



**The Practices of Crisis Management and Communication
the case of National Disaster Risk Management Commission
of Ethiopia**

By

Bayush Ambaw

**A Thesis to be Submitted in Partial Fulfillment of the
Masters of Arts Degree in Public Relations and Strategic
Communication**

School of Journalism and Communication

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This is to certify that the thesis prepared by Bayush Ambaw, entitled Analysis on practice of Crisis Management and Communication the case of National Disaster Risk Management Commission of Ethiopia and submitted in partial fulfillment of the Masters of Arts degree in Public Relations and Strategic Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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ABSTRACT

Analysis on practice of Crisis Management and Communication the case of National Disaster Risk Management Commission of Ethiopia

Bayush Ambaw

Addis Ababa University, June, 2019

This main aim of the study was to assess the practice of public relations in crisis management and communication of the Federal Republic Ethiopian National Disaster Risk Management Commission. And the study specific objectives were identifying the roles played by public relations directorate of the National Disaster Risk Management Commission of Ethiopia, analyzing the methods be used by the National Disaster Risk Management commission public relations practitioners in crisis communication and management, investigating the general organization structure and the place of the public relations directorate in the way to meet organizational goals and objectives and in the handling crisis communication and management practices, and identifying the challenges and problems of the commission in working towards crisis management and communication suggest possible solutions. Also the researcher has used descriptive research design and mixed research approaches, that is, qualitative and quantitative research method. And the student researcher collected the data by using two types of questionnaires, it means from NDRMC employee and selective stakeholders organizations. Besides, it used observation together with interview as research tools. In the interview five key informants are included in the study. Also the researcher distributed 152 questionnaires for respondents taken as sample populations and but managed to collected 122 (80%) of questionnaires from the total. 33 questionnaires from five selective stakeholders of the commission are also considered. And also the researcher used observation as a data collection tool and the researcher has prepared an observation check list, and then observed some elements of the commission. Finally, the study found out that the commission's public relations did not practice in professional sense and also the PR directorate had no managerial role and it merely had technical role. Also the commission has lacked strategic and scientific research based crisis management and communication activity.

Key Words

Crisis Communication

Crisis Management

Public Relations

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List of Acronyms

CCP	Crisis Communication Plan
CCT	Crisis Communication Plan
CM	Crisis Management
CMP	Crisis Management Plan
CMT	Crisis Management Team
DDPC	Disaster Prevention Preparedness Commission
DPPA	Disaster Prevention and Preparedness Agency
HRM	Human Resource Management
MOA	Minster of Agriculture
MOE	Minster of Education
MOH	Minster of Health
MOP	Minster of Peace
NDRMC	National Disaster Risk Management Commission
PR	Public Relations
RRC	Relief Rehabilitation Commission
PRSC	Public relations and strategic communication
SPSS	Statistical Packaging for Social Science
TV	Television

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Chapter one: Introduction

This chapter attempts to introduce the overall study on the practices of crisis management and communication. This chapter of the study deals on the background of the study, the statement of the problem, the objectives of the study and the research questions. In addition to this the first chapter of the study presents significance of the study, the scope of the study as well as organization of the study.

1.1. Background of the Study

Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders. According to Tench, et al., (2009) Crisis public relations management is one of the most critical aspects of modern communications. Crisis management involves efforts to make an effective response for actual crisis to protect company reputations and it salvages for their existence. In a broader manner, crisis communication can be understood as a process of gathering and processing of relevant information about a crisis to share with relevant publics, Coombs,(2010). Crisis communication is play great role for management, preparation and practice of any issue, crisis and agenda strategically in different aspect. Because communication is a basic manner for any issue specially it is basic for crisis.

It is a living fact that people of the world encounter various sorts of crisis such as man-made crisis and natural crisis occurring due to various causalities that cost the life of people and create environmental hazards as well as unpredictable consequences. As it has been usually observed, crisis can have international, domestic, local, and organizational dimensions. In addition, this they can involve a mixture of any of these; for example, climate change and its subsequent environmental disasters, terrorism, threat of nuclear war and conflict. In large institutions at the international levels civil war, ethnic conflicts, famine and drought are occurring at domestic levels as well. According to Coombs, et al., (2010) crisis also reaches into nonprofit organizations with mismanagement of funds, violation of the organization's mission and vision.

Hence, crisis affects all sorts of organizational activities and key figures effective crisis management and communication skill plays a significant role by public relation expertise to minimize its negative impact.

It is often told that crisis management challenges public authorities. One of the challenges in crisis management of public authorities is the thought of crisis communication, which is the core part of crisis management process and it takes its major part in crisis management to public authorities. According to Marita, et al., (2011:7) the “challenging elements is the role of new media’s in crisis situations as well as processes of sense making and the reception of information in stressful situations by civilians”.

This indicates that communication would enable to contribute to the empowerment of citizens in crisis situations by supporting preparedness, enhancing societal understanding of risks and increasing cooperation i.e. the case of evacuations, or arranging participation in decision making about reconstruction activities. Crisis communication is usually done by monitoring public and media reaction, by content analysis of all news releases, of comments and questions online, by identifying the trends or directions of the comments and questions from personalities and opinion leaders, by an active listening of the community opinions and by understanding of the issues facing as a result of the crisis, Irimieș, (UD).

Every professional have their own principles and professional ethics to implement their fields’ in efficient and effective manner. Gilaninia, et al., (2013) said any organizations and any public relations practitioners must follow the principles of public relations field like reliable information, accurate and timely, considering the purpose and structure of the organization. Also the practitioners create agreement or act as a bridge between the internal and external public as well as the organization.

Crisis communications covers a broad area and contains different element for different strategically activities. Fitsum, (2018:11) says “crisis communication is a very important aspect of strategic management, which stands as a fundamental among other crisis management set of functions”. And also Fearn-Banks, (2007:7) define crisis communication as "the communication between the organization and its publics prior to, during and after the negative occurrences”.

In this definition, Fearn-Banks tries to highlight two basic points. First, the communication is being alive throughout the lifecycle of a crisis: pre-crisis, crisis scenario and post-crisis.

Second, it emphasizes that the 'publics' are the one who is entitled and legitimate to be communicated by the organization about the crisis situations. Similar to this, Coombs also concedes that crisis communication is a strategy to repair a relationship with stakeholders, Coombs, (2005). Therefore, from the above discussion, it is possible to claim that both Fearn-Banks and Coombs seem to agree on the point that organizations need to give due attention for their stakeholders or publics throughout the communication process.

As stated above, crisis communication and management is one of the major components of public relations. Pure (UD) states that public relations is a specific management function the aim is to ensure many-sided communication including understanding, acceptance and cooperation between an establishment and public. PR supports management in its striving to inform the surroundings with the help of public thought and react to the signals of the environment. PR takes responsibility to provide with management activities, synchronizing them with public thought, ensures the prevision of possible reaction. PR uses scientifically discovered, clarified and systematized communication technique as its main working tool, Veinberga, (2004).

Today's world is the world of communication and in every second, millions of information units are exchanged in the world. Since development of human life improves, thus increase need to information and communication every day increased and nowadays having accurate and up to date information for people becomes important, and people with more information will be more successful than those who do not have, Gilaninia, et al.,(2013).

No one country is immune from hazards; however, the damage made by disasters is different from country to country and even to area to area in the same country. The main reasons for this are lack of proper understanding of hazards, anticipating their occurrences and taking appropriate timely measure before, during and after the disaster incidence.

Therefore, Ethiopia is one of highly exposed country to hydrological hazards and the incidents are exasperated due to the country's diverse geo-climatic and socio-economic conditions. Drought is the main hazard followed by flash floods that represent major challenges, but the number of other hazards also affects communities' lives and livelihoods.

These include: frost and hail, crop pests and diseases, livestock diseases, human diseases, conflict, landslides, earthquakes and forest/bushfires. Climate change is predicted to further

increase exposure to climate –related and hydrological hazards. It is known that Ethiopia has been vulnerable to these incidents given the importance of rain-fed agriculture for the overall economy and the livelihoods of poor households, and the scarce practice of irrigation and water-shad management practices Riziliyins(news paper of NDRMC) (2010:57).

This study is conducted on the crisis communication and management practice of Ethiopian Federal Democratic Republic National Disaster Risk Management Commission. The national disaster risk management commission has passed through different progresses in the ups and downs of the Ethiopian government. During its formation then the government named it as Relief Rehabilitation Commission (RRC) in 1973 to save lives through distributing relief aid to the victims of drought. At later years the organization included another mandate to settle people from drought affected areas to more fertile areas outside of their administration regions. During RRC, the focus of the institution was provision of relief response largely to drought affected people but the decisions for the provision of the support were not supported by risk assessments. The commission has continued all long its ways till it got a new structure and mandate to work on crisis prevention and management in the country. Riziliyins(newspaper of NDRMC) (2010:57)

Later on the commission was renamed as Disaster Prevention and Preparedness commission (DPPC) in 1995, as the mandate of this institute was to improve preparedness and undertake disaster prevention activities. The commission has been administering big agricultural farms and also has been undertaking natural conservation works. Also it was renamed as Disaster Prevention and Preparedness Agency (DPPA) in 2004 and the mandate of DPPA was to strengthen preparedness. Thus during this time emergency food security reserve administration and national disaster prevention and preparedness fund office were established Riziliyins(newspaper of NDRMC) (2010:57).

Later, it was renamed as National Disaster Risk Management Commission in 2006; these all development would indicate the direction the commission has taken and gone through in all those periods.

Generally, the present study, therefore, emphasizes on how crisis communication has been practiced so far by the commission and how that enables it for it successful accomplishment of

its mission, vision and objective of examining the historical and empirical experiences of the organization Riziliyins(newspaper of NDRMC) (2010).

1.2. Statement of the Problem

Crisis is a negative element that is highly unwelcomed. Crisis management is the process by which organizations deal with a major event that threatens to harm them, their stakeholders or the general public. The present study is aimed at analyzing the crisis management and communication practice of the National Disaster Risk Management Commission in its public relations and strategic communication practices towards meeting organizational goals and objectives- through mitigating or subverting actual and latent crisis can be encountered in the country. It also examines to at what capacity the commission handles and properly communicates with all sorts-of crises that might occur in the various dimension of citizens' life, particularly in the political, economic, social and technological aspects.

To this end, it would become appropriate to examine some of the research works done so far in Ethiopia so as to clarify what research gap the presents study is going to fill in. First, Clark-Ginsberg, (2017) made an analysis on the disaster risk reduction in Ethiopia, and states that Ethiopia's disaster and risk reduction have some identified good practice and also weakness. He indicated that having integrated approach of disaster and risk reduction, valuing multiple stakeholder's knowledge systems and fostering a strong internal enabling environment are the good practices observed in the nation's attempt to address problems that occur in various disasters. According to him, the weakness are lack of good addressing of specific disaster drivers, assessing risk systematically, robust engineering, and micro and macro- level influencing.

According to Mulugeta, (2009:80-81) in his study on the "Emerging trends in disaster management and the Ethiopian experience" where he focused on the genesis, reform and transformation in mitigating disaster in the nation, it is found out that the funding of the disaster management system in Ethiopia had for well over a decade hibernated in its traditional form of relief and rehabilitation.

He pointed out that in our country context the disaster management activity has yet at initial stage, and “the prevailing volatile situation in the country coupled with the series of famines the country has been experiencing did not allow for’ the slightest breathing space to think strategically”.

Plus, he said in the field of disaster management must doing by integrating, comprehensive and effective administrative and policy responses that aimed at integrating pre-disaster strategies (mitigation/prevention and preparedness) with post-disaster response and recovery actions.

Minale, (2018) also made his study on crisis communication, which is a case study of the integrated master plan crisis in Oromia regional state, and concluded that basically crisis communications are universal. He identified that crisis communication in Oromia region is considered ineffective. He emphasized on the idea that social media fueled up the crisis in region in connection to the integrated master plan of Addis Ababa and adjacent zone of Oromia, which as not easily managed due to negative and false information disseminated through social media. That, of course, according to him easily aggravated the situation which made the communication strategy ineffective, lack of transparency and openness; equally contributed to its ineffectiveness.

Though an encouraging development is under way in federal government public relations officers, still there remains a lot of work to be done in order to exploit the maximum benefit out of the practice of public relations and strategic communications of the commission. In relation to this, Zemdekun, (2014) argues that a public relations practitioner in federal government office has suffered serious lack of proper public relations research and highly lack professionalism. In general, he concluded the study even if an encouraging development is under way in federal government public relations offices, still their remains a lot of work to be done in order to exploit maximum benefit out of the practice of public relations.

Government organizations heads are not as such familiarized with the work of public relations and strategic communication. This has seemed to be done to that scale and, thus, a system that would enable for effective public relations and strategic communication practices has to be put in place so as to engage government officials, public relations practitioners and strategic communicators to develop improved and effective practices of public relations and strategic communication, Zemdekun, (2014).

As it was indicated above, no study has been so far found in regard to analyzing the crisis management and communication practices of the National Disaster Risk Management Commission's Public Relations and Strategic Communication Directorate.

Thus, the present study seeks to fill a research gap which has not been addressed so far as the researcher's knowledge is concerned.

Consequently, it is worth study to take the present study on the crisis management and communication practices of the Ethiopian Democratic Republic National Disaster Risk Management Commission so as to examine the existing situation and come up with some valuable suggestions towards having an effective public relations and strategic communication practice of the commission for the better handling of organizational and national goals and objectives.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study is to assess the practice of public relations in crisis management and communication of the Federal Republic Ethiopian National Disaster Risk Management Commission.

1.3.2. Specific Objectives

Specifically, the study intends to:

- ❖ Identify the roles played by public relations directorate of the National Disaster Risk Management Commission of Ethiopia
- ❖ Analyze the methods be used by the National Disaster Risk Management commission public relations practitioners in crisis communication and management
- ❖ Investigate the general organization structure and the place of the public relations directorate in the way to meet organizational goals and objectives and in the handling crisis communication and management practices.
- ❖ Identify the challenges and problems of the commission in working towards crisis management and communication suggest possible solutions

1.4. Research Questions

- What are the major roles of public relations directorate in National Disaster Risk Management Commission?
- What methods are used by the National Disaster Risk Management Commission public relations practitioners towards crisis communication and management?
- How do the National Disaster Risk Management Commission public relations practitioners use methods of crisis communication and management?
- How the public relations directorate of the commission is organized in the way to meet organizational goals and objectives and in handling crisis communication and management practices?
- What are the challenges and problems of the commission in working towards crisis management and communication, suggest possible solutions?

1.5. Significance of the Study

The final research report may have various significant. The study may be important for academicians and researchers as a source of information, and can contribute also to the body of knowledge as basis or motivation for selecting study area, and reference or literature. And also for future the researchers, they may also use this study as relevant reference and as a source of knowledge and literature on other similar works on crisis communication and management

Generally, the findings of this study is hoped to be useful for National Disaster Risk Management Commission in order to address its problems and evaluate the organization with regard to public relations practice in crisis management and communication.

1.6. Scope of the Study

The student researcher was focused on the above mentioned organization in the practice of crisis management and communication. Due to researcher's time and financial resource the present study is conducted on practice of public relations in crisis management and communication.

Public relations have many functions. It is various management functions, which supports as bridge for successful communication of organization with internal and external publics.

Public relations also manage problems or issues, responsive to public opinion, consultate the management body of the organization for serve the public interest and effectively utilize the change or trends and also conduct research (Harlow, 1976). Therefore, public relations do a lot of activities or practices but the research only focuses on practice of public relations in crisis communication and management. Therefore, the present study was analyzed how the Ethiopian National Disaster Risk Management Commission uses the various functions of public relations, and how it addresses crisis communication and management as its core focus. And time frame of the study delimited specified time which goes between January One 2019 to April 25, 2019.

1.7. Limitations of the Study

In conducting this study, the student researcher has faced various limitations. From thus limitations lack of latest reference materials, lack of conducted researches in this area in Ethiopia context, the student researcher's lack of experience, and withdrawal of respondents. Even if, the research is limited on the above listed limitations the researcher has managed all the limitations by using possible reference books, follow up day to day data collection activities and I had also shared experiences from my advisor to maintain the research validity and to overcome the limitation.

1.8. Organization of the Study

The study was organized into five chapters. The first chapter contains background of the study, statement of the problem, research objectives, limitation of the study, and significance of the study. In addition to this the second chapter deals with the overall review related literatures. As well as the third chapter includes research methodology, research design, data analysis method, data collection instrument, sampling methods and sampling techniques. In the fourth Chapter discussed data analysis and discussion. In the last chapter (Chapter five), conclusions and recommendations of the study is presented.

Chapter Two: Review Related Literature

This chapter focuses on review of some literature and begins with a discussion of study that deals with crisis management and communication. This part presents about reviews on public relations practice with regard to crisis management and communication, functions of public relations, role of public relations, role of public relations in governmental organization, and public relations tools in crisis communication and management. It also makes discussion on the key concepts of this study, including defining crisis, crisis communication, crisis management, crisis communication plan and crisis communication team, and crisis management best practice. Finally, it is follow by the conceptual and theoretical literature crisis communication theory, strategic communication theory and system theory.

These topics are discussed as follows.

2.1. Public Relations Practice in Crisis Management and Communication

The information produced by government authorities during crisis should help to ensure that everyone actively involved in the crisis, the media and the populations in general are given a picture of events that is as correct and up-to-date as possible. Crisis information should, therefore, help to create the best possible understanding of the situation and its various consequences, so that the parties involved in the crisis and those individuals affected are best able to take decisions in the areas for which they are responsible or which affect them in some other way. Furthermore, that part of the public sector not directly affected by events should be able to have its need for factual and updated information on the crisis fulfilled, Ingerstedt, et al., (2003).

As Paled, (2014:19) cited Bernard Dagenas, (2002) during crisis, skills and competencies are necessary to the public relations practitioner since the practitioners often find himself/herself in the front time and has to manage, under the influence of stress, lots of activities and decisions, taking attitude, seeking causes of the crisis tips for the management provisions or criticisms to be made to the customer.

Also, Public relations have different models. According to Olusegum, (2006) the acronym, RACE model was created by John Marston's in 1963. This model means Research, action, communication and evaluation is the most common one.

Therefore, public relations practice this model in crisis communication and management activity; Research is the discovery stage of the problem-solving processes, action is blind decision making in public relation can have unsavory consequence, communication is the execution stage of the public relations process, and the public relations practitioner ask the questions ‘how effective have our strategies been’? is called evaluation.

Public relations practices are related with various fields and areas like marketing, advertising, management, communication, journalism, sociology and some others. According to Theaker, (2004) public relations practice is a discipline concerned with the reputation, trend and success of organization (service or individuals) with the aim of earning understanding and support also it practices “the result of what you do, what you say and what others say about.” Also he says in practice, integrated communications can mean that one element often marketing or advertising, achieves a dominate share of resources and regulates the other areas to support roles. So the public relations practitioners try to persuade journalists to cover their product and services on the ground of news worthiness. In other direction it meant the public relations practitioners practice a lot of activity in one organization; those are research, management, counseling, planning, community relations, communication, and some others. Also Tench, et al., (2009) says crisis public relations management is one of the most critical aspects of modern communications. Therefore, in organization crisis communication and management is the broad responsibility of public relations by organizing different competences.

2.2. Functions of Public Relations

There are different functions of public relations, which include publicity, promotion, advertising, event management, public affairs, issues management, crisis management, stakeholders’ relations, investors’ relations, media relations, and some other. And some of these are explained below in the literature as they are more relevant to the present study.

2.2.1. Issues Management

Issue management is the major aspect of proactive public relations activities of an organization. Boudreaux, (2005) says issues management helps remove the unexpected and sudden factors of the crisis; the situation can be defused before it occurs.

Moreover, information gathered will not only allow practitioners to prepare, it will allow them the opportunity to realize and understand what preparations they cannot make. Also he says issues management is often thought of as proactive practice used to avoid a negative situation, though it can also identify positive opportunities. Preparation and issue management is sometimes not sufficient to avoid a crisis. Because of some crisis are unexpected and very risky, as this time issue management and preparation is insufficient to save the organization from that crisis, like natural crisis. Therefore, issue management is the best proactive way to practice crisis management and also it is the starting point for successful crisis management. Additionally, Griffitt, (2014), notes issue management becomes more “focused on predicting and resolving reputation risks” whether the crisis occur internally (the failures of internal body of the organization) or external agendas. Generally, issue management is lie to improve the performance and preparation in proper way proactively (before anything happens) for keeping and build up the organizations’ capacity before goes to crisis communication and management activity.

In other way Griffen, (2014:180) starts explanation “some issues are not fully resolvable, so need management over time”. And also stands from this idea he defines “issue management is the management over time of non-acute risks to an organization strategic, commercial and reputational interests”. Based on his idea, it is true some issues are asking long period of time for managing and for the sake of the organizations just to adapt like work environment and also the concerned body totally forget the issue for the reason of adaptation and impairment nature of the issue. Those types of issue are mostly not developing to crisis and just go like that and also these activities are more seen our country governmental organizations.

Issue management has functions. As Regestar, et al., (2005:46) cited US public affairs council (1978) identifying issues and trends, evaluating their impact and setting priorities, establishing an organization position and implement. And related with they said planning, monitoring, analyzing and communicating are the key task of these activity.

Issue management is one of the functions of public relations. Good public relations practitioners practice any activity of the organization proactively. So the public relations department in the organization managing any issues and develops the competence strategically to saving the organizations from unpredictable and unexpected crisis.

Plus, issue management has their own strategy to gives strict response for any small or ongoing problems. Regester, et al., (2005, 2008) and Theaker, (2004) argue that, issue management was an attempt to “define the strategies” that support organizations by using counter efforts, any team and activists or groups of the organizations putting pressure on the strategy plan for managing the organization activity. So it indicates the communicator of the organization (public relations) has a big role in issue management activity of the organizations by putting strategic plan for effectively control the organization activities.

During issue management the management body has different functions. As Regester, et al., (2008:46) cited US public affairs council (1978) identifying issues and trends; evaluating their impact and setting priorities, establishing the organization position and implementing the plans are the functions of issue management. And related to this they said planning, monitoring, analyzing and communicating are the key task of these activity.

2.2.2. Crisis Management

Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders. According to Coombs, (2007) crisis management is a critical organization function. Failures in crisis management can result in serious harm to stakeholders, losses for an organization, or end its very existence. Public relations practitioners are an integral part of crisis management teams. Hence, a set of best practices and lessons gleaned from knowledge of crisis management would be a very useful resource for those in public relations.

In any organization the crisis management activities or practices are should be down to earth. Ahmed, (2006:36) said “crisis management is in some ways a pragmatic construction is significant to a consideration of the similarities between it and symbiotic interactions”. The concerned bodies manage the crisis in strategic practical and realistic ways. And also those bodies must assume the organization “control their reputations and influence perceptions”, ruled by organizations strategic plan and between the relationship the perception is to be governable and get meaningful results.

The management activity of individuals, groups and organizations focuses on the strategic plan for successfully manage your agenda, issue and also crisis. According to Tarihi, (2016:81) crisis

management is to prepare an emergency action plan focusing on applications such as infrastructure and public relations.

Whereas crisis management has its own characters during preventing the crisis based on the perceptions of management body like public relations practitioners, the nature of the crisis and organizational nature, and also the internal and external environmental factors. Thus, the crisis management activity of the organizations, groups and individuals determined by different factors and it is not constant vary from organization to organization, individual to individual and group to group. Additionally, the organizations public relations department has taken the dominate responsibility than others organization body in crisis management activity.

2.2.3. Stakeholders Relations

Another core function of public relations in the organization is creating good relations with stakeholders'. In good stakeholder relations the relationship is like family members. In one family all members of the family have positive thinking and good relations with each other and also solve any problems by cooperation. The same like to this the organization to organization relations or stakeholders' relations not differ from one family member activity.

In the organization's stakeholders all stakeholders are not equal participation in relationship between them. Cornelissen, (2014) said organization's stakeholders have been classified according to their salience and communication practitioners will have an overview of which stakeholder groups require attention and need to be communicated with. Based on the classification, they can develop communication strategies to most appropriately deal with each stakeholder. For example, dominant and definitive stakeholders of the organization such as employees, customers and shareholders need to be communicated with on an ongoing basis.

Most organizations have ongoing communication programs for these stakeholders including newsletters, corporate events and an intranet for employees, advertising and promotional campaigns for customers and financial reports, investor briefings and the annual general meeting for shareholders.

In addition, many organizations will often communicate directly with members of the local communities, in which it operates (a dependent stakeholder) and will respond to dangerous stakeholders if the actions of those stakeholders affect others, including the company's

employees. Organizations typically do not communicate on an ongoing basis with latent stakeholder groups including dormant, demanding and discretionary stakeholders, Cornelissen, (2014).

On one business focused book's Coombs said stake holders are assuming or looking the crisis might negatively affect them in the same way. Do they need evacuate? Did they use at that product or service provider? Do they have that brand of tries on their product or service? Coombs, (2008). This means the stakeholders of one organization are thinks and give supports for that organization like itself. Because the crisis of one organization are affects the stakeholders of that organizations directly or indirectly.

Generally, stakeholder's relations have required energetic and tactical system of public relations practice. Zemdikun, (2014) says creating good relationship with different actors like government office, organizational employee, non-governmental organization, individuals, groups, community members and other stakeholder groups that might be important to the organization is the common functions of public relations officers.

2.2.4. Media Relations

Media relation is the relationship between the organizations and the media (like print, electronic, social Medias, and some others) and media persons with different levels. Tench, et al., (2009:48) says "media relations mean communicating with journalist's specialists' editors from local, national, international and trade media including newspaper, magazines, radio, TV and web-based communication." Therefore, a media relation has the public relations practitioners' big function for creating good interaction with any stakeholders like internal or external body of the organizations.

In relation to the above idea mass communication is very essential communication type in a simple way to address a broadly. According to Oliver, (2014:119) "mass communication media have come to play a dominate role in the life of everyone, including the public relations practitioners."

Consequently, mass communications are a wide communication area it covers various elements, and it is the key for any organizations, groups and stake holders to communicate in abroad. In any crisis situation interaction and relation with media is exceptionally important. The public

relations practitioners create a good interaction during the organizations has “normal conditions.” Therefore, any organizations public relations practitioners strongly build the relationship or good contact with internal and external stakeholders in every time and place.

Because, anytime that organization may be faced some crisis the relationships that build before the crisis occurred give authority and power for effectively manage the crisis, Ingersted, et al., (2003).

In general, the public relations practitioners are the core responsible body and the bridge in the organizations media relations based on the above notes or ideas. In the organization like for practicing crisis communication and management activity, managing any issues and creates good relationship with stakeholders in a good manner.

2.3. Role of Public Relations

There are four key roles of public relations, and those are managerial, technical/operational, reflective and educational. But managerial and technical role roles are most common and visible. Most public relations practitioners are involved in both managerial and technical work. But it is generally accepted that one role may dominate one entry into the practice and at technical tasks, Tench, et al., (2009).

2.3.1. Managerial Role

Public relations has different role in the organization. Horton, (2007) said the managerial role of public relations practitioners in the organization very broad. Some of these roles under in managerial are anticipating, analyzing and interpreting public opinion, attitude and issues, counseling management at all levels in the organization with regard to policy decisions, courses of action, communication, taking in to account their public ramifications and the organization’s social or citizenship responsibilities, and researching, conducting, and evaluating on a continuing basis programs of action and communication to achieve the informed public understanding necessary to the success of an organization’s aims.

2.3.2. Technical Role

In addition, public relations has different technical roles and most public relations practitioners have mastered a number of techniques and the known technical activities of public relations are secure media coverage, prepare press release, write speeches, write and design brochures, produce video news releases, lobby representatives in congress, stage special events, prepare annual report and etc, Gruning, (2001).

Relatively technical role of public relations is broader than managerial role. Gruning also says the organizations that employ public relations people have believed to devote most of their efforts to communicating through the mass media, affect large number of people through publicity alone, and creating a good “image” in the media, Gruning, (2001).

2.4. Role of public Relations in Governmental Organizations

Public relations engage to promote legislations and policies to their publics in government various political persuasions at all levels, federal, state and local, Edmond, (2003).

Additionally, Edmond put three core ways the public relations intersect with democratic government’s use of media management by government to pursue its political and policy objectives, use of public affairs lobbying by interest groups to affect government decisions and use of campaign techniques in the election required prior to the formation of governments. So the public relations practitioners play lobbyists role in governmental organization like monitoring legislation and regulation, serving as a source of information to government officials and their staff, creating opportunities to present an organization’s view, keeping senior management informed on legislative or regulatory developments, and some others, Edmond, (2003).

2.5. Public Relations Tools in Crisis Communication and Management

Crisis communication requires different communication channels or Medias in print and electronic forms. According to Tench, (2009) public relations tools are differ from one to the other. Thus are conference, workshop and seminars, exhibitions, interview for media, advertisement, sponsorship, tours, social media, community relations, press kit and etc.

Also Tench said direct face to face communication generally and particularly during a time of crisis very advantageous for easily communicating and understanding between the sender and

receiver of message. Hence, the public relations have various tools used for crisis management and communication activity. And the uses of those tools are varying from one to the others, based on the nature of tools.

According to Regester, (2007) news release is a key communications tool in a crisis situation. It provides the company's official explanation of what is happening and may be used for expressing quotes from senior management on how it is 'feeling' about the situation. News releases should keep coming thick and fast throughout the crisis period. And also keeping employees informed and using your website are good things to communicate about the occurred crisis. From print media news release is very relevant channel to informing any situations of the organization for media and concerned body. Because, press release is the most common public relations communication tool today.

Many public relations practitioners also disseminate their releases far beyond the media to key audiences such as employees and investors people who are as interested as the media in what the organizations they support are doing. Examples of press releases abound in daily newspapers, magazines as well as the online press rooms of most public companies.

The vast majority of journalists use the latest information technology to search for, process and produce information. When it comes to individual authorities, it is vital to build up homepages and databases that enable the authorities, where ever possible, to facilitate the journalists, work during crisis. The websites should be structured so that the media can access the information aimed directly at them immediately. It is important that this information is updated continuously so that those journalists and editorial departments who want to can follow the sequence of events via the Net.

The website can also include databases that give access to background information, statistics, graphics, models, statements, press releases, organization structures, facts and figures on production and processes etc. Press conferences and interviews, for example, can also be presented on the homepage as a valuable complementary source of information for those journalists unable to attend in person.

Journalists should also be given the opportunity to contact authorities, example by requesting information, asking questions, or interviewing them. A very quick, reactive and well-run homepage helps journalists to need much of the information they need, which in turn means that both they and the authorities can work more efficiently, Ingersted, et al.,(2003).

2.6. Crisis Communication

Crisis communication has no common definitions based on different contexts that vary from scholar to scholar. The term crisis communication includes within its meanings issues management, because it is a good public relations practices to intervene in a developing situation before it becomes a crisis. And issues management, in turn, is primarily a research function, the purpose of which is to identify and track trends and events likely to affect the institution and any of its publics. But beyond issues management, which involves all of the communication tools (print, electronic, social media and etc) and planning, previously discussed, there is the critical event the serious unforeseen development, Newsom, et al., (2008).

2.6.1. What is Crisis?

Acrisis is unfamiliar and unexpected event occurs in the organization activity and structure. According to Ingersteat, et al., (2006) the word crisis comes from the Greek word ‘Krinein’, which means ‘to decide’. It refers in other words, to a deceive phase in a sequence of events and was often used in the past to describe the phase in the course of an illness that meant a decisive turn for the better or the worse.

Also Grimmelt, (2017) says a crisis is a sudden event or set of circumstances that could significantly affect an organizations ability to carry out its business that damages an organizations reputation and threatens the environment the healthy safety, and well-being of employees, customers, or the public at large.

Crisis is the lapse of normal situations and it makes intense difficulty, complexity and danger on the organization. “A crisis can have profound knock-on effects on reputation and profit.” Sometimes crisis has characterized by an issue or incident that threatens the safety of our

personnel or members of the public. Significantly impact our reputation or business as for education and experience to operate actively the reputational activity, Griffin, (2014).

In the organization any problems are occurred in different time and different level of the organization. And these problems have their own level means the degree of effect in the organization.

Zappala, et al., (2008:275) says “every crisis a problem, but not every problem is a crisis.” Problem situations is address small size area or people, it’s solve and manage easily by limited source and it is not out from problem occurred place or “do not attract the attention of media and outside groups.” Also, they say “crises are serious unexpected events that have long term implications for an organization and can threaten its survival.” Therefore, it indicates crisis is asked high manageable effort and high amount of budgets for managing and communication properly. Beside this the effects of crisis are high range and attract the attention of media and outside groups. All those above detentions are selective from various definitions of crisis and advantageous and related to this study area.

2.6.2. Types of Crisis

There is no common type or classifications of crisis the reasons that various scholars look or classified in different basement. According to Wirthin, (2011) there are eight types of crisis; natural disasters, economic disasters, managerial mistakes, deception, technological issues, slander/rumors, legal issues and errors in judgment. Similarly, Tench, (2009) also put eight types of crisis; natural, technological, confrontation, malevolence, skewed management values, deception, management misconduct, and business and economic.

In other way, as stated by Cornelissen, (2014) crisis expert Timothy Coombs defines four types of crises based on two dimensions: internal–external and intentional–unintentional. The internal–external dimension refers to the crisis occurs inside the organization from something done by the organization itself may be by the managers or employees and crisis caused by some person or group outside of the organization. The intentional–unintentional dimension relates to the controllability of the crisis. Intentional means that the crisis event was committed deliberately by some actor. Unintentional means that the crisis event was not committed deliberately by some actor. The two dimensions together give four mutually exclusive crisis types.

Therefore, the above notes indicate no any common classification of crisis. Because, of the variety perception of the scholars and elements that the scholars depend to classified crisis. Additionally, Coombs and Holladay, (2010) based on the “attributions of crisis responsibility” classified the crisis into three types.

A. Victim crisis cluster

The victim crisis cluster has very low attributions of crisis responsibility. It focuses on the crisis act on nature that damage an organization disrupt operations, false and harmful information is calculating about the organization and current and former employee harms current employees at work place. Like for example natural disasters, rumors, work place violence product or male violence, and some others.

B. Accidental crisis cluster

This is characterized with minimal attributions of crisis responsibility. It entails to some stakeholders claim the organization is acting in an inappropriate or irresponsible fashion. The public challenge is based on moral or ethical grounds, not legal concerns. And also an industrial accident is caused by technological or equipment failures like technical error accidents.

C. Intentional crisis cluster

This type of crisis asks strong attributions of crisis responsibility. And it occurs in the organization employee causes the accident because of improper job performance and causes the defective product poses a threat to consumers like human error accidents and human error product harm and organizational misdeed or management knowingly violates laws or regulations.

In commonly taken types of crisis are two; man-made and natural crisis. All the above various classifications of crisis by different scholars and all those are not out from included under man-made and natural crisis.

