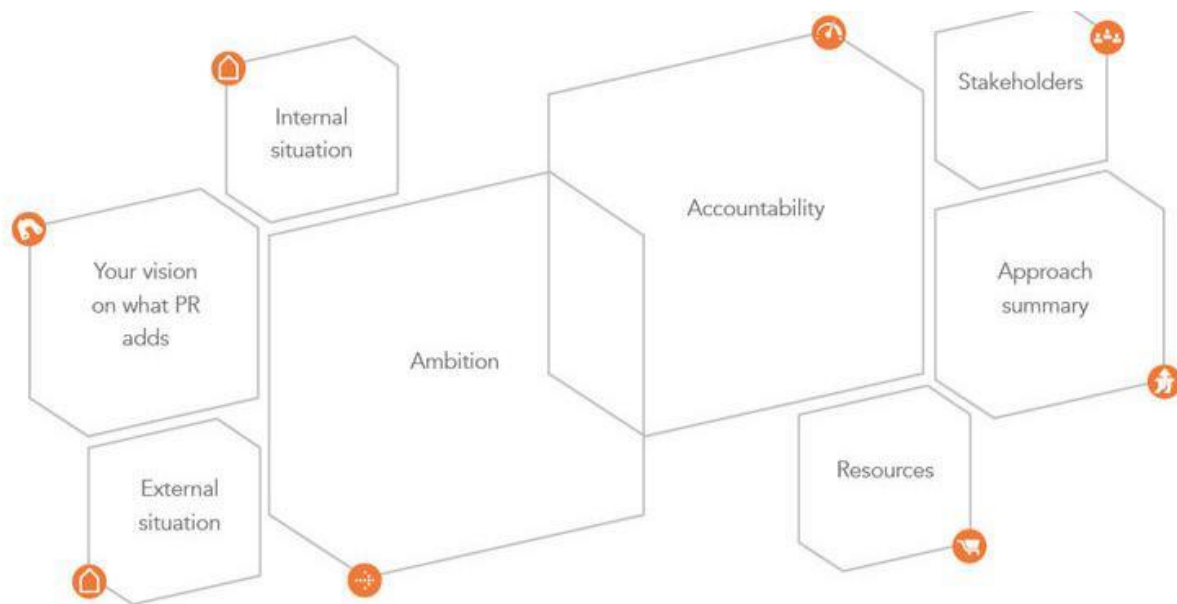


Figure 1: The Strategic Communication Frame

Van Ruler: ‘This model consists of eight interdependent building block which demonstrates how developing a strategy is like working on a jigsaw puzzle: you can start wherever you want, as long as choices made in one building block are consistent with choices made in other blocks’. According to Van Ruler help two questions per building block professionals to make the important decisions which they have to make during the strategy development process. We will integrate them in the Checklist.

2.5.3. Eight Building Blocks

As Betteke van Ruler and Frank Körver stated (2016) this model consists of eight interdependent building blocks which demonstrate how developing a strategy is like working on a jigsaw puzzle: you can start wherever you want, as long as choices made in one building block are consistent with choices made in other blocks. Two questions per building block help professionals to make these important decisions.

- **Building block: Ambition**

There is a huge discussion on concepts like goals, targets, and ambitions. In this context we use the concept of ambition to mean “a strong desire to do or achieve something” (Oxford Dictionary) and pose two questions to define one’s ambition:

1. Which communication values need the organization in this situation? And in the future?
With what we can make the difference in Communication/PR?
2. Which other organizations are attractive for the organization because of its Communication/PR?

- **Building block: Vision**

John Naisbitt is said to have articulated once: “Strategic planning is worthless unless there is first a strategic vision”. Ambition is influenced by a person’s own perception of his/her profession and its added value. That is why we also ask the following questions:

1. Which trends in the organization are important for new roles of Communication/PR? Can Communication/PR contribute to ‘out of the box’ thinking?
2. Which trends in Communication/PR are relevant for the organization and the choices to be made? What’s the power of Communication/PR: Image building or reputation building? Defending own position or building bridges between people inside and outside the organization? In which way Communication/PR can add value to the position of the organization in society?

- **Building block: Internal situation**

It is impossible to define and value the importance to us of phenomena in the outside world unless you know what is happening inside the organization. That is why it is important to consider:

1. What is going on in our organization, what are the strategic decisions in the board and in other management fields,
2. What’s the view on internal organization and communication within the organization? Does it see internal Communication/PR as interactive or more as instrumental? What are the functions of internal Communication/PR (see slides)?

- **Building block: External situation**

It is typical for communication professionals to be aware of the external situation, of what is going on in the outside world and of public opinions, although we prefer to talk about social moods these days. That is not new at all. Nassim Taleb, however, warns not to look for confirmation of what you already know but to look for the unexpected. We agree and suggest the following questions:

1. Which trends, and/or issues are relevant from the media point of view? Including social media? What can strategic Communication/PR do?
2. In which ways strategic Communication/PR can play a role in the development of organizational strategies? And in monitoring and/or selecting the issues?

- **Building block: Accountability**

Good ambitions inspire and make clear what you want to achieve, but without accountability, your ambitions are daydreams. Accountability forces you to make clear what your exact responsibilities are regarding your ambitions and how you measure progress e.g. what your KPIs are. That is why we suggest the following questions:

1. What are the responsibilities of the organization in regard to transparent and trustworthy Communication/PR? Does the organization feel accountable also in this regard? And how could it be improved concretely?
2. Does the organization report about its results, its performances? And does it report about decision making, internally as well as externally?

- **Building block: Stakeholders**

Incorporate communication, we are used to seeing stakeholders as those who have a stake in our organization and as our “target groups” to reach with our communications (see a.o. Michell, Agle & Wood, 1996). We define stakeholders slightly different from those groups or persons who have a stake in our ambition. We suggest two questions:

1. What can be the role of strategic Communication/PR in improving strategic communication, involvement, and cooperation? Creating win-win situations, effective relations, and long-term perspectives? Including making clear that the organization doesn't only ask, but also can offer.
2. In which way the organization experiences a two-way influence process in contact with the stakeholders? In which way strategic Communication/PR can contribute to this, also creating awareness of common interests?

- **Building block: Resources**

A very important part of the strategy concerns resources. Resources is about being equipped to do the job. It is about budget, budget allocation and about competences. We suggest two questions:

1. What competencies do you need to realize your ambition, and
2. How much budget is required and how will this budget be allocated?

- **Building block: Approach**

The approach is about translating all strategic decisions – done in the former building blocks – into operational activities. This is “the proof of the pudding”. All decisions in the former buildings block need to come together in the approach. We propose two key questions:

1. What does the organization want to achieve with which key constituency, and how, in the field of strategic Communication/PR?
2. Is there a wish to be a ‘connected organization’, engaging with employees, clients, and stakeholders? Focusing on the content of the relation? As a so-called ‘learning organization’? In which way strategic Communication/PR can be a critical success factor in innovation?

Additionally Strategic Communication Frame model consists of eight interdependent building blocks which demonstrate how developing a strategy is like working on a jigsaw puzzle: you can start wherever you want, as long as choices made in one building block are consistent with choices made in other blocks. Two questions per building block help professionals to make these important decisions. These building blocks are Ambition, Vision, Internal situation, External situation, Accountability, Stakeholders, Resources, and Approach,

Communication professionals are operating has changed dramatically with no end in sight stated by (Betteke van Ruler (2016). Yet, too often strategic communication plans are still linear, very detailed descriptions of steps to be taken, and aimed at controlling the communication processes by defining smart goals in advance. The problem with these linear plans is two-fold: they give an illusion of control and are of poor practical use. It leads to disappointment on the side of the client

and embarrasses the Communications Department. Betteke van Ruler and Frank Körver Published in Sarah Hall (Ed.) (2016).

2.6. Ethiopia's Hydropower Potential, and Projects

Yacob (as cited in Arka, 2015) Ethiopia stands second to DRC in hydropower potential. Its annual surface runoff is 122 billion cubic meters (BCM) that create 12 major river basins. Only three percent of the available runoff is maintained in the country while ninety-seven percent of the surface water flows out of the country (Yacob, 2007); making the inland remaining water to be 54.4 bcm of surface runoff Worku et al, (as cited in Arka, 2015). Of this 94 percent is utilized by agriculture, 6 percent for domestic and municipal and 0.4 percent is for industries. Table 1 on appendix 3 shows slightly higher values. This could be further refined when data on recent master plan studies become available. Figure 4 on Appendix 2 shows the map of Ethiopian River Basins. At present, surface water and meteorological data are collected and processed on a regular basis through existing hydro-meteorological networks.

Additionally, the country has 11 fresh and 9 saline lakes, 4 crater lakes, and over 12 major swamps or wetlands. Majority of the lakes are found in the Rift Valley Basin. The total surface area of these natural and artificial lakes in Ethiopia is about 7,500 km². The majority of Ethiopian lakes are rich in fish. Most of the lakes except Ziway, Tana, Langano, Abbaya, and Chamo have no surface water outlets. Though the country possesses a substantial amount of water resources little has been developed for drinking water supply, hydropower, agriculture, and other purposes.

Later, the Ethiopia government recognized the power shortage and its role in the economic development of the country (MoFED 2006) and planned on developing a number of hydropower projects. In total, generating capacity is to be increased to about 2,218 MW at the end of the PASDEP period (2009–2010). Thus, the government has highly mobilized its full capacity towards tapping water for energy purpose. The Grand Ethiopian Renaissance Dam, which has a capacity to generate 6,000MW electricity, and the Gibe cascading dam's hydropower projects are the parts and parcel of this motivation. All will scale up the access of electricity from 2,000MW in 2009–2010 to 10,000 MW by the end of GTP, 2015 (MoFED 2010). (B. Behranu et al., 2014. p.111). A total of 300 different-scale hydropower sites in eight river basins of Ethiopia (Table 2, Appendix

4). With these development sites, Ethiopia has 45,000MW exploitable hydropower potential (MoFED 2010) which can generate 159,300 GW energy annually (Table 3). (B. Behranu et al., 2014. p.111)

Worku et al, (as cited in Arka, 2015), Ethiopia's hydropower potential with 75 percent dependable surface water availability are located in three major basins: the Blue Nile, the Baro-Akobo and the Omo-Turkana. The Blue Nile Basin has a technical potential of 78, 820 GWh/yr and its dependable surface water is 51.48 bcm and has 132 potential hydropower sites. The Baro-Akobo Basin has a technical potential of 18,880 GWh/yr and its dependable surface water is 8.51 bcm. The Omo-Turkana Basin has a technical potential of 36, 560 GWh/yr and its dependable surface runoff is 17.9 bcm and has detail studied 23 potential hydropower sites. Of Ethiopia's national hydropower potential the Omo-Turkana Basin's share is 5,153 MW (Worku, et al., 2010; Associates & R. Woodroof, 1996).

The Omo-Turkana Basin is shared between Ethiopia and Kenya. It is in this basin that five cascades of dams were planned for construction. Gibe III is the third cascade under completion and is located at the middle reach of the Basin. Kenya and Ethiopia in 2006 have signed a bilateral memorandum of understanding (MOU) to trade firm hydropower of 400 MW from the output of Gibe III (Zelalem, 2013), while several other sources account 500 MW. The same year both countries additionally signed a memorandum of understanding to construct a power interconnection system line construction agreement. Thus, a transmission line with a capacity to carry 2,000 MW is under construction for 1068 kms to interconnect Ethiopia and Kenya that will be finished in 2018 with budget obtained from AfDB (\$338m), WB (\$684m) and FDA (\$118m). Ethiopia, Djibouti, and North Sudan had also power trade agreement of 200 MW respectively. Transmission lines of 220 kV had been constructed and presently Ethiopia is exporting power to both countries. (Araka, 2015, p. 8)

2.6.1. Local Distribution, Regional Distribution, and Prospects

The extension of the national electrical grid is often the simplest, most cost-efficient way to increase access to electricity. With a low cost per connection and ease of implementation due to pre-existing infrastructure, grid extension is often the best way to electrify urban and peri-urban areas (World Bank Group, 2010). In some cases, an extension of the central grid can be the most cost-effective solution in rural areas as well, although most rural electrification has been realized through off-grid measures. In Ethiopia, due to geographical barriers, the dispersed nature of rural communities, and the lack of existing infrastructure, rural electrification projects have largely been based on mini-grid and stand-alone household technologies (Barry et al., 2011; World Bank Group, 2010; Dalelo, n.d.).

Environmental impacts associated with small-scale hydropower are much less than those connected to larger operations. Small-scale hydro is also amenable to the mini-grid system, making it ideal for rural areas. Like large-scale hydropower facilities though, small-scale hydro is susceptible to periods of drought and the effects of climate change (Teklemeriam, 2000). Reliance on hydropower with little diversification could pose problems for Ethiopia in the future

Diversification of electricity generating technologies should be a priority of the energy sector in the long run (Heckett and Aklilu, 2008). If Ethiopia continues on its current track of urbanization and population growth, rural population patterns will change. Dispersion patterns affect the cost-effectiveness of connecting a village or household to the national grid. Increased urbanization and infrastructure building may change the potential scope of the national grid. Depending on rates of urbanization, development of infrastructure, and population growth, the ICS may become more cost-effective than the SCS in certain places in the future (Colby Environmental Policy Group, 2011, p.182).

Total demand in 2015 was forecasted to be 315TWh according to EAPP's 2014 Regional Master Plan, which is based on EAPP members' latest national master plans. Demand in the region has doubled over the last ten years and is expected to grow at 9% per annum over the next decade (EAPP Strategic plan, 2017, p. 22). The future though does not just include tomorrow or the next few years, but decades down the road as well. In this longer-term vision of the future, the central

grid should be expanded so that rural area is brought into the Interconnected System. Generation for this system should be diversified away from large scale hydroelectric power. One way to do this would be to seriously explore and if applicable, pursue geothermal energy generation (Niez, 2010; Karakezi, 2003; Teklemariam et al., 2000). (Colby Environmental Policy Group. 2011, p.182).

2.7. The Role of Ethiopia Hydropower project in Enhancing Eastern Africa Region

Integration

The Eastern Africa region face immense challenges of ensuring the security of energy supply, nurturing economic growth and meeting environmental obligation such as reducing carbon emission. Hydropower potential availability is the golden opportunity to address the prevailing challenges to the countries of the Pool. It is the cheapest and environmentally friendly means to power the region's industry and boosts gross domestic product, to electrify rural areas and improve quality of life, and reliably supply the increasing demand for energy. Besides, the export of hydropower to resource deficit neighbors with the cheap price through interconnected transmission system has multi-purpose benefits of which integrating the region as a pathway to continental integration is Pan-Africanism of this century (Araka, 2015, p.18)

Existing and planned energy projects were drawn from the Ministry of Water Resources' Water Sector Development Plan (2002) and basin master plans, the Ethiopian Electric Power Corporation's (EEPCo) long-term development plans, and personal communication (Hunter 2001; EEPCo 2004). As previously noted the vast majority of these represent hydropower sources, with some smaller scale alternatives considered. Ethiopia is also planning to supply neighboring countries, including South Sudan, with electric power. The government of South Sudan has expressed its intentions to build the necessary infrastructure, and electricity from Ethiopia would help it to do so. Ethiopia has a hydropower generation capacity of 45,000 MW. It is currently generating about 2,000 MW and intends to generate 10, 000 MW by 2015 (Lulie, 2014). Some of this power is earmarked for neighboring countries (Sudan, Djibouti, and Kenya) at relatively low prices. Ethiopia has already started exporting hydropower to Sudan and Djibouti. It has also started negotiations with Kenya and South Sudan over the supply of hydropower.

