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AN ASSESSMENT OF CRISIS COMMUNICATION PREPAREDNESS:
THE CASE OF SELECTED MINISTRIES OF FDRE

BY DESE KEFALE

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STATEMENT OF DECLARATION

I hereby declare that this thesis entitled: An Assessment of Crisis Communication Preparedness: The Case of Ministries of FDRE is my original work and has neither been presented in any other university nor was published in English or in any other language before by any other person except where proper citation and due acknowledgement has been made.

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Signature_____

Date: July, 2021

Addis Ababa University

CERTIFICATE OF APPROVAL

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List of acronyms

CCP	Crisis Communication Plan
CEO	Chief executive officer
CMT	Crisis Management Team
COVID-19	Corona Virus Disease 19
D1	Public Relation Director 1
D2	Public Relation Director 2
D3	Public Relation Director 3
D4	Public Relation Director 4
D5	Public Relation Director 5
D6	Public Relation Director 6
D7	Public Relation Director 7
D8	Public Relation Director 8
D9	Public Relation Director 9
D10	Public Relation Director 10
FDRE	Federal Democratic Republic of Ethiopia
MA	Master of Arts
PR	Public Relations
RQ1	Research question1
RQ2	Research question 2
RQ3	Research question 3
SCCT	Situational Crisis Communication Theory
SPSS	Statistical Package for Social Science
TPLF	Tigray People Liberation Front

Abstract

Crises can occur in any organization or individual at any place and time. Since they attract media attention and public scrutiny, an organization must be prepared to react and communicate quickly and effectively to protect their reputations and survivals. However, Ethiopian organizations are striking by an unceasing wave of crisis which heavily affects their reputation and relationship with their stakeholders. Therefore, this study was intended to assess the Crisis Communication Preparedness of Ministries of FDRE. To achieve this objective, the researcher employed Explanatory Sequential Methods Design with a mixed-method research approach. The necessary data were collected through a survey questionnaire and in-depth interview. A simple random sampling technique was used to select the number of Ministries used for the study. From the total of 20 Ministries, 10 Ministries were chosen as a representative sample. A sample of 50% was considered adequate to be able to generalize about the nation's ministries. There were 125 PR experts in the selected Ministries. All of them were selected purposefully for the questionnaire. PR directors of each Ministry were chosen as key informants purposefully for the in-depth interview. The quantitative data were analysed using SPSS version 23. The qualitative data were analysed using qualitative thematic analysis methods. Accordingly, the findings of this study show that Ministries of FDRE have very poor preparation for crisis communication. Specifically, there is no system of assessing early warning signal detection mechanism before the actual occurrence of a crisis in the majority of Ministries of FDRE. Moreover, the study found the absence of a crisis communication plan, trained crisis communication management team, trained crisis time spokesperson, and Pre-draft crisis management messages including content for dark websites and templates for crisis statements in almost all Ministries of FDRE. Regarding channels of communications, the study found that all Ministries of FDRE are ready to use both traditional and new media for crisis communications. But, there is no Ministry that has created a separate website for crisis communication only. The thesis forwarded recommendations focusing on the findings for Ministries of FDRE. Finally, the researcher suggested a further study on the effectiveness of crisis communication strategies, the effectiveness of the crisis communication practices, and stakeholders' readiness for crisis communication.

Keywords: *Crises; Crisis Communication Plan; Crisis Communication; Crisis Management Plan; Crisis Management; Crisis Preparedness*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Nowadays, the communication aspect appears to revolutionize almost all features of life. This communication aspect brings immense benefits and challenges for organizations around the globe. It is also evident that the rapid growths of technology increasingly exposing and intimidating organizations in many aspects. Among such challenges hoax or a round of messages on several media are among the biggest challenge for companies that threaten their existence and smooth relationship with their stakeholders. These scenarios are coined as a crisis (Sohn & Lariscy, 2014).

Crises are not an exceptional case to happen, rather become inevitable and a recurring phenomenon in everyday lives that can happen everywhere. For instance, The Boeing 2019 crisis and the COVID-19 World Health Organization crisis are some of the recent global crises. Such a sudden and unexpected event crisis can have the potential to threaten organizations' operations by inflicting the financial and reputational aspects. Besides, a crisis can inflict physical, emotional, and financial aspects of stakeholders negatively. Subsequently, this may threaten the relationship between the organization and stakeholders (Coombs, 2014).

In this regard, Ethiopian government organizations are also facing similar challenges. Ethiopia is suffering from a political economy crisis with recurrent mass protests, riots, and ethnic conflicts over the past four years that have claimed the lives of thousands and displaced hundreds of thousands. Inter-communal violence in Burayu, Sidama, and Gondar, the killing of Amhara senior officials, and the kidnapping of dozens of university students from Dembi Dollo University by unknown kidnappers sparked massive communal riots, and distraction after the killing of a popular Oromo singer Hachalu Hundessa in Oromia and Addis Ababa, the on-going riots in Wolayta, the war between the federal government and Tigray People Liberation Front (TPLF) and the aftermath crisis, and the mass killing of innocent people in Wollega, Metekel and Ataye are the major crisis seen over the recent times which have put the survival of the Federal government in question. At the outset of these crises, the responsible organization did not manage and communicate to the crisis as crisis communication experts recommend.

Even though a crisis has the potential to ruin a reputation just in days or even destroy the institution in some cases (Yeomans, 2009), many scholars however claim that crisis is manageable through scientific ways of handling it to either combat or lessen the negative outcomes. To achieve this, as Van Riel and Fombrun (2007), noted that Crisis communication is an essential capacity, which every organization ought to master for an effective response towards issues that could threaten their license to operate. This can be done when organizations are well prepared to communicate effectively during a crisis. By creating crisis plans before the crisis occurs, the companies can make it easier for them to manage crises - or avoid them completely, and thereby, minimize the reputational damage of the company (Coombs, 2014).

The purpose of any crisis communication preparation therefore must be to overcome these barriers and establish an open channel of communication with the target internal and external audiences which make up the entire system in which the organization functions. By establishing a program of response in advance, including what should be said and by whom, members of the organization will experience less conflict over questions of accountability and release of proprietary information and they will avoid the tendency to panic under stress. Gabrowski (2010), lists a number of these barriers to effective communication in a crisis: absence of system of signal detection mechanism; lack of a communication plan; absence of crisis management team, lack of a trained spokesperson; absence of pre-draft crisis management messages and absence of pre-prepared channel of communication including content for dark websites and templates for crisis statements. Coombs (2014), clearly stated that these barriers of crisis communication can be resolved when organizations are well prepared before the actual occurrence of a crisis. Therefore, the purpose of this study is to assess the crisis communication Preparedness of Ministries of the Federal Democratic Republic of Ethiopia.

1.2. Statement of the Problem

When an organization faces a crisis, it is always a risk that the crisis escalates due to imperfect communication. By planning for crises, this risk may be strongly reduced or removed completely. Scholars like Coombs (2007), discloses that there are significant differences between crisis communications from organizations with crisis plans compared with companies without crisis plans before the crisis occurred.

Planning for crisis presents two interrelated opportunities for organizations of all kinds. First, an organization that develops strategic plans for the crisis does a better job of handling crisis events when they occur. This increased efficiency frequently has the potential to shorten the duration of a crisis, reduce the overall financial impact, and reduce the organization's reputational risk. Second, by planning for a crisis, research shows, organizations become more efficient in their overall operations. Every so often, companies and organizations make the mistake of waiting for a crisis to happen and then responding to it. No matter how much damage control a company does, it's hard to overcome embarrassing messages from media that will be permanently stamped in the minds of millions of viewers. A better approach is "crisis prevention" (Gabrowski, 2010).

In Ethiopia, crises have been worsening as the political ground shifted at the federal level. After the political reform, long-standing grievances between ethnic groups over land, borders, and rights re-emerged in an explosion of violence all over the country. Following these tragic crisis, the concerned Ministries of FDRE have not communicated the target stakeholders as much as they need. After most of the crisis, there was information void from the government. As a result, the people express their grievances which were another crisis. Moreover, the international community expresses their concern and some of them were urging to put sanctions. This situation is the result of poor crisis communication of the government. According to Coombs (2014), poor crisis communication is the result of poor crisis communication preparation. One of the indicators of poor crisis communication preparation is the inconsistency of messages (Yeomans, 2009). In this regard, it is common to hear contradictory messages from government organizations during a crisis. For instance, after the kidnapping of dozens of university students from Dembi Dollo University by unknown kidnappers the Ministry of Science and Higher Education, Press Secretary of the Prime Minister, and Ministry of Peace disseminated entirely contradictory and inconsistent messages. As a result of this erroneous crisis communication, mass demonstrations and protests occurred all over the Amhara regional state. Even in the absence of crisis, most Ethiopian public organizations face a host of barriers to communicating with both internal and external audiences which commonly resulted from a lack of crisis communication preparation. Even though these organizations stated as if they made organizational reform, the crises are worsened from time to time and lead to a break-down in the communication flow among the key stakeholders. As a part of a solution to this serious problem, the researcher planned to assess their level of Crisis Communication Preparedness.

The global trend in crisis communication research reveals that the number of researches in crisis communication has shown progress, but the number of researches in crisis communication preparedness is minimal (Coombs, 2014). Explicitly, before this study, some local researches were conducted on crisis communication. For example, Bayush (2019) and Jaylan (2020) conducted studies on the Practices and challenges of Crisis Management and Communication. Other studies conducted by Leta (2019) and Shiferaw (2020) scrutinize the Role of Public Relations in Crisis Management and communications. (Fitsum, 2018; Manale, 2018 and Dawit, 2019) also investigated on Crisis Communication Strategies on different Ethiopian organizations.

Most of these studies have focused on crisis communication strategies. The result of all the studies showed that crisis communication strategies helped companies to protect their reputational asset. All of them hassled on organizations' crisis communication strategies on all crisis stages; no study particularly on per-crisis stage has so far been conducted. Moreover, all these studies focused on the crisis communication strategy employed to protect reputation during a single crisis. None of them has assessed the level of crisis communication preparedness of each organization for the existed crisis. Yet, to what extent organizations are prepared for future crises are still gaps in the research which this study attempts to fill. Therefore, in this study an attempt has been made to assess crisis communication preparedness of selected ministries of FDRE.

1.3. Research Questions

The study intends to answer the following questions.

1. How the selected Ministries of FDRE identify and respond to early warning detecting signals?
2. What pre-crisis activities have the selected Ministries of FDRE prepared for predicted crises?
3. Which channels of communications have the selected Ministries of FDRE prepared for crisis communications?

1.4. Objective

1.4.1. General Objectives

The overall objective of this study is to assess the Crisis Communication Preparedness of Ministries of the Federal Democratic Republic of Ethiopia.

1.4.2. Specific Objectives

In line with the overall objectives, this study is specifically aimed at:

1. Investigating how Ministries of FDRE identify and respond to early detecting signals.
2. Exploring the pre-crisis activates prepared by Ministries of FDRE for the predicted crisis.
3. Identifying the channels of communications prepared by Ministries of FDRE for crisis communications.

1.5. Significance of the study

This study has attempted to contribute to filling the knowledge gap in the Crisis Communication Preparedness of selected Ministries of the Federal Democratic Republic of Ethiopia. The results of the study will serve as input for the organizations in identifying their key weakness and strength in their preparation to improve the current Crisis Communication trend. Furthermore, its practical application will also allow other Ethiopian government organizations to assess problems and weaknesses related to Crisis Communication preparation.

In addition, the study will have a significant advantage for every stakeholder to indicate the importance of Crisis Communication preparation for their organization's survival. Furthermore, the subsequent recommendations of this study can be replicated to other organizations as well. Finally, the study can be used as a stepping stone and serve as a secondary source of data for those who want to conduct further investigation in this area.

1.6. Scope of the Study

The study covered the Crisis Communication Preparedness of selected Ministries of the Federal Democratic Republic of Ethiopia. Even though there are many government organizations in Ethiopia, the population of this study will be limited to the Ministries of the Federal Democratic Republic of Ethiopia. It is supposed that all other Ethiopian government organizations are influenced and regulated by the Ministries of the Federal government. Thus, in one or in another way, the trends of crisis communication of the Ministries the Federal government can have a significant effect on the other organizations.

1.7. Limitations of the study

This study would have been more valid and reliable if the researcher incorporated other data collecting instruments like focus group discussion and document analysis. Since the data for this study were collected during the strict rule of social distancing for COVID-19, the researcher was not able to conduct focus group discussions.

The other major problems to be mentioned as a limitation of this study was the absence of documents like strategic communication plans, crisis communication plans, press releases, news stories, and other pertinent information prepared for predicted crisis. As essential documents were not in any ministry, the researcher was not able to conduct document analysis. If these documents were found in all ministries, the study would be completed by all standards. Moreover, the absence of researches conducted on crisis communication from an Ethiopian perspective also limited the effort of supporting the research with empirical studies. Nevertheless, the researcher overcomes this limitation by using kinds of literature from other countries to explore best practices.

1.8. Operational terms

- In this study words 'organization' and 'company' are used interchangeably. Similarly, the phrase 'government' means the Federal government of Ethiopia.
- In the study words 'crisis', 'risk', 'emergency', and 'hazard' are used interchangeably and would also have the same meaning.
- The word key informant refers to the individual interviewees who were interviewed for this research.

1.9. Organization of the Thesis

This thesis is organized into five chapters. The first chapter presents the background of the study a statement of the problem, objective, limitation, and delimitation of the research. The second chapter devotes to review kinds of literature to highlight conceptual, theoretical, and empirical studies that are directly related to the study. Chapter three presents the research methodology to show the research approach and method of the study. The data obtained from the study participants were presented and analysed in the fourth chapter. Finally, the fifth chapter encapsulates a summary of findings, a brief conclusion, and recommendations based on the finding of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This section discusses core concepts employed in this study, including crisis definition, crisis communication, crisis communication Management, Phases of crisis communication management, crisis preparedness, crisis communication theory, and conceptual framework.

2.1. Crisis Definition

Many scholars who have chased the discussion of crisis over the years know that a lot of definitions have textured. Holladay & Coombs (2013), for example, list and discuss approximately twenty definitions. This case happened for three main reasons. First, crisis perceptions held by stakeholders are different. Secondly, a crisis is unpredictable or something expected to happen at any time. That's why companies are advised to remember of the potential risks to seek out an answer before turning to a crisis. Third, a crisis may be a phenomenon, which disturbs stakeholder's expectations, and even the sustainability of an organization (Sohn & Lariscy, 2014). These imply that there's no single or universal definition of a crisis, but few universal or generic points may be mentioned about the concept.

The term crisis springs from a Greek word, Krinein, which means 'to decide'. Hence, the word itself shows that crisis in the past was considered as a phase of an illness that meant a decisive turn for the higher or the more severe (Swedish Emergency Management Agency, 2003).

In examining classic studies about crises, Fearn-Banks (2009), as an example, forwarded three basic features that make crisis different from other occurrences. First, a crisis is a threatening issue for the important goals. Second, a crisis only allows a brief period for decision-making before matters aggravates and transformed into an intense difficulty. Third, a crisis is a situation, which has a component of surprise in it. In this regard, there seems to be a commonality between the classic scholars and also the modern one to grasp crisis as a threatening and sudden circumstance that needs a brief reaction time to handle quickly.

Fearn-Banks (2009) stated that crisis as a significant occurrence with a potentially negative outcome affecting an organization, company, or industry, further as public, products, services, or

good name. It interrupts normal business transactions and may sometimes threaten the existence of the organization.

Among the Modern scholars, Coombs (2007), defines crisis because the perception of hit and miss event that threatens important expectancies of stakeholders and might seriously impact an organization's performance and generate negative outcomes.

Crises can negatively affect an organization's reputation by disrupting the link between the stakeholders and also the organization. Stakeholders trust a company to figure or act in a very certain way, but a crisis can disrupt the organization, and its functioning. This could cause negative feelings among the stakeholders which then affect the organization's reputation. Crises may produce other negative effects and outcomes on a company. Additionally, to financial losses, crises can damage the environment, causes physical injuries to its stakeholders or it can cause changes throughout the affected industry (Coombs, 2014).

2.2. Crisis Communication

Several intellectuals have documented about the important role communication in effective crisis management. Crisis communication is an important aspect of strategic management, which stands as a fundamental among other crisis management set of functions. Communication decisions can make a significant difference in how the public perceives the organization during and after the crisis (Sapriel, 2013). According to Sohn & Lariscy (2014), Crisis communication refers to offering information from transmitters to receivers for the aim of escalation of a crisis situation and thereby reducing the tangible and intangible consequences of an incident. Communication is in this case important to produce all involved parties as soon as possible with the right and complete information, even before or after a crisis arises (Stewart, 2012).

Broadly speaking, crisis communication is understood as a process of gathering and processing of relevant information a couple of crisis to share with relevant public (Coombs, 2010). He added, in pre-crisis, crisis communication revolves around collecting information about crisis, making decisions about a way to manage potential crises, and training people that are involved within the crisis management process.

On the other hand, Fearn-Banks define crisis communication as "the communication between the organization and its public before, during and after the negative occurrences" (Fearn-Bank, 2007,

p. 7). Like ways, Coombs acknowledges that crisis communication may be a strategy to repair a relationship with stakeholders (Coombs, 2013). Thus, both Fearn-Banks and Coombs look as if to agree that organizations should give due attention for their stakeholders or publics throughout the communication process at large.

Crisis communication could be a fundamental a part of crisis management. Crisis inclines to form a necessity for information among stakeholders or public. Thus, the responsible bodies should know the way to process the information into knowledge to share with the stakeholders. It plays a job in preserving and re-establishing an organization's reputation yet as in informing the stakeholders of a crisis, both during and after the crisis. A crisis creates the necessity for information and through crisis communication, information and knowledge are refined and shared (Coombs, 2010). Organizational crisis communication messages play a significant role in crisis situations; they supply information for those littered with the crisis and assist in reducing the damage and impact of the crisis on the organization (Coombs, 2010).

Crisis communication is often undertaken with hopes of solving the matter of the organization at hand. When a crisis happened no one is immune from it. The planet has continued to experience devastating crises of every kind. Crisis communication and also the methods applied to communicate have an influence on the organization's reputation and survival similarly as on people stricken by the crisis. Crisis communication may save an organizations image or it can worsen it. Also, inappropriate communication in time of a crisis may even put the public or employees at risk. Crisis communication before, during, and after a crisis is priceless among the stakeholders to activate solution. Communication of crisis situations may comprise several aspects. Sapriel (2013), suggests that Crisis communication consists basically of a group of concepts, principles, analysis, and dealing methods that apply specially to the very particular situation referred to as crisis.