2.6.3. Phases of Crisis Communication

Communication is the basement to practice the crisis management activity. According to Cox, et al., (2014:85) “crisis can support as a communicator, anticipate problems and respond effectively.”

While every crisis has difference and give response develops in its own means. Crisis communication has divided into phases; communicators can anticipate the information needs of the media, stakeholders, and the general public. The phases are pre-crisis, initial, maintenance, resolution and evolution.

They also put out some elements that the phases are vary, those are the events that triggered or initiated the crisis, level of harm, adequacy of the response (including the level of community resilience and the intensity and longevity of the crisis (which will impact required resource and manpower).

Therefore, crisis communication has its own phases and based on the above explanation crisis communication phases are included different elements and those elements are varying depend on the nature of phases.

One of the most typical characteristics of a crisis is that an intense need for information develops very quickly. It is all about handling operational information, updates, advice and guidance and masses of questions. It is also about analyzing myths, rumors and decisions and everything has to be done simultaneously. The huge volume of information that has to be exchanged often results in various information channels being overloaded. The image that various interested parties have of a crisis is created, to a very large extent, by the media. The media decide whether they want to cover the crisis, how they are going to describe it, and in what forms different decisions and activities are to be presented. The authorities must assume that the crisis image is as real as the crisis itself, and that substandard handling of the image during a crisis can result in the actual crisis expanding or taking a different form and direction. This is why; the crisis and the crisis image must be handled in parallel during a crisis, Ingerstedt, et al.,(2003).

As stated Coombs, Steven Fink was among the first to describe crisis as having phases. Also he said each phases creates unique demands for the crisis managers and involves different crisis

management factors. Crisis has three phases; these are pre crisis, crisis and post crisis, Coombs, (2008).

Good Communication is going to by following steps to achieve the set communication goal, crisis communication also needs a strategic communication steps. So Gottschalk, (2002: 87-88) recommend ten critical step of crisis communication here below;

- Alert and mobilize the team immediately upon learning of the crisis. Obviously, the team members must be briefed, and that briefing, depending on the type of crisis, can be done at corporate or organizational headquarters, at the site of the crisis, or route to it.
- Advise the news media that the crisis team is being assembled. At the same time, a news conference may need to be scheduled and the pre-assembled press kits must be prepared for distribution.
- If possible, set up a media-friendly place for the news conference, complete with telephones, faxes, and a lot of electrical inlets.
- Involve a third party, if that's possible, and do it as quickly as possible. The word "crisis" may not be sufficiently descriptive.
- Meanwhile, be sure that there is a clear and written position that is being taken by the company for release to the media.
- Select one spokesperson to represent the organization. Obviously that person knows beforehand that this day may come and must be ready for it. When it is necessary to meet the news media, this individual must be available. If there is a news conference, the individual must be there and be fully introduced. If it is absolutely necessary, there can be more than one spokesperson, but anyone in the job must report to the same executive to ensure continuity.
- Keep a head of the developing story. Anticipate what the media will want and try your hardest to provide it. If something is not available the media must be told why it isn't and, if possible, when it will be. If some information cannot be provided, for whatever good reason, the media should also be told that, but never, never, never, utter those awful words "no comment" because, to a reporter, that is the first sign of a cover-up.
- Keep the employees informed. Use all possible means to do that, including internal newsletters, newspapers, magazines, and bulletin boards. Whatever works employees can be

a major asset in reinforcing information given to the public via the news media. It can work the other way, too, so it isn't a good thing when employees have to get information from the radio, television, or newspapers.

- Follow the rules that include: » never lie to the media; » never go “off the record;” and » never admit fault.
- When the crisis is over, conduct an immediate review. It must be done fast because successes and mistakes will still be fresh in the minds of everyone concerned. Solicit comments on the job that the crisis team did and on the operation of the plan itself. Read the letters and take the telephone calls, good and bad. Look at every single step. And make the appropriate changes.

From what has been discussed above, one can argue that the recommended strategic steps of communication are advantageous for a time of crisis. Any activity of crisis management and communication should be practiced strategic steps of communication because strategic communication is good road map to achieve the goal of the organization.

2.6.5. Crisis Communication Plan and Crisis Communication Team

Planning is probably the most important that ensure effective actions. While a plan cannot guarantee successful management, it can create a template and process for initial actions and decisions. The process of planning may be more important than the resulting plans themselves, as the relationship and trust built during the process become invaluable in crisis situation, Joanne, et al., (2014).

Crisis communications plan has its own elements. Grimmelt, (2017) advise crisis communication plan covers the establishment of media and social media monitoring, communication to the key stakeholders, feeding information in to social media, spokesperson, space for press conferences and statements, information process to your employees, preparation of pre-draft message, preparation of key media contact sheets and telephone, handling of questions or requests from media, families and victims and etc elements are best to prepare crisis communication pan. In other way, Newsom, et al., (2008:408) recommend “first identify people likely to be the principal participants in the communication plan. Then decide what media to use in a crisis.” Therefore, the crisis communication plan has its own steps to prepare in a good way and it is the blueprint of organizations any effective crisis management and communication practices.

Crisis communication team is to plan for potential crisis events and to manage those events should they occur. As strategy makers the team develops alternatives and appropriate decisions for dealing with crisis situations. And the crisis planning teams initiate the implementation of the crisis communication plan. According to Newsom, (2008:409) “the organization involved will create crisis communication teams from staff members as well as public relations and crisis communications consultants to create the necessary level of expertise.” the team should be deal about the organization crisis situation. In related to this Coombs, (2008) the crisis team needs to communicate with various stakeholders including employees, community members, government agencies, the news media, investors, and supply chain partners.

Therefore, it indicates crisis communication team are the backbone of the organizations and the overall crisis communication and management activity are more practiced by the team.

Crisis management requires creative decision-making, not blind rule following. Leadership therefore makes a huge difference to a crisis response, and leaders must be properly prepared to fulfill their role. There are different leadership roles in a crisis.

But crises also require wider organizational leadership and public leadership. And not all leaders will have the skills and experience to play all roles equally well. This is not a sign of weakness in a leader, merely an acceptance of reality. Some will play the organizational and public leadership role effectively, inspiring confidence and trust whilst leaving others to lead the crisis management team (CMT), Griffin, (2014).

Crisis management team has the big responsibility in one crisis communication and management activity of the organization. Geimmelt, (2017) also Put some Crisis management team (CMT) tasks that should be include; evaluation of the situation, decision of the crisis level, activation of the crisis organization, identification of the required expertise, determination of the required measures, coordination of required decisions, promulgation and documentation of decisions, coordination with authorities (on a high level), and decision on the internal and external communication policy.

Generally, the CCP and CCT are two sides of one coin. Effective crisis communications teams are organized from the staff of organization for various departments and different experience level so it supports for successfully implement the duty and responsibility of the team.

And the plan also prepared by the teams by considering different situations like environment, organization efficiency, and also undermined the internal and external factors of the organization. The composition of CMT is highly dependent on the size of the company the availability of qualified and experienced management staff, Geimmelt, (2017). Therefore, the organizing system of CCT are affects the effectiveness of crisis communication team and crisis communication plan.

2.7. Crisis Management

Management is the basement area to control the overall activity in day to day life. And also this is advantageous to perform any work in proper way for the organizational level, regional level, national, individual, and international levels.

Grimmelt, (2017:3) notes “crisis management is the overall coordination of an organizations response to a crisis in an effective, timely manner, with the goal of avoiding or minimizing damage to the organizations profitability, reputation, or ability to operate and often involves the need to make quick decisions on the basis of uncertain or incomplete information.”

He also says crisis management (CM) includes development of plans, minimize the risks of a crisis occurring and deal with any crisis that do a rise. Crisis management is the general movement of the organizations for giving pre warning, crisis response and also relief rehabilitation.

Crisis management must require good strategic directions to coordinating the crisis management activity and the organizations’ body and stakeholders. Crisis management becomes more “widely recognized as a high level, strategic capability” for which management body of the organization in businesses, geographies and functions need to be good preparation in order for successful management, Griffian, (2014).

Crisis management activity in the organization includes wide area, from initial stage of crisis up to end by making different big decisions strategically. “Crisis management refers to the set of decisions made and actions taken by decision makers to assess, mitigate, prepare, respond to recover from, and learn from crisis situations.” Such situations affect in different levels of government officials like locally or internationally, generated by both natural and man-made causes events and occurs across any issue area, Dayton, et al.,(2014:1-2).

Hence, the management body of crisis should be good decision makers to perform the objectives and goal of the organization.

From the above notes the stages has required various decision and one step vary from the other for example the activity that doing in assessing stage vary from the activity doing in recovery stage. The key to crisis management is crisis prevention, whether the vigilance and preparation is self-motivated or enforced by legislation. But if a fire does break out, comprehensive contingency planning can minimize the catastrophe and a policy of open communication can minimize damage to corporate and individual reputations, Regester, et al., (2005).

2.7.1. Crisis Management Best Practice

The crisis management body always should be follow the pre-crisis management principle, but the crisis may be coming to over the management body also strongly fight the crisis at initial stage of the crisis means the effect of the crisis before rise up. Schwartz, (2017) says the crisis management body should be “do not crises go to waste”. In relation with this, he puts some crisis management media tips; these are doing not rush to get the story out there, choose your words carefully, stick to the message, and be brief.

Plan is the road map of any individuals, groups, and organizations activity and prepared by them. Also these plans are revised and change based on the context and the conditions. Schwartz, 2017:4) cited Grabowski “your plan is a blueprint, not a bible and focus on planning more than the plan”. So it means the plan is not rigid it is flexible based on the organization and environment context. Also Aronson, et al., (2007:263) says “in the past, most companies dealt with day-to-day business and did little crisis planning.” Contingency planning is the organizations or companies using risky materials would have some idea or plan of what to do if there was explosion and also preparing for a natural disaster meant the organizations give active take care for like earthquake, thunderstorm, climate change, and etc. Hence, any company or organizations prepare itself to develop the competence proactively manage the crisis rather than manage during and after the crisis occurred.

In similar vein, Schwartz, (2017:16) says

When a company is hit with a crisis, it often culminates with an apology. But giving an apology is not a foregone conclusion, and companies need to approach an apology the same way they do a PR campaign: strategically. Indeed, it's not a matter of if a company has to apologize, but when (and how). It's a similar drill for crises in general. Some companies think they are immune to crisis, the equivalent of sticking one's head in the sand. In reality, crises are way of life in corporate America. This chapter provides a comprehensive tutorial on crisis communications, including what to do during the heat of a crisis and the risk companies take when they get involved in a drag-out fight.

2.8. Theoretical Frame Work

2.8.1. Situational Crisis Communication/ Contingency Theory

Situational / contingency theory is one of the most relationship theories. According to Gruning situational theory “uses stakeholders as a way of describing relationships”. But this means the organizational communication or relationships do not always let all people be communicated in the same way in addressing the public and stakeholders. For this reason, the theory focused on the kinds of information that publics want rather than the organization choice of information to distribute.

And also the public or the groups are not given equal attention on different issues and, as a result, the degree of the concern vary from group to group; some groups are active on single issue, others may active on many issues and others are uniformly lack interest.

Therefore, this theory is important for the current study since it can be used in public relations practices to select the target public on different issues. And also public relations get the chance to identify the stakeholders depend on the challenges and issues.

2.8.2. Strategic Communication Theory

Strategic communication is the name for a planned communication campaign. Business and anon-profit organizations more specially consider this communication theory since it would help address, the different structured groups in organizations, Smith, (2008).

Often strategic communication is both informational and persuasive. Build understanding and support ideas and causes, service and products is the common purpose of informational and persuasive strategic communication.

Also he said marketing communication is one of the embodiments of strategic communication. Thus, all strategic communicators are not practice public relations, Smith, (2008).

2.8.3. System Theory

System theory is one of the dominant theoretical lines of thinking to support public relations practice, Gregory, (2000).

System theory describes organization as a set of sub systems and a part of social system. As a result, system theory affects each other the subsystems of the organization with external environment, Tench, et al.,(2009). Therefore, system theory as a part of social theory, it includes individuals, groups and different stakeholders of the organization (communities, employees, government and etc).

Plus, Miller, (2012) notes based on system concepts system theory relevant to the general communication of the organizations. It describes all over the organizational communication like crisis communication and management and also support to manage the challenges of organizational communication; globalization, terrorism, changing demographics, and climate change because those challenges steer the organization to crisis.

Generally, this theory is useful for public relations to create good relationship with internal and external stakeholders of the organization. The public relations a practitioner has to react system theory with crisis communication and management activity for effectively and successfully apply the communication and management activity of the organization problems.

Chapter Three: Methodology

This chapter attempts to address research methodology that includes research design, research method, method of data collection (primary and secondary data collection methods), sampling method and sampling technique (non-probability and probability sampling technique), and data analysis method.

3.1. Research Design

The researcher has used descriptive type of research design. According to Kothari, (2004) Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. Most of the social research comes under this category. This research design requires identifying what the researcher wants to measure and the findings of the study needs adequate methods. For measuring it along with a clear cut definition of ‘population’ the researcher wants to study. The aim of descriptive research design is to obtain complete and accurate information in the said studies and the procedure to be used must be carefully planned for save the study from bias.

Additionally, descriptive research design is simply concerned with explaining the nature, condition and the degree of intensity of factor under investigation. Deribsa express that “descriptive research design is identifying the problem and distinguishing the object of analysis, comprehending the variables/factors to be measured or observed”. Descriptive design also involves explaining the process of compiling the facts and reviewing documents in a way that the perceptions derived from the sources are relevant and can lead to valid generalization Derbisa, (2018).

Therefore, based on the above notes the student researcher selected this type of research design. The study focuses on examining the practice of public relations in crisis management and communication, identifying the roles played by public relations directorate of the national disaster risk management commission of Ethiopia, analyzing the methods be used by the national disaster risk management commission public relations practitioners in crisis communication and management, investigating the general organization structure and the place of the public relations directorate in the way to meet organizational goals and objectives and in the handling crisis communication and management practices, and identifying the challenges and

problems of the commission in working towards crisis management and communication suggest possible solutions.

3.2. Research Method

Adopting certain research method depends on a range of factors and some of these are the nature of the problem under study, the situation in which the research is conducted, availability of sources, and the background and inclination of the researcher. In this regard, the relationship between methodology and research objectives is the fundamental factors to determine the quality of the data, Denzin, et al., (1994)

In this study, mixed research method is used as the main research method. Dornyei, (2007) noted that mixed research method helps reduce the inherent weaknesses of individual methods, qualitative and quantitative, by compensating them with the strength of the other. The quantitative approach is used to quantify the data that collect from respondents by using questioner questions, whereas the qualitative approach also used to interpret themes, words and expressions from the interviewees by in-depth interview questions and also personal observations data's.

3.3. Method of Data Collection

The student researcher has used both means of data collection methods. These methods were primary and secondary data collection methods.

3.3.1. Primary Data Collection Tools

In the primary data collection, the researcher has used to questionnaire, interview and observation. The main reasons to selects these methods were for getting better data by triangulating different methods of data collection so as to easily access the relevant or appropriate data for the study.

Interview

The researcher used in-depth interview as a data collection instrument to collect the data from selected directorates and management body of the commission.

Thus were deputy commissioner, Human Resource Management, Plan Transformation Administration Affairs, Disaster Response and Relief Rehabilitation, and Public Relations especially, public relations directorate director and one practitioner as informants.

Therefore, the researcher collected the data from the total five number of interview informants through purposive sampling method for their relevance to the present study.

Questionnaire

Questionnaire was another primary data collection tool of this study. The student researcher prepares two types of questionnaires that contain both open ended and close ended questions. The first questionnaire was used to collect the data from selective employees for each directorates of national disaster risk management commission except the selective directors and management body included under interview. The second questionnaire was distributed to selective stakeholders of the commission for the sake of collecting the relevant data and keeps the balance of data. The student researcher included two types of questionnaire thinking that it helps unearth the existing practices with regard to crisis management and communication practice and challenges of the commission for filling up of the in questionnaire. And also, for measuring the validity of questionnaire tool, the researcher distributed 10 questionnaires as a pilot study for coming up with appropriate questions to evaluate about the risk management and communication practice of the commission. Hence, the result of test indicated no any questionnaire is excluded and totally the questionnaire was valid.

Observation

Observation was also another data collection tool of the study. Observation of work place, the use of public relations strategy in employing crisis communication strategies, and the use of public relations tools was made by using observation checklist. According to Kothari (2004:96) there are two types of observation; these are structured and unstructured observation. Structured observation is “characterized by a careful definition of the units to be observed, the style of recording the observed information, standardized conditions of observation and the selection of pertinent data of observation”. Also he says structured observation type is more appropriate for descriptive study and unstructured for explanatory study.

Based on the above note, the student researcher has used structured observation type for mainly observing the public relations practice, communication activity and availability of necessary communication equipment in the commission by prepared some observational checklists. The observer has observed the days March, 15 to April 3, 2019, during this period different element were observed by classified in to different parts.

3.3.2. Secondary Data Collection

Also in secondary data collection method the researcher used published and unpublished documents.

Published Documents

The researcher used published documents means the documents that are issue. The sources like books from library, internet and other relevant sources such as prior research works and works published in journals.

Unpublished Documents

The researcher also used unpublished documents; it means documents that are available for this study but the documents were not published. Thus documents are taken from www.Ndrmc.gov.com (the website of the national disaster risk management commission), annual newspapers of the commission, the commission public relations tools like press releases, booklet and brochures, and also from the commission Federal Negarit Gazette of the Federal Democratic Republic Ethiopia.

3.4. Sampling Method

The student researcher used both probability and non-probability sampling techniques.

3.4.1. Non Probability Sampling Technique

The researcher used this type of sampling technique for interview data collection tool. 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. Hence, in non- probability sampling, unites are selected at the discretion of the researcher.

As such, the most common types of non-probability sampling techniques are accidental sampling, availability sampling, purposive sampling, and quota sampling. Based on the above discussion from non-probability sampling technique purposive sampling was selected for including study interview samples or populations who are found out to be knowledgeable about the practice of the commission.

This means the samples populations of interview were taken depending on the detail knowledge the interviewees have about the cause and which have unique quality about the subject matter under the study.

3.4.2. Probability Sampling Technique

Probability sampling is “Random sampling or chance sampling” with the assumption that it gives equal chance of being selected for each number in a given population. The most common types of probability sampling techniques are simple 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 was selected systematic sampling technique for the selection of questionnaire samples or respondents from out of total 246 employee of the commission.

3.5. Sampling Procedure

In-Depth Interview

National Disaster Risk Management Commission has 14 directorates, and these are disaster risk reduction, disaster response and relief rehabilitation, fund, supply logistics, human resource management, budget and finance, supply and holdings administration, information communication technology, Plan Transformation Administration Affairs, Pre- warning and immediate response, Women and Young Office, law, Internal Audit Service Directorate and public relations. Hence, the student researcher was selected the director of each of the following directorates; Human Resource Management, Plan Transformation Administration Affairs, Disaster Response and Relief Rehabilitation. Besides, the researcher selected the director and one practitioner from public relations directorate; since they are only three in number and it means the two were selected from public relations directorate and the deputy commissioner was also not included for in-depth interview.

Hence, the total numbers of in-depth interview respondents were five to make a detail assessment on the practice of public relations in National Disaster Risk Management Commission crisis management and communication activity.

Therefore, the researcher specifically selected the deputy commissioner so as to get data about general commission administration, management and communication activity and but the deputy commissioner was not included on interview, from Human Resource Management directorate gets data about man power management , from Plan Transformation Administration Affairs get data about the crisis communication and management plan and transformation or modification of plan and administration, from Disaster Response and Relief Rehabilitation get data about crisis management response and the measurements after the crisis occurred, and finally from Public Relations directorate and practitioner get detail information about public relations activity and over all communication activity of the commission. While, the student researcher has conducted interview with five selected informants or directors of above listed directorates. These are used as pseudo name because of research ethics C01, C02, C03, C04, and C05.

Questionnaire Distribution for Employees

The Commission has 246 employees and out of this population 144 females and 132 males. So, by using this sampling formula the researcher was selected the sample $n = \frac{N}{1+N(e^2)}$. The selected sample $(n) = \frac{\text{total population}}{1 + \text{total population} (N) \times \text{error square} (e^2)}$. Then $n = \frac{246}{1+246(0.0025)}$ and the sample (n) was 152.

Therefore, the student researcher was selected systematically 152 employees for questionnaire by using systematic random sampling with the proportion of 86(56.57%) females and 66(43.43%) males and the number of female respondents fifty plus one (50+1) than male because the total number of female employees exceed from that of males. Totally, 122 questionnaires were collected from 152 (100%) of proposed plan, with the response rate of 80%. As a result, the questionnaires 50 (45.8%) males and 59 (54.1%) were females' respondents.

Questionnaire for Selective Stakeholders of the Commission

The commission has excess number of governmental and non-governmental stake holders, but the most common and well-known collaborator force are indicated here. These are ministry of

health, ministry of agriculture, ministry of education, ministry of transport, national metrology, ministry of federal affairs, women, children and youth association, ministry of environment forest and climate change, world vision, care Ethiopia, catholic relief service, Addis Ababa city administration fire and accidental disasters prevention and control aviation main office, world bank and etc. Therefore, the student researcher is selected five active stakeholders. Thus organizations or institutions are ministry of peace, Addis Ababa city administration fire and accidental disasters prevention and control aviation main office, ministry of agriculture, ministry of health and ministry of education.

Also from those organizations or institution selected six communication practitioners for each. So the total numbers of respondents of this questionnaire were 30. But the researcher was collected seven (21.21%) questionnaires from minister of agriculture of food security department, eight (24.24%) questionnaires from minister of peace of conflict solving department, seven (21.21%) from minister of education educational of development and planning department, six (18.18%) from minister of health of emergency department, and also five (15.15%) questionnaires from Addis Ababa city administration fire and accidental disasters prevention and control aviation main office of communication department. Therefore, totally the researcher has collected 33 questionnaires the commission selected stakeholders.

3.6. Method of Data Analysis

The researcher used both qualitative and quantitative method of data analysis. The qualitative data was used for analyzing through narrative or thematic analysis whereas the quantitative data is analyzed by using version 16 SPSS to analyzing the frequency and percentage of questionnaires data.

Chapter Four: Data Analysis and Discussion

4.1. Introduction

This chapter discusses the presentation and analysis with the interpretation of the findings of the thesis by analyzing the crisis management and communication activity of national disaster risk management commission in terms of public relations practice crisis management and communication activity. Besides, the study came up with discussion on the findings with the interpretation of the results. Thus, important issues pointed out from review literature are also incorporated as part of the theoretical framework in the discussion and analysis of the research findings. The presentation, analysis and discussion of the findings are incorporated here under.

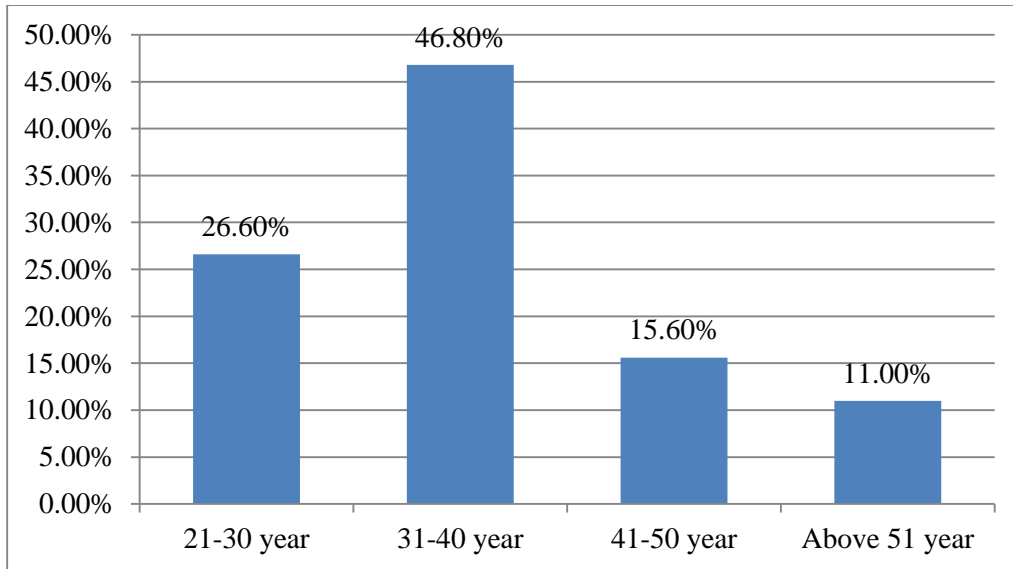
The student researcher used two questionnaires. These were questionnaire for NDRMC employees and questionnaire for five selected stakeholders' office. And from questionnaire for NDRMC employees collected 122 questionnaires, ten questionnaires were validity test, and three were not included because missed. And also from the second questionnaire for five selected stakeholders' office collected 33 questionnaires.

4.2. Human Resource Capacity of the Commission

4.2.1. Age of Respondents

The human resource capacity of the commission indicates about the potential of the organization in managing crisis. Out of the total 109 respondents, and 29 (26.6%) respondents were under the age interval between, 21-30 year, 52 (46.8%) respondents were age 31-40 year, 17 (15.6%) respondents were the age of 41-50 year, and 12 (11%) respondents were above the age of 51 years. Hence, this indicates majority of the commission employees are filled with energetic human power since out of 100% of the total respondents 46.8% are under included under the age of 31-40 intervals and 29 (26.6%) respondents were under the age interval between 21-30 years, which make altogether 73.4%.

Figure. 4.1. Age Categories of Respondents

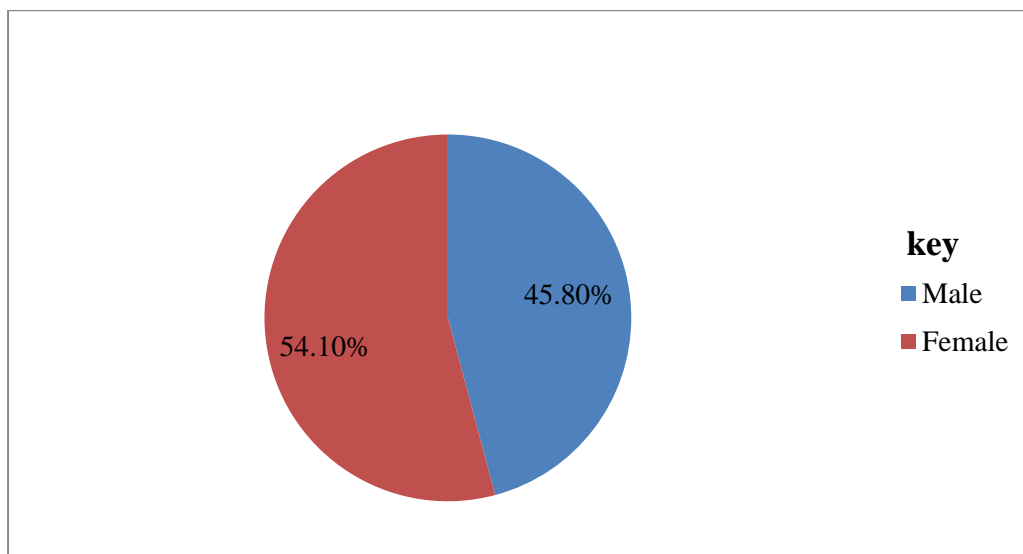


Source: Survey, 2019

4.2.2. Gender of Respondents

According to respondents' response, 59 were females (54.1%) and 50 (45.8%) were males. Hence, this indicates the commission work positions and employee number dominated by females with comparing the total number of males and female employee of the commission.

Figure. 4.2. Gender Distribution

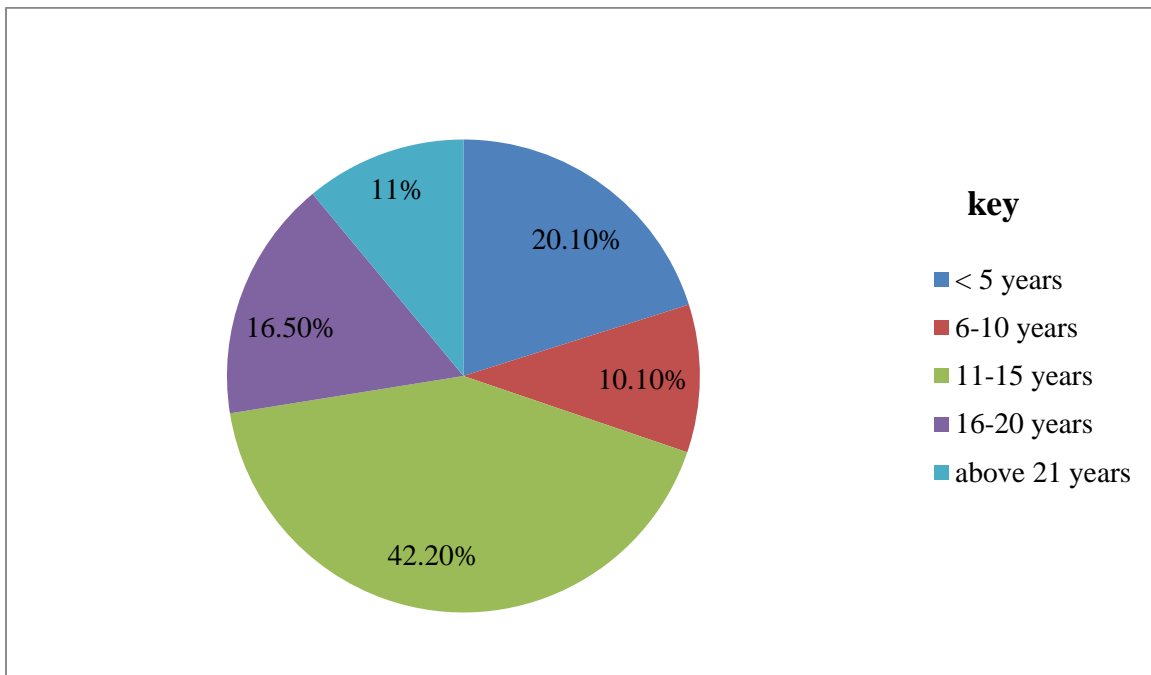


Source: Survey, 2019

4.2.3. Work Experience of Respondents

Based on the data obtained out of total 109 respondents, 22 (20.1%) respondents had less than five years work experience, 11 (10.1%) respondents were the work experience between the intervals of 6-10 years, 46 (42.2%) respondents were 11-15 years' work experience, 18 (16.5%) respondents were 16-20 years' work experience, and the remaining 12 (11%) respondents were above 21 years work experience. So this indicates the commission has well experience human power where about 80% have more than five years of service.

Figure. 4.2. Work Experience Categories of the Respondents

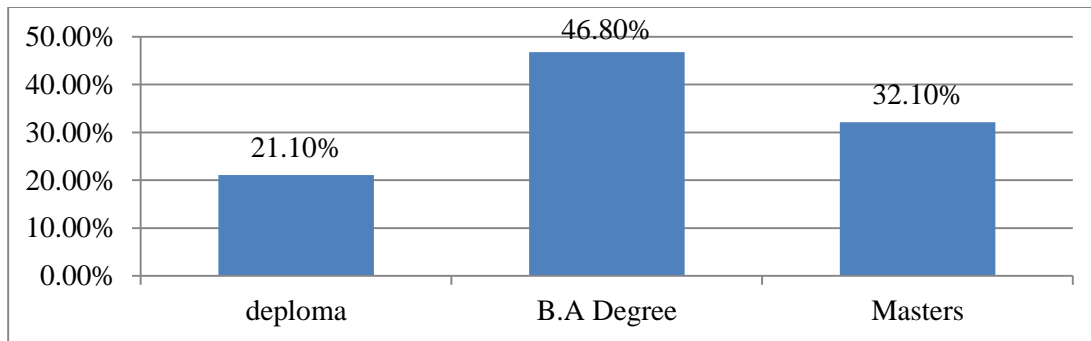


Source: Survey, 2019

4.2.4. Educational Status of Respondents

With regarded to the employee's educational status, 35 respondents were master's holders, 51 were degree holders, and 23 of them were diploma. And this means from out of 100% 32.1% are master's holder, 46.8% were degree holders, and also 21.1% of respondents were diploma. This indicates the majorities of employees were B.A degree holder and next to this most of them were master's holder, where 78.9% of respondents had above diploma holders, and the average of educational status of the employees are good.

Figure. 4.3. The Educational Level of Respondents



Source: Survey, 2019

4.2.5. Respondents Position in the Commission

The respondent's position in the commission was also considered. out of total 109 population three respondents were not included, 20 (18.3%) respondents were supply and logistics directorate, 10 (9.1%) respondents were budget and finance directorate, two (2.7%) respondents were public relations directorate, eight (7.3%) respondents were disaster response and relief rehabilitation directorate, eight (7.3%) respondents were human resource directorate, 15 (13.7%) respondents were disaster risk reduction directorate, eight (7.3%) respondents were pre-warning and immediate response directorate, and the remaining 37 (34%) respondents were from different directorates.

Table 4.1. Respondents Position in the Commission

No	Directorates	Frequency	Percentage
1	supply and logistics directorate	20	18.3%
2	budget and finance directorate	10	9.1%
3	public relations directorate	2	1.8%
4	disaster response and relief rehabilitation directorate	8	7.3%
5	human resource directorate	8	7.3%
6	disaster risk reduction directorate	15	13.7%
7	pre-warning and immediate response directorate	9	8.2%
8	others directorates	37	34%

Source: survey, 2019

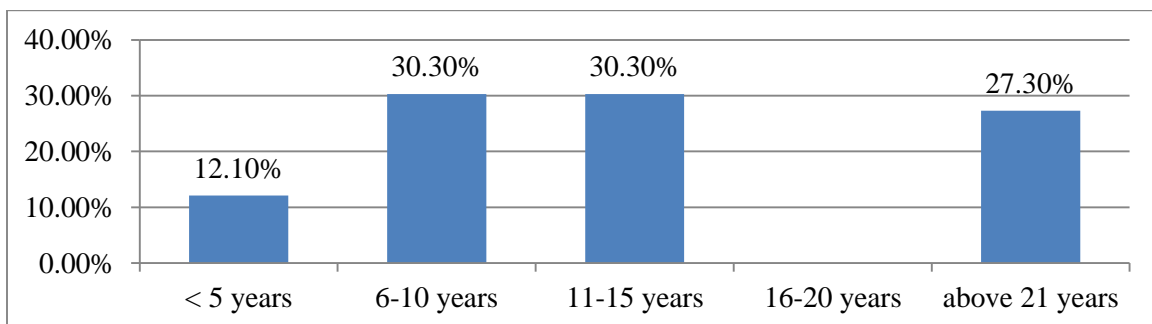
4.3. Demographic Data Presentation of Stakeholders

The questionnaires were distributed to five selective minister stakeholders by taking each minister selective office; these are ministry of peace, Addis Ababa city administration fire and accidental disasters prevention and control aviation main office, ministry of agriculture, ministry of health, and ministry of education. And also from those the total numbers of collected questionnaires in number are 33. Out of 33 (100%) collected questionnaires, seven (21.21 %) were collected from ministry of agriculture, eight (24.24%) were collected from ministry of peace, seven (21.21%) were collected from ministry of education, six (18.18%) were collected from ministry of health, and the remaining five (15.15%) collected from Addis Ababa city administration fire and accidental disasters prevention and control aviation main office. On average seven questionnaires were distributed for each stakeholder's office considering the time limitation and the availability of the respondents.