All hydro projects which are planned to be constructed in the GTP II period have their unit generation costs below 5 USD cents per kWh, as shown in the figure above. These generations are meant to serve both domestic and export demands. In the CRGE it is anticipated that on average 24 TWh will be exported annually from Ethiopia between the years 2011 and 2030. It is further elaborated that the presence of demand is not a point of the contest since most of Ethiopia's neighbors' expansion is planned to be met with conventional thermal generations having average generation costs ranging between USD 0.15 and USD 0.24 per kWh. In the short term, this export is expected to be limited by the available export capacity of the interconnector lines. In the long term, the limiting factor will be the surplus from Ethiopia as it will diminish with growing internal demand. (Federal Democratic Republic of Ethiopia Ministry of Water and Energy, January 2012)

Regarding the interconnectors, the construction of the Ethiopia-Djibouti interconnection line is completed and power export has been operational since 2011. The construction of the interconnector (200 MW) with Sudan is completed and power flow is expected to start in early 2012. The feasibility study for the 2000 MW HV DC interconnector with Kenya has been completed and is now at the early construction stage. The finance for the construction is already secured from development partners and a Power Purchase Agreement between the two countries was agreed and signed. The Eastern Nile Power Trade study project which is commissioned by the Eastern Nile Technical Regional Office under the Nile Basin Initiative has concluded the feasibility of implementing 3200 MW interconnector between Ethiopia, Sudan and Egypt starting from the year 2018. Furthermore, the East Africa Power Pool master plan study has recommended expediting and making online the Ethiopia-Sudan-Egypt and the Ethiopia-Kenya interconnection lines before 2016 in order to increase the regional interconnection benefits. (Lulie, 2014, p.12)

2.8. Communication and Regional Integration

Interactions between people of different cultures countries could possibly be an art old as the history of man and nations. Communication's role in international relations is indeed vital for it does govern the ability to shape international opinion on common issues that threaten human survival and can only be sorted out through consultations and cooperation between states. Such problems include arms race, poverty, illiteracy, environmental pollution, discrimination against women, unemployment, among others. The mass media is tasked with the role of alerting

international public opinion to such problems so as to make them better understood and generate the will to solve them. (George, 1996, p.237)

International communication encompasses political, economic, social and cultural concerns in the modern world. From the origin of humanity, communication has taken place over distance and time through contacts established between cultures via trade and travel; war and colonialism. The end result of such interactions has been implanting of ideas, religious beliefs, languages and economic and political systems across the world. International communication's key use has been in its employment for public diplomacy with the aim of influencing other nations' policies by appealing to its citizenry through means of public communication. (Fortner,1994). On the other hand, the language barrier has in the past been blamed for the initial failure of regional blocs in Africa, which were established soon after independence. Previous experiments on regionalism thus, have shown that there is little to talk about on matters; "ideal community". The states merely cooperated as there were hardly attempts to seriously integrate owing to deep-rooted differences.

2.9. Theoretical Framework

2.9.1. Agenda Setting Theory

The researcher adopts the Agenda Setting Theory for further analysis of this study. On assessing the media's impact on society, several approaches have been advanced. Among these is Agenda setting (and agenda building) advanced by McCombs and Shaw. (McCombs, M; Shaw, D, 1972, p. 2). The media is deemed to have a great effect on the mobilization. (Protess , D.,F.L. Cook, J.C. Doppelt, J.S. Ettema, M.T. Gordon, D.R. Leff and P. Miller (1991). Agenda setting informs the notion that the media may not dictate to us what to think but it does definitely influence our thinking. They select what to disseminate, where to do and the language to use to disseminate the information. Agenda setting thus makes an assumption that the media, the government, and the citizenry reciprocally influence each other collectively, this leading to Agenda building (Lang, G. and Lang, 1983, p. 8). Thus formulation of policies like the integration process is deeply influenced by this synergy.

The Agenda-Setting Theory (1972) of Maxwell McCombs and Donald Shaw put forth the ability to influence the significance of events in the public's mind by the media. It says that the media do not necessarily tell the masses what to think, but they are quite successful at telling us what to think about (DeFleur & Ball-Rokeach, 1988; Baran & Davis, 1999; McQuail, 2000; Littlejohn, 2001; Watson, 2003). The media messages prepared by journalists set the agenda for the audience's perception of events in the society and mentally order and organize their own world on the basis of such perceptions. Here, the media persons try to influence the minds of the public by making the printed and broadcasted messages highly appealing to the masses.

According to this theory, mass media simply by the fact of paying attention to some issues and neglecting others has an effect on public opinion (Kumar, 2013). People tend to know about those things which the mass media deals with and adopt the order of priority assigned to different issues. The agenda-setting function given by these theorists maintains that media may not have been successful in telling people what to think but they are impressively successful in telling people what to think about. According to them, the impact of the mass media the ability to affect cognitive change among individuals, to structure their thinking has been labeled the agenda-setting function of mass communication.

News broadcasters and websites highlight important issues of the society according to priority and present it to the public through the online news stories. Such issues act as an agenda and influence the public to form public opinion in deciding the main issues happening in society. On the basis of the importance placed for each news item by the media, the audience also regards the same importance and priority for the specific news item. In short, the agenda of the media became the agenda of the public.

This clearly shows how media influence the public informing a certain opinion in their minds. This was what (Lippmann, 1922) predicted earlier when he gave the opinion that the media acts as a bridge between what is happening in the world outside and the pictures formed inside our head. With the advent of new technology, the audience, who till now was a dumb viewer and reader, has now become the talk of the town. He can now not only write but transmit, distribute, contribute, broadcast, circulate, publish, spread and disseminate news at his own convenience.

In selecting certain themes, displaying them in specific writing style and perfecting them with appropriate tones, news writers through their stories try to shape social reality. This gives an impact on the reader's mind – the ability to affect cognitive change among individuals, to structure their thinking, which of course, is labeled as agenda-setting function of mass media (McCombs & Shaw, 1972). Such news stories encourage people to think and try to bring structural changes in their mind, arousing people to form public opinion subsequently. As part of the agenda-setting function of mass media, newsmakers also focus on certain parts of the issue presented in their stories that are extremely important.

According to (Wills & Bowman, 2003), the recent change that was seen is an army of individuals with mobile phones, portable cameras, and blogs is rapidly replacing traditional media as a reliable and wide-ranging source of information.

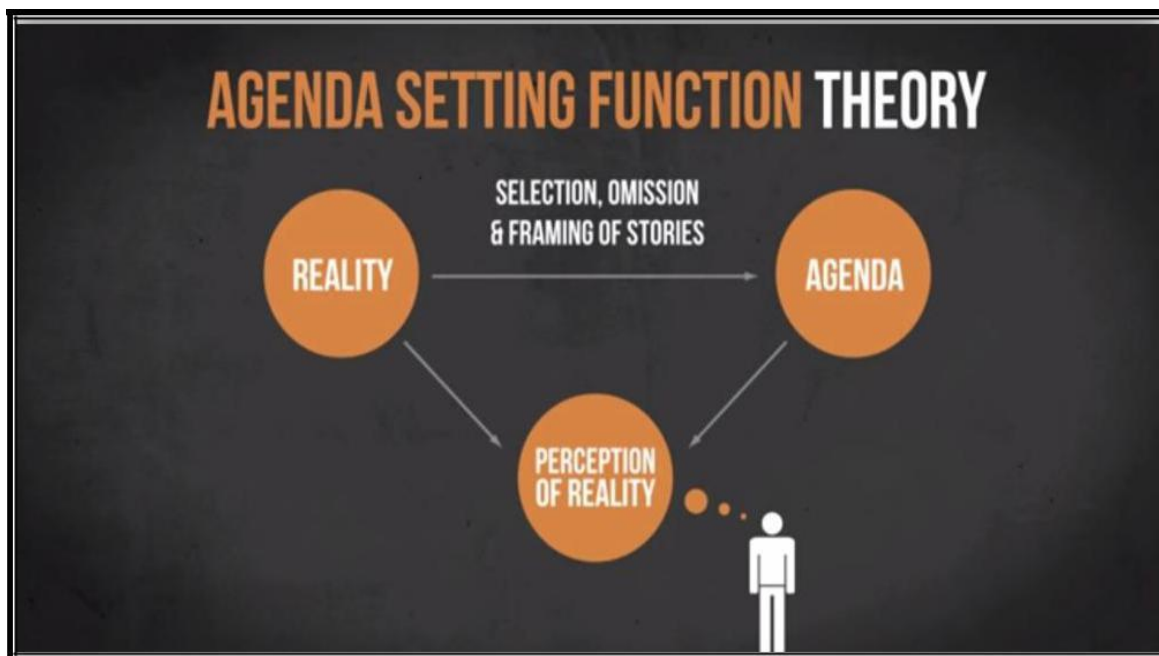


Figure 2: Agenda Setting Theory Model

Source: The Agenda-Setting Function Theory (<http://lessonbucket.com/media-in-minutes/the-agenda-setting-function-theory/>)

2.9.2. Core Assumptions and Statement

Agenda-setting is the creation of public awareness and concern of salient issues by the news media. Agenda-setting theory rests on two basic assumptions (University of Twente, 2014). The first one

states that the media filters and shapes reality instead of simply reflecting it. For example, news stories are not presented chronologically or according to the number of people affected by them, but rather in an order that a producer or editor determines to be the most “sensational,” or most appealing to audiences. The second assumption states that the more attention the media gives to certain issues, the more likely the public will be to label those issues as vital ones. In other words, agenda setting doesn’t necessarily tell people how they should think or feel about certain issues, but rather what issues they should think about. One of the most critical aspects in the concept of an agenda-setting role of mass communication is the time frame for this phenomenon. In addition, different media have different agenda-setting potential.

2.9.3. Agenda-Setting vs. Agenda-Building

As more scholars published articles on agenda-setting theories it became evident that the process involves not only active role of media organizations (Erbring, Goldenberg, & Miller, 1980) but also the participation of the public (Lang & Lang, 1981) as well as policymakers (Berkowitz, 1992). Rogers and Dearing described the difference between agenda-setting and agenda-building based on the dominant role of media or public. Thus “setting” an agenda refers to the effect of the media agenda on society (Rogers & Dearing, 1988), transfer of the media agenda to the public agenda (Berkowitz, 1992) while “building” an agenda includes “some degree of reciprocity” between the mass media and society (Lang & Lang, 1981) where both media and public agendas influence public policy. (Rogers & Dearing, 1988)

Berkowitz has implemented a more nuanced analysis of agenda-setting and agenda-building theories by introducing the terms policy agenda-setting and policy agenda-building. He argues that when scholars investigate only the linkage between media and policymakers, it is still appropriate to use the notion of policy agenda-setting. However, when the focus is placed not only on policymakers’ personal agendas but also on the broader salient issues where media represent only one indicator of public sentiment, Berkowitz suggests talking about policy agenda-building. (Berkowitz, 1992). The agenda-building perspective ascribes importance not only to mass media and policymakers but also to social process, to mutually interdependent relationship between the concerns generated in the social environment and the vitality of the governmental process. Thus according to Cobb and Elder (1971), the agenda-building framework makes allowances for

continuing mass involvement and broaden the range of recognized influences on the public policy-making process. This idea of mass involvement has become more prominent with the advent of the Internet and its potential to make everyone a pamphleteer (Benkler, 2006). Increase in the role of citizens in agenda setting sheds light on a new direction in the traditional agenda-building research.

Kim and Lee (2006) noted that the agenda-setting research on the Internet differs from traditional agenda-setting research with the respect that the Internet is in competition with traditional media and has an enormous capacity for contents' and users' interactivity. Lee, Lancendorfer, and Lee (2005) argued that "various opinions about public issues are posted on the Internet bulletin boards or the Usenet newsgroup by Netizens, and the opinions they form an agenda in which other Netizens can perceive the salient issue". Scholars also stated that the Internet plays a role in forming Internet user's opinion as well as the public space.

According to Kim and Lee (2006), agenda-building through the Internet take the following three steps: 1) Internet-mediated agenda-rippling: an anonymous netizen's opinion spreads to the important agenda on the Internet through online main rippling channels such as blogs, personal homepages, and the Internet bulletin boards. 2) Agenda diffusion on the Internet: online news or websites report the important agenda on the Internet that in turn leads to spreading the agenda to the more online public. 3) Internet-mediated reversed agenda-setting: traditional media report online agenda to the public so that the agenda spread to both offline and online public. However, scholars concluded that the Internet-mediated agenda-setting or agenda-building processes not always occur in consecutive order. For example, the agenda that was reported by traditional media can come to the fore again through the online discussion or the three steps can occur simultaneously in a short period of time.

2.9.4. Discussion of Agenda Setting's Use by Public Relations Practitioners

Based on the literature, public relations is clearly involved in agenda-setting, and research findings can aid practitioners in effectively setting media and public agendas. By considering factors such as the goals and objectives of their organizations, the intended or desired focus and/or evaluation of audiences, proper craftsmanship of communication materials and information subsidies, and

establishment and maintenance of constructive relations with the journalists to whom these materials are distributed to, practitioners' agenda-setting efforts are likely to produce more desired effects. Agenda-setting theory may be beneficial to public relations practitioners if presented as a strategic process.

To be a successful agenda builders, practitioners ought to consider the topic's obtrusiveness. According to Rosenberry and Vicker, priming "affects the attention the public gives to the issue and how important it seems to the audience" (Rosenberry & Vicker, 2009, p.151). For public relations practitioners looking to gain audience attention, they should consider how their audience will perceive the topic or story they are trying to get them to think about. Specifically, an unobtrusive issue, a topic the audience is lacking familiarity or experience with, is more likely to receive attention in the media than an obtrusive issue, one the audience has prior experience with (Rosenberry & Vicker, 2009, p. 151). If the topic is obtrusive, public relations practitioner may be wise to put more effort into framing the topic to successfully help set the agenda and attain audience attention.

Although journalists may rely on public relations generated content, it would be a significant error if the qualities of the journalist or reporter with whom the practitioner is working with were overlooked. The needs of the reporter and the media organization for which that reporter works must be considered to ensure the maximum likelihood that messages will first make way onto the media agenda, and second remain in the format and frame originally intended by the practitioner (Kiousis et al., 2007).

As agenda-setting research continues to expand over the years, research diverges to review components of the theory in depth and converges to tie the concepts together and demonstrate their interdependence informing media and public agendas. Inherent in the theory and its concepts of agenda building and framing is the presence of public relations practitioners looking.

The second assumption the theory of agenda setting is that the media consumers independently play a role of choosing and using the media. Therefore media consumers do not consume entirely what is "thrown" at them by media managers and editors. Hence, in this case, Africans do not

consume media content on the process of integration just because it is available, but on the notion of importance and the utilities derived thereof. (Society for International Development, 2011. P.134). Therefore, this research advances the idea that agenda setting goes a long way in influencing behavior, including how the citizenry of Eastern African states views Ethiopia's hydropower projects to embrace regionalism.