The main goals of crisis communications are to produce information about the crisis as quickly and accurately as possible. In doing so, the crisis team should consider two basic kinds of crisis communication efforts; Crisis knowledge management and stakeholder reaction management. The previous one comprises activities of identifying sources of the knowledge, gathering information, analyzing information (knowledge creation), sharing knowledge, and decision-making. Whereas the stakeholder reaction management involves an attempt to influence the

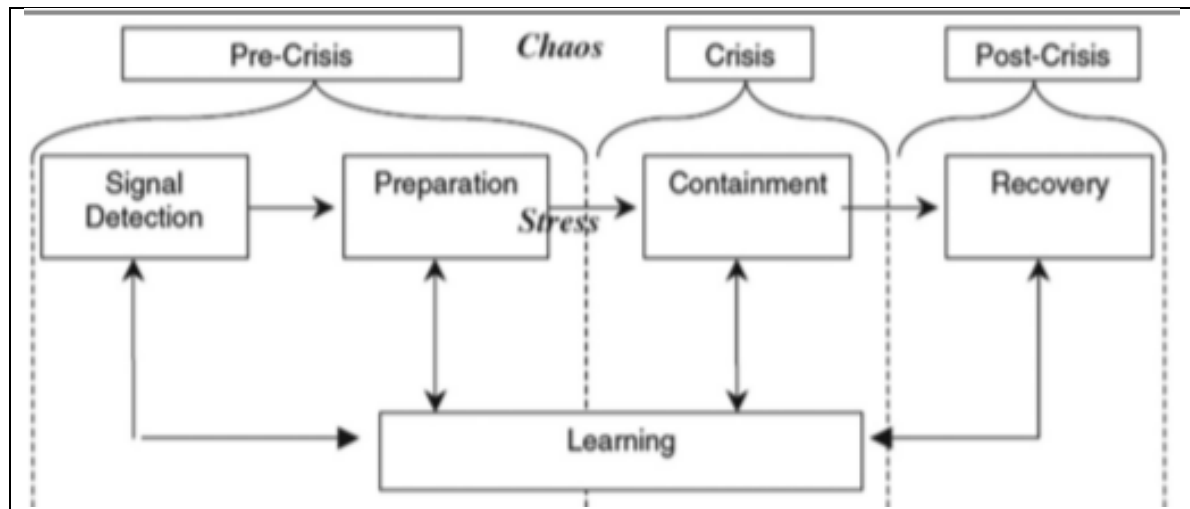
stakeholders' perception of a crisis, the organization, and also the response actions taken by the organization (Coombs, 2010). Thus, crisis communication is seen as an ongoing process ranging from the preparation for crises continuing to the overcoming of a crisis and learning from it. Crisis communications are often seen to function as a crisis management tool that has many purposes and functions within the different stages of crises.

2.3. Crisis communication Management

Crisis management is based on the measurement and evaluation of threats, so the event of strategies to management. In general, the strategies used include transferring threats elsewhere, evade the threats, or alleviate their negative impact (Akdogan and Cingoz, 2012). Crisis Management is that the culling of an organized process is plausibly cost efficacious, order to abate certain threats facing the organization or company. It's a process as well as the principle of sustainability. It's a quantifying process, and one accustomed evaluate threats and develop a technique to manage it. These strategies include moving the threats elsewhere, evading them and decreasing their negative impact, and accepting some or all of its effects. It prefigures two options one which might occur. Indubitably the cases whereby there's only one chance are the cases where there aren't any threats (Akdogan and Cingoz, 2012). Crisis management is the art of creating decisions to move off or mitigate the consequences of such a happening, their occurrences and events threaten the entelechy of goals, and will have a negative impact on continuation of the work, thus making the crisis management an authentic art undertaken ably, professionalism, and knowledge (Sohn & Lariscy, 2014).

Crisis communication management may be defined as “a set of things designed to combat crises and to reduce the particular damages inflicted” (Coombs 2007: 5). Moreover, crisis communication management “seeks to stop or lessen the negative outcomes of a crisis and thereby protect the organization, stakeholders, and/or industry from damage” (Sapriel, 2013). It's important to consider crisis communication management as a process with many parts, like preventative measures, crisis management plans, and post-crisis evaluations.

Figure 2.1: Overview of crisis management stages



Source: Holladay & Coombs (2013)

2.4. Phases of Crisis communication Management

The set of things that constitute crisis communication management are often divided into three categories: pre-crisis, crisis, and post-crisis. Pre-crisis involves efforts to forestall crises and to organize for crisis communication management. Crisis is that the response to an actual event. Post-crisis are efforts to be told from the crisis event (Coombs 2007). These three categories reflect the phases of crisis communication management and those they are useful to supply a mechanism for considering the breadth of crisis communication management.

2.4.1. Pre-Crisis phase

Even though not all crises are preventable, organizations, however, must prepare themselves for this inevitable scenario either to attenuate or lessen its damage. It's at the pre-crisis stage that organizations are must be proactive and take the entire alternative to stop a crisis. Generally, pre-crisis stage involves activities and key tasks that help to organize and harden crisis events (Coombs, 2007).

The pre-crisis period consists of all aspects of crisis communication that goes on before the particular crisis occurs. It is often divided into three stages: 1) signal detection, 2) prevention and 3) crisis preparation (Coombs, 2007).

The first stage, signal detection, is where the organization becomes conscious of a possible crisis. By collecting and analyzing information from multiple sources, the corporations are going to be

able to detect signs of potential crisis situations. A corporation is also ready to prevent some crisis situations if they're awake to early warning signs. By looking for warning signs, some crisis situations is prevented before they occur because the organization can react to the signs and thereby prevent the crisis from evolving, which is that the next stage.

When the organization has noticed the potential crisis (detected signals), they ought to attempt to prevent it from developing into a crisis situation by responding to the signals they need detected and thereby reducing the threat that the signals represent. The prevention stage consists of change and monitoring. The change should eliminate or reduce the danger that the signals represent and it should be monitored to form sure that the change was actually successful. It will, however, not always be possible for the companies to forestall the crises form occurring, and thus, the third stage of pre-crisis is additionally necessary. The third stage is crisis preparation. It's important for companies to recollect that not all crises will be avoided, and thus, it's important for them to be able to house the crisis when it takes place. Therefore, they need to plan their response just in case of a crisis situation.

Since the main focus of this study is on the pre-crisis period. All the three stages of the pre-crisis period which are signal detection, prevention and preparation are the key concern of this study. The primary two stages are important within the pre-crisis period as they need the capacity to prevent the crises from happening. While they're not a component of the crisis plan, they play a pivotal role for the event of the plan which is employed to retort correctly to the crisis and to limit the damage to the company's reputation. The preparation stage is that the stage that the crises plan is made and other pre-crisis activities are becoming prepared.

2.4.2. Crisis Response Phase

Comparing the three crisis stages, the crisis response phase is that the most heavily researched aspects of crisis communication. These bulks of researches specifically specialize in strategic advice for practitioners highlighting the way to communicate strategically during a crisis to bring positive outcomes and achieve the specified effect on stakeholders (Coombs, 2014). Coombs observed and classified broadly the researches on crisis response into two sections: the initial crisis response and reputation repair and behavioral intention. The initial crisis response guidelines concentrate on three basic points: "be quick", "be accurate" and "be consistent."

2.4.3. Post Crisis Phase

Post-crisis covers the amount after a crisis event is assumed resolved, and also the organization returns to its normal operation. At this phase, the crisis management team expected to conduct a minimum of two main activities. First, it's important to evaluate the crisis response effort to require a lesson for future. Second, organizations should continue investigating the crisis through monitoring activities. This, particularly, enables organizations to update its stakeholders with necessary information to repair reputation (Coombs, 2007).

As a basic post-crisis task, organizations should perform 'crisis management performance evaluation' to assess the standard and performance of the crisis management plan and crisis communication team. In doing this, the primary step of the evaluation should begin with data collection or generate data from the crisis records, stakeholder feedback, internet comments, and media coverage. Additionally, structured survey, interviews or focus groups with key stakeholders also help to gather pertinent data that enable to grant a meaningful assessment. As Mitroff and Anagnos (2011), suggested the evaluation process should target four major crisis variables to locate the strength and weakness of the crisis response effort.

2.5. Crisis Communication Preparedness

According to Sohn & Lariscy (2014), Preparedness is that the state of being ready for action during a crisis. Preparedness which has been defined above as a nonstop cycle of designing, managing, organizing, training, equipping, exercising, creating, monitoring, evaluating and improving activities to confirm effective coordination and therefore the enhancement of capabilities of concerned organizations to forestall, protect against, respond to, live through, create resources and mitigate the consequences of natural disaster, acts of terrorism, and other man-made disasters. The preparedness phase is achieved and maintained through a continual cycle of coming up with, organizing, training, equipping, exercising, evaluating and taking corrective action. Preparedness takes place before a crisis takes place. Preparedness will be in brief, precautionary measures within the face of potential crisis.

The concept of 'crisis communication preparedness' was often employed interchangeably with 'awareness' (Akdogan & Cingoz, 2012). There's no crisis communication preparedness, if there's no awareness of crisis. Awareness is said to crisis perception; naturally a crisis is less complicated to perceive when there's a history of experience of crisis (Shelton, 2008). Awareness

of crisis may be enhanced, or raised by several means, like research, feedback from stakeholders, experiences, education and campaigns (Carlson, 2018).

Crisis communication preparedness can be defined as a willingness to yield action to cut back crisis (Sapriel, 2013). The proposition is that, once the organization is attentive to the probability of crisis communication, preparedness and other preventive actions can then be implemented (Ismail-zadeh & Takeuchi 2007). Many researchers like Carlson (2018), see preparedness as something practical which give exact lists of things to be acquired in preparation for a given sort of crisis communication as a crisis preparedness scale. Preparedness is an element of the method of crisis communication management, and its purpose is to strengthen communities, enabling them to recede vulnerable and more resilient. Improving preparedness entails the loss of fewer lives, and fewer injuries and material damage (Levental 2012). This concerns the cultivation of a culture of crisis communication preparedness (Sapriel, 2013, Davis & Izadkhah 2008).

In general, crisis communication preparedness consists of preventive action taken by a company before, and through the first stages of a crisis communication, to scale back crisis. Such actions include two major steps in crisis communications. The primary step is detecting and responding early warning Signal and the second is crisis communication preparation. In Crisis Communication Preparation, there are five best practices within which organizations should prepare for the upcoming crisis rely on early warning signals (Coombs, 2014). These are preparing Crisis Communication Plan, establishing Crisis Management Team, Assigning and training Spokesperson, formulating pre-draft messages, and preparing Channels of Communication. Since main of the target of this study is to research organizations' preparation for crisis communication, we'll have a discussion on these best practices in details.

2.5.1. Detecting and responding early warning Signal

In today's world, the corporate ability to adopt the changes will determine its success and sustainability or maybe survival. As today the worldwide environment has been changing significantly and also the firms confront numerous new difficulties' day by day. There are many competitive pressures and risks which prevent the companies from achieving their goals (Akdogan and Cingoz, 2012). Environmental scanning mutually of the imperative parts of the crisis communication preparedness process has gotten significance to research new open doors

and to differentiate dangers for selecting a crucial strategic decision (Akdogan and Cingoz, 2012).

Detecting signals or as Coombs choose to say Crisis-sensing mechanism is critically a crucial system of monitoring crisis-warning signals (Coombs, 2007). As Mitroff and Anagnos noted, before it happens, crisis channelize “a repeated trail of early warning signals”. Thus, identifying such signals and taking action effectively would enable organizations to stop issues before turning into a disaster. To spot signals of impending crisis, organizations must always scan their internal and external environment to locate warning signals and to safeguard themselves from these “ticking time bombs” (Mitroff & Anagnos, 2011, p. 18).

Most crises have early signals that denote potential quandaries; sensing potential quandaries is that the start toward evading or resolving them or minimizing their impact (Carlson, 2018). Early warning signs can originate from a range of sources. Some of the sources are technical data, research, or, feedback loops innate in operating systems. Other warning signs could emanate from individual stakeholders, who exhibit indications of growing concern or distress with organizational processes, policies, or decisions (Sohn & Lariscy, 2014). Signal detection will only be efficacious to the extent to which information is given uptake by someone empowered to require action (Mitroff& Anagnos, 2011).

Scholars proposed that signal detection mechanism would follow three basic procedures. First, crisis managers in some ways should scan sources like complaints and feedback from stakeholders. Second, collecting relevant information from selected sources (In this case, the crisis team shall decide the way to generate information from the sources). And third, the team must evaluate the data to grasp the strength of the signals and to assess how likely the signals could turn out to be a crisis (Coombs, 2007). During signal detection, the work for crisis communication team is to be a strategic positioner who identifies internal and external hazards which will threaten an organization’s sustainability. After identifying all risk factors, the crisis communication team can then conduct a risk assessment and help senior leaders ask: How realistic is that the potential crisis?; what's the impact of the crisis on the organization and employees?; Can any action stop or reduce it?; What resources are available within the organization?; What would be the impact if no action was taken to avoid the crisis? Information assembled during this phase guides the subsequent planning phase.

2.5.2. Crisis Preparation Best Practices

2.5.2.1. Crisis Communication Plan

Formulating a crisis response and communication plan is a very important opening in preparing for the subsequent crisis. One of the main activities of any organization at the pre-crisis phase is to prepare proactive Crisis Communication Plan. It differs from a disaster or business continuity plan. A crisis communication plan considers the messages that may be communicated to those laid low with the crisis including employees and families in addition as stakeholders and members of the media. It's a well-organized document which is a reference with pre- assigning tasks, pre-collecting some information and serving as a tool when crisis happens. Crises are events that need a fast response with no time to waste to come to a decision that will do what, and what procedures should follow for action. Therefore, at the pre-crisis phase organizations should have a Crisis Communication plan (Coombs, 2007).

A crisis communication plan may be a vital part of crisis preparedness and response. An organization's success relies on, in part, upon its reputation. Having a solid crisis communication plan, which has been integrated with the crisis management or operations plan, well-tested and understood and practiced by company employees, can't only save a company's reputation, but sometimes, and may also save lives. Evidently, many PR practitioners criticizing adopting a concept for crisis by saying that crisis could never happen the way it's planned. However, Fearn-Banks disagrees and disproof such notions by bringing an empirical evidence for the necessity of crisis communication plan. Numerous professionals who had plans and used them through crisis say that having an inspiration for any crisis helps the organization address other crisis (Fearn-Banks, 2009).

To develop Crisis Communication Plan, organizations should concentrate to any or all sorts of crisis including a crisis type that is even unlikely to happen or with no chance to occur. Because a crisis, which is decided to be unlikely to happen, cannot guarantee that it will not happen tomorrow. Nevertheless, the plan may rank crisis types in accordance with their potential to ruin the organization (Fearn-Bank, 2007).

According to Coombs (2007), a crisis communication plan involves variety of elements, but should be kept as simple as possible. During times of crisis, people need a document that's easily understandable. It's advisable to stay the plan clean and straightforward, addressing only the

critical issues and placing any supporting information in standalone appendices. The plan should outline and explain how the organization will communicate about the crisis and handle the crisis. The plan should include Purpose of the plan (Explain why the plan is needed), Activation criteria (Identify who can activate the plan and under what circumstances), Procedures (Outline the steps that require to be taken in reference to internal and external communication including who is chargeable for what and what tools like e-mail, voicemail, intranet, news release, Twitter, etc.) are going to be wont to perform the plan. The plan should be edited in a very certain time gap and incorporated the date the document was last edited or in an index that lets plan holders know what section was updated and when.

2.5.2.2. Crisis Management Team

The crisis management team may be a group of responsible actors assigned for the tasks of handling a crisis. As Coombs (2007), noted it's simply relevancy tasks and responsibilities for the crisis management team, but not a step- by step guideline for the crisis team. Olaniran, Williams, Coombs (2012), identifies the common members of the crisis team as publicity, legal, security, operations, finance, and human resources. However, the composition may vary based on the nature of the crisis. For example, information technology may be need if the crisis involved the computerized system. Time is saved because the team has already selected who will do the fundamental tasks required in an exceedingly crisis.

The crisis communication team is accountable for collecting information, creating and disseminating key messages, and dealing with the media. The team also inspects response to the crisis situation. The members of the crisis communication team and their roles should be identified and described within the crisis communication plan. Who will act as spokesperson and can there be quite one? Who will field media calls? Who will handle internal communication? Who will serve as backups in each role? Include contact information.

Akdogan and Cingoz (2012), notes that crisis communication plans and crisis communication teams are of little value if they are never tested. Management doesn't know if or how well an untested crisis management plan works or if the crisis team can perform to expectations. Sapriel (2013), emphasize that training is required in order that team members can practice making decisions during a crisis situation. As stated earlier, a Crisis Management Plan serves only as a

simple guide. Each crisis is exclusive demanding that crisis teams make decisions. Coombs (2007), summarizes the research and shows how practice improves a crisis team's higher cognitive process and related task performance.

2.5.2.3. Pre-Draft Key Messages

Considering all possible crises the organization could face and develop key messages to be employed in response. Also, consider what possible questions the organization may well be asked by the media and draft responses to those. The organization might want to develop a vulnerability or grid assessment to assist the organization to determine how likely different types of crises are to occur at the organization or within the community. If the messages might not be used verbatim, they will function as a start line and help the organization quickly pull statements together when needed. The messages should; Identify the reason for the crisis, Provide a short description of what happened, Provide a timetable for future plans, Communicate compassion for any victims of the crisis, and supply suggestions for defense if appropriate (i.e. remembering to scrub the hands during a flu outbreak)

Regardless of the kind of crisis communication, "much of preparedness may be achieved by a universal and comparatively small set of actions needed to atone for basic service interruptions" (Ary, Graham, & Park, 2016). Message framing may affect intentions to organize for the crisis. Messages must outline the steps that individuals can help to reduce their susceptibility to crisis (Ary, Graham, & Park, 2016). The content of media messages after the crisis communication has to be positive, as shown by an experiment measuring adolescents' reactions while watching the news (Olaniran, Williams & Coombs, 2012). If the crisis involves patients the organization must avoid disclosing any private information. Within the event of any injury or death, the organization cannot reveal names or specific details until next-of-kin has been notified. Run the messages by the acceptable managers still because the organization's legal team to figure out any issues sooner than time.

Generally, crisis managers can prepare pre-draft messages which will be used during a crisis. Olaniran, Williams & Coombs (2012), strongly recommend the employment of templates. The templates leave blank spots where key information is inserted once it's known. PR personnel can help to draft these messages. The legal department can then pre-approve the employment of the

messages. Time is saved during a crisis as specific information is just inserted and messages sent and/or made available on web-site.

2.5.2.4. Assigning Spokesperson

One of the fundamental notions that the crisis communication plan should include, is details about who would be the spokesperson during crisis time. Identifying primary spokesperson actually helps the organization in crisis to avoid the likelihood of presenting conflicting and contradictory statements. Scholars like Fern-Banks and Coombs agree that the Public Relations professionals are the most effective to be entitled as a primary spokesperson (Fearn-Banks, 2009).

During times of crisis effective communication skills are very important. Media training helps spokespeople learn the way to interact with the media and also the public in an exceedingly stressful situation. Identify and supply ongoing training to those people within the organization who could also be answerable for speaking with the media in the event of a crisis. Additionally, to public relations/affairs staff, this list may include the organization's president/CEO and other senior managers answerable for patient care, finance and operations.

Think carefully about whom should be the organization's spokesperson. A decent spokesperson is someone who can make an efficient reference to the audience. Remember, in certain crisis situations people's lives is also impacted and therewith, they have to listen to from someone who can relate to them in a very genuine and authentic manner. At the identical time, the best spokesperson is someone who can speak clearly, deliver the facts, stay on top of things and be point.

Once the organization have determined the possible spokespeople, find an organization that provides workshops or training to assist these employees learn the simplest ways for effectively communicating with members of the media. One of the major components of crisis team training is training the spokesperson. Organizational members must be prepared to speak to the news media during a crisis. Coombs (2013), devote considerable attention to media relations during a crisis.