4.3.1. Work Experience

With regards to the respondent's response, four (12.1%) respondents have less than five-year work experience, 10 (30.3%) respondents were between 6-10 years' work experience, 10 (30.3%) respondents between 11-15 years' work experience, and the remaining nine (27.3%) respondents had above 20 years work experience. Based on this 88% of stakeholder's respondents have above five-year work experience. Hence, it is important for the commission communication practice based on experience.

Figure. 4.5. Work Experience

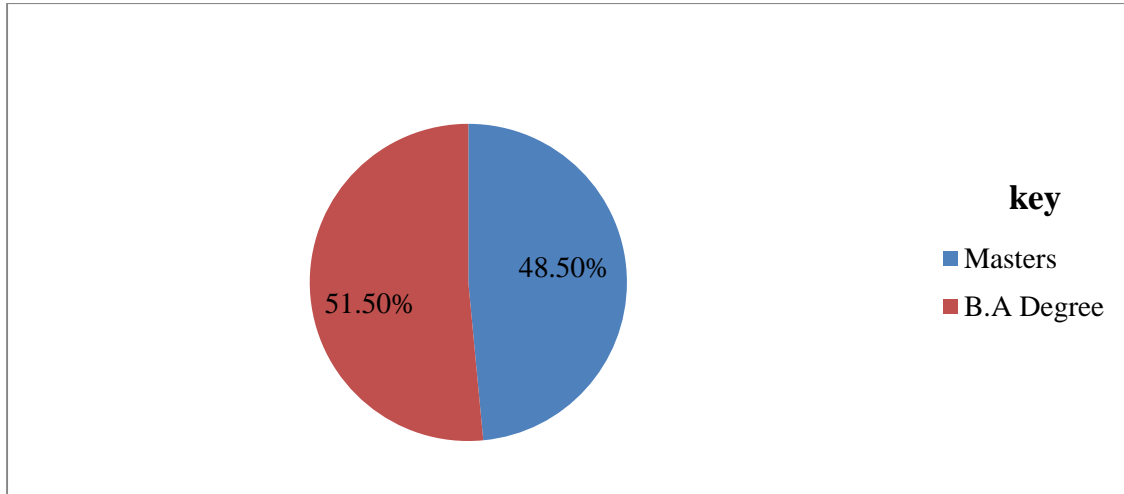


Source: Survey, 2019

4.3.2. Educational Status

From the total 33 sample populations 16 (48.5%) respondent's masters' holder and 17 (51.5%) respondents are B.A Degree holders. Hence, it is good for communication practice because all respondents were B.A degree and above B.A degree holders.

Figure. 4.6. Educational Statuses of Stakeholder's Respondents

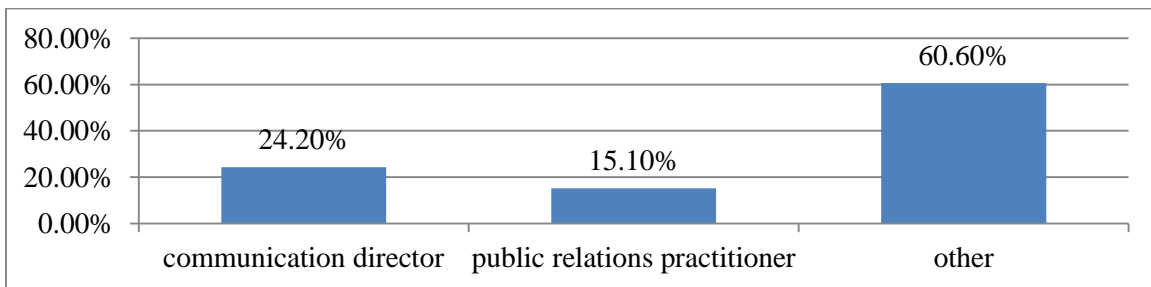


Source: Survey, 2019

4.3.3. Respondents Position in the Organization

According to stakeholder's respondents' response, eight (24.2%) respondents in the position of communication directorate, five (15.1%) respondents were public relations practitioner, and the remaining 20 (60.6%) respondents' positions were in various departments.

Figure. 4.7. Position of the Respondents in the Organization



Source: Survey, 2019

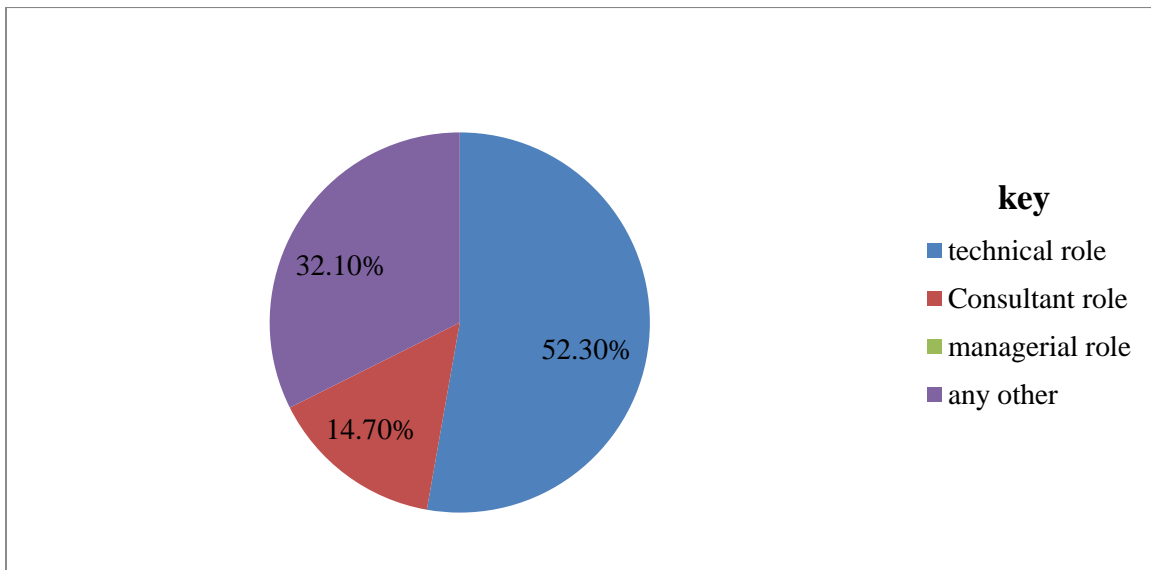
Therefore, this indicates the national disaster risk management commission lack of relationship with communication and public relations department.

4.4. The Public Relations Practice in Crisis Communication and Management

4.4.1. Role and Functions of Public Relations in the Commission

On the role of public relations directorate in the commission, the respondent's response was, 52.3% of the respondents said the public relations has technical role, 14.7% of respondents said public relations has consultant role, no one respondents said the public relations office has managerial role, and the remaining 32.1% of the respondents also mentioned that the role of public relations in the commission has some other role than the one mentioned earlier. As a result, this indicates the public relations directorate in the commission has mostly technical role, and it implies that the commission public relations practice limited by one role. These also may reveal that the public relations directorate does not carry out its work as expected.

Figure. 4.8. Roles of Public Relations Directorate in he Commission



Source: Survey, 2019

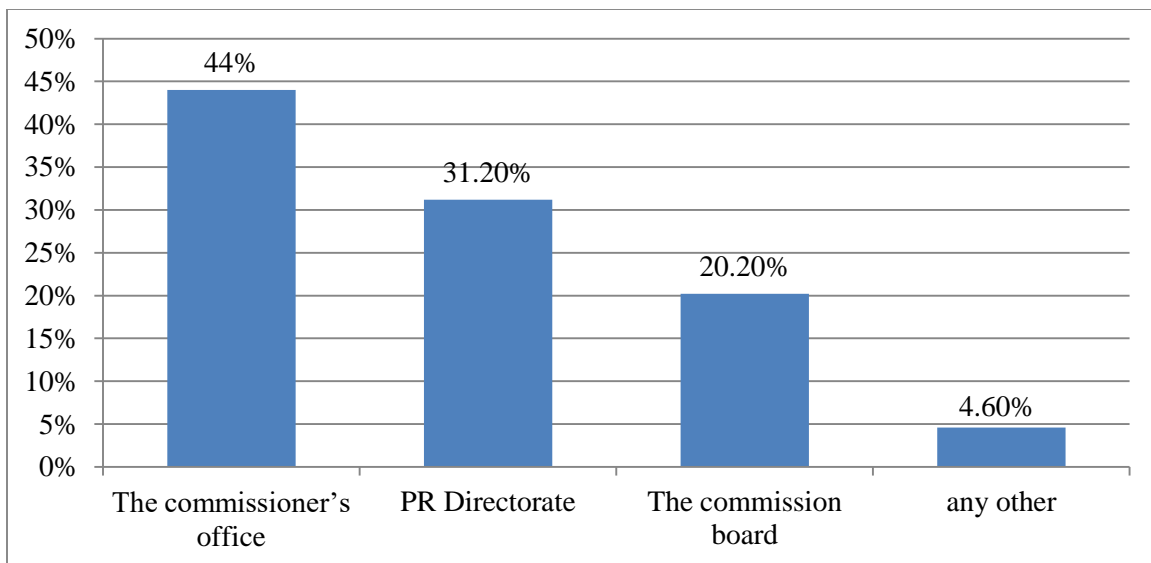
4.4.2. The Role of Public Relations (PR) in the Research Practice

As it's demonstrated in figure 4.9 were asked about the role of public relations (PR) in carrying out the research practices. In this regarded out of total 109 respondents, in fact, five (4.6%) respondents say the public relations very high role in research practice,

five (4.6%) respondents said high role, 47 (43.1%) respondents said the public relations medium role in research practice, and the remaining 52 (47.7%) respondents also said the public relations has low role in research practice. From this one can conclude that the public relations practitioners are low participation in the commission research practice.

As indicated in figure 4.10 here below, 48 respondents said the commissioner's office were more responsible to give any information about the commission for media and other stake holders, 34 respondents said the responsible body are public relations directorate, and the remaining 22 respondents said the commission board is responsible body. This means out of 100%, 44% of the respondents selects the commissioner's office, 31.2% respondents were selects the public relations directorate, and also 20.2% of respondents also said the commission board were responsible body. So this indicated firstly, the commissioner's office was more responsible body to give any information about the commission, secondly the PR directorate, and next to this the commission board was also responsible.

Figure. 4.9. The Commission Responsible Body on Information Provision



Source: Survey, 2019

Generally, the national disaster risk management commission more responsible body to give any information for media and others stakeholders are the commissioner's office. But it is not good based on clash of job description because information dissemination and related activities are more the functions of public relations.

As discussed in the review literature, the public relations practitioners are expected to create a good interaction during the organizations has "normal conditions." Therefore, any organizations public relations practitioners need to strongly build the relationship or create good contact with internal and external public, and stakeholders as well in every time and place, Ingersted, et al., (2003). From this, one can argue that the level of interaction made by the public relations practitioners must be present in front of anybody but lack much behind. In other word, the public relations office or directorate tended to have a limited role in providing information as it only account for 31.20% as in the chart below. The commissioner's office and the board tended to have higher role in information provision than the PR directorate as in figure 4.10.

4.4.3. Public Relations Tools in Crisis Communication

Respondents indicated about the commonly used public relations tool by National Disaster Risk Management Commission (NDRMC). As result, they expressed that from the total 109 respondents 41 (37.6%) respondents said to use letters a media or the commission's crisis communication and management practice, 40 (36.6%) respondents said they use Inter personal communication, whereas 10 (9.6%) said they use Social media (facebook, twitter, YouTube, website &etc.), and eight (7.3%) replied that they used Newspaper and magazine, and the remaining 10 (9.6%) respondents said to use radio and television. From this one can conclude that the commission communication system works mainly through the use of more letters and inter personal communication as public relations and communication tool and rather than using mass mediated communication system, particularly electronic media. The use of social media culture was also found to be very low. In relation to the above point respondents were asked about the extent of using radio and television as crisis communication system. The respondents also expressed their agreement level on the idea of the commission's use radio and television to address the crisis. Hence, 11 (10.1%) respondents said strongly agree, 10 (9.2%) respondents were said agree, and the remaining 80 (80.7%) respondents were said disagree.

This indicated the commission had little used television and radio as a public relations and communication tool, and seemed to have low media relations and media practice.

The employees were asked about the extent in which they used office letters as a media of communication and majority of the employee of the commission expressed that they used official letters towards mitigating the crisis situation, that is, 99 (90.8%). Thus, this indicates the commission communicated simply by using official letters to mitigate the crisis situations.

Respondents were also asked whether they had their own timely magazines and newsletters. From the total 112, 21 (19.3%) agreed that they have positive response about the issue with 16 (14.7%) respondents were said agree five (4.6%), but the majority of them were not really able to say that the really had such communication tools 52 (47.7%) respondents were said disagreed, and the remaining 36 (33%) strongly disagreed. As a result, this indicates the commission did not as such had timely magazines and newspapers. From the observation also made in the office the magazines prepared annually and the level of distribution was known to be by far low.

Still respondents were asked whether the commission uses the media strictly for crisis management and communication activity. Out of 112 total respondents, the agreement level on the commission uses the media strictly for crisis management and communication activity, 16 (14.7%) respondents were said natural, 52 (47.7%) respondents were said Disagree, and the remaining 41 (37.6%) respondents were also said strongly disagree. Therefore, the commission is not properly use media for crisis management and communication activity.

4.5. Crisis Communication and Management Practice

4.5.1. Means of Crisis Communication and Management

Out of total 109 respondents three respondents were not included, 46 (42.2%) respondents were said the national disaster risk management commission provided support based on partner members or size for areas and communities affected and victimized by any crisis, five (4.6%) of respondents said depend on victims age and gender, 41 (37.6%) respondents said depend on crisis level the victims faced, and the remaining 17 (15.2%) respondents mentioned different

ways of the national disaster risk management commission uses to support areas and communities affected and victimized by any crisis.

Hence, this indicated that, the national disaster risk management commission mainly uses two ways firstly uses Provide support based on partner members or size and next to this the commission provide supports depend on crisis level the victims faced. And also additionally the respondent's response indicates the commission has used various ways to support areas and communities affected and victimized by any crisis.

Additionally, out of 109 respondents three respondents were not included, 51 (46.8%) of respondents said fund raising is the means of national disaster risk management commission has used to relief societies that victimized by any crisis, 52 (47.7%) of respondents said the commission has used governments support of the crisis management, and the remaining six (5.5%) respondents also mentioned different means that the commission uses for relief societies that victimized by any crisis. So this indicates the commission has mostly used first Government's support of the crisis management and secondly used Fund raising means.

Therefore, the commission had rigid or constant means of relief system for societies that were victimized by any crisis. This means, it did, not use variety means of crisis response depending on the nature of crisis. However, according to Schwartz, (2017) cited Grabowski "your plan is a blueprint, not a bible and focus on planning more than the plan". It means not only the plan but also any crisis management activities had to be varying depending on the context (the types of crisis, phase of crisis, level of crisis and etc). Hence, one can figure out that organization did not much used contingency approach in dealing up with various crisis issues.

Out of total 109 respondents, of course, 46 (42.2%) and 53 (48.6%) respondents responded that media relation, and stakeholder's relations and communication. Where the most commonly used system in which the commission issued for communication respectively. Whereas, only 10 (9.2%) respondents said training was also the other means of the commission's sustainable way of crisis management and communication for crisis victimized people and areas or places.

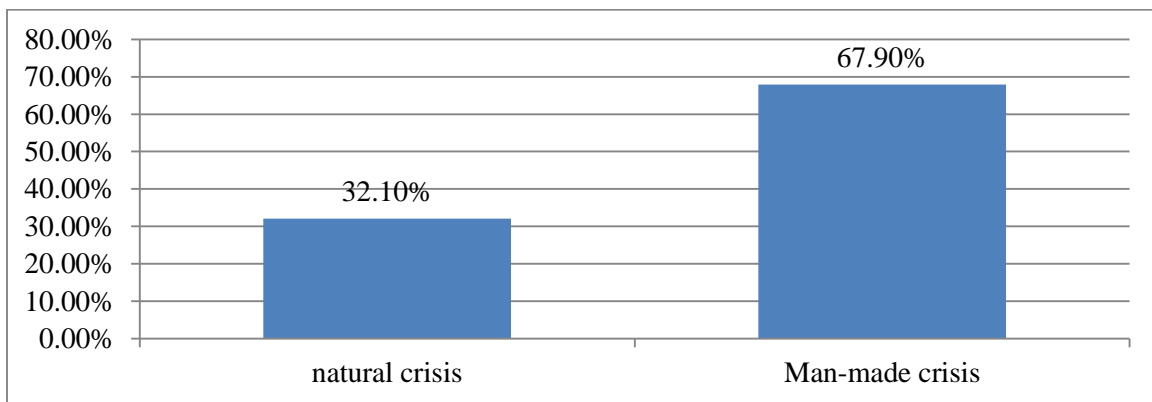
Therefore, the commission has used good means of sustainable way of crisis management and communication for crisis victimized people and areas or place mainly using stakeholder's relations and media relations.

According to respondent's response, respondents put their level of agreement on the idea of the commission in using different means of sustainable way of crisis communication and management system for crisis victimized people and areas or place, five (4.6%) respondents agreed, 16 (14.7%) respondents were neutral, 17 (15.6%) respondents disagreed and the remaining 71 (65.1%) respondents strongly disagreed. From this one can deduce that the commission lacked better ways of sustainable way of crisis communication and management for crisis victimized people and areas or place.

4.5.2. Nature of Crisis

Respondents were asked about the type or nature of crisis they usually faced in their efforts to mitigate the crisis. According to them, 35 (32.1%) replied that natural crisis mostly occurred in our country whereas 74 (67.9%) respondents said it was mainly man-made crisis. So this indicated that our country people were first and most affected by man-made crisis and next to natural crisis also occurred in our nation. Generally, in the nation the level crisis had degree of variety, but affected by both man-made and natural crises.

Figure. 4.10. Types of Crisis Classification in the Nation



Source: Survey, 2019

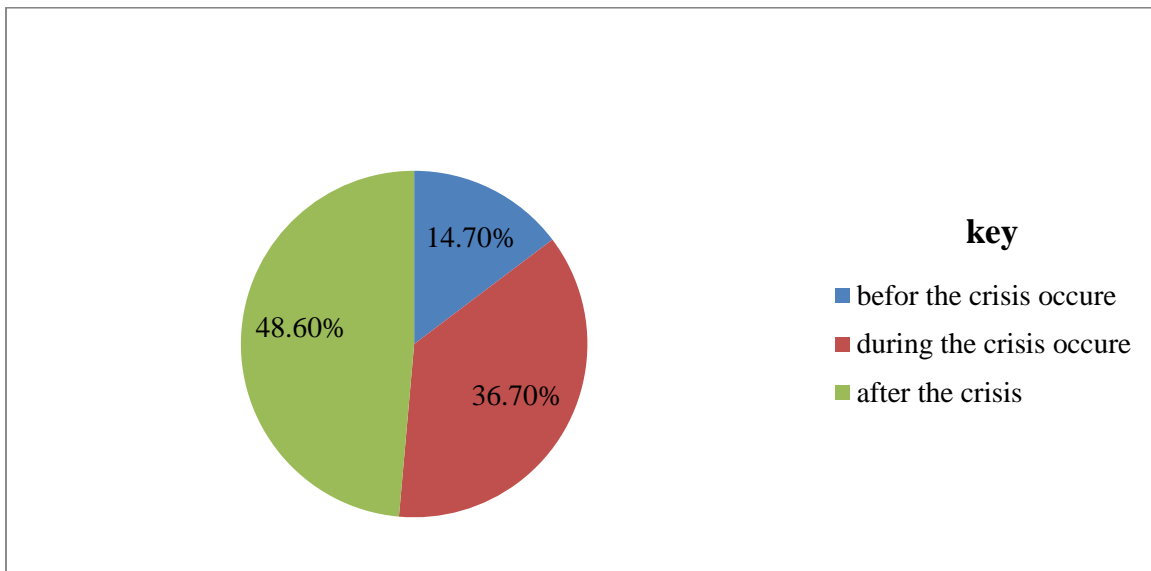
4.5.3. Phases of Crisis Communication and its Practice

In the three phases of crisis communication, out of 109 employees, only 16 (14.7%) respondents said before the crisis occur the commission communicated strongly about the crisis, nevertheless, 40 (36.7%) respondents said the commission communicated about the crisis strongly during the

crisis occurred, and also 53 (48.6%) respondents said the commission strongly communicated about the crisis after the crisis occurred.

This means, the commission crisis communication activity was not proactive but was reactive. Based on the respondent's response it can be possible to say that the crisis communication activity strongly practices by the commission in wide range during and after the crisis occurs as demonstrated in figure 4.11

Figure. 4.11. The Commission Level of Communication on Phases of Crisis



Source: Survey, 2019

Out of 109 total respondents, the agreement level of respondents on the idea of the commission crisis management and communication practices was mostly found at initial stage whereas 30 (27.5%) respondents said natural, 62 (56.9%) disagreed, and the remaining 17 (15.6%) respondents strongly disagrees. Thus, this indicated that the commission's crisis communication and management activities are not much practice at initial stage as a proactive public relations system.

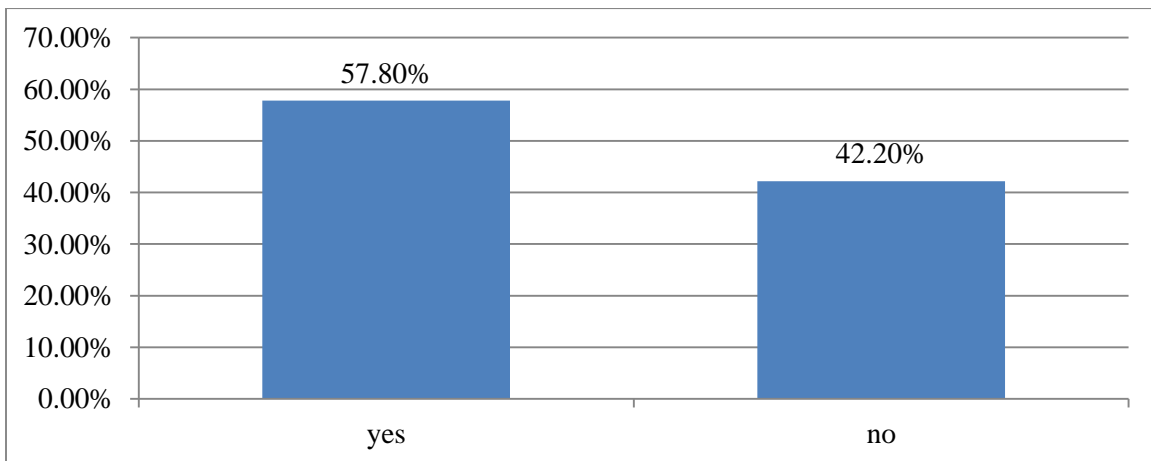
With regard to the agreement level on the idea of the commission's mostly practiced proactive crisis management or reactively, majority of them, that is 93 (85.3%) respondents disagreed, and the remaining 11 (10.1%) strongly disagreed, whereas only five (4.6%) respondents said neutral out of 112 total respondents. As a result, this indicates the commission crisis management activity practice was by far done reactively rather than proactively.

4.5.4. Crisis Team and its Function

According to respondents' response, 63 respondents said the national disaster risk management commission had crisis management team and the remaining 46 respondents said the commission has no crisis management team. This means out of 100%, 57.8% and 42.2% respectively. The difference of this response is very little, so the commission had CMT and the teams are being not known by the employees.

Therefore, the commission crisis management team was not well known by the overall employees. In the literature, however, according to Coombs (2008) the crisis team needs to communicate with various stakeholders including employees, community members, government agencies, the news media, investors, and supply chain partners. Based on Coombs idea the crisis team communicates not only for the organization's employees but also for other organizations and community members. But the respondent's response indicated that the crisis management team had lack of communication with different body.

Figure. 4.12. Crisis Management Team



Source: Survey, 2019

On the functions of CMT function, the respondents respond, five (4.6%) respondents said in crisis communication and management activity the function of crisis management team was as source of money,

whereas respondents said the function of crisis team was to prepare strategic direction for responding to crisis management, and to conduct the research, with 57 (52.3%) and 41 (37.6%)

respectively, but six (5.5%) respondents mentioned other functions. consequently, this indicates that prepare strategic direction for responding to crisis management and conducting research were the common and broad functions of crisis management team in the crisis communication and management activity of the commission.

In general, the crisis team has cross-sectional function in the commission's crisis communication and management activity. As in the literature, Geimmelt (2017:17) says crisis management team (CMT) tasks that should be; evaluation of the situation, decision of the crisis level, activation of the crisis organization, identification of the required expertise, determination of the required measures, coordination of required decisions, promulgation and documentation of decisions.... the CMT has multidimensional tasks and must be done by integration of those tasks.

Therefore, the national disaster risk management commission CMT seemed to have good practice in crisis communication and management activity by preparing strategic direction for responding to crisis management and conducting research whereas it had less practice in creating source of money and practice any other tasks for crisis communication and management activity.

According to Geimmelt (2017) Crisis management team (CMT) tasks that should be include; evaluation of the situation, decision of the crisis level, activation of the crisis organization, identification of the required expertise, determination of the required measures, coordination of required decisions, promulgation and documentation of decisions, coordination with authorities (on a high level), and decision on the internal and external communication policy. Based on this idea all interviewees are said this idea, the commission has permanent and temporary crisis management teams; these are technical task force, national disaster prevention and preparation committee, and regional level committee included under the permanent crisis management team and temporary teams also the teams organized temporarily in different place that crisis occurred for example in Gedio, oromia region, Somalia region and etc.

According to interview data, specially, interviewee C01 said also those crisis management teams are organized randomly from any directorate but not understand the professional ways of teams organizing system. And the commission permanent teams are also mostly activated only crisis happened time.

Additionally, the commission has another forum way to contact the partners it calls disaster risk management technical working group. This forum includes different partners like UN, international non-governmental organization, donors, representatives of sector office, task force main chair and etc. the task force also includes agriculture task force lead by minister of agriculture, health task force lead by minister of health, educational task force lead by minister of education and etc. generally the committee are two wings; these are one wing lead by the government and the another wing lead by the commission (technical working group). And the government leads the national disaster preparation and prevention committee and the chair person is deputy prime minister.

According to Newsom, (2008:409) “the organization involved will create crisis communication teams from staff members as well as public relations and crisis communications consultants to create the necessary level of expertise.” the team should be deal about the organization crisis situation. Interviewee C04 said I know the commission has crisis management team but I do not have information about how to organize them.

Therefore, the commission has different crisis management team like in national and regional level, permanent and temporary, and in the commission level and country level. But this committee or teams are not organized in professional way, organized just randomly from different directorate. And the other point is mostly the team activities were practiced reactively because those are organized at the time of some crisis are happened and there is no any preparation just actively work during and after the crisis occurred.

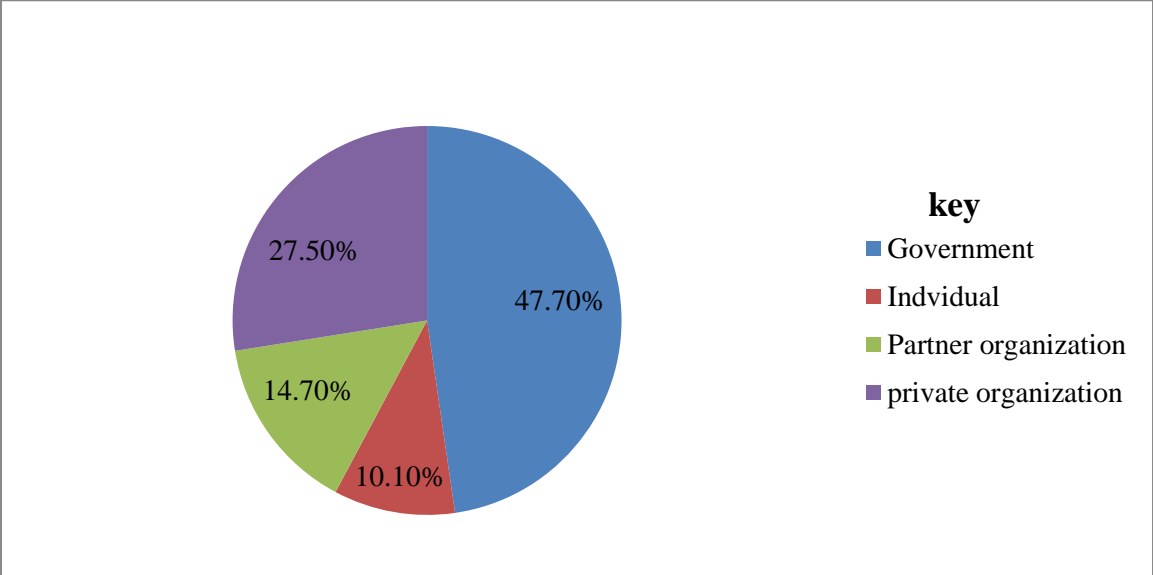
Interviewee C03 said in general the commission crisis communication and management activity based on four key goals; these are pre-warning, during crisis, relief rehabilitation, and coordination stakeholders (in Amharic “Tibibirawi Agarinet”). These four major goals are including different activity. And also in this commission the crisis communication and management activities practiced based on two wing committee (government wing and commission wing). It means that committee are doing meeting if any problems occurred. But the committees not meet out of six-month interval without any problems happen. With six-month interval meeting time the committee activity is to approve the commission “Belg” (rainy season) and “Mehir” (harvest season) need assessment reports.

And also the technical working group lead by the commission and it works by coordinating and cooperating the partners, sector office, donors, and etc. Generally, the commission crisis communication and management activity are routine activity and there is no creativity of managing communicating crisis in proper way.

4.5.5. Commission’s Source of Money

In regard to the commission’s source of money and the role played by the public relations directorate 52 (47.7%) respondents said that government was the commission source of money, 30 (27.5%) responded that private organizations were the commission source of money, and 16 (14.7%) respondents also said parent organizations are the commission source of money, but the remaining 11 (10.1%) respondents said individuals were the commission source of money. So this indicates the commission has been economically dependent on different sectors and stake holders but more dependent on government budget.

Figure. 4.13. The Commission’s Source of Money



Source: Survey, 2019

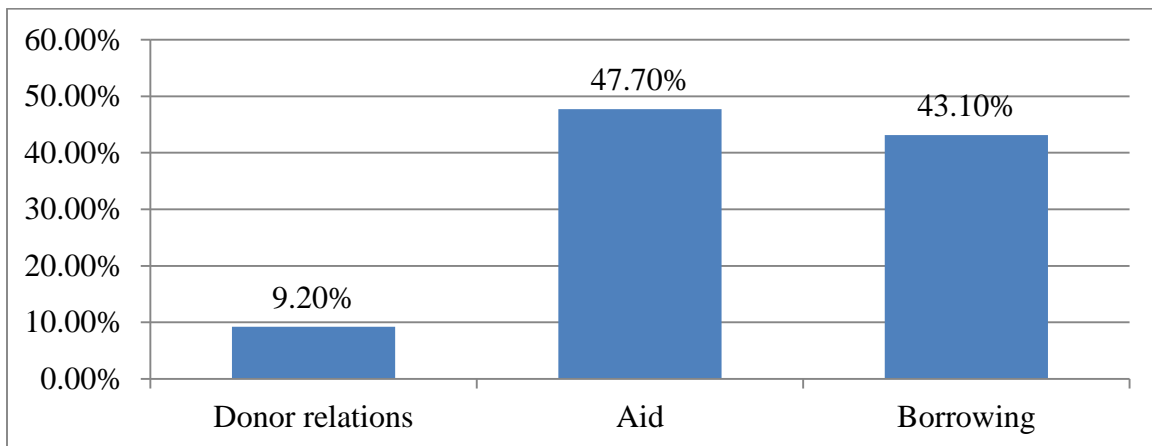
Therefore, the commission economy is not strong because the main source is government budget and because of this the commission has lack of potential to control and prevent the risky crisis.

These also reveals that there was also little tendency to raise fund from other source, and the public relations directorate did not seem too much play in fund raising activities as supported by the interview data.

Out of 109 populations, 10 (9.2%) respondents were said donor relations are the techniques of the commission has been gaining money from non-government sources, 51 (47.7%) respondents said aid is the technique of the commission, and the remaining 47 (43.1%) respondents also said the commission were gaining money from non-governmental sources through borrowing.

Therefore, the commission seemed to be economically dependent on non-governmental organizations for aid and secondly borrowing. Generally speaking, the commission lacked donor relationships. As Zemdikun, (2014) says creating good relationship with different actors like government office, organizational employee, non-governmental organization, individuals, groups, community members and other stakeholder groups that might be important to the organization is the common functions of public relations officers. From Zemdikun,s idea related one can argue that the commission tended to lack public relations practice on creating relationships with stakeholders.

Figure. 4.14. The Commission’s Techniques for Gaining Money from Non-Governmental Organizations



Source: Survey, 2019

From the total 109 respondents, 16 (14.7%) respondents strongly agreed the Commission’s Techniques for Gaining Money from Non-Governmental Organizations, 35 (32.1%) respondents

said agreed five (4.6%) respondents became neutral and 17 (15.6%) respondents disagreed, and the remaining 36 (33%) respondents said strongly disagreed. As they were asked about the level of agreement on the idea of the commission mostly gets source of money for donors. Therefore, this indicates almost half of them did not believe that the commission gets its source of money from the donor by aid. This means, there are other source of money, especially government as indicated above.

From the total 109 sample population, the level of agreement on the idea of the commission allocates sufficient budget for crisis management and communication purpose and audit the budget properly, only five (4.6%) respondents agreed, five (4.6%) were neutral 63 (57.8%) respondents disagreed, and the remaining 36 (33%) strongly disagreed. Therefore, this indicates the commission has scarcity of budget and properly auditing problems.

4.5.6. Research and Crisis Communication and Management Activity in the Commission

From the 109 total respondents, 52 (47.7%) of respondents said the commission conducted research and study on crisis victimized people, area or place, nonetheless, the remaining 57 (52.3%) said the commission never conducted research and study on crisis victimized people, area or place. From this one can conclude that the commission had lack of good research practice in any relevant time.

Out of 109 sample populations, 35 (32.1%) respondents said the commission conducted research proactively or before the crisis occurred, 16 (14.7%) said the commission conducted research during the crisis, and the remaining 58 (53.2%) also said the commission conducted research after the crisis occurred. Therefore, this indicated the commission mostly conducted research after the crisis occurred and next to this the commission's research conducting stage is before the crisis. Generally speaking, the commission research practice was more reactive than proactive.