Chapter Three

3. Research Methodology

Introduction

In this study, an attempt is made to explore Ethiopia's hydropower projects strategic communication role for improving Eastern Africa regional integration based on a qualitative research approach. The analysis employed in the study is entirely used as qualitative research because a qualitative research design is the most flexible of the various experimental techniques, encompassing a variety of accepted methods and structures. To this end, the data collection techniques used in the research are in-depth interviews and secondary data.

Furthermore, under this section, the methodology employed in the study is discussed extensively. The chapter includes research design, sample and sampling techniques, data collection tools, data collection procedures and method of data analysis.

3.1. Research Approach

This study uses a qualitative approach which identifies any causal link between factors or variables, and it allows examining Ethiopia's hydropower strategic communication effect on Eastern Africa regional integration. Qualitative research offers complex textual descriptions of how people experience a given research issue. "It provides information about the "human" side of an issue that is, the often contradictory behaviors, beliefs, opinions, emotions, and relationships of individuals." (Natasha et al (2005), p. 1)

Qualitative research is a systematic scientific inquiry which seeks to build a holistic, largely narrative, description to inform the researcher's understanding of a social or cultural phenomenon. According to McMillan and Schumacher (1993, p. 479) Qualitative research is defined as, "primarily an inductive process of organizing data into categories and identifying patterns (relationships) among categories." This definition implies that data and meaning emerge "organically" from the research context. Qualitative research worked out under a combination of observations, interviews, and document reviews. It gives the importance of looking at variables in

the natural setting in which they are found. In the process of qualitative research interaction between variables is important. Detailed data is gathered through open-ended questions that provide direct quotations. The interviewer is an integral part of the investigation.

3.2. Research Methodology and Design

Research designs are plans and the procedures for research that span the decision from a broad assumption to a detailed method of data collection and analysis (Cresswell, 2003). In other words, the research design articulates what data is required, what methods are going to be used to collect and analyze this data, and how all of this is going to answer our research question. Additionally, the design is most appropriate when the detailed, in-depth interview is the most common qualitative method of collecting data. The method is particularly suited for obtaining a specific type of data Creswell (2009). To collect data the study uses In-depth interview to categorize the data obtained from the much-focused sample and valuable insights to Ethiopia's hydropower projects in relation to furthering the Eastern Africa regional integration and analyzed them carefully.

Qualitative research is noted, above all for its explanatory power and for the richness and depth of information it generates. Rather than standardizing to describe the norm, qualitative research seeks to explain differences, Holland and Campbell (2005:5). According to Maxwell & Mittapalli (2008), "The term explanatory research implies that the research in question is intended to explain, rather than simply to describe, the phenomena studied." This particular study adopts the explanatory design to establish the main issue affecting Eastern Africa integration and explain how Ethiopia's hydropower strategic communication play the role. Other than that, this research design will be used because it will lay the groundwork that will lead to future studies on the same topic.

This study uses descriptive research design and aims to determine the aspects of the problem which will be crucial for a thorough analysis. With a descriptive research design, the study has an opportunity to have a clear view of the problem from other related sources and narrows the research around these important items.

The design enables the study not only to establish factors explaining phenomena but also discover underlying issues affecting strategic communication practices of Ethiopia's hydropower projects. Therefore, the above-mentioned qualities of this approach influenced the researcher to employ a qualitative approach to the subject of the study.

3.3. Scope of the Study

The study covers the practice of Ethiopia's hydropower projects strategic communication for enhancing Eastern Africa regional integration. However, due to the extremely broad nature of hydropower, strategic communication, and regional integration, the study is limited to discuss the practices of strategic communication with Ethiopia government ministry offices dealing with hydropower projects to promote Eastern Africa regional integration. The population of the study is limited to the Ministry of Foreign Affairs, and Ministry of Water, Irrigation and Electricity, and Ethiopia Electric Power. Moreover, data were collected from the African Union, Economic Commission for Africa, Africa Development Bank, and Eastern Africa Power Pool to explore Ethiopia's different government offices strategic communication practices.

Selected higher officials at different positions in Ministry of Foreign Affairs, and Ministry of Water, Irrigation and Electricity, Ethiopia Electric Power, the African Union, Economic Commission for Africa, Africa Development Bank and Eastern Africa Power Pool are the main resource people concerning the research target subjects or participants. Since it is difficult to manage in including many respondents involves in Ethiopia's hydropower strategic communication activities, a focus was given only to three Directorate at the Ministry of Foreign Affairs: The Trans-Boundary Resources Affairs Directorate, Public Diplomacy and Communication Director General and the Spokesperson Office; in the Ministry of water, Irrigation and Electricity a focus was given only to Trans-Boundary Directorate and Power Integration offices; and in Ethiopian Electric Power a focus was given only to Executive Officer, Corporate Planning and Corporate Communication Director. Additionally to explore Ethiopian hydropower strategic communication in enhancing Eastern Africa Integration the study carried out at the ECA, Eastern Africa Power Pool and AU Addis Ababa offices.

3.4. Method of Data collection

The data that inform this study was obtained from both primary and secondary data collection methods.

3.4.1. Primary Sources

The in-depth interview gives the opportunity to relevant members in the organization to offer detailed information and express themselves. In-depth interviews are useful to form in communication studies because they allow exploring the perspectives and perceptions of stakeholders and the public. In the best way, interviews should be conducted in a collaborative fashion that interviewees become able to express their opinion on topics that are of interest to them Daymon and Holloway (2002).

So that the study primary data derives from interactive in-depth interviews with selected elites officials from different government offices and international organizations. The in-depth interview was conducted with a total of 12 interviewees from different offices on different days. These are from Ministry of Foreign Affairs (three officials), Ministry of Water, Irrigation and Electricity (two officials), Ethiopia Electric Power (two officials), Economic Commission for Africa (two officials), Africa Development Bank(two officials), and Eastern Africa Power Pool (one official). An interview guide uses semi-structured questions designed to initiate further relevant questions based on the interviewee's response thereby contributing further sense to the analysis part of the study to obtain data from the targeted populations.

The in-depth interviews lasting a minimum of one hour each were conducted to give deeper insight and clarify findings from the reports that were examined. They also enabled a deeper understanding of the motivations for decision choice by eliciting responses for the sake of 'information correctness'. By allowing for one on one interface between the researcher and the respondents, the in-depth interviews also allowed for exploration of answers and other issues that were not necessarily touched.

3.4.2. Secondary Sources

The documents reviewed as secondary data sources included published and unpublished material such as journals, academic papers and periodicals on communication at the Africa Development Bank, African Union, Eastern Africa Power Pool, Inter-Governmental Authority on Development (IGAD), Ministry of Foreign Affairs, and Ministry of Water, Irrigation and Electricity, and Ethiopia Electric Power.

3.5. Target Population and Sample Size

The target population for the study comprises of Ministry of Foreign Affairs, Ministry of Water, Irrigation and Electricity, Ethiopia Electric Power, Economic Commission for Africa, Africa Development Bank, and Eastern Africa Power Pool. The respondents are elite officials dealing with Ethiopia's hydropower projects, regional integration of Eastern Africa, expertise working in a cross-boundary organization, communication expertise, and academicians among others. The study aimed at conducting face to face interviews with officials from the above-listed organization for the purposes of in-depth information and email the questionnaires to officers that cannot make a face to face interview.

A sample size of 12 interviewees were cut across all the targeted organizations; these interviewees are from Ministry of Foreign Affairs (three officials), Ministry of Water, Irrigation and Electricity (two officials) , Ethiopia Electric Power (two officials), Economic Commission for Africa (two officials), Africa Development Bank(two officials), and Eastern Africa Power Pool (one official) respectively. These officials are working related work with regional integrations or else Ethiopia's hydropower projects. These interviewees are strategically important in giving information concerning strategic communication, Ethiopia's hydropower projects, and regional integration.

3.6. Sampling Methods

The study aimed to use purposive sampling in selecting the respondents. Here sampling is based entirely on the Judgment of the Researcher. Purposive sampling, in general, is employed when the researcher needs to focus on a limited number of informants, whom you select strategically so that their in-depth information will yield optimal insight into the issue which in turn would help to better understand and come up with highly detailed description (Berger, 2000). The respondents

are purposively selected officials specifically dealing with Ethiopia's hydropower projects, regional integration of the Eastern Africa region, expertise working with Transboundary and cross-boundary issues, communication expertise, and academicians among others.

3.7. Data Collection and Interpretation

The study drew data from both primary and secondary sources of information. Primary data was derived from interactive interviews with an official at Ministry of Foreign Affairs, Ministry of Water, Irrigation and Electricity, Ethiopia Electric Power, Economic Commission for Africa, Africa Development Bank, and Eastern Africa Power Pool. An interview guide was used to obtain data from the officials. Secondary data was sourced from published and unpublished material, journals, academic papers and periodicals on communication at the Africa Development Bank, African Union, Eastern Africa Power Pool, Inter-Governmental Authority on Development (IGAD), Ministry of Foreign Affairs, and Ministry of water, Irrigation and Electricity, and Ethiopia Electric Power.

3.8. Reliability and validity of data collection instruments

The validity of a research instrument is concerned with the accuracy with which the instrument measures what it is supposed to. This will use an interview guide and test its validity by the use of content validity, which is a process of logical analysis that involves a careful and critical examination of items in the research instruments. To determine the reliability of the research instrument, a pre-test has been done.

3.9. Method of Analysis

The study collects qualitative data relied on the in-depth interviews conducted on key informants and message gatherers from written documents. The data obtained from the in-depth interview and written documents were transcribed and categorized into topics and subtopics of their relevance. The textual data were analysis and interpretation from the viewpoints of selected informants, theories and principles, review of related literature, etc. Furthermore, the data examined and analyzed to establish accuracy, usefulness, and completeness through a process of analyzing qualitative data by categorizing the data into themes and used thematic analysis through discussions to present them in form of narratives and direct quotes.

3.10. Ethical Considerations

In this study, the interviewees ensured that transparency and anonymity were kept all through the data collection process to avoid the collection of corrupt information. Additionally in order to keep the confidentiality of the data given by respondents they were guaranty not to mention their name and title if they are not willing and assured that their response will be treated in confidentiality. The participants were given all the details they needed to know about the research in order to make them aware of what they are dealing with. Nevertheless, the study did not encounter many problems with anonymity, privacy, and confidentiality of the respondents, however, a few wished to remain anonymous.

Chapter Four

4. Data Presentation and Research Analysis

Introduction

This chapter presents the analysis and findings of the study. The main purpose of this analysis is to explore Ethiopia's hydropower projects strategic communication with a key focus on the Eastern Africa regional integration. In this connection, I conducted semi-structured interviews with twelve officials who were purposively selected from the Ministry of Foreign Affairs, Ministry of Water, Irrigation and Electricity, Ethiopia Electric Power, Economic Commission for Africa, African Development Bank, Economic Commission for Africa and Eastern Africa Power Pool. Thus, the data obtained through an in-depth interview are here below analyzed in light of the set research objectives.

4.1. ETHIOPIA'S HYDROPOWER PROJECTS STRATEGIC COMMUNICATION IMPLEMENTATION: A CRITICAL EXAMINATION ON MAINTAINING INVOLVEMENT AND COOPERATION OF EXTERNAL STAKEHOLDERS

4.1.1. Ethiopia Hydropower Projects and Eastern Africa Region

Ethiopia's hydropower projects are not only planned to export power through the transmission grid to the Eastern Africa Region. The initial plan is to make the country power self-sufficient and export extra production to the neighboring countries. As per the strategic plan of Ethiopia Electric Power at the end of Second Growth and Transformation Plan (GTP II) on 2020, the country planned to reach to 5100 MW when most pipeline projects generate power as planned.

According to Tesfaye Batu (Eng.) EEP Executive Officer, Corporate Planning, In general, more than 90% of the country power generation is based on hydropower. So far all over the country, about 7556 MW Hydroelectric Power Project is under construction that can add up positive impact to the power generation. Additionally, the country signed MOU to export electric power to Sudan and Djibouti. This demand based electric trade generates about USD 85 Million/ annum income to the country's GDP. The demand-based electric trade is also known as 'as available energy export' that is based on what the countries request to import and Ethiopia's capacity to export. (Personal interview, April 8, 2019)

Moreover, Ethiopia is eyeing to export with a transmission capacity of around 800 Kilo Volt High Voltage Direct Current (KV HVDC) to East Africa Community (EAC) member countries until South Africa corridor through Kenya. The project is financed by AfDB and World Bank loan. The project reached 74% from both Kenya and Ethiopian side and once the project is completed the country will export electric power with a maximum capacity of 2000 MW.

Based on the finding the government absence of good strategic communication on it Transboundary Rivers it hinders to secure finance for its hydropower projects i.e. Ethiopia Government proposed finance feasibility and technical assistance to African Development Bank (AfDB) regards its hydropower projects but the bank only supports the government through conducting environmental impact studies only. It is known that Ethiopia's rivers are having a Transboundary nature so that donors do not want to hear any complaints and controversy about the projects. As a result, the country introduces new hydropower projects that involved Public-Private Partnership to solve the problem on hand once the planned 5 hydroelectric projects from the 13 new electric power projects get operational. See appendix 5

Furthermore, the country foreign policy is prepared in a manner that contributes to share development projects such as hydropower projects to enhance regional integration. Again, the foreign policy states that the development endeavors of the country would be conducted in a manner that positivity contributes to its neighbors to change the entire region to the better. This can also be ensured by the country's commitment. Ato Getachew Wfa, MoFA Transboundary Director elaborated that GERD as one of the regional project of the Eastern Nile Subsidiary Program under the Nile Basin Initiative with multifaceted benefits to the downstream countries such as enhancing resilience to drought, controlling flood, saving, clean power generation and regional power trade, reliability and regulation of flow, expansion of irrigation, energy uplift of existing downstream hydropower plant and flood and sediment control. (Personal interview, April 29, 2019)

4.1.2. Ethiopia's Hydropower Projects Strategic Communication practices

Design of Ethiopia's hydropower projects communication intervention had to respond to the need for an open, transparent, and inclusive decision-making process, one that reflected stakeholders' concerns. It needed to help the government design an environmentally sustainable, socially equitable, and economically viable project. To this end, the Ethiopia Electric Power at their office level designed to establish a two-way communication mechanism and a continuous consultation process about Ethiopia's hydropower Projects communication. Ato Moges Mekonnen Ethiopia Electric Power (EEP) Corporate Communication Director explained that even though the Ethiopia Electric Power two-way communication does not allow the financial institutions actively and positively interact with all stakeholders but two-way communication plan was designed as a tool only for office use. For the office purpose, the communication strategy was adapted according to the feedback received and the changing situation on the ground. (Personal interview, April 8, 2019)

According to the findings EEP Corporate Communication Director, communication strategies is defined as a comprehensive set of coherent communication activities aimed at achieving Ethiopia Electric Power communication objectives. The communication objectives of Ethiopia's hydropower projects are defined on the basis of the desired outcomes, and the communication deficits that were identified through the communication-based analysis. The Ethiopia Electric Power Communication strategy has been planned to direct to a specific audience/stakeholder group. As a drawback for the strategy International or specifically region audience is not included in the plan. The strategic plan was prepared to read local audiences. It didn't give the concern of international audience including financial institutions about large infrastructure projects.