During a crisis, it is also worthwhile to talk in "one voice" to deliver a standardized message. Fearn- Banks (2007), stated that Speaking with one voice is more crucial in a very crisis than

during normal operations. In fact, having only one person as a spokesperson is preferable to avoid inconsistencies and avoid confusions. But, speaking in one voice doesn't mean necessarily to assign just one spokesperson. In some cases, it's also logical to possess multiple spokespersons. As an example, when the first spokesperson isn't available, the choice spokesperson can actively serve a voice for the organization. Besides, during a crisis when the media want to induce information from other sources, the choice spokesperson can serve as an optional to be the source of data. Therefore, with strong and effective coalition multiple spokespersons may also serve for effective thanks to respond crisis. However, giving priority to teach spokespersons methodically to own knowledge and skills at presenting messages to the target stakeholders is critically important (Coombs, 2007).

Receiving media training helps spokespersons to grasp what they must and will not do on the efforts of delivering a message to media. For example, a well-trained spokesperson avoids saying “no comment” for media. Because when the public hears “no comment”, they automatically blame the organization or make guilty for hiding something from the public. In keeping with Shelton (2008), one among the worst things that an organization is quoted as saying is “No Comment.”

2.5.2.5. Preparing Channels of Communication

According to Dowling (2013), channel of communication is just the way a message is carried. In a very crisis, messages are delivered in many ways. Message delivery may well be low-tech, like handwritten flyers or messages painted on buildings during floods. Message delivery might also be high-tech, like two-way Internet channels used with social media. Therefore, selecting the suitable channels and methods communication for the identified crisis is very important for reaching the target audiences. This can be especially important accident crisis communication, where participants can quickly feel especially important accident crisis communication, where participants can quickly feel especially important accident crisis communication, where participants can quickly feel excluded if they are doing not believe they're getting adequate information in an exceedingly timely manner. More and more, audiences are fragmented, turning to specialized and localized outlets for news and knowledge.

Table 2.1: Crisis Communication Channel Preparation Best Practices

1. Be prepared to utilize traditional mass-medias for reaching the general public.
2. Be prepared to use the Social Media as one of the channels for reaching employees and any other stakeholders than may have access to the Intranet.
3. Be prepared to use a unique web site or part of the current web site to address employees and key stakeholders during a crisis.

Source (Coombs, 2007, p.8)

Like Combs (2007), other scholars like Sohn & Lariscy (2014), recommended organizations to use the three common channels of communications that rely on the character of their audience, crisis, and organization. These channels of communications are Traditional Media, New Media, and Unique web sites.

2.5.2.5.1. Traditional Medias

According to many researches, traditional Media are still the most sources of data for the public. Scholars like Dowling (2013), advised organizations to use traditional Media during the crisis as many folks consider them credible. Different Traditional Media have different strengths and weaknesses. For instance, Newspapers are better for reporting comprehensive surveys and profound news. Television delivers information very quickly and might present the visual elements of the story. Some channels are more interactive and even personal, like telephone or call-in talk radio. Television, radio, telephones, and also the Internet may have a wider reach but require working infrastructure, which can be damaged during emergencies like in a very hurricane, flood, or tornado (Coombs, 2014).

During a crisis, the organization will not have time to travel looking for phone numbers. Gather contact information for regime offices, public health departments, evacuation centers, police and fire departments, nongovernmental organization centers, suppliers, and the other organizations the organization might have to speak with during a crisis. For the media list, including contact information for local, national, and trade press yet as trade and influential industry bloggers.

2.5.2.5.2. New Media

New media, commonly called Social media, has become a tool for collecting information and communicating with the key public. “Public relations within the digital age require understanding how the key constituents are gathering and sharing information. Dowling (2013),

suggest that integrating social media with public relations practice has actually enhanced its practice.

Social networking has changed how we reply to a crisis. Sometimes, social media is itself may be source of the crisis. Prefer it or not, a growing number of individuals look to those outlets in times of crisis or to listen to what others are saying, or in some cases, not saying. Within the plan, the organization must consider how the organization will use social media to retort to crises. As a part of the crisis communication plan, someone within the department should be monitoring social media sites to seek out what people are saying about the organization, employees, and services. The organization already could also be using social media channels like Twitter, Facebook, and also the organization's Tube to speak with customers. If so, the organization is one step prior to the curve because the organizations has an inbuilt audience and have established goodwill. If not, these are outlets the organization might want to think about implementing now as the way to assist monitor conversations and develop relationships with customers and also the media.

As technology continues to integrate itself into business, the effectiveness of using social media to deliver information during crises, raise awareness of situations and involve the public increases (Dowling, 2013). Utilizing social media during crisis communication response periods may be a strategic practice for promotional material professionals. Raising awareness and concern during and before crises occur is critical, therefore using social media as a channel of communication should be used as an appropriate tactic of disseminating a message.

New media allows for valuable information to be transmitted quickly and to an oversized amount of individuals. The fast nature of social media and therefore the incontrovertible fact that anyone can access it makes it a vital communication tool, especially during times when an organization is faced with an unforeseen problem. Since the character of crises involves immediate action and social media allows for quick messages to be released, the second should effectively go hand-in-hand.

Urgent messages that are sent intent on an oversized audience and involve whomever are available to assist, are all aspects of social media that companies should utilize during crises. "Social media has been radically changing the landscape of corporate communication over the past few years and there are three things that make social media a strong force: immediacy,

ubiquity, and viability” (Holladay & Coombs, 2013). Once an incident has already begun, the goal is to cut back costs of disaster, and avoid further crises which will arise. Although risk and crisis communication strategies are planned and applied, some can't be avoided during haphazard event. Turning to social media to alert the public, gather volunteers, and monitor Twitter and Facebook to detect other events are just a few of the ways social media enhances crisis communication. While having an open communication line with audiences before a crisis occurs is crucial for pre-warnings, alerts and preparation methods, communicating during a crisis is important to stay individuals informed. If organization fails to quickly respond, it will create more risks. So remaining silent once a crisis occurs isn't an option. If social media is managed and monitored effectively, it may be used as a preventative tool. Monitoring the time and placement of an internet discussion can sway be beneficial in identifying crises and preventing them from turning into a greater problem.

2.5.2.5.1. Unique Web Site

An organization may create a separate web site for the crisis or designate a bit of its current computing device for the crisis. Gabrowski (2010), research finds that having crisis websites may be a best practice for using an online during a crisis. The positioning should be designed before the crisis. This needs the crisis team to anticipate the kinds of crises a company will face and also the sorts of information needed for the net site. For instance, any organization that produces goods is probably going to own a product harm crisis that may require a recall. After all not placing information on the online site is often strategic. A company might not want to publicize the crisis by placing information about it on an online site. This assumes the crisis is minimal which stakeholders are unlikely to listen to it from another source. In today's traditional and online media environment, that's a misguided if not dangerous assumption. Sohn & Lariscy(2014), emphasize that an web-site is another means for a company to present its side of the story, and not using it creates a risk of losing how the crisis story is told.

Coombs (2007), notes that the communication value of an Intranet site is increased when employed in conjunction with mass notification systems designed to achieve employees and other key stakeholders. With a mass notification system, contact information (phone numbers, e-mail, etc.) is programmed in before a crisis. Contacts are often any group that will be stricken by the crisis including employees, customers, and community members living near a facility. Crisis

managers can send short messages into the system then convey the mass notification system who should receive which messages and which channel or channels to use for the conveyance. The mass notification system provides a mechanism for people to retort messages moreover.

Generally, to integrate information technology into crisis preparation and prevention efforts, experts' advice organizations to either create a separate website or designate a bit on their main website. This could have a bonus for the crisis management team to anticipate the crisis type that the organization might face and to organize prior to for response. Automatically, the corporate may be ready to communicate with its stakeholders through its website for a fast recall and canopy medical insurance for victims (Coombs, 2007). Although the incorporation of the web into crisis response appears to be a recent phenomenon it becomes useful for crisis management in two ways: First, it enables organizations to conduct environmental scanning during the pre-crisis phase. Particularly within the western world, organizations use their webpage as a tool for issue management to urge an unlimited amount of data and to detect issues before they become a crisis. Second, computer-based communications also assist organizations to speak decisions with stakeholders (internal and external) and receive feedback from their public (Dowling, 2013).

2.6. Theories of Crisis Communication

According to Sohn & Lariscy (2014), there is a minimum of four applicable theories of crisis communication that widely employed by communication researchers and practitioners in the understanding of an organization's risk and crisis for the past 20 years. These theories are Corporate Apologia, Image Repair Theory, Situational Crisis Theory and Organizational Renewal, where are focused on the assorted ability of organization point of view in learning from the crisis, communicating ethically, considering both the threat and also the opportunities linked with the crisis, moreover as creating a prospective vision.

2.7. Situational Crisis Communication Theory (SCCT)

A theoretical framework could be a set of interconnected ideas and ideas supported by tested theories. Researchers use theoretical frameworks to point out the link between concepts and assumptions. Coomb's (2007, 2010, 2012, 2013, 2014; Coombs & Holladay, 2012) Situational Crisis communications Theory (SCCT) is that the most cited crisis communication theory that has a theoretical framework for studying the role of effective crisis communication preparedness. It is also the foremost researched crisis communication framework developed to guide

organizations in communicating effectively with crisis stakeholders. The SCCT identifies how various aspects of the crisis situation, including crisis communication, affect how stakeholders view the crisis and also the organization's reputation. Crisis management theory and industry best practice hold that an organization's ability to effectively manage a crisis situation depends to a big extent on its ability to speak appropriately with stakeholders (Sohn & Lariscy, 2014). By planning, developing and implementing strategic crisis communication with stakeholders, organization managers could also be able to mitigate the negative outcomes of a crisis, so protecting the organization, its stakeholders and therefore the organization from further harm (Coombs, 2013, 2014).

SCCT is a theory that explains categorization variety of crisis through the variations of attributions which will arise during a selected crisis. An audience could vary in their opinion that a corporation is in command of a selected crisis (Coombs & Holladay, 2013). Moreover, Sohn & Lariscy (2014) stated that SCCT emphasizes on lowering crisis attributions of responsibility for the crisis and focuses on determining communication-based upon the kind of crisis and also the organization's reputational assets. The Crisis Situation in SCCT Model During the crisis occurs, the primary step that promotion team or crisis managers can act is to see the fundamental of crisis type through categorizing its type to assess the reputational threat of a crisis by understanding how the media and other stakeholders are defining the crisis (Coombs, 2013). Through the SCCT model each form of crisis generates specific and predictable levels of crisis responsibility and different attributions of organizational responsibility for respond the crisis (Coombs, 2012). Thus, by identifying the crisis type, the entire public relations teams and crisis manager can anticipate what quantity responsibility stakeholders will attribute to the organization at the initial crisis responsibility level (Coombs, 20013).

An organization's ability to effectively manage a crisis situation depends to a big extent on its ability to speak appropriately with stakeholders (Sohn & Lariscy, 2014). Having an understanding of how stakeholders view various strategies employed during the crisis helps public relation director come up with appropriate crisis communication strategies so as for stakeholders to support the actions taken by the organization during the crisis. SCCT may help the organization to analyze which crisis communication strategy is best suited to possess the simplest results, before the crisis happens. The SCCT theory aims to match specific crisis

situations to an appropriate communication approach by analyzing an organization's stability/crisis history, its locus/personal control over matters, and its prior reputation. The speculation focuses on an analysis of the crisis communication strategies by corporate communication managers to best indurate the threats that include the crisis. Applying SCCT for crisis communication management convinces the stakeholders to think highly of the organization during attribution. This chance to influence stakeholders' opinion is just available if crisis communication planning is completed proactively before the crisis strikes.

2.8. Conceptual Framework

A conceptual framework is an illustration of how the various variables addressed are linked with the study. It looks at two viewpoints that can be applied by any given organization. In this regard, the two viewpoints are whether an organization can do nothing with regard to crisis preparedness or undertake proactive crisis communication preparedness. When the inevitable crisis happens, events tend to compress differently based on the level of the organization's preparation.

An organization that ignores the importance of early crisis communication preparedness finds itself in the vortex of crisis which is a perfect recipe for many mistakes of Ethiopia organizations. This concept goes with an old adage "If you fail to plan you plan to fail". Planning by itself is not enough; it should be updated. This idea is shortly expressed by a maxim "update or outdate". Absence of proactive crisis communication preparation leads to loss of support from key stakeholders as the organization management comes off looking incompetent. The last hay of an organization that ignores crisis communication preparation is organizational cessation because of its bad handling of the crisis.

On the reverse, a well prepared organization for crisis can handle any kinds of crisis strategically and systematically. The organization is then able to maintain propitious relationships with all its stakeholders in a post-crisis environment, as well as finding itself in better reputational standing than before the crisis. During a crisis key decisions that impact the future of an organization are made because it is not the crisis that counts, but the way the crisis is managed. In other word the decisions made, the actions taken, and the way problems are prioritized and controlled, will have a pivotal effect on the profitability and sustainability of the organization. This embroils investing time, resources, and manpower. In all cases of a crisis, the organization must show compassion

and sympathy to the stakeholders and victims of the crisis. To this end, everybody understands that the organization is doing everything in its maximum power to lighten the suffering and discomfort of the victims.

In many organizations, Crisis communication preparedness is not seen as a very significant activity when things are going well in the organization. However, it is so difficult to plan when crisis strikes because at this time, everybody is rushing to protect his/her own interests. It is very important for an organization to engage in an on-going analysis of the environment, where it comes up with solutions and contingencies for potential crisis situations (Dowling, 2013). Crisis communication management should involve crisis communication that goes further than protecting the organization's reputation. Proper contingency measures put in place ahead of time can restrain a crisis or make it easier to hold. Crisis communication is not only just about safeguarding the image of the organization. It is also about minimizing fear and reducing risk; thus, negating conspiracy theory (Dowling, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the research approach, research design, sample size and sampling techniques, the instrument of data collection, data analysis procedures, the validity and reliability of the research as well as ethical considerations.

3.2. Research Approach

The research approach is the arrangement of conditions for the gathering and analysis of data in an exceeding manner that aims to mix relevance to the research purpose with economy within the procedure (Kothari, 2004). The aim of employing a research approach is to explain the nature of a situation, because it exists at the time of the study, and to explore the causes of a selected phenomenon.

In the line with the above description, this study employed a mixed research approach due to different rationalizations. Firstly, employing a single approach might not guarantee the researcher to seek out valid data which is free from the researcher's biases. Secondly, a mixture of qualitative and quantitative studies helps the researcher to provide both numerical and non-numerical data from survey questionnaires and interviews. Moreover, mixed-methods research approaches were accustomed systematically combine quantitative and qualitative research tools, methods, approaches, and ideas for richer and broader understanding and purposefully minimize the constraints of mono-method research method for quality data findings (Creswell, 2014).

More specifically, the quantitative research approach was accustomed to get numerical data about specific aspects of phenomena within which structured and explanations are formulated in terms of the connection of the variables (Flick, 2014). On the opposite hand, the qualitative approach is a composite of philosophy, concepts, data-gathering procedures, and statistical methods that gives the researcher the chance to systematically examine human subjectivity and exploring how people define, describe, and symbolically add up of their experiences about the research subject (Gabrowski, 2010).

3.3. Research Design

To assess the crisis communication preparedness of selected Ministries of FDRE, Explanatory Sequential Mixed Methods Design was used as an appropriate design. The explanatory sequential mixed methods approach is a design in mixed research approach that appeals to strong quantitative data followed by qualitative data. Mixed research approach involves a two-phase within which the researcher collects quantitative data within the first phase, analyses the results, and then uses the results to plan, the second, qualitative phase (Creswell, 2014).

The quantitative results typically inform the kinds of participants to be purposefully selected for the qualitative phase and therefore the varieties of questions that may be asked of the participants. The overall aim of this design is to own the qualitative data help explain in additional detail the initial quantitative results. A typical procedure might involve collecting survey data within the first phase, analyzing the data, so following up with qualitative interviews to assist explain the survey responses (Flick, 2014; Creswell, 2014). Moreover, the quantitative and qualitative methods allowed the researcher to collect data from survey questionnaires and in-depth interviews about the crisis communication preparedness of Ministries of FDRE. According to the time dimension, the cross-sectional design was used. The data were collected from September 14/2020 up to November 17/2020 from 10 Ministries of FDRE.

3.4. Source of Data

In this study, both primary and secondary data were used.

3.4.1. Primary source

Primary sources are unprocessed raw data collected from different sources. The study employed various primary data that were obtained with qualitative tools through questionnaires and in-depth interviews. In doing so, the researcher used sound recording and note-taking methods to gather sufficient amount of data which was very important for further interpretations and analysis of the data.

3.4.2. Secondary source

Secondary data refers to data that is already available being processed or semi-processed. These sources of data were obtained from different ministries of FDRE. They refer to the data which have already been collected and analyzed by some other person. These include data obtained from published and unpublished documents, Crisis communication plans, articles, journals,

books, reports, and magazines, previous research work, the policy of the public relations directorate, and other documents which were archived and collected by the communication department of each ministry of FDRE.

3.5. Target Population and Sample Size

The total populations for this study were all Ministries of the FDRE. In other words, all Ministries of FDRE were considered as a target population to which the finding of this study is generalized. Currently, there are 20 Ministries in the Federal Democratic Republic of Ethiopia. From the total population of 20 Ministries, 10 Ministries were chosen as a sample population. A sample of 50% was considered adequate to be able to generalize about the nation's ministries. It is important to manage the sample size in line with the design of the study (Creswell, 2014). Thus, the sampling technique is discussed as follows.

3.6. Sampling Methods

The both probability and non-probability sampling methods were used in this study.

3.6.1. Probability Sampling Technique

Probability sampling is “Random sampling or chance sampling” with the assumption that it gives an equal chance of being selected for each number in a given population. In Probability sampling representatives and the respondents have an equal chance of being selected (Flick, 2014). The most common types of probability sampling techniques are simply random, systematic random, stratified random, satisfied random, cluster random, and multi-stage random sampling, Deribsa, (2018:205). From these types of probability sampling techniques, the student researcher used the Simple random sampling technique for the selection of Ministries. Simple random sampling allows for the objectivity of sample selection (Flick, 2014). Thus, from the total population of the study 10 Ministries of FDRE were selected as a sample population using Simple random sampling; specifically the lottery method.

3.6.2. Non-Probability Sampling Technique

According to, Deribsa, (2018:201) “Non- probability sampling is known as non-random sampling”. And it is a technique in which there is no way to estimate the chance with which every element is included in the sample. The most common types of non-probability sampling

techniques are accidental sampling, availability sampling, purposive sampling, and quota sampling. Therefore, in non-probability sampling, parts are selected at the decision of the researcher.

In this regard, the researcher used the purposive sampling technique for both questionnaires and interview data collection tool from non-probability sampling techniques. Purposive sampling, in general, is employed when the researcher needs to focus on very important respondents, whom the researcher select strategically so that their in-depth information would yield optimal insight into the issue which in turn would help to better understand and come up with highly detailed description (Berger, 2015). Accordingly, since their number is manageable, the researcher purposively selected all experts of Public Relations Directors in each Ministry as respondents for quantitative data. Therefore, a total of 125 public relations practitioners in the selected Ministries were chosen as the subject for the questionnaire.