In regards to the commission usually conducted research in each level of crisis, 93 (85.3%) respondents disagreed, six (5.5%) respondents strongly agreed, five (4.6%) agreed, and the remaining five (4.6%) were natural. In general, this means the commission research practices did not understand all stage of crisis.

4.5.7. Definition of Crisis Communication and Management in the Commission

With regard to the research practice of the public relations directorate and the commission, interviewee C 01 said crisis communication and management is meant firstly to conduct research and based on the finding of research take the measurement and give solution for that problem as it is expressed in Amharic language; *የቀጭስ ኮሚኒኬሽንና ስራ አመራር ማለት መጀመሪያ እኛ አደጋዎችን ምን አሉ ብለን ማጥናት እና መሰረታዊ የችግሩ መንስኤ ምንድን ነው እንዲለውን ማጥናት ነው። ከዚያ በኋላ የመፍትሄ ሃሳቦች በተገኙበት መሰረት ውሳኔ መስጠት ነው።*”this can be translated as “Crisis communication and management means firstly conduct research on what types of disasters exist and what are the causes, and after that based on the result of the study take a measurement”.

And Interviewee C02 also said in this commission context crisis communication and management means work strongly after the crisis occurred. And also Interviewee C03 said crisis communication and management means corporately work with different sectors based on the commission plan. And the expression in Amharic language; *“የቀጭስ ኮሚኒኬሽንና ስራ አመራር ስንል አቅደን የምንሰራው ነው። አደጋ በተከሰተ ጊዜ ያንን አደጋ ለመቋቋም የሚያስችል ለምሳሌ ጎርፍ ከሆነ የጎርፍ ግብረሃይል፣ ግብርና ከሆነ የግብርና ግብረ ሃይል..... በማስተባበር መስራት ማለት ነው። ምክንያቱም ቀጭስ ሲመጣ በአንድ አቅጣጫ ብቻ አይመጣም።”* this can be translated as “Crisis is not coming in one direction so during the crisis management and communication work by preparing the plan and coordinate the cooperation force like agriculture force.....”

On the literature, according to Tarihi, (2016) “crisis management is to prepare an emergency action plan focusing on applications such as infrastructure and public relations”. Whereas crisis management has its own characters during preventing the crisis based on the perceptions of management body like public relations practitioners, the nature of the crisis and organizational nature, and also the internal and external environmental factors.

Generally based on the above explanation crisis communication and management in the commission practices were wide and strong during and after the crisis occurred, but tended to

have low level of research practices. But based on the Tarihi idea, crisis management is proactive activity in any organizations

Research usually would help in addressing various issues of concern before they turn out to be crisis. Research is helpful for issue management practice in the commission. As Grifin, (2014:255), notes issue management becomes more “focused on predicting and resolving reputation risks” whether the crisis occur internally (the failures of internal body of the organization) or external agendas. On this idea interviewee C01 said in this commission level issue management activity is not practice that much. But sometimes commission’s pre-warning and immediate response directorate collect some information from metrology and based on that the commission disseminates information and gives warning for those peoples. Even so, the commission practices not out to this information dissemination activity.

Interviewee C02 said that reverse from interviewee’s C01 ideas, issue management activity in the commission always different issue and on natural crisis proactively collect any information and prepare itself for that crisis. But when we come to man-made crisis impossible to predict and expect what type of crisis happened. And also interviewee C03 also said issue management activities in the commission are pre-warning activity and interviewee C05 also shares this idea.

Therefore, based on the above thought, issue management activity in the commission is only practice by metrology information. It means, it works only on like climate change (natural crisis) and not gives cares about other issues.

4.5.8. The General Commission Crisis Communication and Management Practice

Regards with the respondent’s level of agreement on the idea of the commission crisis communication and management activities go with our country’s current situation, 68 (62.4%) disagreed and the remaining 41 (37.6%) strongly disagreed. Therefore, this indicates generally our country crisis situation and the commission crisis communication and management activity are imbalance.

In regard to the respondent’s level of agreement on the idea of the commission has evaluates crisis communication and management activities in each and every time, 11 (10.1%) agreed 52

(47.7%) were neutral, 11 (10.1%) disagreed, and the remaining 35 (32.1%) respondents strongly disagreed. As a result, this indicates the commission had lack of work evaluation in the crisis communication and management activity in each and every time.

According to the interview data, the commission public relations directorate seemed to have different functions and role. On this idea interviewee C03 who was one of the interviewees said the directorate is higher spokesperson of the commission, participate on the commission annual plan preparation, and prepare media analysis on the commission different issues, image building activity in national level and etc. even though, this are listed and prepare value activity, we look in the ground some activities are practiced and the others are just jump, because we have no professional enough man power.

In addition to this the directorate has low research participation. On this idea interviewee C03 said the public relations directorate not conducted research by itself, but in the commission level conducts different researches. Therefore, the role and functions of public relations in the commission crisis communication and management activity not structured and strategically practiced.

The commission crisis management and communication plan activity was not much practiced. Though a plan cannot guarantee successful management, the commission has long term, medium and short term plans. And it has revised based on different contexts. It can create a template and process for initial action and decisions. On this idea, interviewee C05 said short term plans provide immediate response with 72 hours for any crisis. Long term plans are the plans organized or program for long period of time to the prevention and reduction of crisis, and also medium plans are in the medium class plans means between short and long term plans. The process of planning may be more important that the resulting plans themselves, as the relationship and trust built during the process become invaluable in crisis situation as Joanne, etal, (2014:85), but there are gaps in executing them.

4.5.9. Stakeholders Relations in Crisis Communication and Management System

Respondents were asked about stakeholder's objective relationship with the commission. From the total 33 populations only two (6.1%) respondents said the main objective of their

organization or institution work with national disaster risk management commission was for creating good image, whereas 14 (42.4%) respondents said the main objective was to minimize work load, 12 (36.4%) said to solve any problem in short time, and the remaining five (15.2%) also mentioned different objectives. So this indicates the commission stakeholders' relationships are majorly focused on for minimizing work load and solve any problem in short time.

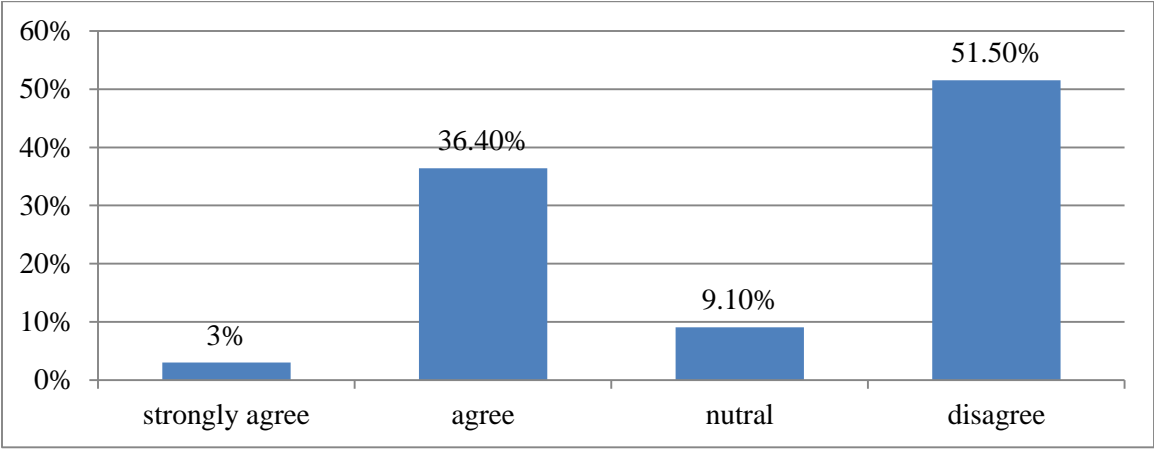
According to respondents the basic reason why stakeholder's organization work as a stakeholder with national disaster risk management commission was because it is their organizations duty and objective 23 (69.7%), five (15.2%) said they were based on good communication practice of their organization, and three (9.1% respondents said it was for international cooperation whereas the remaining two (6.1%) respondents said the basic reason of their institution work with the national disaster risk management commission was for humanitarian reason. So the respondent's response indicates the stakeholder's institution basic reason work as a stakeholder with national disaster risk management commission was mainly because of the institutions duty and objectives.

With regards to the years the commission relations with different stakeholders, respondents were asked for how many years they have worked with the commission. From the total 33 respondents two (6.1%) respondents said, between 6-10 years their institution worked or corporate with national disaster risk management commission, eight (24.2%) said 11-15 years, and the remaining 23 (69.6%) said their institution had above 20 years worked or corporate with national disaster risk management commission. Therefore, this indicates the commission has long year relationships with different stakeholders. So it is good for different crisis communication and management practice and also other commission activity.

The role of stakeholder's organization for crisis communication and management activity was also examined out of the total 33 sample populations 10 (30.3%) respondents said their institution was donation role for crisis communication and management activity, 15 (45.5%) said advisory role, and the remaining eight (24.2%) said technical role. Therefore, the stakeholder's institutions had more play advisory role and next to this the institution had donation role and technical role for crisis management and communication activity.

Respondents were asked whether the commission appropriately communicates or cooperatively works with stakeholders' organization, 12 (36.4%) respondents agreed, 17 (51.5%) respondents disagreed on the same issue as three (9.1%) respondents became neutral, and only one (3%) strongly agreed, from this, therefore, it is somehow difficult to say that the commission appropriately communicated or corporately worked with different stakeholders.

Figure. 4.15. The Commission Appropriately Communicates or Cooperatively Works with Stakeholders Organization



Source: Survey, 2019

The respondents also indicated about the commission crisis communication practice whether it had well-coordinated activities with stakeholders. From out of total 33 sample populations the agreement level on the idea of the commission crisis communication practice was well coordinated activities with stakeholders indicated, 11 (33.3%) respondents disagreed, and eight (24.2%) respondents strongly disagreed, whereas only three (9.1%) respondents strongly agreed, six (18.2%) respondents were agreed, when five (15.2%) respondents became neutral. So this indicates the commission crisis communication practices lacked coordinated activity with stakeholders

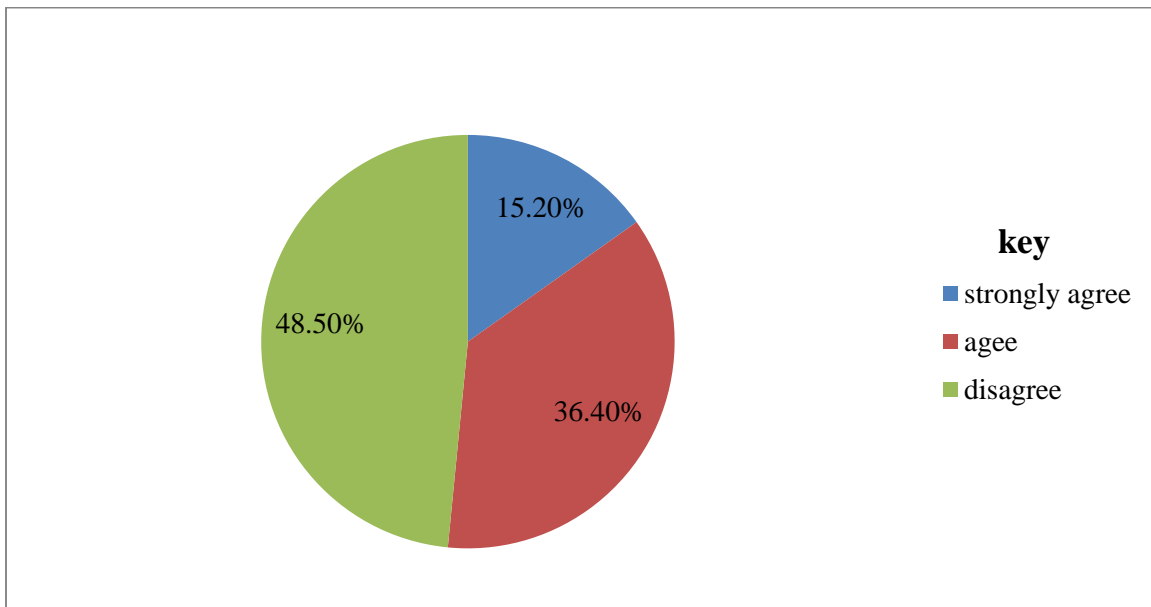
The respondents were also asked about the frequency of the conference or meetings are carried out as a form of stakeholder's relations. From out of total 33 sample populations 11 (33.3%) respondents said their institutions always carried out meeting or conference,

17 (51.5%) said sometime, and the remaining five (15.2%) respondents said very limited. So this indicates the commission sometimes carried out conference or meeting as a form of stakeholder's relations.

4.6. Stakeholders' Perception on the Commission Crisis Management and Communication Practice

From out of total 33 populations the agreement level on the idea of The commission communication level is very good, five (15.2%) respondents said strongly agreed on the commission communication level is very good, 12 (36.4%) respondents agreed, and 16 (48.5%) disagreed. Hence, this indicates the commission's communication level had medium level, because the agreement level of the respondents almost indicates half agreed and half disagreed level of agreement.

Figure. 4.16. Stakeholder's Perception on the Commission Communication Level

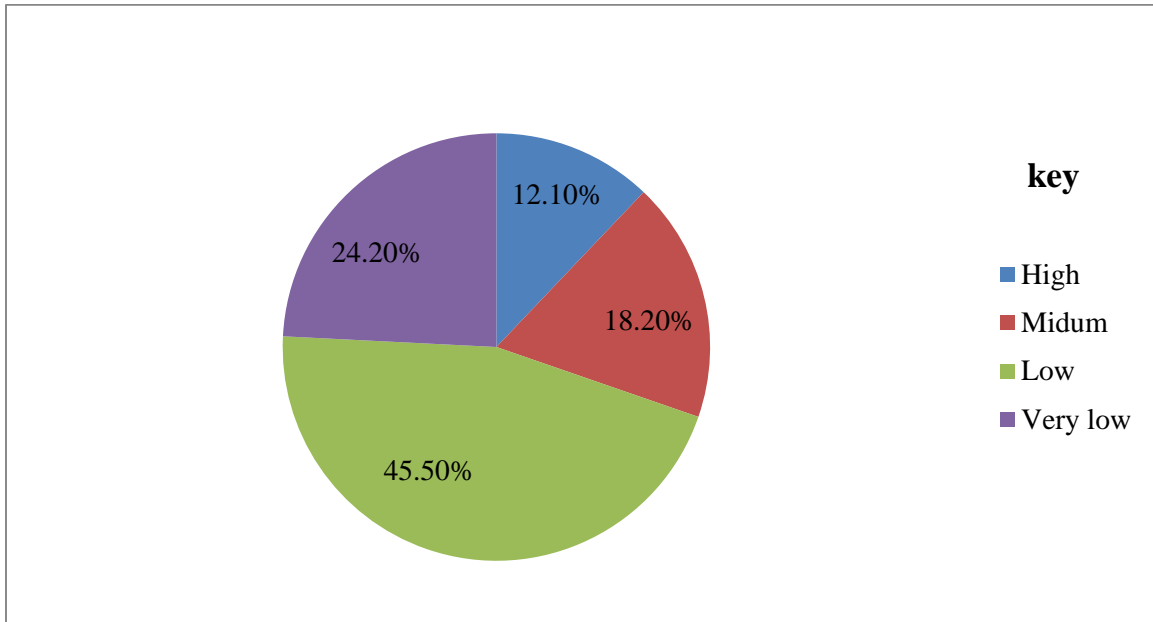


Source: Survey, 2019

Out of the total 33 populations four (12.1%) respondents said the commission had high crisis communication and management practice or activity based on our country contexts, six (18.2%) respondents said medium level, 15 (45.5%) said low, and the remaining eight (24.2%) said very low. So this indicates in our country context the commission's crisis communication and

management activities are low, because almost 70% of respondents respond indicated the activities were low.

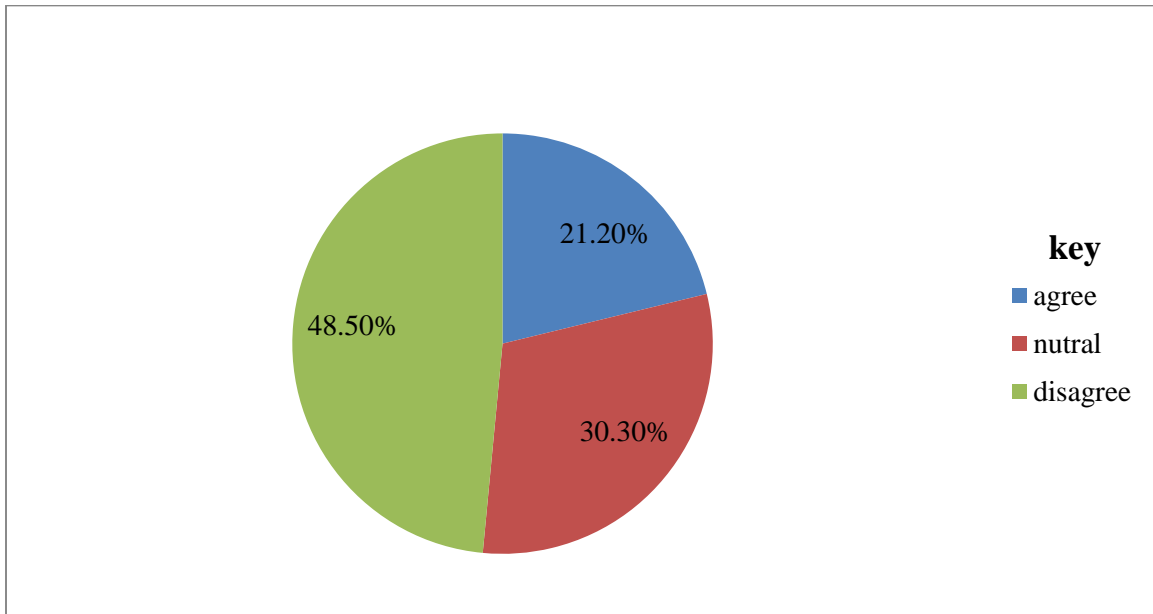
Figure. 4.17. Level of the NDRMC Crisis Management and Communication Activity on our Country Context



Source: Survey, 2019

Again, respondents were asked to express their perceptions on the commission public relations practice. Out of the total 33 sample populations the level of agreement on the idea of the commission public relations practitioners use public relations tools professionally, seven (21.2%) respondents agreed, 10 (30.3) respondents became neutral, and the remaining 16 (48.5%) disagreed. Therefore, the respondent agreement level indicates that the commission public relation practitioners tended to lack professional practice in the use the public relations tools. This might indicate that the commission's public relations practitioners did not properly communicate using public relations tools with stake holders.

Figure. 4.18. The Degree of Commission’s Public Relations Practitioners use Public Relations Tools Professionally



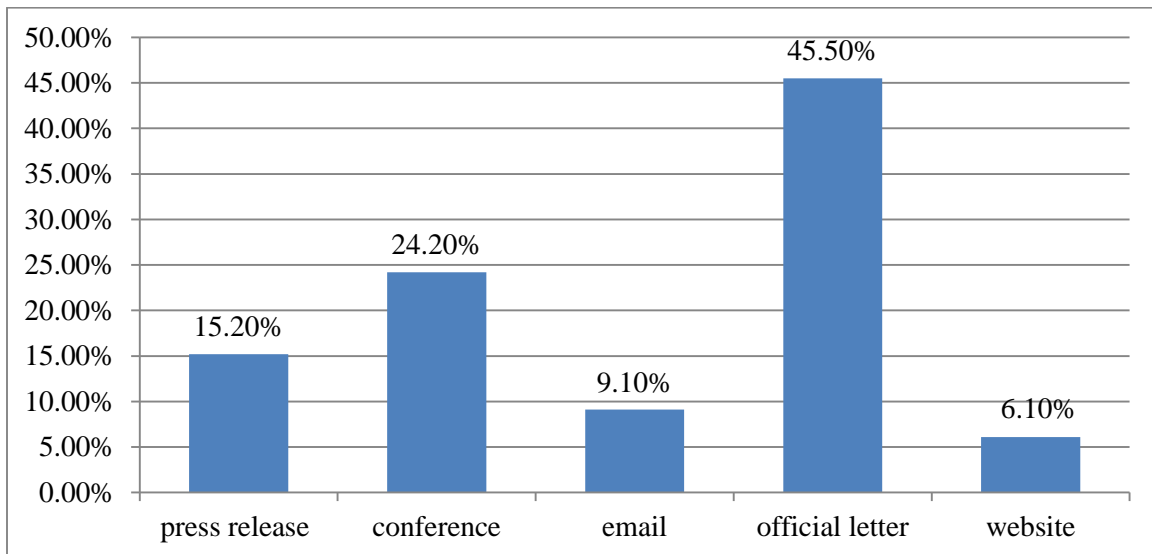
Source: Survey, 2019

With regards to the type of channel the national disaster risk management commission public relations practitioners mostly used to communicate with stakeholders’ organization, 15 (45.5%) respondents said official letter, eight (24.2%) respondents said conference, five (15.2%) respondents said press release to communicate with their organizations, three (9.1%) respondents said they use email and the remaining two (6.1%) respondents said website. According to Register (2007) “the news release is a key communications tool in a crisis situation”. It provides the company’s official explanation of what is happening and may be used for expressing quotes from senior management on how it is ‘feeling’ about the situation. But the commission mostly uses official letters to communicate with stakeholder institutions. So this indicates the public relations practitioners of the commission big problem to use appropriate channel and seemed to have low media relations. This is perhaps related to the poor organization of the public relations directorate.

In relation to this, the observed data also indicated that the commission public relation practice in crisis communication and management activity is mostly done in directorate level where the director has also been the member of commission’s management body.

It is good to have the director as member of the management body, but the staff members of this directorate were three in number this means one director and two experts. Therefore, the directorate has insufficient man power and this indicates the commission has lack of understanding the role and functions of public relations practitioners for any organizational activity. In other words, the public relations directorate activities were more practiced by the director of the directorate, where the remaining two experts practiced simple technical activity like distribute the letters and other printed out materials.

Figure. 4.19. The Types of Channel the NDRMC Public Relations Practitioners mostly used to communicate with Stakeholders Organization



Source: Survey, 2019

4.7. Stakeholders of the Commission and their Role

According to Zemdikun, (2014) creating good relationship with different actors like government office, organizational employee, non-governmental organization, individuals, groups, community members and other stakeholder groups that might be important to the organization is the common functions of public relations officers.

On this idea the interviewees, C05, C02 and C04 said the stakeholders of this commission were excess in number. And also in the commissions' crisis communication and management activity any individuals, groups, governmental and non-governmental organizations, and also other

countries directly or indirectly participate in different activities. In addition, the role of those stake holders were vary depends on the sectors. Like for example minster of health participates in health issue, education on educational issue, and any others are participate based on your interest and sectors.

Therefore, based on the above idea the commission and stakeholders' relations had an imbalance relationship and the relationship was circled by one thing means the stakeholders always participate in economical supports than others. And interviewee C01 said; “.....እኛ ከአጋሮች ጋር ያለን ግንኙነት ብራችንን ክፈሉን ነው። ባለአቅማችን ይህ መስሪያ ቤት ሰዎችን መደገፍ ስለሆነ የፖለቲካ ጫና የለብንም።” this can be translated as, “...we have no political influence because our commission supports the people by our potential and our relation with stakeholders is just birr payment.”

4.8. The Challenges and Problems of the Commission

4.8.1. The Strong and Weak Sides of the Commission

Based on the interview, interviewee C01 said the commission has a lot of weak sides but it works hardly within the weak sides. Some weak sides are the commission always done any activity on crisis occurring and after the crisis occurring time it means reactively. And related with this interviewee C01 said the commission if any crisis happens some where it gives response immediately, it was the strong side and also the weak sides of the commission's always take measurements after the crisis already happened and affects place, people and community. And also during crisis victimized support time the community had lack of moral development or perception, it was the big challenge of the commission's crisis management and communication. At that time all communities people wants to support. So the commission has lack of potential to address all people and also it has victim identification system problem.

And C05 said; “ሁሉም የህብረተሰብ ክፍል ላናሳትፍ እንችላለን ነገር ግን የህብረተሰቡ ግንዛቤ (ንቃተህሊና) የለም። ለምሳሌ፡-እኔ ባለፈው በተሳተፍኩበት እርዳታ በሚሰጥበት ሰዓት ያለውም ቤቱ የሞቀውም እርዳታ በመፈለግ ይመጣል።” it translates to, “We have no potential to address all people but the people lack of perception development (moral development) for example, last

time I participated one supporting program at that time the people live in safe conditions come to that support program by need the support”.

Economic Source of the Commission

The commission had get source of money from government, partners, bilateral and multi-lateral relationships, and by using the commission fund directorate. Thus the commission was collected income from these four directions and additionally volunteers also participate. Also interviewee C03 said the commission gets source of money from three supporter body; mainly from government, national food program, and non-governmental organizations union. In addition to this Ethiopians live out country, humanitarian organization, individuals, business groups, bank, and etc bodies were participated as economic source of the commission. However, there are many challenges in fund raising efforts.

Risky Crisis Experience at National Level in terms of Money and Human Life

C01, C04, and C05 said there were main risky crisis experience at national level in terms of money and human life; these were drought and flood, conflict, fire, car accident, and lack of construction safety. Plus, interviewee C03 also said drought was the most risky crisis in our country. Example 1966 and 1977 E.C Ethiopia drought called in Amharic “huletu matoch”

The observer observed the commission did not have good work office setting. Because the commission building position is stratified in to three places; these are some departments found in Bole Denbel area in two building and the other one found at Nifase silk. The setting is not appropriate for organizational communication, and it is by itself barrier and interrupting the commission communication activity. Therefore, the observers understand the commission has insufficient office setting.

In addition to this the observer observed the commission employees have medium communication level. Because the employees are challenged by different office setting and the commission has medium level in fulfilling office equipment. During the field visit, generally, the observer observed the key elements of the public relations practitioners write and dispatch press releases timely but not professionally. The directorates used different channels or public relations tools and also used them in an improper way.

The directorate has lack of using appropriate internal communication tools (letters, memo, email, text, etc), the public relations practitioners address any information for internal timely access to information and this information disseminated in traditional way like using notice board and interpersonal communication and the directorate lacked materials used for the practice of any public relations activity, like; camera, computer, print and copy machine.

Chapter Five: Conclusion and Recommendation

This chapter includes conclusion of the study and based on the findings the student researcher recommends some points.

5.1. Conclusion

As it has been found from the responses of respondents the practice of public relations directorate was mainly focused on technical role and next to technical role though it had very small degree of having a consultant role. Generally, the commission public relations directorate never participated in managerial role. Therefore, the commission public relations directorate has only more technical functions.

Based on the study finding the commissioner office is taking the wide stake on more responsible body to give any information for media and other stakeholders. And the public relations directorate takes the next stake. As a result, the commission information dissemination activity practiced by the commissioner's office and public relations directorates was done by not on professional senses since the staff is by far low as compared to many directorates and directorates no matter how it is found out that the commission has energetic educated and experienced staff. The staff composition of the commission was female oriented employee organized system

Additionally, the commission public relations directorate had low role in the participation of the commission different research practice. With regard to, information provision, the commissioner's office had taken wide stake than public relations directorate. As a result, the commission's public relations directorate had taken less responsibility on the commission information provision activity.

According to the respondents the commission public relations directorate had often used traditional and uninterested public relations tools; letters and inter personal communication than simplest tools. These two tools mean letters and interpersonal communication cover above 80% of the commission public relations tools usage. Generally, the commission's public relations practices had practiced without organized and integrated communication tools and totally the commission not use Medias' strictly.

According to research finding the national disaster risk management commission had used both temporary and sustainable methods of crisis communication and management activity, but these methods were not practiced in a creative, systematical and strategic way. And also the commission's public relations directorate had not taken any methods or measurements in yourself, but participate for any crisis management and communication activity like commission's others directorate and did not have special role as public relations practitioners on crisis management and communication activities. Therefore, the commission generally had used routine system in sustainable and temporary crisis communication and management activity and there were not methods used by the national disaster risk management commission public relations practitioners towards crisis communication and management.

Based on the study finding the commission had temporary and permanent crisis management teams. These teams were not organized in professional way of team organizing system and just organized randomly. And also these teams were not well known by the commission employee, in addition to this the commission's crisis management teams had mainly practiced preparing strategic direction for responding to crisis management and conduct researches functions. Therefore, the commission had not used professional team organizing system but the teams were the key body for commission's crisis management and communication activity. Generally, the teams had good practice in crisis communication and management activity, but the practices of the teams lacked sustainability, strategic and scientific system, and practiced mostly in temporary crisis management and communication activity.

According to respondents in our country mostly occurred crisis were formerly man-made crisis and next to this natural crisis were occurred. Plus, the commission has strongly communicated about the crisis in the two crisis phases of crisis this means during the crisis and after the crisis occurred but not before the crisis occurred like issue management. As a result, the commission crisis communication and management activities traditional and reactive like supports and relief rehabilitation activity.

And also the commission had conducted researches in very limited time but not in each and every time, and on each level of crisis. But especially the commission was proactively conducted in specific season need assessment researches.

Therefore, the commission lacked good research practice, and relatively the commission researches were always conducted on after the crisis occurred crisis phase. According to the respondents' response generally the commission crisis communication and management activities were not going with our country situation. And also the commission evaluation of crisis communication and management activities were not clear for the employee. Because above 50 percent respondent's response became neutral and next to this 35 percent of respondent's response were disagreed on the commission has evaluates crisis communication and management activities in each and every time. Therefore, the commission had very weak culture in evaluation of any activity.

The commission had long year's relationships with different stakeholders. But comparing with relationships period of time the commission's stakeholders' relationships practice had not strategic and it focused on money aid, borrowing and accept any different supports. In addition to this the stakeholders are only donation role for crisis communication and management activity, and the commissions stakeholders' relations is lack of strategic and cooperation

Also the commission had three types of plans; these are short term, medium and long term plans. But the plans were lacked organizing strategically just the plan organized system focused on in one direction. Specially, short term plan are random means crisis immediate response plans.

Generally, in the commission there were several challenges and factors, like economic, social and other factors. Although, rather from these factors, the commission had different manageable problems, because of the commission's lacked to follow strategic, scientific and researched system for any activity.

5.2. Recommendations

Based on the study findings the student researcher has some points to the national disaster risk management commission.

Firstly, the commission has should be gives attention for public relations directorate and rebuild the directorate in terms of professional and sufficient man power. And also the commission identifies the public relations directorate functions and roles from others directorates. So, after that the commission is develops the practices of public relations and use the public relations field as a back bone of any commission activity and specially in crisis communication and management activity. Additionally, the commission should be shape the directorates organizing system, office setting, and also minimizes communication barriers for creating successful communication activity.

Based on the finding, it is good the commission has both temporary and permanent crisis management team. But the commission should be creating newly crisis communication and management team professionally and each team including the member's different field's means from different directorate. And above, develop the functions of team's functions; develops strategic plan by conducting wide researches. And also the teams should be doing any activity proactively than reactively. Moreover, the teams should practice cross-sectional activity in the commission crisis communication and management activity.

It is good the commission had temporary and sustainable means of crisis communication and management. But the commission should be more focused proactive crisis management activity. It means develop the potential of the commission on issue management activity. In addition, on reactively crisis communication and management activity the commission should use creative and systematic ways of management based on the situation and integrating proactive and reactive management activity.

The commission should develop any activity in our country context. Because our nation situation requires ask wide activity, hence the commission should strongly do the coordination and other activities. Additionally, the commissions build up the stakeholders' relations further to receiver and donor relations, like advisory relationships and other different crisis communication and management practice.

The last but not the least recommendation point is the commission conduct research for each and every activity of the commission and always must doing research based activity. Specially, the commission in crisis communication and management activity must conduct the research proactively and other ways in each level of crisis must be conduct researches.

Chapter one: Introduction

This chapter attempts to introduce the overall study on the practices of crisis management and communication. This chapter of the study deals on the background of the study, the statement of the problem, the objectives of the study and the research questions. In addition to this the first chapter of the study presents significance of the study, the scope of the study as well as organization of the study.

1.1. Background of the Study

Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders. According to Tench, et al., (2009) Crisis public relations management is one of the most critical aspects of modern communications. Crisis management involves efforts to make an effective response for actual crisis to protect company reputations and it salvages for their existence. In a broader manner, crisis communication can be understood as a process of gathering and processing of relevant information about a crisis to share with relevant publics, Coombs, (2010). Crisis communication is play great role for management, preparation and practice of any issue, crisis and agenda strategically in different aspect. Because communication is a basic manner for any issue specially it is basic for crisis.

It is a living fact that people of the world encounter various sorts of crisis such as man-made crisis and natural crisis occurring due to various causalities that cost the life of people and create environmental hazards as well as unpredictable consequences. As it has been usually observed, crisis can have international, domestic, local, and organizational dimensions. In addition, this they can involve a mixture of any of these; for example, climate change and its subsequent environmental disasters, terrorism, threat of nuclear war and conflict. In large institutions at the international levels civil war, ethnic conflicts, famine and drought are occurring at domestic levels as well. According to Coombs, et al., (2010) crisis also reaches into nonprofit organizations with mismanagement of funds, violation of the organization's mission and vision.

Hence, crisis affects all sorts of organizational activities and key figures. Effective crisis management and communication skill plays a significant role by public relation expertise to minimize its negative impact.

It is often told that crisis management challenges public authorities. One of the challenges in crisis management of public authorities is the thought of crisis communication, which is the core part of crisis management process and it takes its major part in crisis management to public authorities. According to Marita, et al., (2011:7) the “challenging elements is the role of new media’s in crisis situations as well as processes of sense making and the reception of information in stressful situations by civilians”.

This indicates that communication would enable to contribute to the empowerment of citizens in crisis situations by supporting preparedness, enhancing societal understanding of risks and increasing cooperation i.e. the case of evacuations, or arranging participation in decision making about reconstruction activities. Crisis communication is usually done by monitoring public and media reaction, by content analysis of all news releases, of comments and questions online, by identifying the trends or directions of the comments and questions from personalities and opinion leaders, by an active listening of the community opinions and by understanding of the issues facing as a result of the crisis, Irimieş, (UD).

Every professional have their own principles and professional ethics to implement their fields’ in efficient and effective manner. Gilaninia, et al., (2013) said any organizations and any public relations practitioners must follow the principles of public relations field like reliable information, accurate and timely, considering the purpose and structure of the organization. Also the practitioners create agreement or act as a bridge between the internal and external public as well as the organization.

Crisis communications covers a broad area and contains different element for different strategically activities. Fitsum, (2018:11) says “crisis communication is a very important aspect of strategic management, which stands as a fundamental among other crisis management set of functions”. And also Fearn-Banks, (2007:7) define crisis communication as "the communication between the organization and its publics prior to, during and after the negative occurrences”.