The Ethiopia Electric Power communication Director explained that the Communication strategic plan needs to show the main audiences that needed to be reached and the main stakeholders that needed to be engaged by the communication strategy were: institutions involved in the project implementation such as donors, government institutions, contractors, and so forth; general public (mainly through mass media); and people living in the project area, including the project-affected people. (Personal interview, April 8, 2019)

The findings reveal that strategic communication for Ethiopia's hydropower projects is a critical element in bringing regional integration apart from power integration. Ethiopia's hydropower plan focuses on supplying surplus generated power to the Eastern African Region and far behind the region aiming Southern Africa, Northern Africa and fair to European countries through Northern Africa Power Pool. Whereas the country has several Projects which is not known by the public; as a result, this indicated that the government is focusing on developing power than publishing it.

According to the findings EEP Corporate Communication Director, hydropower projects that could serve regional needs although these are often only marginally cheaper than national electricity generating projects and the benefits of cheaper generation may be outweighed by the costs of transmission and the perceived risks of dependence on external supplies. Underlining the limited contribution of water to regional integration through power generation is the fact that the region has an expanding range of energy alternatives available to its oil, gas, coal as well as new renewables. Whereas apart from the hydropower projects the government does no organized to consolidate towards building and managing the country hydropower potential by using strategic communication. (Personal interview, April 8, 2019)

According to the findings, the study noted that as a new direction, the government plans to engage private investors in developing the hydropower through attracting foreign direct investment. Nevertheless, this seems difficult to happen with the current communication strategies of the country. It seems the country lacks coordinated activity in promoting the country hydropower potential as many countries try to manage promotional activities by using strategic communication. It is known that most of Ethiopia's hydropower project dams are planned not to use them for irrigation purposes and once after generating electricity is released from the dam to its normal flow. However, because Ethiopia's rivers are transboundary nature securing funds for Hydropower projects are difficult. According to AfDB senior power advisor, Ethiopia Hydropower potential is well known throughout the region. The AfDB to creating the awareness about African countries potential including Ethiopia they use the African Union regular reports and studies communicate. Whereas when countries oppose hydropower development the bank reserved to secure financial support for projects. For example, Egyptian campaign against Ethiopia Hydropower projects on Nile Rivers and Kenyan environmental activities and NGO's campaign

against Gibe III hydropower project can be a good example for the country not to secure funds for their ambitious projects. (Personal interview, March 7, 2019)

Based on the findings the construction of Grand Ethiopian Renaissance Dam on the Nile River and Gibe III on the Omo River raised a lot of controversies from governments sharing the rivers and different international organizations. The rivers sharing countries are doing a lot of campaign to influence donor and financial organizations to show the projects' environmental and social impacts. Even if the Ethiopia authorities, show evidence that the dams have been built for electric power generation and the total amount of water flow will not be changed countries and organizations still campaigning against the projects. Unlike the accusations, the government is still reporting the downstream countries to have more stable water flow over the year especially during dry seasons and less in a wet season.

Thus, this indicates that strategic communication is highly significant for the hydropower Projects in terms of strategically communicate the country hydropower potential. W/o Belyou Tekalgn, the Ministry of Water, Irrigation and Electricity Transboundary Director, points out that for the case of GERD and Gibe III hydropower projects the absence of strategic communication results foreign governments and banks refused to provide financial request by the Ethiopia government. Since the government failed to convince the downstream countries and donors most construction cost of the dams decide to be financed by the Ethiopian government and its people through a corporate bond marketed to the Ethiopian Diaspora and the local community. (Personal interview, April 8, 2019)

Based on the findings the key informants interviewed the majority of study respondents stated that the practice of strategic communication to represent the hydropower Projects at Ministry of Water and irrigation and Ethiopian Electric Power level is low so that it has brought little changes on creating awareness about the country hydropower projects. The conventional way of communicating with the international community has brought less result in the country. Almost all sampled ministry offices do not highly involve in strategically communicate the country's hydropower potential than collects the reports of their Ministry offices.

4.1.3. Strategic Communication practices to Accelerate Regional Integration

The credibility of a government's commitment to macroeconomic stabilization which is done through effective communication, with additional positive spillovers to growth can be increased by deciding to participate in regional integration. Additionally, through effective communication, countries are often required to update and improve their legislative and regulatory frameworks as a part of the integration.

Based on the findings almost all identified the Ethiopia government Ministry communication offices do not have specific communicate with Eastern Africa countries regards Ethiopia's hydropower Projects. For instance, the Ministry of Foreign Affair spoken person office only represents the ministry office routine activities. But, it is believed that the dissolved office of government communication that restructures under the prime minister office was representing the country level issues including the country's hydropower projects. According to MoFA Public Diplomacy Director, government to government communication through the country Diplomatic mission's play a significant role to bring integration. Additionally to reach the wider public diplomacy team located at most Ethiopia embassies all over Ethiopia neighboring countries. Additionally, from the center Headquarter/HQ/ public diplomacy teams having artists, athletes, senior citizens and so forth travel to different countries to address the public and strengthen the relationship with foreign countries. (Personal interview, April 30, 2019)

Regards Ethiopia government activities to create awareness about its hydropower Projects especially for downstream countries Public diplomacy strongly applied recently with the aim of creating awareness about GERD. The state-to-state diplomatic relations has shifted to people-to-people relation in Sudan and Djibouti compare to all countries create relations. This process leads to the use and practice of public diplomacy and strategic communication in the Ministry of the foreign affair of Ethiopia. MoFA Public Diplomacy Director elaborated that, strategic communication in public diplomacy path should not be similar to the path of propaganda. One can use political manipulative words which are very politically correct so that a government pursues its constituencies to get trust among its subjects. However, strategic communication in public diplomacy comprises viable, reliable and trustworthy information that lets you inform, persuade

and influence a government's constituency. To create a digital consistent public in any country, nothing is necessary, but strategic communication. (Personal interview, April 30, 2019)

Ethiopia government position toward its neighboring countries specifically Egypt is equitable and reasonable usage of it is transboundary water. But Egypt's involve in false reports about Ethiopia position about the Transboundary Rivers. MoWIE Transboundary Rivers Department Director points out that recently, as a good practice, the National Panel of Experts advises the country negotiators regards the Nile projects. Whereas, after the three Ethiopia, Sudan and Egypt representative reached an agreement the Ethiopia government do not give a prompt press briefing like Egypt and Sudan. So that the three countries especially Egypt involve in press briefing against the agreement. But in all meetings and agreements, the Ethiopia government expert team does a lot of researches to know the nature of the country to deal with. Therefore, the government uses the cooperation and bilateral agreement to lobby the countries in the region. (Personal interview, April 8, 2019)

In general, integrated communication strategy is very important to Ethiopia's hydropower projects to enhance regional Integration. Therefore, the government Ministers limited communication strategy needs to be revised to be integrated communication strategies that make the communication equivalent to what the country's hydropower projects i.e. this document is prepared and got approval at EEP.

4.1.4. Ethiopia Hydropower Projects for Enhancing Eastern Africa Regional Integration

Despite Ethiopia's huge energy potential, the country is experiencing energy shortages as it struggles to serve a population of over 100 million people and meet the growing electricity demand which is forecast to grow by approximately 30 percent per year. According to Stephen Karigni (Ph.D.), ECA Regional Integration Director in five out of ten East Africa countries, only 10% or less of the rural population has the privilege of access to power. The region does not generate sufficient energy and, in addition, the region is faced with serious challenges in extending the grid to transport power in all countries, including rural areas. The demand for power is equally increasing in the region, by an average by 7.5 percent per year since 2000. Therefore, satisfying

such a massive demand increase will require large investments in new generation capacities and in the development of electricity grid infrastructures.

According to the research findings, Ethiopia's hydropower cheaper price can be a good opportunity for the country to penetrate the region's electric market. To trade electricity in the region Ethiopia can use a bilateral power purchase agreement with countries to export electric power with a determined price for a specific period of time and/or else through Eastern Africa Pool determined price based on demand and supply bid market. Therefore, Ethiopia plays a significant role in integrating the region through the power of generations and providing power backup for Eastern Africa and beyond.

On the other hand, Ethiopian Foreign Affairs and National Security Policy stipulates that the country finds itself in a state of abject poverty and backwardness and therefore poverty alleviation is a matter of national security and survival which can only be achieved by utilizing the natural resources that the country is endowed with, such as water. Ethiopia has a natural and legitimate right to utilize all the water resources available in its sovereign territory. According to MoFA Transboundary Director considering the transboundary nature of some of its major rivers, Ethiopia is using the shared water resources in conformity with the principles of customary international water law. This position of the country can be confirmed from its unwavering commitment to having an all-inclusive and comprehensive multilateral agreement for cooperation among all riparian states in the use of shared resources inequitable and reasonable manner that culminated in the signing of the Cooperation Framework Agreement (CFA). (Personal interview, April 29, 2019)

4.1.5. Strategic Communication Practice of MoWIE and EEP

This part of the data analysis is conducted in line with Van Ruler strategic communication framework which is called the 8 building blocks: Vision, Ambition, Internal situation, and External situation, Accountability, Stakeholders, Resources and Approach. Van Ruler in her book narrow the building blocks evaluation questions as per the research objectives and functionally to the research questions. So that for the analysis information gathered during an interview from the

Ministry of Foreign Affairs, Ministry of Water, Irrigation and Electric and Ethiopia Electric Power on key questions that is related to the research questions.

The need for a strategic communication framework for Ethiopia's hydropower communication activities is therefore timely, if not overdue, and it is widely recognized within the region. The improvements in hydropower projects, operations, knowledge generation, and organizational capacity have not been matched by improvements in the government offices' communication program. Addressing the communication gap in the government offices' will require a sustained and strategically focused approach as well as a strengthening of communications and external relations programs and capacities. Here under the findings on strategic communication framework 8 building blocks from the sampled government offices are discussed in detail.

4.1.5.1. Vision

Trends which are important in the organizations for the roles of Strategic Communication Contribute to thinking 'out of the box'

Communicating effectively at all levels of an organization can have major strategic advantages. Clear communication helps ensure that employees in each sampled ministry offices are on the same page and contributes to the hydropower project development of the country. Several informants interviewed from MoWIE and EEP stated that employee morale is also typically higher when they can engage in regular interaction with leadership and coworkers. The country's hydropower projects have an advantage in strategically using communication because of the relatively larger workforce.

According to the finding MoWIE's and EEP's vision, mission and goals establish a shared direction or sense of purpose for Ethiopia's hydropower. See Appendix 6. According to the key respondent from EEP Corporate Communication, Top-down communication, between departments and within work units, all instill shared vision and goals by ensuring that everyone understands what is expected of them. When employees in all positions understand how their department and position contribute to company objectives, they are more likely to make the right decisions and act in the best interest.

Based on the findings effective communication contributes to the development of a culture of collaboration and a team-building spirit in departments. Encouraging team members to share opinions, feelings, and ideas openly, and being approachable when employees have comments, suggestions or concerns are ways that managers use communication to develop their teams. This also helps create the sense that all employees have a stake in the organization's success.

Communication is a very important part of any organization. Internal communication takes place within the organization or group among people within, among different groups of employees and between employers and employees. It could be oral or written, visual or audio-visual, formal or informal, and upward or downward. Unlike internal communication, in both organizations, external communication flows outward. It addresses people outside the organization, like the prospective customers, public, press, media and the government. Additionally, according to the findings in the sampled organizations, external communication can take place in various ways and through different channels. Letters, notices, brochures, demonstrations, telephone calls, business meetings, press releases, press conferences, audio-visual presentations, publicity films product launch events and advertisements are all examples of external communication.

Towards ensuring communication on an ongoing basis, the sampled organizations develop formal systems. Staff meetings, conferences, periodical stakeholders meeting are examples of forums that facilitate formal communication. Formal communication generally follows a well defined hierarchical pattern and periodicity. Memos, circulars, instructions, guidelines, clarifications, agreements and reports are some of the channels that facilitate the flow of formal communication in business organizations.

The power of Strategic Communication in Image building or reputation building to defend own position or building bridges between people inside and outside the organization

This concern is linked with the weakness of the sampled offices over the use of the media, whose role as watchers of truth is and their credibility has been undermined. Not only there is more information to build image or reputation of the sampled offices, but it is easier to access it to build bridges between people inside and outside the organization. According to the findings, there is a

growing social demand for the organizations to be more transparent, systematically offering the data, facts, and strategies that shape their management and stance when crisis situations occur. The aim is that stakeholders can make their decisions with full knowledge of the cause.

According to MoWIE Transboundary Director the extensive development of 'fake' news about Ethiopia's hydropower, in part because of its greater sensitivity and potential has given more value to 'the authentic'. Sincerity is one of the components of trust citizens rely more on authentic information. A challenge for MoWIE to communicate and devote more time and resources to the intrinsically human, that which can never be mechanized. The purpose connects the mission and vision by giving a collective sense that is superior to the organization. The purpose must be authentic and impregnate all the processes, in such a way that story doing acts as a guarantee for storytelling. (Personal interview, April 8, 2019)

The findings indicated that with multichannel strategies, the sampled offices seek to maintain a lasting relationship with stakeholder outside the organization that adapts to the medium that best suits them at all times. The aim is to improve the customer experience, in such a way that the stakeholder journey is pleasant, while simultaneously generating involvement and loyalty. It is also obvious that the contents have to adapt to the characteristics of each channel. Cooperation with media is essential so that the Image building or reputation stories are consistent and effective. Communicators must always respond to the requirements of operations in the short term without losing the perspective of the long term that implies the management of reputation. Communication must be conceived as a basic component of sustainability, an objective that can only be served with long lights.

Evaluation of MoWIE Vision to be a Power Hub in Africa

Ministry of Water, Irrigation and Electricity Vision

ETHIOPIA WILL BE A MODEL OF EXCELLENCE IN WATER RESOURCES DEVELOPMENT UTILIZATION AND RENEWABLE ENERGY HUB IN EAST AFRICA BY 2015.

Based on the findings most countries in the region are expecting Ethiopia to be a power hub even if the projects are delayed and the timeline shift. Additionally, the Memorandum of Understands (MOUs) Ethiopia signed with most region countries to export power makes the regional countries,

not to lose expectations. According to AfDB senior power Advisor, the expectations are not coming from anywhere but the price they are charging for the electric bill in their country forced them to expect the power from Ethiopia i.e. Uganda, Kenya, and Sudan electric bill charge 10, 7 and 3 times higher than what Ethiopians are charged respectively. So that electric cost retard countries economy and since they don't have many alternatives they expect Ethiopia's hydropower projects. Even if the projects are delayed so far nothing can beat the natural projects unless a new technology is introduced. (Personal interview, May 2, 2019)

The findings also further noted that Ethiopia is positioning itself as an energy hub in the Eastern Africa Region. (Sudan, Djibouti, Somaliland, Kenya, and South Sudan) attest to that. These interconnections are also strategic as the country trade in the region will also open the energy markets with its neighbors. However, the country has to address its current power shortages and intermittency of power output (in the form of blackout). The geographic access to the electricity grid is around 55 percent and connectivity is 44 percent in 2018 (as well, per capital electricity consumption of fewer than 100 kWh per year).