Table 3.1 List of Ministries of FDRE selected for the study

No	Name of The Ministry	Number of participants
1	Ministry of Culture and Tourism	13
2	Ministry of Peace	14
3	Attorney General	8
4	Ministry of Innovation and Technology	11
5	Ministry of Transport	15
6	Ministry of Education	11
7	Ministry of Water, Irrigation and Energy	12
8	Ministry of Science and Higher Education	5
9	Ministry of Foreign Affairs	8
10	Ministry of Revenues	28
	Total	125

Source: survey 2020

For the qualitative data, it is the participant's relevance to the research topic rather than their representativeness that determines how the people to be studied are selected (Creswell, 2014). In the explanatory sequential mixed method design, the qualitative sample should be individuals

that are in the initial quantitative sample. Because the design intends to follow up the quantitative results and explore the results in more depth. The idea of explaining the mechanism, how the variables interact, in more depth through the qualitative follow-up is a key strength of this design (Creswell, 2014). Accordingly, the participants of the qualitative part of this study were selected from the participants in the quantitative study to explain the findings from the quantitative study. Therefore, the respondents for the in-depth interview were all Public Relations directors of each Ministry who were participated in the quantitative part of the study.

Like for the questionnaire, the researcher used purposive sampling in selecting the respondent for the in-depth interview. Here the sampling was based entirely on the Judgment of the Researcher. This means the sample populations of the interview were taken depending on the detailed knowledge and unique qualities the interviewees have about the subject matter under the study. Thus, 10 public relations directors of the selected ministries were the participant of the in-depth interview. These interviewees were strategically important in giving detailed information concerning their Ministry's crisis communication preparedness.

3.7. Data Collection Instruments

3.7.1. Questionnaire

Questionnaire is one of the popular data gathering tools in which the researcher can generate data from large populations in the form of printed and structured manners (Kumar, 2005). In this study, a questionnaire was prepared to measure the crisis communication preparedness of Ministries of the Federal Democratic Republic of Ethiopia. The researcher used a survey questionnaire as it is said to be an objective quantitative approach to the study of the organizational readiness to crisis communication.

To this end, a questionnaire with 20 items was prepared to gather relevant data. The questionnaire was adapted from a previous study entitled 'Level of Preparedness for Managing Crisis Communication on Land-Grant Campuses' (Whiting et al., 2004). The researchers of the study surveyed communication administrators at land grant universities about the level of preparedness for handling crises at their institutions using a 17 item mailed questionnaire.

This questionnaire was adapted based on the research objectives for the study. To adapt the questionnaire, the researcher used best practices of pre-crisis communication of previous

researches conducted by well-known crisis communication scholars like Coombes and Fearn-Banks. The item was formed by the Likert scale, interval options, and yes or no types of questions. The questionnaire was four pages long and was administered in hard copy. The research objectives were addressed through both closed-ended and open-ended questions. Closed-ended questions can be used when all the possible and the number of possible responses are limited (Ary et. al., 2010). The closed-ended questions have Likert-type items and multiple response checklist questions formats. According to Ary et al. (2010), Questionnaires should be organized in a manner that is enticing to subjects. Questions should also be grouped in terms of related content. Following these guidelines, the researcher organized the questions in three broad categories depending on specific objectives of the study: the first category included questions focused on the system of assessing early warning signal detection mechanism; the next category included questions about crisis communication preparation of ministries of FDRE, and the questionnaire was concluded with channels of communications prepared for crisis followed by open-ended questions. Open-ended questions are used when “there are a great number of possible answers or when the researcher cannot predict all the possible answers” (Ary et al., 2010).

3.7.2. In-depth Interview

The second instrument of data gathering tool that used by the researcher was an in-depth interview. An in-depth interview helps the researcher to generate qualitative data by employing face-to-face reactions with the proposed participants. In-depth interviews were used to explore specific issues in the area of crisis communication from the practitioners’ point of view. The advantage of this method is its ability to obtain subjective information from participants and provide information regarding their feelings, values, attitudes, and beliefs (Stewart, 2002).

Most of the time interviews are used in conducting qualitative research, in which the researcher is interested in gathering “facts”, or attaining insights into or understanding of opinions, attitudes, experiences, processes, behaviours, or predictions (Rowley, 2012). To gain more detailed insight into the crisis communication preparedness of Ministries of the Federal Democratic Republic of Ethiopia the researcher chose interviews as the most adequate method that could grant new information and generate new insight into this matter next to the questionnaire. All of the interviewees have communication as a part of their job description and

duties in one of the Ministries of the Federal Democratic Republic of Ethiopia and are part of the upper management. Being part of upper management interviewees are exposed to the most important issues relevant for the Ministry they work for and as such we're able to provide the first-hand information.

The researcher developed semi-structured types of the interview to encourage the interviewee to elaborate on the issues rose in an explanatory manner and to follow up interesting development and to let the interviewee elaborate on certain issues. Kumar (2005) suggested that semi-structured interviews are suitable for 'what types of research questions to generate a more reliable outcome representing the interviewee's real views. While interviewing, an audio recorder will be used for the suitability and validity of data interpretation. At last, interview schedules were arranged based on the participants' convenience of the time and places in which the researcher interview at different times.

3.8. Procedures of Data Gathering

To gather reliable and valid data using the above-mentioned tools, the researcher engaged with different data gathering procedures. As Kumar (2005), suggested the quantitative survey questionnaire and qualitative interview were first prepared based on the available literature review by considering the research objectives and research questions. After developing quantitative and qualitative tools, it was given to the scholars and research practitioners who have experience in research for feedback. Then, the researcher conducted a pilot test on three federal organizations for better development. After the data gathering instruments were tested, the researcher requested the acquiescence of each Ministry and participants. After getting their consent, the researcher made them brief about the objective of the study and confidentiality. Finally, the questionnaire was administered to the participants from September 14/2020 up to November 17/2020 on 10 Ministries of FDRE.

After the collection of the questionnaire, an in-depth interview was conducted at each Ministry turn by turn. In this process, the researcher arranged a schedule with the interviewee after collecting their questionnaire. Consequently, the face-to-face interview was taken place as the researcher gave them the courage to interviewee to give them relevant and valid data about the

subject of the study. In the end, the quantitative and qualitative data were analysed as stated in the subsequent part.

3.9. Data Analysis Procedure

According to Creswell (2014), data analysis and interpretation involve preparing the data for analysis, moving deeper and deeper into understanding the data, representing the data, and making interpretation of the larger meaning of the data. The aim of analysing the data is to document the evidence fairly, to produce convincing logical conclusions and recommendations. In this regard, the researcher analysed the quantitative and the qualitative data separately.

Firstly, the data collected from the closes ended questionnaire were analysed quantitatively using SPSS Version 23. The results were presented in tables, graphs, and charts with corresponding frequencies and percentages. In doing this, the pieces of evidence gained from the respondents were presented quantitatively.

Secondly, Qualitative data gained from an in-depth interview and open-ended questionnaire were thematically categorized and interpreted. In this regard, the qualitative data were organized under a similar continuum in a way suitable for data analysis of different themes. In doing so, qualitative data analysis techniques such as transcription, coding, categorizing, and narration were employed. Transcription of recordings and typing was started as soon as possible after the data collection event. Then, data collected from the interview was converted into the computer and the audio recorded data were transcribed by playing each respondent's record as soon as they were archived. After organizing data in the above manners, the analysis and interpretation were carried out separately. The quantitative data were presented, analysed, and interpreted in the first phase and then the qualitative data follows it in the second phase.

3.10. Research Validity and Reliability

3.10.1. Validity

Validity is can be defined as the accuracy of an instrument in measuring the projected construct within a research (Braun, Clarke, Hayfield, & Terry, 2019). Validity is the degree to which the tool measures what it purports to measure (Ary et. al., 2010). For the purpose of this study, face validity and content validity were emphasized in relation to the data collection instruments.

Face validity on one hand, measures the degree of an instrument at superficial level in the aspects of appropriateness and suitability in relation to the purpose of a study (Braun, Clarke, Hayfield, & Terry, 2019). This validity controls whether an instrument has a “face value” that engages the needs of a research. In this regard, to confirm face validity of the instruments, a great effort was made. The face validity of the instruments of this study was checked based on peer review. The questionnaire was presented to the professionals (instructors) to check face validity and modified as per their comments.

Content validity on the other hand, focuses on the capability of data collection items to gather, reveal and depict the variables that are measured (Braun, Clarke, Hayfield, & Terry, 2019). This type of validity addresses the magnitude of each item in an instrument in gauging the context and construct of a research. Meanwhile, to assess the validity of the questionnaire a pilot test was conducted on three Ethiopian federal organizations. These organizations are the Ethiopian Media Authority, Federal Auditor General, and Federal Civil Service Commission. Since these organizations were found in one compound the researcher conducted the pilot study within 15 days. For the pilot test, 14 public relations experts were asked to complete the survey. These experts were able to provide insights to strengthen the instrument’s content validity and face validity. Their remarks and comments were noted. Based on the pilot test, the researcher made some reasonable revisions to some of the questionnaires to minimize barriers. As a result, several items were rearranged or rewritten for increased clarity.

3.10.2. Reliability

Reliability is the stability and consistency of results from an instrument (Braun, Clarke, Hayfield, & Terry, 2019). This means that instruments that are reliable can be used many times in different time period and create explicit and consistent result. From different measures of testing reliability, internal consistency was used in this study. On the aspect of internal consistency, a tool is reliable when the items are consistent in measuring the same concept and yields similar results (Taber, 2018). Meanwhile, reliability statistics is related to Cronbach’s Alpha, which is a measure of consistency within a scale in an instrument (Taber, 2018).

Thus, for the test's internal consistency, Cronbach's Alpha formula was applied to the data from the pilot study mentioned overhead. The value of the Alpha coefficient was .91, which is statistically considered standard. At the very beginning, the original Whiting et al. questionnaire

upon which the one for this study was adapted undertook a similar field test to assess reliability. A panel of communications professionals from the Ohio State Section of Communications and Technology reviewed that questionnaire, and based on that pilot test, several items were rephrased. Its alpha coefficient result was .88 which is acceptable.

3.11. Ethical Consideration

According to (Berger, 2015), research participants should not be subjected to harm in any ways and respect for the dignity of research participants should be prioritized. Moreover, research must be regulated by ethical norms and values (Creswell, 2014). Therefore, this research gives due attention to ethical issues while collecting data, analysing and interpreting as well as during the reporting phases.

In this regard, the researcher got a letter of cooperation which was written by the school of journalism of Addis Ababa University to 10 Ministries of FDRE. Accordingly, the researcher gave the letter to each of Ministry and discussed it with the concerned bodies. Then the researcher convinced them by explaining the purpose of the study as it would be used only for academic purposes and assures confidentiality. Specifically, the researcher communicated to the interview participants based on their willingness and explained to them how the research would not let them put at risk. Accordingly, to keep the anonymity and confidentiality of the research respondents, the researcher refrained from using their names during the interpretation and reporting phase of the study.

During the in-depth interview, all the key informants gave their willingness for audio records as the researcher assured their confidentiality. To ensure their privacy, the key informants' names were replaced with codes. These codes were a combination of letters 'D' and numbers. This means, interviewee one= Key informant D1, Interviewee two= Key informant D2 Interviewee three= Key informant D3, Interviewee Four= Key informant D4, Interviewee Five= Key informant D5, Interviewee Six= Key informant D6, Interviewee Seven= Key informant D7 Interviewee Eight= Key informant D8, Interviewee Nine= Key informant D9, and Interviewee Ten= Key informant D10. The letter 'D' stands for the word 'Director' since all the Key informants were Public relation Director of each Ministry and the numbers simply represent the interviewee.

CHAPTER FOUR

DATA PRESENTATION, DISCUSSIONS AND ANALYSIS

The study attempts to assess crisis communication preparedness of selected Ministries of FDRE. This chapter discusses the presentation, discussion and analysis of data collected from questionnaire, and in-depth interview with the interpretation of the data. The collected data were organized and grouped thematically under similar gamut. Then, the data were summarized, interpreted and analyzed quantitatively and qualitatively as presented below. Thus, important issues pointed out from review literature are also included as part of the theoretical framework in the discussion and analysis of the research findings.

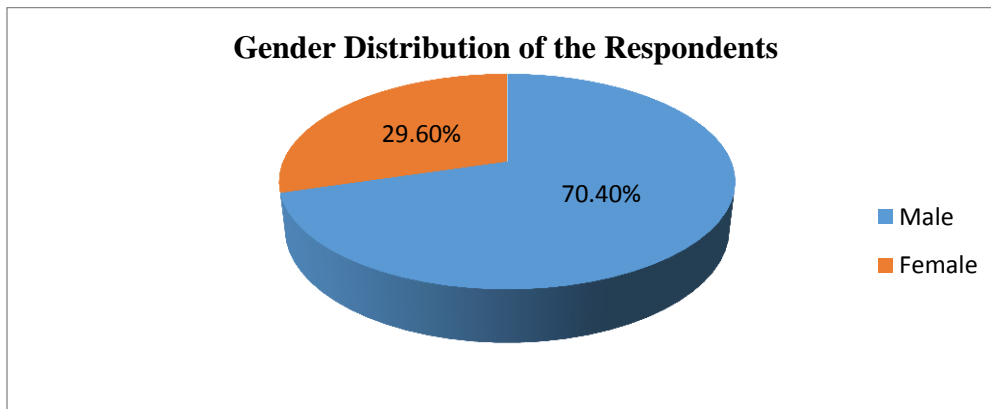
PART I: QUANTITATIVE DATA

4.1. Background Information of the Respondents

A total of 125 questionnaires were administered to all Public Relation Experts of 10 Ministries of FDRE. This section provides with the attributes of the respondent based on the data, respondents' sex, age ranges, and educational level, work position, and years of work experience.

4.1.1. Gender

Figure 4.1: Gender Distribution

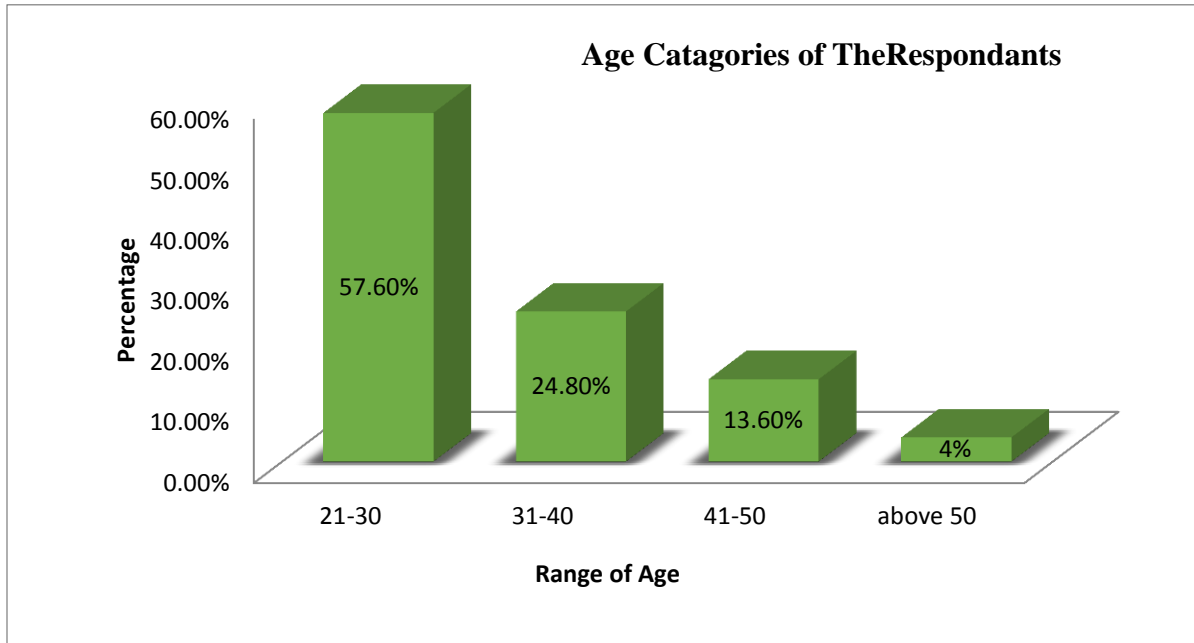


Source: Survey, 2020

According to respondents' about gender, 88(70.4%) of the respondents were males and 37 (29.6%) of the respondents were females. This indicates that majority of Public Relation Experts at different Ministries in Ethiopia are males.

4.1.2. Age of Respondents

Figure 4.2: Age Categories of Respondents in Percentage



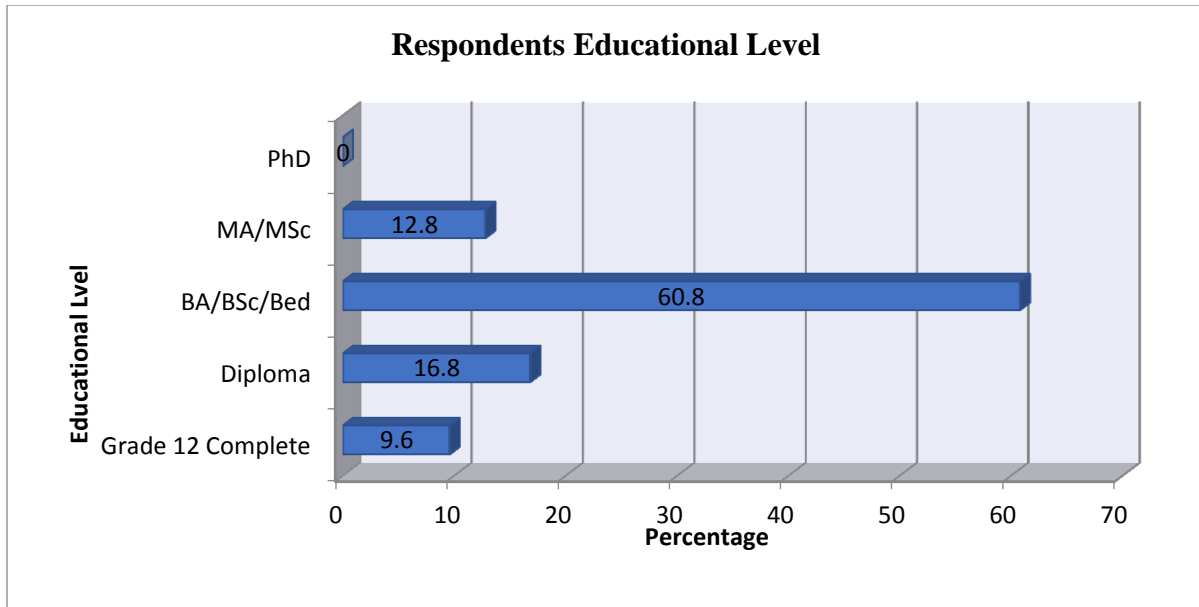
Source: Survey, 2020

Regarding to age from the total of 125 respondents, 72 (57.6%) respondents were under the age interval 21-30 year, 31 (24.8%) respondents were age 31-40 year, 17 (13.6%) respondents were the age of 41-50 year, and 5 (4%) respondents were above the age of 51 years. From this date it can be concluded that the age interval of most of Public Relation Experts' of Ministries of FDRE is between 21-30 years.

4.1.3. Educational Level

An item was prepared administered to know Educational level of the Respondents.