In this definition, Fearn-Banks tries to highlight two basic points. First, the communication is being alive throughout the lifecycle of a crisis: pre-crisis, crisis scenario and post-crisis.

Second, it emphasizes that the ‘publics’ are the one who is entitled and legitimate to be communicated by the organization about the crisis situations. Similar to this, Coombs also concedes that crisis communication is a strategy to repair a relationship with stakeholders, Coombs, (2005). Therefore, from the above discussion, it is possible to claim that both Fearn-Banks and Coombs seem to agree on the point that organizations need to give due attention for their stakeholders or publics throughout the communication process.

As stated above, crisis communication and management is one of the major components of public relations. Pure (UD) states that public relations is a specific management function the aim is to ensure many-sided communication including understanding, acceptance and cooperation between an establishment and public. PR supports management in its striving to inform the surroundings with the help of public thought and react to the signals of the environment. PR takes responsibility to provide with management activities, synchronizing them with public thought, ensures the prevision of possible reaction. PR uses scientifically discovered, clarified and systematized communication technique as its main working tool, Veinberga, (2004).

Today's world is the world of communication and in every second, millions of information units are exchanged in the world. Since development of human life improves, thus increase need to information and communication every day increased and nowadays having accurate and up to date information for people becomes important, and people with more information will be more successful than those who do not have, Gilaninia, et al., (2013).

No one country is immune from hazards; however, the damage made by disasters is different from country to country and even to area to area in the same country. The main reasons for this are lack of proper understanding of hazards, anticipating their occurrences and taking appropriate timely measure before, during and after the disaster incidence.

Therefore, Ethiopia is one of highly exposed country to hydrological hazards and the incidents are exasperated due to the country's diverse geo-climatic and socio-economic conditions. Drought is the main hazard followed by flash floods that represent major challenges, but the number of other hazards also affects communities' lives and livelihoods.

These include: frost and hail, crop pests and diseases, livestock diseases, human diseases, conflict, landslides, earthquakes and forest/bushfires. Climate change is predicted to further increase exposure to climate –related and hydrological hazards. It is known that Ethiopia has been vulnerable to these incidents given the importance of rain-fed agriculture for the overall economy and the livelihoods of poor households, and the scarce practice of irrigation and water-shad management practices Riziliyins (newspaper of NDRMC) (2010:57).

This study is conducted on the crisis communication and management practice of Ethiopian Federal Democratic Republic National Disaster Risk Management Commission. The national disaster risk management commission has passed through different progresses in the ups and downs of the Ethiopian government. During its formation then the government named it as Relief Rehabilitation Commission (RRC) in 1973 to save lives through distributing relief aid to the victims of drought. At later years the organization included another mandate to settle people from drought affected areas to more fertile areas outside of their administration regions. During RRC, the focus of the institution was provision of relief response largely to drought affected people but the decisions for the provision of the support were not supported by risk assessments. The commission has continued all long its ways till it got a new structure and mandate to work on crisis prevention and management in the country. Riziliyins (newspaper of NDRMC) (2010:57)

Later on the commission was renamed as Disaster Prevention and Preparedness commission (DPPC) in 1995, as the mandate of this institute was to improve preparedness and undertake disaster prevention activities. The commission has been administering big agricultural farms and also has been undertaking natural conservation works. Also it was renamed as Disaster Prevention and Preparedness Agency (DPPA) in 2004 and the mandate of DPPA was to strengthen preparedness. Thus during this time emergency food security reserve administration and national disaster prevention and preparedness fund office were established Riziliyins (newspaper of NDRMC) (2010:57).

Later, it was renamed as National Disaster Risk Management Commission in 2006; these all development would indicate the direction the commission has taken and gone through in all those periods.

Generally, the present study, therefore, emphasizes on how crisis communication has been practiced so far by the commission and how that enables it for its successful accomplishment of its mission, vision and objective of examining the historical and empirical experiences of the organization Riziliyins (newspaper of NDRMC) (2010).

1.2. Statement of the Problem

Crisis is a negative element that is highly unwelcomed. Crisis management is the process by which organizations deal with a major event that threatens to harm them, their stakeholders or the general public. The present study is aimed at analyzing the crisis management and communication practice of the National Disaster Risk Management Commission in its public relations and strategic communication practices towards meeting organizational goals and objectives- through mitigating or subverting actual and latent crisis can be encountered in the country. It also examines to what capacity the commission handles and properly communicates with all sorts-of crises that might occur in the various dimension of citizens' life, particularly in the political, economic, social and technological aspects.

To this end, it would become appropriate to examine some of the research works done so far in Ethiopia so as to clarify what research gap the presents study is going to fill in. First, Clark-Ginsberg, (2017) made an analysis on the disaster risk reduction in Ethiopia, and states that Ethiopia's disaster and risk reduction have some identified good practice and also weakness. He indicated that having integrated approach of disaster and risk reduction, valuing multiple stakeholder's knowledge systems and fostering a strong internal enabling environment are the good practices observed in the nation's attempt to address problems that occur in various disasters. According to him, the weakness are lack of good addressing of specific disaster drivers, assessing risk systematically, robust engineering, and micro and macro- level influencing.

According to Mulugeta, (2009:80-81) in his study on the "Emerging trends in disaster management and the Ethiopian experience" where he focused on the genesis, reform and transformation in mitigating disaster in the nation, it is found out that the funding of the disaster

management system in Ethiopia had for well over a decade hibernated in its traditional form of relief and rehabilitation.

He pointed out that in our country context the disaster management activity has yet at initial stage, and “the prevailing volatile situation in the country coupled with the series of famines the country has been experiencing did not allow for’ the slightest breathing space to think strategically”.

Plus, he said in the field of disaster management must doing by integrating, comprehensive and effective administrative and policy responses that aimed at integrating pre-disaster strategies (mitigation/prevention and preparedness) with post-disaster response and recovery actions.

Minale, (2018) also made his study on crisis communication, which is a case study of the integrated master plan crisis in Oromia regional state, and concluded that basically crisis communications are universal. He identified that crisis communication in Oromia region is considered ineffective. He emphasized on the idea that social media fueled up the crisis in region in connection to the integrated master plan of Addis Ababa and adjacent zone of Oromia, which as not easily managed due to negative and false information disseminated through social media. That, of course, according to him easily aggravated the situation which made the communication strategy ineffective, lack of transparency and openness; equally contributed to its ineffectiveness.

Though an encouraging development is under way in federal government public relations officers, still there remains a lot of work to be done in order to exploit the maximum benefit out of the practice of public relations and strategic communications of the commission. In relation to this, Zemdekun, (2014) argues that a public relations practitioner in federal government office has suffered serious lack of proper public relations research and highly lack professionalism. In general, he concluded the study even if an encouraging development is under way in federal government public relations offices, still their remains a lot of work to be done in order to exploit maximum benefit out of the practice of public relations.

Government organizations heads are not as such familiarized with the work of public relations and strategic communication. This has seemed to be done to that scale and, thus, a system that would enable for effective public relations and strategic communication practices has to be put in place so as to engage government officials, public relations practitioners and strategic communicators to develop improved and effective practices of public relations and strategic communication, Zemdekun, (2014).

As it was indicated above, no study has been so far found in regard to analyzing the crisis management and communication practices of the National Disaster Risk Management Commission's Public Relations and Strategic Communication Directorate.

Thus, the present study seeks to fill a research gap which has not been addressed so far as the researcher's knowledge is concerned.

Consequently, it is worth study to take the present study on the crisis management and communication practices of the Ethiopian Democratic Republic National Disaster Risk Management Commission so as to examine the existing situation and come up with some valuable suggestions towards having an effective public relations and strategic communication practice of the commission for the better handling of organizational and national goals and objectives.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study is to assess the practice of public relations in crisis management and communication of the Federal Republic Ethiopian National Disaster Risk Management Commission.

1.3.2. Specific Objectives

Specifically, the study intends to:

- ❖ Identify the roles played by public relations directorate of the National Disaster Risk Management Commission of Ethiopia
- ❖ Analyze the methods be used by the National Disaster Risk Management commission public relations practitioners in crisis communication and management
- ❖ Investigate the general organization structure and the place of the public relations directorate in the way to meet organizational goals and objectives and in the handling crisis communication and management practices.
- ❖ Identify the challenges and problems of the commission in working towards crisis management and communication suggest possible solutions

1.4. Research Questions

- What are the major roles of public relations directorate in National Disaster Risk Management Commission?
- What methods are used by the National Disaster Risk Management Commission public relations practitioners towards crisis communication and management?
- How do the National Disaster Risk Management Commission public relations practitioners use methods of crisis communication and management?
- How the public relations directorate of the commission is organized in the way to meet organizational goals and objectives and in handling crisis communication and management practices?
- What are the challenges and problems of the commission in working towards crisis management and communication, suggest possible solutions?

1.5. Significance of the Study

The final research report may have various significant. The study may be important for academicians and researchers as a source of information, and can contribute also to the body of knowledge as basis or motivation for selecting study area, and reference or literature. And also for future the researchers, they may also use this study as relevant reference and as a source of knowledge and literature on other similar works on crisis communication and management

Generally, the findings of this study is hoped to be useful for National Disaster Risk Management Commission in order to address its problems and evaluate the organization with regard to public relations practice in crisis management and communication.

1.6. Scope of the Study

The student researcher was focused on the above mentioned organization in the practice of crisis management and communication. Due to researcher's time and financial resource the present study is conducted on practice of public relations in crisis management and communication.

Public relations have many functions. It is various management functions, which supports as bridge for successful communication of organization with internal and external publics.

Public relations also manage problems or issues, responsive to public opinion, consultate the management body of the organization for serve the public interest and effectively utilize the change or trends and also conduct research (Harlow, 1976). Therefore, public relations do a lot of activities or practices but the research only focuses on practice of public relations in crisis communication and management. Therefore, the present study was analyzed how the Ethiopian National Disaster Risk Management Commission uses the various functions of public relations, and how it addresses crisis communication and management as its core focus. And time frame of the study delimited specified time which goes between January One 2019 to April 25, 2019.

1.7. Limitations of the Study

In conducting this study, the student researcher has faced various limitations. From thus limitations lack of latest reference materials, lack of conducted researches in this area in Ethiopia context, the student researcher's lack of experience, and withdrawal of respondents. Even if, the research is limited on the above listed limitations the researcher has managed all the limitations by using possible reference books, follow up day to day data collection activities and I had also shared experiences from my advisor to maintain the research validity and to overcome the limitation.

1.8. Organization of the Study

The study was organized into five chapters. The first chapter contains background of the study, statement of the problem, research objectives, limitation of the study, and significance of the study. In addition to this the second chapter deals with the overall review related literatures. As well as the third chapter includes research methodology, research design, data analysis method, data collection instrument, sampling methods and sampling techniques. In the fourth Chapter discussed data analysis and discussion. In the last chapter (Chapter five), conclusions and recommendations of the study is presented.

Chapter Two: Review Related Literature

This chapter focuses on review of some literature and begins with a discussion of study that deals with crisis management and communication. This part presents about reviews on public relations practice with regard to crisis management and communication, functions of public relations, role of public relations, role of public relations in governmental organization, and public relations tools in crisis communication and management. It also makes discussion on the key concepts of this study, including defining crisis, crisis communication, crisis management, crisis communication plan and crisis communication team, and crisis management best practice. Finally, it is follow by the conceptual and theoretical literature crisis communication theory, strategic communication theory and system theory.

These topics are discussed as follows.

2.1. Public Relations Practice in Crisis Management and Communication

The information produced by government authorities during crisis should help to ensure that everyone actively involved in the crisis, the media and the populations in general are given a picture of events that is as correct and up-to-date as possible. Crisis information should, therefore, help to create the best possible understanding of the situation and its various consequences, so that the parties involved in the crisis and those individuals affected are best able to take decisions in the areas for which they are responsible or which affect them in some other way. Furthermore, that part of the public sector not directly affected by events should be able to have its need for factual and updated information on the crisis fulfilled, Ingerstedt, et al., (2003).

As Paled, (2014:19) cited Bernard Dagenas, (2002) during crisis, skills and competencies are necessary to the public relations practitioner since the practitioners often find himself/herself in the front time and has to manage, under the influence of stress, lots of activities and decisions, taking attitude, seeking causes of the crisis tips for the management provisions or criticisms to be made to the customer.

Also, Public relations have different models. According to Olusegum, (2006) the acronym, RACE model was created by John Marston's in 1963. This model means Research, action, communication and evaluation is the most common one.

Therefore, public relations practice this model in crisis communication and management activity; Research is the discovery stage of the problem-solving processes, action is blind decision making in public relation can have unsavory consequence, communication is the execution stage of the public relations process, and the public relations practitioner ask the questions ‘how effective have our strategies been’? is called evaluation.

Public relations practices are related with various fields and areas like marketing, advertising, management, communication, journalism, sociology and some others. According to Theaker, (2004) public relations practice is a discipline concerned with the reputation, trend and success of organization (service or individuals) with the aim of earning understanding and support also it practices “the result of what you do, what you say and what others say about.” Also he says in practice, integrated communications can mean that one element often marketing or advertising, achieves a dominate share of resources and regulates the other areas to support roles. So the public relations practitioners try to persuade journalists to cover their product and services on the ground of news worthiness. In other direction it meant the public relations practitioners practice a lot of activity in one organization; those are research, management, counseling, planning, community relations, communication, and some others. Also Tench, et al., (2009) says crisis public relations management is one of the most critical aspects of modern communications. Therefore, in organization crisis communication and management is the broad responsibility of public relations by organizing different competences.

2.2. Functions of Public Relations

There are different functions of public relations, which include publicity, promotion, advertising, event management, public affairs, issues management, crisis management, stakeholders’ relations, investors’ relations, media relations, and some other. And some of these are explained below in the literature as they are more relevant to the present study.

2.2.1. Issues Management

Issue management is the major aspect of proactive public relations activities of an organization. Boudreaux, (2005) says issues management helps remove the unexpected and sudden factors of the crisis; the situation can be defused before it occurs.

Moreover, information gathered will not only allow practitioners to prepare, it will allow them the opportunity to realize and understand what preparations they cannot make. Also he says issues management is often thought of as proactive practice used to avoid a negative situation, though it can also identify positive opportunities. Preparation and issue management is sometimes not sufficient to avoid a crisis. Because of some crisis are unexpected and very risky, as this time issue management and preparation is insufficient to save the organization from that crisis, like natural crisis. Therefore, issue management is the best proactive way to practice crisis management and also it is the starting point for successful crisis management. Additionally, Griffitt, (2014), notes issue management becomes more “focused on predicting and resolving reputation risks” whether the crisis occur internally (the failures of internal body of the organization) or external agendas. Generally, issue management is lie to improve the performance and preparation in proper way proactively (before anything happens) for keeping and build up the organizations’ capacity before goes to crisis communication and management activity.

In other way Griffen, (2014:180) starts explanation “some issues are not fully resolvable, so need management over time”. And also stands from this idea he defines “issue management is the management over time of non-acute risks to an organization strategic, commercial and reputational interests”. Based on his idea, it is true some issues are asking long period of time for managing and for the sake of the organizations just to adapt like work environment and also the concerned body totally forget the issue for the reason of adaptation and impairment nature of the issue. Those types of issue are mostly not developing to crisis and just go like that and also these activities are more seen our country governmental organizations.

Issue management has functions. As Regestar, et al., (2005:46) cited US public affairs council (1978) identifying issues and trends, evaluating their impact and setting priorities, establishing an organization position and implement. And related with they said planning, monitoring, analyzing and communicating are the key task of these activity.

Issue management is one of the functions of public relations. Good public relations practitioners practice any activity of the organization proactively. So the public relations department in the organization managing any issues and develops the competence strategically to saving the organizations from unpredictable and unexpected crisis.

Plus, issue management has their own strategy to gives strict response for any small or ongoing problems. Regester, et al., (2005, 2008) and Theaker, (2004) argue that, issue management was an attempt to “define the strategies” that support organizations by using counter efforts, any team and activists or groups of the organizations putting pressure on the strategy plan for managing the organization activity. So it indicates the communicator of the organization (public relations) has a big role in issue management activity of the organizations by putting strategic plan for effectively control the organization activities.

During issue management the management body has different functions. As Regester, et al., (2008:46) cited US public affairs council (1978) identifying issues and trends; evaluating their impact and setting priorities, establishing the organization position and implementing the plans are the functions of issue management. And related to this they said planning, monitoring, analyzing and communicating are the key task of these activity.

2.2.2. Crisis Management

Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders. According to Coombs, (2007) crisis management is a critical organization function. Failures in crisis management can result in serious harm to stakeholders, losses for an organization, or end its very existence. Public relations practitioners are an integral part of crisis management teams. Hence, a set of best practices and lessons gleaned from knowledge of crisis management would be a very useful resource for those in public relations.

In any organization the crisis management activities or practices are should be down to earth. Ahmed, (2006:36) said “crisis management is in some ways a pragmatic construction is significant to a consideration of the similarities between it and symbiotic interactions”. The concerned bodies manage the crisis in strategic practical and realistic ways. And also those bodies must assume the organization “control their reputations and influence perceptions”, ruled by organizations strategic plan and between the relationship the perception is to be governable and get meaningful results.

The management activity of individuals, groups and organizations focuses on the strategic plan for successfully manage your agenda, issue and also crisis. According to Tarihi, (2016:81) crisis

management is to prepare an emergency action plan focusing on applications such as infrastructure and public relations.

Whereas crisis management has its own characters during preventing the crisis based on the perceptions of management body like public relations practitioners, the nature of the crisis and organizational nature, and also the internal and external environmental factors. Thus, the crisis management activity of the organizations, groups and individuals determined by different factors and it is not constant vary from organization to organization, individual to individual and group to group. Additionally, the organizations public relations department has taken the dominate responsibility than others organization body in crisis management activity.

2.2.3. Stakeholders Relations

Another core function of public relations in the organization is creating good relations with stakeholders'. In good stakeholder relations the relationship is like family members. In one family all members of the family have positive thinking and good relations with each other and also solve any problems by cooperation. The same like to this the organization to organization relations or stakeholders' relations not differ from one family member activity.

In the organization's stakeholders all stakeholders are not equal participation in relationship between them. Cornelissen, (2014) said organization's stakeholders have been classified according to their salience and communication practitioners will have an overview of which stakeholder groups require attention and need to be communicated with. Based on the classification, they can develop communication strategies to most appropriately deal with each stakeholder. For example, dominant and definitive stakeholders of the organization such as employees, customers and shareholders need to be communicated with on an ongoing basis.

Most organizations have ongoing communication programs for these stakeholders including newsletters, corporate events and an intranet for employees, advertising and promotional campaigns for customers and financial reports, investor briefings and the annual general meeting for shareholders.

In addition, many organizations will often communicate directly with members of the local communities, in which it operates (a dependent stakeholder) and will respond to dangerous stakeholders if the actions of those stakeholders affect others, including the company's

employees. Organizations typically do not communicate on an ongoing basis with latent stakeholder groups including dormant, demanding and discretionary stakeholders, Cornelissen, (2014).

On one business focused book's Coombs said stake holders are assuming or looking the crisis might negatively affect them in the same way. Do they need evacuate? Did they use at that product or service provider? Do they have that brand of tries on their product or service? Coombs, (2008). This means the stakeholders of one organization are thinks and give supports for that organization like itself. Because the crisis of one organization are affects the stakeholders of that organizations directly or indirectly.

Generally, stakeholder's relations have required energetic and tactical system of public relations practice. Zemdikun, (2014) says creating good relationship with different actors like government office, organizational employee, non-governmental organization, individuals, groups, community members and other stakeholder groups that might be important to the organization is the common functions of public relations officers.

2.2.4. Media Relations

Media relation is the relationship between the organizations and the media (like print, electronic, social Medias, and some others) and media persons with different levels. Tench, et al., (2009:48) says "media relations mean communicating with journalist's specialists' editors from local, national, international and trade media including newspaper, magazines, radio, TV and web-based communication." Therefore, a media relation has the public relations practitioners' big function for creating good interaction with any stakeholders like internal or external body of the organizations.

In relation to the above idea mass communication is very essential communication type in a simple way to address a broadly. According to Oliver, (2014:119) "mass communication media have come to play a dominate role in the life of everyone, including the public relations practitioners."

Consequently, mass communications are a wide communication area it covers various elements, and it is the key for any organizations, groups and stake holders to communicate in abroad. In any crisis situation interaction and relation with media is exceptionally important. The public

relations practitioners create a good interaction during the organizations has “normal conditions.” Therefore, any organizations public relations practitioners strongly build the relationship or good contact with internal and external stakeholders in every time and place.

Because, anytime that organization may be faced some crisis the relationships that build before the crisis occurred give authority and power for effectively manage the crisis, Ingersted, et al., (2003).

In general, the public relations practitioners are the core responsible body and the bridge in the organizations media relations based on the above notes or ideas. In the organization like for practicing crisis communication and management activity, managing any issues and creates good relationship with stakeholders in a good manner.

2.3. Role of Public Relations

There are four key roles of public relations, and those are managerial, technical/operational, reflective and educational. But managerial and technical role roles are most common and visible. Most public relations practitioners are involved in both managerial and technical work. But it is generally accepted that one role may dominate one entry into the practice and at technical tasks, Tench, et al., (2009).

2.3.1. Managerial Role

Public relations has different role in the organization. Horton, (2007) said the managerial role of public relations practitioners in the organization very broad. Some of these roles under in managerial are anticipating, analyzing and interpreting public opinion, attitude and issues, counseling management at all levels in the organization with regard to policy decisions, courses of action, communication, taking in to account their public ramifications and the organization’s social or citizenship responsibilities, and researching, conducting, and evaluating on a continuing basis programs of action and communication to achieve the informed public understanding necessary to the success of an organization’s aims.

2.3.2. Technical Role

In addition, public relations has different technical roles and most public relations practitioners have mastered a number of techniques and the known technical activities of public relations are secure media coverage, prepare press release, write speeches, write and design brochures, produce video news releases, lobby representatives in congress, stage special events, prepare annual report and etc, Gruning, (2001).

Relatively technical role of public relations is broader than managerial role. Gruning also says the organizations that employ public relations people have believed to devote most of their efforts to communicating through the mass media, affect large number of people through publicity alone, and creating a good “image” in the media, Gruning, (2001).

2.4. Role of public Relations in Governmental Organizations

Public relations engage to promote legislations and policies to their publics in government various political persuasions at all levels, federal, state and local, Edmond, (2003).

Additionally, Edmond put three core ways the public relations intersect with democratic government’s use of media management by government to pursue its political and policy objectives, use of public affairs lobbying by interest groups to affect government decisions and use of campaign techniques in the election required prior to the formation of governments. So the public relations practitioners play lobbyists role in governmental organization like monitoring legislation and regulation, serving as a source of information to government officials and their staff, creating opportunities to present an organization’s view, keeping senior management informed on legislative or regulatory developments, and some others, Edmond, (2003).

2.5. Public Relations Tools in Crisis Communication and Management

Crisis communication requires different communication channels or Medias in print and electronic forms. According to Tench, (2009) public relations tools are differ from one to the other. Thus are conference, workshop and seminars, exhibitions, interview for media, advertisement, sponsorship, tours, social media, community relations, press kit and etc.

Also Tench said direct face to face communication generally and particularly during a time of crisis very advantageous for easily communicating and understanding between the sender and

receiver of message. Hence, the public relations have various tools used for crisis management and communication activity. And the uses of those tools are varying from one to the others, based on the nature of tools.

According to Regester, (2007) news release is a key communications tool in a crisis situation. It provides the company's official explanation of what is happening and may be used for expressing quotes from senior management on how it is 'feeling' about the situation. News releases should keep coming thick and fast throughout the crisis period. And also keeping employees informed and using your website are good things to communicate about the occurred crisis. From print media news release is very relevant channel to informing any situations of the organization for media and concerned body. Because, press release is the most common public relations communication tool today.

Many public relations practitioners also disseminate their releases far beyond the media to key audiences such as employees and investors people who are as interested as the media in what the organizations they support are doing. Examples of press releases abound in daily newspapers, magazines as well as the online press rooms of most public companies.

The vast majority of journalists use the latest information technology to search for, process and produce information. When it comes to individual authorities, it is vital to build up homepages and databases that enable the authorities, where ever possible, to facilitate the journalists, work during crisis. The websites should be structured so that the media can access the information aimed directly at them immediately. It is important that this information is updated continuously so that those journalists and editorial departments who want to can follow the sequence of events via the Net.

The website can also include databases that give access to background information, statistics, graphics, models, statements, press releases, organization structures, facts and figures on production and processes etc. Press conferences and interviews, for example, can also be presented on the homepage as a valuable complementary source of information for those journalists unable to attend in person.

Journalists should also be given the opportunity to contact authorities, example by requesting information, asking questions, or interviewing them. A very quick, reactive and well-run homepage helps journalists to need much of the information they need, which in turn means that both they and the authorities can work more efficiently, Ingersted, et al., (2003).

2.6. Crisis Communication

Crisis communication has no common definitions based on different contexts that vary from scholar to scholar. The term crisis communication includes within its meanings issues management, because it is a good public relations practices to intervene in a developing situation before it becomes a crisis. And issues management, in turn, is primarily a research function, the purpose of which is to identify and track trends and events likely to affect the institution and any of its publics. But beyond issues management, which involves all of the communication tools (print, electronic, social media and etc) and planning, previously discussed, there is the critical event the serious unforeseen development, Newsom, et al., (2008).

2.6.1. What is Crisis?

A crisis is unfamiliar and unexpected event occurs in the organization activity and structure. According to Ingersteat, et al., (2006) the word crisis comes from the Greek word ‘Krinein’, which means ‘to decide’. It refers in other words, to a deceive phase in a sequence of events and was often used in the past to describe the phase in the course of an illness that meant a decisive turn for the better or the worse.

Also Grimmelt, (2017) says a crisis is a sudden event or set of circumstances that could significantly affect an organizations ability to carry out its business that damages an organizations reputation and threatens the environment the healthy safety, and well-being of employees, customers, or the public at large.

Crisis is the lapse of normal situations and it makes intense difficulty, complexity and danger on the organization. “A crisis can have profound knock-on effects on reputation and profit.” Sometimes crisis has characterized by an issue or incident that threatens the safety of our personnel or members of the public. Significantly impact our reputation or business as for education and experience to operate actively the reputational activity, Griffin, (2014).

In the organization any problems are occurred in different time and different level of the organization. And these problems have their own level means the degree of effect in the organization.

Zappala, et al., (2008:275) says “every crisis a problem, but not every problem is a crisis.” Problem situations is address small size area or people, it’s solve and manage easily by limited source and it is not out from problem occurred place or “do not attract the attention of media and outside groups.” Also, they say “crises are serious unexpected events that have long term implications for an organization and can threaten its survival.” Therefore, it indicates crisis is asked high manageable effort and high amount of budgets for managing and communication properly. Beside this the effects of crisis are high range and attract the attention of media and outside groups. All those above detentions are selective from various definitions of crisis and advantageous and related to this study area.

2.6.2. Types of Crisis

There is no common type or classifications of crisis the reasons that various scholars look or classified in different basement. According to Wirthin, (2011) there are eight types of crisis; natural disasters, economic disasters, managerial mistakes, deception, technological issues, slander/rumors, legal issues and errors in judgment. Similarly, Tench, (2009) also put eight types of crisis; natural, technological, confrontation, malevolence, skewed management values, deception, management misconduct, and business and economic.

In other way, as stated by Cornelissen, (2014) crisis expert Timothy Coombs defines four types of crises based on two dimensions: internal–external and intentional–unintentional. The internal–external dimension refers to the crisis occurs inside the organization from something done by the organization itself may be by the managers or employees and crisis caused by some person or group outside of the organization. The intentional–unintentional dimension relates to the controllability of the crisis. Intentional means that the crisis event was committed deliberately by some actor. Unintentional means that the crisis event was not committed deliberately by some actor. The two dimensions together give four mutually exclusive crisis types.

Therefore, the above notes indicate no any common classification of crisis. Because, of the variety perception of the scholars and elements that the scholars depend to classified crisis. Additionally, Coombs and Holladay, (2010) based on the “attributions of crisis responsibility” classified the crisis into three types.

A. Victim crisis cluster

The victim crisis cluster has very low attributions of crisis responsibility. It focuses on the crisis act on nature that damage an organization disrupt operations, false and harmful information is calculating about the organization and current and former employee harms current employees at work place. Like for example natural disasters, rumors, work place violence product or male violence, and some others.

B. Accidental crisis cluster

This is characterized with minimal attributions of crisis responsibility. It entails to some stakeholders claim the organization is acting in an inappropriate or irresponsible fashion. The public challenge is based on moral or ethical grounds, not legal concerns. And also an industrial accident is caused by technological or equipment failures like technical error accidents.

C. Intentional crisis cluster

This type of crisis asks strong attributions of crisis responsibility. And it occurs in the organization employee causes the accident because of improper job performance and causes the defective product poses a threat to consumers like human error accidents and human error product harm and organizational misdeed or management knowingly violates laws or regulations.

In commonly taken types of crisis are two; man-made and natural crisis. All the above various classifications of crisis by different scholars and all those are not out from included under man-made and natural crisis.

2.6.3. Phases of Crisis Communication

Communication is the basement to practice the crisis management activity. According to Cox, et al., (2014:85) “crisis can support as a communicator, anticipate problems and respond effectively.”

While every crisis has difference and give response develops in its own means. Crisis communication has divided into phases; communicators can anticipate the information needs of the media, stakeholders, and the general public. The phases are pre-crisis, initial, maintenance, resolution and evolution.

They also put out some elements that the phases are vary, those are the events that triggered or initiated the crisis, level of harm, adequacy of the response (including the level of community resilience and the intensity and longevity of the crisis (which will impact required resource and manpower).

Therefore, crisis communication has its own phases and based on the above explanation crisis communication phases are included different elements and those elements are varying depend on the nature of phases.

One of the most typical characteristics of a crisis is that an intense need for information develops very quickly. It is all about handling operational information, updates, advice and guidance and masses of questions. It is also about analyzing myths, rumors and decisions and everything has to be done simultaneously. The huge volume of information that has to be exchanged often results in various information channels being overloaded. The image that various interested parties have of a crisis is created, to a very large extent, by the media. The media decide whether they want to cover the crisis, how they are going to describe it, and in what forms different decisions and activities are to be presented. The authorities must assume that the crisis image is as real as the crisis itself, and that substandard handling of the image during a crisis can result in the actual crisis expanding or taking a different form and direction. This is why; the crisis and the crisis image must be handled in parallel during a crisis, Ingerstedt, et al., (2003).

As stated Coombs, Steven Fink was among the first to describe crisis as having phases. Also he said each phases creates unique demands for the crisis managers and involves different crisis

management factors. Crisis has three phases; these are pre crisis, crisis and post crisis, Coombs, (2008).

Good Communication is going to by following steps to achieve the set communication goal, crisis communication also needs a strategic communication steps. So Gottschalk, (2002: 87-88) recommend ten critical step of crisis communication here below;

- Alert and mobilize the team immediately upon learning of the crisis. Obviously, the team members must be briefed, and that briefing, depending on the type of crisis, can be done at corporate or organizational headquarters, at the site of the crisis, or route to it.
- Advise the news media that the crisis team is being assembled. At the same time, a news conference may need to be scheduled and the pre-assembled press kits must be prepared for distribution.
- If possible, set up a media-friendly place for the news conference, complete with telephones, faxes, and a lot of electrical inlets.
- Involve a third party, if that's possible, and do it as quickly as possible. The word "crisis" may not be sufficiently descriptive.
- Meanwhile, be sure that there is a clear and written position that is being taken by the company for release to the media.
- Select one spokesperson to represent the organization. Obviously that person knows beforehand that this day may come and must be ready for it. When it is necessary to meet the news media, this individual must be available. If there is a news conference, the individual must be there and be fully introduced. If it is absolutely necessary, there can be more than one spokesperson, but anyone in the job must report to the same executive to ensure continuity.
- Keep a head of the developing story. Anticipate what the media will want and try your hardest to provide it. If something is not available the media must be told why it isn't and, if possible, when it will be. If some information cannot be provided, for whatever good reason, the media should also be told that, but never, never, never, utter those awful words "no comment" because, to a reporter, that is the first sign of a cover-up.
- Keep the employees informed. Use all possible means to do that, including internal newsletters, newspapers, magazines, and bulletin boards. Whatever works employees can be

a major asset in reinforcing information given to the public via the news media. It can work the other way, too, so it isn't a good thing when employees have to get information from the radio, television, or newspapers.

- Follow the rules that include: » never lie to the media; » never go “off the record;” and » never admit fault.
- When the crisis is over, conduct an immediate review. It must be done fast because successes and mistakes will still be fresh in the minds of everyone concerned. Solicit comments on the job that the crisis team did and on the operation of the plan itself. Read the letters and take the telephone calls, good and bad. Look at every single step. And make the appropriate changes.

From what has been discussed above, one can argue that the recommended strategic steps of communication are advantageous for a time of crisis. Any activity of crisis management and communication should be practiced strategic steps of communication because strategic communication is good road map to achieve the goal of the organization.

2.6.5. Crisis Communication Plan and Crisis Communication Team

Planning is probably the most important that ensure effective actions. While a plan cannot guarantee successful management, it can create a template and process for initial actions and decisions. The process of planning may be more important than the resulting plans themselves, as the relationship and trust built during the process become invaluable in crisis situation, Joanne, et al., (2014).

Crisis communications plan has its own elements. Grimmelt, (2017) advise crisis communication plan covers the establishment of media and social media monitoring, communication to the key stakeholders, feeding information in to social media, spokesperson, space for press conferences and statements, information process to your employees, preparation of pre-draft message, preparation of key media contact sheets and telephone, handling of questions or requests from media, families and victims and etc elements are best to prepare crisis communication pan. In other way, Newsom, et al., (2008:408) recommend “first identify people likely to be the principal participants in the communication plan. Then decide what media to use in a crisis.” Therefore, the crisis communication plan has its own steps to prepare in a good way and it is the blueprint of organizations any effective crisis management and communication practices.

Crisis communication team is to plan for potential crisis events and to manage those events should they occur. As strategy makers the team develops alternatives and appropriate decisions for dealing with crisis situations. And the crisis planning teams initiate the implementation of the crisis communication plan. According to Newsom, (2008:409) “the organization involved will create crisis communication teams from staff members as well as public relations and crisis communications consultants to create the necessary level of expertise.” the team should be deal about the organization crisis situation. In related to this Coombs, (2008) the crisis team needs to communicate with various stakeholders including employees, community members, government agencies, the news media, investors, and supply chain partners.

Therefore, it indicates crisis communication team are the backbone of the organizations and the overall crisis communication and management activity are more practiced by the team.

Crisis management requires creative decision-making, not blind rule following. Leadership therefore makes a huge difference to a crisis response, and leaders must be properly prepared to fulfill their role. There are different leadership roles in a crisis.