Based on key respondent from AfDB this could be achieved because a number of power plants are under construction, namely the Grand Ethiopian Renaissance Dam, with more than 6,000 megawatts capacity, the Gibe III power plant with 1,870 Megawatts and already started to produce power, the Gibe Dawa III with 254 Megawatts capacity, the Aluto Langano geothermal expansion with 75 Megawatts and the Repi Waste-to-Energy power of 50 Megawatts. All these projects when complete may result in the country having more power and an able expected rise in power demand, Ethiopia could also rely on its neighbors in terms of electricity supply. Hence regional integration through power connection is very important, for energy security in the country, in the region as well as Africa as a whole. (Personal interview, May 2, 2019).

According to the findings to be a power hub in Africa Ethiopia's energy sector needs proper structural changes. The sector needs to involved external stakeholders, including deploying trained and proper manpower that can represent the country energy sector to pull foreign direct investment. In this regard, W/o Belyou Tekalgn, the Ministry of Water, Irrigation and Electricity Transboundary expert added that Ethiopia has a good potential to develop electricity next to DRC

in the region because of its comfortable topography to develop electric power besides most Eastern Africa countries limited hydropower generation potential. If the country untapped the hydroelectric power generation potential there will be a door to be a power hub in Africa. Additionally, the country annual rainfall and the geographical location can contribute a lot to develop hydropower unlike the financial constraints to the development of different mega projects. (Personal interview, April 8, 2019)

4.1.5.2.Ambition

Communication values need in the organization in this situation and in the future with what we can make the difference in Communication/PR?

With limited resources, everyone's forced to strategically focus on outcomes and results. Strategic communications is a must do. To demonstrate cost-savings messages from Ethiopia hydropower the organizations' website must consistently and clearly communicate the sampled organization's value and differentiators. Executives are talking about the importance of strategic communication, whether in reference to the need for transparency, improving service, recruiting employees, and ensuring consolidated programs are successfully integrated or launching a new solution.

The findings further revealed that the sampled offices leaders regularly follow a blog about the success of the country's hydropower projects to demonstrate their contribution to the overall agency mission partly as a result of creating awareness and pressure on financial institutions. According to EEP corporate communication Director, communications to connect in real-time with citizens and partners worldwide communication has evolved from a perfunctory component of corporate communication and human resource (HR) functions to one that is firmly tied to organizational strategies and objectives. It's no longer just about sharing information but is seen as necessary to drive employee behavior to achieve results by helping people understand how their work influences the success of the organization. (Personal interview, April 8, 2019)

So that communicator has a strategic purpose to shape the conversation to efficiently achieve results. If objectives aren't understood and results aren't communicated, the communicator risks attitudes and understanding being driven by a target audience's self-informed perception versus

what was actually intended. Strategic communications don't just happen. It happens because goals are set, success metrics are determined, target audiences are identified, messages are developed and appropriate communications channels are efficiently used to communicate a consistent message.

According to the findings, the study noted that the sampled organizations strategic communications planning, also known as outreach, and should be part of every program requirement before the hydropower projects are launched. Desired outcomes must be defined in advance and results, good and bad, need to be communicated. Poor performance can be corrected and solid performance can be repeated to improve overall results. Overall, effective strategic communications, framed by a communications plan, result in the audiences' clear understanding of the value and benefit of a change in hydropower projects or initiative. It is not methodically addressed, using appropriate communications channels and carefully tailored messages and sub-messages.

Other organizations attracted by the organizations because of their strategic Communication

According to the finding, the point about being strategic in communications for the sampled offices is understanding the office's related issues and stakeholders' desires and perceptions. Communications with stakeholders can support decisions on how to allocate and focus resources. Despite that, the sampled offices communication values do not represent Ethiopia's hydropower projects particularly but almost all offices utilize the communication tools website, press releases and sometimes Media (broadcast and print) to persuade the public on a different issue. The corporate communication department of each offices employees are ambitious and have awareness about their office by using some communication tools effectively. This includes social media and website administration and developing contents, press release drafting, event management, stakeholder handling. Even though the quality of the content on social media and websites not updated valuable information timely and frequently with relevant information.

EEP website was changed recently due to the separation of Ethiopian Electric Power Corporation (EEPCo) into Ethiopia Electric Utility and Power. The EEP the new website has a better interface

and more attractive than the previous one. The need for changing the Website was to increase the number of website readers internally and externally. The number of readers increased in number since the new website has introduced. In addition to this, the website is not linked with other Social Media channels and not easily accessible through different android and iOS devices to reach to the wider audience. (Personal interview, April 8, 2019)

The findings revealed that Messaging is deployed using communications tools or assets such as websites, presentations, brochures, and media releases. To strategically communicate, individuals must develop and work from a communications plan that lays out which channels are most effective to reach each audience and when they should be leveraged. The plan provides a road map that can help establish priorities and gauge performance. Planning is the difference between conducting communications activities and implementing strategic communications.

Additionally, the importance of correct messaging and strategic communications to attract the organization's audience or stakeholders cannot be underestimated. In changing environments, people have questions. Their level of understanding, trust and action will vary based on how many versions of the message they hear from different sources. Deploy communications without consistent messaging and a strategic plan, and risk wasted resources missed opportunities and eventual program failure.

4.1.5.3. Internal situation

The view on internal organization and communication within the organization

According to the findings, the Ministry of Water Irrigation & Energy (MoWIE) is the lead institution for the Energy Sector in the country and it supervises three institutions including Ethiopia Electric Power (EEP) that regulate electric generation & transmission Construction and Operation, universal electric access program, and power export. The other two institutions include Ethiopia Electric Utility (EEU), and Ethiopian Energy Authority that manage distribution, and sales of power and regulatory body for electricity and energy efficiency respectively.

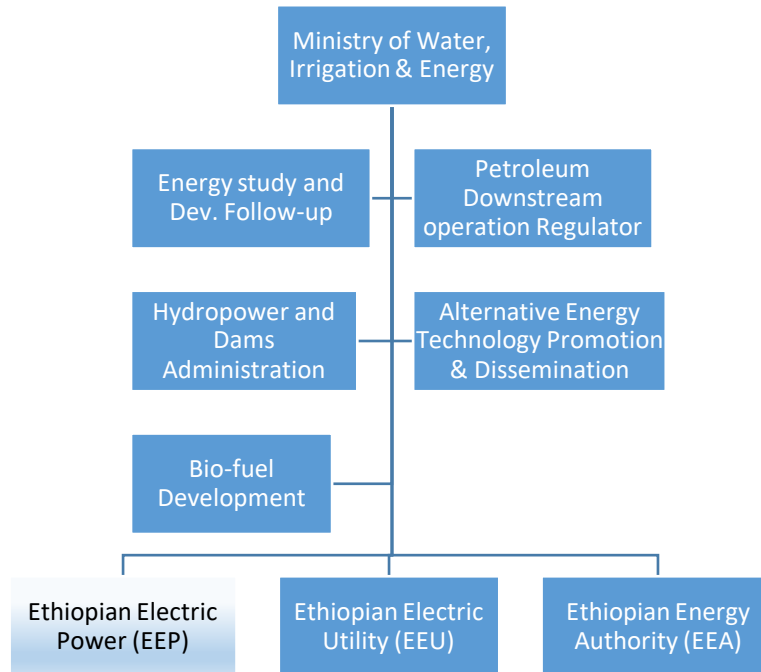


Figure 3: Ministry of Water Irrigation & Energy Governance Structure

Both the sampled offices MoWIE and EEP have PR/SC department which is called corporate communication Directorate. The departments lead by directors and team leaders. So that most of the PR activities are done by the team at the corporate communication department. These teams are responsible for all marketing and communication issues in their respective offices. On the other hand, under their government structures, the department is directly appointed to the Ministers. However, in most offices, the corporate communication director does not have significant decision role in their offices.

Communicating effectively at all levels of an organization can have major strategic advantages. Clear communication helps ensure that employees in each of the sampled offices are on the same page and contributes to a culture of collaboration. Employee morale is also typically higher when they can engage in regular interaction with leadership and coworkers in regards to Ethiopia's hydropower projects.

According to the key informant for MoWIE the interactive or more as instrumental of the internal Communication/PR as interactive the corporate communication directorates work to ensure that information developed by their ministry offices to share and disseminate to appropriate audiences

and through appropriate media channels. The communications person is responsible for coordinating all communication-related activities.

As MoWIE Transboundary Director argues, all employees of the ministry office are not receiving consistent messages from a different department. The most important problem are different supervisors are sending different messages from their departments, sometimes conflicting, messages about Ethiopia's hydropower projects and procedural issues. This causes confusion and distrust among employees. Additionally, employees do not receive timely messages about hydropower projects. Information is not getting to employees when and where they need it. Without vital information, at the right time, the decision-making process slows and projects are not completed on time or in the best way. (Personal interview, April 8, 2019)

Moreover, all the observed ministry offices lack collaboration in the Functional Areas. Departments/units do not share the information that could help all departments/units achieve common goals. They are competitive rather than collaborative. This limits the capability of the organization as a whole. Additionally, the employees do not share information with each other. They do not trust each other. This compromises the productivity of teams, departments/units, and the organization.

4.1.5.4. External situation

Trends, and/or issues are relevant from a media point of view including social media

Unlike internal communication, external communication flows outward. It addresses people outside the organization, like the prospective stakeholders, public, press, media and the government. External communication can take place in various ways and through different channels. Letters, notices, brochures, demonstrations, telephone calls, business meetings, press releases, press conferences, audio-visual presentations, publicity films product launch events and advertisements are all examples of external communication.

According to the findings, the sampled corporate communication directorates have less role with regards developing organizational strategies but it has created positive relationships with some of its stakeholders such as Eastern Africa Power Pool, Economic Commission for Africa, Africa

Development Bank, Africa Union, and some partners. EEP Corporate Communication Director stated that the communication directorates have good relations with selected media houses mostly the government ones. (Personal interview, April 8, 2019)

Based on the findings both the sampled ministry offices use the static website and social media to hand the department to manage to communicate Ethiopia's hydropower projects. Additionally, the sampled ministry offices use broadcast media /TV and Radio/, Press release /briefings, website, magazines, and Social media for news. It's an opportunity for the government to build better relationships with all its stakeholders by paying closer attention to how it fulfills its social, economic, environmental and ethical responsibilities. It's embedded in the ministry offices values and informs how they deliver on their goals and commitments.

4.1.5.5. Accountability

The responsibilities of the organizations in regard to transparent and trustworthy Communication/PR Does the organization feel accountable also in this regard?

Communication Ethiopia's hydropower is impossible without first building a culture of transparency and accountability. Trust is an essential prerequisite for effective to stakeholders in and out of the sampled organizations communication, and there can be no trust without a feeling of authenticity, cooperation, and responsibility among employees, managers, partners, and stakeholders. This feeling is created through transparent and accountable behavior consistently displayed by all members of the organization.

Based on the findings transparent and accountable culture in the sampled organizations are characterized by a feeling of trust about Ethiopia's hydropower at all levels. Management trusts employees with great amounts of responsibility and opportunity. Employees freely share knowledge with each other for the benefit of the offices, rather than hoarding information for personal advancement. As a result, the organization is comprised of dependable, empowered employees who take initiative, propose new ideas without fear, support one another, respect management, own their mistakes, and take pride in their successes.

Based on key respondent from MoWIE, removing any potential for confusion from all workplace communication, including the Ethiopia hydropower issues accountability begins with a clear understanding of who is responsible for which parts of communication and employees struggle when management leaves important information open for interpretation. To avoid potential problems, follow up often and be firm about expectations for open communication at all levels in the future. (Personal interview, April 8, 2019)

An honest and transparent organization, team members are engaged, it becomes easier to attract and retain talent, and relationships with suppliers, partners, and customers are strengthened. Organizations that are honest and transparent are seen as more trustworthy and these organizations have an easier time fostering strong employee relationships. Additionally, People value authenticity and transparency from organizations and leaders. They also want to work with the organizations that have an ethical, responsible, and transparent atmosphere. One of the best ways for an organization to demonstrate its values is, to be honest, and transparent about what the organization believes in and stands for.

All the sampled ministry offices corporate communication directorates have the responsibility to initiate, coordinate or organize communication activities. The directors in all ministry offices handle any enquires coming to corporate communication directorate. But the bureaucratic process of meeting the offices are very long and tiresome. When anyone wants to make an interview they should start the process of getting the officials started from the archived department. In particular, to meet officials in MoFA the interviewer should go to the human resource department and got a letter of acceptance. See Appendix 12.

Additionally, without approval from the human resource department or getting approval from the archive departments under any circumstances, the communications personals are not allowed to give interviews or directly respond to media requests. Moreover, with the exception of MoFA Spoke Person office, the corporate communication directorate of all ministry offices do not update facts to the/people/ on a regular basis and the trustworthiness and transparency of its communications fall at risk.

4.1.5.6. Stakeholders

The role of strategic Communication/PR in improving strategic communication, involvement, and cooperation in regards to creating win-win situations, effective relations, and long-term perspectives

Stakeholders are the people or organizations who may have a material, professional, legal or political interest in the activities and performance of an organization. In public relation, there is a number of stakeholders which a given organization can have a relationship with. These are internal stakeholders (within the organization), external stakeholders (outside of the organization and interface (stakeholders who function internally and externally)). Since the paper focus on external stakeholders, it is discussed as follows

Based on the findings the external stakeholders for the ministry offices include any person, group or organization that has an interest in the activities and affairs of the Ethiopia government particularly the hydropower projects. The most important stakeholders that were identified external stakeholders include Publics/ Communities, suppliers and partners, creditors, global community, mass media agencies, and governments. Additionally, these offices have partners such as Eastern Africa Power Pool, Economic Commission for Africa, Africa Development Bank, Africa Union, and some partners

Moreover, the strong enabler for the ministry offices are the mass media agencies and with this regard, strong strategic initiatives are taken by the organizations and performance is measured and discussed frequently. It is observed that the media houses positive or negative reporting easily affects the office's activities. According to EEP Corporate Communication Director, external communication activities have also expanded in recent years, as the government considered it important to increase awareness of the country's major activities among key stakeholders. These target groups have included the wider investors, the private sector, grassroots communities, civil society organizations, universities, researchers, and the media, as well as the general public throughout the country.

According to the findings the external website, which remains the public face of the ministry offices for the largest number of people and Press releases, which are routinely issued for each

project and major events. Additionally, Publications which are mostly outsourced for the external firm and give support for corporate communication directorate regarding graphic design, layout, printing, promotion, information disclosure, and TV and Radio advertisings.

The ministries' external relations activities coordinated by corporate communication directorate. It is conceived as a focal point for establishing and maintaining working relations and partnerships with different stakeholders. More broadly, external relations have entailed representing the ministry offices diplomatically. These activities are generally coordinated through normal management channels.

4.1.5.7. Resources

Budget required to and how this budget needs to be allocated

Budget pressures and demand for efficient management means agencies are forced to do more with less, collaborate and share resources. But, people can only share resources if they're aware of the resources that are available. Likewise, performance efficiency can be increased if workers and citizens have access to all the information they need, versus limited access to only known sources.