Figure 4.3: Educational level of the Respondents

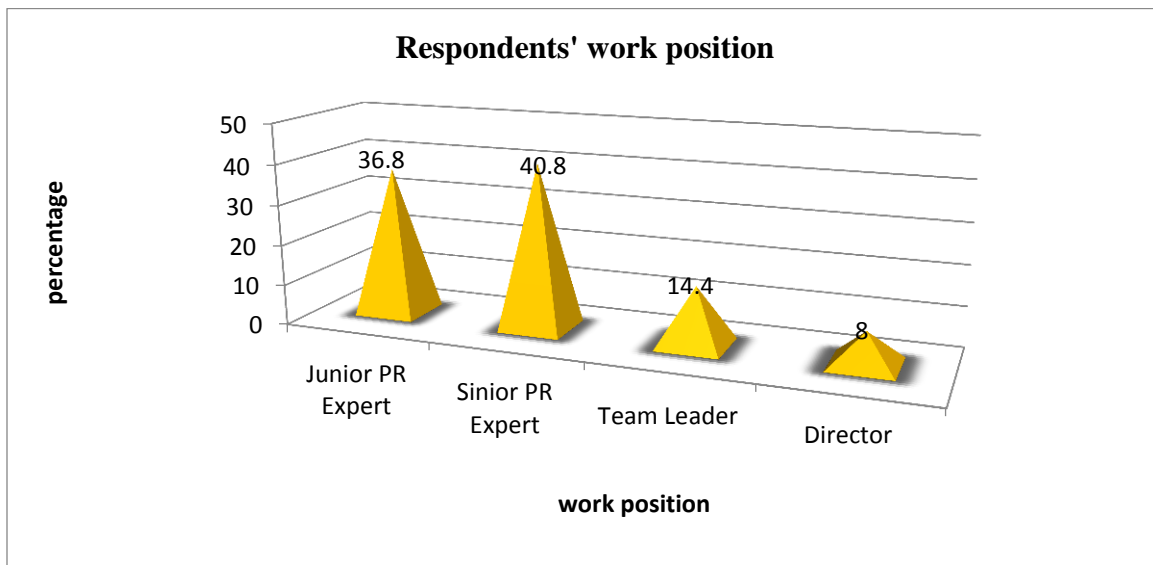


Source: Survey, 2020

As shown in figure 4.3, 12 (9.6%) respondents responded they had completed grade 12, 21 (16.8%) were diploma holders, 76 (9.6%) were B.A degree holders, and 16 (9.6%) of them were M.A degree holders. There was no any PhD holder in any Ministry of FDRE. This indicates the majorities of employees were B.A degree holders and next to this most of them were Diploma holders.

4.1.4. Respondents' work Position

Figure 4.4: Respondents' work Position

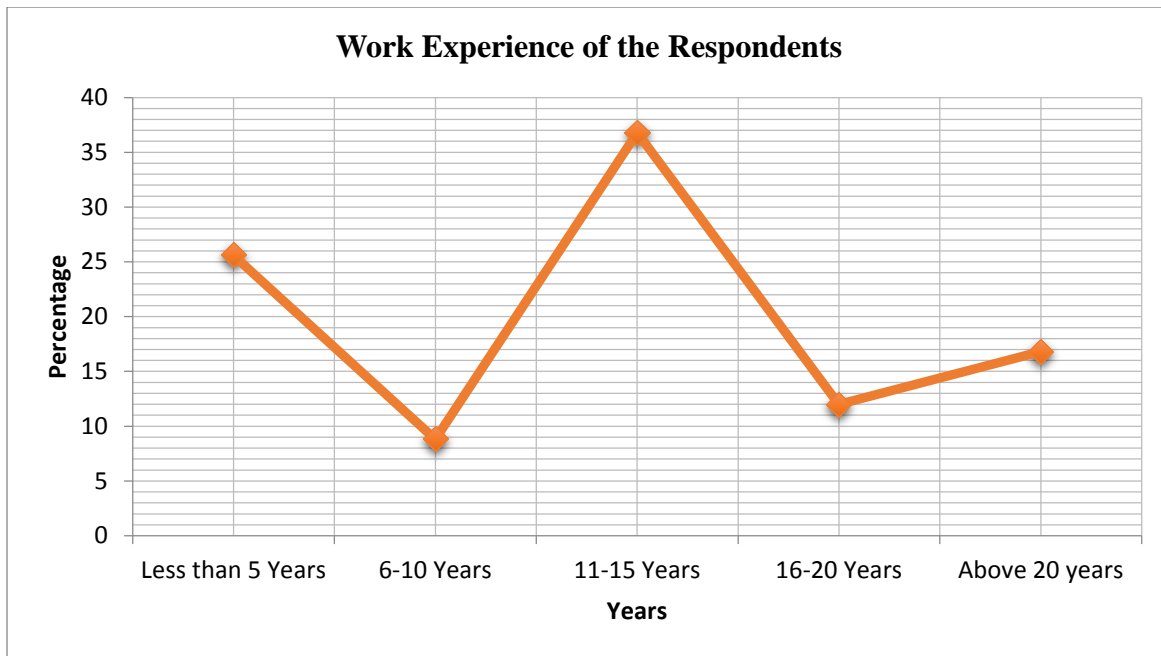


Source: survey, 2020

The respondents were asked about their work position as PR Expert in their Ministry. Out of a total 125 respondents 46 (36.8%) of the respondents were Junior PR Experts, 51(40.8%) of the respondents were Senior PR Experts, whereas 18 (14.4%) of the respondents were Team Leaders, and 10(8%) of them were directors of public relations directorate of their Ministry. The data revealed that majority of PR Experts at Ministries of Ethiopia are senior expert.

4.1.5. Work Experience of the Respondents

Figure 4.5: Work Experience Categories of the Respondents



Source: Survey, 2020

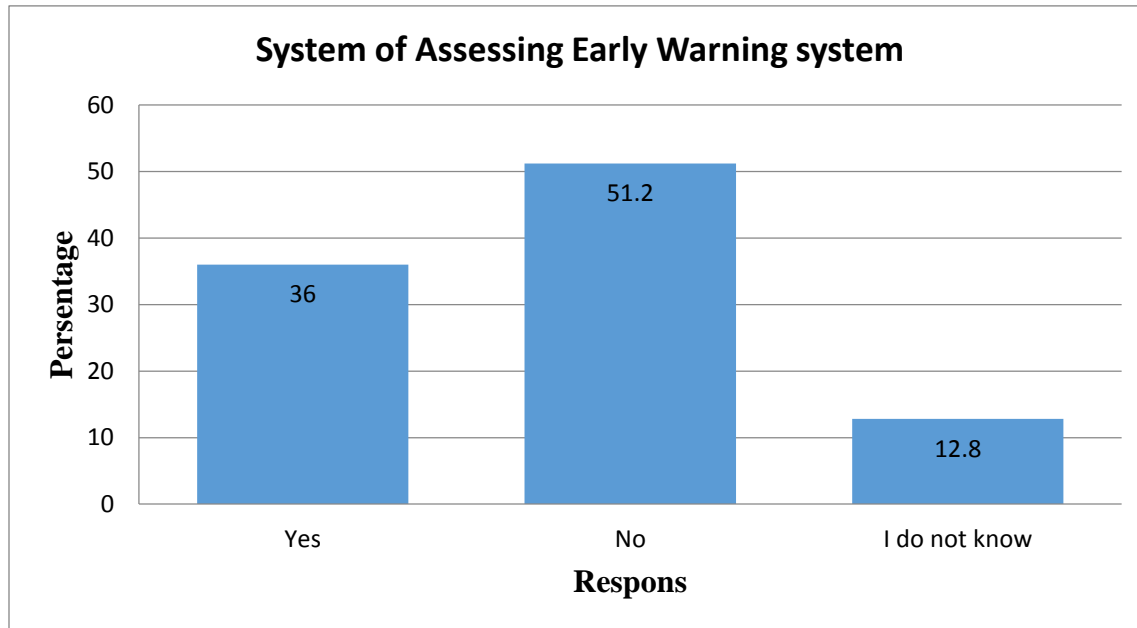
As presented in figure 4.5, from the total 125 respondents 32 (25.6%) respondents had less than five years work experience, 11 (8.8%) respondents were the work experience between the intervals of 6-10 years, 46 (36.8%) respondents were 11-15 years' work experience, 15 (12%) respondents were 16-20 years' work experience, and the remaining 21 (16.8%) respondents were above 21 years work experience. This indicates there are well experienced human powers in the Ministries of FDRE where about 70% have more than five years of services.

4.2. Early detecting signals

The first objective this study is to investigate how Ministries of FDRE identify and respond to early detecting signals. For this objective respondents were asked the following four questions and their responses are presented as follows.

4.2.1. A system of assessing early warning signal detection

Figure 4.6: A system of assessing early warning signal detection



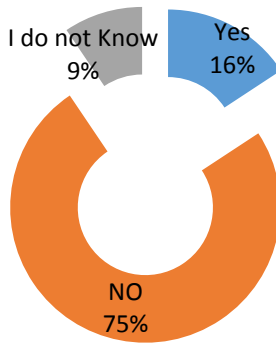
Source: Survey, 2020

An item was designed to get information whether Ethiopian Ministries have a system of assessing early warning signal detection before the actual occurrence of a crisis. From the total 125 respondents 45 (36%) of respondents responded that their Ministry has a system of assessing early warning signal detection before the actual occurrence of a crisis. On the other hand 64 (51.2%) of respondents responded that their Ministry has no system of assessing early warning signal detection while 16 (12.8%) of respondents answered that they don't know whether their Ministry has a system of assessing early warning signal detection before the actual occurrence of a crisis. The majority respondents' responses disclose that Ministries of FDRE have not a system of assessing early warning signal detection before the actual occurrence of a crisis.

4.2.2. Conducting Drills /exercises/ to Prepare for a Possible crisis

Figure 4.7: Conducting Drills /exercises/ to prepare for a possible crisis

Conducting Drills to prepare possible crisis



Source: Own Survey, 2020

As it can be seen above, a total of 125 respondents were asked whether their Ministry has conducted drills /exercises/ to prepare for a possible crisis. From the respondents 20 (16 %) responded that their Ministry has conducted drills /exercises/ to prepare for a possible crisis, while 95 (76%) of respondents responded that their Ministry has not conducted drills /exercises/ to prepare for a possible crisis, and 10 (8%) of respondents answered they don't know whether their Ministry has conducted drills /exercises/ to prepare for a possible crisis.

In short, 105(84%) of the respondents did not conduct drills /exercises/ to prepare for a possible crisis in their Ministry, or they don't know whether they have conducted drills /exercises/ to prepare for a possible crisis. This indicates that Ministries of FDRE do not conduct drills /exercises/ to prepare for a possible crisis.

4.2.3. Crisis History

Table 4.1 registering crisis History

Question	Options	Responses in	
		Number	Percentage
Has your Ministry listed Previous crisis happened in your Ministry?	Yes	42	36.6
	No	73	58.4
	I don't Know	10	8
	Total	125	100

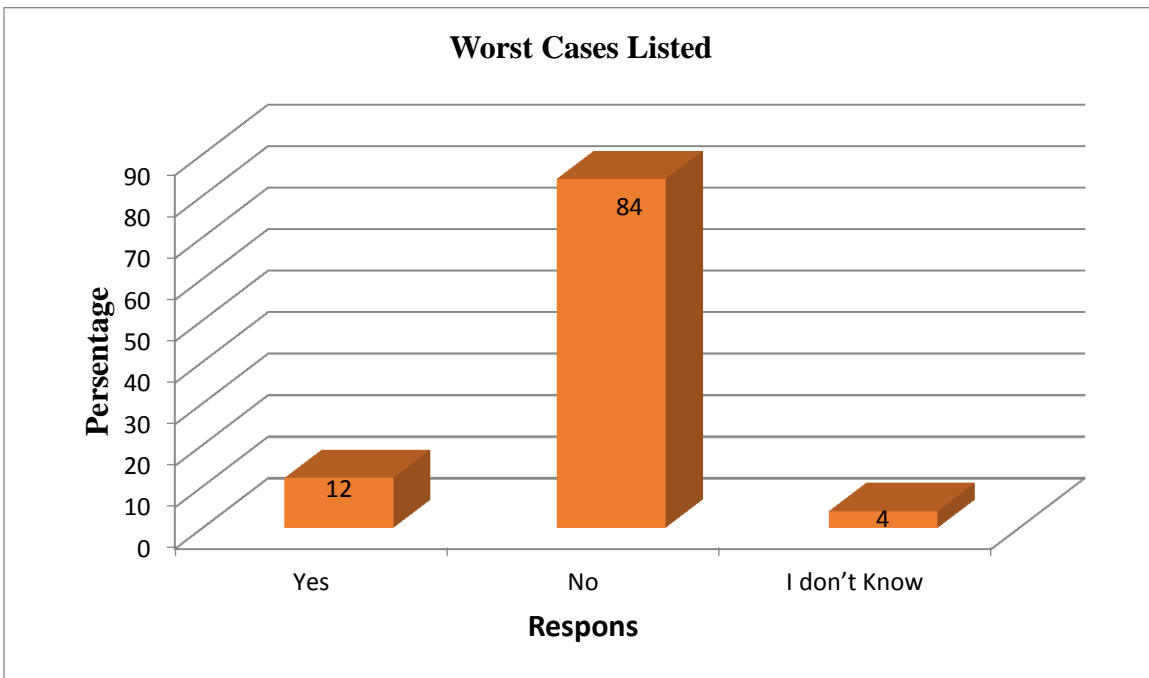
Source: Own Survey, 2020

As it can be seen in table 1, from a total of 125 respondents 42 (36.6%) of respondents responded that their Ministry has listed Previous crisis happened in their Ministry, 73 (58.4%) of respondents responded that their Ministry has not listed Previous crisis happened in their Ministry, and 10 (8%) responded that they do not know whether their ministry has listed Previous crisis happened in their Ministry.

From the above data one can surmise that majority of Ministries in Ethiopia have not listed Previous crisis happened in their Ministry.

4.2.4. Worst Case List

Figure 4.8 Worst case list



Source: Own Survey, 2020

As figure 4.8 shows, a total of 125 Respondents were asked if their Ministry has clearly identified a 'worst case list' which can be developed to crisis. For this item, 15 (12%) of respondents responded that their Ministry has identified a 'worst case list' which can be developed to crisis, 105 (84%) of respondents responded that their Ministry has not clearly identified a 'worst case list' which can be developed to crisis, and 5 (4%) responded that they do not know whether their ministry has clearly identified a 'worst case list' which can be developed to crisis.

Depend on the above data, it can be concluded that Ministries in Ethiopia have not clearly identified their worst cases which can be developed to crisis.

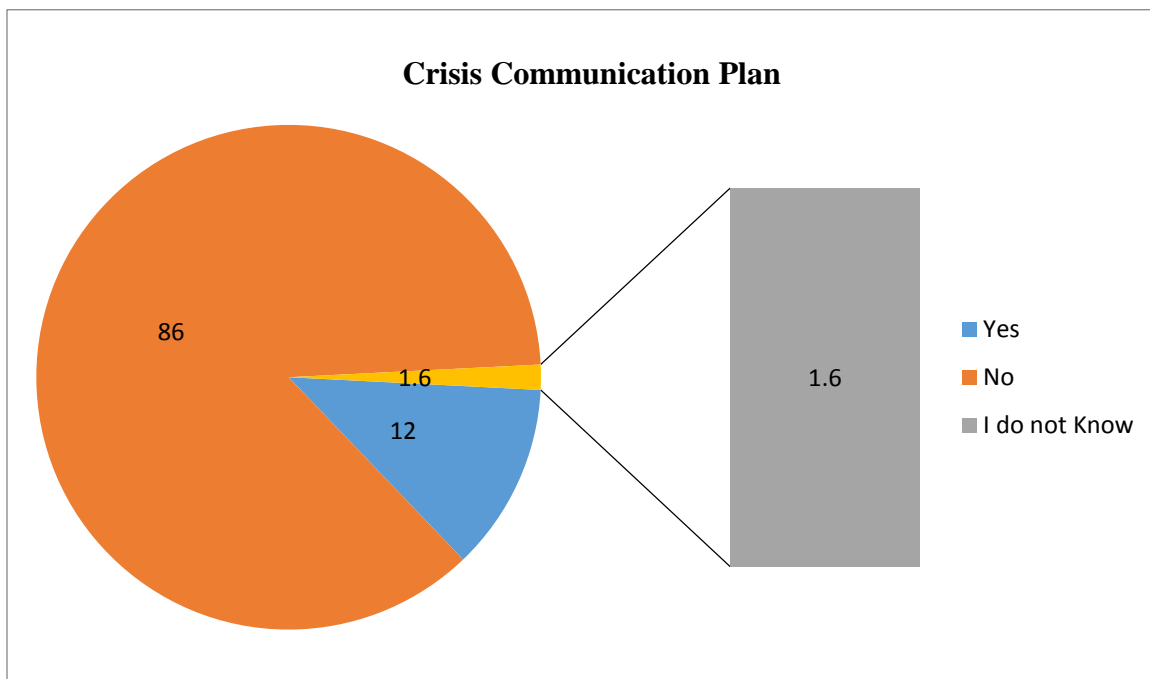
4.3. Crisis preparation

The second specific objective this study is to assess the pre-crisis activates prepared by Ministries of FDRE for predicted crisis.

4.3.1. Crisis Communication plan

Respondents were asked if their Ministry has a crisis Communication plan in place.

Figure 4.9 Crisis Communication Plan



Source: Own Survey, 202

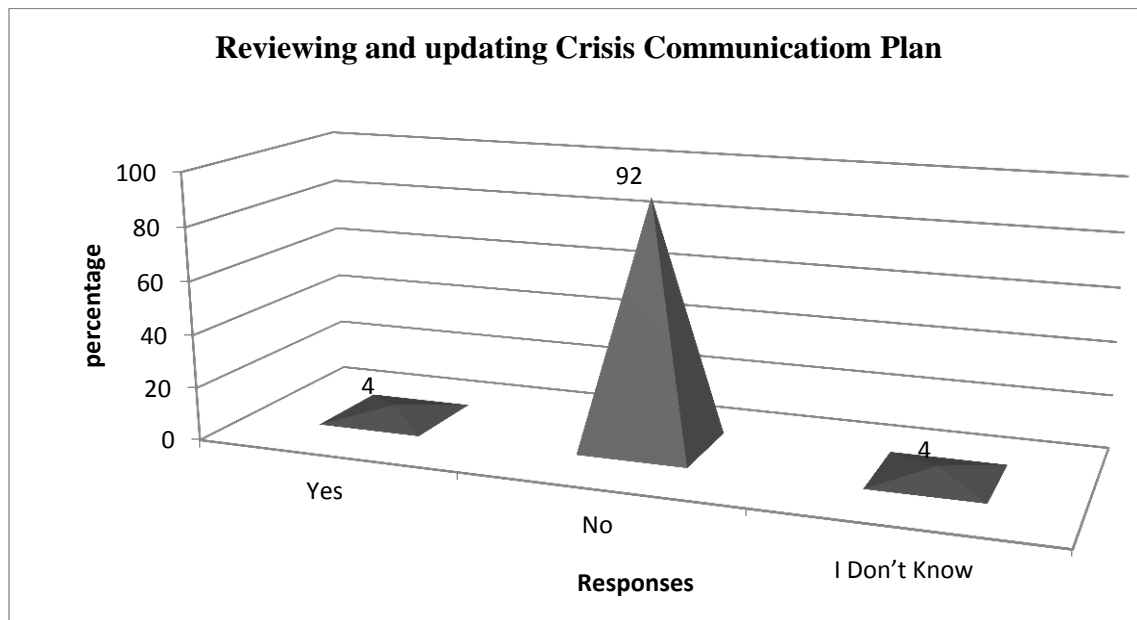
According to figure 4.9, from a total of 125 respondents 15 (12%) of respondents responded that their Ministry has crisis Communication plan in place, 108 (86.4%) of respondents responded that their Ministry has not crisis Communication plan in place, and 2 (1.6%) responded that they do not know whether their ministry has crisis communication plan in place.