But crises also require wider organizational leadership and public leadership. And not all leaders will have the skills and experience to play all roles equally well. This is not a sign of weakness in a leader, merely an acceptance of reality. Some will play the organizational and public leadership role effectively, inspiring confidence and trust whilst leaving others to lead the crisis management team (CMT), Griffin, (2014).

Crisis management team has the big responsibility in one crisis communication and management activity of the organization. Geimmelt, (2017) also Put some Crisis management team (CMT) tasks that should be include; evaluation of the situation, decision of the crisis level, activation of the crisis organization, identification of the required expertise, determination of the required measures, coordination of required decisions, promulgation and documentation of decisions, coordination with authorities (on a high level), and decision on the internal and external communication policy.

Generally, the CCP and CCT are two sides of one coin. Effective crisis communications teams are organized from the staff of organization for various departments and different experience level so it supports for successfully implement the duty and responsibility of the team.

And the plan also prepared by the teams by considering different situations like environment, organization efficiency, and also undermined the internal and external factors of the organization. The composition of CMT is highly dependent on the size of the company the availability of qualified and experienced management staff, Geimmelt, (2017). Therefore, the organizing system of CCT are affects the effectiveness of crisis communication team and crisis communication plan.

2.7. Crisis Management

Management is the basement area to control the overall activity in day to day life. And also this is advantageous to perform any work in proper way for the organizational level, regional level, national, individual, and international levels.

Grimmelt, (2017:3) notes “crisis management is the overall coordination of an organizations response to a crisis in an effective, timely manner, with the goal of avoiding or minimizing damage to the organizations profitability, reputation, or ability to operate and often involves the need to make quick decisions on the basis of uncertain or incomplete information.”

He also says crisis management (CM) includes development of plans, minimize the risks of a crisis occurring and deal with any crisis that do a rise. Crisis management is the general movement of the organizations for giving pre warning, crisis response and also relief rehabilitation.

Crisis management must require good strategic directions to coordinating the crisis management activity and the organizations’ body and stakeholders. Crisis management becomes more “widely recognized as a high level, strategic capability” for which management body of the organization in businesses, geographies and functions need to be good preparation in order for successful management, Griffian, (2014).

Crisis management activity in the organization includes wide area, from initial stage of crisis up to end by making different big decisions strategically. “Crisis management refers to the set of decisions made and actions taken by decision makers to assess, mitigate, prepare, respond to recover from, and learn from crisis situations.” Such situations affect in different levels of government officials like locally or internationally, generated by both natural and man-made causes events and occurs across any issue area, Dayton, et al., (2014:1-2).

Hence, the management body of crisis should be good decision makers to perform the objectives and goal of the organization.

From the above notes the stages has required various decision and one step vary from the other for example the activity that doing in assessing stage vary from the activity doing in recovery stage. The key to crisis management is crisis prevention, whether the vigilance and preparation is self-motivated or enforced by legislation. But if a fire does break out, comprehensive contingency planning can minimize the catastrophe and a policy of open communication can minimize damage to corporate and individual reputations, Regester, et al., (2005).

2.7.1. Crisis Management Best Practice

The crisis management body always should be follow the pre-crisis management principle, but the crisis may be coming to over the management body also strongly fight the crisis at initial stage of the crisis means the effect of the crisis before rise up. Schwartz, (2017) says the crisis management body should be “do not crises go to waste”. In relation with this, he puts some crisis management media tips; these are doing not rush to get the story out there, choose your words carefully, stick to the message, and be brief.

Plan is the road map of any individuals, groups, and organizations activity and prepared by them. Also these plans are revised and change based on the context and the conditions. Schwartz, 2017:4) cited Grabowski “your plan is a blueprint, not a bible and focus on planning more than the plan”. So it means the plan is not rigid it is flexible based on the organization and environment context. Also Aronson, et al., (2007:263) says “in the past, most companies dealt with day-to-day business and did little crisis planning.” Contingency planning is the organizations or companies using risky materials would have some idea or plan of what to do if there was explosion and also preparing for a natural disaster meant the organizations give active take care for like earthquake, thunderstorm, climate change, and etc. Hence, any company or organizations prepare itself to develop the competence proactively manage the crisis rather than manage during and after the crisis occurred.

In similar vein, Schwartz, (2017:16) says

When a company is hit with a crisis, it often culminates with an apology. But giving an apology is not a foregone conclusion, and companies need to approach an apology the same way they do a PR campaign: strategically. Indeed, it's not a matter of if a company has to apologize, but when (and how). It's a similar drill for crises in general. Some companies think they are immune to crisis, the equivalent of sticking one's head in the sand. In reality, crises are way of life in corporate America. This chapter provides a comprehensive tutorial on crisis communications, including what to do during the heat of a crisis and the risk companies take when they get involved in a drag-out fight.

2.8. Theoretical Frame Work

2.8.1. Situational Crisis Communication/ Contingency Theory

Situational / contingency theory is one of the most relationship theories. According to Gruning situational theory “uses stakeholders as a way of describing relationships”. But this means the organizational communication or relationships do not always let all people be communicated in the same way in addressing the public and stakeholders. For this reason, the theory focused on the kinds of information that publics want rather than the organization choice of information to distribute.

And also the public or the groups are not given equal attention on different issues and, as a result, the degree of the concern vary from group to group; some groups are active on single issue, others may active on many issues and others are uniformly lack interest.

Therefore, this theory is important for the current study since it can be used in public relations practices to select the target public on different issues. And also public relations get the chance to identify the stakeholders depend on the challenges and issues.

2.8.2. Strategic Communication Theory

Strategic communication is the name for a planned communication campaign. Business and anon-profit organizations more specially consider this communication theory since it would help address, the different structured groups in organizations, Smith, (2008).

Often strategic communication is both informational and persuasive. Build understanding and support ideas and causes, service and products is the common purpose of informational and persuasive strategic communication.

Also he said marketing communication is one of the embodiments of strategic communication. Thus, all strategic communicators are not practice public relations, Smith, (2008).

2.8.3. System Theory

System theory is one of the dominant theoretical lines of thinking to support public relations practice, Gregory, (2000).

System theory describes organization as a set of sub systems and a part of social system. As a result, system theory affects each other the subsystems of the organization with external environment, Tench, et al., (2009). Therefore, system theory as a part of social theory, it includes individuals, groups and different stakeholders of the organization (communities, employees, government and etc).

Plus, Miller, (2012) notes based on system concepts system theory relevant to the general communication of the organizations. It describes all over the organizational communication like crisis communication and management and also support to manage the challenges of organizational communication; globalization, terrorism, changing demographics, and climate change because those challenges steer the organization to crisis.

Generally, this theory is useful for public relations to create good relationship with internal and external stakeholders of the organization. The public relations a practitioner has to react system theory with crisis communication and management activity for effectively and successfully apply the communication and management activity of the organization problems.

Chapter Three: Methodology

This chapter attempts to address research methodology that includes research design, research method, method of data collection (primary and secondary data collection methods), sampling method and sampling technique (non-probability and probability sampling technique), and data analysis method.

3.1. Research Design

The researcher has used descriptive type of research design. According to Kothari, (2004) Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group. Most of the social research comes under this category. This research design requires identifying what the researcher wants to measure and the findings of the study needs adequate methods. For measuring it along with a clear cut definition of ‘population’ the researcher wants to study. The aim of descriptive research design is to obtain complete and accurate information in the said studies and the procedure to be used must be carefully planned for save the study from bias.

Additionally, descriptive research design is simply concerned with explaining the nature, condition and the degree of intensity of factor under investigation. Deribsa express that “descriptive research design is identifying the problem and distinguishing the object of analysis, comprehending the variables/factors to be measured or observed”. Descriptive design also involves explaining the process of compiling the facts and reviewing documents in a way that the perceptions derived from the sources are relevant and can lead to valid generalization Derbisa, (2018).

Therefore, based on the above notes the student researcher selected this type of research design. The study focuses on examining the practice of public relations in crisis management and communication, identifying the roles played by public relations directorate of the national disaster risk management commission of Ethiopia, analyzing the methods be used by the national disaster risk management commission public relations practitioners in crisis communication and management, investigating the general organization structure and the place of the public relations directorate in the way to meet organizational goals and objectives and in

the handling crisis communication and management practices, and identifying the challenges and problems of the commission in working towards crisis management and communication suggest possible solutions.

3.2. Research Method

Adopting certain research method depends on a range of factors and some of these are the nature of the problem under study, the situation in which the research is conducted, availability of sources, and the background and inclination of the researcher. In this regard, the relationship between methodology and research objectives is the fundamental factors to determine the quality of the data, Denzin, et al., (1994)

In this study, mixed research method is used as the main research method. Dornyei, (2007) noted that mixed research method helps reduce the inherent weaknesses of individual methods, qualitative and quantitative, by compensating them with the strength of the other. The quantitative approach is used to quantify the data that collect from respondents by using questioner questions, whereas the qualitative approach also used to interpret themes, words and expressions from the interviewees by in-depth interview questions and also personal observations data's.

3.3. Method of Data Collection

The student researcher has used both means of data collection methods. These methods were primary and secondary data collection methods.

3.3.1. Primary Data Collection Tools

In the primary data collection, the researcher has used to questionnaire, interview and observation. The main reasons to selects these methods were for getting better data by triangulating different methods of data collection so as to easily access the relevant or appropriate data for the study.

Interview

The researcher used in-depth interview as a data collection instrument to collect the data from selected directorates and management body of the commission.

Thus were deputy commissioner, Human Resource Management, Plan Transformation Administration Affairs, Disaster Response and Relief Rehabilitation, and Public Relations especially, public relations directorate director and one practitioner as informants.

Therefore, the researcher collected the data from the total five number of interview informants through purposive sampling method for their relevance to the present study.

Questionnaire

Questionnaire was another primary data collection tool of this study. The student researcher prepares two types of questionnaires that contain both open ended and close ended questions. The first questionnaire was used to collect the data from selective employees for each directorates of national disaster risk management commission except the selective directors and management body included under interview. The second questionnaire was distributed to selective stakeholders of the commission for the sake of collecting the relevant data and keeps the balance of data. The student researcher included two types of questionnaire thinking that it helps unearth the existing practices with regard to crisis management and communication practice and challenges of the commission for filling up of the in questionnaire. And also, for measuring the validity of questionnaire tool, the researcher distributed 10 questionnaires as a pilot study for coming up with appropriate questions to evaluate about the risk management and communication practice of the commission. Hence, the result of test indicated no any questionnaire is excluded and totally the questionnaire was valid.

Observation

Observation was also another data collection tool of the study. Observation of work place, the use of public relations strategy in employing crisis communication strategies, and the use of public relations tools was made by using observation checklist. According to Kothari (2004:96) there are two types of observation; these are structured and unstructured observation. Structured observation is “characterized by a careful definition of the units to be observed, the style of recording the observed information, standardized conditions of observation and the selection of pertinent data of observation”. Also he says structured observation type is more appropriate for descriptive study and unstructured for explanatory study.

Based on the above note, the student researcher has used structured observation type for mainly observing the public relations practice, communication activity and availability of necessary communication equipment in the commission by prepared some observational checklists. The observer has observed the days March, 15 to April 3, 2019, during this period different element were observed by classified in to different parts.

3.3.2. Secondary Data Collection

Also in secondary data collection method the researcher used published and unpublished documents.

Published Documents

The researcher used published documents means the documents that are issue. The sources like books from library, internet and other relevant sources such as prior research works and works published in journals.

Unpublished Documents

The researcher also used unpublished documents; it means documents that are available for this study but the documents were not published. Thus documents are taken from [www.Ndrnc.gov.com](http://www.ndrnc.gov.com) (the website of the national disaster risk management commission), annual newspapers of the commission, the commission public relations tools like press releases, booklet and brochures, and also from the commission Federal Negarit Gazette of the Federal Democratic Republic Ethiopia.

3.4. Sampling Method

The student researcher used both probability and non-probability sampling techniques.

3.4.1. Non Probability Sampling Technique

The researcher used this type of sampling technique for interview data collection tool. 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. Hence, in non- probability sampling, unites are selected at the discretion of the researcher.

As such, the most common types of non-probability sampling techniques are accidental sampling, availability sampling, purposive sampling, and quota sampling. Based on the above discussion from non-probability sampling technique purposive sampling was selected for including study interview samples or populations who are found out to be knowledgeable about the practice of the commission.

This means the samples populations of interview were taken depending on the detail knowledge the interviewees have about the cause and which have unique quality about the subject matter under the study.

3.4.2. Probability Sampling Technique

Probability sampling is “Random sampling or chance sampling” with the assumption that it gives equal chance of being selected for each number in a given population. The most common types of probability sampling techniques are simple 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 was selected systematic sampling technique for the selection of questionnaire samples or respondents from out of total 246 employee of the commission.

3.5. Sampling Procedure

In-Depth Interview

National Disaster Risk Management Commission has 14 directorates, and these are disaster risk reduction, disaster response and relief rehabilitation, fund, supply logistics, human resource management, budget and finance, supply and holdings administration, information communication technology, Plan Transformation Administration Affairs, Pre- warning and immediate response, Women and Young Office, law, Internal Audit Service Directorate and public relations. Hence, the student researcher was selected the director of each of the following directorates; Human Resource Management, Plan Transformation Administration Affairs, Disaster Response and Relief Rehabilitation. Besides, the researcher selected the director and one practitioner from public relations directorate; since they are only three in number and it means the two were selected from public relations directorate and the deputy commissioner was also not included for in-depth interview.

Hence, the total numbers of in-depth interview respondents were five to make a detail assessment on the practice of public relations in National Disaster Risk Management Commission crisis management and communication activity.

Therefore, the researcher specifically selected the deputy commissioner so as to get data about general commission administration, management and communication activity and but the deputy commissioner was not included on interview, from Human Resource Management directorate gets data about man power management , from Plan Transformation Administration Affairs get data about the crisis communication and management plan and transformation or modification of plan and administration, from Disaster Response and Relief Rehabilitation get data about crisis management response and the measurements after the crisis occurred, and finally from Public Relations directorate and practitioner get detail information about public relations activity and over all communication activity of the commission. While, the student researcher has conducted interview with five selected informants or directors of above listed directorates. These are used as pseudo name because of research ethics C01, C02, C03, C04, and C05.

Questionnaire Distribution for Employees

The Commission has 246 employees and out of this population 144 females and 132 males. So, by using this sampling formula the researcher was selected the sample $n = \frac{N}{1+N(e^2)}$. The selected sample $(n) = \frac{\text{total population}}{1 + \text{total population} (N) \times \text{error square} (e^2)}$. Then $n = \frac{246}{1+246(0.0025)}$ and the sample (n) was 152.

Therefore, the student researcher was selected systematically 152 employees for questionnaire by using systematic random sampling with the proportion of 86(56.57%) females and 66(43.43%) males and the number of female respondents fifty plus one (50+1) than male because the total number of female employees exceed from that of males. Totally, 122 questionnaires were collected from 152(100%) of proposed plan, with the response rate of 80%. As a result, the questionnaires 50(45.8%) males and 59(54.1%) were females' respondents.

Questionnaire for Selective Stakeholders of the Commission

The commission has excess number of governmental and non-governmental stake holders, but the most common and well-known collaborator force are indicated here. These are ministry of

health, ministry of agriculture, ministry of education, ministry of transport, national metrology, ministry of federal affairs, women, children and youth association, ministry of environment forest and climate change, world vision, care Ethiopia, catholic relief service, Addis Ababa city administration fire and accidental disasters prevention and control aviation main office, world bank and etc. Therefore, the student researcher is selected five active stakeholders. Thus organizations or institutions are ministry of peace, Addis Ababa city administration fire and accidental disasters prevention and control aviation main office, ministry of agriculture, ministry of health and ministry of education.

Also from those organizations or institution selected six communication practitioners for each. So the total numbers of respondents of this questionnaire were 30. But the researcher was collected seven (21.21%) questionnaires from minster of agriculture of food security department, eight (24.24%) questionnaires from minster of peace of conflict solving department, seven (21.21%) from minster of education educational of development and planning department, six (18.18%) from minster of health of emergency department, and also five (15.15%) questionnaires from Addis Ababa city administration fire and accidental disasters prevention and control aviation main office of communication department. Therefore, totally the researcher has collected 33 questionnaires the commission selected stakeholders.

3.6. Method of Data Analysis

The researcher used both qualitative and quantitative method of data analysis. The qualitative data was used for analyzing through narrative or thematic analysis whereas the quantitative data is analyzed by using version 16 SPSS to analyzing the frequency and percentage of questionnaires data.

Chapter Four: Data Analysis and Discussion

4.1. Introduction

This chapter discusses the presentation and analysis with the interpretation of the findings of the thesis by analyzing the crisis management and communication activity of national disaster risk management commission in terms of public relations practice crisis management and communication activity. Besides, the study came up with discussion on the findings with the interpretation of the results. Thus, important issues pointed out from review literature are also incorporated as part of the theoretical framework in the discussion and analysis of the research findings. The presentation, analysis and discussion of the findings are incorporated here under.

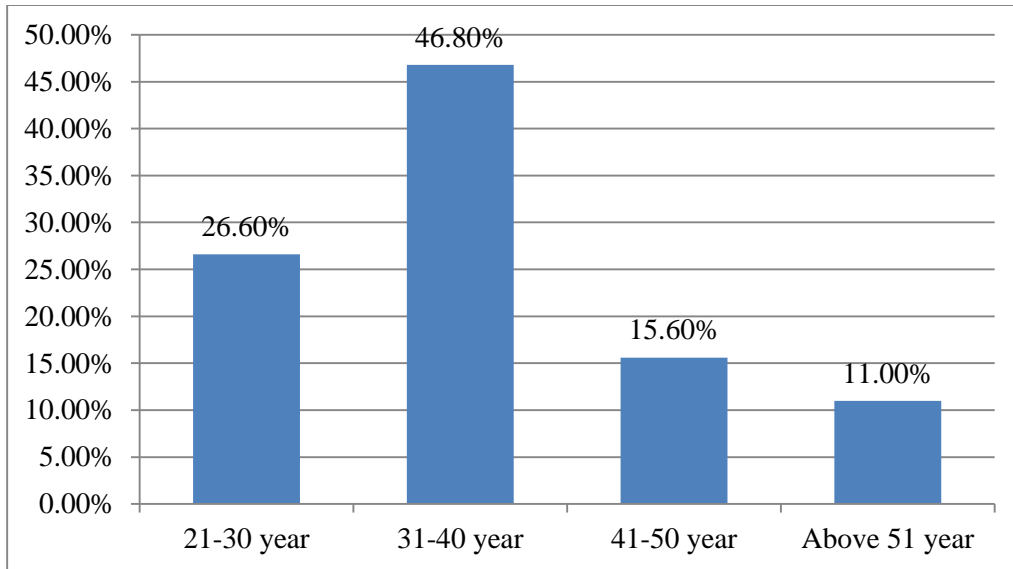
The student researcher used two questionnaires. These were questionnaire for NDRMC employees and questionnaire for five selected stakeholders' office. And from questionnaire for NDRMC employees collected 122 questionnaires, ten questionnaires were validity test, and three were not included because missed. And also from the second questionnaire for five selected stakeholders' office collected 33 questionnaires.

4.2. Human Resource Capacity of the Commission

4.2.1. Age of Respondents

The human resource capacity of the commission indicates about the potential of the organization in managing crisis. Out of the total 109 respondents, and 29 (26.6%) respondents were under the age interval between, 21-30 year, 52 (46.8%) respondents were age 31-40 year, 17 (15.6%) respondents were the age of 41-50 year, and 12 (11%) respondents were above the age of 51 years. Hence, this indicates majority of the commission employees are filled with energetic human power since out of 100% of the total respondents 46.8% are under included under the age of 31-40 intervals and 29 (26.6%) respondents were under the age interval between 21-30 years, which make altogether 73.4%.

Figure. 4.1. Age Categories of Respondents

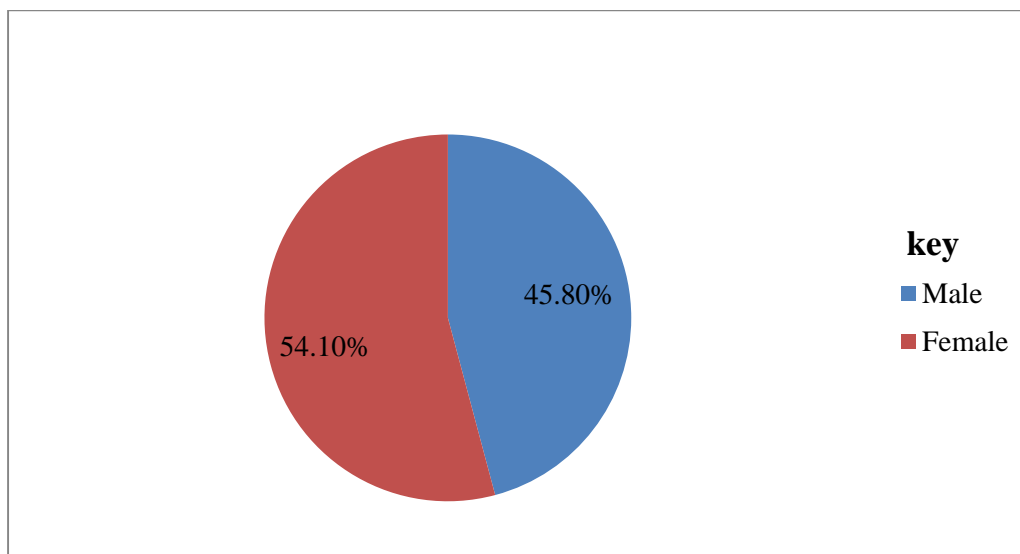


Source: Survey, 2019

4.2.2. Gender of Respondents

According to respondents' response, 59 were females (54.1%) and 50 (45.8%) were males. Hence, this indicates the commission work positions and employee number dominated by females with comparing the total number of males and female employee of the commission.

Figure. 4.2. Gender Distribution

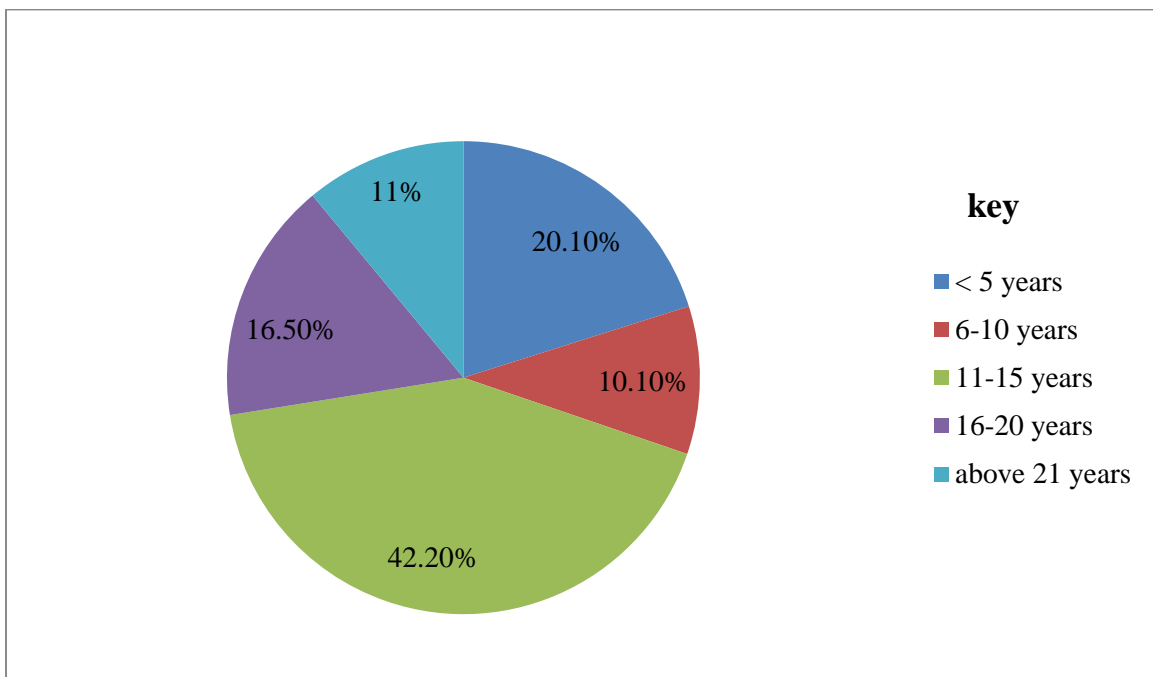


Source: Survey, 2019

4.2.3. Work Experience of Respondents

Based on the data obtained out of total 109 respondents, 22(20.1%) respondents had less than five years work experience, 11 (10.1%) respondents were the work experience between the intervals of 6-10 years, 46 (42.2%) respondents were 11-15 years' work experience, 18 (16.5%) respondents were 16-20 years' work experience, and the remaining 12 (11%) respondents were above 21 years work experience. So this indicates the commission has well experience human power where about 80% have more than five years of service.

Figure. 4.2. Work Experience Categories of the Respondents

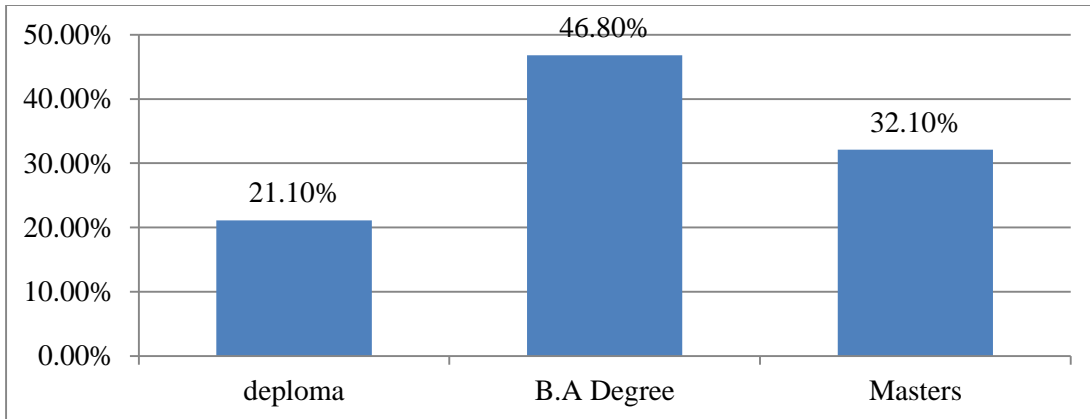


Source: Survey, 2019

4.2.4. Educational Status of Respondents

With regard to the employee's educational status, 35 respondents were master's holders, 51 were degree holders, and 23 of them were diploma. And this means from out of 100% 32.1% are master's holder, 46.8% were degree holders, and also 21.1% of respondents were diploma. This indicates the majorities of employees were B.A degree holder and next to this most of them were master's holder, where 78.9% of respondents had above diploma holders, and the average of educational status of the employees are good.

Figure. 4.3. The Educational Level of Respondents



Source: Survey, 2019

4.2.5. Respondents Position in the Commission

The respondent’s position in the commission was also considered. out of total 109 population three respondents were not included, 20 (18.3%) respondents were supply and logistics directorate, 10 (9.1%) respondents were budget and finance directorate, two (2.7%) respondents were public relations directorate, eight (7.3%) respondents were disaster response and relief rehabilitation directorate, eight (7.3%) respondents were human resource directorate, 15 (13.7%) respondents were disaster risk reduction directorate, eight (7.3%) respondents were pre-warning and immediate response directorate, and the remaining 37 (34%) respondents were from different directorates.

Table 4.1. Respondents Position in the Commission

No	Directorates	Frequency	Percentage
1	supply and logistics directorate	20	18.3%
2	budget and finance directorate	10	9.1%
3	public relations directorate	2	1.8%
4	disaster response and relief rehabilitation directorate	8	7.3%
5	human resource directorate	8	7.3%
6	disaster risk reduction directorate	15	13.7%
7	pre-warning and immediate response directorate	9	8.2%
8	others directorates	37	34%

Source: survey, 2019

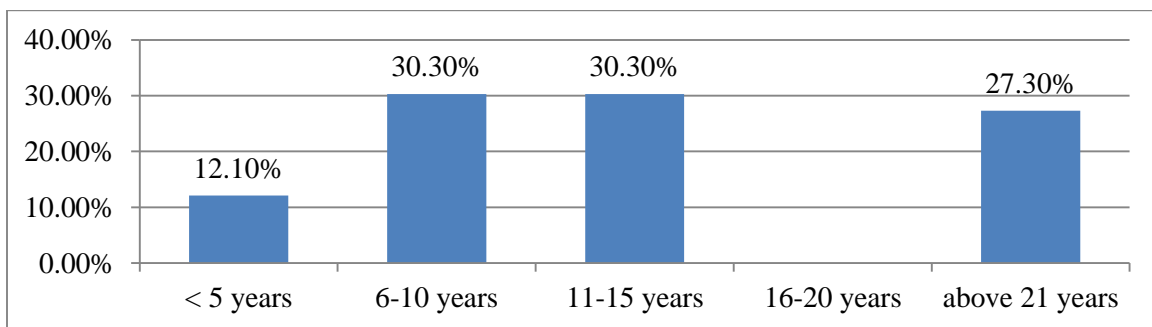
4.3. Demographic Data Presentation of Stakeholders

The questionnaires were distributed to five selective minister stakeholders by taking each minister selective office; these are ministry of peace, Addis Ababa city administration fire and accidental disasters prevention and control aviation main office, ministry of agriculture, ministry of health, and ministry of education. And also from those the total numbers of collected questionnaires in number are 33. Out of 33(100%) collected questionnaires, seven (21.21 %) were collected from ministry of agriculture, eight (24.24%) were collected from ministry of peace, seven (21.21%) were collected from ministry of education, six (18.18%) were collected from ministry of health, and the remaining five (15.15%) collected from Addis Ababa city administration fire and accidental disasters prevention and control aviation main office. On average seven questionnaires were distributed for each stakeholder's office considering the time limitation and the availability of the respondents.

4.3.1. Work Experience

With regards to the respondent's response, four (12.1%) respondents have less than five-year work experience, 10 (30.3%) respondents were between 6-10 years' work experience, 10 (30.3%) respondents between 11-15 years' work experience, and the remaining nine (27.3%) respondents had above 20 years work experience. Based on this 88% of stakeholder's respondents have above five-year work experience. Hence, it is important for the commission communication practice based on experience.

Figure. 4.5. Work Experience

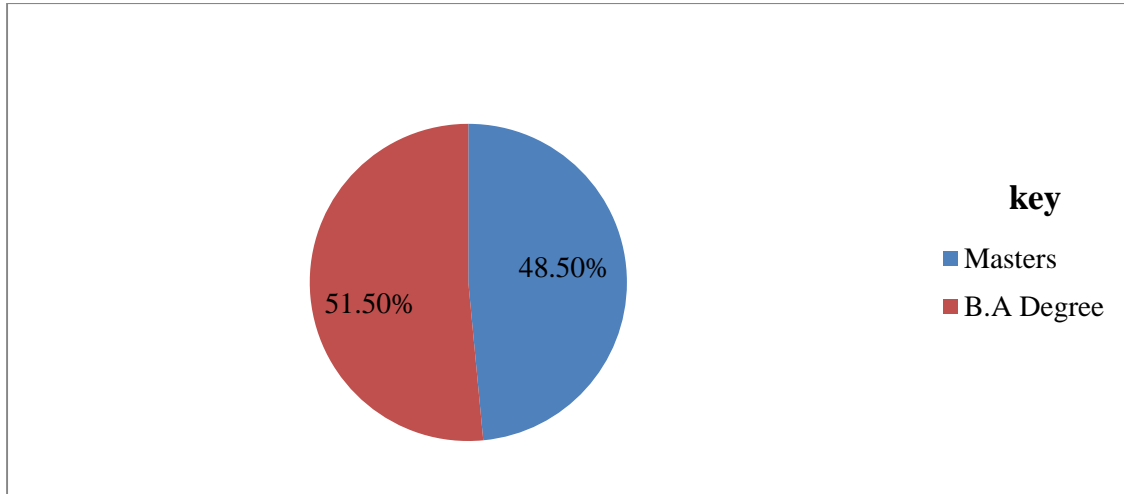


Source: Survey, 2019

4.3.2. Educational Status

From the total 33 sample populations 16 (48.5%) respondent's masters' holder and 17 (51.5%) respondents are B.A Degree holders. Hence, it is good for communication practice because all respondents were B.A degree and above B.A degree holders.

Figure. 4.6. Educational Statuses of Stakeholder's Respondents

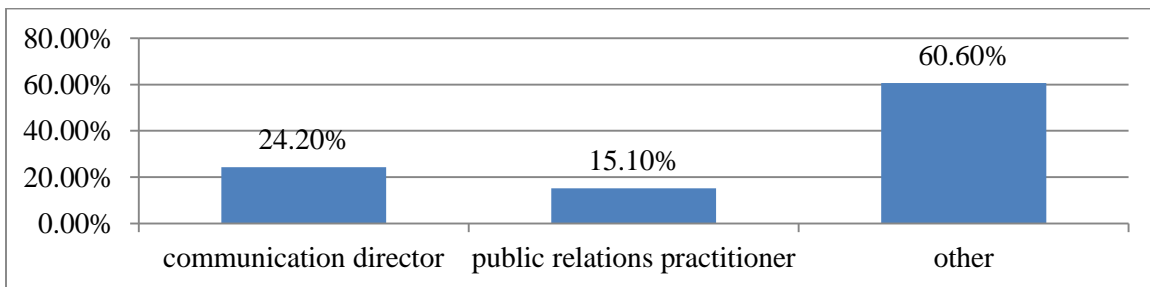


Source: Survey, 2019

4.3.3. Respondents Position in the Organization

According to stakeholder's respondents' response, eight (24.2%) respondents in the position of communication directorate, five (15.1%) respondents were public relations practitioner, and the remaining 20 (60.6%) respondents' positions were in various departments.

Figure. 4.7. Position of the Respondents in the Organization



Source: Survey, 2019

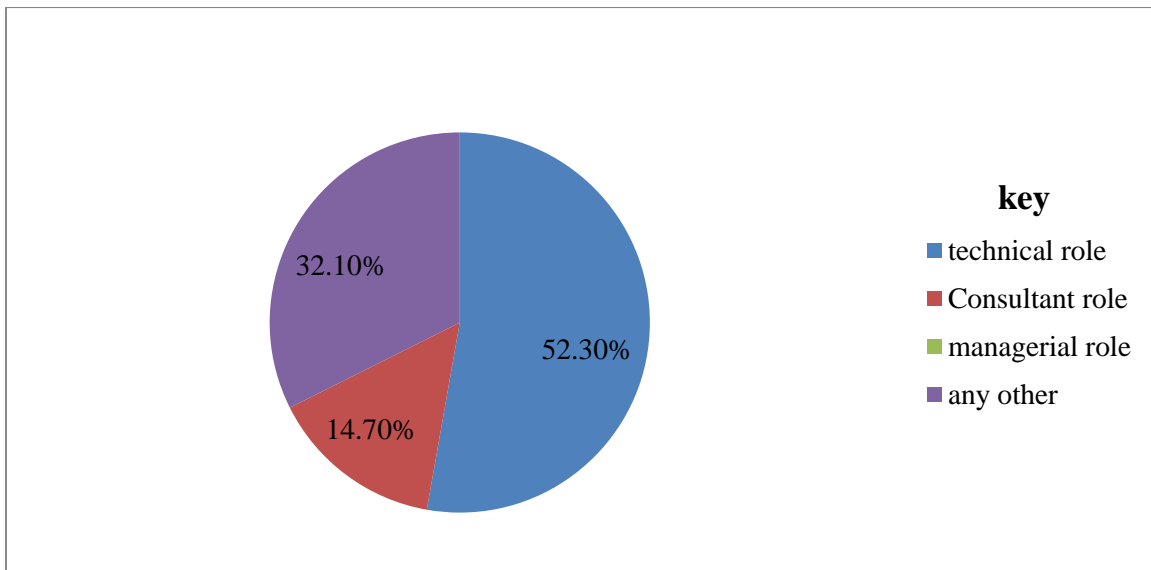
Therefore, this indicates the national disaster risk management commission lack of relationship with communication and public relations department.