Based on the findings communications personals are not involved in budget meetings. The ministry offices have their own guidelines and policies that governed budget allocations. A key respondent from both MoWIE and EEP stated that lack of budget management is observed in their offices. Whereas the corporate communication department has no exclusive power to allocate budgets for any PR campaign and the structure obliges the department to propose the requests to the minister.

A variety of communications channels, such as video and social media, can actually improve the performance of traditional broadcast media and reduce the overall cost of communicating with stakeholders. Social media, in particular, is cost-effective because its viral tendency will expand communications to new audiences and enhance communications to existing audiences. With overwhelming access to personalized media channels, it is even more relevant now to communicate where audiences, and reduce the amount of time and resources needed to accomplish the mission

For the ministry offices, human resource needs to increase to undertake internal and external communication effectively. However, the EEP Corporate Communication Director argued that the salary level and incentives package needs to support the directorates to encourage the staff members. So that budget needs to be increased in order to effectively undertake strategic communication activities and hire well-trained manpower. According to the findings, most corporate communication staff members in the sampled ministry offices are not PR practitioners and are not proficient enough to implement all communication and PR tools effectively. Whereas some PR officers are having a journalism background.

4.1.5.8. Approach

What does the organization want to achieve with which key citizenry, and how in the field of strategic Communication?

Organizational communication as the process whereby members gather relevant information about their organization and the changes occurring within it. Generally, organizational communication uses to inform the workforce about their tasks and the policy issues of the organization. But according to the findings the sampled offices do not have their own intranet or other means of digital communication tools to communicate with its employees. This has hindered it to easily communicate within the organizations. While the regular meetings in which all staff is invited to participate in creating an opportunity to inform internal stakeholders.

According to the key respondent from MoWIE the external relations and communication strategy given the extent of the change the entails for sequencing of change, and the need to be able to adapt the strategy in light of experience and new developments. The ministry corporate communication directorate to refurbish the website to reach wider audiences with better transparency and speed. To Maintenance and continuous upgrading, the website needs to hire a web development specialist. Strengthen external relations with IGOs, NGOs and civil society organizations to be more visible within the framework of efforts communication strategies. To accelerate everyone in the country. (Personal interview, April 8, 2019)

Based on the findings meaningful communication informs and educates employees at all levels and motivates them to support the strategy is not done in a prompt and effective manner. Strengthening internal communication to facilitate the establishment of a communication culture in the ministries the offices have to include communication components in their activities and define the roles and responsibilities of each player. A calendar of events in which the ministries corporate communication staffs have to attend or organize events. The compilation of such a calendar will require the collaboration of all organizational units in order to avoid any errors that might arise due to lack of information, coordination, and monitoring. Provide summaries of their missions to corporate communication directorate for processing and possible use on various internal and external communication platforms, especially on the website.

4.2. COMMUNICATION STRATEGIES AND CHANNELS ADOPTED BY ETHIOPIA'S HYDROPOWER PROJECTS: A CRITICAL ANALYSIS ON ENHANCE EASTERN AFRICA REGIONAL INTEGRATION

4.2.1. An overview of Hydropower Development and Regional Integration in Eastern Africa

In Africa, the strategic role of infrastructural development is supporting regional integration and assesses the effectiveness of regional integration in driving energy sustainability and vice versa. It had been argued that one of the strong pillars of regional integration for development is infrastructural development. Energy is also a key infrastructure for the development of any economy and region.

AfDB (2015), the support for regional infrastructural development is necessary for strong regional economic integration. Regional business infrastructure is a crucial component for the success of regional economic integration. The level of infrastructure has a direct bearing on the competitiveness of a region/country and by extension, its investment attraction (Rintaugu, 2016). Therefore, for regional integration to be effective in driving sustainable development and higher levels of economic progress, adequate infrastructural development is a priority as many indicators of development.

Strengthening the effectiveness of regional integration, regional energy integration should be considered as an important policy issue. It is, therefore, necessary to explore the extent to which regional integration can be a viable tool in driving energy sustainability. African Development Bank senior power advisor Ato Sahele Tamiru explains that energy sustainability emphasizes the provision and availability of energy in a manner that it meets the demand of the present without affecting the capacity of the future to meet their own demand. Driving a sustainable energy framework has become important, among other things, to enhance firm productive and maximize overall welfare needed for sustainable development. This makes energy sustainability a key pillar of sustainable development as it integrates with environmental sustainability as activities of the energy sector. (Personal interview, May 2, 2019)

Based on the finding regional integration can be a useful tool to facilitate the adoption and implementation of renewable energy and energy efficiency that can promote energy security and sustainable development. Regional integration is capable of being a viable tool for supporting sustainable energy development through improved energy supply. But cornering Ethiopian's hydropower projects.

According to the African Development Bank, senior power advisor most financial institutions including Africa Development Bank and World Bank are not financing hydropower projects recently. The involvement of Multi-lateral banks financing any power projects is not observed after the World Bank-financed Gibe I some 20 years ago. Whereas the AfDB is investing in infrastructure like transmission and networks that can connect the region i.e. Ethio- Kenya. The multi-Million Dollar Project is co-financed by AfDB in the Ethiopia side with World Bank and the Kenyan side France development agency added to bilaterally finance the projects. The project connects the region power system and enable power trade and reduce the cost of a trade. (Personal interview, May 2, 2019)

On the other hand, Ethiopia's hydropower projects are environmentally friendly in nature. Most of the region countries use diesel to generate electric power that can pollute the environment and affect climate change. So that as a plan on Kenya side, once Ethiopia's hydropower transmission is launched the initial plan is to reduce diesel power generation. As a result, hydropower

transmission has multiple benefits to reduce electricity production cost and reduces carbon emission.

The findings further revealed that hydropower is the most important power sources as it provides clean and affordable energy. A number of countries are almost exclusively using hydropower for their baseload electricity. However, there are also growing concerns about hydropower sustainability, especially if hydropower projects are not properly planned and carefully designed. Again, the environmental and social considerations need to be assessed and appraised, especially arising from the large scale hydropower development and deployment. In addition to that from that organization like Eastern Africa, Power Pool work to integrate the Eastern Africa region through Electric Power transmission and afterward interlinking the electric market through marginal cost/cost determined through demand and supply of power/ throughout the 11 member countries.

According to the Ministry of Water and Energy Trans-Boundary Director as long as the country appears in the market with the energy it might integrate the region through energy but countries may not depend on other countries energy due to country's national security and the importance of power self-sufficient i.e. even if Kenya is a plan to import electricity from Ethiopia they are also developing electric power from geothermal, hydropower, diesel and so forth to be energy self-sufficient. (Personal interview, April 8, 2019).

4.2.2. Communication Channel Adopted by Ethiopia's Hydropower Projects

The study wanted to establish various communication channels used by Ethiopia's hydropower in communication. According to the findings, good communication can be recognized by effective leaders in the organization. Based on the findings the key informants interviewed the majority of the study respondents stated that Ethiopia's Electric Power deploys various communication channels to reach users. Ethiopia Electric Power Corporate Communication Director explained that communication problems can cause holdups in the organization so that the Ethiopia Electric Power had an organized communication structure. Additionally, it was noted that Ethiopia's Electric power focus on providing professional products and services to the broadcast locally and internationally. This includes Ethiopia's Electric Power and Ministry of Water, Irrigation, and

Electricity officials' constant contact with Eastern Africa Power Pool (EAPP) through different meetings. The communication focuses on information sharing among member states.

According to the findings, the exercise of sharing relevant and timely information enhance effective communication effectively across Eastern Africa Power Pool member countries. EEP Corporate Communication Director added that to bring regional Integration countries project need to reinforce by open communications to convince neighbors, partners, and even opponents. Ethiopian Electric Power endeavor aims to strengthen that open dialogue and to reinforce relationships among countries within Eastern Africa Power Pool members and across the continent. (Personal interview, April 8, 2019)

Based on the findings, communication channels are the means through which people in and out of an organization communicate. Policies, letters, memos, manuals, notices, and announcements are all messages that work well for this channel. Recipients may follow up through an electronic or face-to-face channel if questions arise about a written message. This channel can be used for one-on-one, group or mass communication. When using this channel, care must be taken to craft messages with clarity.

Electronic communication channels encompass email, Internet, intranet and social media platforms. Thought must be given to what channels are used to complete various tasks because using an inappropriate channel for a task or interaction can lead to negative consequences. Complex messages require richer channels of communication that facilitate interaction to ensure clarity. Face-to-face or personal communication is one of the richest channels of communication that can be used within an organization (Srinivas & H. Leslie, 2001, P 338)

Broadcast media communication channel comprises of TV, radio, and so forth. These types of media should be used when addressing a mass audience. Businesses seeking to notify customers of a new product may advertise or do promotions using a broadcast channel. EEP Corporate Communication Director further noted on this point that, Communication strategy in Ethiopia's hydropower context is not a well-planned series of actions aimed at achieving certain objectives through the use of communication methods, techniques, and approaches. Objectives are normally

the basis of any communication strategy. Resources need to be considered. The communication strategy is supposed to address, communication methods, techniques, and appropriate media. Since the above matters are not fulfilled these objectives cannot help to determine how to go about creating about Ethiopia's hydropower before thinking about a communication strategy. (Personal interview, April 8, 2019)

Additionally based on the findings EEP communication strategy is not prepared in a manner to represent Ethiopia's hydropower projects alone however it is set to reach the EEP target audiences and the organization objectives. The following options are generally available and considered for internal and external communication of EEP Website, Electronic mail (e-mail), use of media channel mix, Social media such as Facebook, Intranet, blog, Notice boards, regular state-level meetings and Staff meetings among others.

On the other hand, According to the finding the Ministry of Foreign Affairs uses weekly press briefing for foreign and local journalists about the country's foreign policies and different related issues, one to one /face to face or phone/ interview, exclusive interviews, and magazine / the week in the horn/. It is believed that MoFA's magazine "the week in the Horn" and EEP magazine Netsebrak/ foster regional integration through the topics they are raising. But in terms of Ethiopia's hydropower Projects, they do not have specific communication strategies.

Several informants interviewed from EEP, MoWIE, and MoFA stated that social media networks like Facebook have allowed dissemination and sharing of free information outside official communication channels owned or controlled by Ethiopia's Electric Power External Communication department, which affects, in some cases, accessibility and integrity of information. Ethiopian Electric Power communication strategy emphasizes the need to maintain efficient and effective internal and external communication systems. To enhance effective communication and get all the officials and targeted audience of Ethiopia's electric Power, it is speaking with one voice. This among others entails coordinated activities within and across Ethiopia's hydropower.

MoWIE Transboundary Director in this regards also added that the Ethiopia government need to establish a “Red Army Communication Group” at the Ministry of Foreign Affair level that realizes timely and multilingual information about different issues of the country to the wider public. TV programs also play a significant role to bring transparency. So that as a strategy the Ministry of Water, Irrigation and Electric represent the Ethiopia hydropower through different documentaries for local and international media, News, and sponsor different programs. Public diplomacy teams also help the country to create awareness about the country water usage, social and economic values. (Personal interview, April 8, 2019)

Based on the findings recently, the government Media takes a great initiative role by hosting a weekly TV program called “Ye Abay Zemen” in literal meaning “The era of Abay”. The initiative of the program was proposed by an EBC journalist Alemayehu Tadele. The program mainly focuses on creating awareness about Ethiopia Transboundary Rivers and Hydropower Projects. So far about 50 programs were transmitted on the Ethiopia hydropower, water resource, irrigation, power generation, dams, and other hydro-related issues to create awareness. Additionally, the program creates health awareness for the people leaving around the water areas. The program is also hosted under EBC editorial policy by considering the national interest of the country, international law, the geopolitics of the region and so forth.

4.2.3. Evaluation of Communication Strategies and Channels Used by Ethiopia’s Hydropower Projects

Based on the findings evaluations were conducted on strategic communication of Ethiopia Electric Power to determine whether communication strategies and channels deployed has worked or failed at EEP. The evaluation was conducted to ensure the strategic communication can be reached by the targeted audience and its success. As stated by the respondent from EEP, EEP communication is effective to reach local audiences through local media outlets. But when it comes to reaching out Eastern Africa community as well as the entire region EEP cannot use international media apart from participating in interviews or documentaries about the country power sector. Though EEP is working individually with international media outlets especially when the media want to do documentaries programs. But EEP needs to work hard to make the communication more effective at the international level. (Personal interview, April 8, 2019)

The findings further revealed that Ethiopia Electric Power recently revised its communication strategy to reach more audiences. Factors such as audience acceptance of visuals and words/phrases used in the message are included in the strategic paper. Whereas messages are not crafted at EEP for representing Ethiopia's hydropower Projects. But the office of corporate communication assesses the comprehensibility of messages, their strong and weak points, and their relevance to audiences at for EEP productions before publish or release to users.

Periodical evaluation of strategic communication conducted helps Community mobilization to monitor and assess by access transparent information; working closely with stakeholders; and, community mobilization to promote Ethiopia's hydropower Projects. As stated by Ato Nebiyat Getachew, Spoken Person at MoFA, The communication channels are timely, continues and trustworthy information. To enhance the effectiveness of the channels the Ministry office update information considering segmentation of audiences. i.e social Media users are most likely youths of the region / Eastern Africa/ so that the information consider the youth audiences; to reach the scholars and academician the office realize serious texts through "the week in the horn" magazine and to reach the journalists the office use press briefing because journalists have a multiplying effect. The MoFA Spoken Person provides a weekly briefing to local and international media. Though the press release is not only focusing on Ethiopian hydropower Projects ones question raised related to MoFA the office gives a briefing. (Personal interview, April 30, 2019)

Based on the findings MoFA uses its website to release online news, as a result, it is easy to monitor and evaluate its operation. The number of news disseminated to the audience and the collected responses are easy to quantify and measure. Whereas Impact evaluation is not conducted to assess the impact of the press release on the audience and stakeholders formally. Impact evaluation goes further than outcome evaluation, as it measures what changes have occurred as a result of those outcomes. Regards monitoring community mobilization initiatives MoFA and other stakeholders manage to mobilize the community to contribute a significant amount of money to the Great Ethiopian Renaissance Dam project from the diaspora and local community.

MoFA Spokes Person further revealed that the community mobilization may be attributed as one of the contributing factors to the success of the project. Other factors include community

participation in reconnaissance and sharing of information on the Great Ethiopian Renaissance Dam project, as well as spreading awareness about the issues. However, the development of measurement indicators requires time, as well as technical and financial resources that may not always be available at the beginning of the projects. When it comes to creating awareness about Ethiopia's hydropower projects most of Ethiopia's electric importing countries citizens do not have sufficient information about Ethiopia hydropower projects. (Personal interview, April 30, 2019)

Additionally, key informants MoWIE Transboundary Director pointed out that the communication channels used in most Ethiopian participating Transboundary River and GERD meetings are effective to smoothen relationship and cooperation. The communication channels effectivity evaluated over different issues solved through negotiation and cooperative framework of agreements i.e Ethiopian and Egyptian government communication basic difference is lack of timely respond about sensitive issues and exposing fact denial/rejection by Egyptian for instance.