This result clearly indicates that most of the Ministries in Ethiopia have not crisis communication plan in place.

4.3.2. Reviewing and up- dating the Crisis Communications Plan

A total of 15 respondents who responded their Ministry has crisis Communication plan in place were asked whether their Ministry has periodically reviewed and up-dated the crisis Communications plan.

Figure 4.10□ Reviewing and up- dating the Crisis Communications Plan



Source: Own Survey, 2020

As presented in the above figure, from a total of 125 respondents 1 (6.7%) of respondents responded that their Ministry has periodically reviewed and up-dated the crisis Communications plan, 13 (86.6%) of respondents responded that their Ministry has not periodically reviewed and up-dated the crisis communications plan, and 1 (6.7%) responded that they do not know if their ministry has periodically reviewed and up-dated the crisis Communications plan.

Therefore, the data unveil that FDRE Ministries who have crisis communication plan in place have not periodically reviewed and up-dated their crisis Communications plan.

4.3.3. Crisis Communication Management Team

Respondents were asked if their Ministry has a crisis Communication Management Team. This item was prepared to know if FDRE Ministries have created permanent crisis communication Management team before the actual crisis happened.

Table 4.2: Crisis Communication Management Team

Question	Options	Responses in	
		Number	Percentage
Does your Ministry have crisis Communication Management Team?	Yes	40	32
	No	62	49.6
	I don't Know	23	18.4
	Total	125	100

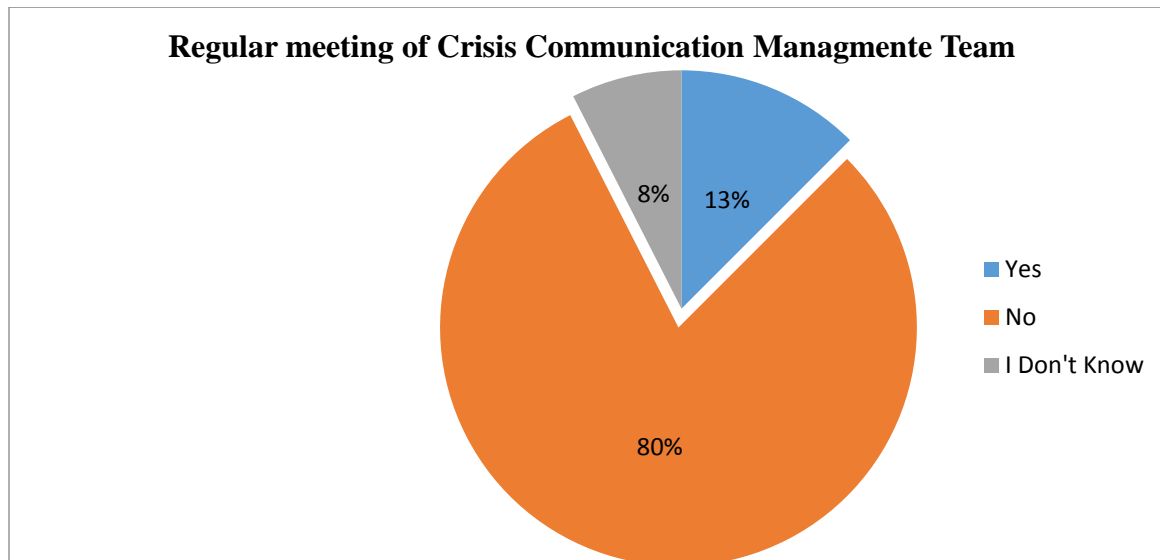
Source: Own Survey, 2020

Depend on the acquired data, 23 (18.4%) of respondents responded that their Ministry has crisis Communication Management Team, 62(49.6%) of respondents responded that their Ministry has not crisis Communication Management Team, and 40 (32%) responded that they do not know whether their ministry has crisis communication Management Team.

The obtained data exposes that most of Ministries of EFDR have not created permanent crisis communication Management team before the actual crisis happened.

4.3.4. Regular meeting of crisis communication management Team

Figure 4.11: Regular meeting of Crisis Communication Management Team



Source: Own Survey, 2020

A total of 40 respondents who responded that their Ministry has crisis Communication Management Team were asked if Members of the crisis Communication Management Team in their Ministry regularly meet and make decisions on a crisis situation. 5 (12.5%) of respondents responded that Members of the crisis Communication Management Team in their Ministry regularly meet and make decisions on a crisis situation, 32(80%) of respondents responded that Members of the crisis Communication Management Team in their Ministry do not regularly meet and make decisions on a crisis situation, and 3 (7.5%) responded that they do not know whether Members of the crisis Communication Management Team in their Ministry regularly meet and make decisions on a crisis situation.

From this data one can infer that in FDRE Ministries who have crisis Communication Management Team, Members of the crisis Communication Management Team do not regularly meet and make decisions on a crisis situation.

3.4.5. Spokespersons Appointment

Table 4.3 □ Spokesperson appointment

Question	Options	Responses in	
		Number	Percentage
The Ministry has appointed spokespersons that will communicate with all stakeholders if a crisis should occur.	Yes	21	16.8
	No	87	69.6
	I don't Know	17	13.6
	Total	125	100

Source: Own Survey, 2020

As it can be observed from table 4.3, 21(16.8%)of respondents responded that their Ministry has appointed spokespersons that will communicate with all stakeholders if a crisis should occur, while 87 (69.6%) of respondents responded that their Ministry has not appointed spokespersons that will communicate with all stakeholders if a crisis should occur, and 17 (13.6%) responded that they do not know whether their Ministry has appointed spokespersons that will communicate with all stakeholders if a crisis should occur.

Therefore, based on the majority of respondents' response, it is possible to conclude that most FDRE Ministries do not have appointed spokespersons that will communicate with all stakeholders if a crisis should occur.

4.3.6. Spokespersons' Training

A total of 87 respondents who responded that their Ministry has appointed spokespersons that will communicate with all stakeholders if a crisis should occur were asked if the spokespersons are trained in media interviews and other communication techniques.

Table 4.4□ spokespersons training

Question	Options	Responses in	
		Number	Percentage
The spokespersons are trained in media interviews and other communication techniques.	Yes	1	1.1
	No	3	3.4
	I don't Know	83	95.4
	Total	87	100

Source: Own Survey, 2020

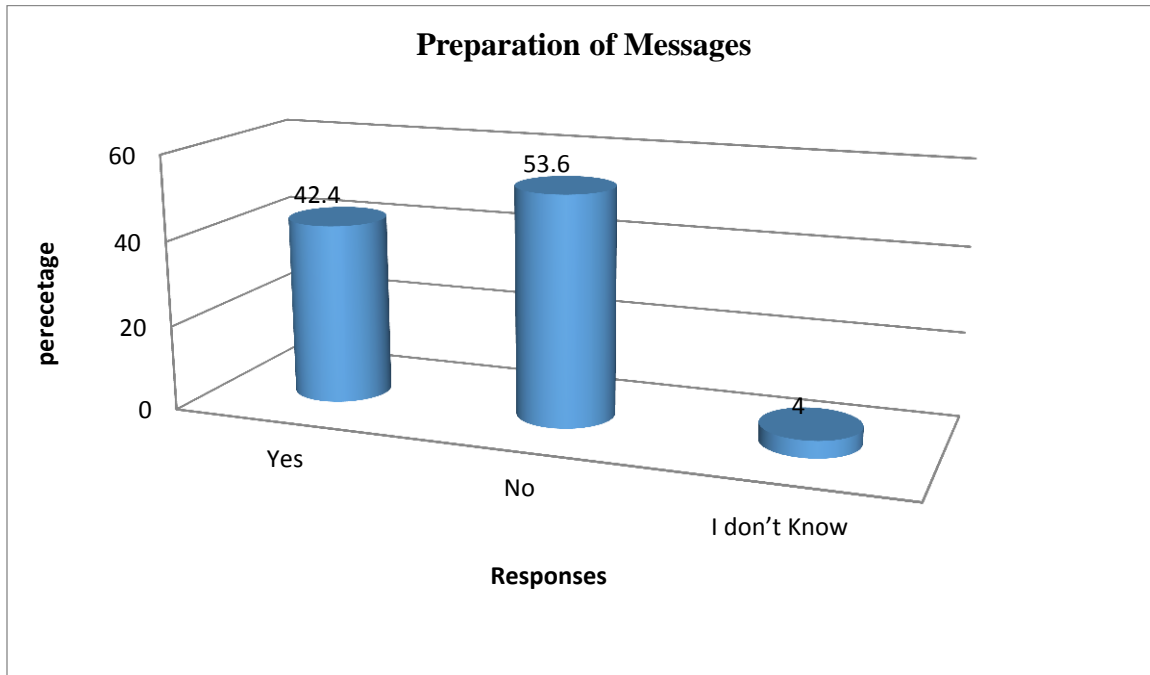
As indicated on table 4.4, 1(1.1%) of respondents responded that the spokespersons are trained in media interviews and other communication techniques in their Ministry, while 3 (3.4%) of respondents responded that the spokespersons are not trained in media interviews and other communication techniques in their Ministry, and 83 (95.4%) responded that they do not know whether the spokespersons are trained in media interviews and other communication techniques in their Ministry.

Thus, it can be concluded that it is unknown whether the spokespersons for crisis communications in the Ministries of FDRE Ethiopia are trained in media interviews and other communication techniques.

4.3.7. Preparation of specific messages

A total of 125 Respondents were asked if their Ministry has prepared specific messages for all plausible crisis scenarios based on tested knowledge of the public's views and concerns over the issue.

Figure 4.12: Preparation of specific messages



Source: Own Survey, 2020

As displayed in figure 4.12, 53(42.4%) of respondents responded that their Ministry has prepared specific messages for all plausible crisis scenarios based on tested knowledge of the public's views and concerns over the issue, while 67 (53.6%) of respondents responded that their Ministry has not prepared specific messages for all plausible crisis scenarios based on tested knowledge of the public's views and concerns over the issue, and 5 (4%) responded that they do not know whether their Ministry has prepared specific messages for all plausible crisis scenarios based on tested knowledge of the public's views and concerns over the issue.

Based on the above data, it can be concluded that most FDRE Ministries have not prepared specific messages for all plausible crisis scenarios based on tested knowledge of the public's views and concerns over the issue.

4.4. Channels for Crisis Communication

The third specific objective of this study is to identify the channels of communications prepared by selected Ministries of FDRE for crisis communications.

4.4.1. Identification of the various public groups

A total of 125 respondents were questioned if their Ministry has identified the various public groups according to how they seek and receive information about crisis.

Table 4.5 □ Identification of the various public groups

Question	Options	Responses in	
		Number	Percentage
The various public groups are identified according to how they seek and receive information about crisis	Yes	31	24.8
	No	57	45.6
	I don't Know	37	29.6
	Total	125	100

Source: Own Survey, 2020

As indicated on table 4.5, 31 (24.8%) of respondents responded that their Ministry has identified the various public groups according to how they seek and receive information about crisis, while 57(45.6%) of respondents responded that their Ministry has not identified the various public groups according to how they seek and receive information about crisis, and 37 (29.6%) responded that they do not know whether the various public groups are identified according to how they seek and receive information about risks in their Ministry.

From thus, it can be concluded that most Ministries in Ethiopia have not identified the various public groups according to how they seek and receive information about crisis.

4.4.2. Identification of reliable sources and intermediaries

Table 4.6 □ Identification of reliable sources and intermediaries

Question	Options	Responses in	
		Number	Percentage
It is known which sources and intermediaries the various public groups consider reliable.	Yes	94	75.2
	No	16	12.8
	I don't Know	15	12
	Total	125	100

Source: Own Survey, 2020

As presented in table 4.6, respondents were enquired whether their Ministry has known which sources and intermediaries the various public groups consider reliable. Accordingly, 94(75.2%) of respondents responded that their Ministry has known which sources and intermediaries the various public groups consider reliable, while 16(12.8%) of respondents responded that their Ministry has not known which sources and intermediaries the various public groups consider reliable, and 15(12%) responded that they do not know if their Ministry has known which sources and intermediaries the various public groups consider reliable.

Depend on majority of the respondents; the Ministries in Ethiopia have known which sources and intermediaries their various public groups consider reliable.

4.4.3. Identifying influential Media Houses

Table 4.7 □ Identifying influential Media Houses

Question	Options	Responses in	
		Number	Percentage
The Ministry has identified influential Media House lists; include contact information to communicate with the publics during a crisis.	Yes	120	96
	No	2	1.6
	I don't Know	3	2.4
	Total	125	100

Source: Own Survey, 2020

As the above table 4.7 shows, Respondents were asked if their Ministry has identified influential Media House lists; include contact information to communicate with the publics during a crisis. From a total of 125 respondents, 120(96%) of respondents responded that their Ministry has identified influential Media House lists; include contact information to communicate with the publics during a crisis, while 2(1.6%) of respondents responded that their Ministry has not identified influential Media House lists; include contact information to communicate with the publics during a crisis, and 3(2.4%) responded that they do not know whether their Ministry has identified influential Media House lists; include contact information to communicate with the publics during a crisis.

The above data exposes that Ministries in Ethiopia have identified influential Media House lists; include contact information to communicate with the publics during a crisis.

4.4.4. Creating official social media pages

The item present in table 4.8 was designed to get information if Ministries in Ethiopia have created official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis.

Table 4.8□ Creating official social media pages

Question	Options	Responses in	
		Number	Percentage
The Ministry has created official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis.	Yes	121	96.8
	No	2	1.6
	I don't Know	2	1.6
	Total	125	100

Source: Own Survey, 2020

As presented above, from a total of 125 respondents 121(96.8%) of respondents responded that their Ministry has created official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis, while 2(1.6%) of respondents responded that their Ministry has not created official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis, and 2(1.6%) responded that they do not know whether their Ministry has created official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis.

Thus, it is possible to conclude that Ethiopian Ministries have created their own official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis.

4.4.5. Separate web site

A total of 125 respondents were asked if their Ministry has created a separate web site for the crisis communication only.

Table 4.9□ Separate web site

Question	Options	Responses in	
		Number	Percentage
The Ministry has created a separate web site for the crisis communication only.	Yes	-	-
	No	125	100
	I don't Know	-	-
	Total	125	100

Source: Own Survey, 2020

As it shown above on table 4.9, all (100%) of respondents responded that their Ministry has not created any separate web site for the crisis communication only.

This result discovers that there is no Ministry in Ethiopia that has created any separate web site for the crisis communication only.

PART II: QUALITATIVE DATA

For this study, a semi-structured interview has been conducted to get deep information about crisis communication preparation of Ministries of Ethiopia. 10 key informants who are PR directors of 10 Ministries of Ethiopia were interviewed. Their response was analysed and presented hereunder. Hence, then by, those refer with a pseudonymous “DI, D2, and D3 ...” are informants at the PR directors-level.

4.5. System of Identify Early Warning Signals

In this study, the student researcher aimed at investigating how selected Ministries of FDRE identify and respond to early warning signals. Crisis communication scholars recommend organizations work on identifying the signals or issues to take action before turning into a disaster. It is anticipated that with appropriate signal detection mechanisms in place crisis signals can be picked up in time and then, some -if not all- crises can be averted before they happen. This subsection presents how Ministries of FDRE identify early warning signals before they develop into a crisis.

Accordingly, key informants were asked how they identify early warning signals before the actual occurrence of a crisis. In almost all cases the participants admitted that there were adequate warning signals before the crisis which were either ignored or misinterpreted. To justify their claim, the respondents were inquired to offer details about these signals and in all cases

they did (statistics, metrics, reports, etc.). However, despite their admittance of warning signals, they did not all definitely label their crisis as “predictable” but used expressions such as “*could probably be predicted*”, “*there were some marks that might have steered us to a estimation*”, etc. (key informant D3, D5, and D10).

More importantly, the key informants’ responses expose that the selected Ministries of FDRE can be grouped into two depend on their systems of identifying early warning signals. These are Ministries that have strong systems of identifying early warning signals (3 Ministries out of 10) and Ministries that have weak systems of identifying early warning signals (7 Ministries out 10).

According to most key informants from Ministries who have strong systems of identifying early warning signals the ability to identify early warning signals depends predominantly on the culture of the organization. The key informants from this group (D1, D2, and D7) mentioned that Media monitoring, trend analysis, stakeholders’ forum, and public opinion survey are the common ways of identifying early warning signals in their corresponding Ministry. They also indicated that these systems of identifying early warning signals highly helped them in listing the worst cases that may be developed to a crisis. For instance, Key informant D1 stated:

Most of the time, we identify them by analysing trends. Some crises happened in the same manner repeatedly. So our strategy to identify early warning signals is trend Analysis. The most common crisis in the Ministry of Since and Higher Education is the absence of a peaceful learning-teaching process. Depend on the trend analysis we plan for the predicted crisis. Sometimes we also survey to identify issues possibly develop into the crisis, for example recently we conducted a survey entitled with “Will student come to school or not due to COVID 19?”

Key informant D2 explained their (Ministry of Revenue) system of identifying early warning signals as follow:

Usually, we identify early warning signals using two ways. These are Monitoring media and collecting public opinion about our service. We have Media monitoring experts. We monitor all kinds of Medias especially our Ministry’s social media official page. We focus on the repeated comments as a source to identify the possible issues that can be developed into a crisis. We analyse the media monitoring reports and send them to the top

management per month. The frequently negative comments and displeasures come from the import-export corridors and our port management system.

Key informant D7 strengthens the idea of Key informant D1 and Key informant D2. He articulated the system of identifying early warning signals on his Ministry (Ministry of Culture and Tourism) as follow:

More often, we identify early warning signals by conducting survey research and by analysing the trend of the frequently happened crisis. To put an example, the finding of the latest survey shows that when conflict happens in tourist sites the media report it to the public. The countries restrict their citizens not to travel to these tourist sites. As a result, our tourism industry suffered a lot.

Key informant D7 also added:

Media monitoring activity in my ministry is a process of looking for and identifying signals from any available source. Specifically, we consider Social media as one of the multiple sources to identify early warning signals for the upcoming crisis. Media Monitoring is the cornerstone of our crisis management actions; we know that we cannot be possibly prepared for everything but we aim to be able to limit the damage from the unthinkable.

Some key informants from this group argue that due to the complexity of certain crises (inter-communal conflict and displacement – key informant D2 and D7) using one mechanism to identify early warning signals may not lead to capture the full scale of cause and effect (Key informant D2 and D7 used the term “crisis puzzles”) as the effect may be the result of various causes or one cause may have numerous effects. Key informant D2 stressed the need for a wide range of identifying early warning signals paralleling it with a TV: “*if you are tuned to only one TV channel, you will catch the information broadcasted only in that Channel*”.