4.4. The Public Relations Practice in Crisis Communication and Management

4.4.1. Role and Functions of Public Relations in the Commission

On the role of public relations directorate in the commission, the respondent's response was, 52.3% of the respondents said the public relations has technical role, 14.7% of respondents said public relations has consultant role, no one respondents said the public relations office has managerial role, and the remaining 32.1% of the respondents also mentioned that the role of public relations in the commission has some other role than the one mentioned earlier. As a result, this indicates the public relations directorate in the commission has mostly technical role, and it implies that the commission public relations practice limited by one role. These also may reveal that the public relations directorate does not carry out its work as expected.

Figure. 4.8. Roles of Public Relations Directorate in he Commission



Source: Survey, 2019

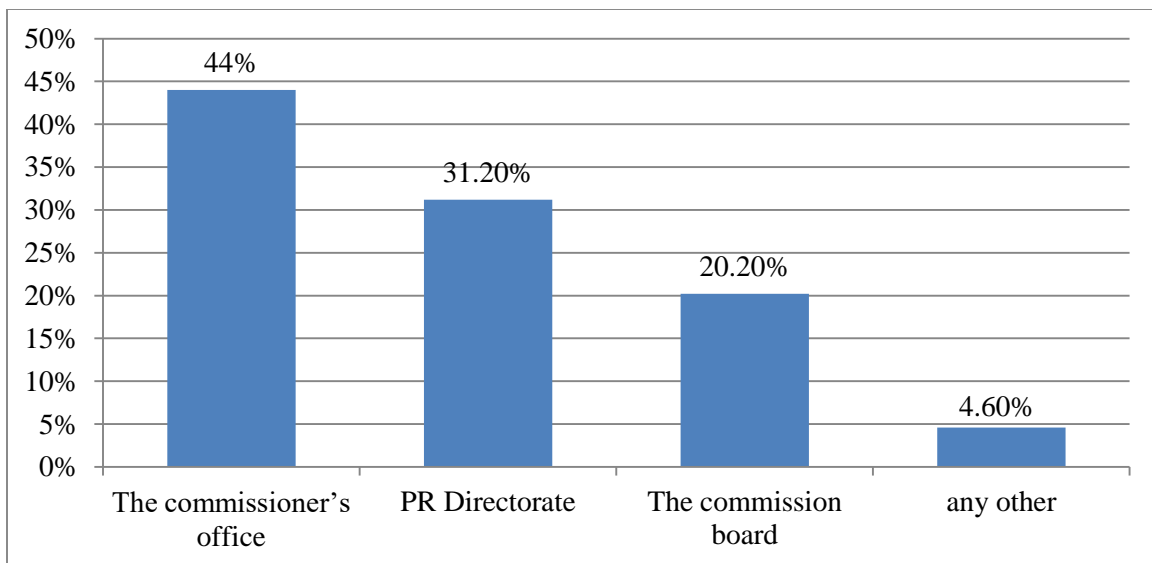
4.4.2. The Role of Public Relations (PR) in the Research Practice

As it's demonstrated in figure 4.9 were asked about the role of public relations (PR) in carrying out the research practices. In this regarded out of total 109 respondents, in fact, five (4.6%) respondents say the public relations very high role in research practice,

five (4.6%) respondents said high role, 47 (43.1%) respondents said the public relations medium role in research practice, and the remaining 52 (47.7%) respondents also said the public relations has low role in research practice. From this one can conclude that the public relations practitioners are low participation in the commission research practice.

As indicated in figure 4.10 here below, 48 respondents said the commissioner's office were more responsible to give any information about the commission for media and other stake holders, 34 respondents said the responsible body are public relations directorate, and the remaining 22 respondents said the commission board is responsible body. This means out of 100%, 44% of the respondents selects the commissioner's office, 31.2% respondents were selects the public relations directorate, and also 20.2% of respondents also said the commission board were responsible body. So this indicated firstly, the commissioner's office was more responsible body to give any information about the commission, secondly the PR directorate, and next to this the commission board was also responsible.

Figure. 4.9. The Commission Responsible Body on Information Provision



Source: Survey, 2019

Generally, the national disaster risk management commission more responsible body to give any information for media and others stakeholders are the commissioner's office. But it is not good based on clash of job description because information dissemination and related activities are more the functions of public relations.

As discussed in the review literature, the public relations practitioners are expected to create a good interaction during the organizations has "normal conditions." Therefore, any organizations public relations practitioners need to strongly build the relationship or create good contact with internal and external public, and stakeholders as well in every time and place, Ingersted, et al., (2003). From this, one can argue that the level of interaction made by the public relations practitioners must be present in front of anybody but lack much behind. In other word, the public relations office or directorate tended to have a limited role in providing information as it only account for 31.20% as in the chart below. The commissioner's office and the board tended to have higher role in information provision than the PR directorate as in figure 4.10.

4.4.3. Public Relations Tools in Crisis Communication

Respondents indicated about the commonly used public relations tool by National Disaster Risk Management Commission (NDRMC). As result, they expressed that from the total 109 respondents 41 (37.6%) respondents said to use letters a media or the commission's crisis communication and management practice, 40 (36.6%) respondents said they use Inter personal communication, whereas 10 (9.6%) said they use Social media (facebook, twitter, YouTube, website & etc.), and eight (7.3%) replied that they used Newspaper and magazine, and the remaining 10 (9.6%) respondents said to use radio and television. From this one can conclude that the commission communication system works mainly through the use of more letters and inter personal communication as public relations and communication tool and rather than using mass mediated communication system, particularly electronic media. The use of social media culture was also found to be very low. In relation to the above point respondents were asked about the extent of using radio and television as crisis communication system. The respondents also expressed their agreement level on the idea of the commission's use radio and television to address the crisis. Hence, 11 (10.1%) respondents said strongly agree, 10 (9.2%) respondents were said agree, and the remaining 80 (80.7%) respondents were said disagree.

This indicated the commission had little used television and radio as a public relations and communication tool, and seemed to have low media relations and media practice.

The employees were asked about the extent in which they used office letters as a media of communication and majority of the employee of the commission expressed that they used official letters towards mitigating the crisis situation, that is, 99 (90.8%). Thus, this indicates the commission communicated simply by using official letters to mitigate the crisis situations.

Respondents were also asked whether they had their own timely magazines and newsletters. From the total 112, 21 (19.3%) agreed that they have positive response about the issue with 16 (14.7%) respondents were said agree five (4.6%), but the majority of them were not really able to say that the really had such communication tools 52 (47.7%) respondents were said disagreed, and the remaining 36 (33%) strongly disagreed. As a result, this indicates the commission did not as such had timely magazines and newspapers. From the observation also made in the office the magazines prepared annually and the level of distribution was known to be by far low.

Still respondents were asked whether the commission uses the media strictly for crisis management and communication activity. Out of 112 total respondents, the agreement level on the commission uses the media strictly for crisis management and communication activity, 16 (14.7%) respondents were said natural, 52 (47.7%) respondents were said Disagree, and the remaining 41 (37.6%) respondents were also said strongly disagree. Therefore, the commission is not properly use media for crisis management and communication activity.

4.5. Crisis Communication and Management Practice

4.5.1. Means of Crisis Communication and Management

Out of total 109 respondents three respondents were not included, 46 (42.2%) respondents were said the national disaster risk management commission provided support based on partner members or size for areas and communities affected and victimized by any crisis, five (4.6%) of respondents said depend on victims age and gender, 41 (37.6%) respondents said depend on crisis level the victims faced, and the remaining 17 (15.2%) respondents mentioned different ways of the national disaster risk management commission uses to support areas and communities affected and victimize by any crisis.

Hence, this indicated that, the national disaster risk management commission mainly uses two ways firstly uses Provide support based on partner members or size and next to this the commission provide supports depend on crisis level the victims faced. And also additionally the respondent's response indicates the commission has used various ways to support areas and communities affected and victimized by any crisis.

Additionally, out of 109 respondents three respondents were not included, 51 (46.8%) of respondents said fund raising is the means of national disaster risk management commission has use d to relief societies that victimized by any crisis, 52 (47.7%) of respondents said the commission has used governments support of the crisis management, and the remaining six (5.5%) respondents also mentioned different means that the commission uses for relief societies that victimized by any crisis. So this indicates the commission has mostly used first Government's support of the crisis management and secondly used Fund raising means.

Therefore, the commission had rigid or constant means of relief system for societies that were victimized by any crisis. This means, it did, not use variety means of crisis response depending on the nature of crisis. However, according to Schwartz, (2017) cited Grabowski "your plan is a blueprint, not a bible and focus on planning more than the plan". It means not only the plan but also any crisis management activities had to must be varying depending on the context (the types of crisis, phase of crisis, level of crisis and etc). Hence, one can figure out that organization did not much used contingency approach in dealing up with various crisis issues.

Out of total 109 respondents, of course, 46 (42.2%) and 53 (48.6%) respondents responded that media relations, and stakeholder's relations and communication. Where the most commonly used system in which the commission issued for communication respectively. Whereas, only 10 (9.2%) respondents said training was also the other means of the commission's sustainable way of crisis management and communication for crisis victimized people and areas or places.

Therefore, the commission has used good means of sustainable way of crisis management and communication for crisis victimized people and areas or place mainly using stakeholder's relations and media relations.

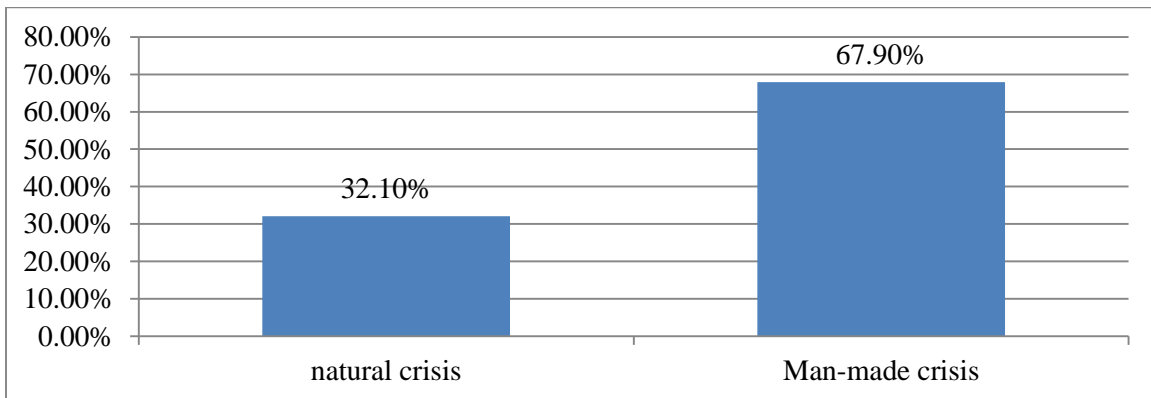
According to respondent's response, respondents put their level of agreement on the idea of the commission in using different means of sustainable way of crisis communication and

management system for crisis victimized people and areas or place, five (4.6%) respondents agreed, 16 (14.7%) respondents were neutral, 17 (15.6%) respondents disagreed and the remaining 71 (65.1%) respondents strongly disagreed. From this one can deduce that the commission lacked better ways of sustainable way of crisis communication and management for crisis victimized people and areas or place.

4.5.2. Nature of Crisis

Respondents were asked about the type or nature of crisis they usually faced in their efforts to mitigate the crisis. According to them, 35 (32.1%) replied that natural crisis mostly occurred in our country whereas 74 (67.9%) respondents said it was mainly man-made crisis. So this indicated that our country people were first and most affected by man-made crisis and next to natural crisis also occurred in our nation. Generally, in the nation the level crisis had degree of variety, but affected by both man-made and natural crises.

Figure. 4.10. Types of Crisis Classification in the Nation



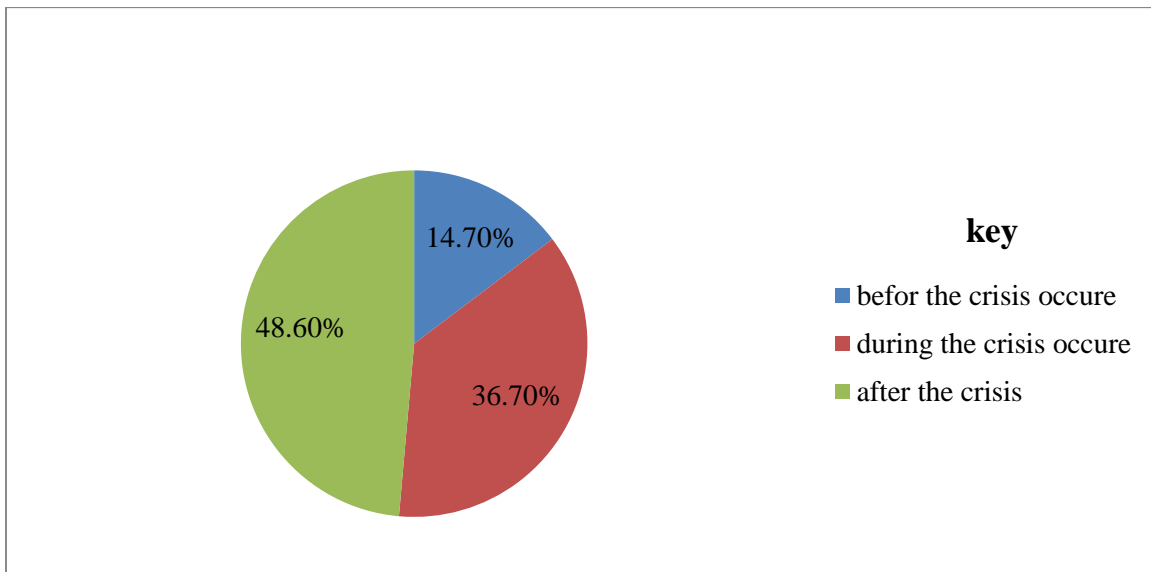
Source: Survey, 2019

4.5.3. Phases of Crisis Communication and its Practice

In the three phases of crisis communication, out of 109 employees, only 16 (14.7%) respondents said before the crisis occur the commission communicated strongly about the crisis, nevertheless, 40 (36.7%) respondents said the commission communicated about the crisis strongly during the crisis occurred, and also 53 (48.6%) respondents said the commission strongly communicated about the crisis after the crisis occurred.

This means, the commission crisis communication activity was not proactive but was reactive. Based on the respondent's response it can be possible to say that the crisis communication activity strongly practices by the commission in wide range during and after the crisis occurs as demonstrated in figure 4.11

Figure. 4.11. The Commission Level of Communication on Phases of Crisis



Source: Survey, 2019

Out of 109 total respondents, the agreement level of respondents on the idea of the commission crisis management and communication practices was mostly found at initial stage whereas 30 (27.5%) respondents said natural, 62 (56.9%) disagreed, and the remaining 17 (15.6%) respondents strongly disagrees. Thus, this indicated that the commission's crisis communication and management activities are not much practice at initial stage as a proactive public relations system.

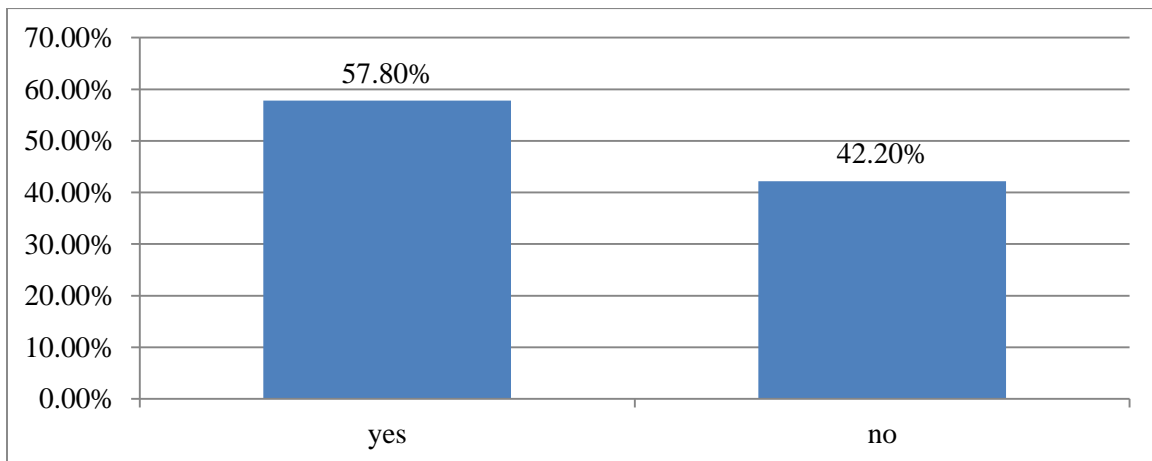
With regard to the agreement level on the idea of the commission's mostly practiced proactive crisis management or reactively, majority of them, that is 93 (85.3%) respondents disagreed, and the remaining 11 (10.1%) strongly disagreed, whereas only five (4.6%) respondents said neutral out of 112 total respondents. As a result, this indicates the commission crisis management activity practice was by far done reactively rather than proactively.

4.5.4. Crisis Team and its Function

According to respondents' response, 63 respondents said the national disaster risk management commission had crisis management team and the remaining 46 respondents said the commission has no crisis management team. This means out of 100%, 57.8% and 42.2% respectively. The difference of this response is very little, so the commission had CMT and the teams are being not known by the employees.

Therefore, the commission crisis management team was not well known by the overall employees. In the literature, however, according to Coombs (2008) the crisis team needs to communicate with various stakeholders including employees, community members, government agencies, the news media, investors, and supply chain partners. Based on Coombs idea the crisis team communicates not only for the organization's employees but also for other organizations and community members. But the respondent's response indicated that the crisis management team had lack of communication with different body.

Figure. 4.12. Crisis Management Team



Source: Survey, 2019

On the functions of CMT function, the respondents respond, five (4.6%) respondents said in crisis communication and management activity the function of crisis management team was as source of money,

whereas respondents said the function of crisis team was to prepare strategic direction for responding to crisis management, and to conduct the research, with 57 (52.3%) and 41 (37.6%)

respectively, but six (5.5%) respondents mentioned other functions. consequently, this indicates that prepare strategic direction for responding to crisis management and conducting research were the common and broad functions of crisis management team in the crisis communication and management activity of the commission.

In general, the crisis team has cross-sectional function in the commission's crisis communication and management activity. As in the literature, Geimmelt (2017:17) says crisis management team (CMT) tasks that should be; evaluation of the situation, decision of the crisis level, activation of the crisis organization, identification of the required expertise, determination of the required measures, coordination of required decisions, promulgation and documentation of decisions.... the CMT has multidimensional tasks and must be done by integration of those tasks.

Therefore, the national disaster risk management commission CMT seemed to have good practice in crisis communication and management activity by preparing strategic direction for responding to crisis management and conducting research whereas it had less practice in creating source of money and practice any other tasks for crisis communication and management activity.

According to Geimmelt (2017) Crisis management team (CMT) tasks that should be include; evaluation of the situation, decision of the crisis level, activation of the crisis organization, identification of the required expertise, determination of the required measures, coordination of required decisions, promulgation and documentation of decisions, coordination with authorities (on a high level), and decision on the internal and external communication policy. Based on this idea all interviewees are said this idea, the commission has permanent and temporary crisis management teams; these are technical task force, national disaster prevention and preparation committee, and regional level committee included under the permanent crisis management team and temporary teams also the teams organized temporarily in different place that crisis occurred for example in Gedio, oromia region, Somalia region and etc.

According to interview data, specially, interviewee C01 said also those crisis management teams are organized randomly from any directorate but not understand the professional ways of teams organizing system. And the commission permanent teams are also mostly activated only crisis happened time.

Additionally, the commission has another forum way to contact the partners it calls disaster risk management technical working group. This forum includes different partners like UN, international NGO, donors, USID, representatives of sector office, task force main chair and etc. the task force also includes agriculture task force lead by minister of agriculture, health task force lead by minister of health, educational task force lead by minister of education and etc. generally the committee are two wings; these are one wing lead by the government and the another wing lead by the commission (technical working group). And the government leads the national disaster preparation and prevention committee and the chair person is deputy prime minister.

According to Newsom (2008:409) “the organization involved will create crisis communication teams from staff members as well as public relations and crisis communications consultants to create the necessary level of expertise.” the team should be deal about the organization crisis situation. Interviewee C04 said I know the commission has crisis management team but I do not have information about how to organize them.

Therefore, the commission has different crisis management team like in national and regional level, permanent and temporary, and in the commission level and country level. But this committee or teams are not organized in professional way, organized just randomly from different directorate. And the other point is mostly the team activities were practiced reactively because those are organized at the time of some crisis are happened and there is no any preparation just actively work during and after the crisis occurred.

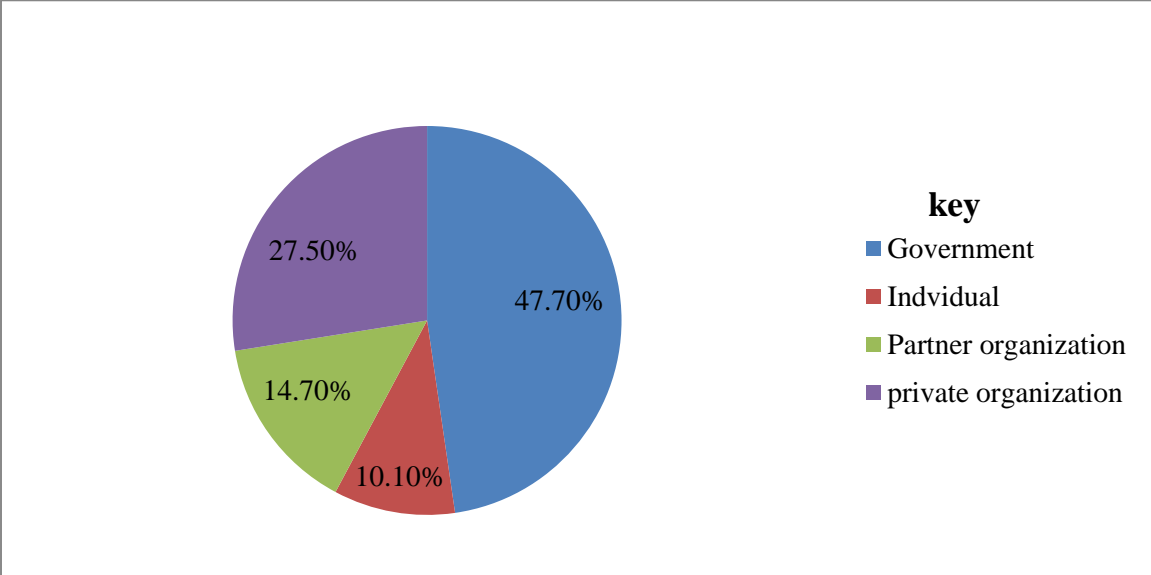
Interviewee C03 said in general the commission crisis communication and management activity based on four key goals; these are pre-warning, during crisis, relief rehabilitation, and coordination stakeholders (in Amharic “Tibibirawi Agarinet”). These four major goals are including different activity. And also in this commission the crisis communication and management activities practiced based on two wing committee (government wing and commission wing). It means that committee are doing meeting if any problems occurred. But the committees not meet out of six-month interval without any problems happen. With six-month interval meeting time the committee activity is to approve the commission “Belg” (rainy season) and “Mehir” (harvest season) need assessment reports.

And also the technical working group lead by the commission and it works by coordinating and cooperating the partners, sector office, donors, and etc. Generally, the commission crisis communication and management activity are routine activity and there is no creativity of managing communicating crisis in proper way.

4.5.5. Commission’s Source of Money

In regard to the commission’s source of money and the role played by the public relations directorate 52 (47.7%) respondents said that government was the commission source of money, 30 (27.5%) responded that private organizations were the commission source of money, and 16 (14.7%) respondents also said parent organizations are the commission source of money, but the remaining 11 (10.1%) respondents said individuals were the commission source of money. So this indicates the commission has been economically dependent on different sectors and stake holders but more dependent on government budget.

Figure. 4.13. The Commission’s Source of Money



Source: Survey, 2019

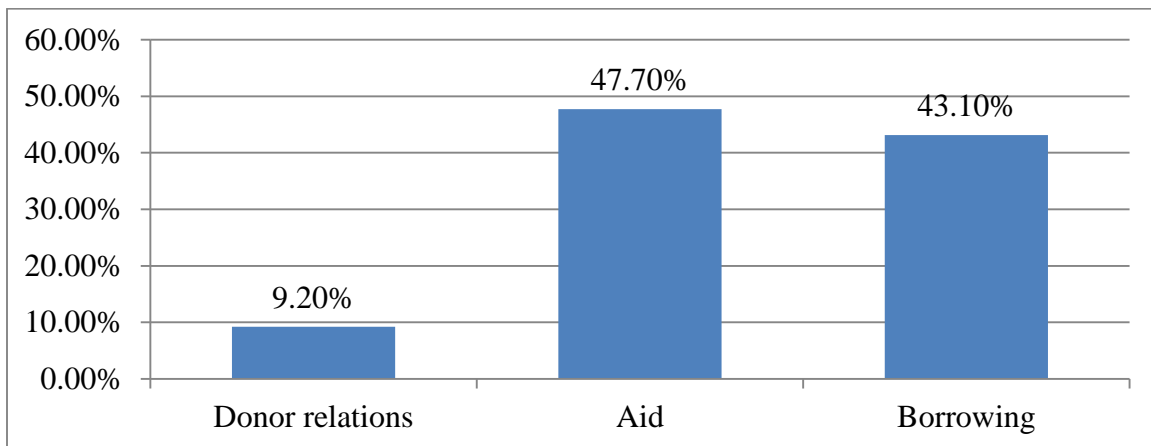
Therefore, the commission economy is not strong because the main source is government budget and because of this the commission has lack of potential to control and prevent the risky crisis.

These also reveals that there was also little tendency to raise fund from other source, and the public relations directorate did not seem too much play in fund raising activities as supported by the interview data.

Out of 109 populations, 10 (9.2%) respondents were said donor relations are the techniques of the commission has been gaining money from non-government sources, 51 (47.7%) respondents said aid is the technique of the commission, and the remaining 47 (43.1%) respondents also said the commission were gaining money from non-governmental sources through borrowing.

Therefore, the commission seemed to be economically dependent on non-governmental organizations for aid and secondly borrowing. Generally speaking, the commission lacked donor relationships. As Zemdikun, (2014) says creating good relationship with different actors like government office, organizational employee, non-governmental organization, individuals, groups, community members and other stakeholder groups that might be important to the organization is the common functions of public relations officers. From Zemdikun,s idea related one can argue that the commission tended to lack public relations practice on creating relationships with stakeholders.

Figure. 4.14. The Commission’s Techniques for Gaining Money from Non-Governmental Organizations



Source: Survey, 2019

From the total 109 respondents, 16 (14.7%) respondents strongly agreed the Commission’s Techniques for Gaining Money from Non-Governmental Organizations, 35 (32.1%) respondents

said agreed five (4.6%) respondents became neutral and 17 (15.6%) respondents disagreed, and the remaining 36 (33%) respondents said strongly disagreed. As they were asked about the level of agreement on the idea of the commission mostly gets source of money for donors. Therefore, this indicates almost half of them did not believe that the commission gets its source of money from the donor by aid. This means, there are other source of money, especially government as indicated above.

From the total 109 sample population, the level of agreement on the idea of the commission allocates sufficient budget for crisis management and communication purpose and audit the budget properly, only five (4.6%) respondents agreed, five (4.6%) were neutral 63 (57.8%) respondents disagreed, and the remaining 36 (33%) strongly disagreed. Therefore, this indicates the commission has scarcity of budget and properly auditing problems.

4.5.6. Research and Crisis Communication and Management Activity in the Commission

From the 109 total respondents, 52 (47.7%) of respondents said the commission conducted research and study on crisis victimized people, area or place, nonetheless, the remaining 57 (52.3%) said the commission never conducted research and study on crisis victimized people, area or place. From this one can conclude that the commission had lack of good research practice in any relevant time.

Out of 109 sample populations, 35 (32.1%) respondents said the commission conducted research proactively or before the crisis occurred, 16 (14.7%) said the commission conducted research during the crisis, and the remaining 58 (53.2%) also said the commission conducted research after the crisis occurred. Therefore, this indicated the commission mostly conducted research after the crisis occurred and next to this the commission's research conducting stage is before the crisis. Generally speaking, the commission research practice was more reactive than proactive.

In regards to the commission usually conducted research in each level of crisis, 93 (85.3%) respondents disagreed, six (5.5%) respondents strongly agreed, five (4.6%) agreed, and the remaining five (4.6%) were natural. In general, this means the commission research practices were not understanding all stage of crisis.

4.5.7. Definition of Crisis Communication and Management in the Commission

With regard to the research practice of the public relations directorate and the commission, interviewee C 01 said crisis communication and management is meant firstly to conduct research and based on the finding of research take the measurement and give solution for that problem as it is expressed in Amharic language; “የቀወሰ ኮሚኒኬሽንና ሰራ አመራር ማለት መጀመሪያ እናዳደጋዎቻችን ምን አሉ ብለን ማጥናት እና መሰረታዊ የችግሩ መንስኤ ምንድን ነው እሚለውን ማጥናት ነው። ከዚያ በኋላ የመፍትሄ ሃሳቦች በተገኙበት መሰረት ውሳኔ መስጠት ነው።” “this can be translated as “Crisis communication and management means firstly conduct research on what types of disasters exist and what are the causes, and after that based on the result of the study take a measurement”.

And Interviewee C02 also said in this commission context crisis communication and management means work strongly after the crisis occurred. And also Interviewee C03 said crisis communication and management means corporately work with different sectors based on the commission plan. And the expression in Amharic language; “የቀወሰ ኮሚኒኬሽንና ሰራ አመራር ሰንል አቅደን የምንሰራው ነው። አደጋ በተከሰተ ጊዜ ያንን አደጋ ለመቋቋም የሚያስችል ለምሳሌ ጎርፍ ከሆነ የጎርፍ ግብረ ሃይል ፣ ግብርና ከሆነ የግብርና ግብረ ሃይል..... በማስተባበር መሰረት ማለት ነው። ምክንያቱም ቀውስ ሲመጣ በአንድአቅጣጫ ብቻ አይመጣም።” this can be translated as “Crisis is not coming in one direction so during the crisis management and communication work by preparing the plan and coordinate the cooperation force like agriculture force.....”

On the literature, according to Tarihi (2016:81) “crisis management is to prepare an emergency action plan focusing on applications such as infrastructure and public relations”. Whereas crisis management has its own characters during preventing the crisis based on the perceptions of management body like public relations practitioners, the nature of the crisis and organizational nature, and also the internal and external environmental factors.

Generally based on the above explanation crisis communication and management in the commission practices were wide and strong during and after the crisis occurred, but tended to

have low level of research practices. But based on the Tarihi idea, crisis management is proactive activity in any organizations.

Research usually would help in addressing various issues of concern before they turn out to be crisis. Research is helpful for issue management practice in the commission. As Grifftin (2014:255), notes issue management becomes more “focused on predicting and resolving reputation risks” whether the crisis occur internally (the failures of internal body of the organization) or external agendas. On this idea interviewee C01 said in this commission level issue management activity is not practice that much. But sometimes commission’s pre-warning and immediate response directorate collect some information from metrology and based on that the commission disseminates information and gives warning for those peoples. Even so, the commission practices not out to this information dissemination activity.

Interviewee C02 said that reverse from interviewee’s C01 ideas, issue management activity in the commission always different issue and on natural crisis proactively collect any information and prepare itself for that crisis. But when we come to man-made crisis impossible to predict and expect what type of crisis happened. And also interviewee C03 also said issue management activities in the commission are pre-warning activity and interviewee C05 also shares this idea.

Therefore, based on the above thought, issue management activity in the commission is only practice by metrology information. It means, it works only on like climate change (natural crisis) and not gives cares about other issues.

4.5.8. The General Commission Crisis Communication and Management Practice

Regards with the respondent’s level of agreement on the idea of the commission crisis communication and management activities go with our country’s current situation, 68 (62.4%) disagreed and the remaining 41 (37.6%) strongly disagreed. Therefore, this indicates generally our country crisis situation and the commission crisis communication and management activity are imbalance.

In regard to the respondent’s level of agreement on the idea of the commission has evaluates crisis communication and management activities in each and every time, 11 (10.1%) agreed 52

(47.7%) were neutral, 11 (10.1%) disagreed, and the remaining 35 (32.1%) respondents strongly disagreed. As a result, this indicates the commission had lack of work evaluation in the crisis communication and management activity in each and every time.

According to the interview data, the commission public relations directorate seemed to have different functions and role. On this idea interviewee C03 who was one of the interviewees said the directorate is higher spokesperson of the commission, participate on the commission annual plan preparation, and prepare media analysis on the commission different issues, image building activity in national level and etc. even though, this are listed and prepare value activity, we look in the ground some activities are practiced and the others are just jump, because we have no professional enough man power.

In addition to this the directorate has low research participation. On this idea interviewee C03 said the public relations directorate not conducted research by itself, but in the commission level conducts different researches. Therefore, the role and functions of public relations in the commission crisis communication and management activity not structured and strategically practiced.

The commission crisis management and communication plan activity was not much practiced. Though a plan cannot guarantee successful management, the commission has long term, medium and short term plans. And it has revised based on different contexts. It can create a template and process for initial action and decisions. On this idea, interviewee C05 said short term plans provide immediate response with 72 hours for any crisis. Long term plans are the plans organized or program for long period of time to the prevention and reduction of crisis, and also medium plans are in the medium class plans means between short and long term plans. The process of planning may be more important that the resulting plans themselves, as the relationship and trust built during the process become invaluable in crisis situation as Joanne, etal, (2014:85), but there are gaps in executing them.