However, the findings further revealed that message crafting is a necessary condition, but not a sufficient condition in strategic communication to promote regional integration through hydropower projects. The crafted messages for Ethiopia's hydropower project should go down to the target audience by using appropriate media such as note verbal, memo, letters, newspaper, and magazine. Apart from the print media, and broadcast media like community media inconsistently use to reach audiences. Thus, it is logical to argue that there is no message crafting practice in all Ministry offices. Message crafting is a very important element of strategic communication. The Ministry offices also do not have standards/ criteria for message crafting; rather there is a conventional way of sending information to the missions.

4.2.4. Communication Obstacles on Ethiopia's Hydropower Projects and Regional Integration

Although there are many obstacles to effective understanding, many of them arise directly from misunderstanding the hydropower projects message due to the absence of the ownership of the project. According to Ethiopia Electric Power Corporate Communication Director, Ministers and Directors from EEP and MoWIE always must find ways to cooperate and share information. For

instance, when they participate in Eastern Africa power pool and different AU meetings, successful communication is not always occurring. She also added that,

In most meetings Ethiopia hydropower projects, he observed similar communication barriers are observed. The favorable testimonies from various countries had resulted in this increase trust in Ethiopia's hydropower Projects. Though the Ethiopian government endeavor to integrate limited in the panel discussions and in the organization alone. Additionally, the limited use of social media through the Ministry communication department can be another factor. These days a number of organizations are using digital diplomacy to expand the reachability of their offices to the wider audience in order to build the image of the country at a large scale. (Personal interview, April 8, 2019)

For instance, The Prime Minister Office communication department use all kinds of social media channels to reach a wider audience and image building purposes. Whereas Ethiopia Electric power is only using Facebook while there are a number of social media tools such as Google+, Pinterest, YouTube, Flickr, etc. On the other hand, based on the finding the EEP and MoWIE use a static website which is most likely preferable by most organizations in Ethiopia to manage their external and internal communication. Meanwhile, Static website is the basic type of website that is easy to create that does not need web programming and database design to create the website. The codes HTML are fixed for each page so the information contained in the page does not change and it looks like a printed page.

The Ministry offices web pages display the exact same information whenever anyone visits it because Static Web pages do not have to be simple plain text. Their web page features detailed multimedia design and even videos. However, every visitor to that page will be greeted by the exact same text, multimedia design or video every time he visits the page. Additionally, the web page outdated programs and program languages are not manageable and responsive. According to EEP Corporate Communication Director,

EEP website was changed recently due to the separation of Ethiopian Electric Power Corporation (EEPCo) into Ethiopia Electric Utility and Power. The EEP the new website has a better interface

and more attractive than the previous one. The need for changing the Website was to increase the number of website readers internally and externally. The number of readers increased in number since the new website has introduced. In addition to this, the website is not linked with other Social Media channels and not easily accessible through different android and iOS devices to reach to the wider audience. (Personal interview, April 8, 2019)

In addition to that in most negotiation, Ethiopia's hydropower represented lack of message crafting is the other challenge observed. Crafting unique stories that can get into the hearts and the minds of audiences in line to the country's stand over its hydropower projects are not observed. MoWIE Transboundary Director remarked that,

In most negotiations or normal meetings, message crafting is challenging especially when there is a meeting about Transboundary rivers meetings such as Nile Basin Initiatives or representing in Triparty GERD (Grand Ethiopian Renaissance Dam) negotiations with Sudan and Egypt. Egypt for instance influence most triparty meeting agreement once they go out of the meeting hall. Those people know how to set an agenda in their citizens' mind. Access to timely information about any Ethiopia's hydropower Projects and hydro potential to the mass have a positive impact on the country image special to get donors attention which is chronic to the country. (Personal interview, April 8, 2019)

Based on the research finds the government policy towards disclosing most information regards hydropower Projects is secretive. The government hinders most of the information about Ethiopia's hydropower and forced ourselves to stick with foreign media wrong or fake stories which are not in the agreement. Later on, we see the government shows their stand on their counterparty statements. This has created a challenge to the country's image especially to get donors attention. According to MoWIE Transboundary Director,

In addition, all the selected offices working with Ethiopia hydropower projects lack efficient diplomatic and communication personnel. The absence of these skilled professionals brings the gap in strategically communicating Ethiopia position in regards to public diplomacy and national image building. He also adds that the absence of strategic communication for promotion of the

country image brings less influence on the region and on donor countries. In most negotiations, Ethiopian delegates participated faced communication barriers such as wrong approaches or negotiation, knowledge limitation, limited negotiation skill, language, culture, and values. (Personal interview, April 8, 2019)

MoWIE Transboundary Director stated that the National Panel of Experts is coming from different institutions and sectors including diplomats from the Ministry of a Foreign Affair, scholars from universities, and senior security agents. The National Panel of experts is conducting discussions with full of national feelings and with the team to bring the synergy impact. Before the Nile Trilateral meetings, the national panel of experts have meetings to set standards on different issues based on intensive researches. They also gather data to decide negotiation points and countries standing points. Additionally the expertise team craft message for the negotiation purposes.

The finding indicates that MoFA reaches the diaspora as its target audience who resides in different corners of the world mainly in Europe, America and Australia where a larger number of diaspora live. Thus, specific communication strategies are crucial in addressing the diaspora audiences. The language of communication observed limited the number of the audience. So, to reach the wider audience, the messages have to be crafted and disseminated in languages as well such as in French, Spanish, and Arabic in addition to Amharic and English. It is known that English is the only medium of communication which is widely used by MoFA. There are also countries that are not in favor of using English as a medium of communication such as the Middle East region countries, China and Russia.

Chapter Five

5. Summary of Key Findings, Conclusion, and Recommendation

Introduction

This chapter presents a summary of the findings, conclusion, and recommendations of Ethiopia's hydropower strategic communication for enhancing Eastern Africa Regional Integration. The chapter also presents recommendations for further studies.

5.1. Summary of the Findings

The study found that Ethiopia has good potential to develop electricity next to DRC in the region because of its comfortable topography and its water resources. More than 90% of the country power generation is based on hydropower. So far all over the country, about 7556 MW hydroelectric power project is under construction that can add a positive impact to the power generation. Furthermore, the Grand Ethiopian Renaissance Dam is expected to boost industrialization and economic development in the region. Despite Ethiopia's huge energy potential, the country is experiencing energy shortages as it struggles to serve a population of over 100 million people to meet the growing electricity demand.

The study assessed that Ethiopia's hydropower strategic communication challenges to enhance Eastern Africa regional integration. It was noted that strategic communication for Ethiopia's hydropower projects is a critical element in enhancing regional integration apart from power integration. This indicates that strategic communication is highly significant for the hydropower Projects in terms of building the image of the country. It is known that the country hydropower sector needs to involve external stakeholders through trained manpower. So that the government can easily deploy a good strategic communication to create awareness about the transboundary nature of the Ethiopia rivers and manage to secure external finance for the hydropower projects.

The study also found that government to government communication through the country diplomatic missions play a significant role in enhancing integration. Additionally to reach the wider public diplomacy teams are located at all Ethiopian embassies particularly in all neighboring countries. Though Public diplomacy is strongly desired to apply by the Ethiopia government to create awareness about its hydropower projects especially for downstream countries. Furthermore,

the study found that Ethiopia's hydropower projects do not have a responsible officer to establish communication strategies. All the targeted offices are obsessed with their routine office's works than working on establishing a relationship with African countries through hydropower projects.

As a good practice, the National Panel of Experts advises the country negotiators to smoothen relationship and cooperation on the Nile projects. The study found that Ethiopian delegates participating Transboundary River and GERD meetings communication channels were effective in terms of presenting the country stands over the issues raised. The communication channels effectivity evaluated through different issues solved through negotiation and cooperative framework of agreements. Whereas apart from the Nile expertise technical advises in most negotiations and meetings Ethiopia's hydropower represented observed challenges of message crafting. The message crafting need to have unique stories that can get into the hearts and the minds of audiences in line to the country's stand over its hydropower projects.

However, if the ambitious hydropower projects plan workout Ethiopia can play a significant role in integrating the region through electricity and providing power backup for Eastern Africa and beyond. Nevertheless, the country's hydropower projects are not only planned to export power through the transmission grid but it is to make the country power self-sufficient and to export the extra production to the Eastern Africa region. Currently, the country exports up to 1000 Megawatts to Djibouti and up to 100 Megawatts to Sudan and has concluded power export deals with Kenya and South Sudan.

5.2. Conclusions

The study notes that much has not been done to raise awareness of Ethiopia's hydropower projects and the Transboundary Rivers to the locals and the Eastern Africa region citizens. The study also notes that Ethiopia's hydropower ways of strategic communication are still unable to enhance Eastern Africa regional integration as expected. It was also noted that the design of Ethiopia's hydropower projects communication intervention had to respond to the need for an open, transparent, and inclusive decision-making process, one that reflected stakeholders' concerns. Additionally, strategic communication for Ethiopia's hydropower projects is a critical element to

enhance continental integration apart from power integration. This indicates that strategic communication is highly significant for hydropower projects in terms of building the image of the country.

These findings lead to the conclusion that Strategic Communication on Ethiopia's hydropower projects has been inadequate and has not been utilized effectively. Therefore, there is a challenge to enhance regional integration in Eastern Africa. Therefore, the energy sector needs proper structural changes. It is known that the country's hydropower sector needs to involve external stakeholders through trained manpower who can represent the country energy sector. However, the absence of good strategic communication by the Ethiopian government and the Transboundary nature of Ethiopian rivers hinder to secure finance. As a result, foreign governments and banks refuse to guarantee financial requests of the government because it fails to convince the downstream countries and donors.

This study generally reveals the importance of strategic communication for enhancing Eastern Africa regional integration through hydropower projects that will link the region through transmissions lines built between countries. Though, the way Ethiopia's hydropower projects communication strategy context is not a well-planned series of actions aimed at achieving certain objectives through the use of communication methods, techniques, and approaches. For instance, The Ministry of Foreign Affairs, the Ministry of Water, Irrigation and Electricity, Ethiopia Electric Power, and other stakeholders follow their own approaches in promoting the country's hydropower projects. As a result, the study findings reveal that a gap exists among the stakeholders in deploying strategic communication that helps to craft a national message for promoting Ethiopia's hydropower projects.

In addition to that in most negotiation, apart from the success stories of the National Panel of Experts advises the country negotiators on the Nile projects other hydropower negotiations and meetings lack message crafting which are unique stories that can get into the hearts and the minds of audiences in line to the country's stand over its hydropower projects are not observed. The implementation of strategic communication begins from the crafting of the national message that serves as a guide for Ethiopia's hydropower projects. The findings lead to a conclusion that the

National Panel of Experts advises to country negotiators concerns the Nile projects is a good practice. The communication channels used in most Ethiopian participating transboundary river and GERD meetings are effective to smoothen relationship and cooperation. However, the study found that there is a lack of understanding of the use of strategic communication in timely announcing the outcome of the meeting to the public.

On the conclusion drawn based on the 8 interdependent building blocks of Van Ruler's the sampled offices have not established a practical agile strategy development to transform communication and PR endeavors regard Ethiopia's hydropower projects. The study also noted the absence of strategic communication on Ethiopia's hydropower projects throughout the sampled offices may put the country in a vulnerable position when information is a need for negotiations, regulations or policy-making, especially by international financial institutions. Therefore, for the sampled offices to achieve their visions by using strategic communication they need to engage in building an external image of the country and give attention to inside the organization.

Furthermore, the study concludes that strategic communication is a necessary condition for Ethiopia's hydropower trade and integrate regional overall economic and social development since it provides the physical links between the countries in the region. The study found that poor communication on Ethiopia's hydropower projects also contributes to Eastern Africa poor performance vis-à-vis integration on goods and services. At the Ministries offices representing the country especially the MoFA, the Public Diplomacy, and Spoken Person office are highly tasked with the building of the image of a nation. But according to the study found, these offices strategic communication in image building is not well organized and they feel they do not represent the country's hydropower projects. The study also found that, if these offices work on building the image of the country they can influence the attention of the international community towards its Transboundary Rivers and hydropower projects. Moreover, The use of print, broadcast, and the Internet media regards Ethiopia's hydropower projects and Transboundary Rivers are very poor in almost all sampled ministry offices especially the digital diplomacy team at MoFA for representing the country's hydropower projects and hydropower potential is not satisfactory

5.3. Recommendations

The study recommends that Ethiopia's hydropower projects have the greatest potential impact that can provide benefits to the Eastern Africa region and beyond by means of strategic communication practices. Big projects such as Ethiopia's hydropower projects can also be brought about by intra-public sector collaboration. A unified data center and organized office with adequate information about the country's hydropower projects need to establish to host applications for all agencies; A government-wide the information center work with high availability and adequate redundancy; helpdesks and general assistance to shared information and sharing information delivery infrastructure.

The study recommended that the sampled Ministry offices /MoWIE, EEP and MoFA/ have to recognize the importance of communications to reach stakeholders and the wider citizenry in regards to the country's hydropower development and potentials. Rapid changes in communication, new information and communication technology, as well as in the sampled Ministry offices operations call for a more dynamic and efficient approach to external relations and communication with a view to properly meeting the information needs of shareholders and citizenry through transparent, responsive to public's demands for information, and consider external relations and communication strategy.

Furthermore, the study recommends that public diplomacy, strategic communication, and information communication technology positions in the sampled offices need professional and well-equipped manpower who can work on communication strategically. So that the Ethiopia government Ministry offices need to empower the human resource by arranging training, conferences, and other capacity-building mechanisms.

Additionally, the main feature of strategic communication is enhancing regional integration through hydropower projects. Yet, the Ethiopia government do not have clear messages and strategies for promotion across different stakeholders. The government needs to craft a message that can show the country's potential and the communication strategies in order that the actors in the area will have similar messages and tools of promotion. The offices representing the Ethiopia

hydropower projects should discuss and have a common stand. This helps to avoid inconsistencies in what and how to endorse Ethiopia's hydropower projects among the stakeholders of the country.

The study recommends that the Ethiopia government needs a communication system that can provide a means of creating awareness about the country's hydropower projects to make every citizen be an owner of the projects. Social media and mobile devices can facilitate effective citizen participation. In this case, the study recommends that e-participation should include contact between people and the hydropower projects, access to public information, participation in public decision-making and monitoring how government programs are being run. Additionally, the study recommends that at the sampled offices should also use new social media outlets which help to address the global community to promote Ethiopia's hydropower projects especially MoFA Digital Diplomacy department under Spoken Person office encourage to utilize the outlets. However, the integrated communication among the concerned stakeholders needs uniformity in promoting the country's image to the international community. Otherwise, there needs to be a central body which regulates the promotion activities of the disintegrated stakeholders.

Last but not least the study recommends the Ethiopia government needs to include Ethiopia's transboundary rivers, hydropower potentials, and the likes in the curriculum to create ownership and make the youths to be ambassadors for the national resources.

Generally, due to the significance of the area of study to the country, the study recommends that a similar study should be conducted to investigate the role of different Ethiopian government hydropower projects strategic communication to enhancing regional integration. It also recommends that another study be conducted to establish why the various government ministry offices have not achieved the hydropower communication original laid objectives as per Africa Union integration agenda.