Key informant D7 made the point that signals may be there but are not always specific. She further claimed that in most cases where crisis signals happen, they point towards a “range of imaginable courses” that a crisis may happen.

On the other hand, Ministries that have weak systems of identifying early warning signals seem to be no formal ways of identifying early warning signals. The in-depth interview data showed

that systems of identifying early warning signals have been neglected so far. For instance, Key informant D9 said the following.

I have been serving with this ministry for almost 22 years as an expert and PR director. However, I did not yet see any formal way of identifying early warning signals like Media monitoring or other ways. We always give responses when a crisis happens. So far, we do not have the culture of analysing issues that affect the brand of our ministry. Frankly speaking, we have not listed the worst cases that may be exacerbated by a crisis (D9).

In this regard, other Key informants like D3, D4, D5, D6 D8, and D10 strongly believed that their Ministry does not have any formal systems to identify early warning signals of crisis which would have been possible to minimize the adverse challenges on their Ministry. Concerning this, D8 emphasized the shortcoming of the informal system of identifying early warning signals.

Our ministry does not have an organized system identifying early warning signals that are possible to turn into a crisis. However, informally if we realize that the issues would threaten our ministry's brands and image, we usually report them to the managerial meeting. Though, the problems raised by someone may not get attention from others. Sometimes even the top management does not give attention to such issues although we report them.

Generally, the overall finding of this study reveals that only a few (3 out of 10) Ministries of FDRE have a strong system of identifying early warning signals. Their systems of identifying early warning signals are Media monitoring, trend analysis, stakeholders' forum, and public opinion survey. The findings from these key informants expose that out of 10 only 3 Ministries of FDRE have listed the worst cases which could develop to the crisis. On the other hand, the majority (7 out of 10) Ministry of FDRE have no formal system of identifying early warning signals. The quantitative data also strengthen this finding. 64% of the respondents of quantitative data disclose that their Ministries have not system of assessing early warning signal detection before the actual occurrence of a crisis. These ministries have not listed the worst-case scenarios which may threaten their Ministries' brand. Their understanding and practice of crisis sensing mechanisms or efforts of identifying early warning signals do not agree with the scientific way of preparing for crisis communication management. Many scholars like Mitroff and

Anagnos(2011) put that crisis is emitting from warning signals before it happens. With appropriate signal detection mechanisms in place, crisis signals can be picked up in time, and then, some -if not all- crises can be averted before they happen. Organizations ought to regularly scan their internal and external environment in a formal way to identify risks and potential issues for a crisis (Mitroff & Anagnos, 2011). In this regard, it can be boldly argued that the ineffectiveness of identifying early warning signals at Ministries of FDRE can put the country in the vicious circle of many menaces crises.

4.6. Preparation for crisis

Scholars like Coombs advice organizations to prepare for the worst cases that will ripen to crisis depend on the result gained from early warning signals. During preparation for the crisis, organizations are thus expected to pay attention to several tasks. Developing a crisis communication plan, forming Crisis Communications Management, assigning a spokesperson for crisis time, creating possible Messages, and preparing channels of communication are some of the principal crisis communication activities done to minimize risks and prevent issues as early as possible. Thus, this section is assigned to assess these key activities done at 10 Ministries of Ethiopia.

4.6.1. Crisis Communication plan

Regarding the crisis communication plan, the key informants were asked if their Ministry has a crisis communication plan in place. Depend on the key informants' response and the result gained from document analysis, Ministries of FDRE can be classified into two groups. These are Ministries that have crisis communication plans and Ministries that have not crisis communication plan.

The finding of research exposes that only 2 Ministries in Ethiopia have a crisis communication plan in place. From them, only one Ministry has a formal document prepared with clear procedures and action plan that can serve as a guideline for a crisis. The other ministry has a crisis plan but did not update its crisis communication plan. In this regard key informant, D5 stated the following.

We have a crisis communication plan in place. This plan was developed by the order of the government communication affairs office in 2016 based on their guidelines. Even though we have not updated it, we used it as a base to manage a crisis when happened. For instance, we use it during a crisis on Ethiopian Airlines after Boeing 737 MAX 8 airplane crash on 10 March 2019.

On the other hand, the other 8 Ministries of FDRE have no crisis communication plan. The Key informants put different reasons for not to prepare Crisis Communication plan. For instance Key informant D1 said:

We don't have a strategic communication plan. Because this institution is newly formed which was separated from the ministry of education. It has a year and 10 months of age. There must be 16 practitioners in this office but we have only 5. Now we are preparing the plan.

Some key informants argued that they do not have to prepare a crisis communication plan because it is one part of their strategic communication plan. They point out that since their strategic communication plan explained procedures of crisis communication, there is no need of preparing a separate crisis communication plan. Regarding this key informant D3 stated:

We don't have a separate crisis communication plan since we have a strategic communication plan. It was prepared from the experience of 8 countries. However, we did not apply it at all. When a crisis happened we start to plan if it will be mandatory.

Key informant D8 also supported the above idea. He said:

I think it is so hard to prepare a crisis communication plan without a real occurrence of crisis. When a crisis happened, it is possible to prepare a plan depending on its nature. Genuinely speaking we don't have both a strategic communications plan and crisis communications plan. We simply give information to the media when they ask about any issue.

Key informant D2, D4, D6, D7, and D10 elaborated that there are no kinds of written documented about crisis communications in their Ministry

From the above quotations, we can understand that there are misunderstandings and a lack of awareness about the vital use of crisis communication plans in Ministries of FDRE. This misunderstanding and lack of awareness lead most of the Ministries of FDRE to have no crisis communication plan.

About the compulsion of a crisis communication plan, many scholars presented profoundly. For instance, Cornelissen (2011) notes that when an organization has not a crisis plan, the organization's management finds itself in a situation whereby they do not know which issue demands prominence over others during a crisis. This leads to total mismanagement of the situation. A crisis communication plan on the other hand offers a systematic approach for dealing with the crisis to have the least amount of impact. Fearn-Banks (2007) says that crisis management allows the organization to be more in control of its situation since it assists in curtailing risks and managing crises. Coombs (2014) says that organizations that have prepared for a crisis will recover two or three times as fast as those which are not prepared. Proactive crisis communication not only saves the organization from the crisis, or at least minimizes the impact of the crisis; it also saves the organization money. It is cheaper to deal with a crisis when a plan is in place than when random actions are being taken in a panic-stricken state.

During a crisis, everything counts. If systems had not been put in place in advance, then a hurriedly put together crisis communication strategy may cause the Ministry to further crumble. There is therefore great need to have an effectively working Crisis Communication Plan in place that is constantly referred to and updated, for use when a crisis strikes.

4.6.2. Crisis Communication Management Team

Forming a crisis management team is one of the major activities of organizations to prepare for crisis communication. The crisis management team is found to respond immediately to warning signals of crisis and execute relevant plans to overcome emergencies. It is formed to protect an organization against the adverse effects of a crisis. It decides on future activities and strategies to help the organization crisis as soon as possible. It prepares an organization for inexorable extortions.

In this regard, respondents were asked if their Ministry has a crisis management team in place. All the key informants replayed the same response. They said their Ministry has not any

permanent crisis communication management team in place. They responded as if they are waiting for a crisis to happen to form a crisis communication management team. For instance Key informant D10 stated the following.

We do not have a permanent crisis management team in our Ministry. We form the team when a crisis happens. If we get the same crisis many times, we make the already formed team functional. For example, we had a peace learning–teaching committee and COVID 19 crisis team. But the main problem is if once a team has been formed the members are reluctant to have a regular meeting and discussing on issues that may be developed into a crisis. So, we will reform these teams if a similar crisis happens. If another crisis happens we will form another team.

Key informant D8 strengthens the idea of Key informant D10. He said the following.

There is no Crisis management team in place in our Ministry. Our trend is forming a crisis management team when a crisis happens because; we cannot form a team in a vacuum. Depend on the crisis we select the focal person from the concerned departments. Then this committee will select who will be the spokesperson and do other important works. But the main problem is if once a team is formed the members are reluctant to have a regular meeting and discussing on issues that may be developed into a crisis.

This clearly shows there is no Ministry of FDRE that has a crisis management team in place. The result gained from the questionnaire also supports the above result. Even though there is no Ministry of FDRE that has a crisis management team in place many crisis communication scholars recommend organizations form a Crisis communication team before the actual occurrence of crisis. For instance, Coombs (2014a) stated, Crisis Management Team is formed to respond immediately to warning signals before the occurrence of the actual crisis. The crisis management team helps the organization to take the right step at the right time and helps the organization overcome critical situations. The crisis Management Team then works on the various problems and shortcomings which led to a crisis at the workplace. The team members must understand where things went wrong and how current processes can be improved and made better for the smooth functioning of the organization (Cornelissen, 2011). Berger (2015)

suggested that training is required so that crisis management team members can practice making decisions in a crisis.

4.6.3. Spokespersons Appointment

Spokespersons represent their organizations during a crisis and are accountable for providing quick and accurate messages. Foregoing research has suggested that trustworthy spokespersons contribute to effective crisis management (Berger, 2015, Coombs, 2007). Crisis management experts have also suggested that organizations should appoint and trained spokespersons before a crisis (Whaling, 2011). In this regard, the key informants of this study were asked if their Ministry has appointed trained spokespersons that will communicate with all stakeholders if a crisis should occur.

According to the response of the key informants, no one is officially appointed as a spokesperson who will communicate during the crisis in any of the Ministries of FDRE except two Ministries that have a crisis communication plan. The key informants from the two Ministries who have crisis communication plans showed that their Ministry has officially appointed a spokesperson to communicate during a crisis. For instance, key informant D5 stated the following:

Yes, we have already appointed a spokesperson who will communicate with all stakeholders when a crisis occurs. Her Excellency Minister of our Ministry is our spokesperson. Me; the PR director is the vice-Spokesperson. If needed the spokesperson may invite another employee to give professional explanations for the general public.

On the other hand, the entire key informant from Ministries who have not crisis communication plan (8 out of 10) uncovered that their Ministry has no officially appointed spokesperson to communicate during a crisis. Key informant D2 stated:

We did not appoint anybody for crisis communication so far. The main reason may be we have not faced a severe crisis still now. When we face a crisis we will appoint someone whom we consider capable of handling the crisis. If we appoint somebody before a crisis, that person may not have deep knowledge about the main factor of the crisis which may again bring other crises.

Key informant D6 strongly supported the idea of the Key informant D2. He said the following.

I think appointing a spokesperson be for a crisis is a little bit difficult. The main thing is how somebody can know about everything in our ministry. So for every crisis, there should be a separate spokesperson. If a crisis will happen, anybody who has profound information may communicate with stakeholders. Therefore, we have not assigned anybody as a spokesperson to communicate with the public on the behalf of our Ministry during a crisis.

Key informant D3, D4, D7, D8, D9, and D10 also Cleary explained that their Ministries have not assigned a spokesperson yet for crisis communications. Key informant D10, for instance, said the following.

We have not assigned a crisis time spokesperson yet. However, it is known who will be the potential spokesperson from our trend. In our Ministry, no one is allowed to talk about the ministry officially for the media except the Minister, the state Ministers, and the PR director. So by default, they are the spokesperson for everything. But we have not assigned them officially.

During the in-depth interview, the key informants were asked to forward their views if the assigned spokesperson or other employees who will be potentially the spokesperson of the ministry in the future are trained in media interviews and other communication techniques. Regarding this, the key informants replayed monotonously. They said that their Ministry has not given any kind of training for any member of their ministry relating to crisis communication.

From the above findings, one can conclude that Ministries of FDRE did not have spokespersons that got special media training. This does not seem to agree with scholars' recommendations. As many scholars like Coombs (2007), and Jin (2014) devote considerable attention to media relations in a crisis. These scholars emphasizing crisis time spokespersons should receive media training. For instance, Coombs (2013) noted that a poorly trained or unskilled spokesperson could merely exacerbate the crisis. Jin (2014) also urged that Media training should be provided before a crisis hits. A major element of crisis team training is spokesperson training. Members of crisis management team must be prepared to talk to the news media during a crisis. Sapriel (2013), strongly recommended that the spokesperson of an organization for the crisis must be trained to internalize the sentence that deflects speculations. The spokesperson must be permitted

to say that line multiple times until the reporters understand that despite rephrasing the question many times, the answer is still the same.

In general, the above responses clearly show that Ministries of FDRE have not appointed and trained spokesperson who will communicate with stakeholders if a crisis happens which is the opposite of the scholar's recommendations. Their responses also revealed that there is a lack of awareness about the importance of appointing a spokesperson before a crisis happens. Speaking with one voice does not mean only one spokesperson speaks for the organization during the crisis. That is why Coombs (20013), underlines the public relations experts play more of a support role rather than being the crisis spokespersons. The crisis management team is expected to share information so that different people can still convey a consistent message. Ideally, potential spokespersons are trained and practice media relations skills before any crisis. Public relations experts can play a vital role in preparing spokespersons for handling questions from the news media. The public relations experts can deliver capacity building training and support because in most cases they are not the spokesperson during the crisis. In this regard Jin (2014), asserted that the right selection and training of a spokesperson can lead to better achievement in crisis communication management.

4.6.4. **Pre-draft Messages**

One of the main activities to be done during crisis preparation is developing pre-draft messages. Cornelissen (2011), stated that Crisis managers can pre-draft messages that will be used during a crisis. Time is saved during a crisis as specific information is simply inserted and messages sent and/or made available on a website or through social media. Pre-drafting messages serve to save time. Instead of drafting and seeking approval of a message when a crisis hits, the crisis team simply adds relevant information and delivers the pre-written and approved messages (Coombs, 2014).

In line with this, the key informants of the study were asked if their Ministry has prepared specific messages for all plausible crisis scenarios, based on tested knowledge of the public's views and concerns over an issue. The result classifies Ministries of FDRE into two depending on their culture of preparing pre-draft messages. In the first group, there are three Ministries that have not prepared any kind of message for any of the crisis scenarios. The key informants genuinely forwarded their Ministries poor preparation for the plausible crisis. For example key informant D3 said the following.

Frankly speaking, we do not have any experience in preparing messages for future crises. Firstly, our ministry is in the reforming process. We do not have a good working environment. Secondly, we do not have a sufficient number of PR experts. For example, there must be 15 well-skilled PR experts in this office but, there are only 5 experts. So it is impossible to work on such high personal demanding work with this number of personal.

Key informant D8 strengthens the idea of key informant D3. He said the following.

We have not prepared any complied message so far for any purpose. Our attention goes only on current issues which are regularly ordered by the minister. Our ministry is not on the right track to perform such resource-demanding work. We are not working according to our plan. The main reason is the lack of skilled human power.

In the second group, eight Ministries have prepared pre-draft messages. However, there is no Ministry that has prepared the pre-draft message based on tested knowledge of the public's views and concerns over the predicted crisis. All of the key informants of this group exposed that they prepared messages after the actual crisis happened. To support with examples Key informant D5 expressed his idea as follows.

We prepare messages according to the crisis but when it happens. We did not prepare messages for all crises because we prepare them after the crisis has happened. If we get recurrent crises many times like Road traffic accident, we use the same message many times. We use it as a preparation for the next crisis. For example, the most frequent messages we use are "Speed kills and 30 is because of reason".

Key informant D7 supports the idea of key informant D5. He stated his view as follow.

To be honest, we did not prepare messages before the occurrence of a certain crisis so far. The main reason is to prepare messages for a predicted crisis we must research the possibility of the occurrence of the predicted crisis and other related issues. But depending on our trend we prepared messages for repeatedly happened crises. Depend on our experience we prepared messages. For example, previously we thought there is no tourism if there is no peace, but now we are working on the idea of Tourism for peace. This is our key message. We strongly believe that when one travels to another area he or she preaches

peace to that other. Sometimes the tourism changes the conflicting areas to peace like football tourism brings peace (Key informant D7).

Generally, Ministries of FDRE have not the culture of preparing pre-draft messages as crisis communication scholars recommended. Even though most of the Ministries of FDRE have prepared messages, all of them prepared the message after the occurrence of the actual crisis which does not go in line with the scholars' recommendation. When there is a pre-draft message it saves time during crisis communications as specific information is simply used for the target audience.

In this regard, Coombs stressed the time-saving advantage of Pre-drafting messages in crisis communications. Instead of drafting and seeking approval of a message when a crisis hits, the crisis team simply adds relevant information and delivers the pre-written and approved messages (Coombs, 2014).

4.7. Channel of communication

In a crisis, messages can be distributed in various ways. Organizations can prepare different channels of communication for crisis communications that may range from the low-tech, such as handwritten flyers or messages painted on buildings during floods, or traditional media (TV, radio, and newspaper) to the high-tech, such as two-way Internet channels used with social media. Coombs (2014), stated that choosing and preparing the appropriate channels and methods for crisis communication is vital for reaching the target audiences. The channel of communication should be prepared and designed before the crisis. Since the third objective of this study is identifying the channels of communications prepared by Ministries of FDRE for crisis communications, the key informants were asked about the channels of communication they prepared projected crisis.

The key informant's response discloses that all Ministries of FDRE are planning to use traditional media like radio, television, newspapers, and the new media such as Facebook telegram, youtube, and Twitter for crisis communication to transmit valuable information. Traditional Media like radio, television, newspapers are chosen by all the ministries for crisis communication. In this regard, key informant D4 said:

If our ministry gets big crisis, we will use different channels of communication because we have large audiences all over the country. During the crisis the audiences are fragmented, they may need specialized and localized outlets for news and information. To get the large audiences, we have to use Traditional Media. They are excellent for reporting detailed investigations and in-depth news in different formats. We have already a contact list of all TV and radio stations.

Key informant D6 strongly supported the idea of key informant D4 by saying: *TV and Radio are very resilient and flexible.* He also said *Because of their propinquity, television and radio are particularly important in crises that develop rapidly.* Key informant D9 added the following.

Our ministry's primary channels of communication for the crisis are Traditional Media. In our country, Traditional Media have taken over New media is the major crisis news source. Many people consider Traditional Media as a reliable source of information especially state media in our country. They have remained central to the public's information-seeking behavior both during and after crises. Yet despite the number of available information technologies, radio and television have remained vital to the public in times of crisis than the new media.

In addition to Traditional Media, all Ministries of FDRE have prepared New Medias for crisis communications. All the key informants responded that their Ministry has an official Facebook telegram, youtube, and Twitter page. In this regard, key informant D8 said:

Apart from Traditional Medias our Ministry is planning to use new Media for crisis communications. Since New Media are managed and operated by our ministry, they are very important channels of communication for delivering real-time urgent news and emergency notifications during a crisis. They have a great role in crisis communication not only because people spend a significant amount of time exploiting social media each day, but because people now expect to get breaking news from social media first.

Key informants D1, D2, D3, D5, D7, and D10 also strongly responded that their Ministries ready to use New Medias seriously for crisis communications. For example key informant D2 said the following.

Our Ministry has given great attention to use new media like traditional Media for crisis communications. As we can manage them, we can have direct relationships with stakeholders without bypassing 'traditional' gatekeepers such as the mainstream media. This gives us the advantage of responding very fast with consistent messages. More importantly, we can get a massive volume of comments and feedback from the public which has a vital role in knowing what is important and what should be left alone.