4.5.9. Stakeholders Relations in Crisis Communication and Management System

Respondents were asked about stakeholder's objective relationship with the commission. From the total 33 populations only two (6.1%) respondents said the main objective of their

organization or institution work with national disaster risk management commission was for creating good image, whereas 14 (42.4%) respondents said the main objective was to minimize work load, 12 (36.4%) said to solve any problem in short time, and the remaining five (15.2%) also mentioned different objectives. So this indicates the commission stakeholders' relationships are majorly focused on for minimizing work load and solve any problem in short time.

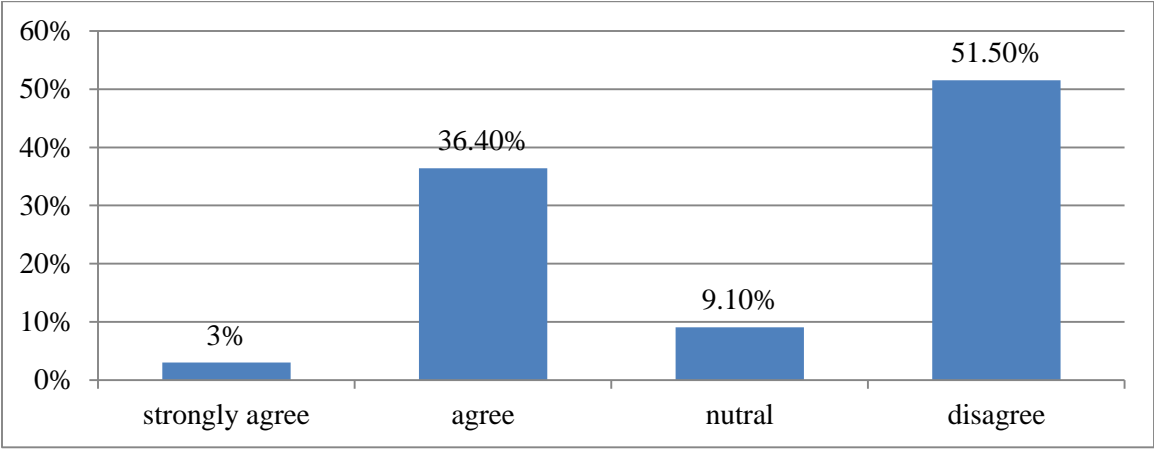
According to respondents the basic reason why stakeholder's organization work as a stakeholder with national disaster risk management commission was because it is their organizations duty and objective 23 (69.7%), five (15.2%) said they were based on good communication practice of their organization, and three (9.1% respondents said it was for international cooperation whereas the remaining two (6.1%) respondents said the basic reason of their institution work with the national disaster risk management commission was for humanitarian reason. So the respondent's response indicates the stakeholder's institution basic reason work as a stakeholder with national disaster risk management commission was mainly because of the institutions duty and objectives.

With regards to the years the commission relations with different stakeholders, respondents were asked for how many years they have worked with the commission. From the total 33 respondents two (6.1%) respondents said, between 6-10 years their institution worked or corporate with national disaster risk management commission, eight (24.2%) said 11-15 years, and the remaining 23 (69.6%) said their institution had above 20 years worked or corporate with national disaster risk management commission. Therefore, this indicates the commission has long year relationships with different stakeholders. So it is good for different crisis communication and management practice and also other commission activity.

The role of stakeholder's organization for crisis communication and management activity was also examined out of the total 33 sample populations 10 (30.3%) respondents said their institution was donation role for crisis communication and management activity, 15 (45.5%) said advisory role, and the remaining eight (24.2%) said technical role. Therefore, the stakeholder's institutions had more play advisory role and next to this the institution had donation role and technical role for crisis management and communication activity.

Respondents were asked whether the commission appropriately communicates or cooperatively works with stakeholders' organization, 12 (36.4%) respondents agreed, 17 (51.5%) respondents disagreed on the same issue as three (9.1%) respondents became neutral, and only one (3%) strongly agreed, from this, therefore, it is somehow difficult to say that the commission appropriately communicated or corporately worked with different stakeholders.

Figure. 4.15. The Commission Appropriately Communicates or Cooperatively Works with Stakeholders Organization



Source: Survey, 2019

The respondents also indicated about the commission crisis communication practice whether it had well-coordinated activities with stakeholders. From out of total 33 sample populations the agreement level on the idea of the commission crisis communication practice was well coordinated activities with stakeholders indicated, 11 (33.3%) respondents disagreed, and eight (24.2%) respondents strongly disagreed, whereas only three (9.1%) respondents strongly agreed, six (18.2%) respondents were agreed, when five (15.2%) respondents became neutral. So this indicates the commission crisis communication practices lacked coordinated activity with stakeholders

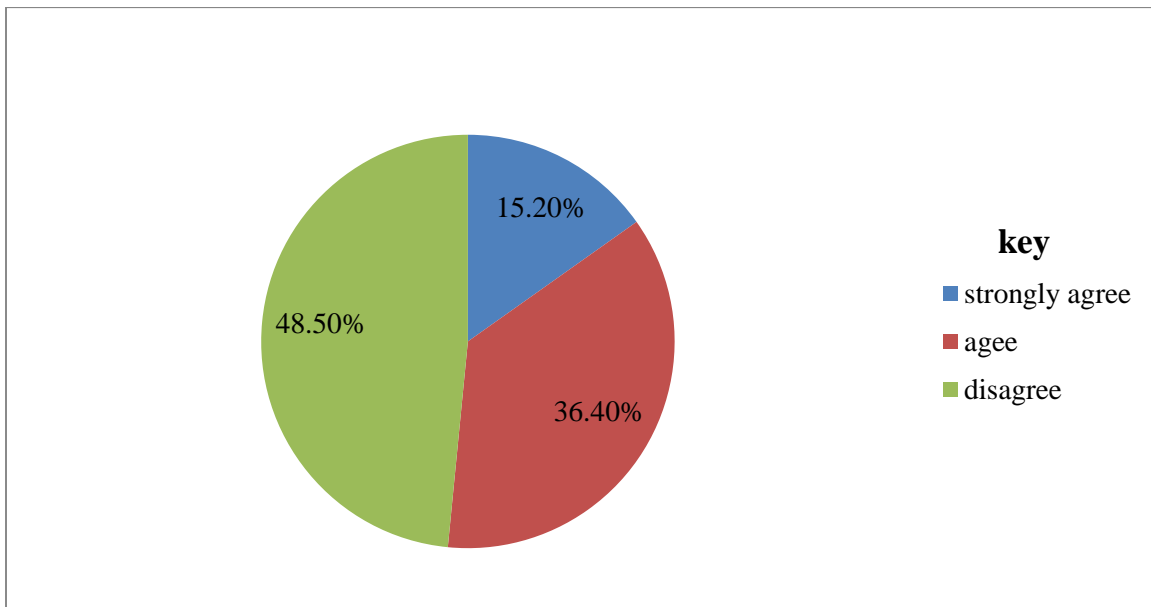
The respondents were also asked about the frequency of the conference or meetings are carried out as a form of stakeholder's relations. From out of total 33 sample populations 11 (33.3%) respondents said their institutions always carried out meeting or conference, 17 (51.5%) said

sometime, and the remaining five (15.2%) respondents said very limited. So this indicates the commission sometimes carried out conference or meeting as a form of stakeholder's relations.

4.6. Stakeholders' Perception on the Commission Crisis Management and Communication Practice

From out of total 33 populations the agreement level on the idea of The commission communication level is very good, five (15.2%) respondents said strongly agreed on the commission communication level is very good, 12 (36.4%) respondents agreed, and 16 (48.5%) disagreed. Hence, this indicates the commission's communication level had medium level, because the agreement level of the respondents almost indicates half agreed and half disagreed level of agreement.

Figure. 4.16. Stakeholder's Perception on the Commission Communication Level

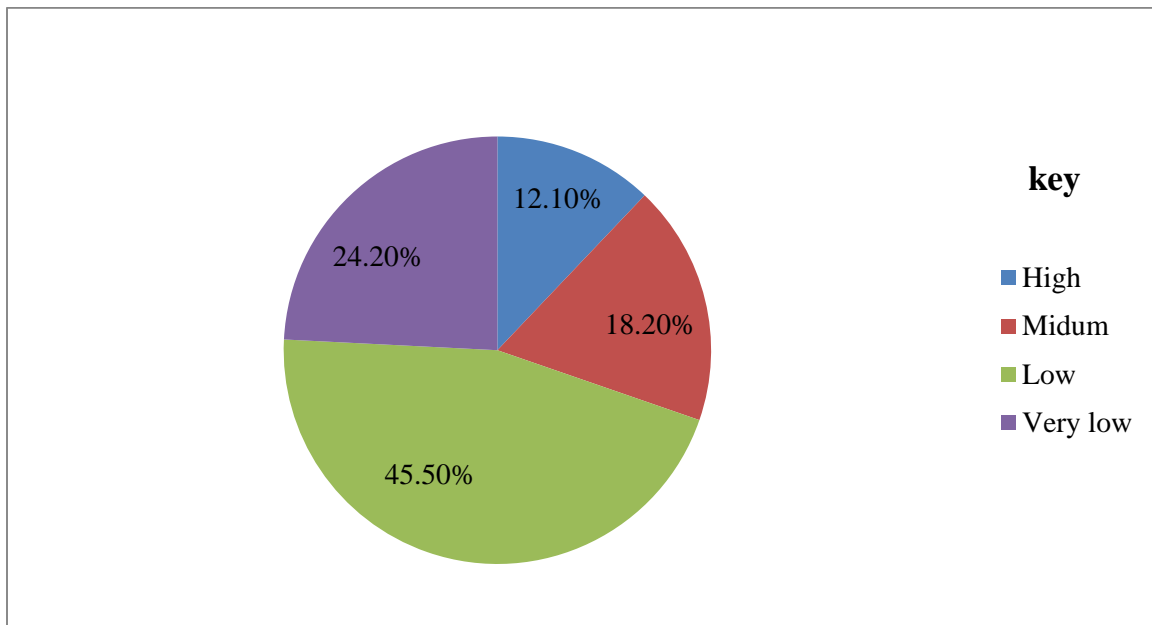


Source: Survey, 2019

Out of the total 33 populations four (12.1%) respondents said the commission had high crisis communication and management practice or activity based on our country contexts, six (18.2%) respondents said medium level, 15 (45.5%) said low, and the remaining eight (24.2%) said very

low. So this indicates in our country context the commission's crisis communication and management activities are low, because almost 70% of respondents respond indicated the activities were low.

Figure. 4.17. Level of the NDRMC Crisis Management and Communication Activity on our Country Context

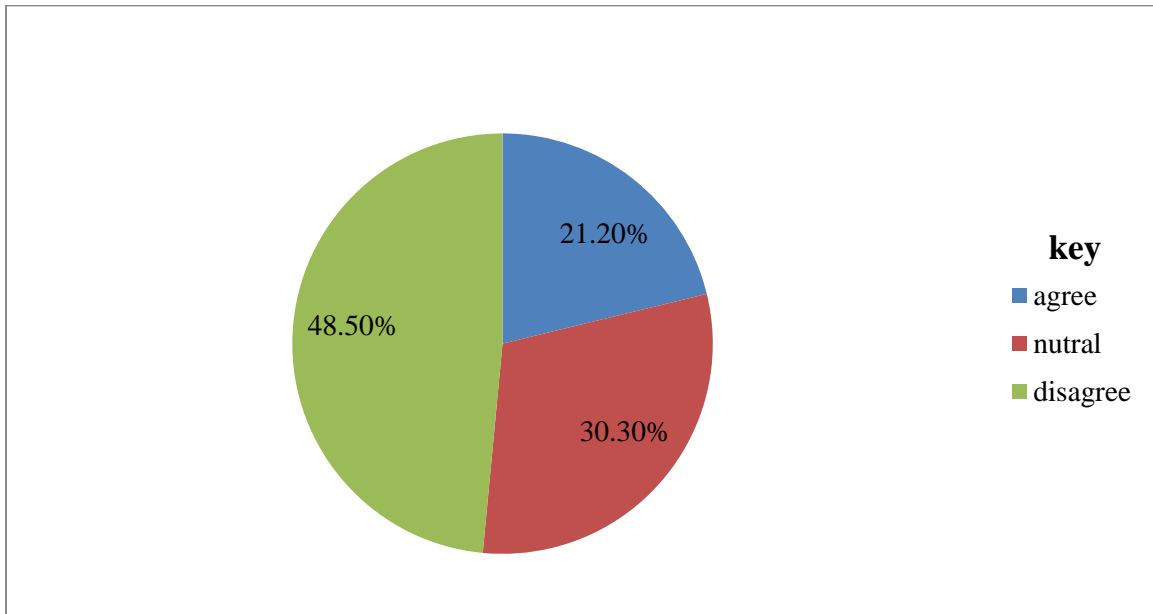


Source: Survey, 2019

Again, respondents were asked to express their perceptions on the commission public relations practice. Out of the total 33 sample populations the level of agreement on the idea of the commission public relations practitioners use public relations tools professionally, seven (21.2%) respondents agreed, 10 (30.3) respondents became neutral, and the remaining 16 (48.5%) disagreed. Therefore, the respondent agreement level indicates that the commission public relation practitioners tended to lack professional practice in the use the public relations tools.

This might indicate that the commission's public relations practitioners did not properly communicate using public relations tools with stake holders.

Figure. 4.18. The Degree of Commission’s Public Relations Practitioners use Public Relations Tools Professionally



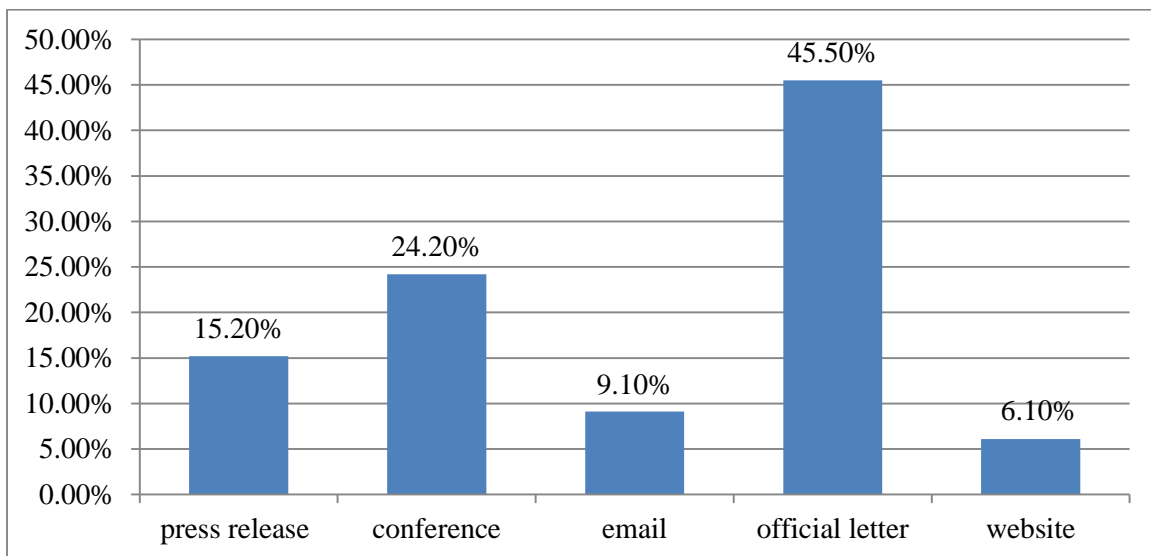
Source: Survey, 2019

With regards to the type of channel the national disaster risk management commission public relations practitioners mostly used to communicate with stakeholders’ organization, 15 (45.5%) respondents said official letter, eight (24.2%) respondents said conference, five (15.2%) respondents said press release to communicate with their organizations, three (9.1%) respondents said they use email and the remaining two (6.1%) respondents said website. According to Register (2007) “the news release is a key communications tool in a crisis situation”. It provides the company’s official explanation of what is happening and may be used for expressing quotes from senior management on how it is ‘feeling’ about the situation. But the commission mostly uses official letters to communicate with stakeholder institutions. So this indicates the public relations practitioners of the commission big problem to use appropriate channel and seemed to have low media relations. This is perhaps related to the poor organization of the public relations directorate.

In relation to this, the observed data also indicated that the commission public relation practice in crisis communication and management activity is mostly done in directorate level where the director has also been the member of commission’s management body.

It is good to have the director as member of the management body, but the staff members of this directorate were three in number this means one director and two experts. Therefore, the directorate has insufficient man power and this indicates the commission has lack of understanding the role and functions of public relations practitioners for any organizational activity. In other words, the public relations directorate activities were more practiced by the director of the directorate, where the remaining two experts practiced simple technical activity like distribute the letters and other printed out materials.

Figure. 4.19. The Types of Channel the NDRMC Public Relations Practitioners mostly used to communicate with Stakeholders Organization



Source: Survey, 2019

4.7. Stakeholders of the Commission and their Role

According to Zemdikun, (2014) creating good relationship with different actors like government office, organizational employee, non-governmental organization, individuals, groups, community members and other stakeholder groups that might be important to the organization is the common functions of public relations officers.

On this idea the interviewees, C05, C02 and C04 said the stakeholders of this commission were excess in number. And also in the commissions' crisis communication and management activity any individuals, groups, governmental and non-governmental organizations, and also other

countries directly or indirectly participate in different activities. In addition, the role of those stake holders were vary depends on the sectors. Like for example minster of health participates in health issue, education on educational issue, and any others are participate based on your interest and sectors.

Therefore, based on the above idea the commission and stakeholders' relations had an imbalance relationship and the relationship was circled by one thing means the stakeholders always participate in economical supports than others. And interviewee C01 said; “.....እኛ ከአጋሮች ጋር ያለን ግንኙነት ብራችንን ክፈሉን ነው። ባለአቅማችን ይህ መስሪያቤት ሰዎችን መደገፍ ስለሆነ የፖለቲካ ጫና የለብንም።” this can be translated as, “...we have no political influence because our commission supports the people by our potential and our relation with stakeholders is just birr payment.”

4.8. The Challenges and Problems of the Commission

4.8.1. The Strong and Weak Sides of the Commission

Based on the interview, interviewee C01 said the commission has a lot of weak sides but it works hardly within the weak sides. Some weak sides are the commission always done any activity on crisis occurring and after the crisis occurring time it means reactively. And related with this interviewee C01 said the commission if any crisis happens some where it gives response immediately, it was the strong side and also the weak sides of the commission's always take measurements after the crisis already happened and affects place, people and community. And also during crisis victimized support time the community had lack of moral development or perception, it was the big challenge of the commission's crisis management and communication. At that time all communities people wants to support. So the commission has lack of potential to address all people and also it has victim identification system problem.

And C05 said; “ሁሉም የህብረተሰብ ክፍል ላናሳትፍ እንችላለን ነገር ግን የህብረተሰቡ ግንዛቤ(ንቃተህሊና) የለም። ለምሳሌ፦እኔ ባለፈው በተሳተፍኩበት እርዳታ በሚሰጥበት ሰአት ያለውም ቤቱ የሞቀውም እርዳታ በመፈለግ ይመጣል።” it translates to, “We have no potential to address all people but the people lack of perception development (moral development) for example, last time I participated one supporting program at that time the people live in safe conditions come to that support program by need the support”.

Economic Source of the Commission

The commission had get source of money from government, partners, bilateral and multi-lateral relationships, and by using the commission fund directorate. Thus the commission was collected income from these four directions and additionally volunteers also participate. Also interviewee C03 said the commission gets source of money from three supporter body; mainly from government, national food program, and non-governmental organizations union. In addition to this Ethiopians live out country, humanitarian organization, individuals, business groups, bank, and etc bodies were participated as economic source of the commission. However, there are many challenges in fund raising efforts.

Risky Crisis Experience at National Level in terms of Money and Human Life

C01, C04, and C05 said there were main risky crisis experience at national level in terms of money and human life; these were drought and flood, conflict, fire, car accident, and lack of construction safety. Plus, interviewee C03 also said drought was the most risky crisis in our country. Example 1966 and 1977 E.C Ethiopia drought called in Amharic “huletu matoch”

The observer observed the commission did not have good work office setting. Because the commission building position is stratified in to three places; these are some departments found in Bole Denbel area in two building and the other one found at Nifase silk. The setting is not appropriate for organizational communication, and it is by itself barrier and interrupting the commission communication activity. Therefore, the observers understand the commission has insufficient office setting.

In addition to this the observer observed the commission employees have medium communication level. Because the employees are challenged by different office setting and the commission has medium level in fulfilling office equipment. During the field visit, generally, the observer observed the key elements of the public relations practitioners write and dispatch press releases timely but not professionally. The directorates used different channels or public relations tools and also used them in an improper way.

The directorate has lack of using appropriate internal communication tools (letters, memo, email, text, etc), the public relations practitioners address any information for internal timely access to information and this information disseminated in traditional way like using notice board and interpersonal communication and the directorate lacked materials used for the practice of any public relations activity, like; camera, computer, print and copy machine.

Chapter Five: Conclusion and Recommendation

This chapter includes conclusion of the study and based on the findings the student researcher recommends some points.

5.1. Conclusion

As it has been found from the responses of respondents the practice of public relations directorate was mainly focused on technical role and next to technical role though it had very small degree of having a consultant role. Generally, the commission public relations directorate never participated in managerial role. Therefore, the commission public relations directorate has only more technical functions.

Based on the study finding the commissioner office is taking the wide stake on more responsible body to give any information for media and other stakeholders. And the public relations directorate takes the next stake. As a result, the commission information dissemination activity practiced by the commissioner's office and public relations directorates was done by not on professional senses since the staff is by far low as compared to many directorates and directorates no matter how it is found out that the commission has energetic educated and experienced staff. The staff composition of the commission was female oriented employee organized system

Additionally, the commission public relations directorate had low role in the participation of the commission different research practice. With regard to, information provision, the commissioner's office had taken wide stake than public relations directorate. As a result, the commission's public relations directorate had taken less responsibility on the commission information provision activity.

According to the respondents the commission public relations directorate had often used traditional and uninterested public relations tools; letters and inter personal communication than simplest tools. These two tools mean letters and interpersonal communication cover above 80% of the commission public relations tools usage. Generally, the commission's public relations practices had practiced without organized and integrated communication tools and totally the commission not use Medias' strictly.

According to research finding the national disaster risk management commission had used both temporary and sustainable methods of crisis communication and management activity, but these methods were not practiced in a creative, systematical and strategic way. And also the commission's public relations directorate had not taken any methods or measurements in yourself, but participate for any crisis management and communication activity like commission's others directorate and did not have special role as public relations practitioners on crisis management and communication activities. Therefore, the commission generally had used routine system in sustainable and temporary crisis communication and management activity and there were not methods used by the national disaster risk management commission public relations practitioners towards crisis communication and management.

Based on the study finding the commission had temporary and permanent crisis management teams. These teams were not organized in professional way of team organizing system and just organized randomly. And also these teams were not well known by the commission employee, in addition to this the commission's crisis management teams had mainly practiced preparing strategic direction for responding to crisis management and conduct researches functions. Therefore, the commission had not used professional team organizing system but the teams were the key body for commission's crisis management and communication activity. Generally, the teams had good practice in crisis communication and management activity, but the practices of the teams lacked sustainability, strategic and scientific system, and practiced mostly in temporary crisis management and communication activity.

According to respondents in our country mostly occurred crisis were formerly man-made crisis and next to this natural crisis were occurred. Plus, the commission has strongly communicated about the crisis in the two crisis phases of crisis this means during the crisis and after the crisis occurred but not before the crisis occurred like issue management. As a result, the commission crisis communication and management activities traditional and reactive like supports and relief rehabilitation activity.

And also the commission had conducted researches in very limited time but not in each and every time, and on each level of crisis. But especially the commission was proactively conducted in specific season need assessment researches.

Therefore, the commission lacked good research practice, and relatively the commission researches were always conducted on after the crisis occurred crisis phase. According to the respondents' response generally the commission crisis communication and management activities were not going with our country situation. And also the commission evaluation of crisis communication and management activities were not clear for the employee. Because above 50 percent respondent's response became neutral and next to this 35 percent of respondent's response were disagreed on the commission has evaluates crisis communication and management activities in each and every time. Therefore, the commission had very weak culture in evaluation of any activity.

The commission had long year's relationships with different stakeholders. But comparing with relationships period of time the commission's stakeholders' relationships practice had not strategic and it focused on money aid, borrowing and accept any different supports. In addition to this the stakeholders are only donation role for crisis communication and management activity, and the commissions stakeholders' relations is lack of strategic and cooperation. Also the commission had three types of plans; these are short term, medium and long term plans. But the plans were lacked organizing strategically just the plan organized system focused on in one direction. Specially, short term plan are random means crisis immediate response plans.

Generally, in the commission there were several challenges and factors, like economic, social and other factors. Although, rather from these factors, the commission had different manageable problems, because of the commission's lacked to follow strategic, scientific and researched system for any activity.

5.2. Recommendations

Based on the study findings the student researcher has some points to the national disaster risk management commission.

Firstly, the commission has should be gives attention for public relations directorate and rebuild the directorate in terms of professional and sufficient man power. And also the commission identifies the public relations directorate functions and roles from others directorates. So, after that the commission is develops the practices of public relations and use the public relations field as a back bone of any commission activity and specially in crisis communication and management activity. Additionally, the commission should be shape the directorates organizing system, office setting, and also minimizes communication barriers for creating successful communication activity.

Based on the finding, it is good the commission has both temporary and permanent crisis management team. But the commission should be creating newly crisis communication and management team professionally and each team including the member's different field's means from different directorate. And above, develop the functions of team's functions; develops strategic plan by conducting wide researches. And also the teams should be doing any activity proactively than reactively. Moreover, the teams should practice cross-sectional activity in the commission crisis communication and management activity.

It is good the commission had temporary and sustainable means of crisis communication and management. But the commission should be more focused proactive crisis management activity. It means develop the potential of the commission on issue management activity. In addition, on reactively crisis communication and management activity the commission should use creative and systematic ways of management based on the situation and integrating proactive and reactive management activity.

The commission should develop any activity in our country context. Because our nation situation requires ask wide activity, hence the commission should strongly do the coordination and other activities. Additionally, the commissions build up the stakeholders' relations further to receiver and donor relations, like advisory relationships and other different crisis communication and management practice.

The last but not the least recommendation point is the commission conduct research for each and every activity of the commission and always must doing research based activity. Specially, the commission in crisis communication and management activity must conduct the research proactively and other ways in each level of crisis must be conduct researches.

Appendices

Appendix 1: List of Key Informants

Mr. Debebe Zewude	Director of Public Relations Directorate
Ms. Sara Talele	Public Relations Expert
Mr. Abera Kasa	Director of Risk Reduction Directorate
Mr. Samuale Abebe	Director of Human Resource Management Directorate
Mr. Desalegn Birkinah	Director of Planning Directorate

Appendix 2: questionnaire questions for NDRMC employees

Addis Ababa University

School of Journalism and Communication (SJC)

Department of Public Relations and Strategic Communication (PRSC)

A questionnaire to be filled by the employee of NDRMC

I am **Bayush Ambaw**, PRSC Masters student in School of Journalism and Communication, at Addis Ababa University. I am conducting a research entitled “*analysis of crisis management and communication of the National Disaster Risk Management Commission*”

The main objective of these research questionnaires is to collect primary data from employees of national disaster risk management commission.

Instructions

- A. Please, read each instruction before attempting to answers the question.
- B. No need of writing your name.
- C. The information you are giving is confidentially used for research purpose only.
- D. For a question given below if you have elongated response you can use the back page.

Thank you for your cooperation

Part I: Personal, Work and Educational Information

Instruction: Please put“√” mark in the provided box to answer each questions.

1. Age: 21 –30 31 – 40 41-50 Above 51
2. Gender: Male Female
3. Work Experience: Less than 5 Years 6-10Years 11 - 15 Years
16 - 20 Years above 20 Years
4. Educational Status: Masters Major Field:_____ Minor Field (if any): _____
B.A Degree Major Field: ____ Minor Field (if any):____ Diploma field: _____
5. Your Position in the organization: Supply and logistics Budget and Finance
public relations practitioner Disaster response and relief rehabilitation

Human Resource management disaster risk reduction if any other _____

Part Two: Organization and Work Related Information

Instruction: Please select the appropriate answer for these questions.

6. Which type of media National Disaster Risk Management Commission (NDRMC) has often used during crisis communication management? (Tick more than once) A) Emails B) Letters C) Inter personal communication D) Social media (facebook, twitter, YouTube, website & etc) E) Newspaper and magazine B) Radio and Television

E) If any other _____

6.1. Please put them in ranks (1, 2, 3, etc).

7. Who is more responsible to give any information about national disaster risk management commission to media and others stake holders? (Tick more than once)

A) The commissioner's office

C) The commission board

B) PR Directorate

D) If any other _____

8. Do you have crisis management team in the commission? _____

8.1. If the answer is "Yes" for question No "8", what are the functions of crisis management team in crisis management and communication practice of the commission? (Tick more than once) A) Create source of money B) Prepare strategic direction for responding to crisis management C) Conduct research D) if any other _____

9. Mostly during what level of crisis communication, the commissions' communicate about crisis strongly? (Tick more than once) A) Before the crisis occur

B) During the crisis occurs

C) After the crisis

10. What are the ways that the National Disaster Risk Management Commission (NDRMC) uses to support areas and communities affected and victimized by any crisis? (Tick more than once) A) Provide support based on partner members or size

B) depends on victims age and gender C) Depend on crisis level the victims faced

D) Other to be mentioned _____

11. What type of crisis occurred mostly in our nation? (Tick more than once)

A) Natural crisis

B) Man-made

11.1. Please put them in ranks (1, 2, 3, etc)_____

12. What are the means in which the NDRMC has used to relief societies that victimized by any crisis? (Tick more than once) A) Fund raising B. Government's support of the crisis management C) Sustainable development program D) If any other specify_____

13. What is commissions' source of money? (Tick more than once)

A) Government

B) individual

C) Partner organizations

D) Private organizations

E) If any other_____

13.1. Please write three most funding source from question No "13"._____

14. What techniques the commission has been using for gaining money from non government sources? (Tick more than once) A) Fund raising B) Donor relations C) Aid D) Borrowing

Other please specify_____

15. Do you have any problem faced in any crisis management and communication time?

20. Please put degree of agreement here below table

No	Statements	Strongly agree	agree	Neutral	Disagree	Strongly disagree
1	The commission crisis management and communication practices are Mostly at initial stage.					
2	The commission usually conducts research in each level of crisis.					
3	The commission mostly practices proactive crisis management than reactively.					
4	The commission uses the media strictly for crisis management and communication activity.					
5	The commission allocates sufficient budget for crisis management and communication purpose and audit the budget properly.					
6	The commission mostly gets source of money for donors.					
7	The commission crisis management and communication activities go with our country's current situation.					
8	The commission has used different means of sustainable way of crisis management and communication for crisis victimized people and areas or place.					
9	The commission has evaluates crisis management and communication activities in each and every time.					
10	We use radio and television to address the crisis					
11	We use official letters to mitigate the crisis situation					
12	We have our own timely magazines and newsletters					

5. What is the role of your organization for crisis communication and management activity?
(Tick more than once)

- A. Donation role B. Advisory role
C. Technical role D. Managerial role E. if any other _____

6. What are basic reasons of your organization work as a stakeholder with national disaster risk management commission? (Tick more than once)

- A. Humanitarian reasons
B. because it is the organization's duty and objectives
C. based on good communication practice of our organization
D. International cooperation
E. based on good communication practice of the commission
E. if any other _____

9. Especially which type of channels used to communicate with national disaster risk management commission? (Tick more than once)

- A. Press releases B. Email C. Website
D. Official letter E. Conference F. Inter personal communication
E. If any other _____

10. Does your organization handle conference or meeting with national disaster risk management commission? _____

10.1. How many times the conference or meetings are carried out?

- A. usually B. Always C. Sometime D. Very limited E. Not at all

11. Which type of channel the national disaster risk management commission public relations practitioners mostly used to communicate with your organization? (Tick more than once)

A. press release

B. Conference

C. Email

D. Official letter

E. Website

F. Inter personal communication

If any other _____

12. Please list any weak and strong sides of national disaster risk management commission communication practice.

Strong side _____

Weak side _____

12.1. Based on the above weak sides of the commission that you are mentioned, please put some suggestion points as a stakeholder.

Appendix 4: Interview Questions

Name: _____

Educational background: _____

Work experience: _____

1. Public relations

1.1. How is public relations directorate originated in your commission?

1.2. What are the functions of public relations directorate in the commission?

- Do you conduct research in your directorate in particular and in the commission level in general?
- which media more frequently use to disseminating message and how many times use up to now in each and every media?

1.3. What are the major roles of public relations directorate in National Disaster Risk Management Commission?

- Do you think its current role is sufficient?

1.4. How do you manage man power and communicate with each other in the directorate and commission level?

- How does the directorate work with other directorates?

1.5. How is the public relations practice of National Disaster Risk Management Commission in crisis communication and management done in professional manner?

2. Crisis management and communication

2.1. What is the meaning of crisis management and crisis communication in your organization context and according to public relation practice?

2.2. How do you handle different issues before they turn out to be crisis?

2.3. How do you practice crisis management and communication activity in your directorate and in the commission context in general?

2.4. Do you have a crisis management team in the commission; how are they professionally organized, how many of them do they often have a background in communication and public relations fields of study?

2.5. During crisis management, how many stakeholders work together with the commission and directorate, and what were their roles?

- To manage any crisis at the national level, what type of relationship do you have with government, partner organizations and other stakeholders do you carry out?

3. General questions

3.1. Please explain briefly about the most common and risky crisis experiences at the national level in terms of money and human life.

3.2. The commission is a non-profit governmental organization. So how do you get the source of money for managing the crisis?

3.3. During any national crisis management and communication activities the directorate and also the commission may have their own weak and strong sides. Would you explain in that?

3.4. Do you think the commission's crisis management and communication practice is successful?

- Based on the above answer when and where this practice is successful or not successful?

Appendix 5: Observation checklist

Date of Observation: _____

NO	Statements	Sufficient	medium	insufficient
1	Over all communication activity of the commission			
1.1.	The commission has good work office settings			
1.2.	The commission's employee are responsive and active for any communication			
1.3.	The commission has fulfils relevant materials and accesses for employee, like Office materials (printer, computer), cafeteria			
2	Public relation directorates			
2.1.	The directorate has sufficient man power (staff).			
2.2.	The directorates use different channels or public relations tools and also use in proper way.			
2.3.	The directorate use appropriate internal communication tools (letters, memo, email, text, etc).			
2.4.	The public relations practitioners address any information for internal timely access to information.			
2.5.	The public relations practitioners write and dispatch press releases timely professionally			
2.6.	The public relations practitioners have good technical skill like production of brochure, flier, magazine and etc.			
2.7.	The directorate has full materials used for the practice of any public relations activity. Example camera, computer, print and copy machine			
2.8	Availability of communication equipments			

	such as computer, printer, copy machine, etc			
2.9	The commission has good internet access			

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