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Appendixes

Appendix 1: List of Respondents

Name	Title/ position	Organization Name	Interview Date	Remark
Tesfaye Batu (Eng.)	Executive Officer, Corporate Planning	Ethiopia Electric Power	8 th April 2019	
Moges Mekonnen	Corporate Communication Director	Ethiopia Electric Power	8 th April 2019	
Belyou Tekalgn	Transboundary Rivers Department Director	Ministry of Water, Irrigation, and Electricity	8 th April 2019	
Ketsela Mengistu	Hydropower Development Study and Design Director	Ministry of Water, Irrigation, and Electricity	9 th April 2019	
Getachew Wfa	Transboundary Resources Affair Director	Ministry of Foreign Affair	29 th April 2019	
Nebiyat Getachew	Spoken Person	Ministry of Foreign Affair	30 th April 2019	
Anonymous	Public Diplomacy	Ministry of Foreign Affair	30 th April 2019	Name is not Mentioned as per the interviewee request
Stephen Karigni (Ph.D.)	Director, Regional Integration and Trade Division	United Nations Economic Commission for Africa	2 nd May 2019	
Anonymous	Infrastructure and Energy Department	Africa Union	5 th May 2019	Name is not Mentioned as per the interviewee request
Ephrem Tesfaye	Independent Regulatory Board Lead Coordinator	Eastern Africa Power Pool	6 th May 2019	
Wessen Chewi	Energy Consultant	Africa Development Bank	7 th March, 2019	
Sahele Tamiru	Senior Power Engineer	Africa Development Bank	2 nd May 2019	

Appendix 2: Ethiopian River Basins Map

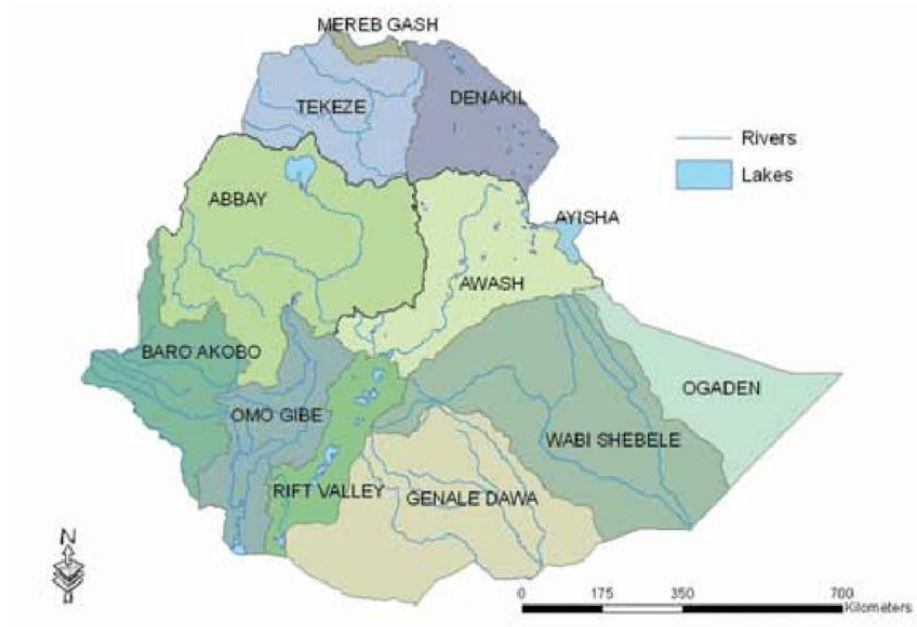


Figure 4: Ethiopian river basins map

(Source: Seleshi et al., (2007))

Appendix 3: Hydropower potential of river basins

River Basin	Area (Km2)	Runoff (Bm3)	Gross Hydroelectric potential GWH/year	Estimated groundwater potential (Bm3)
Tekeze	82,350	8.2	5,980	0.20
Abbay	199,812	54.8	78,820	1.80
Baro-Akobo	75,912	23.6	13,765	0.28 0.13Recharge/year
Omo-Ghibe	79,000	16.6	36,560	0.42 (.10) Recharge/year
Rift Valley	52,739	5.6	800	0.10
Mereb	5,900	0.65		0.05
Afar /Denakil	74,002	0.86		
Awash	112,696	4.9	4,470	0.14
Aysha	2,223			
Ogaden	77,121			
Wabi-Shebelle	202,697	3.16	5,440	0.07
Genale-Dawa	171,042	5.88	9,270	0.14
Total	1,135,494	124.25	155,102	2.86

Table 1: Hydropower potential of river basins

Source: Integrated River Basin Master Plan Studies, carried out during 1997-2007 (MoWR 1996, 1997, 1998a, 1998b) Irrigable land from the IWMI irrigation database (based on MoWR data).

Appendix 4: Existing hydropower projects in Ethiopia

Project/site name	Basin	Installed capacity (MW)	Status
Beles	Abbay (Blue Nile)	460.0	Existing
Fincha	Abbay (Blue Nile)	134.0	Existing
TisAbbay I HPP	Abbay (Blue Nile)	11.5	Existing
TisAbbay II HPP	Abbay (Blue Nile)	67.0	Existing
Awash II HPP	Awash	32.0	Existing
Awash III HPP	Awash	32.0	Existing
Koka HPP	Awash	43.5	Existing
Gilgel Gibe I	Omo Gibe	180.0	Existing
Gilgel Gibe II	Omo-Gibe	420.0	Existing
Tekezé	Tekeze (Atbara)	300.0	Existing
MelkaWakena HPP	Wabishebele	153.0	Existing
Sub Total		1,833	

Table 2: Existing hydropower projects in Ethiopia

Source: B. Behranu et al., 2014.

Appendix 5: Under construction, and near-planned hydropower projects in Ethiopia

Project/site name	Basin	Installed capacity (MW)	Status
Fincha-Amerti-Neshe (FAN)	Abbay (Blue Nile)	100	Under construction
Great Ethiopian Renaissance Dam	Abbay (Blue Nile)	6,000	Under construction
Gilgel Gibe III	Omo Gibe	1,870	Under construction
Beko Abo	Abbay (Blue Nile)	2,100	Planned
Chemoga-Yeda	Abbay (Blue Nile)	278	Planned
Karadobi	Abbay (Blue Nile)	1,600	Planned
Mendaia II	Abbay (Blue Nile)	2,800	Planned
Genale-Dawa	Genale-Dawa	256	Planned
HaleleWorabese	Omo River	440	Planned
Gilgel Gibe IV	Omo-Gibe	2,000	Planned
Tekeze II	Tekeze (Atbara)	450	Planned
Sub Total		9,924	
Total Project capacity		27,697	

Table 3: Under construction, and near-planned hydropower projects in Ethiopia

Source: B. Berhanu et al., 2014.

Appendix 6: Ministry of Water, Irrigation and Electricity and Ethiopia Electric Power

Vision, Mission and Values

Ministry of Water, Irrigation, and Electricity

Vision

Ethiopia will be a model of excellence in water resources development utilization and renewable energy hub in East Africa by 2015.

Mission

Play a significant role in the socio-economic development of Ethiopia through development and management of its water and energy resources in a sustainable manner, through the provision of quality and equitable supplies in the entire country and by contributing significantly to the food security and foreign currency earning.

Values

Innovation and creativity, Fairness and equity, Quality first, Endurance and aspiration, Environment and sustainable development, Continues learning, Teamwork, and Detest corruption

Sources: <http://mowie.gov.et/>

Ethiopia Electric Power

Vision

To be a first class providing quality electric power of the country and regionally interconnected as a competitive export industry.

Mission

To provide adequate and quality electricity generation, transmission through continuous improvement of management practice responsive to the socio-economic development and environmental protection need of the public.

Values

Customer/stakeholder satisfaction, Teamwork, Continuous learning, Environmental protection and friendly, Social responsibility, Building our human resources capacity towards the most level

Sources: <http://96.30.15.137/~eepegov/en/>

Appendix 7: Interview Guide for Ministry of Water and Energy

Addis Ababa University The Graduate School of Journalism and Communication

Interview Guide

The study interview guide is prepared for the partial fulfillment of the requirements for the degree of Master of Arts with specialization on public relations and strategic communications.

Interview Questions Guide to Ministry of Water and Energy

1. What is the role of hydropower projects to bring regional integration in Africa?
2. How does Ethiopia's hydropower projects enhance regional integration in Africa?
3. How has the Ethiopia government been communicating with Eastern Africa countries in terms of its hydropower projects?
4. What is your general Perception of how Ethiopia has presented itself as a power hub in Africa?
5. What communication channels are used by Ethiopian hydropower projects?
6. In your own opinion; are the current communication channels effective?
7. What is the current Ethiopian power Generation/utilities Strategic Plan and what is its function to link Eastern African with power?
8. What communication strategies are planned to help in achieving set objectives by Ethiopia's hydropower projects?
9. What is your general Perception of what communication barriers do Ethiopia's hydropower experience?
10. What are the impacts of the hydropower projects communication barriers in relation to electricity trade in Eastern Africa?

Appendix 8: Interview Guide for Ministry of Foreign Affairs

Addis Ababa University The Graduate School of Journalism and Communication

Interview Guide

The study interview guide is prepared for the partial fulfillment of the requirements for the degree of Master of Arts with specialization on public relations and strategic communications

Interview Questions Guide to Ministry of Foreign Affairs

1. What is the role of hydropower projects to bring regional integration in Africa?
2. How does Ethiopia's hydropower projects enhance regional integration in Africa?
3. How has the Ethiopian government been communicating with the Eastern Africa countries in terms of its hydropower projects?
4. What is your general Perception of how Ethiopia has presented itself as a power hub in Africa?
5. What communication channels are used to communicate Ethiopia's hydropower projects?
6. In your own opinion; are the current communication channels effective?
7. What is your general Perception of what communication barriers do Ethiopia's hydropower experience?
8. What are the impacts of the hydropower projects communication barriers in relation to electricity trade in Eastern Africa?

Appendix 9: Interview Guide to Ethiopian Electric Power

Addis Ababa University The Graduate School of Journalism and Communication

Interview Guide

The study interview guide is prepared for the partial fulfillment of the requirements for the degree of Master of Arts specialization on public relations and strategic communications

Interview Questions Guide to Ethiopian Electric Power Generation

1. What is the current Ethiopian power Generation/utilities Strategic Plan and what is its function to link Eastern Africa with power?
2. What communication channels are used by Ethiopian hydropower projects?
3. In your own opinion; are the current communication channels effective?
4. What communication strategies are planned to achieve set objectives by Ethiopia's Hydro Power projects?
5. What is your general Perception of the relationship between Ethiopia's hydropower projects communication and rate in regional Integrations?
6. What is your general Perception of what communication barriers do Ethiopia's hydropower experience?
7. What is the impact of the Ethiopia hydropower projects communication barriers in relation to power trade in Eastern Africa?
8. What is your general Perception of how Ethiopia has presented itself as a power hub in Africa?

Appendix 10: Interview Guide for Africa Union, Eastern Africa Power pool, Economic Commission for Africa, and African Development Bank

Addis Ababa University The Graduate School of Journalism and Communication

Interview Guide

The study interview guide is prepared for the partial fulfillment of the requirements for the degree of Master of Arts with specialization on public relations and strategic communications

Interview Questions Guide to Eastern Africa Power pool


1. What is the role of hydropower projects to bring regional integration in Africa?
2. What is the current Eastern Africa Power Pool integrational strategic plan and its function to link Ethiopian power Generation with Eastern African power pool?
3. How does the Ethiopian hydropower projects enhance regional integration in the Eastern Africa region?
4. How has the Ethiopian government been communicating with the Eastern Africa Power Pool in terms of its hydropower projects?
5. What is your general Perception of how Ethiopia has presented itself as a power hub in Africa?

በመግአ እንዲያዙ በመግአ በርድ ተቀባይነት ያገኙ የኃይል ፕሮጀክቶች ዝርዝር።

ተ.ቁ	የፕሮጀክቱ ስም	አቅም ርዕሰ ጉ	የሚሰራበት ክልል ልዩ ቦታ ስርጭት	የፕሮጀክቱ ወጪ ግምት (በሚሊዮን ዶላር)	መገለጫ
1	Hydro Power Genale Dawa 6	469MW	ገናሌ	793	
2	Hydro Power Genale Dawa 5	100MW	ገናሌ	387	
3	Hydro Power Chemoga-Yeda I & II	280MW	አማራ	729	
4	Hydro Power Halele Warabessa	424MW	ኦሮሚያ	1.2	
5	Hydro Power Dabus	798MW	ኦሮሚያ	984	
6	Scaling Solar IPP Gad - Phase 1	125MW	ሶማሌ	150	
7	Scaling Solar IPP Dicheto - Phase 1	125MW	አፋር	150	
8	Mekele Solar	100MW	ትግራይ	120	
9	Humera Solar	100MW	ትግራይ	120	
10	Wenchetti Solar PV project	150 MW	ኦሮሚያ ክልል	165	
11	Weranso Solar PV Project	150 MW	አፋር ክልል	165	
12	Metema Solar PV Project	125 MW	አማራ ክልል	150	
13	Hurso Solar PV Project	125.0 MW	ድሬዳዋ	150	
14	Transmission and substation project				18 ዝርዝር ፕሮጀክት ስፋት ያሉት ሊሆን ዘዚህ ቀደም ከቻይና ስቴት ግሪድ ጋር የተጸመረው ድርድር እስካልጠናተ ድረስ በመግአ እንዲያዝ የተወሰነ።



Appendix 12: Letter Received from MoFA Human Resource Office

	<p>የውጭ ጉዳይ ሚኒስቴር MINISTRY OF FOREIGN AFFAIRS</p>	<p>ቀን: ፲፱፻፲፱ 17 ቀን 2018 ዓ/ም Date: ቁጥር: _____ Ref. no.</p>
<p>Rev. No _____</p>	<p>የሰው ሀብት ማኔጅመንት ዳ/ጊ.ኤ.ሪ Human Resource Management D/G</p>	<p>ፊርማ <i>የሰው ሀብት</i></p>

ለ: የድንበርና የድንበር ተሻጋሪ ሀብቶች ጉዳዮች ዳይሬክቶሬት ጄኔራል
 ፕብሊክ ዲፕሎማሲ ጉዳዮች ዳይሬክቶሬት ጄኔራል
 የቃል አቀባይ ጽ/ቤት

ጉዳዩ: ትብብር ስለመጠየቅ

የአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ኮሙኒኬሽን ትምህርት ቤት የሁለተኛ ዲግሪ ተማሪ የሆኑት አቶ አዲሱ ሰጃቶ "An Exploratory Study of Communication Strategies of Ethiopian Hydro Power Projects: A Focus on Eastern Africa Regional Integrations" ርዕስ ላይ የመመረቅ ጥናት እየሰሩ በመሆኑ ለጥናቱ የሚያስፈልገው መረጃ እንዲያገኙ ትብብር እንዲደረግላቸው ተቋሙ ማርች 25 ቀን 2018 ዓ.ም በተጻፈ ደብዳቤ ጠይቋል።

በመሆኑም ተጠቃሹ ለጥናት ስራቸው የሚፈልገው መረጃ ከስራ ክፍላቸው እንዲያገኙ የተለመደ ትብብር እንዲደረግላቸው እንጠይቃለን።