Preparing New Media for crisis communication has a pivotal role in safeguarding an organization's reputation. In this regard, the experience of Ministries of FDRE in preparing New Media for crisis communication goes in line with scholars' recommendations. In the era of globalization that demands people have quick access to accurate and relevant information, social media is the best way to ensure a company's image and reputation are aligned to its goals (Whaling, 2011).

However, there is no Ministry of FDRE that has prepared a separate website for crisis communications only. Almost all the key informants argued that if they prepare a separate website for crisis communications only, they have to use it during crisis time only. They argued that the website will be new for the audiences and can be helpful for their ministry in reaching large audiences. For instance key informant D8 said the following.

We have not prepared a separate website for crisis communications only. We do not think it is appropriate to prepare a separate website for crisis communications only. The channel of communication should be well known by the audiences before the crisis happens. If we have a new website for crisis communications only we cannot reach even a single audience. Therefore there is no need of preparing a separate website for crisis communications only.

In this regard crisis communication scholars like Sapriel (2013), Coombs (2014a), Grunig (2013), and (Wolf & Mejri, 2013) urge organizations to prepare a separate website for crisis communications only. Sapriel (2013) stated that from the company side of things, there isn't time to create a section on the organizations' website or an entirely new website to address the crisis. That's when the organization turns to the dark side: a pre-built website that can be 'turned on' as needed during a crisis to manage it efficiently. The point of a separate website is that they are

pre-prepared and ready to publish at the click of a button, so the hungry internet audiences can be updated and stay informed. Coombs (2014), also urges organizations to create a separate website for the crisis or designate a section of its current website for the crisis. Different websites should be designed before the crisis, requiring the crisis team to anticipate the type of crisis and information needed for the website. He said the separate website should be the main source of updates and information. If an organization constantly correcting and editing its statements, the circulating news will stay factual. Rumours and speculations begin when people have to find their avenues and sources for updates. Dark separate websites often dedicate themselves to the single issue at hand, so focus audiences on the crucial information only.

From the key informants' response, it can be concluded Ministries of FDRE have prepared both Traditional Medias and New Medias for crisis communications. By utilizing both kinds of media for different audiences aligned in the crisis communication stages, Ministries of FDRE are in the position to share knowledge, maintain their reputation and image as well as build trust among their stakeholders when crises arise in the future. But there is a big gap in the Ministries of FDRE in developing a separate website for crisis communications.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This study intends to assess the crisis communication preparedness of selected Ministries of FDRE. Accordingly, this chapter entirely comprises of summary of findings, a conclusion drawn from findings, the researcher's recommendations based on the research results, and finally the research implications.

5.1 Summary of Main Findings

In this study, crisis communication preparedness has been examined to assess how selected Ministries of FDRE have prepared themselves for future crises. To achieve this, three basic research questions were prepared. This section is therefore to recapitulate the main findings of the study that is generated through mixed-method research approaches.

To address the first specific objective, the study created relevant data on how selected Ministries of FDRE identify and respond to early warning signals. As presented before, organizations should work on identifying the signals or issues to take action before turning into a crisis. It is projected that organizations with appropriate signal detection mechanisms in place can obviate crises before they happen.

In this regard, both the quantitative and qualitative data revealed that selected Ministries of FDRE do not have a strong system of identifying early warning signals. The quantitative data exposed that there is no system of assessing early warning signal detection mechanisms before the actual occurrence of a crisis in the majority of Ministries of FDRE. The data also revealed that majority of Ministries in Ethiopia have not listed Previous crisis happened in their Ministry and they did not conduct drills /exercises/ to prepare for a possible crisis.

In the same manner, the quantitative data discovered that only very few Ministries of FDRE have a system of identifying early warning signals. Their system of identifying early warning signals are Media monitoring, trend analysis, stakeholders' forum, and public opinion survey. But these systems were not practiced strongly in these few Ministries according to the scholars' recommendations. On the other hand, the majority (7 out of 10) Ministry of FDRE do not have any formal system of identifying early warning signals. These ministries have not listed the

worst-case scenarios which may threaten their Ministries' brand. Their understanding and practice of crisis sensing mechanisms or efforts of identifying early warning signals do not agree with the scientific way of preparing for crisis communication management.

In its second specific objective, this study was aimed at analysing the pre-crisis activities prepared by selected Ministries of FDRE for the predicted crisis. Both the quantitative and the qualitative data revealed the following findings.

- ✓ Most of the Ministries in Ethiopia do not have a crisis communication plan in place. Findings from the qualitative data expose that only 2 Ministries in Ethiopia have a crisis communication plan in place. One of them has a formal document prepared with clear procedures and an action plan that can serve as a guideline for a crisis. The other ministry has a crisis plan but does not have clear procedures and action plans that can serve as a guideline for a crisis.
- ✓ Ministries of FDRE that have crisis communication plans in place have not periodically reviewed and updated their crisis Communications plan.
- ✓ There is no Ministry of FDRE who has formed a permanent crisis communication Management team before the actual crisis happened. All of them are waiting for a crisis to happen to form a crisis communication management team.
- ✓ Most FDRE Ministries have not appointed spokespersons that will communicate with all stakeholders if a crisis should occur. No one is officially appointed as a spokesperson who will communicate during the crisis in any of the Ministries of FDRE except two Ministries that have a crisis communication plan. The spokespersons of these two Ministries of Ethiopia are not trained in media interviews and other communication techniques.
- ✓ Some Ministries of FDRE have prepared pre-draft messages for the crisis. However, there is no Ministry that has prepared the pre-draft message based on tested knowledge of the public's views and concerns over the predicted crisis. Ministries of FDRE do not have the culture of preparing pre-draft messages as crisis communication scholars recommended.

The third specific objective of this study was to identify the channels of communications prepared by selected Ministries of FDRE for crisis communications. Both the qualitative and the

quantitative data revealed that most Ministries in Ethiopia have not identified the various public groups according to how they seek and receive information about the crisis. There is no Ministry that has done public groups analyses for a predicted crisis according to their interests of seeking and receiving information.

On the other hand, almost all Ministries of FDRE have known which sources and intermediaries their various public groups consider reliable. The various public groups of all Ministries of FDRE considered state-owned Television and radio stations as a more reliable source of information followed by private Television and radio stations and their official Facebook pages. In this respect, all Ministries of FDRE have identified influential Media House lists; include contact information to communicate with the public including a crisis. Moreover, all Ministries of FDRE have created their official social media (Facebook, Twitter, youtube.....) pages to communicate with the public including crisis. However, there is no Ministry that has created a separate website for crisis communication only.

5.2. Conclusion

As enlightened in the preceding chapters, when a crisis hits an organization it affects its many aspects and threatens its sustainability. Nowadays, it is observable that many crises strike Ethiopian organizations with multi-dimensional effects. Most of these crises emit prodromal, but when they happen they take a long to end, and after ending they tend to recur in the same pattern. One of the reasons is that prodromal are not managed properly. As a result, the organizations find themselves in a situation whereby they do not know which issue demands prominence over others. This leads to total mismanagement of the situation and the organizations found themselves in the vicious circle of crisis. Scholars like Coombs (2014a), assert that organizations that have prepared for a crisis will recover two or three times as fast as those which are not prepared. Therefore, organizations should prepare themselves for any kind of future crisis.

The purpose of this study was to assess the Crisis Communication Preparedness of selected Ministries of the Federal Democratic Republic of Ethiopia. In doing so, among 20 Ministries, 10 Ministries of FDRE were selected by lottery method to conduct this research. Three research questions were designed with the assumption that organizations that have prepared for a crisis will recover two or three times as fast as those which are not prepared. Proactive crisis

communication preparedness not only saves the organization from the crisis, or at least minimizes the impact of the crisis; it also saves the organization money. The research questions were (RQ1) How Ministries of FDRE identify and respond to early detecting signals? (RQ2) What pre-crisis activates have Ministries of FDRE prepared for predicted crises? (RQ3) What channels of communications have Ministries of FDRE prepared for crisis communications?

To scrutinize the questions, different related kinds of literature were contemptuously reviewed to look at the data within the eyes of what crisis communication scholars validate. Moreover, since the study was approached mixed method; questioner, in-depth interviews with key informants, and document review were employed to attain primary and secondary data.

To address the ways of identifying and responding to early detecting signals in the Ministries of FDRE, the study attempted to assess the system of assessing early warning signal detection mechanisms. The study uncovered that there is no system of assessing early warning signal detection mechanisms before the actual occurrence of a crisis in the majority of Ministries of FDRE. It also revealed that the majority of Ministries in Ethiopia have not listed Previous crisis happened in their Ministry and they did not conduct drills /exercises/ to prepare for a possible crisis.

The study also found that pre-crisis preparations of the selected Ministries of FDRE are very poor. The study specifically exposed that absences of crisis communication plan and trained crisis communication management team, absence trained crisis time spokesperson, and no Pre-draft crisis management messages including content for dark web sites and templates for crisis statements in the Ministries of FDRE.

Regarding channels of communications, the study found that all the selected Ministries of FDRE have prepared both traditional and new media for crisis communications. All the selected Ministries of FDRE have their social media (Facebook, Twitter, youtube.....) pages to communicate with the public including crisis. However, there is no Ministry that has created a separate website for crisis communication only.

The overall finding of this study shows that there is very poor crisis communication preparation in Ministries of FDRE. Their preparations do not fulfil any of the scientific standards and

approaches for the preparation and prevention of crisis events. Their poor preparation leads the country to plunge into the vicious circle of crisis.

5.2. Recommendations

As the findings of the study revealed, crisis preparation activities of the Ministries of FDRE do not seem to agree with the scientific approaches. Most Ministries of FDRE do not yet establish a system of assessing early warning signal detection mechanisms. They should establish a system of assessing early warning signal detection mechanisms before the actual occurrence of a crisis. They were unable to prepare key pre-crisis activities such as crisis communication plan, crisis communication team, pre-draft message, and appointed spokesperson.

Since crisis communication is one of the primary crisis management parts of activities, these activities should be designated clearly to manage all the crisis communication efforts. Particularly, Ministries of FDRE should get ready the following key pre-crisis activities.

- ✓ Like some Ministries, all Ministries of FDRE should create a strong system of identifying early warning signals. They may use Media monitoring, trend analysis, stakeholders' forum, public opinion survey, and others as systems of identifying early warning signals. They should regularly scan their internal and external environment in a formal way to identify risks and potential issues for a crisis.
- ✓ All Ministries of FDRE should prepare an effectively working Crisis Communication Plan in place that is constantly referred to and updated, for use when a crisis strikes. A crisis communication plan greatly helps them in handling a crisis with a systematic approach to have the least amount of impact. Their crisis plan should have clear procedures and action plans that can serve as a guideline for a crisis. More importantly, they should periodically review and update their crisis Communications plan.
- ✓ Ministries of EFDR should form a permanent crisis communication Management team before the actual crisis. They should not wait for crises to happen in their Ministry to form a crisis communication management team. Vibrant crisis communication Management team discuss where things went wrong and make a decision on how current processes can be improved and made better for the smooth functioning of the ministry.
- ✓ All Ministries of FDRE ought to appoint spokespersons that will communicate with all stakeholders if a crisis should occur. The right selection and training of a spokesperson

can lead to better achievement in crisis communication management. The spokespersons should get training in media interviews and other communication techniques. A poorly trained or unskilled spokesperson merely aggravates the crisis.

- ✓ All Ministries of FDRE should prepare pre-draft messages for a possible crisis. The pre-draft message should be prepared based on tested knowledge of the public's views and concerns over the predicted crisis. Pre-draft messages save time during crisis communications as specific information is simply used for the target audience.
- ✓ All Ministries of FDRE should create a separate website to communicate with internet users during a crisis. Since there isn't time to create a section on an organization's website or an entirely new website during a crisis, Ministries should create a separate website before a crisis. The point of a separate website is that they are pre-prepared and ready to publish at the click of a button, so the hungry internet audiences can be updated and stay informed.

5.3. Research Implications

Concerning this study, the researcher assessed the crisis communication preparedness of selected Ministries of FDRE. As a result, the findings of the research show that crisis communication preparedness of selected Ministries of FDRE is very poor. Most of the respondents explained that their Ministry has prepared nothing for any kind of crisis. This finding should be strengthening by further research to pull out our country from the rancorous circle of crisis.

Thus, further research on the effectiveness of crisis communication strategies, the effectiveness of the crisis communication practices, and stakeholders' readiness for crisis communication shall be conducted in different Ethiopian organizations.

Moreover, other variables relating to organizational characteristics should be considered for further study. The comparative study of two or more organizations in the same or different sectors about perceived organizational crisis preparedness should be investigated in the future. This would help understand the readiness of each organization in terms of crisis communication management and preparedness.

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Appendix -1

Addis Ababa University

School of Journalism and Communications

Questionnaire

Introduction

This questionnaire is prepared to assess the Crisis Communication Preparedness of Ministries of the Federal Democratic Republic of Ethiopian. The purpose of this questionnaire is to gather information about the aforementioned problem. The research output is to fulfill the partial requirement for M.A. in Public Relations and Strategic Communications. The information gathered will be used fully and with due attention to **academic purpose only**. The researchers therefore would like to assure you that the data collected will not be misused in any way. In the study, your real and genuine responses to each item do have an essential role for its accuracy and reliability. Therefore, you are kindly requested to go through all questions and respond appropriately.

Thank you in advance for your cooperation!

Part I: Background information of the respondent

A. Please put "X" in the box for the following questions

1. Sex. 1. Male 2. Female
2. Age A. 20-30 B. 31-40 C. 41-50 D. >50
3. Educational Level A. Grade 12 complete B. Diploma
 C. BA/BSc/Bed D. MA/MSc E. PhD
4. Your work position A. junior expert B. Senior Expert
 C. Team leader D. Director E. Other
5. Your Experience
- A. 0-5 B. 6-10 C. 11-20 D. >20

PART II: Close ended questions

1. Early detecting signals

Please give your answers by **ticking** on the space provided in front of each question according to the following the given choices.

No	Question	Yes	No	I don't know
1	The Ministry has a system of assessing early warning signal detection before the actual occurrence of a crisis.			
2	Our Ministry has conducted drills /exercises/ to prepare for a possible crisis.			
3	Previous crisis happened in the Ministry have been listed.			
4	Our Ministry has clearly identified a 'worst case list' which can be developed to crisis.			

2. Crisis Communication Preparation

5. Does your Ministry have a crisis Communication plan in place?

A. Yes B. No C. I don't know

6. If your answer is **Yes** for number 5, has your Ministry periodically reviewed and up- dated the crisis management plan?

A. Yes B. No C. I don't know

7. Does your Ministry have a Crisis Communication Management Team?

A. Yes B. No C. I don't know

8. If your answer is **Yes** for number 7, do members of the Crisis Management Team regularly meet and make decisions on a crisis situation?

A. Yes B. No C. I don't know

9. Has your Ministry Prepared specific messages for all plausible crisis scenarios, based on tested knowledge of the public's views and concerns over the issue.

A. Yes B. No C. I don't know

10. Has your Ministry appointed spokesperson that will communicate with all stakeholders if a crisis should occur?

A. Yes B. No C. I don't know

12. If your answer is **Yes** for number 9, is the spokesperson trained in media interviews and other communication techniques?

A. Yes B. No C. I don't

3. Channels For Crisis Communications

Please give your answers by **ticking** on the space provided in front of each question according to the following the given choices.

No	Questions	Yes	No	I don't know
13	The various public groups are identified according to how they seek and receive information about risks.			
14	It is known which sources and intermediaries the various public groups consider reliable.			
15	The Ministry has identified influential Media House lists; include contact information to communicate with the publics during a crisis.			
16	The Ministry has created official social media (Facebook, twitter, you tube.....) pages to communicate with the public including crisis.			
17	The Ministry has created a separate web site for the crisis communication only.			

Part III. Open ended questions

1. How does your Ministry assess early warning signal which can be developed to crisis?

2. How does your Ministry prepare for crisis if it happens? List some of your Ministry's preparations.

3. What kinds of Channels of communication have been prepared for Crisis Communications in Your Ministry? List some of them.

Appendix-2

Addis Ababa University

College of Humanities, Journalism and Communications

Graduate School of Journalism and Communications

Interview Guide

Interview Guide for Public Relation Director of each Ministry

ጥልቅ ቃለ-መጠይቅ/Interview/

1. ሚኒስቴር መስሪያ ቤታችሁ ቀውስ ከመፈጠሩ በፊት አመለካኝ ጉዳዮችን እንዴት ነው የሚለየው?

How your ministry identifies early warning signals before the accrual crises happen?

2. ሚኒስቴር መስሪያ ቤታችሁ የቀውስ ጊዜ እቅድ አዘጋጅቷል?

Does your ministry have crisis communication plan in place?

3. ሚኒስቴር መስሪያ ቤታችሁ ወደፊት ለሚፈጠሩ ቀውሶች የቀውስ ጊዜ ማኔጅመንት ቡድን አዋቅሯል?

Does your ministry found crisis communication management team?

4. በቀውስ ጊዜ ሚኒስቴር መስሪያ ቤታችሁ ወክሎ የሚናገር ሰው መርጣችኋል?

Have you appointed crisis time spokesperson?

5. ወደፊት ሊፈጠሩ ይችላሉ ተብለው ለተለዩ ቀውሶች ሚኒስቴር መስሪያ ቤታችሁ መልክት አዘጋጅቷል?

Have you prepared pre-draft message for predicted crisis.

6. ወደፊት ሊፈጠሩ ቀውሶች ሚኒስቴር መስሪያ ቤታችሁ ምን ዓይነት የመገናኛ ብዙሃንን ለመጠቀም ተዘጋጅቷል?

What kinds of crisis communication channels have you prepared for future crises?

Appendix -3 Letter for Ministries

አዲስ አበባ ዩኒቨርሲቲ
የጋዜጠኝነትና ኮሙኒኬሽን
ትምህርት ቤት



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School

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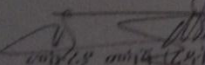
- ሪ: ኢ.ፌ.ዲ.ሪ.ውጪ ጉዳይ ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ሠላም ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ጠቅላይ አቃቤ ሕግ
- ኢ.ፌ.ዲ.ሪ. ኢንቬስት እና ተክኖሎጂ ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ትራንስፖርት ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ትምህርት ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. የውሀ፣ መስኖና እና ኢነርጂ ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ሰይንስ እና ክፍተኛ ትምህርት ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ባህል እና ተሪዝም ሚኒስቴር
- ኢ.ፌ.ዲ.ሪ. ገበያዥ ሚኒስቴር
- አዲስ አበባ

ጉዳይ: ትብብርን ይመሰክታል

የአዲስ አበባ ዩኒቨርሲቲ የጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት የማስተርስ ተማሪ የሆኑት ደሴ ክፍለ ሙታወቂያ ቁ. GSE/3118/11 "Crisis Communication Preparedness: The Case of Ministries of Ethiopia" በሚል ርዕስ የመመረቂያ ጥናታዊ ጽሑፍ እየሠሩ ይገኛሉ።

ፈለገንም ጥናቱን በተገቢው መልኩ እንዲያከናውኑ ለጥናታቸው መደገፊያ መረጃዎች እንዲሰጣቸውና እስፈላጊው ትብብር ይደረግላቸው ዜንድ በአክብሮት እንጠይቃለን።

ሠላምታ ጋር


መኪንያ መካቲ (ፊ.ዲ.ሲ.)
የጋዜጠኝነትና ኮሙኒኬሽን ት/ቤት ኃላፊ

